



Dornier Family Update

THE GLOBAL NEWSLETTER FOR THE DORNIER MEDTECH FAMILY



Dornier MedTech at EAU: Welcoming Urologists From 36 Countries!

FINANCIAL RESULTS

Good News!

...for the first time in 15 years, our revenue has crossed €100 million. We ended the year with record revenue of €103.2m; well done to everyone at Dornier!

[Review the financials on page 3](#)

PROFESSIONAL GROWTH

The INSEAD Experience

I recently completed the Advanced Management Program at INSEAD. INSEAD is considered "the business school for the world," and there were 27 participants from 13 nationalities. The learning was simultaneously wide-ranging and in-depth...

[Read Alice's story on page 5](#)

DORNIER ACADEMY

We Have A Winner!

Rather, we have several winners: the winning icon/look for the new Dornier Academy, and the following who were the first to choose the winning design in their regions...

[Check out the new program on page 7](#)



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Dornier grows 17% since 2014: Exceeds €100M for first time in 15 years

By: Alice Goh, VP Finance, Dornier MedTech GmbH

Dear Dornier Family, I am so delighted to announce that for the first time in 15 years, our revenue has crossed €100 million. We ended the year with record revenue of €103.2m; well done to everyone at Dornier Med-Tech!

This clearly marks a very significant milestone for Dornier despite the challenges the group faced in the past few quarters in getting the Dornier Med-Tech portfolio of products in place with

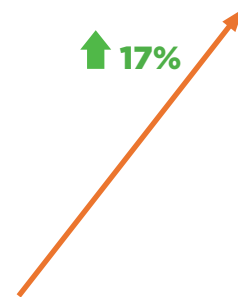
focus and consideration on the voice of customers, as well as up-to-date with the changing European standards that came into effect on January 1, 2018.

In terms of profitability, the team has also done remarkably well by delivering consistent profit, quarter on quarter. We have now achieved 13 sequential quarters of profitability since we embarked on the *Path Forward* Strategy 2020 in October 2014. This consistent result is contributed to by

everyone in the Dornier Family; thank you.

In addition, the team has continued the focus in building up a strong pipeline, and year-to-date backlog has improved significantly over the same period in the prior year by about 300 basis points.

We need to continue to stay focused in delivering revenue and profitability as we carry on with our *Path Forward* 2020 journey together.



Financial Information Withheld

New leadership teams

Dornier Senior Leadership Team (SLT)

- Abel Ang, President & CEO
- Wolfgang Wunderl, GM, Systems & Laser
- Brock Faulkner, GM, America
- Johann Wendl, GM, Europe
- Koo Suay Lan, VP, Continuous Improvement & Special Projects
- Alice Goh, VP, Finance
- Wong Yau Chung, VP, Corporate Strategy, Head, Aries Business Unit
- Karen Chou, VP, Human Resource & Coaching

Extended Senior Leadership Team (ESLT)

- Akira Kinoshita, Acting GM, Japan *
- Iris Zhang, Acting Asst GM, North Asia *
- Issac Khoo, Asst GM, South Asia *
- Lee Weikang, Director, Business Development *
- Konstantin Fotiadis, Director, Quality & Regulatory Affairs *
- Ulrike Schoen, Director, Global Product Marketing *
- Andreas Lutz, Director R&D
- Scott Lance, VP, Finance, America
- Toshihiro Kishida, Finance Director, Japan
- Fenni Li, Controller, Finance & Operations, Asia Pacific
- Stephanie Thomas, Director Finance, Systems & Laser
- Bob Evensen, Sales Director, America

*This position will attend SLT meetings to represent their business/function.

EAU Congress 2018

By: Ingrid Einsiedler, Marketing Manager, Dornier MedTech Europe

The 2018 Annual EAU Congress (EAU18) was held in Copenhagen, Denmark for its 33rd Edition. The Annual Congress is the European Association of Urology's biggest and most important scientific meeting, attracting around 15,000 urology specialists every year.

EAU18 offered participants a five-day, cutting-edge scientific program with opportunities for training, networking and visiting the impressive exhibition, where companies presented their latest technological and pharmaceutical breakthroughs



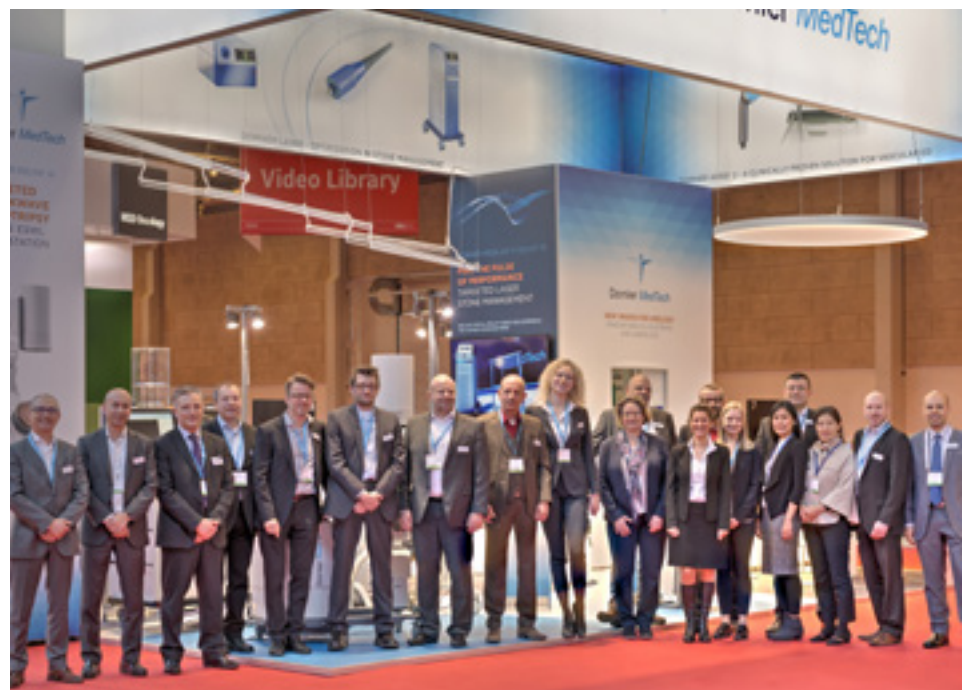
Dornier had a great booth at the EAU, and a full presence of Sales, Product Management and Marketing colleagues in attendance. This is an important event for us, and since attendees are urologists—our target audience, we're very excited about the opportunity to meet so many current and potential customers. We are very happy with the number of leads we generated and are impressed that we could welcome visitors from 36 countries to our booth.

This year, Dornier had two major product launches: the new high-power laser Medilas H 140 and the stone laser Medilas H Solvo 35, having great features like a second display, the wireless footswitch and the Application Modes. For promoting the Advanced Mode™ we used a special marketing highlight in our booth – a virtual reality demo. The doctors experienced the difference of Standard Mode compared to Advanced Mode, in shooting at a stone in the different modes in a virtual kidney and had a lot of fun in experiencing the virtual reality. The game demonstrated the reduced retropulsion of a stone in the Advanced Mode and that when the laser strikes a stone in standard mode, the stone moves, which makes it difficult for the urologist to blast. This demo was a great start to discuss and explain our lasers and the application modes.

The scientific sessions covered the complete spectrum of urology. Updates about urinary stone therapy confirmed that ESWL is partially substituted by endoscopic laser procedures in Europe. For the latter, single-use endoscopes are becoming more widespread, since they overcome the main problems with standard endoscopes, which require sophisticated



sterilization and frequent servicing. However, for hospitals with many patients, single-use endoscopes are still more expensive. Another major topic were advances in MRI and ultrasound imaging for better diagnosis of prostate cancer, which improve the quality of biopsies and may allow for more personalized therapy in those patients.



Learning and leading

By: Karen Chou, VP, HR and Coaching, Dornier MedTech GmbH

Accuron MedTech strives to be a learning organization where there is strong encouragement for employees to continuously pursue a higher level of knowledge, skill and competency—to help employees across the organization reach their maximum potential and performance for the group.

We collaborate with institutions of higher learning so our organization's leaders can develop a more strategic, rigorous and competitive mindset capable of leading us into the future. In return, these leaders are expected to continue a high level of contribution to the progress and success of Dornier or any AMTG subsidiary for a fixed period of time. This enables the leader to apply their learning to the workplace and help build a stronger and more successful organization.



INSEAD Leadership Program

By: Alice Goh, VP Finance, Dornier MedTech GmbH

I recently completed the Advanced Management Program at INSEAD. INSEAD is considered “the business school for the world,” and there were 27 participants from 13 nationalities. The learning was simultaneously wide-ranging and in-depth.

First, several projects involved intense work with different arrangements of groups and teams, creating diversity and cross-disciplinary thinking during the four-week program. Next, the program provided me with insights and learning on the thought processes and taught me to explore innovative ways of developing a personal leadership style to lead change and make decisions in tough situations.

The program also focuses on the values, behavior and communication style of an effective leader. Aligning personal ambition with the

organization's vision and mission is key for high performance with results. Aspects of operational excellence of leadership styles were demonstrated through case studies of worldwide, renowned political leaders like Margaret Thatcher and Lyndon B. Johnson.



There were also sessions with simple financial modelling tools to support leaders in their investment decision-making process. In addition, various concepts like the Blue Ocean Strategy and the 360-degree feedback platform were also discussed.

The in-campus program also allowed the participants from around the world to build a diversified and expanded network.

I would like to thank Accuron MedTech for this opportunity to attend the leadership program and also my sincere appreciation to Scott Lance for standing in during this one-month period.

<https://www.insead.edu/executive-education/general-management/advanced-management-programme>

THE PATH FORWARD 2020

NEW STRATEGIC PLAN OF DORNIER MEDTECH



Ask...

Wolfgang Wunderl, GM, Systems and Laser

We sat down with Mr. Wunderl to ask about the many initiatives in the factory, that are essentially changing the way work is done. Here's what he had to say.

The past two years were challenging, not only for our colleagues in the selling entities, but also for our employees in the factory. Our factory has had to work very hard to keep up with the changing European standards that came into effect this calendar year and the significantly higher expectations of our new Notified Body. The fact that we have, despite all challenges, for the first time ever in our recent history crossed the € 100 million revenue bar is really noteworthy and speaks for the strong commitment of our employees all over the world. As GM of the Wessling factory, I would like to thank our employees in the factory and in our selling entities for their hard work, strong support and loyalty over the past couple of years.

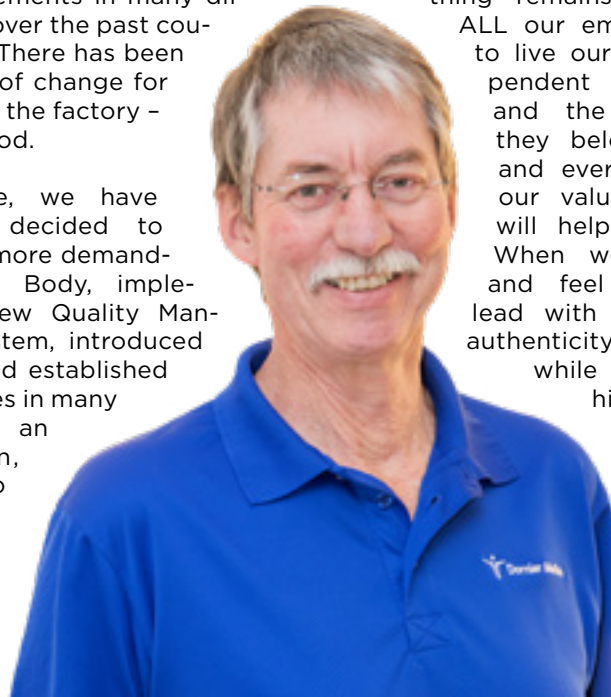
As we start our new business year, we are looking optimistically into the future. We have already rolled out

two big new product launches in 2018 and more will follow. Our management team is working on a vision and strategy for the factory to address the changes in our market environment, in particular, in the regulatory requirements and the needs of our customers. We have already initiated enhancements in many different areas over the past couple of years. There has been a great deal of change for our people in the factory - all for the good.

For example, we have consciously decided to work with a more demanding Notified Body, implemented a new Quality Management System, introduced Six Sigma and established new processes in many faculties. As an organization, we need to continue to change, continue to

develop our skill sets, embrace speed and become more flexible and open to new technologies, as well as accepting new working methods to remain competitive in our digitalized and globalized world.

With all this change, though, one thing remains a constant: ALL our employees have to live our values, independent of their role and the organization they belong to, each and every day. Living our values altogether will help us succeed. When we collaborate and feel accountable, lead with strength and authenticity and innovate while maintaining high quality, we are on the right path.



Dornier Academy

We have a Winner!

By: Alvin Hong, Manager, HR and Learning



Rather, we have several winners! The winning icon/look for the new Dornier Academy, and the following who were the first to choose the winning design in their regions: **OW Avan** from Asia, **Pete Sobchak** from the Americas, **Gerda Koeckritz** from Europe, and finally, **Naka Hirotsugu** from Japan. All of these individuals were the first ones from their regions to guess the winning logo—Option A!

We are all winners, though, with a series of learning initiatives and online courses we can participate in throughout the year!

First, we invite you to sign up for the upcoming live classroom sessions **below!**

Next, we welcome you to explore our **25 hours** of new e-learning content, which can be subsumed under three categories:

“Core/Functional Training”, “Service/Technical Training”, and “Leadership/ Professional Training.” More info on how you can access the 25-hour learning suite will be provided shortly through a separate email, titled “Dornier Academy Launch.”

Examples of each category are:

Functional/Core Training (for employees)

- Introduction to Stone Disease & ESWL
- Social Media
- Products 101

Technical/Service Training (for internal and external audiences)

- Delta III Video (“Drain Water Circuit”)
- Stone Localization
- Aries Level 2

Leadership/Professional Training (for employees)

- SMART Goal Setting
- How to Provide Effective Feedback



Moving forward, Dornier Academy will continue to design and roll out more training programs in collaboration with key departments and stakeholders around the world.

Topic	Date/Time	Registration	Synopsis
“A Voice in a Sea of Voices”	April 13 9am - 10:30am Singapore Time	Register here by April 10	<ul style="list-style-type: none"> ▪ Current marketing tactics at JobTech/EDIS (Economic Development Innovations Singapore Pte Ltd) ▪ Social media and Google ▪ Q&A
Intro to Dornier Academy	April 18 9am - 10am Atlanta Time	Register here by April 11	<ul style="list-style-type: none"> ▪ Overview of Dornier Academy and courses ▪ Language of Appreciation in the Workplace ▪ Upcoming learning initiatives ▪ Online profiling and activities
	April 25 9:30am - 10:30am Munich Time	Register here by April 18	
“Get Creative!”	April 27 3:30pm - 5pm Singapore Time	Register here by April 20	<ul style="list-style-type: none"> ▪ Have you ever encountered a mental block and wished you could be more creative? Learn more about how creative people think and unveil the creative process through their experiences from the speaker, a librarian and avid student of creativity from Singapore’s National Library Board (NLB)

Social media at Dornier MedTech

By: Kelly Westermann, Global Marketing Communications Manager

You may have noticed a tweet on Twitter about Dornier MedTech...or a Facebook post about treatment options—posted by us...or a LinkedIn message about our new lasers...these are all the result of an increased effort to be more active on social media.

Every week, Global Marketing posts on Twitter, Facebook, LinkedIn, and hopefully soon—WeChat. We publish messages targeted to patients as well as to providers, and the content is different for each audience.

For patients, we publish articles such as “what are your treatment options” or “kidney stone myths.” For doctors, we publish, for example, posts about our products, new research on ESWL,

or interesting findings on how Opti-Couple can improve stone free rates.



These targeted efforts are the work of the Global Marketing Communications

Manager and the Global Marketing Digital and Design Coordinator (who also bring you the Dornier Family Update). Have an idea for social media? Let us know. And, the next time you see a post published by Dornier MedTech, **please like it or share it...and don't forget to follow us!** All of your likes and shares help us improve how quickly we appear in Google searches, and we want our customers to find us easily.

And, these posts are designed to drive people to our website...to learn more, to download an e-booklet on ESWL or OptiCouple, or to download a product brochure. Check it out sometime—you'll see that many posts lead to our blog on the homepage of our website!

OUR CULTURE AND VALUES



AUTHENTIC LEADERSHIP

- Lead with a high level of integrity and respect for people.
- Create an environment where colleagues at all levels are able and expected to act in an open and honest way.
- Consider whether they are doing the right thing and act with courage when faced with challenge.
- Communicate vision and direction and enable team to get there.
- Put Dornier's interest first above region and department.



COLLABORATION ACCOUNTABILITY

- Work together to embrace multiple ideas and create better solutions.
- Share own knowledge and are open to learning and feedback from others.
- Respect and value those we work with, and the contribution they make.
- Helpful co-operation to seek solutions advantageous to all parties.



- Be accountable for failure as well as success and not to allocate blame. Take ownership and responsibility for our actions and inaction.
- Create and provide solutions for clients and customers that balance the short and long term.
- Hold self and team accountable for collaborating to achieve the best results.



INNOVATION

- Open to new ideas and continuously challenge self to learn.
- Create new thinking/action and explore alternative solutions and ideas.
- Strive to surpass clients' and customers' expectations. Ensure one finds ways to have positive impact on customers, colleagues, and the external community.
- Seek to make improvements to own work and others' work and when appropriate make the fundamental changes.



QUALITY

- Set increasingly high standards for self and team, while providing the support needed to achieve these.
- Demonstrate our high standards and values within the organisation and to our customers in our products and services.
- Put practices in place where great delivery and mistakes are shared and everyone can learn from them.
- Provide products and services of the highest quality to all our internal and external customers.



DELIVER

REVENUE GROWTH AT OR ABOVE MARKET GROWTH RATE AND SUSTAINED DOUBLE DIGIT PROFIT GROWTH TO ACHIEVE RECORD PROFIT BY 2020

Accuron MedTech announces divestment of shares in Veredus Laboratories

By: YC Wong, VP, Corporate Strategy, Head, Aries Business Unit, Dornier MedTech GmbH

Accuron MedTech Group (Accuron MedTech), Southeast Asia's largest medical device company, announced on 3 April the completion of the divestment of its shares in Veredus Laboratories (Veredus) to SEKISUI CHEMICAL CO., LTD, a Japanese public company and owner of SEKISUI MEDICAL CO., LTD, a global diagnostics company.

Accuron MedTech acquired a controlling stake in Veredus, a leading provider of molecular detection tests, in 2014. Under Accuron MedTech's ownership, Veredus has grown by approximately 30% in revenue; doubled its R&D staff; moved the global bio-chip manufacturing facility from Italy to Singapore; and expanded into large new markets including Indonesia and China. Veredus' Lab-on-Chip technology platform and products have been established as market leaders in the global bio-surveillance market.

Abel Ang, Group Chief Executive of Accuron MedTech, said:

"Accuron MedTech has been privileged to partner with an outstanding entrepreneur like Dr Rosemary Tan, CEO and Founder of Veredus. We have been proud to support Veredus' category disruptive technology as part of our overall incubation growth strategy. The value of Veredus has grown significantly in the last three years, and by partnering with SEKISUI MEDICAL, a global leader in diagnostics, Veredus is now poised for its next wave of transformative growth – especially in entering the Japanese market before the 2020 Tokyo Olympics."

"Accuron MedTech's divestment of the diagnostics business is one of the largest biotech exits in Singapore, and it allows us sharpen our focus on our strategic investments in adjacent growth areas that complement our core urology business," Abel added.

Over the last four years, Accuron MedTech has made more than 10 strategic

investments in category disruptive technology start-ups, including renal companies Advent Access and AWAK Technologies, and ASLAN Pharmaceuticals which has announced a proposed initial public offering of its American Depository Shares in the United States. Accuron MedTech recently announced a partnership with the Singapore Government in its \$100 million investment into the Health and Biomedical and Sciences sector. The investment is part of a government-initiated scheme to catalyze the growth of Singapore-based deep technology start-ups in which the Singapore government matches private capital invested by co-investment partners such as Accuron MedTech.



"The divestment is an execution of the Accuron MedTech strategy to focus its business on the core urology business and adjacent therapeutic areas such as nephrology. The divestment realized significant returns which we will use to fund the growth of our core urology business and invest in disruptive technologies in adjacent areas," Yau-Chung (YC), VP, Corporate Strategy, added.

Goichi Tsuchihashi, Director and Managing Executive Officer responsible for the Diagnostics Business Unit at SEKISUI MEDICAL CO., LTD, also commented:

"The acquisition of Veredus is an important step in realising our mid-term business plan HIYAKU 2020 strategy, a focus of which is to enter into new, important markets in Asia which have high growth potential in the diagnostics industry. We have been impressed by the evolution of Veredus with the support of Accuron MedTech's investment and guidance in developing a global commercial strategy, and we look forward to incorporating Veredus into our life sciences business to generate further growth through the synergies of the two companies."



Welcome to the Dornier MedTech Family!

Nikquan Henderson - Americas Installations Specialist



Nikquan Henderson joins DMT as an Installations Specialist, and his new responsibilities include maintaining a high level of quality while installing various systems, being informative and helpful with customer needs, and being readily available for assistance with different tasks.

Originally from the Columbus, Ohio area, Nikquan has family and friends in the Atlanta area. He says, "Outside of work, I spend time with my sister or friends. My oldest sister lives in Downtown Atlanta, working for Coca-Cola, and one of my best friends growing up recently transferred schools and is playing basketball for Georgia State, also in downtown Atlanta." In new cities Nikquan enjoys exploring, seeing new things, trying new foods and restaurants. He adds, "If I were to be deserted on an island, my needs would consist of a TV, good internet and my Xbox, but if I had to choose one video it would most likely be a Disney movie called Meet the Robinsons."

Working at Dornier "is special to me because I get the opportunity to do great things that give people a better quality of life, while working alongside a group of incredible individuals," he adds.

BUILD ORGANIZATIONAL EXCELLENCE

