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A brief Bio. - Spring 1970 to Spring 2023.

Immediately after graduation I spent the following year helping my younger brother to establish his new business. Then I began to search for employment in Canada.

Needless to say, the market was not at its prime and the offers I had received were not enticing in terms of both interest nor salary.

At this juncture, having had to provide for my wife and daughter (aged 2) I decided that opportunities might be more plentiful in the USA. The fact that Susan was American made the transition both effortless and without any severe complications.

In the fall of '71 we joined her parents in Richmond Virginia . I began my search focused primarily on the Pharmaceutical and Petroleum industries. Within the first month I was able to secure five interviews and three job offers, all of which were interesting with generous salaries.

I joined the Mobay Corporation (Bayer AG. which at that time could not use neither their name nor logo as these were prohibited in the USA after WW II.). The Germans always had a good reputation for technology and this new plant located in Charleston South Carolina was still in start- up mode.

My first position was as Superintendent of production in the Solvent Building. The main chemistry was AQ with some Azo and every form of benzene solvent one could imagine. Within a year I was promoted to Asst. Bldg. Manager.

In 1974 management had made the decision to erect a second Solvent facility; I was promoted to Bld. Mgr. for the same. I remained in that position until 1976 when I became Asst. Plant Manager. At the time the plant employed 400 +/- 15% personnel.

Bayer Germany decided to manufacture rubber intermediates at this plant and I was appointed as the USA coordinator for the project. All the engineering was performed in Germany, but I became responsible for the necessary permits, American Engineering capabilities (Lockwood Greene), as well as construction

capabilities (Fluor Daniels) and keep peace between the German and American personnel. (Fun ??).

Upon completion of the project I expressed to management my desire to head the Rubber Chemicals business in the USA, but was politely turned down. By German standards I was far too young.

This experience prompted me to search for opportunities elsewhere and in 1978 I accepted a position as Production Mgr. with Sandoz Pharmaceuticals; at this time the manufacturing facility was only in blue print state. The better part of the year was spent in the engineering department in Basel Switzerland. Manufacturing finally began in mid 1979.

I remained in that position until 1984 at which time I became Plant Mgr. with a population of approximately 280 employees.

In 1989 I was promoted to VP of Operations and moved to the Sandoz Chemicals offices in Charlotte North Carolina.

In 1991 Sandoz spun off the chemicals arm which became Clariant Chemicals, and Sandoz merged with Ciba to form the Novartis Life Sciences Corporation.

I remained with Clariant as XVP. Operations until 1992 after which time I accepted the post as Pres. and CEO for Clariant Italy with responsibility for the Pigments and Additives Division in southern Europe which included, France, Spain, Greece and Portugal. (Again, fun ??)

In 1995 Clariant acquired the Chemicals Business from Hoechst in Germany and the primary focus was to fold that business into Clariant with minimum disruption and achieve an entity that would be well recognized in the chemical world. The best analogy I can give you is that this was like the gold fish trying to eat a shark.....yes more fun ???

By 1997, the new entity was achieved, even if not truly well established. Also at that time I was faced with the new unpleasant challenge of managing the divorce from my wife and needed to be back in the USA.

Fortunately, the position as Sr. VP for the NAFTA Pigments and Additives became available and I gladly accepted that position residing in Coventry Rhode Island.

Finally, in 2005 I hung up the spurs and went to pasture retiring in Wilmington North Carolina .

It has been a great ride with many challenges, opportunities, satisfaction and not the least a lot of fun.

I also have to recognize that I have had the support of competent superiors, and above all the dedication of a cadre of subordinates that more often than not were smarter than me.

I thank them all .

It was not all work, my recreational activities consisted of golf, deep sea fishing and travel.