

# Annual Report 2021



**Our Mission –  
«We provide connectivity that matters.»**

## Contents

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Foreword by the Chairman of the Board of Directors and the CEO	
<b>R&amp;M Back on Track for Growth</b>	<b>4</b>
<hr/>	
Sustainability	
<b>Sustainability in Practice</b>	<b>7</b>
<hr/>	
Supply Chain	
<b>Mastering Exceptional Circumstances</b>	<b>10</b>
<hr/>	
Public Networks market segment	
<b>Fiber Optics Becoming a Basic Need</b>	<b>13</b>
<hr/>	
LAN Cabling market segment	
<b>Smart Buildings on the Rise</b>	<b>17</b>
<hr/>	
Data Center market segment	
<b>Security Starts with the Connector</b>	<b>21</b>
<hr/>	
Management	
<b>Members of the Board of Directors</b>	<b>26</b>
<b>Members of the Executive Board</b>	<b>27</b>
<hr/>	
Owners	
<b>Outstanding Performance</b>	<b>28</b>
<hr/>	
Facts & Figures	
<b>Key Figures</b>	<b>30</b>

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## Publication Details

### Cover picture

Products from the R&M Netscale family enable ultimate packing density and scalability for distributors in 19" cabinets.

**Layout:** inch, Natalie Schnetzler, Wetzikon

**Text:** damm.com, www.damm.com.de

### Printed by

Druckerei Sieber AG, www.druckerei-sieber.ch

### Publisher

Reichle & De-Massari AG  
Binzstrasse 32, CHE-8620 Wetzikon, Switzerland  
www.rdm.com, erica.monti@rdm.com

# R&M Back on Track for Growth

Strong growth despite supply bottlenecks and pandemic challenges.  
Balanced investments in regional markets, new products and own manufacturing facilities strengthen the Group. Secure connectivity is more in demand than ever. R&M has the relevant solutions.

The 2021 financial year was challenging in many respects. The pandemic crisis continued and repeatedly led to challenges in global supply chains. The rapid economic recovery led to critical supply and transport bottlenecks and significant cost increases. At the same time, however, more investments were made in new network infrastructures in the telecommunications, data center and building automation sectors.

Despite all these challenges, R&M can look back on a very successful 2021 financial year and was able to continue on its targeted growth course. Within a short time, capacities were adapted to the new situation so that customers could be served reliably at all times. Targeted investments in the various production plants as well as in new products, regional markets and robust IT systems will strengthen future competitiveness.

In the 2021 financial year, the R&M Group achieved sales of CHF 274.2 million and growth of +9.9% compared to the previous year. This increase is all the more remarkable given that two large-scale projects totaling tens of millions were completed at the end of 2020. At constant exchange rates, year-on-year growth in local currency was +10.6% and +5.0% compared to 2019. This has already compensated for the decline in sales caused by the pandemic.

At CHF 15.2 million, EBIT also improved significantly and returned to the 2019 level.

Despite a sharp increase in material and transport costs, an EBIT margin of 5.5% was achieved.

## Dynamic sales development in Europe

Orders in all regions picked up significantly at the beginning of 2021. Almost all markets in Europe recorded double-digit growth. The Market Organization in Germany developed very dynamically, benefiting from several large orders from telecommunications companies and municipal utilities as well as from the general economic recovery. Currently, Germany is R&M's most important sales country.

Sales decreased overall in Asia and the Middle East as various key projects had to be replaced. In the strategic regions of India and China, however, sales increased by between 20 and 30%. The good positioning in India in the growth market of telecoms and in China in the data center segment primarily contributed to this. In both countries, production capacities are being expanded further to ensure the company is equipped for further growth.

In the Middle East, the aim was to compensate for the revenues of the expired NBN (National Broadband Network) program in Saudi Arabia with new projects and sales markets. Major successes were achieved particularly in Egypt with infrastructure projects in connection with the construction

of the New Capital. In order to serve this market even better, a new sales office was established in Cairo and the team was strengthened.

In Brazil, revenue increased by over 60% thanks to various key projects in the telecommunications market. In the U.S., the product range was further adapted to the North American market, and was expanded to make it possible to serve now all three strategic segments in this market.

## All strategic market segments up

All three market segments performed well in the financial year. The double-digit growth rate in the LAN market was rather surprising. Despite discussions about the future demand for office space, there was still a lot of catching up to do after the pandemic. R&M was able to distinguish itself above all in the growth segments of hospitals, education and government buildings and institutions. There are great opportunities in the area of smart buildings. R&M already offers a comprehensive range of products for the connectivity of digitalized building automation. When it comes to technologies such as Single Pair Ethernet, Power over Ethernet and Digital Ceiling, R&M can set itself apart from the competition with innovative products.

The Public Networks market segment is experiencing an unbroken boom in investment in access and FTTH networks. Over the next few years, broadband expansion



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Hans Hess, Michel Riva

will be massively expanded, particularly in Europe, the U.S. and various Asian countries. The emerging 5G market requires fiber optic connectivity for the connection of radio cells to fiber optic networks. Next year, R&M will be launching a complete range for this market.

The data center market is also growing rapidly. R&M is well positioned with high-density fiber optic distributors, solutions for infrastructure management and the smart networks architecture. The company offers comprehensive and integrated solutions, including enclosures, cabinets, cabling solutions, distribution systems and proprietary DCIM software solutions. In order to be able to pursue this systems approach even more effectively, R&M contractually acquired an Italian manufacturer of cabinets and housings for IT equipment and networks in data centers at the end of 2021. With this acquisition, which was formally concluded in January 2022, R&M can position itself even better in the growing data center market and actively offer new solutions such as edge data centers.

### Ready to deliver at any time

Global demand-driven supply and transport bottlenecks also presented R&M with major challenges. However, due to the great dedication of the international Operations team, the company was able to meet delivery deadlines at all times. Within a very short time, capacities were increased and more

than 200 new employees were hired at the various international plants. At the end of 2021, R&M had 1,650 employees, including temporary staff. Thanks to the global production network and the remote purchasing structure, the supply of input materials and transport capacities was ensured at all times. We expect the delivery situation to remain challenging in 2022.

### Expanded sustainability

Sustainable and value-oriented action have been integral components of R&M's corporate policy for years. In order to better respond to global changes and challenges, R&M launched a strategic program in the year under review to anchor the topics of protection of the atmosphere, reduction of energy and raw material consumption, ethics and equality even more firmly in the corporate strategy and to continuously improve them. In doing so, R&M is guided by the 17 UN goals and the ten principles of the UN Global Compact.

### Optimistic despite few uncertainties

At the moment, the market is looking optimistic. The extraordinarily strong growth in the 2021 financial year was accelerated by the pandemic-related backlog demand. All in all, we remain optimistic about the current year, but are expecting lower growth rates. Supply bottlenecks and rising raw material and transport costs will continue to determine developments. The major uncertainties

remain – the pandemic and political conflicts will continue to impact the global economy.

However, demand for reliable broadband Internet access as well as high-quality infrastructure solutions for data centers and network infrastructures for smart buildings will continue to increase. The pandemic has impressively shown the world just how important crisis-resistant data and communication networks are.

The Board of Directors and the Executive Board would like to thank the motivated R&M employees around the world for their commitment and dedication to the benefit of our customers in this challenging financial year. You played a key role in ensuring that our company continued to get through the pandemic crisis safely. And we thank our customers and business partners for appreciating R&M as a safe and reliable supplier.

Hans Hess

Chairman of the Board of Directors

Michel Riva

CEO



# Sustainability in Practice

As a family company, R&M has always acted sustainably. The company wholeheartedly supports the 17 Sustainable Development Goals defined by the UN and consistently applies the Ten Principles of Sustainable Business (UN Global Compact) all over the world. The degree of implementation will be documented with more detailed figures in the future.

Sustainability is becoming a global competitive factor. At R&M, it is strongly anchored in the corporate culture. A family company can only be successful in the longer term if it aligns its values with sustainability and acts in a responsible, well-balanced manner. The company's continuous growth confirms that R&M indeed meets this demand.

But the picture is changing. Nowadays, corporate responsibility is no longer limited to the immediate sphere of influence. The protection of the atmosphere, the consumption of energy and raw materials, biodiversity, ethics and equality urgently require more attention.

### Holistic approach

Against this backdrop, R&M extended the sustainability strategy in the reporting year. The Management defined holistic and substantial goals, and committed to implementing them within a sensible timescale as well as optimizing them on an ongoing basis.



R&M aligns itself with the 17 UN goals and the ten principles of the UN Global Compact. R&M derives operational measures, indicators and measurable targets from corresponding guidelines issued by the UN, certification and business organizations. All R&M facilities work within the scope of local possibilities to implement the goals.



Michel Riva, CEO

**«At R&M, sustainability is strongly anchored in the corporate culture. However, it is now increasingly becoming a competitive and positioning factor.»**

### Operational implementation

The Corporate Quality Management, Corporate HR, Corporate Procurement & Logistics as well as Legal & Compliance divisions have integrated the field of sustainability into their areas of responsibility. A team headed by the Executive Board takes care of recording and analyzing the environmentally relevant effects of ongoing operations in a standardized manner across divisions and sites.



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**The four priorities**  
**R&M's sustainability strategy**  
**has four priorities:**

-  Reduce environmental and climate impacts
-  Focus on humanity, social commitment, equality
-  Strict corporate ethic and zero-tolerance policy
-  Sustainable supply chains

A matrix of Key Performance Indicators (KPIs) adapted to current circumstances serves, among other things, as a guideline for operational target tracking. R&M monitors, for example, the consumption of fuels, energy and raw materials, waste volumes, transport and further categories. The degree to which the goals have been implemented is documented continuously.

Areas with a critical carbon footprint can be quickly identified and optimized. CO<sub>2</sub> optimization may also mean cost optimization because a company that turns a blind eye to sustainability will soon run into economic problems.

R&M gives customers certificates and declarations on the CO<sub>2</sub>, waste and raw material balance of the products supplied. This facilitates their own CSER management and makes R&M a transparent and credible partner. Suppliers and logistics partners must demonstrate that they are reducing their CO<sub>2</sub> emissions and meeting international standards.

*Training of junior engineers at R&M Bulgaria*

**International comparison**

R&M continuously participates in internationally recognized assessments. The rating agency *ecovadis* evaluates R&M using neutral CSER standards as part of industry scoring. The Carbon Disclosure Project (CDP) collects and publishes data on the CO<sub>2</sub> emissions.

In the *ecovadis* rating 2021, R&M was slightly above the industry average. The company's worldwide activities in environmental pro-

tection and sustainable procurement were awarded good grades.

More than 80% of the R&M production plants are ISO-14001 certified. That means they have an environmental management system with fixed goals. They check the impact of operations on the environment and improve environmental compatibility.

Despite strong commitment to compliance, ethics, fairness and sustainability, it could





Vaccination campaigns at R&M India and R&M Brazil



still happen that there are individual cases of regulations not being adhered to or limits being exceeded. Management wants to know whether there is any misconduct. For this purpose, the company set up a «SpeakUp» channel for the entire workforce in the reporting year. It adds to the open communication culture and enables all employees, including temporary ones, to provide information anonymously in any cases of doubt.

### Annual reporting

R&M is upgrading the Sustainability Report. In future, the company will be presenting its report on an annual basis. Reporting is based on data in the KPI matrix. CO<sub>2</sub> and raw material balance. Energy consumption and related categories play a central role. R&M also reports on ratings, certifications, compliance, ethics, education and health.

The standards of the Global Reporting Initiative (GRI) serve as a guideline for content.

### Commitment to health

One of the main social projects in the reporting year was protecting the workforce from COVID-19 infections. A task force monitors the situation in the plants and supply chain on a daily basis. The plant in India

started a vaccination program in July 2021. All employees had their vaccinations within just a few days. At the Brazilian site, all employees received their vaccinations on company premises in August.

### Training specialists

Good specialist training is also one of R&M's sustainability values. The vocational training rate at Headquarters is above the Swiss average. In Bulgaria, R&M trains young specialists and up-and-coming engineers in compliance with the Swiss model and with its own programs. R&M has always promoted the further education of international specialists and managerial staff.

All R&M plants consistently implement local government regulations issued in response to the pandemic at all times. They introduced hygiene rules from the outset and continuously adapt the production processes to comply with safety recommendations. R&M was able to deliver throughout.

### Environmentally friendly fiber optic technology

R&M's products also help lower the carbon footprint. This applies primarily to fiber optic technology. A study by the FTTH Council Europe came to the conclusion that switch-

ing off copper lines and switching to fiber optic cables has significant environmental benefits.

In the reporting year, R&M regularly provided both customers and partners with information about this important situation. Technical reports and blog posts were published for this purpose and are available on the website.

The sustainable approach to network technology has far-reaching effects for society and living conditions. High-performance connections are the basis of a modern communication society. Reliable communication infrastructures connect cultures, and, among other things, help people have access to better education and good medical treatment. They also help to use energy more efficiently and protect our climate and natural resources.

# Mastering Exceptional Circumstances

The business year 2021 was dominated by the pandemic, the rapid global upturn and the associated supply and transport bottlenecks. Operations was once again tasked with «mastering exceptional circumstances» this year. Daily risk management, professionalized planning and flexible, organizational adjustments made it possible to keep production running at all times, build up capacity and supply customers reliably.

The general conditions of this second year of the pandemic were once again very challenging, particularly in the first half of the year. Governments all over the world had to introduce restrictions, on numerous occasions, to protect the health of their respective populations.



Markus Stieger-Bircher, COO

**«Our teams very quickly learned how to live with these exceptional circumstances and grow daily with the challenges.»**

All R&M facilities followed strict rules at all times to protect employees and documented the health status at each site on a daily basis. The plants in India and Brazil organized complete vaccination programs for their workforce. The safety and hygiene measures played a decisive role in avoiding production downtime.

As network products are a critical element in data communication, R&M was at times given special permits during regional lockdowns. This ensured virtually uninterrupted production at all sites.

### **Rapid upturn as well as supply and transport bottlenecks**

As a result of the previous year's lockdowns, capacity was reduced in key industries and supply chains were interrupted worldwide. The rapid global economic recovery led to dramatic shortages. Delivery times increased, raw materials were in short supply, transport and material costs multiplied.

Orders at R&M also rose unexpectedly sharply within a short period of time. Production capacities had to be further scaled at short notice. Production management, procurement and logistics were confronted with new coordination tasks on a daily basis. The experience of pandemic-related crisis management in the supply chain in the previous year was put to good use as a matter of course.

### **Expansion of the R&M plants**

One of the major projects was the start of production at the new plant in Pinghu, China. In the first few months, employees set up the fiber optic line on site – supervised remotely by the Corporate Operations Support Team at Headquarters. The assembly of copper patch cords, launched in 2020, was already running smoothly.

The fiber optic line was approved in June. Following on from patch cord assembly, platform assembly and MPO cable manufacturing were implemented by the end of the year. China as a site is now fully available. This will allow R&M to supply customers in Asia and all over the world even more reliably.

At the same time, the Indian site increased capacities on the fiber optic line to improve international supply. The plants in Brazil,

*At the cable plant in the Czech Republic, fiber optic production is being continuously expanded.*





R&M Bulgaria Production celebrated their 10th anniversary in 2021.

Bulgaria and the UAE optimized the production layouts to be able to increase productivity. Particularly the main plants in Bulgaria and India worked at very high capacity throughout the year and the workforce had to be increased substantially. The plant in the East of the U.S. was further integrated into the network.

R&M invested in new production facilities for fiber optic cables in the cable plant in Czech Republic. Additional major investments for the financial year 2022 were approved to further increase capacity and meet strong demand.

R&M hired numerous new employees in Operations, particularly in Sofia, Bangalore and Pinghu. Overall, the number of employees, including temporary workers, in this area was increased by 20% to around 1,100. The site in Sofia intensified communication measures to ensure further applicants for the Engineering Academy, training and production.

*The fiber optic production line at the new plant in China began operation in June 2021.*



### Digital project management

In a multi-plan rollout, R&M succeeded in commencing the production of a new copper patch cord line at several sites simultaneously. This involved players from Poland, the Middle East, India and China working together remotely – a further fantastic achievement under the difficult circumstances caused by the pandemic.

Digital project management and remote support from HQ via video conferences, Messenger, action cam and smartphone proved themselves in several cases. The company also successfully launched SAP in the Brazil plant with remote support.

HQ also implemented another digitalization project as planned: Measurement Data on Demand (MDoD). This makes it possible for customers to call up product information and measured values on every connector online using an app, and to process them digitally. R&M will continue to include further products in its digital service. For this to work, the plants had to introduce a uniform data recording system. Pioneering work was carried out at the sites in Bulgaria and Switzerland.



R&M plant in Bangalore, India

### Well networked supply chain

Full attention was also paid to procurement and production control. Despite the bottlenecks on the world market, the goal was always to maintain full operations and ensure delivery capability. The situation could be mastered with the help of extended Sales, Inventory & Operations Planning (SIOP).

R&M can switch to different production sites at any time. The plants work together on the basis of daily coordinated production planning. Furthermore, R&M is becoming more and more independent on the road to becoming a full-range supplier.

Due to the pandemic, R&M monitors the supply and HR situation at the plants even more closely on a daily basis. Automated dashboards show the status as well as any need for action. R&M involves strategic suppliers end-to-end in the planning process.

Order quantities, transport and scheduled delivery times are now being planned with even more foresight and flexibility. If necessary, alternative transport routes and traffic carriers are investigated. Tried-and-tested suppliers and logistics partners support the supply chain because they see R&M as a fair partner. This enabled R&M to also avoid significant delivery delays in the second year of the pandemic.

This is how R&M manages circumstances which are almost permanently exceptional or, in other words, this is the balance sheet for 2021 from the perspective of Global Operations Management.



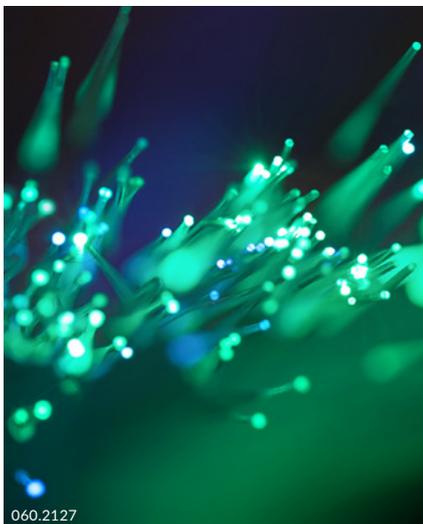
# Fiber Optics

## Becoming a Basic Need

Massive investments planned in fiber optic expansion. According to the latest study of the FTTH Council Europe, one hundred million new fiber optic connections will be installed by 2026 – representing growth of 67%. This explains the increasing demand once again recorded by the Public Networks division.

The positive sales development continued in the R&M Public Networks division. It was already apparent in the first quarter of 2021 that the telecoms sector was continuing to make considerable investments. The division generated good growth compared with 2020 and more than compensated for the expiry of key projects totaling tens of millions.

The pandemic only caused a brief period of restraint on the market. But it revealed the need for ubiquitous broadband provision for remote working, e-learning and new services. The traditional architecture of the subscriber networks is not yet designed to cope with an omnipresent gigabit society. Business, education, entertainment and private life today rely on ultra-fast, secure networks, preferably based on optical fibers with symmetrical data transmission.



### Massive investments in the FTTH rollout

The EU and individual states have initiated new funding programs to drive broadband provision and digitalization forward after the pandemic. In the high-revenue region of Europe – primarily in Germany – great emphasis was placed on broadband expansion in the reporting year. The investment boom will continue in the coming years.

This explains the promising forecasts published by the FTTH Council Europe on the occasion of the Virtual Conference 2021 in September. At this specialist conference, R&M was able to present both its comprehensive end-to-end FTTx portfolio and new products such as the Polaris-box family and the ZOONA splice closures. The new generation of splice closures is specially designed to ensure the fast and cost-efficient rollout of FTTH access networks, regardless of whether they feature underground or aerial cabling.

In four years, around 302 million European households will have access to FO networks according to the Council. The telecommunications industry is expecting two thirds of all accessible households to want a connection. This would mean an increase in the number of end subscribers to 197 million – 100 million more than today. The data is based on 39 European countries that the Council monitors.

The telecommunications industry is investing just as vehemently in FTTH in other



regions, such as Brazil, Mexico, the Middle East and India, with R&M being one of the sought-after providers and partners for smart city projects.

Among other things, the U.S. is aiming for nationwide broadband coverage with its new infrastructure program. R&M is also positioning itself here as a provider with Swiss roots and many years of experience in key FTTH projects. The company's strengths: a wide product range, quality, Swiss engineering, combined with regional solutions as well as logistics and regional support from R&M's two U.S. sites on the West and East Coast.

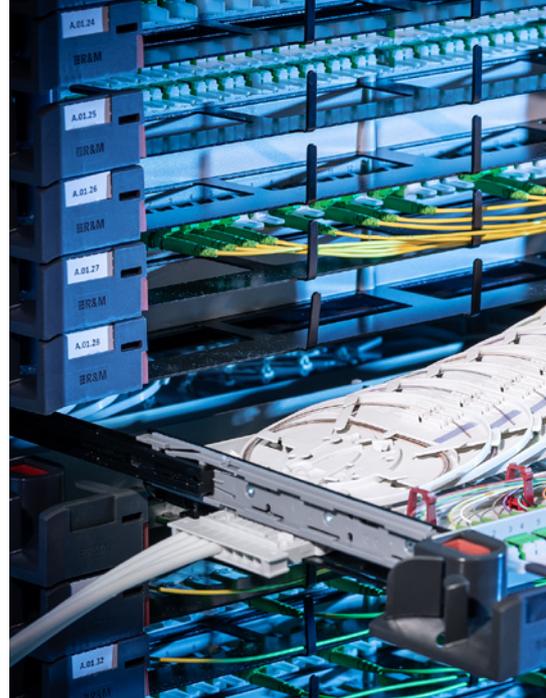
### Tailor-made solutions for a range of customer segments

R&M's established, excellent customer relations are a decisive factor when it comes to acquiring new key projects. R&M enjoys the trust of leading telecom companies in Europe, Latin America and the Middle East.



**«The convergence of public networks and the increased investment in industrial digitalization and sustainability will increase the demand for fiber optic solutions significantly. We support our global customers throughout the process.»**

**Thomas Ritz**  
Market Manager Public Networks



Communication network operators and railway companies are asking for «individual» standardization and large quantities. R&M can provide both, regionally and just in time, thanks to a stable supply chain and can also offer support on site with application expertise. There is a need for long-term cooperation, as these customers always plan several years ahead.

Medium-sized and regional network operators as well as communal utilities tend to be searching for individual solutions for network levels 3 and 4. R&M's experts can provide customers with the appropriate set at short notice from the Public Networks program and the portfolio of the R&M cable plant.

**Compelling added value**

The modular principle and the high packing density of the distribution platforms – particularly PRIME ODF – are compelling. R&M scored a lot of points with these strengths in the reporting year in Germany, Belgium and the Netherlands against long-standing competitors. Among other things, the projects acquired confirm the following core competency: R&M can successfully combine innovation and customer-specific solutions on the basis of modular systems and thus create added value. R&M customers can, for example, save construction costs thanks to the packing density of the new optical distribution systems and accommodate new fiber optic infrastructures on existing premises with limited space.

R&M often supports medium-sized and regional network operators as well as con-

struction companies and project managers from the first planning step. The service ranges from technical consulting and evaluation through local engineering, system integration, splicing and measuring to on-site logistics.

**Complete package for Brazil**

Particularly worth mentioning is the success with an international telecommunications company that builds FTTH networks in Brazil. The customer chose R&M as a partner because they will receive tailor-made, pre-terminated, all-in-one solutions, in this case for FTTH aerial deployment. Other reasons were the project-specific application, on-site presence and the willingness to adapt product design to sites and topologies.

R&M provides key components for rapid access network construction. These include solution packages consisting of cable assemblies, outdoor connectors and distribution boxes which R&M delivers assembled and tested for the individual construction phases.

The new program from R&M is quite obviously meeting current market needs.



Aerial deployment and robust connectivity for outdoor use are in vogue because they are an essential component for faster FTTH network expansion in certain countries.

**Turnkey PoP station**

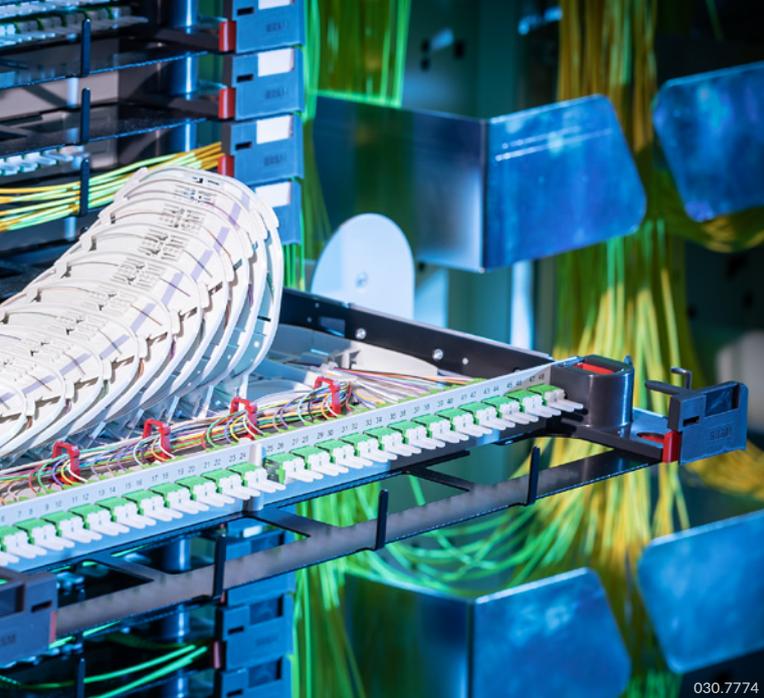
The launch of a turnkey PoP station, presented by R&M in the reporting year, was very successful. The German R&M Market Organization had developed it to help customers quickly construct such points of presence (PoP).

With the turnkey PoP cells and containers from R&M, end users have access to everything they need from a single supplier. R&M offers complete project management for PoP stations. This concept has a future because it takes the pressure off from smaller and municipal providers when it comes to building FTTH networks.

**Start of the 5G portfolio**

The 5G market is increasing the demand for broad fiber optic coverage. In the next few years, hundreds of thousands of antennas all over the world will be upgraded and retrofitted. New 5G access points will also come along.





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Mast operators and mobile operators require additional and adaptable fiber optic connectivity. They have to connect macro cells and small cells with the central fiber optic networks (Fiber to the Antenna, FTTA).

R&M will be developing the CONEXIO line specifically for this market in the coming years. In the reporting year, R&M presented the first products, including corresponding IP-protected outdoor connectors, boxes,

canisters and cable heads. In the financial year 2022, R&M will go to market as an FTTA solution provider in selected regions. Alongside cellular phone network operators and active device manufacturers (OEMs), attractive customer groups include neutral hosts and tower companies as well as, in some countries, the private operators of corporate 5G networks (5G Wireless Enterprise). R&M offers cooperations with development tasks, system integration and

### Faster with Turnkey PoP Stations

Fiber to the Home (FTTH) can still be built faster. This was the experience of the communal network operator hallewestfalen.net GmbH. The company was able to push ahead with the construction of an FO network surprisingly quickly and to conclude it in 2021.

The city of Halle (Westphalia) in West Germany had decided to take charge of providing FTTH to the outlying districts itself. It wanted to provide 1,132 private households, 261 companies and 20 schools with Gigabit-fast Internet connections as quickly as possible.

The municipal utility hallewestfalen.net GmbH planned the construction of the 120 km network. R&M Germany was commissioned to support the project with fiber optic technology for network level 3, technical support and logistics.

After weather-related delays, it was important to gain time and make the Points of Presence (PoP) available as early as possible. This is why R&M delivered the PoP cells prefabricated by flat-bed trailer. On site, only the fiber optic cables had to be fed in.

This new turnkey model with PoP stations from a single source has proven its worth. R&M installs the passive and active technology required for the technical nodes. The R&Mfoxs and PRIME programs serve as distribution platforms. In the largest cell type, measuring 18 square meters, up to 32,256 fibers can be connected in six ODFs. The equipment can be scaled on a pay-as-you-grow basis.

R&M plans and configures the PoP stations in a streamlined process. In the very first consultation, the client receives a draft. It



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solutions for the convergence of FTTA and FTTH network topologies in connection with 5G.

### More fibers – more customers

Furthermore, R&M is investing in the further development of existing platforms. SYNO dome closures and PRIME ODFs are being given new features. In the future, they can also be equipped with ribbon fiber cables with high fiber optic density for bulk splicing. With such developments from R&M, the packing density of access network cabling can be increased even further. This means that more FTTH customers will be able to be connected to existing installations and the desire for high data rates and bandwidth will be fulfilled.



now only takes a third of the time to build a typical PoP station than it used to. R&M will offer this concept more widely so that network operators can further accelerate FTTH expansion.



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# Smart Buildings on the Rise

Following a pandemic-related decline in sales in 2020, the LAN market developed surprisingly strongly in the reporting year, particularly in Europe. The division was quickly able to compensate for the decline and continue the growth course of 2019.

R&M started 2021 with cautious optimism. After parts of the LAN market were severely limited in the first year of the pandemic, a resurgence was to be expected. Particularly in Europe, investments had been postponed or canceled in 2020 due to lockdowns and economic uncertainty. The division reported a 5% loss in sales in comparison to 2019.

But there was a whole new drive as early as the first quarter of 2021. Overall, sales in the financial year 2021 grew at a double-digit rate and thus considerably surpassed the results of 2019. This helped the division to continue its long-term average of an annual growth of 2–3%.

## Longer delivery times and an increase in costs

However, the unexpectedly fast recovery led to new challenges, such as longer delivery times and higher material and transport costs. In particular the price of copper increased in the reporting period by more than 20%, thus impacting a large proportion of the LAN portfolio. This high pressure in terms of costs gradually had to be passed on to the customers.

R&M also succeeded in continuing to position itself in demanding business areas such as healthcare, education and the financial industry in the business year 2021. Respectable new cabling projects were acquired and implemented here. New copper product lines were also launched to be able to act flexibly in price-sensitive markets.

## At the leading edge of the trend

R&M was also able to make its mark in the smart buildings sector. This involves the digitalization of building automation and IP-based, central building management. R&M is expecting enormous growth in this market. Government and private initiatives all over the world will enable the modernization of building networks to turn properties into resource-saving smart buildings.

The aim is a uniform basis for networking all devices, actuators and sensors. This basis essentially consists of the Internet Protocol (IP) and structured cabling systems (LAN), and leads to the Internet of Things (IoT).

R&M is at the leading edge of the trend with its own expertise and technology developments. For example, digital ceiling, the zone cabling in the ceiling, is to be given a special focus. It simplifies the structured connection of buildings and the networking of IP-capable building automation devices.

Single Pair Ethernet (SPE) and four-pair Power over Ethernet (4PPoE) are further key technologies for smart buildings. Starting from the digital ceiling, SPE can take the Internet Protocol to the furthest corners of a building. It can take over a large part of the applications from existing field bus systems. 5G and Distributed Antenna Systems (DAS) are also used.

The technologies involved are collectively called ALL-IP at R&M. Smart buildings are





**«Flexible and reliable LAN cabling is the basis for secure digital transformation in the networked, intelligent ALL-IP building of the future.»**

**Matthias Gerber**  
Market Manager LAN Cabling

more cost effective to realize with ALL-IP technologies and can already be fully materialized today with R&M solutions. Evaluation kits and mobile demonstrators support sales in the ALL-IP segment.

### Strong in key technologies

R&M is establishing itself as a driving force for SPE, also as a founding member of the Single Pair Ethernet Alliance. This technology was one of the main areas of development in the reporting year.

In 2021, R&M was the first supplier to present a complete SPE cabling solution. It ranges from a distribution panel to the outlet, including power cables, and fits in the R&Mfreenet program for structured cabling systems.

Power over Ethernet is already confirming its role as a key technology for ALL-IP. Sales of PoE devices remains constant at 11% per annum. That shows just how attractive the technology actually is. PoE supplies power

to terminal equipment such as cameras and room sensors via the data cable. This saves having a separate power cable.

New remote power supply categories (RP1-3) in standardization promote the use of PoE. R&M was the first supplier to adopt these RP categories, introducing them to the R&Mfreenet warranty system. R&M acts as a technology leader and is continuously expanding its range of products and services. In the reporting year, new specific PoE products were launched, for example high-temperature installation cables and the PoE Indicator, a blind connector to indicate a connected PoE supply device.

### Leading with Cat. 8.1

In addition, the division completed its Cat. 8.1 cabling system with a Cat. 8.1 patch cord. Users can implement it to create transmission channels for 40 Gbit/s up to 30 m, for 25 Gbit/s up to 50 m and for 10 Gbit/s up to 105 m.

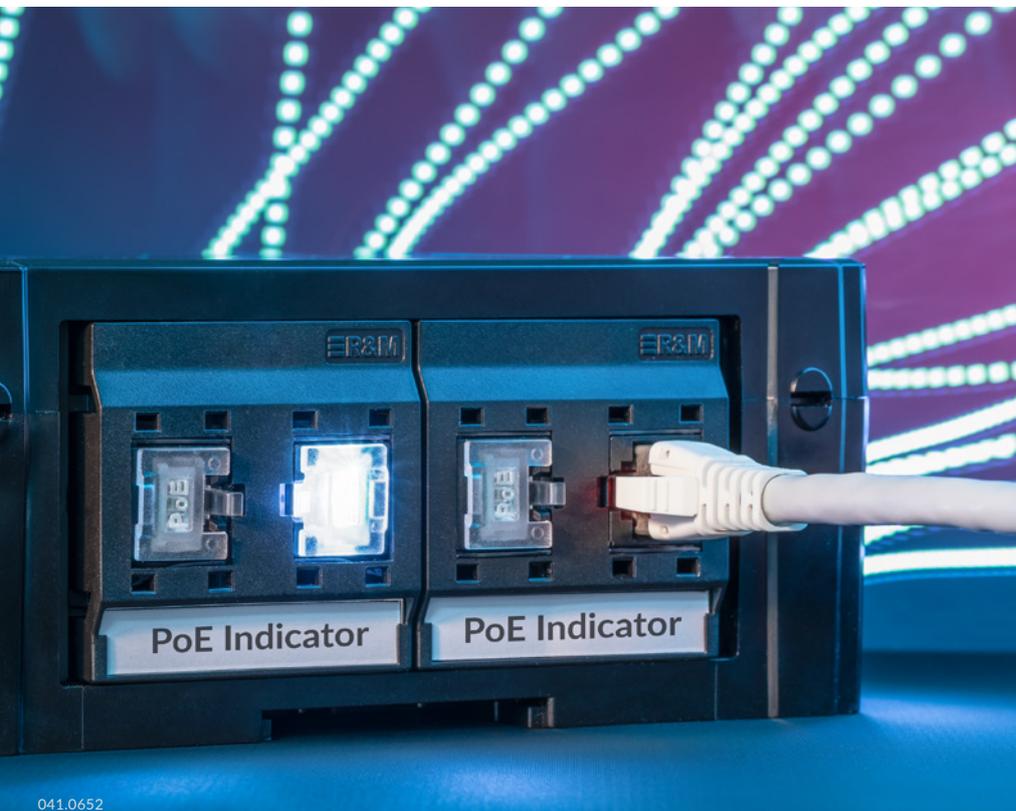
R&M is the first, and to date the only, cabling provider to have passed the GHMT lab's third-party testing. This makes Cat. 8.1 channels from R&M certified for Class I and ISO/IEC 11801-9909. Ultimately, R&M acquired first customer projects involving the installation of the Cat. 8.1 range.

R&M repositioned itself in the Industrial LAN field during the reporting year, strengthening its offer. The background is that companies are increasingly using LAN cabling and IP-based devices in the periphery of buildings and production plants as well as in outdoor areas. The R&Mindustry products are intended for and suitable for use with such applications.

### Tense supply situation

Due to the tense supply situation, it can be assumed that 2022 is going to be a challenging year, too. Delivery times are being extended and the availability of many construction products will be limited. The construction market may therefore cool down somewhat, with a corresponding impact on LAN sales.

On the other hand, climate targets are creating an enormous need for renovation.



041.0652



030.7624



Property owners will optimize the energy efficiency of their buildings with the help of digitalization and the Internet of Things. For that, they need modern building networks with high-capability copper cabling right into the outermost corners. This means there will be more demand for SPE, Cat. 6<sub>A</sub> and Cat. 8.1 cabling in the long term.

The division will consistently continue to focus on quality and reliability. The products have to adhere to the principle «First Time Right». Planners and customers always receive top-class, expert advice. This sustainable positioning once again proved promising in 2021.

### Future-Proof with R&Mfreenet

The new Oman International Hospital in Muscat combines 43 specialist clinics, first-class care and leading medical technology. It is the first private hospital in the country to have a 3-Tesla magnetic resonance imaging (3T MRI) scanner for rapid tissue diagnoses. In addition, there is a robotic lab system and other high-tech facilities. The five-star hospital was opened in 2021 under the direction of the international clinic operator Idealmed GHS.

An equally forward-looking composition of clinical IT systems from Ciberbit works in the

background. It supports doctors with diagnoses, treatments and tele medicine. Chief Operating Officer Manuel Carvalho says: «IT plays a key role. It allows us to bring in experts from around the world at the touch of a button and introduce innovations to deliver better patient care.»

For Manuel Carvalho, it was important to combine IT and medical technology in a future-proof broadband data network. The R&Mfreenet program was selected for the cabling. If the hospital subsequently in-

creases its capacity, the data network can grow with it. R&Mfreenet makes it possible to expand the network as required and to connect new applications at any time.

The planners were also impressed by the antimicrobial R&MhealthLine portfolio. It helps the hospital to comply with all hygiene standards in the network connections in operating rooms and patient rooms.

Together with local partner Bahwan Projects & Telecoms LLC, R&M META organized supply chain, training and support for the assembly team. Despite the pandemic, it was therefore possible to always deliver the installation material on time and complete the project quickly. The mission of launching a world-class medical facility in Muscat has been fulfilled.



050.7068



# Security

## Starts with the Connector

The ongoing boom gives cause for optimism. In the business year 2021, there was a new data center going into operation somewhere in the world virtually every day. R&M successfully serves the market as a pacemaker for high density, safe handling and smart management.

The pandemic only interrupted the data center market very briefly. The growth rate is back at 11%\* and this development will continue over the next few years. Digitalization demands more computing and storage capacity. In 2020 and 2021, the titans of the cloud industry invested new record amounts in both the construction of new data centers and the expansion of existing ones. Microsoft announced plans to build 50 to 100 new facilities throughout the world every year.

Similarly, the megatrend of edge data centers is very much making itself felt. This segment is growing by 23%\*\* every year. Currently, only the material and chip shortage could slow down the market.

The R&M Data Center market segment benefited from the increased demand for connectivity and complete infrastructures in the reporting year. The business with key projects was more stable than in the previous year. With a double-digit increase in comparison to 2020, the division returned to pre-pandemic sales levels. Sales and partners launched new activities, including roadshows, trade show and customer visits.

The focus is shifting to customer groups with sensitive requirements, for example the healthcare sector, the financial industry, telecommunications, municipal utilities and governments. R&M is making acquisitions among operators of colocation and hyperscale data centers that serve these vertical markets. In addition, R&M helps them to



further develop their own data centers (on premises) to ensure their on-site security and performance. R&M is increasingly developing the market for Data Center Infrastructure Management (DCIM) which, according to market studies, is also showing a double-digit growth rate.

The company presented new products, functionalities and service offerings in all portfolio segments. They are intended to improve the TCO calculation, operational reliability, efficiency and quality on the customer side.

### Ready for Ultra-High Density

This growth necessitates compression. Data centers want to use their valuable premises even more efficiently and install more equipment to manage the sheer volume of data traffic. On the road to 400 and 800 Gigabit

Ethernet, data centers exploit every millimeter. That's why the industry is demanding Ultra-High Density class distributors.

The Netscale family offers the ultimate packing density and scalability for distributors in 19" cabinets. The latest product is called Netscale 48, a mixed media distributor for all relevant copper and fiber optic adapter types. The new miniature connector formats SN and MDC also fit. This makes Netscale 48 a progressive high-density product for compressed fiber optic and copper-based connectivity on one height unit. This broad functionality, especially for connectivity, enables an individual design for each IoT application for the edge market.

With Netscale 48, R&M is once more demonstrating how assembly, maintenance,

#### Sources:

\* Verified Market Research

\*\* Global Market Insight



030.7166



030.7505

as well as Moves, Adds & Changes can be simplified. R&M supplies pre-terminated patch panels which technicians will find easy both to install and remove. They can change or maintain the connectivity directly in the racks – without interrupting network operation. Simple, safe and fast handling, «Swiss style», with high quality helps data centers streamline technical workflows.

Sales of the multifunctional Netscale 72 platform are also developing very well. The platform supports the upcoming migration to 400 and 800 Gigabit Ethernet and the setup of spine-leaf network architectures.

### Ready for automation

How do Operations managers keep track of everything among the high packing density and the mass of links? How can mistakes be

avoided when technicians access fibers, ports and connectors? Serious errors happen time and again during patching – a costly problem, as just one patching error can result in millions in losses.

R&M focuses on this issue and in the reporting year once again emphasized: «Security Starts with the connector.» Secure infrastructure management has to start at the beginning of connectivity and, particularly, has to be automated. This is how data centers can ensure total control, transparency and performance.

R&M has incorporated everything data center operators need in the smart networks concept. This includes the DCIM software inteliPhy net with its hardware solutions for e.g., AIM applications and sensors.

Automated Data Center Infrastructure Management (DCIM) is becoming a very promising business field. R&M is getting high marks with inteliPhy net. Since 2021, the software has been available for test and purchase online.

### One software for everything

The R&M software has been designed in a deliberately simple way, featuring self-explanatory operation. inteliPhy net gives operators a full view of all infrastructures right down to every individual port and connector in real time.

The software was extended in the reporting year. Now, planners can design and visualize entire networks three-dimensionally with inteliPhy net 3.0. Service providers can create tenders or bills of materials. As a next-generation tool, inteliPhy net can now work together with DCIM platforms of other manufacturers.

### Know-how for the edge

Edge data centers are booming because the need for local processing power is increasing. The edges process large amounts of data and applications in real time locally – in cities, industrial locations, with municipal utilities and at transportation hubs. Companies use edge data centers to lower both transmission costs and latencies.



021.6253



**All-in-one provider**

In the reporting year, R&M has continued its path to becoming an all-in-one provider. Customers are comprehensively provided with fiber optic and copper-based connectivity, cabling, as well as performance and infrastructure management. Enclosures from the plant in Jinshan as well as cables from the plant in Děčín extend the offering. And with the acquisition of Tecnosteel S.r.l. in Brunello, Italy, at the beginning of 2022, R&M can perfectly complement its portfolio and manage larger project volumes. The new site in Brunello will be expanded to become R&M's competence center for racks and enclosures. With R&M solutions, the «Integrated Data Center» from a single source is becoming a reality.



**Carsten Ludwig**  
Market Manager Data Center

**«Data centers have been instrumental in keeping the global economy running digitally and supporting its further development during the pandemic.»**

These miniature data centers have to be equipped with network technology, run autonomously and be able to be controlled remotely. It is all about a new dimension of functional diversity in the smallest of spaces. What is needed is a deep understanding of these infrastructures.

More and more, the business model is moving in the direction of a systems approach. R&M is increasingly accompanying the entire creation process and data center migrations. R&M teams can react sensitively to the individual and local requirements of planners, operators and certified partners – this is confirmed by the latest case studies.

**The Future for Midtjylland**

Denmark's Midtjylland region is celebrating another success of its digitalization strategy. Two fully redundant data centers belonging to the regional administration went into operation in 2021. The centers were built on the site of the new, centrally located large hospital in Gødstrup. Four old data centers are closing. This consolidation reduces power consumption by one third.

Based on the new infrastructure, IT operations are migrating to a hybrid cloud. This guarantees the secure, stable and economic

performance of the data services. Each 600 m<sup>2</sup> data center operates according to the Tier III availability level. The healthcare system in the region, which has 1.3 million inhabitants, is particularly dependent on IT operation being highly available.

The cross-connect solution from R&M is one of the things that ensures reliable data center operation. It is based on Optical Distribution Frames (ODF), equipped with combination modules from the R&Mfoxs family, MPO trunk cabling and Netscale 72 distributors.

Those responsible wanted to be able to easily access the MPO adapters and MPO cables in the cross-connect racks. This will allow them to easily expand their network in the future and adapt it to the growing

IT infrastructure. R&M fulfilled precisely this requirement with combination modules equipped with MPO technology.

R&M's Netscale 72 distributors are also making the way into the future easier. The customer only has to change trays in order to be able to change the parallel optical cabling and migrate to the next network generation.

These adjustment options and the high packing density were the decisive factors in the choice of R&M products. This gives the operator headroom for the expected growth of IT and the further digitalization of the regional administration. Each of the two new data centers will start with 40 racks. Their surfaces are sufficient to allow an expansion of up to 70 racks.





-  R&M Headquarters
-  R&M Manufacturing
-  R&M Sales Offices

 **North America**



**Elkridge, MD, USA**



**Milpitas, CA, USA**

 **South America**



**Santa Rita do Sapucaí,  
Minas Gerais, Brazil**

 **Europe**



**Wetzikon, Switzerland**



**Wehrath, Germany**



**Brunello, VA, Italy**



**Děčín, Czech Republic**

Committed on every continent



 Middle East

 Asia



Warsaw, Poland



Riyadh, KSA



Bangalore, India



Pinghu, Shanghai, China



Sofia, Bulgaria



Dubai, UAE



Jinshan, Shanghai, China



# Members of the Board of Directors

The strategic development of the R&M Group is steered by a five-member Board of Directors. The owners have appointed well-known personalities from the Swiss industry and international corporations. The long-standing Chairman, Hans Hess, thus leads a team of senior experts with experience in all areas of management. Their special fields include international management, strategy development, engineering, manufacturing, finance and controlling, marketing, sales and sustainability. In particular, they all have expertise in the technology side of building services management as well as telecommunications and data communication.



## Hans Hess, Chairman

Swiss nationality (1955), Owner of Hanesco AG; Vice-President dormakaba Holding AG. Chairman Synhelion SA, Vice-President MEM-Passerelle 4.0 AG. Previously held various leading positions within the industry, including 10 years CEO of Leica Geosystems AG, as well as Board memberships at Burckhardt Compression, Comet, Geberit and Schaffner. Diploma in Materials Engineering from the Swiss Federal Institute of Technology (ETH) Zurich; MBA from the University of Southern California, USA.



## Adrian Bult

Swiss nationality (1959), Chairman of the Board of Directors at Swissgrid AG, holds positions on the Board of Directors in various Swiss companies; previously held positions, including CEO and CIO, for the Swisscom group as well as other leading roles within international marketing and management at IBM. Studied Business Administration and Marketing at the University of St. Gallen (HSG).



## Dr. Carsten Liesener

German nationality (1966). CEO Siemens Smart Infrastructure Europe, Regional Solutions & Services. Held various global management positions at Siemens Building Technologies over the last 10 years. Prior to that, worked with Siemens Management Consulting in various international projects. Sustainability Advisor at the BVT Group of Companies in Munich. Started his professional career in 1993 at Bombardier in Berlin. Graduate Industrial Engineer with a degree from the Technical University of Berlin and a doctorate from the University in Mannheim in Business Administration and Controlling.



## Susanne Seitz

Swiss nationality (1967), Member of the Expert Committee in the Technology Fund (FOEN). Former Group Executive Manager and EVP EMEA at Landis+Gyr. Previously, worked for 15 years at Siemens Building Technologies in sales, portfolio management and strategy/M&A functions, and project manager at Ernst Basler and Partner (EBP). Executive MBA University of St. Gallen, Dipl. Ing. Environmental Technology ETH Zurich.



## Andreas Spreiter

Dual Swiss and British nationality (1968), Board memberships incl. Chairman of Audit Committees in several industrial companies. Former Group CFO of Forbo, Group CFO of Landis+Gyr and held various finance management and controlling positions at Landis+Gyr / Siemens Metering. Degree in Industrial Engineering from the Swiss Federal Institute of Technology (ETH) Zurich.

# Members of the Executive Board

A value-oriented management, committed to sustainability, characterizes the globally active R&M Group. Management responsibility lies in the hands of a five-member Executive Board. International experience, professional expertise, leadership quality, transparency and passion for R&M characterize the members of the Executive Board. The team works with proven lean and agile management methods, supported by the latest digital management tools.



**Michel Riva, CEO**

Swiss nationality (1964), CEO of R&M since 2012. Previously held international management roles, e.g., at F. Hoffmann-La Roche, Strapex, DuPont de Nemours, and the Forbo Group. Studied Business Administration at the School of Economics and Business Administration (HWV/FH) in Basel; MBA at IMD Business School in Lausanne; Advanced Executive Program at Kellogg Graduate School of Management in Chicago.



**Robert Merki, CTO**

Swiss nationality (1979), CTO of R&M since November 2020. Former Head of Innovation & Engineering at Condair, a global manufacturer of humidifiers, and before that at Hilti and Accenture. Studied at EPFL gaining an MSc in Microengineering; postgraduate studies in Sustainable Business, University of St. Gallen.



**Andreas Rüsseler, CMO**

German nationality (1967), CMO of R&M since 2012. Previously worked as an engineer and marketing manager at Quante AG, 3M, held management positions at Huber + Suhner AG. Studied Communications Engineering at the University of Emden (GER); Master of Advanced Studies in Business Administration and Engineering at the University of St. Gallen (HSG).



**Patrick Steiner, CFO**

Swiss nationality (1979), at R&M since 2011, CFO since April 2015, previously Head of Group Controlling & Accounting Switzerland. Previously held positions at Jafra Cosmetics Cham as CFO, as well as Controller at Vorwerk Gruppe, Wollerau. Swiss federal diploma as an Expert in Accounting and Controlling.



**Markus Stieger-Bircher, COO**

Dual Swiss and British nationality (1960), at R&M since 2006, COO since 2011, previously Head of Supply Chain Management. Former roles include engineer at ABB and Head of Logistics at Bühler Uzwil. Diploma in Mechanical Engineering from the University of Applied Sciences Northwestern Switzerland (FHNW) in Windisch, and Diploma in Industrial Engineering (Swiss Technical Association, STV); MBA from City University, Seattle.

# Outstanding Performance

If there is one thing that we have all had to learn over the last two years it is staying power. Right at the start of the global pandemic, R&M quickly understood how to respond smartly to its effects. In the financial year 2021, we saw a continuation of this exceptional situation. R&M mastered it safely and used it to set a significant course for the future.

With the experience gained in 2020, our company started the new financial year with confidence. Due to pandemic-related challenges, R&M acquired additional expertise in global operations management. This distinctive expertise has given the Group the security of knowing that they will remain capable of acting at any time – something confirmed in the financial year 2021.

There are a number of reasons why R&M can pursue a stable and secure course: the balanced and globally oriented business model of our value-conscious family company, the focus on growth markets, leading technologies, flexibility and quality, and holistic sustainability.

Since the company was founded, it has been characterized by sustainability – whether in terms of entrepreneurial decisions, HR development, relationships with customers and suppliers, technologies and products, supply chain and manufacturing facilities. We attach importance to forward-looking action and market-oriented positioning in all areas.

In the financial year 2021, environmental and social sustainability was further anchored strategically at R&M – demand-oriented, to suit the current times and with a long-term outlook. A dedicated team works across all divisions to implement the strategy in all plants. As company owners, we are grateful that all our employees and executives feel a strong sense of shared responsibility for these initiatives.

This high sense of responsibility has always been a distinguishing feature of R&M – and has been continued in the pandemic. It is impressive to see the rigorous measures that have consistently been taken over the past two years to comprehensively protect employees against infections and how safety-conscious our teams are.

The company continuously strengthens its international production plants – always with an eye to sustainability. Because production in the region for the region generally means less transport and thus fewer CO<sub>2</sub> emissions. At the same time, the global production network with centralized control makes the entire Group more independent. And if necessary, the plants are happy to support each other. Supply chain operation is excellent. R&M always supplies customers quickly and reliably.

## Focus on growth markets

The connectivity markets that R&M serves offer sustainable potential. All over the world, the telecoms industry is increasingly investing in the expansion of FO networks. Fiber to the Home is on its way to becoming just as much a part of basic services as water and electricity. R&M supports the telecom providers with solutions all down the line – from the access network to home connections, including the fiber optic supply of mobile communication cell sites.

The data center market is developing in a similar way. Major investments continue to be made in all categories from edge to

cloud. R&M recognized the needs of the industry at an early stage: high cabling density, completely controllable connectors and the automation of infrastructure management. And the company offers a comprehensive product portfolio to fulfill those needs.

The future belongs to smart buildings. Building automation on the basis of the Internet Protocol and digital applications will drive the markets forward in a revolutionary way. R&M has the expertise and technologies on board to be able to individually equip smart buildings with networks.

And the company's sustainability can be seen here, too: R&M involves specialists from various areas at an early stage to be able to identify and address growth markets.

In critical times, such as we have seen over the last two years, R&M has always demonstrated great resilience and foresight. The high motivation of our valued employees and the great trust our business partners place in us make a significant contribution to this, something for which we would like to express our sincere thanks.

Stay healthy!

**Martin and Peter Reichle**  
Owners



060.2138

Martin Reichle, Peter Reichle

***In critical times, such as we have seen over the last two years, R&M has always demonstrated great resilience and foresight. The high motivation of our valued employees and the great trust our business partners place in us make a significant contribution to this.***

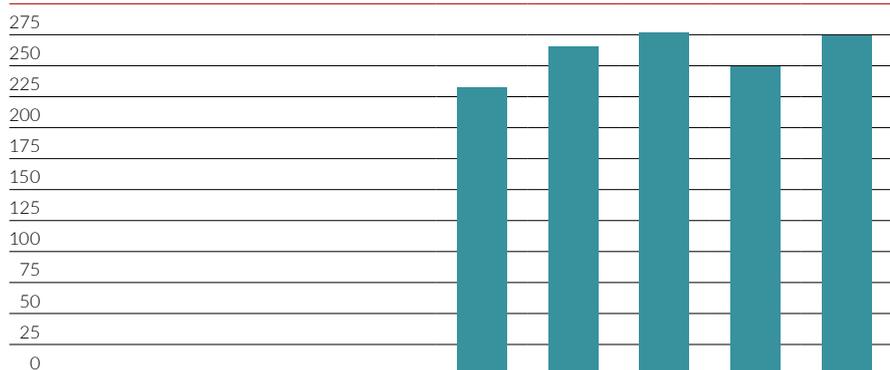
# Key Figures

**2017    2018    2019    2020    2021**

## Sales

in millions of CHF, consolidated

	232.1	265.1	276.7	249.5	274.2
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## Growth

compared with the previous year

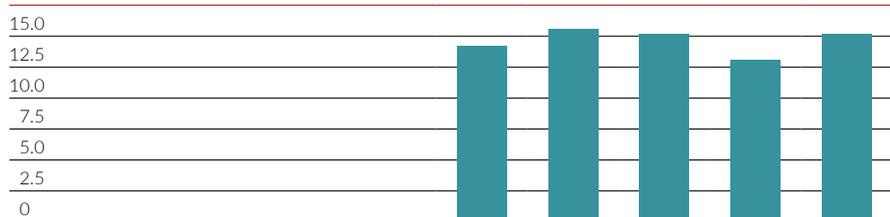
	1.2%	14.2%	4.4% <sup>(1)</sup>	-9.8% <sup>(2)</sup>	9.9% <sup>(3)</sup>
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(exchange-rate-adjusted: <sup>(1)</sup>+6.8%, <sup>(2)</sup>-4.9%, <sup>(3)</sup>+10.6%)

## EBIT

in millions of CHF, consolidated

	14.2	15.6	15.2	13.1	15.2
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as a % of sales

	6.1%	5.9%	5.5%	5.2%	5.5%
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## International Sales Revenue

Revenue generated outside of Switzerland was 81% of total sales.

## Development Expenditure

Average development expenditure over the last 5 years: 3.4% of sales, generated by 5% of employees.

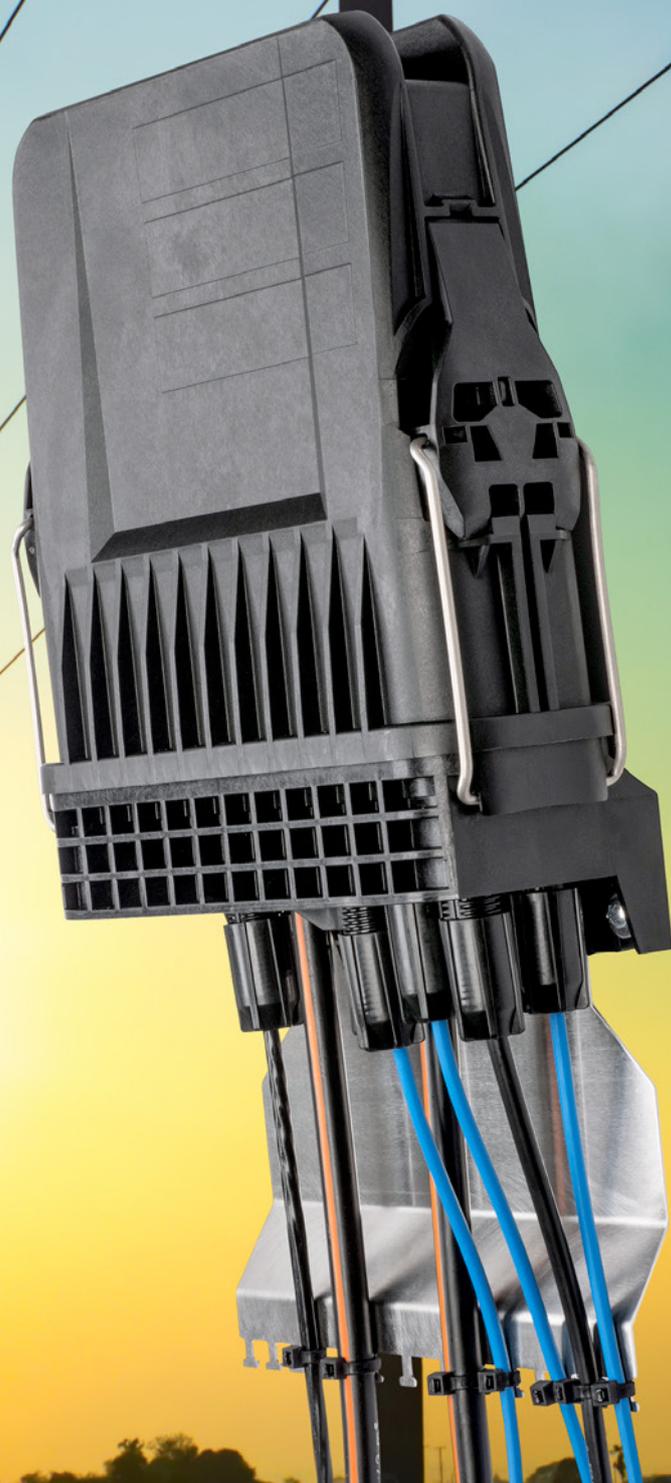
## Innovative Capacity

16% of the revenue was generated with products less than three years old.

## Number of Employees

FTE as of December 31, 2021: total 1,650 (incl. temporary employees)

*With the ZOONA splice closure, R&M has developed a new generation of compact and robust fiber optic distributors for cost-effective subscriber connection in broadband networks – even in rural regions.*



# Join us on social media!

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