

160  
Years

Enriching  
people's lives

# Corporate Brochure 2025



Delivering Growth – in Asia and Beyond.

# Key Figures



11.1 billion

net sales (2024)



58

innovation centers

147

distribution centers



Operations in

36

markets



4,700

clients and suppliers

340,000

customers



28,060

employees



# Welcome From the CEO



Over the past years, we have seen consumer habits across the globe change. As such, routes-to-market are becoming more diverse, complex, and competitive for companies from both the East and the West.

That's where we can help you. We are a Swiss organization celebrating 160 years of experience in helping companies grow their business in Asia Pacific, as well as selected markets in Europe and North America. And that's what we mean when we talk about our industry: Market Expansion Services – of which we are the leader.

When you partner with us, you get an integrated and comprehensive portfolio of services precisely tailored to your needs. You also benefit from our in-depth knowledge and insights into local markets, regulations, business networks, as well as an omni-channel outlook.

So if you're wondering how to reach your business goals and grow your business in the exciting and diverse regions of Asia Pacific, Europe, and North America, please get in touch to find out how we can help you.

A handwritten signature in black ink, appearing to read "Stefan P. Butz".

**Stefan P. Butz**  
Chief Executive Officer

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# Four Reasons to Partner With Us



# Trusted Partner

DKSH is the trusted partner for companies looking to grow their business in Asia and beyond.

As an industry leader, DKSH is the first choice for clients seeking a trustworthy and reliable Market Expansion Services partner who can guarantee the integrity of their value chain and the quality of their services.

We blend Swiss reliability, professionalism, and best practice corporate governance with 160 years of experience. Through our presence in 36 markets across Asia Pacific, Europe, and North America, we are literally woven into the fabric of the markets we serve – and as they grow, we grow with them.





# Unique Value

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

For 160 years, we have been delivering growth for companies and brands. We have experienced first-hand all the challenges our partners face and we have the know-how they need to overcome them.

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







# Resilient Unique Scalable

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

Well diversified, unique, and highly scalable, our business is resilient and difficult to replicate, and forms the foundation for our continuing growth.

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



# Driving Growth

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

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

Second, intra-Asian trade is increasing. Asia has developed into a continent with its own strong domestic markets and is now at the center of global trade flows – and the trade barriers continue to fall.

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

# How Can We Support You?

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

As a result of our position as a leading company for partners looking to grow their business in Asia Pacific, Europe, and North America, we benefit from economies of scale, unique cross-regional and cross-industry synergies, and significant bargaining power with trade.

Leveraging on our strong market presence, clients can capitalize on the superior commercial terms and conditions made available by DKSH. On the other hand, our scope and scale allows

us to provide our customers a comprehensive portfolio of products and services.

## Our Clients

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

Strategically, our clients want to grow their business by increasing sales in existing markets, enhancing efficiency and margins, or launching into new markets.

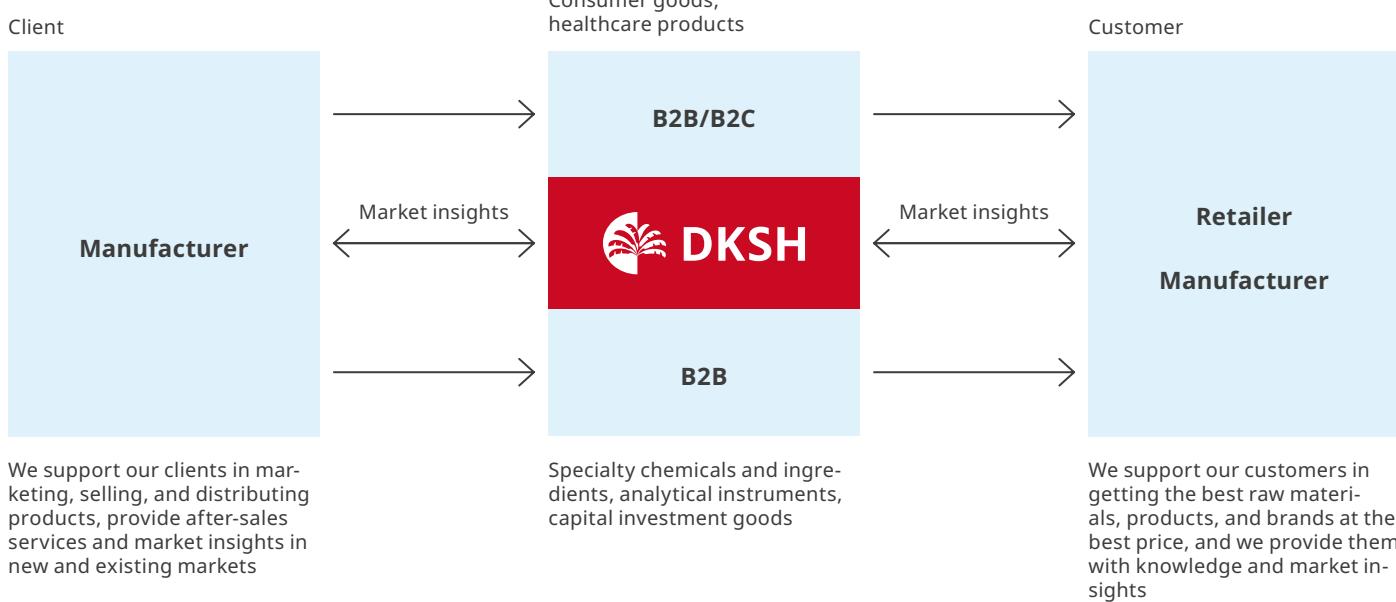
We support our clients in marketing, selling, and distributing their products, as well as providing after-sales services and market insights.

## Our Customers

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

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

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



# What We Do

## DKSH in Brief



**“Being deeply ingrained in the fabric of local communities, we create impact by catering to basic needs, bringing joy, and fulfilling dreams. When people see our DKSH truck arriving in a remote area, they group around it. It brings excitement and life to town.”**

**Stefan P. Butz, Chief Executive Officer**

DKSH enriches people's lives by providing reliable access to high-quality and responsible products and services, creating sustainable value for our partners, and contributing to raising the quality of life in the communities we operate in by generating jobs, perspectives, and opportunities for people's development and growth.

Delivering life-saving drugs to hospitals, bringing high-quality products to remote villages, installing technology that raises living standards, and providing new formulations for healthcare products that make life easier. These are just a few examples of how DKSH touches and enriches people's lives around the clock.

We do this while helping our clients grow by distributing, promoting, and servicing their products and helping our customers grow by providing access to high-quality products, services, and insights.

**Delivering Growth – in Asia and Beyond.**

# Market Expansion Services



The underlying goal of any business is to drive growth. This is DKSH's sole aim: providing companies with access and expertise to grow in Asia Pacific, Europe, and North America. We call this Market Expansion Services.

## Our Market Expansion Services are:

### Comprehensive

Choose from a complete range of specialized services along the value chain – from sourcing, market insights, marketing and sales to distribution and logistics and after-sales services.

### Customized

Our services are precisely tailored to meet your exact needs.

### Integrated

Our intelligently integrated and tailor-made services deliver seamless end-to-end solutions – no matter how large or small your requirements.

### Our Service Philosophy

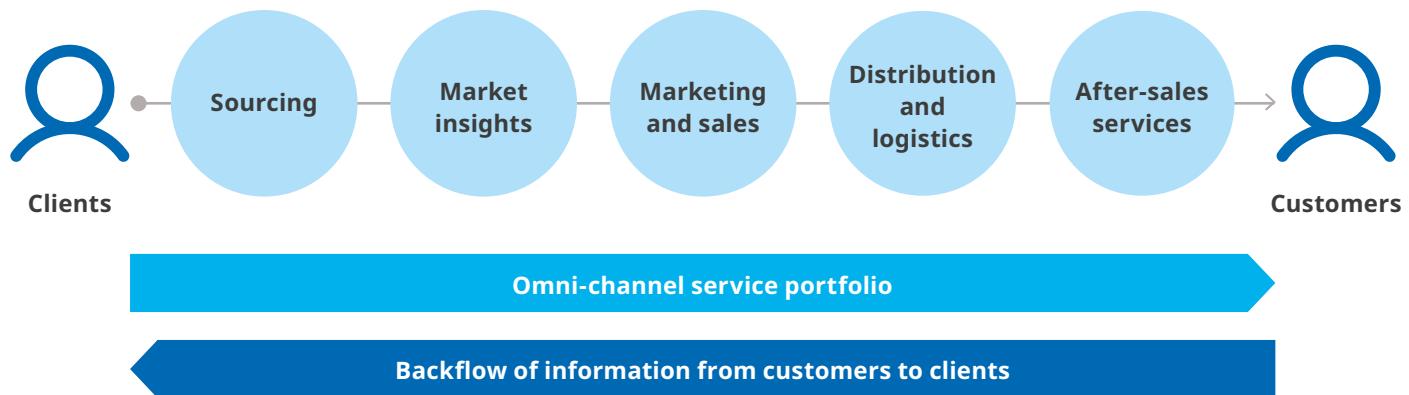
Our business is about more than simply the exchange and promotion of goods, but rather taking on a profound responsibility for your products and brands. Our specialists proactively provide strategic advice based on their experience, know-how, and networks, gathering data from our hundreds of thousands of customers and translating it into highly detailed and up-to-date market information. With us, your business is in good hands.

Our industry expertise is reflected in our four highly specialized Business Units: Consumer Goods, Healthcare, Performance Materials, and Technology.

**Learn more at [www.dksh.com](http://www.dksh.com)**



# Services We Offer



Choose the services you need to grow your business from our comprehensive and ever-growing omni-channel portfolio.

## Sourcing

Access a global sourcing network with:

- Deep industry expertise to provide you with any materials and products you need
- A cost-effective, quality, and dependable supply
- Full compliance with safety and environmental regulations

## Market Insights

Innovate for growth with:

- Access to our global network of innovation centers where we generate new product ideas, develop, and customize them, work on new ingredients and technology applications, provide hands-on training and acceptance tests
- Market entry and long-term business strategies based on our local expertise and market intelligence

- Omni-channel insights from data and analytics

## Marketing and Sales

Open up new revenue opportunities with:

- A complete array of marketing and sales services for your products, including eCommerce marketing
- Access to all relevant channels to market, customers, and outlets across Asia Pacific both offline and online (e-retailers, e-marketplaces, etc.)

## Distribution and Logistics

Delivery of what you need, at the right time and place with:

- An unmatched logistics infrastructure and distribution centers to transport, store, and distribute your products across Asia Pacific, and selected markets in Europe and North America
- Many additional specialized services including product registration, regulatory support, customs handling, importation, logistics, repackaging,

invoicing, cash collection, supply chain management, and e-fulfillment

- A global SAP platform which you can align your IT system with to receive valuable direct data, such as outlet level transactions, for informed decision-making

## After-Sales Services

Service throughout the entire lifespan of your product with:

- A broad range of after-sales services and support ensuring top-quality standards, fast problem resolution, and the ability to establish a positive product experience
- Expertly trained teams providing customer service, repairs and maintenance, on-the-spot training, and know-how transfer

# Our Business Units

# Consumer Goods

**CHF 3.4 billion**

net sales (2024)

**CHF 89.2 million**

Core EBIT (2024)

**14,250**

specialists

**800**

clients

**20**

markets



DKSH Consumer Goods is a leading distributor and market expansion services partner for fast-moving consumer goods, food services, and luxury & lifestyle companies.

We provide a full range of integrated solutions to support our partners' journey of growth, including product feasibility studies, registration, importation, customs clearance, sales, marketing and field activation, warehousing, physical distribution, invoicing, cash collection, and after-sales services. Our local expertise and knowledge, together with our broad infrastructure, enable us to understand our business partners' needs and deliver customized solutions to grow their businesses.

Our Fast Moving Consumer Goods team operates 82 distribution centers in Asia Pacific. Serving hundreds of boutiques, shops-in-shops, and brand counters, the Luxury & Lifestyle team has a proven track record as a brand builder in luxury goods. Our Food Services team connects FMCG brands with food service professionals across HORECA, bakeries, cafes, and airlines.



[dksh.com/  
consumergoods](http://dksh.com/consumergoods)



## Success Story: Penning a Success Story for LAMY in South Korea

### Background

LAMY is a high-quality designer writing instruments brand founded in 1930 in Germany. Today this company from Heidelberg produces more than eight million exclusive writing instruments and distributes them to more than 80 markets with over 15,600 point-of-sales all over the world. DKSH is the sole and exclusive distributor of LAMY in South Korea.

### Challenge

We contributed to the growth of LAMY's products by expanding its market reach, boosting sales, enhancing retail presence, and ensuring broad distribution across various channels such as retail, wholesale, online, and B2B. However, there was a need for the brand to transcend the stationery category and capture a larger share of the expanding lifestyle brands market.

Given that LAMY was catering to a smaller but loyal customer base with a strong tendency to purchase, the brand's growth was likely fueled by sophisticated marketing strategies, particularly through collaborations with other brands to increase market penetration.

### Approach

In 2023, we strategically collaborated with Starbucks to revitalize LAMY's presence in the lifestyle product category, aligning with our shared target consumer group in South Korea.

Each winter, Starbucks in South Korea launches a seasonal promotion, offering limited-edition merchandise as a reward to customers who complete their reward program by purchasing 17 drinks in approximately 1,800 stores in the market.

Throughout the year, we worked diligently to bring together these two brands, collaborating on developing new limited writing products. Ultimately, we successfully delivered exclusive pieces of LAMY Safari ballpoint pens to Starbucks by carefully aligning and coordinating the demands and feasibility of both companies.

### Results

LAMY achieved a new record year in the market. The collaboration with Starbucks accounted for 22% of the total net sales.

The partnership between LAMY and Starbucks leveraged the strengths of both companies, resulting in extraordinary customer experiences. It was mutually beneficial, as Starbucks gained brand credibility among its customers, while the client increased awareness through its presence in Starbucks stores.

This collaboration is expected to drive incremental sales of refills, as evidenced by a previous over 50% increase in annual unit sales following the initial collaboration in 2019. Moreover, it has the potential to establish new distribution channels and expand market share by increasing brand reach. Additionally, it signals to consumers that the brand can be trusted, potentially leading to more opportunities for B2B partnerships and collaborations with other brands.

As a result of these achievements, we were honored with the 2023 Best Distributor of the Year Award from LAMY.

# Healthcare

**CHF 5.7 billion**

net sales (2024)

**CHF 167.3 million**

Core EBIT (2024)

**7,940**

specialists

**650**

clients

**17**

markets



DKSH Healthcare is a leading distributor and commercial outsourcing partner of choice for pharmaceutical, OTC, consumer health, and medical device companies.

We help patients in Asia Pacific and Switzerland get reliable and efficient access to the best healthcare possible by providing our partners with a full range of commercial outsourcing and market expansion services.

We provide access to multiple channels in 16 markets in Asia Pacific and Switzerland, including modern and traditional trade, drugstores, pharmacies, clinics, hospitals, and eCommerce platforms.



[dksh.com/healthcare](http://dksh.com/healthcare)

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

With our leading marketing and sales competencies supported by regulatory affairs, customer care centers, and logistics platforms, as well as our commitment to international quality standards and corporate compliance, we set the benchmark in Asia Pacific and Switzerland. Our integrated service offerings are unmatched across the regions.

Our 8,000 healthcare specialists provide deep market knowledge coupled with a breadth of capabilities that enables us to develop truly customized solutions. We support and represent 650 clients, thereby improving the lives of millions of patients across Asia Pacific and Switzerland.

We also have a product licensing and manufacturing business in Switzerland and Asia through stand-alone entities, Medinova and Favorex.



**Success Story:**  
**Brilliant Solution for Hospital Cold Chain Packaging**  
**Needs**

**Background**

DKSH's cold chain management system provides innovative solutions for businesses for the safe storage and transportation of temperature-sensitive medicines. We ensure that our partners' products are secured throughout the supply chain and logistics process.

**Challenge**

Healthcare providers, medical facilities, and hospitals are always looking for sustainable solutions to store, transport, and deliver medicine. As a leading healthcare products distributor across Asia, including in Thailand, we are constantly improving our cold chain management systems for our business partners.

In terms of cold chain packaging, we wanted a product to further reduce the carbon footprint by replacing dependency on single-use Styrofoam containers.

**Approach**

Backed by an experienced team who are familiar with the production of biological agents for the healthcare industry, we undertook the development of sustainable and reusable packaging. In this case, the packaging was a temperature-controlled cold chain box that is 100 percent returnable and reusable, available for both 80-liter and 40-liter packaging.

The box uses an excellent insulating material that is easy to clean and is ultra-lightweight. Yet, it is also robust and designed to be stackable for easy storage, safe transport, and built to be more durable than the traditional Styrofoam boxes. In addition, each box comes with a unique code that allows clients to track the exact location of the package when in use.

**Results**

The 80-liter box was initially introduced to five hospitals in Thailand, and was subsequently taken up by more than 25 hospitals. Following this success, we introduced the 40-liter variant which is now being used by more than 200 customers in Bangkok and the Central Region across Thailand.

# Performance Materials

**CHF 1.4 billion**

net sales (2024)

**CHF 114.0 million**

Core EBIT (2024)

**1,720**

specialists

**33**

markets



[dksh.com/  
performancematerials](https://dksh.com/performancematerials)

DKSH Performance Materials is a leading global distributor of specialty chemicals and ingredients for the food and beverage, pharmaceutical, personal care, and specialty chemicals industries.

We provide a full range of market expansion services to support our partners' business growth across Asia Pacific, Europe, and North America.

Our customers benefit from reliable and responsible sourcing thanks to our global networks and strong geographic footprint. We provide regulatory consulting, supplier certification, and product registration to navigate complex regulatory environments and ensure compliance.

From our network of 58 state-of-the-art innovation centers, we provide application know-how and develop cutting-edge formulations and solutions. This creates business opportunities, reduces time-to-market, and allows us to meet the growing needs of our customers. In collaboration with our innovation specialists, our technical sales force achieves strong growth for our clients and customers.

We promote our product portfolios through digital channels to extend our market reach. Our customers experience a more agile and efficient service through our digital capabilities. We also enable our sales force with new technologies and next-level digital solutions. By providing market insights and trend analysis, we create business opportunities and strengthen the competitive advantage of our clients and customers.

With over 1,700 specialists across 33 markets, we cover all of Asia, with comprehensive networks in Southeast Asia, India, and Japan, as well as extensive coverage across Western Europe and North America.



## Success Story: Cooking Up the Finest Chocolate Recipes in Japan

### Background

A newly-opened Japanese chocolate retail store turned to DKSH when it needed something special to entice consumers. The result was a customized chocolate product and a unique recipe developed at Condirama Japan, DKSH's innovative confectionery training and development center in Yokohama, Japan.

Max Felchlin AG (Felchlin Switzerland) is a Swiss niche producer of the finest couverture chocolates, focusing on the highest Swiss quality and traditional manufacturing processes. Felchlin Switzerland's couverture, made from carefully selected cacao origins and partly\* with rare mountain meadow milk, is used by pâtissiers and chocolatiers globally.

Founded in 1908 and based in Ibach-Schwyz, Felchlin Switzerland has been a partner of DKSH in Japan for more than 30 years. DKSH additionally collaborates with Felchlin Switzerland and their partner Elucid to provide access to health insurance and local health centers and hospitals for cacao farmers in Ghana.

### Challenge

Our customer was a local confectionery company keen to introduce a new retail store in Japan specializing in fine milk chocolates. Our customer needed an experienced food and beverage team to support them in sourcing and selecting the right ingredients for its chocolate products to be sold in the store.

It was also important for the store to have some new and unique chocolate recipes that matched their premium quality products and catered to the local consumer taste and preferences.

### Approach

From the start of the project, we worked closely with our customer to select the right cacao beans by vetting flavors and aromas from different markets. We also experimented with different mixing ratios of raw materials to come up with the perfect combination of flavor and taste.

Once the final chocolate ingredient supplied by Max Felchlin was decided upon, the pâtissier at DKSH's Condirama Japan created a recipe for our customer's newest product. DKSH's Condirama is a modern innovation center serving as hub for confectionery technology research, training and development, and professional pâtisserie application.

Once all the products and recipes for the new retail store were finalized, we worked with our customer to ensure the operations team were ready to receive their first orders for the chocolates. We further supported our customer with timely market insights and sales operational support to ensure the store had an immediate impact on the market.

### Results

Our customer was very satisfied with our comprehensive support throughout the project planning, development, launch, and post-launch stages of the collaboration. The successful launch of the new chocolate recipes was a testament to the passion and flexibility displayed by all parties in coming together to provide the new, exciting, and unique chocolate offerings.



Specialty chemicals and ingredients at your **digital fingertips**: [www.dkshdiscover.com](http://www.dkshdiscover.com)

\*Please note: Since the mountain meadow milk powder is a very rare product, only the Opus range and the new Bolivia 45% are produced with mountain meadow milk, which makes them unique. For all other couvertures, Felchlin Switzerland uses high-quality Swiss milk powder collected within a radius of only 30 km around the factory.

# Technology

**CHF 549.3 million**

net sales (2024)

**CHF 35.6 million**

Core EBIT (2024)

**1,820**

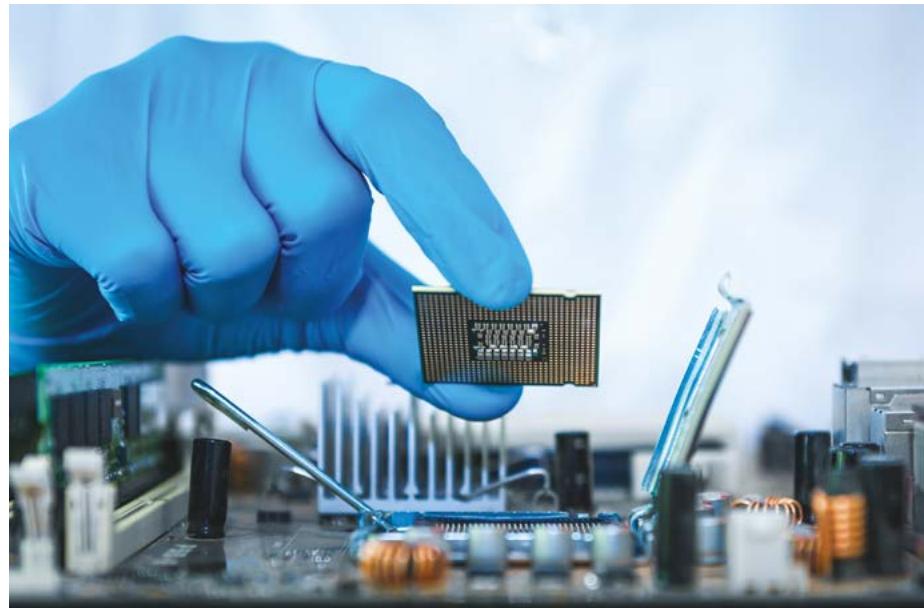
specialists

**750**

clients and suppliers

**16**

markets



With over 1,800 specialists, including more than 650 service engineers, DKSH Business Unit Technology operates in 16 markets and is supported by 39 showrooms and demonstration labs.

Sales and service are our core competencies. We accompany our clients from developing a business strategy to translating it into an Asian reality. Using a state-of-the-art customer relationship management platform, we combine extensive industry and product knowledge with a structured and systematic sales approach to outperform the market and increase our clients' market share.

As a total solutions provider and system integrator, we serve our customers as a one-stop-shop and provide customized technology solutions. We not only provide professional after-sales services but also cover the entire product life cycle including installation and commissioning, final acceptance testing, production start-up support, training, maintenance, repairs, spare parts and consumables supply, as well as refurbishments and trade-ins.



[dksh.com/technology](http://dksh.com/technology)

We operate as a trusted link between suppliers from Asia Pacific, Europe, and North America and customers in Asia Pacific, enabling suppliers to expand their markets and providing customers with access to products from around the world.



### Success Story:

#### **DKSH and LAUDA Celebrate a Decade of Partnership in Asia Pacific**

##### **Background**

LAUDA, a global marketing leader for precise constant temperature equipment and systems, has been a business partner of DKSH in Thailand and Japan since 2009. Over the years, this partnership has expanded to Singapore, Taiwan, and other Southeast Asian markets. Bringing together LAUDA's leading technologies and our market intelligence and systematic market development approach, LAUDA is today a leading brand in multiple sectors.

##### **Taiwan's Nascent Biopharma Industry**

Taiwan's biotechnology sector is expected to reach USD 120.4 billion in production value by 2025. Leveraging our reputation and well-connected local networks, the team was able to form strategic alliances with companies offering single-use bioreactors and magnetic mixers to provide integrated solutions for vaccine development, API, and R&D. These well-strategized partnerships helped enhance LAUDA's brand visibility and market coverage in the biotech and biopharma industries.

##### **Japan's Chemical and Pharmaceutical Fields**

To enter the competitive chemical and pharmaceutical fields in Japan, DKSH collaborated as an independent advisor and expert in helping to develop tailored innovative solutions to fit market demand. We offered a thorough explanation of LAUDA's product features, applications, and how they could help the customer improve and simplify their existing workflows.

##### **Singapore's Growing Electric Vehicle (EV) Sector**

With the rising demand of EVs in Singapore, automotive component manufacturers in the market must ensure their products are reliable under different road conditions. Leveraging our strong application engineering capabilities, DKSH provided complete solutions for product validation with LAUDA's new generation Integral XT process thermostats. Customers in Singapore preferred to partner with us as our complete package, with proven specifications coupled with local integration and service support, fulfilled their entire processing requirements.

##### **Thailand's Emerging EV Market**

To boost interest in the EV sector, the Thai government is incentivizing manufacturers to enhance production capacity for EV parts with the plan to launch and export commercial EVs by 2025. LAUDA's temperature control unit technology, coupled with DKSH's service support, technical expertise, and application capabilities is readily available to support manufacturers to improve and expand production capacity in the market.

##### **Results**

Over the next five years, Malvern Panalytical successfully grew market share in Southeast Asia and subsequently strengthened its leadership position in the particle size market.



“DKSH has been instrumental in growing Kewpie in Malaysia, helping us uphold our core values of 'great taste, empathy, and uniqueness'. Being awarded as Kewpie's Best Business Partner for 2023 is a testament to DKSH's tireless efforts in advancing our brand among Malaysia's food service professionals. We are proud of our longstanding partnership and appreciate their unwavering commitment to elevating Kewpie's presence”

**Atsushi Miyata, Managing Director, Kewpie Malaysia**



“Due to the strong and successful cooperation, the market share of the drug in the challenging Hong Kong market continues to increase.”

**Representative from the leading pharmaceutical company**



“It was crucial for our new retail store to showcase our quality and unique chocolates. DKSH provided the perfect ingredients and expertise needed for us to create the new recipes to match local consumer preferences.”

**Representative from DKSH's client**



“DKSH helped uncover many business opportunities for us in areas of application where we had limited access previously. They have elevated the visibility of the Setaram brand in the market and have also kept our brand promise to our customers through their dedication and strong after-sales support.”

**Link Brown, Global Commercial Director, KEP Technologies**

# About Us

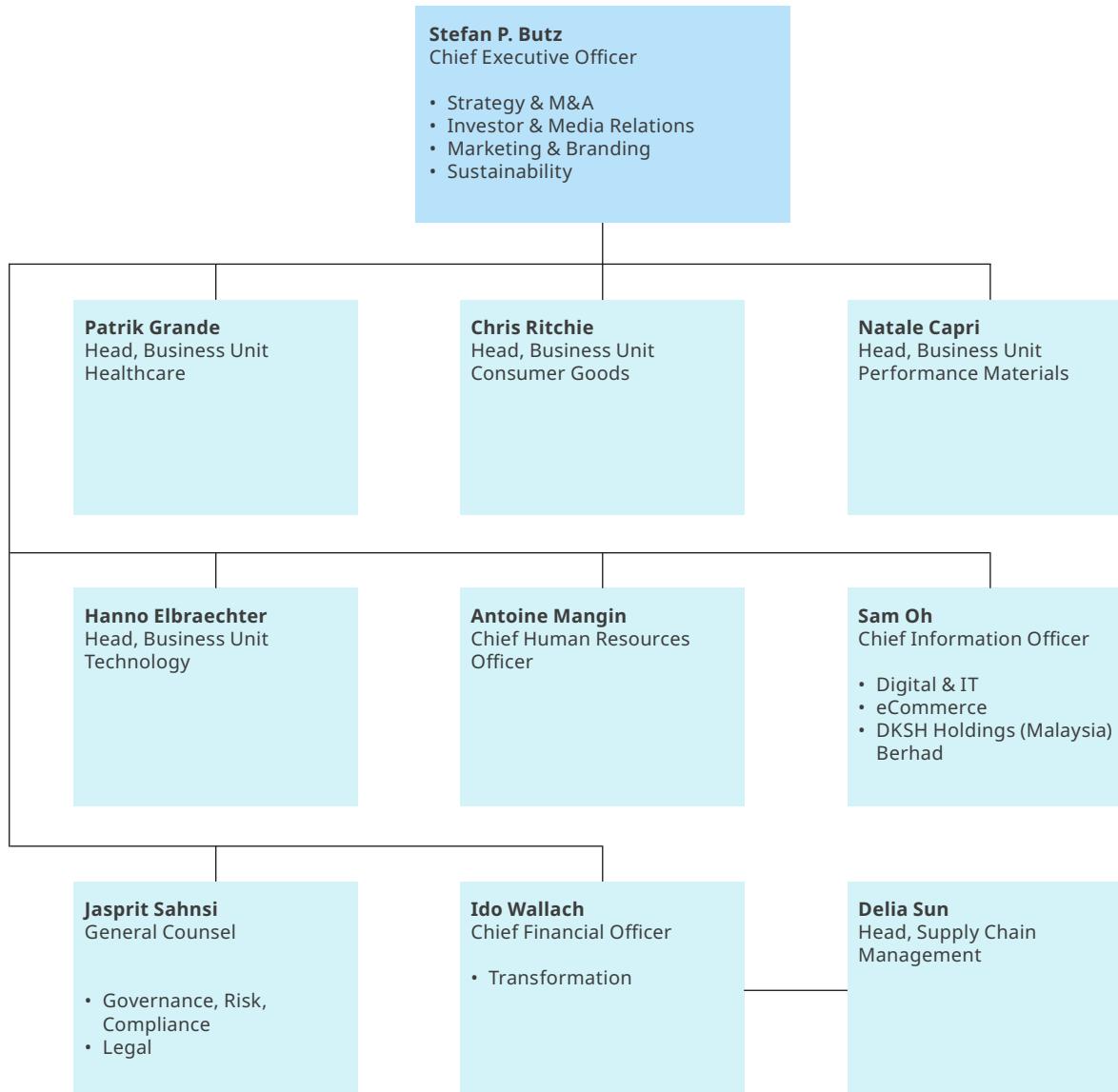
# Organizational Structure

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

DKSH's overall strategy and direction is guided by an international Board of Directors. Executive management responsibility for the Group and the implementation of our strategic goals across our markets and Business Units is then ensured by the Executive Committee, led by the CEO.

Our business activities are managed through four highly specialized Business Units. Local market organizations implement Business Unit strategies and enable region-wide coverage, while our Corporate Center provides cost-effective services and a Group-wide infrastructure.

## Executive Committee



# Life at DKSH

**56%**

female employees



**106**

nationalities

**80%**

locals in market leadership teams

## Diversity and Inclusion

An important part of the People DNA is "Care about others", which includes creating an environment where every employee feels a sense of belonging.

## What Does Belonging Mean at DKSH?

It is our approach to diversity, equity, and inclusion. It is about making sure that every single one of our people feels a sense of comfort, connection, and contribution.

## Women at DKSH

Meet some of the great women working at DKSH today.

Learn more:



# Our People



## People – The Key to Our Success

We are proud of our people, and they are the reason behind our business success. They are passionate, highly committed, entrepreneurial, and purposeful, positively touching millions of lives through the products and services we provide.

### Providing Unique Value

DKSH has a winning formula that combines regional reach with a deep understanding of, and a long history in, markets across Asia. With over 28,000 specialists representing 106 nationalities, we speak your language and understand how to grow your business.

## Driving Growth, Being the Difference

We encourage our people to take business responsibility and career ownership early on and to seize development opportunities whenever they arise. Our business model encourages self-starters who can easily adapt to change. This flexibility to execute effectively while taking responsibility for moving the business forward, lets us recognize and reward high performers.

Our people are passionate about their career growth and about business success – for DKSH as well as for you, and work as part of an energetic and successful team.



## Learning and Development

To thrive in a rapidly changing world, we help our people learn and grow on an ongoing basis. In 2024, about 95% of employees received training. They completed 239,839 learning events, resulting in 16.7 hours of learning per employee, compared to 13.4 hours in 2023.

Employees drive their personal and professional development, further supported by their managers and HR, including Fantrie Academy, our in-house learning and development center.

## Modern and Innovative HR

Sustainable and profitable growth for DKSH depends on attracting, engaging, and retaining talents – to this end, a modern, connected, and personalized employee experience is important.

HR, managers, and leaders are all committed to develop engagement, diversity, talent development, and a fulfilling workplace and work practices.

The HR strategy is to enhance the DKSH value proposition and foster DKSH performance and competitiveness by:

- Establishing a culture of trust, learning, collaboration, feedback, and high performance
- Attracting and developing purpose and values-led talents who will maintain our competitive edge and deliver growth for our partners
- Constantly adjusting our organization, roles, and processes to stay agile and relevant

# Sustainability



## Our Approach to Sustainability

For us, simply providing products and services is not enough. Of equal importance is how we conduct our business and what impact our activities have on our stakeholders. Providing access to markets, people, and products is at the heart of what we do, and by doing this in a reliable and responsible way, we contribute to the development of markets and communities as well as to the Sustainable Development Goals of the United Nations.

Our success is rooted in collaborative, ethical, and sustainable leadership. We have a clear governance structure for the management of sustainability at DKSH, with the Board of Directors charting the strategic direction for the DKSH Group and overseeing strategy execution. The Executive Committee is tasked with implementing our Sustainability Strategy together with the Sustainability Committee, which is chaired by Group Sustainability and made up of representatives from the Business Units and Functions.



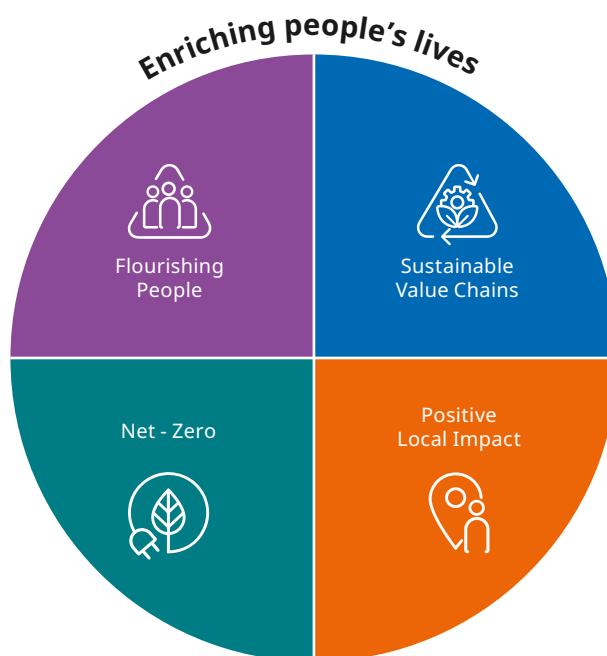
You can find out more about our approach in our Sustainability Report at [dksh.com/sustainability](http://dksh.com/sustainability)

## Sustainability Strategy

Sustainability is one of DKSH's five values. We take responsibility for the environment, social, and economic impacts of our business activities as determined by our materiality assessment. We take a proactive and competitive approach to sustainability by increasing accountability at the Business Units and Functions level, thereby making strategy execu-

tion more effective and communication more efficient. This approach is especially beneficial because it allows us to take local needs into account, thereby enabling us to deploy tailor-made sustainable solutions for the Business Units' specific products and business models. Our Sustainability Strategy comprises the following four objectives:

**Our ambition is for each Business Unit to take a proactive and competitive approach to sustainability.**



# DKSH Identity

As an international company with over 28,000 employees, our Identity brings us together as one strong DKSH team working towards a shared goal.

## Our Purpose

Enriching people's lives.

## Our Vision

Being the trusted partner.

## Our Strategy

Growing our four Business Units, strengthening our service offering, and increasing operational efficiency.

## Our Values

Integrity  
Empowerment  
Collaboration  
Entrepreneurship  
Sustainability

## Our Promise

Delivering Growth – in Asia and Beyond.





Learn more about DKSH  
in this short video:



# Celebrating 160 Years of History

<b>Three Swiss entrepreneurs embark on a journey to Asia</b>	<b>1865 - 1871</b>	Siber & Brennwald founded in Yokohama, Japan (1865) Eduard Anton Keller joins C. Lutz & Co. in Manila, Philippines (1868) Wilhelm Heinrich Diethelm joins Hooglandt & Co. in Singapore (1871)
<b>Establishing flourishing trading houses</b>	<b>1885 - 1887</b>	Keller acquires C. Lutz & Co. and renames it Ed. A. Keller & Co. (1887) Diethelm acquires Hooglandt & Co. and sets up Diethelm & Co. Ltd. (1887)
<b>Creating local industries and the beginning of globalization</b>	<b>1890 - 1900</b>	Siber & Brennwald enjoys leading position in raw silk market and promotes Japanese silk industry (1890) Diethelm & Co. markets kerosene, a new phenomenon used for lighting, in Singapore and beyond (1892)
<b>20th century opportunities and challenges</b>	<b>1900 - 1940</b>	SiberHegner & Co. in Japan hit by Great Kanto Earthquake, and made into public company (1932) Diethelm & Co. opens new offices in Penang (Malaysia), Saigon (Vietnam), and Bangkok (Thailand)
<b>Tiger Economies, Asian crisis, and death of trading companies prophesized</b>	<b>1980 - 2000</b>	Rejuvenated Asian economies deliver impressive growth until outbreak of Asian financial crisis (1997) SiberHegner is restructured and turns around (2000) Diethelm and Keller join forces to found Diethelm Keller Holding Ltd. (2000)
<b>New chapter in the DKSH success story</b>	<b>2002</b>	DKSH is founded and reinvents business model to specialized service provider
	<b>2006</b>	New category is created: Market Expansion Services
	<b>2012</b>	DKSH goes public on SIX Swiss exchange
	<b>2015</b>	DKSH celebrates 150th anniversary
	<b>2020</b>	DKSH launches revised Identity: your trusted partner
	<b>2025</b>	DKSH celebrates 160 years of enriching people's lives

# Stories From Our History

## **"Go East, Young Man"**

The DKSH journey began in 1865. Asia's vast, untapped opportunities encouraged three Swiss entrepreneurs to sail into the unknown to reach new territories. Caspar Brennwald, Eduard Anton Keller, and Wilhelm Heinrich Diethelm established flourishing trading houses in Japan, The Philippines, and Singapore respectively, importing goods from Europe to Asia. And so began our role in helping to establish local industries and facilitating globalization.

## **A Bear Keeps Us Ahead in Thailand**

After World War II, Diethelm Bangkok took over the rights to sell a sweetened condensed milk product for the Bernese Alpine Milk Company, called Bear. It was challenging to sell as cow's milk was not part of the Thai diet. The company used floating cinemas – boats equipped with a film projector and screen – which travelled along Bangkok's canals to promote the brand in less accessible districts. The publicity blitz was very powerful indeed – so powerful that people might have got the impression this milk actually came from bears.

## **Illuminating Asian Metropolises**

Seizing the opportunity of the opening up of trade flows in and out of Japan and China, one of the first big industrial consignments Siber-Hegner had shipped from Europe to Japan via the Suez Canal was a set of gas lamps from Switzerland destined for Yokohama. In autumn 1872, the Japanese port city, which at that time already counted more than 300 foreign merchants, saw its first gas lamps burning thanks to DKSH's forefathers. Shortly after, we also supplied gas lamps for the iconic Bund in Shanghai.

Read more stories from  
our history:



# DKSH Locations

For further information and contact details, visit [www.dksh.com](http://www.dksh.com) or the local website:

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