PREM 19/2996

VISIT OF THE PRIME MINISTER TO SWITZERLAND: 20-23 SEPTEMBER 1990

THIS FOLDER CONTAINS

A. Summary programme

B. The Prime Minister's programme

C. Mr Thatcher's programme on 20 September

D. Comprehensive programme

E. Accommodation schedule for 20 September

F. Accommodation schedule for 21-23 September

G. Transport schedule for the Prime Minister's party

H. Transport schedule for support staff, including safehand runs

I. Telephone numbers

J. Maps

K. Subsistence (if appropriate)

VISIT OF THE PRIME MINISTER TO SWITZERLAND: 20-23 SEPTEMBER 1990

A: SUMMARY PROGRAMME

Thursday 20 September

0955 Arrive Zurich. Met by HMA Berne.

1005 Prime Minister and party depart for Berne by air. Mr Thatcher begins programme, accompanied by HMCG Zurich. Remainder of party depart for Berne by road.

1045 Prime Minister's party arrives at Berne-Belp airport. Met by Head of Protocol. Leave for Berne by road.

1115 Arrive at the Maison de Watteville. Prime Minister has private discussion with President Koller.

1130 Official talks begin.

1210 Lunch.

1330 Resumption of official talks.

1430 Official talks end. Depart for Residence.

1545 Depart for Hotel Bellevue Palace.

1600 Press conference.
(Mr Thatcher arrives in Berne at 1615).

1630 Private meeting with the British Conservative Association of Switzerland.

1700 Return to Residence.

1800 HMA's reception (Prime Minister and Mr Thatcher join at 1830).

1930 Depart for Schloss Lohn.

1945 Federal Council dinner.

2230 Return to Residence by road.

Friday 21 September

0720 Depart by road for Ostermundigen station (those accompanying the Prime Minister and staying in the Hotel Bellevue will be collected at 0655).

0740 Special train for Basle. Breakfast on train.

/0855

0855 Arrive Basle station. Depart by road for Ciba Geigy HQ.

0930 Ciba Geigy presentation and tour.

1050 Depart for helipad.

1100 Depart by helicopter for flight over the Alps including a stop on the Männlichen.

1215 Arrive Zurich. Depart by road for the Muraltengut.

1220 Arrive. Opportunity to freshen up.

1235 Aperitif.

1245 Lunch hosted by the canton and city of Zurich.

1430 Depart by road for the Zunfthaus zur Meisen.

1440 Vorort meeting.

1540 Depart by road for helipad.

1600 Depart by helicopter for Fritz & Caspar Jenny AG in Ziegelbrücke.

1620 Arrive.

1630 Presentation and tour of factory.

1730 End of tour. President Koller bids farewell. Prime Minister and immediate party depart by helicopter for Schloss Freudenberg. Remainder of party return to Zurich for flight back to UK.

1750 Arrive Schloss Freudenberg for private weekend.

(1945 VC10 departs Zurich for UK).

<u>Saturday 22 September</u>

Lunch with senior representatives of Swiss industry and commerce.

<u>Sunday 23 September</u>

Departure arrangements to be notified.

The National Archives

DEPARTMENT/SERIES PREM 19 PIECE/ITEM 2996 (one piece/item number)	Date and sign
Extract details: B. the Prime Minister's Programme	X
CLOSED UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	19/10/2016 C. Gray
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer or Number not used.

VISIT OF THE PRIME MINISTER TO SWITZERLAND: 20-23 SEPTEMBER 1990

C: MR THATCHER'S PROGRAMME: 20 SEPTEMBER

0955 Arrive at Zurich airport by RAF VC10

Met by HM Consul General, Mr A H Morgan CMG, who will accompany throughout the programme.

1005 Leave for Winterthur with Mr Morris.

1030 Arrive at Sulzer Bros, Oberwinterthur

Greeted by Mr Alois Osterwalder, Director for East and West Europe and Southern Africa, Sulzer International, and Mr Jean-Claude Neuppert, Public Relations Officer

Visit to Sulzer's trial weaving facility

1100 Short coffee break

1110 Visit to Sulzer Medizinal Technik for presentation on the parent company's range of medical products, including hip and knee joint prostheses and on Vascotech, a company which the group has recently acquired in Scotland.

1215 Leave Winterthur for Zurich

1245 for 1300 Lunch given by the British-Swiss Chamber of Commerce at the Baur au Lac Club.

1430 Leave by road for Berne

1615 Arrive at HM Ambassador's Residence, Brunnadernrain 11, Berne

The National Archives

DEPARTMENT/SERIES PREM 19 PIECE/ITEM 2996 (one piece/item number)	Date and sign
Extract details: D. Comprehensive Programme	
CLOSED UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	19/10/2016 D. Gray
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer or Number not used.

The National Archives

DEPARTMENT/SERIES PREM 19 PIECE/ITEM 2996 (one piece/item number)	Date and sign
Extract details: E. Accommodation: 20 September	X
CLOSED UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	19/10/2016 J. Gray
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer or Number not used.

The National Archives

DEPARTMENT/SERIES PREM 19 PIECE/ITEM 2996 (one piece/item number)	Date and sign
Extract details: F. Accommodation: 21-23 September	X
CLOSED UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	19/10/2016 G. Gray
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer or Number not used.

PRESS ACCOMMODATION: 20 SEPTEMBER

The following will be staying at the Bellevue Palace Hotel, Kochergasse 3-5, 3001 Berne (telno. (031) 22 45 81)

		Room Nos
Michael Brunson	ITN	323
Chris Buckland	Daily Express	308
Ivo Dawnay	Financial Times	147
John Deans	Daily Mail	509
Sheree Dodd	Daily Mirror	114
Peter Gregson	Reuters	314
Maureen Johnson	AP	402
George Jones	Daily Telegraph	302
Michael Jones	Sunday Times	414
Trevor Kavanagh	Sun	523
Chris Moncreiff	PA	247
Geoffrey Parkhouse	Glasgow Herald	320
Charles Reiss	Evening Standard	214
Paul Reynolds	BBC Radio	249
Michael Smart	BBC TV	447
David Wastell	Sunday Telegraph	507
Philip Webster	Times	244
Paul Wilenius	Today	240

The following will be staying at the Hotel Bären, Schauplatzgasse 4, 3001 Berne (telno. (031) 22 33 67)

Adam Boulton	Sky
Nick Comfort	European
Gerry Foley	TV-AM
David Giles	PA
Peter Murphy	IRN

The National Archives

DEPARTMENT/SERIES PREM 19 PIECE/ITEM 2996 (one piece/item number)	Date and sign
Extract details: G. Transport schedule for PM's party	X
CLOSED UNDER FOI EXEMPTION	
RETAINED UNDER SECTION 3(4) OF THE PUBLIC RECORDS ACT 1958	
TEMPORARILY RETAINED	19/10/2016 S. Gray
MISSING AT TRANSFER	
NUMBER NOT USED	
MISSING (TNA USE ONLY)	
DOCUMENT PUT IN PLACE (TNA USE ONLY)	

Instructions for completion of Dummy Card

Use black or blue pen to complete form.

Use the card for one piece or for each extract removed from a different place within a piece.

Enter the department and series,
eg. HO 405, J 82.

Enter the piece and item references, .
eg. 28, 1079, 84/1, 107/3

Enter extract details if it is an extract rather than a whole piece.
This should be an indication of what the extract is,
eg. Folio 28, Indictment 840079, E107, Letter dated 22/11/1995.
Do not enter details of why the extract is sensitive.

If closed under the FOI Act, enter the FOI exemption numbers applying to the closure, eg. 27(1), 40(2).

Sign and date next to the reason why the record is not available to the public ie. Closed under FOI exemption; Retained under section 3(4) of the Public Records Act 1958; Temporarily retained; Missing at transfer or Number not used.

VISIT OF THE PRIME MINISTER TO SWITZERLAND: 20-23 SEPTEMBER 1990

H: TRANSPORT SCHEDULE FOR SUPPORT STAFF

Thursday 20 September

0730 CD BE 1.72 departs Residence for Zurich Airport with HMA. and 2 Sec M. 1 Sec I travels in press bus.

0925 All official vehicles to be in position at Zürich Airport.

0955 VC10 arrives Zürich Airport from Budapest.

1005 Andover departs Zürich Airport for Berne Airport.

1005 Official vehicles forward to VC10 as follows:-

- HMCG Rover to collect Mr Thatcher and Mr Morris.
- Luggage van to collect official and press party luggage with 2 RMPs and Mr Chatt.
- Minivan 1 to collect communications equipment with Mr Bullen, Mr Kennedy and Mr Hart.
- Minivan 2 to centre door of VC10 to collect classified boxes, remainder of Prime Minister's baggage, gifts and portable blood bank, with RMP and duty clerk.
- Estate car to collect Mr Smith and COI equipment. (At the same time press bus will collect press party, Mr Bean and Mr Cole).

All official vehicles and press bus depart Zürich airport for Berne, except HMCG Rover which pursues separate programme.

1030 Embassy vehicles CD BE 21.72 and CD BE 24.72 to be in position at Berne Airport with Mr Hickson (Security Officer, Berne).

1045 Andover arrives Berne Airport.

1050 Embassy vehicles forward to Andover to collect Miss Miss Bainsfair, classified boxes, Prime Minister's luggage. Travel to Residence in convoy with Swiss Government cars.

(CD BE 1 72 departs for Berne with newspapers for Private Office when they are available)

1130 Embassy vehicles arrive Residence.

1145 Embassy vehicles depart Residence for Embassy with Mr Hickson.

1145 Luggage van, minivan 1 and minivan 2 arrive Residence.

/1145

1145 Press bus and estate car arrive Bellevue Palace Hotel.

1200 First safehand run from Embassy to Residence.

1215 Estate car leaves Bellevue Palace Hotel for Embassy to remain on standby. This vehicle and 2 Embassy vehicles available until Private Office shuts for safehand runs and to move personnel between Embassy, Residence and hotel.

1215 Luggage van leaves Residence for Bellevue Palace Hotel (and Hotel Baeren).

1215 Minivans 1 and 2 leave Residence for Embassy to remain on standby.

1230 Newspapers for 20 September delivered to Private Office.

1300 Luggage van returns to Embassy to remain on standby.

1300 Safehand run.

1400 Safehand run.

1500 Safehand run.

1600 Safehand run.

1615 HMCG Rover arrives Residence with HMCG Zurich, Mr Thatcher and Mr Morris.

1700 Safehand run.

1730 Embassy vehicle leaves Embassy to meet Geneva courier at railway station with Registry Officer.

1745 Safehand run (last until 2000 because of Reception).

1830 Embassy vehicle leaves railway station with diplomatic bag.

2000 Safehand run.

2100 Safehand run.

2200 Safehand run.

2300 Safehand run.

Friday 21 September

0615 Embassy vehicle collects Financial Times from Berne station.

/0630

0630 Safehand run.

0630 Cars available for transport between Bellevue and Residence as necessary.

0800 Luggage van arrives Bellevue Palace Hotel to collect baggage, with 2 RMPs and Mr Chatt, then goes on to Hotel Bären and Residence.

0800 Minivan 1 arrives Bellevue Palace Hotel to collect RMP and 2 duty clerks and then leaves for Residence to collect communications equipment.

0800 Minivan 2 arrives Bellevue Palace Hotel to collect Mr Bullen, Mr Kennedy and Mr Hart and then leaves for Residence to collect classified boxes, Prime Minister's luggage, and portable blood bank.

0845 Swiss-provided minibus to be stationed at Bellevue Palace Hotel. Collects 2 duty clerks and 2 secretarial assistants. Travel to Residence.

0845 Estate car leaves Bellevue Palace Hotel for Residence with Mr Smith and radio equipment.

0900 Luggage van, Minivans 1 and 2, estate car and bus depart Residence for CG Zurich.

1030 All arrive CG Zurich.

1200 Two saloon cars and minivan stationed at CG Zurich to take Miss McCrossan, Mr Bullen, communications equipment and baggage to Freudenberg late afternoon.

To be decided Luggage van leaves CG Zurich with baggage for Zurich airport for RMP security check prior to loading aboard VC10.

To be decided Minivans 1 and 2 and estate car to Zurich airport to take remainder of equipment and personnel to board VC10.

VISIT OF THE PRIME MINISTER TO SWITZERLAND: 20-23 SEPTEMBER 1990

I: USEFUL TELEPHONE NUMBERS

To get an outside line on a non-direct line telephone at the Embassy and Residence dial 9; at the Consulate-General dial 0. The area code for Berne is 031, that for Zurich is 01. These need only be used when dialing from one area to another. The 077 code for calling car telephones must be dialed from all locations.

Embassy

Residence	(031) 44 45 46
Residence Secure Telephone	(031) 44 50 26
Residence Secure Fax	(031) 44 74 36
Ambassador's Jaguar	(077) 51 15 68
Chancery	(031) 44 50 21
Chancery Fax (unclassified)	(031) 44 05 83
Colin Bright Deputy, Head of Mission	(031) 43 45 67
Charles Wainwright, Counsellor	(031) 43 32 71
Ian Hughes, 1 Sec Chancery	(031) 58 86 56
Phil Cole, 1 Sec Information	(031) 83 63 39
Paul Chatt, 2 Sec Management	(031) 52 43 71

Consulate-General Zurich

Consulate	(01) 47 15 20
Consulate Fax	(01) 252 83 51
Private Office telephones	(01) 471 526
Private Office (fax)	(01) 261 8417
Consul-General's Rover	(077) 61 95 89
Tony Morgan CMG, Consul-General	(01) 53 25 52
Michael Smith, Consul	(01) 55 94 71
David Cotton, Vice Consul	(01) 90 42 35

Hotels in Berne

Hotel Bellevue Palace	(031) 22 45 81
Hotel Bären	(031) 22 33 67

Airport Security

Zurich airport, Mr Bäuerle	(01) 814 0050
Berne airport, Mr Müller	(031) 54 34 11

Prime Minister's Calls in Berne

Maison de Watteville (Mme Lanz)	(031) 61 81 84
Hotel Bellevue Palace	(031) 22 45 81
Salon du Palais for Press Conference	
Salon Lafayette for BCAS meeting	
Schloss Lohn (Mr Siegenthaler)	(031) 22 45 81

/Prime

Prime Minister's Calls Elsewhere

Ciba Geigy Switchboard	(061) 696 11 11
Ciba Geigy (Mr Dürr)	(061) 696 71 24
Lunch, Muraltengut (Mr Furrer)	(01) 216 32 11
Vorort, Zunfthaus zur Meisen	(01) 211 21 44
(Mr Derobert)	(01) 221 27 07
Textile Factory (Mr Jenny)	(058) 21 28 21

Prime Minister's Visit to Zug

Schloss Freudenberg	(042) 64 11 26
Private Secretary's bedroom	(042) 64 30 05
Private Office	(042) 64 30 06
	(042) 64 30 51
	(042) 64 30 52
See Hotel Rigi	(041) 81 31 31
(Fax)	(041) 81 45 83

International Dialing Codes

United Kingdom	0044
United States	001
France	0033
Germany	0049

CIBA-GEIGY AG, BASEL

Introduction

1. Ciba-Geigy was formed in 1970 by the merger of Chemische Industrie Basel (CIBA) and J R Geigy AG. Both companies had their roots as suppliers of natural and synthetic dyes to the nineteenth century Basel silk ribbon manufacturing industry. Ciba-Geigy is the second biggest company in Switzerland (after Nestlé) and its largest chemical company. At the end of 1989 the company employed about 92,500 people world-wide, of whom 24,500 were in Switzerland. Revenue in 1989 amounted to SF 20,979 million.

Products and markets

2. Ciba-Geigy now produces dyestuffs and chemicals, pharmaceuticals, agro-chemicals, plastics and additives, pigments, contact lenses and lens care products and electronic and other weighing and analytical equipment.

3. In 1989 pharmaceuticals accounted for 30% of sales (the company is the world's fourth largest producer); agricultural products (mainly herbicides, pesticides and fungicides) for 21%; chemicals and dyestuffs for around 15%; plastics such as thermoplastics and resins for 18%. The remainder was accounted for by the optical and electronic equipment sectors. Roughly 41% of sales were in Europe, 33% in North America, 8% in Latin America and 13% in Asia. (Switzerland itself accounted for less than 2% of sales.) As a result of strategic decisions taken by the Board to concentrate more on core sectors, the company has disposed of most of its photographic business (Ilford, Gretag and Spectra-Physics groups). In 1989 it acquired some antiseptic products business from ICI in the UK (Savlon and Cepton) and has recently also acquired from Hoffmann-LaRoche the latter's agro-chemical interests. The effect of this latest acquisition will be to increase considerably the company's world-wide market share in this product group.

Results

4. 1989 was a very good year for the Group with a growth of group sales of 17% over 1988, helped by the weakening of the Swiss Franc. In terms of local currencies the increase was 11%. Group operating profit, at SFR 1,557 million was 18% up on the previous year. Group expenditure on safety and environmental protection at SF 1,330 million represented nearly 6.5% of sales. Expenditure on research and development at SF 2,075 million is equivalent to around 10% of sales and was an increase of SF 280

million over the previous year. The growth in research spending took place almost exclusively abroad (in 1989 in Japan) because of the shortage of qualified graduates in Switzerland.

Overseas subsidiaries

5. Ciba-Geigy owns more than 100 manufacturing and sales companies in 60 countries throughout the world. The company acquired its first manufacturing base in the United Kingdom in 1911 when CIBA bought the Clayton Aniline Company in Manchester. Geigy set up a UK associate company in 1920. Ciba-Geigy plc now employs more than 7,000 people. Ciba-Geigy's UK subsidiaries regularly export some 40% of their production. The Group's sales in the UK in 1989 were £414 million, 3% down on the previous year, reflecting the disposal of most of the Ilford Division.

National Health Service "Selected List"

6. Ciba-Geigy, together with other major Swiss pharmaceutical companies, took strong exception to the introduction in 1985 of the NHS "Selected List" of pharmaceutical products. However, despite periodic grumbling, Ciba-Geigy seem content with the arrangements which they eventually negotiated with the DHSS both on generics and on transfer pricing. We are unaware of Ciba-Geigy having any particular current problems in the British market.

Visit to the Company

7. The visit to the company will consist of a brief presentation on the major projects tackled in the pharmacetucial research laboratories of the company in Basel and will include a visit to a laboratory specialising in DNH synthesis. There will be a short description of a research project into Hirudin. a protein found in the common leach which is an effective anticoagulant. The presentation will describe its isolation, its structure determination, the build-up of its gene, the cloning of the gene into yeast and its manufacture in large amounts.

8. Following this there will be a visit to the pharmacetuical chemical production facility, where three of Ciba-Geigy's top selling drugs are produced - Voltaren (an anti-inflammatory agent), Lopresor (a substance to reduce blood pressure) and Tegretol (an anti-epileptic).

Future Products

9. The company has recently announced that it has had very encouraging initial results with a vaccine which might be useful

as a prophylactic to prevent HIV infection in healthy individuals. They warn, however, that much development and testing of the drug needs to be done and that the product is unlikely to be available for therapeutic use for up to ten years.

Brief Personality Notes are attached.

British Consulate General, Zürich,
September 1990

CIBA-GEIGY AG, BASEL

Introduction

1. Ciba-Geigy was formed in 1970 by the merger of Chemische Industrie Basel (CIBA) and J R Geigy AG. Both companies had their roots as suppliers of natural and synthetic dyes to the nineteenth century Basel silk ribbon manufacturing industry. Ciba-Geigy is the second biggest company in Switzerland (after Nestlé) and its largest chemical company. At the end of 1989 the company employed about 92,500 people world-wide, of whom 24,500 were in Switzerland and 5,600 in the United Kingdom, where the company has its third largest operation after Switzerland and the United States. Global revenue in 1989 amounted to SF 20,979 million. The Swiss market accounted for less than 2% of the company's sales.

Products and markets

2. Ciba-Geigy is perhaps best known as the discoverer of DDT and on the consumer market as the producer of the epoxy glue Araldite. The company now produces dyestuffs and chemicals, pharmaceuticals, plastics and additives, pigments, contact lenses and lens care products and electronic and other weighing and analytical equipment. It is world market leader in agro-chemicals with 15% of the total market.

3. In 1989 pharmaceuticals accounted for 30% of sales (the company is the world's fourth largest producer); agricultural products (mainly herbicides, pesticides and fungicides) for 21%; chemicals and dyestuffs for around 15%; plastics such as thermoplastics and resins for 18%. The remainder was accounted for by the optical and electronic equipment sectors. Roughly 41% of sales were in Europe, 33% in North America, 8% in Latin America and 13% in Asia. As a result of strategic decisions taken by the Board to concentrate more on core sectors, the company has disposed of most of its photographic business (Ilford, Gretag and Spectra-Physics groups). In 1989 it acquired some antiseptic products business from ICI in the UK (Savlon and Cepton) and has recently also acquired Hoffmann-La Roche's agro-chemical interests. Ciba-Geigy did this partly to pre-empt a bid from the Japanese Sumitomo Group, who caused something of a stir a couple of years ago when they acquired a controlling interest in the Lugano bank, Banca del Gottardo. Ciba-Geigy also made their move because Hoffmann-La Roche's product range, particularly their new and highly potent fungidices, plug gaps which will soon appear in Ciba-Geigy's range as patents expire. The latest acquisition will also strengthen Ciba-Geigy's position as world market leader in the highly competitive agro-chemicals sector.

Results

4. 1989 was a very good year for the Group with a growth of group sales of 17% over 1988, helped by the weakening of the Swiss Franc. In terms of local currencies the increase was 11%. Group operating profit, at SFR 1,557 million was 18% up on the previous year. Group expenditure on safety and environmental protection at SF 1,330 million represented nearly 6.5% of sales. Expenditure on research and development at SF 2,075 million is equivalent to around 10% of sales - a small increase over the previous year. The growth in research spending took place almost exclusively abroad (in 1989 in Japan) because of the shortage of qualified graduates in Switzerland.

Overseas subsidiaries

5. Ciba-Geigy owns more than 100 manufacturing and sales companies in 60 countries throughout the world. The company acquired its first manufacturing base in the United Kingdom in 1911 when Ciba bought the Clayton Aniline Company in Manchester. Geigy set up a UK associate company in 1920. Ciba-Geigy plc now employs more than 5,600 people. The company is continuing to invest substantial sums in the United Kingdom. A new pigment plant is being built at Glasgow at a cost of £300 million and £120 million is being invested to develop their Grimsby site with a new active ingredients factory for pharmaceuticals and a plant for the biological treatment of effluent. The UK Group's sales in 1989 were sum £620 million and 43% of production was exported. The company have won the Queen's Award for Export Achievement four times.

6. The group established the Ciba Foundation in the UK many years ago. This funds fundamental scientific research which is not necessarily product-linked.

National Health Service "Selected List"

7. Ciba-Geigy, together with other major Swiss pharmaceutical companies, took strong exception to the introduction in 1985 of the NHS "Selected List" of pharmaceutical products. However, despite periodic grumbling, Ciba-Geigy seem content with the arrangements which they eventually negotiated with the DHSS both on generics and on transfer pricing. Ciba-Geigy has no particular current problems in the British market.

Visit to the Company

8. The visit to the company will consist of a brief presentation on major projects in the pharmacetucial research laboratories of the company in Basel and will include a visit to

a laboratory specialising in DNH synthesis. There will be a short description of a research project into Hirudin, a protein found in the common leech which is an effective anticoagulant. The presentation will describe its isolation, the determination of its structure, the build-up of its gene, the cloning of the gene into yeast and its manufacture in large amounts.

9. Following this there will be a visit to the pharmacetuical chemical production facility, where three of Ciba-Geigy's top selling drugs are produced - Voltaren (an anti-inflammatory agent), Lopresor (a substance to reduce blood pressure) and Tegretol (an anti-epileptic).

Future Products

10. Attached are two notes given to us in confidence by the company detailing recently developed products and production techniques. The company has recently announced that it has had very encouraging initial results with a vaccine which might be useful as a prophylactic to prevent HIV infection in healthy individuals. They warn, however, that much development and testing of the drug needs to be done and that in any case the product is unlikely to be available for therapeutic use for up to ten years.

Brief Personality Notes are attached.

British Consulate General, Zürich,
September 1990

DR ALBERT BODMER

Vice Chairman of the Board of Ciba-Geigy, Basel, since 1988.

Born 1927. PhD in Chemistry at the Federal Technical University in Zürich in 1953. Joined Ciba-Geigy in Basel in 1955. Head of the Patent/Trademark Department of the United States subsidiary, 1957-63. Head of the Patent Department at Basel 1964-71. Divisional Chairman of the Agricultural Division in Basel 1971-79. A member of the Executive Committee 1979. Chairman of the Executive Committee of Ciba-Geigy Basel 1982-88. Member of the Board of numerous Swiss companies.

ALLAN RAE CBE

Former Head of Ciba-Geigy UK.

Born 1925 in Scotland. Law degree from Glasgow University. Legal practice in India for 15 years. Joined Ciba-Geigy in Basel as Director of Legal and Patents Department in 1964. Member of the Mangement Committee in Basel in 1969. Appointed Chairman of Ciba-Geigy Group in the UK in 1971 and made a Member of the Executive Committee of the parent company. From 1972 to 1987 was also responsible for Ciba-Geigy's operations in India, Pakistan, Japan and Australia. Member of the Council of the CBI in 1981. President of the Chemical Industries' Association in 1986 and Vice Chairman of the Business and Industry Advisory Committee to the OECD.

HANS R DUERR

Head of Regional Services, Ciba-Geigy, Basel, since 1984.

Born 1930. Joined Ciba-Geigy in 1947 as a commercial apprentice and has spent his whole working life in the company. Worked at Ciba-Geigy's Duxford plant in 1953. Appointed Director of Commercial Relations in Ciba-Geigy UK in 1976. Appointed as head of Regional Services in Ciba-Geigy in Basel in 1979 and acts as the company's shareholders' representative in most of the European subsidiaries. A Vice President of the British-Swiss Chamber of Commerce in Zürich.

DR RUDOLF H ANDREATTA

Head of Explorative Research in Peptide Synthesis at Ciba-Geigy since 1980.

Born 1937. Awarded a PhD in Chemistry at the Federal Technical University in Zürich in 1964. Joined Ciba-Geigy in 1970 after having done chemical research in Australia and in the USA. Worked on peptide synthesis. Joined the Pharmaceuticals Division Research Department in 1972 and until 1979 concentrated on peptide hormones. Since 1980 he has been head of Explorative Research in this field. Department of the Pharmaceutical Division in 1972.

DR STEPHEN SPEARMAN

Production Manager, Phamaceutical Division.

An American, born 1949. Was awarded a PhD in Chemistry at Emery University in 1977. He worked in Ciba-Geigy's United States subsidiary until 1985 when he worked in the Plastics and Additives Department at Schweizerhalle. He was transferred to the Pharmaceutical Division in 1989 and was appointed a Production Manager in that Division.

British Consulate-General, Zürich
September 1990

1. New Products

Below is a selection of some new products that have been promoted and marketed during the past 10 years:

DC = Dyes and Chemicals
PH = Pharmaceuticals
AG = Agricultural Chemicals
AD = Additives
PL = Plastics
PI = Pigments

- - - - -

Div.	Trademark	Product Description
DC	LANASET	(small assortment of wool dyes with manifold combination possibilities)
	CIBACRON C	(range of high-fixing cotton reactive dyes)
PH	TRANSDERM SCOP	(first transdermal drug delivery system for preventing travel sickness)
	HALOSPOR, MONASPOR	(new cephalosporins)
	ORIMETEN	(for the treatment of advanced mammary carcinomas)
	NITRODERM TTS	(transdermal drug delivery system for preventing angina pectoris)
	ESTRADERM TTS	(transdermal drug delivery system for the therapy of menstrual disorders)
	VOLTAROL EMULGEL	(antirheumatic gel for external application)
	AREDIA	(pharmaceutical for treating raised blood calcium levels in cancer patients)

Div.	Trademark	Product Description
AG	TILT	(broad-spectrum fungicide)
	TOPAS	(systemic triazole fungicide for fruit, vegetables and vines)
	RIFIT	(selective herbicide)
	TRIGARD	(high-selectivity growth inhibitor for borer flies in vegetables and ornamental plants)
	BEACON	(sulfonylurea base for very low dosage rates and rapid biodegradability)
AD	IRGAPERM 1994	(stabilizer for colour photography layers)
	IRGACURE 907	(photo-accelerator for pigmented systems)
PL	ARALDITE	(folded seam adhesive for the automotive industry)
	PROBIMIDE	(coating material for integrated circuit chips)
	ARATRONIC	(high-purity epoxy press parts for chip coatings)
PI	IRGAZIN DPP	(diketo-pyrrolo-pyrrol red pigments for automobile paints)
	CROMOPHTAL DPP	(diketo-pyrrolo-pyrrol red pigments for plastics)

Innovation remains the key to success. Particularly fertile fields for innovation are marginal areas that can be successfully covered only by collaboration between several disciplines. The following are some promising recent exemples:

Treatment of superficial tumours (oesophagus, skin, bowel, etc.) For this purpose, tumour cells are rendered selectively sensitive to light and then killed with laser beams (photodynamic cancer therapy). This is a typical project involving collaboration between several disciplines represented by research and

development workers in the biological and industrial Divisions and in Central Research.

The fabrication of prototype parts for the aerospace, automobile and machine-tool industries out of plastics derived from our innovative starting materials by targeted hardening with computer-controlled laser beams (stereolithography).

2. Production

2.1 Energy Management In Swiss Plants

- Our energy consumption is considerable:

  200,000 tons of oil equivalent p.a., i.e. 1% of the total consumption of Switzerland.

- Our energy sources are environmentally acceptable:
  - Electricity produced by nuclear and hydroelectric power as well as by combined heat and power generation
  - Natural gas and fuel oil extra light. The use of coal was totally abandoned some years ago

- Our consumption of energy is under control:

  Comparison 1989 with 1977:

  - Production output in tons + 80%
  - Heat consumption ± 0%
  - Electricity consumption + 36%
  - In chemicals production alone, energy consumption per ton was approximately reduced by half.

2.2 Environmental Protection In Production

A specific strength of CIBA-GEIGY has been and is the development and application of "state of the art" air pollution control processes and installations.

Exemples:

- Sulfurdioxide and nitrous oxide recovery processes for flue gas. Application for coal fired power plants ready for licensing.
- High performance scrubbing system for flue gas and exhaust from chemical plant.

- Dedicated aerobic and anerobic biotreatment systems (fixed bio mass, specialized microorganisms).

- High pressure wet air oxidation for non biodegradable effluents

- Membrane based concentration process for effluents.

At present in many areas the application of end-of-pipe pollution control seems to come to a limit. A shift to end-of-process and particularly to in-process measures is under way; in other words, integrated process development becomes a key issue.

At the same time, priorities must be set with regard to ecological goals. Improvements beyond todays standards will require increasing funds. Therefore CIBA-GEIGY is interested in studying and promoting instruments which could supplement or replace the traditional emission limits. The goal must be to optimize the application of available financial resources in order to achieve maximum environmental improvement.

Economic instruments (ecological taxes, certificates, bubble principle) could serve this purpose. A number of conditions would have to be fulfilled to make them effective, fair and reasonably well applicable:

- They must address a recognized and agreed upon problem area.

- They must be introduced gradually, predictably over, e.g. 10 years.

- The final levy must be high enough to achieve a significant effect.

- The aditional revenues must be offset by a respective reduction of other taxes.

- The instrument must be excluded from the cost of living index.

- An international coordination (EEC, OECD) is necessary.

We stress the importance of the factors tax neutrality, international coordination and predictability. A prime candidate for such an "ecological tax" could be fossile

energies and fossile raw materials (CO_2-tax, C-tax). This not only addresses the urgent problem of global warming ("greenhouse effect") but at the same time gives distinct signals for sustainable growth, in particular responsible use of limited resources (for the chemical industry, oil is also a resource of precious raw materials).

CIBA–GEIGY

Visit of Her Excellency, The Right Honourable
Mrs. Margaret Thatcher, Prime Minister of The United Kingdom
of Great Britain and Northern Ireland, and Mr. Denis Thatcher

Programme

Friday, September 21, 1990

09.20 h	Arrival at Ciba-Geigy's headquarters in Basle *Laboratory Building K-136*
	Reception by **Dr. Albert Bodmer, Mr. Hans R. Dürr** and **Mr. B. von May**
	Refreshments
09.40 h	Welcome address by **Dr. Albert Bodmer**
09.50 h	Presentation by **Dr. Rudolf H. Andreatta** • Building K-136 • "Ciba-Geigy's research project HIRUDIN"
	Visit to a laboratory specialized in DNA synthesis
10.20 h	Transfer to *Production Building K-640* for a tour through a pharmaceutical chemicals production facility making the active ingredients for
	VOLTAROL – an anti-inflammatory agent (VOLTAREN)
	LOPRESOR – an anti-hypertensive agent
	TEGRETOL – an anti-epileptic agent
	Introduction and comments by **Mr. Jean-Pierre Kyburz** and **Dr. Stephen Spearman**
10.50 h	Farewell by **Dr. Albert Bodmer**
11.00 h	Departure for the heliport

The following gentlemen of Ciba-Geigy Ltd. Basle and Ciba-Geigy PLC Macclesfield will receive Her Excellency, The Right Honourable Mrs. Margaret Thatcher und Mr. Denis Thatcher and accompany them during their visit:

Ciba-Geigy Basle

Dr. Albert E. R. Bodmer*	Deputy Chairman of the Board of Directors and member of the Committee of the Board
Hans R. Dürr*	Head of Regional Services and member of the Board of Directors Ciba-Geigy PLC, Macclesfield
Beat von May*	Staff Communication Protocole
Dr. Rudolf H. Andreatta*	Scientist in Pharmaceutical Research
Jean-Pierre Kyburz*	Head of Pharmaceutical Chemical Production Group in Basle
Dr. Stephen Spearman*	Production Manager Pharmaceutical Chemical Production

Ciba-Geigy Macclesfield

Allan A. S. Rae, CBE*	Chairman of Board of Directors
D. Nicky H. James*	Group Services Director and member of the Board of Directors

* see also curriculi viti

Confidential

Dr. Albert E.R. Bodmer (*1927)

Swiss; Chemist, Ph.D. 1953, Federal Institute of Technology, Zürich. Joined CG Basle in 1955.

1957 - 63, Head Patent/Trademark Dept. of CG in the USA.

1964 - 71 Head Patent Dept., Corp. Planning at HQ in Basle

1971 - 79 Agricultural Division, Divisional Chairman, Basle

1979 - 82 Member Executive Committee Parent Company

1982 - 88 Chairman Executive Committee Parent Company

1988 - Vice Chairman and member of the Committee of the Board

1976 - 78 President of the Internat. Association of Pesticide Manufacturers

1985 - President of the Swiss Society of Chemical Industries (equivalent to the Chemical Ind. Association in GB)

1985 - Member of the Board of the Swiss Union of Commerce and Industry

Board Member of various Swiss banks, insurance companies and industries.

Confidential

Allan A.S. Rae, CBE (*1925)

British; Lawyer.
Born in Scotland. Bachelor of Laws from Glasgow University.

During his 15 years of legal practice in India (Senior Partner of Crawford Bayley & Co.), Mr. Rae was a Board Member of many Indian subsidiaries of multi-national companies.

In 1964 he joined CG in Basle as Director of the Legal and Patents Departments. He was also appointed to the Boards of CG's UK companies.

1969 : Member of the top Management Committee in Basle

1971 : Chairman of the CG Group of companies in the UK (in succession to Lord Harvey of Prestbury); Member of the Executive Committee of the Parent Company in Basle

1972 - 1987: Mr. Rae was also responsible for the Parent Company's operations in India, Pakistan, Japan, Australia.

1981 : Member of the Council of the Confederation of British Industry and member of its Overseas Committee.

1986 : President of the Chemical Industries Association;
EC representative and Vice-Chairman of The Business and Industry Advisory Committee to the OECD in Paris.

Board Member of various British banks and industries.

Confidential

Beat von May (*1929)

Swiss; Economics.
Joined CG in New York in 1951 after having concluded his business studies. He worked in the company's financial and administrative department.

In 1955 he was transferred to the HQ in Basle where he joined a few years later the then Public Relations department, now staff Communication which unit reports directly to the Executive Committee.

B. von May is responsible for planning and organizing visits of politicians, diplomats, university delegations and other prominent personalities from all over the world. He acts as the Parent Company's Chef de Protocole during such events.

Confidential

Hans R. Dürr (*1930)

Swiss; Economics.

Joined CG in 1947 as commercial apprentice after having finished his business studies.

He worked in 1953 for some 10 months in CG's Plastics Division at Duxford/Cambridge. Upon his return to HQ he eventually was made responsible for divisional marketing as a member of the Plastics Div.'s Management.

In Spring 1976 he was appointed Director of Commercial Relations heading chemical purchasing of the CG companies in the UK and PR with trade journals at their London HQ. He was transferred back to Basle end 1979 and joined Regional Services, a link between the Executive Committee and Group Company Heads ("ambassador").

He represents CG as Board Member and shareholder in most European group companies and is councellor of several Chambers of Commerce in Switzerland and abroad incl. the British-Swiss Chamber of Commerce in Zürich. (Junior Vice President).

Confidential

D.N.H. James (*1932)

British; Economics.

Born in India, went to school in Scotland.
MA degree in Economics at Cambridge University. He worked in forestry for a Scottish company and spent five years with Aspro-Nicholas.

He joined CG in 1967 as Executive Assistant to the then Chairman (Sir Vere Harvey, later Lord Harvey of Prestbury) for four years. In 1971 he was appointed UK Director of Information and Publicity and became Group Information Director in 1984.

In 1989 D.N.H. James became Group Services Director, responsible for Human Resources; Health, Safety and Environmental Protection; Legal Services and Communications.

He is a director of CG Plc, Chairman of the CG Pension Trust Ltd., member of the Advisory Panel of the CG Fellowship Trust, and a director of Manchester Science Park Ltd.

Confidential

Jean-Pierre Kyburz (*1936)

Swiss. Chemical Engineer.
Graduated with diploma from the Federal Institute of Technology, Zürich, in 1963. Joined CIBA-GEIGY Basle afterwards.

1964 - 73	Assignments for the Dyestuffs and Chemicals Division in Bogota, Columbia.
1973 - 80	CG Basle in an advisory capacity on chemical pharma production to group companies.
1980 - 83	Production chemist in the pharma plant at Schweizerhalle.
1984 - 87	Project leader in pharma production CG Summit/Pa.
1987 - 89	Head of pharma chemical production, internat. operations, Basle
1989 -	Head of pharma production group.

Confidential

Dr. Rudolf H. Andreatta (*1937)

Swiss; Chemist, Ph. D. 1964, Federal Institute of Technology, Zürich.

After receiving his Ph. D. in Zürich he was active in chemical research in Sydney (AUS), Pittsburgh (USA), and Ithaca (USA).

Dr. Andreatta joined CG at the end of 1970 in the Central Function R & D (peptide synthesis) and joined the Pharma Division's R & D Dept. in 1972.
Until 1979 he concentrated in his R & D work on peptide synthesis and equivalents to peptide hormones.

Since 1980 he has been R & D Head of Explorative Research in this field.

Member of the Swiss Chemical Society.
Politically active for the last 20 years at communal and cantonal level.

Confidential

Dr. Stephen Spearman (*1949)

American; Chemist, Ph. D. 1977.

After studying chemistry and receiving his Ph. D. in Physical Chemistry from Emory University, Dr. Spearman joined CG at Cranston, R.I., USA. He worked in the Plastics and Additives Development Dept. until 1985. In 1982 he promoted to Group Leader of the additives development section and earned at the same time an MBA in Finance in 1984.

He was transferred to CG in Switzerland in 1985 to the Plastics and Additive Development Dept. at Schweizerhalle and in 1986 to additives production at Kaisten, both in the Basle region. In Spring 1989 he transferred to the Pharma Division and became Production Mgr. of the K-640 plant (active substances for anti-inflammatory, anti-hypertensive, and anti-epileptic agents).

Member of various American chemical, business and scientific computer societies.

INTRODUCTORY NOTES to the SCIENTIFIC PRESENTATIONS and VISITS to a LABORATORY and a PHARMACEUTICAL CHEMICAL PRODUCTION PLANT at CIBA-GEIGY

1.) Brief introduction to a research project

The project to be introduced is the one of **Hirudin.**

Hirudin, a protein found in hirudo medicinalis, the common leach, is a very effective anticoagulant. The presentation will describe its isolation, its structure determination, the build-up of its gene, the cloning of the gene into yeast, its expression in yeast, its manufacture in large amounts and its evaluation as a broadly usable parenteral anticoagulant and antithrombotic with distinctive advantages over existing therapies.

PS. The Hirudin project team has been awarded the Pharma Research Price 1990. One of the five pricewinners is Dr. R. Wallis of the Ciba-Geigy Research Center in Horsham UK. Dr. Wallis and his collaborators have contributed in an important way to the progress of this project.

2.) Visit of laboratory K-136.3.62

This lab is specialized in DNA-synthesis. Starting from individual desoxy-nucleic acids, long chains of DNA, genes, are built up, using chemical, and in part enzymatic tools. The construction of the gene coding for the hirudin molecule is one example.

3.) Visit of pharmaceutical chemical production K-640

The pharmaceutical chemical production facility K-640 is a fully-automated production area consisting of multi-purpose production units, solvent recovery facilities and a tank farm. The general layout of the production building and an accompanying description are given in the 2 attachments.

As an ecological complement to the production lines, units exist for handling all waste gases of the facility as well as holding tanks for the monitoring and handling of waste water before discharge.

K-640 serves as a major supplier for a variety of pharmaceutical active ingredients before conversion to their final dosage form. Included are 3 of the disvision's top 4 sales products:

VOLTAROL - An anti-inflammatory agent

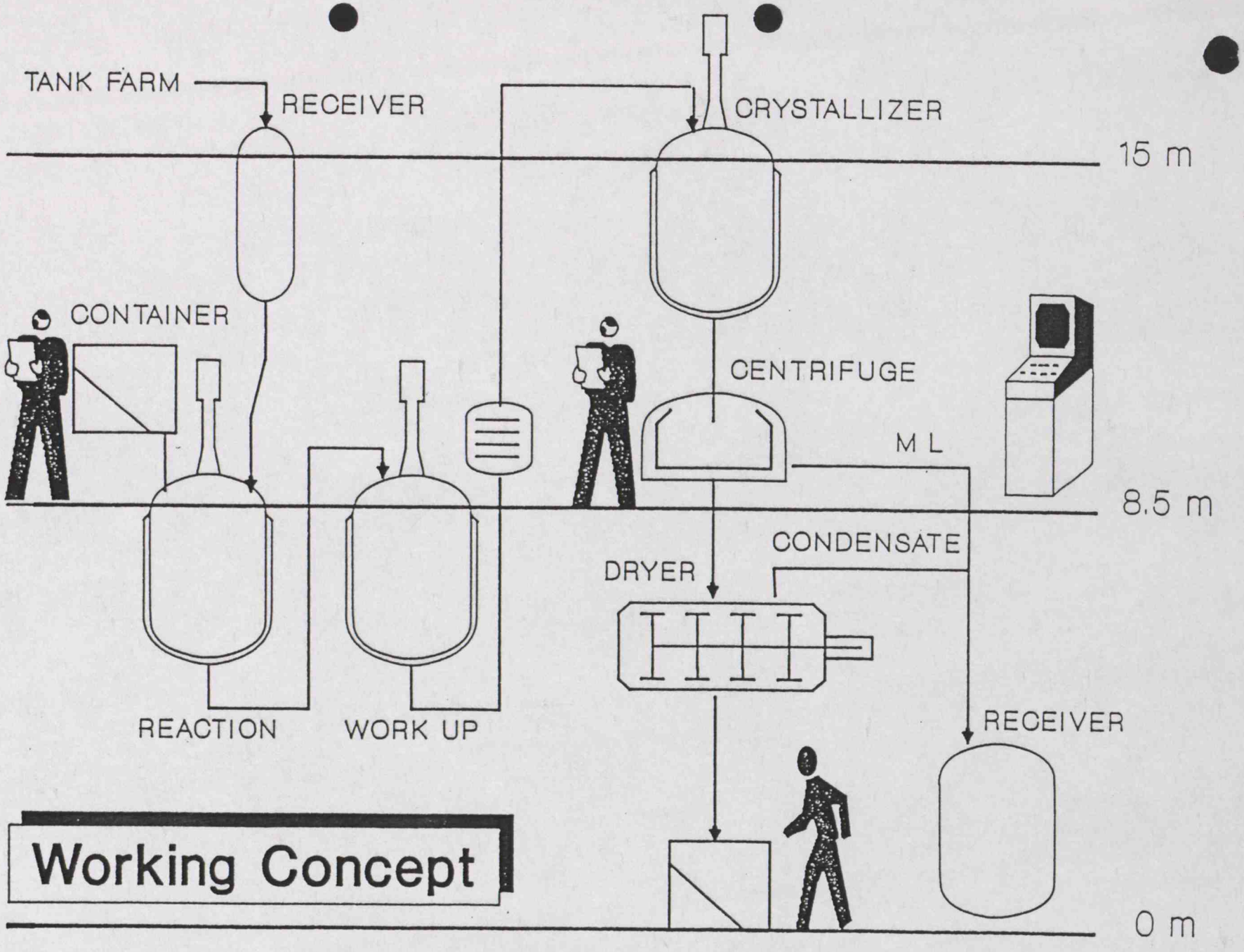
LOPRESOR - An anti-hypertensive agent

TEGRETOL - An anti-epileptic agent

4.) Description of the production building K-640

The attached diagramme gives an overview of the 3 main production floors in K-640. A description of these levels is a follows:

Level 15.0 m (Crystallizer Floor)	:	The crystallization vessels and charging receivers exist at this level. All of the items sit on load cells so that control and monitoring takes place through the computer system.
Level 8.5 m (Reactor Floor)	:	The first floor of the production building contains all reaction and work-up vessels as well as the centrifuges for product isolation. The computer consoles for production worker/computer interactions are also found on this floor.
Level 0.0 m (Ground Floor)	:	This is the so-called "dryer floor". The product dryers and solvent receivers exist on this floor. After drying, the product is discharged into containers and transferred to the warehouse area on the ground floor.



Working Concept

FT 20/6/90.

World dyestuffs

The luxury of a long-term view

Ciba-Geigy's investment stance is increasing the competitiveness of Clayton Aniline, its UK subsidiary. Peter Marsh reports

"WE HAVE a certain luxury in that our shareholders take a long-term view," says Mike Farringdon, financial controller at Manchester-based Clayton Aniline, owned by Ciba-Geigy of Switzerland.

The Manchester company has started a five-year, £60m investment programme designed to bring a new level of automation to its dyes production.

The level of investment is more than might be expected for what is, in international terms, a fairly small chemicals site making dyestuffs. This is a small and specialised part of the £700bn-a-year chemicals industry with a steady, though far from spectacular, profits record.

But the consensus among Clayton managers is that the company – which, with about 930 employees, is among the biggest manufacturing employers in the Manchester area – has benefited from its Swiss parent's long-term approach to capital spending.

"There is a general feeling that we would not be getting our current level of investment if we were a UK-owned company," says Ken Gilliver, personnel manager at Clayton.

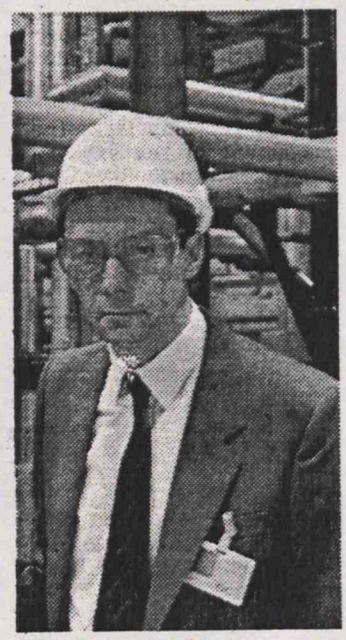
The Manchester site is one of Ciba-Geigy's three main factories worldwide for making dyestuffs for colouring textiles, paper and leather.

Clayton has been Swiss-owned since 1911. Over this period it has been controlled either by Ciba-Geigy directly or by consortia involving the Basle-based company, the world's seventh biggest chemicals group.

Reflecting Switzerland's conservative stock-ownership rules, no single investor in Ciba-Geigy is allowed to own more than 2 per cent of the shares. As a result, the company is reckoned to be virtually immune from takeover.

By contrast, many other European chemicals companies, especially in the UK where the stock market is highly fluid, are in a much more volatile position regarding share-ownership.

Many are continually worried that a predator might launch a bid. Because of this, they have to monitor constantly such factors as share-price changes and minor fluctuations in profitability.



Alan Cantwell: Clayton competes for investment with its parent's two other dyestuffs factories

Spared such agonisings, Ciba-Geigy has in recent years concentrated on quietly building up its business in a variety of speciality chemicals areas, including dyestuffs. Investment levels, especially in areas of plant performance that affect the environment, have been high.

Partly because of the lack of ups and downs in its commercial performance over the past decade, Ciba-Geigy has an unexciting image. But the company's steadiness, and its willingness to spend cash on long-term goals, can bring benefits, say some Clayton managers.

Alan Cantwell, another senior Clayton manager, is keen to point out that – whatever the philosophies of its parent company – the Manchester group has to fight for investments in competition with Ciba-Geigy's two other main dyestuffs factories. These are in Basle and in Grenzach in West Germany.

Ciba-Geigy is one of the world's top six dyes companies, with the others comprising Bayer, Hoechst and BASF of West Germany, Imperial Chemical Industries of Britain and Switzerland's Sandoz. All the main players in the industry are European. Annual world sales of dyes amount to about £7bn, but are growing at only a few per cent a year.

None the less, the main dyes companies are keen to maintain their strength in the sector because of its long-term growth prospects. "It isn't likely that we would suddenly see people wanting to go back to having products which are not coloured," says Wallace Hooper, another Clayton manager.

Dyestuffs are relatively specialised, high-priced chemicals – typically made in small production runs and sold for between £20,000 and £50,000 a tonne – of just the kind that many chemicals groups are keen to expand in. That is in contrast to higher-volume, lower-value materials, which are less consistently profitable over a long period.

Of the £60m earmarked for investment at Clayton, about a third is being spent on a new, highly flexible and automated method of making one of Ciba-Geigy's best-selling group of dyes for the paper industry.

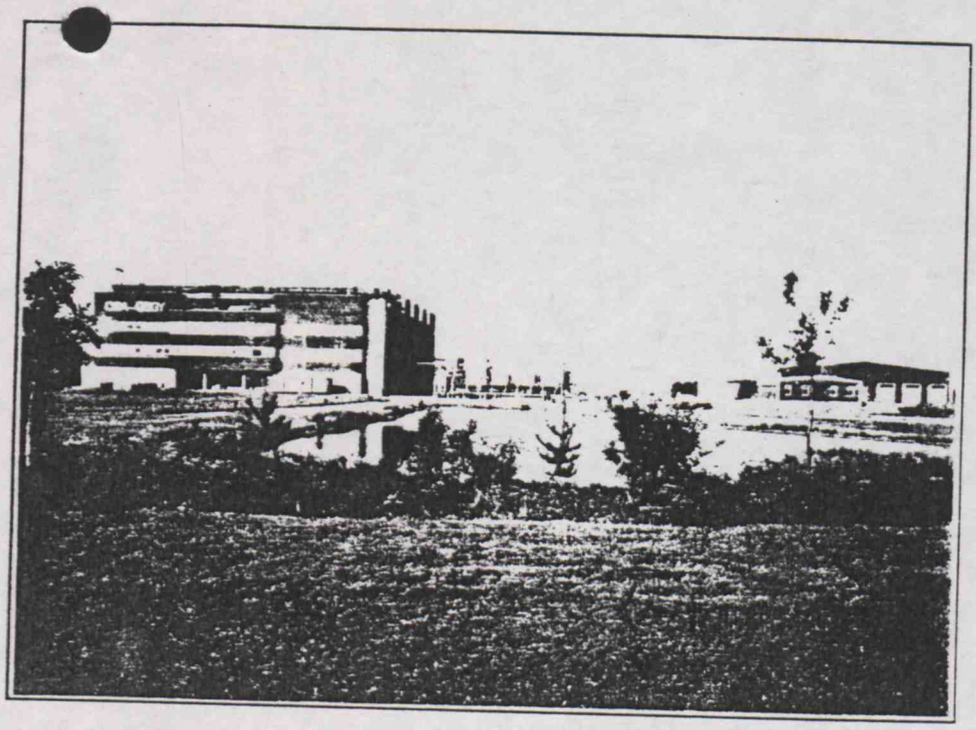
Other parts of the programme involve building a new power plant at the site to replace an old-fashioned, coal-fired electricity station and introducing a range of environmental improvements.

Clayton's managers say they use as environmental quality standards the anti-pollution legislation in Switzerland – which is tougher than in the UK, especially in the area of air pollution. This has led to a large programme at Clayton which, over the next few years, will instal equipment for cleaning up water and reducing emissions of gases such as sulphur dioxide.

The company is especially proud of a new £2.5m building into which drivers of road tankers will take their vehicles when unloading especially hazardous materials such as concentrated sulphuric acid.

The building is completely enclosed from the atmosphere so that any spillages of the material – either into the air or on the ground – are contained. Clayton managers reckon this is the first tanker unloading facility of its kind in Europe.

14.9



CIBA-GEIGY BACKS GRIMSBY

Humberside's chemical industry will be investing and changing faster than ever before over the next few years in a bid to take advantage of the export opportunities, and to meet the challenges of increased competition and higher environmental standards, presented by the Common Market.

The Humber Estuary will remain an ideal location for many chemical processes, but, as production becomes ever more concentrated in more fully automated higher capacity units, investment in new facilities can result in jobs lost rather than gained.

This has been brought home to Humberside in the first half of 1990 with announcements of planned reductions in the labour force of over 200 at Hydro Fertilizers at Immingham, and around 450 at Reckitt and Colman in Hull, and the closure of BritAg's operations at Barton and Beverley.

In other companies immediate prospects for employment are more positive, none more so than at CIBA-GEIGY whose investment plans have been by far the brightest news in the industry in 1990. The £150 million investment programme for completion by the end of 1993 will include a doubling of production capacity, and a trendsetting biological treatment plant for effluent. Employment is set to rise by 120 to over 600.

All CIBA-GEIGY sites operate within guidelines established by the Swiss parent and incorporate the highest standards, and CIBA-GEIGY are confident that on completion of this programme their Pyewipe, Grimsby plant will be one of the most modern, safe, efficient and environmentally acceptable chemical manufacturers anywhere in the world.

In the late forties, Grimsby Council, anxious to increase employment prospects in the town and reduce its heavy dependence upon the fishing industry, were very actively marketing a reclaimed piece of marshland known as Pyewipe which is the old name for the plover which still frequents the area.

The Council achieved a coup indeed when, shortly after persuading Tioxide to put up the first major factory on the Humber Bank, they managed to attract CIBA Laboratories, part of a long established Swiss Company, to the neighbouring site.

CIBA Laboratories were expanding beyond the capacity of their Horsham site, and desperately needed a spacious site, with a good water supply and means of effluent disposal.

The initial 73 acres were purchased at a cost of £100 per acre, plus a £2000 contribution towards the cost of the railway access.

By an intriguing coincidence the site incorporated a field called The Woads, which had been used, probably for thousands of years, for the cultivation of one of the oldest known dye-yielding plants. For CIBA itself had been founded as a silk dyeworks in Basle in 1884, and concentrated in its early years on the production of synthetic dyes before venturing into medicines and later into most branches of chemistry.

A number of locals spent training periods in Horsham before participating in the commissioning of the new factory, which commenced production in September 1951.

For its first eighteen years the factory specialised in the production of a range of sulphonamides, anti-bacterial agents, supplemented by a wide range of other drugs.

In 1959 the number employed had passed the 200 mark.

In 1971 CIBA merged with its close neighbours in Basle, Geigy, a company whose roots also lay in the dyestuffs industry, but went back even further, in fact to 1758.

Both companies had grown into genuine multi-nationals, with manufacturing, marketing and research facilities all around the globe, and their merger produced a giant which today employs 90,000 people throughout the world, and holds around 45,000 patents and 2,500 trademarks registered in over 100 countries.

Switzerland's second largest industrial enterprise, and amongst the top fifteen chemical groups in the world, CIBA-GEIGY spends of the order of £800 million per annum, that is a massive 10% of turnover, on research and development, and £200 million per annum on safety and environmental protection.

However the superlatives which CIBA-GEIGY aim at relate more to quality than to quantity, quality and innovation being the essential prerequisites of success in the chemical industry.

The Group's strength today is particularly in products for health care, agriculture and industry.

In the UK CIBA-GEIGY plc has six operating divisions and three operating companies. With about 6,000 employees and

annual sales of around £750 million, more than one third of which are from exports, the UK companies constitute a major force in the British chemical industry.

The activities of the CIBA-GEIGY Group cover the research, development, manufacture and marketing of speciality chemicals and colours for many uses. These include agriculture, medicines, textiles, paper, leather, paints, inks, plastics and rubber, synthetic lubricants and hydraulic fluids, water treatment and electronics.

The Grimsby operation became CIBA-GEIGY Chemicals Ltd., one of the three separate operating companies, and the seventies and eighties have been years of continued steady expansion, though with a marked change in product mix. Pharmaceuticals are still produced but no longer dominate the production schedules, sharing them instead with plastics additives, and agrochemicals.

None of the Company's product is sold directly to the public. CIBA-GEIGY Chemicals Limited specialises in manufacturing "active ingredients" which will be formulated into sales products, and "intermediates" which will undergo further chemical transformations before being incorporated into formulations. These are sold to other companies, mainly within the CIBA-GEIGY Group worldwide, who process them through their final stages.

The wide and ever-changing range of products is broadly based on the needs of pharmaceutical industry for high purity drugs and medicaments, on the requirements of agriculture for high quality chemicals to protect crops and increase yields, and on the needs of industry for epoxy-resin hardeners for floor and cable coverings, printed circuit boards, etc.

Complementing these are a range of photographic chemicals for incorporations in films, additives for plastics, and a highly effective bacteriostat for incorporation in toiletries, more than 100 products in all. *More than 90% of production is exported, exclusively to CIBA-GEIGY factories all over the world but especially to Switzerland.* UK sales are also mainly to other CIBA-GEIGY factories leaving only about 1% of outside sales.

The workforce passed the 300 mark in 1976 and is now approaching the 500 mark. The pace of replacement and expansion of facilities has never really slackened, the policy having been to provide the most modern facilities to ensure optimal efficiency. *For example the present engineering workshop is the third to have been constructed in less than forty years.*

The essence of the plant's operations is flexibility. Production is on a 24 hour a day seven day a week basis throughout the year, except for a Christmas break, but only one product, an epoxy resin hardener, is produced on a continuous basis. All other production is batch-wise.

The plant is a very flexible one, with a lot of general purpose equipment, which can be used for products of completely different types. Most of the reaction vessels with their associated pipework, measure vessels, condensers, etc., are designed to be easily converted from one process to another.

Such flexibility demands high calibre personnel and exceptional attention to training, safety and quality.

The vessels themselves range in capacity from a few kilograms to several tonnes to meet the varying needs for highly active, low-dosage drugs on the one hand, to widely applied pesticides on the other.

The present plant also incorporates three types of specialised facilities which play an essential role in many of its products:

BROMINATION/CHLORINATION

The insertion of bromine or chlorine atoms into molecules can be used to yield a diverse range of products from pesticides to fire-retardants.

The bromination process is a classic example of the chemical industry's success in recycling as much as possible of its by-products. Hydrobromic acid which is liberated in the process is treated with chlorine gas. The bromine which results is used again for bromination and so on.

HYDROGENATION

The chemical "reduction" process known as hydrogenation, which frequently involves the replacement of oxygen with hydrogen, is performed efficiently and safely at Pyewipe in loop reactors. The material to be hydrogenated is mixed with finely powdered metal catalyst, usually nickel or palladium. Hydrogen gas is intro-

duced from the nearby cylinder storage racks and the material is made to "loop the loop", literally, until the desired transformation is complete.

This is a clean and precise technique whose uses to date include the preparation of pharmaceutical intermediates and photographic chemicals.

PHOSGENATION

Phosgene is invaluable for making a whole assembly-line of products useful for farmer and physician alike.

But it is also extremely poisonous, and the belief that such essential but potentially dangerous materials should, wherever possible, be made on-site led to the construction of the phosgenation facility. Just sufficient quantities are produced for immediate needs, thus completely eliminating storage and transport risks.

THE EXPANSION PROGRAMME

The £150 million investment programme recently announced for completion by the end of 1993 includes the £50 million expansion plan announced towards the end of 1989. It will create up to 350 contracting jobs and includes the following major elements:

- A new multipurpose production building destined to replace some of the older capacity on site and also to allow increased production of the present range of pharmaceutical products.
- A new pharmaceutical production building which will produce from 1994 some of the ingredients for drugs introduced recently into the health market.

With these two new buildings CIBA-GEIGY will become the second largest chemicals manufacturer for CIBA-GEIGY's Pharmaceutical Division in the world, after Switzerland.

LOCAL SUPPORT FROM CLUGSTON CONSTRUCTION

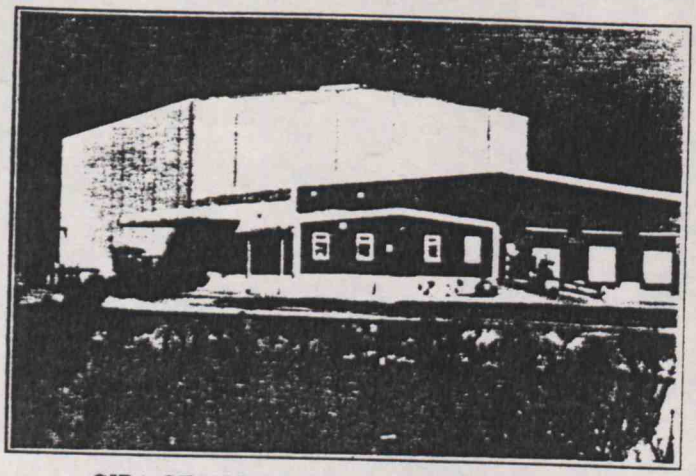
The strength of Humberside's chemical industry has resulted in a strong contracting and engineering sector growing up locally, well able to satisfy that industry's stringent requirements.

A company with a long association with the region's chemical manufacturers is Clugston Construction Ltd, one of the Country's largest regional building and civil engineering contractors. With their Head Office in Scunthorpe and regional operation centres in Leeds, Peterborough and Burton-on-Trent, Clugstons are well placed to service the chemical processors on Humberside and in the Eastern Region.

From many years of working with the exacting requirements of clients such as CIBA-GEIGY Chemicals Limited, Clugstons have acquired considerable knowledge and expertise in handling these often complex construction projects.

Clugston Construction's association with CIBA-GEIGY Chemicals stretches back over ten years, with several construction schemes completed at Pyewipe in this time. Three major schemes were the building of a high-bay storage warehouse with ancillary offices, provision of infrastructure work to the site and extensions to a process building.

The construction of the single storey high-bay warehouse and marshalling area, built over a ten month period in the mid-1980s, provided CIBA-GEIGY with up to 15 metres of racked storage height on a floor area of 1,880 square metres. To ensure there would be no problems with the stacker track system operating at its full extended height, it was important that Clugston met the very high tolerances set for the floor. Any inconsistencies at floor level would be magnified many times at the high levels of the racking system, reducing the stacker tracks accuracy and creating a potentially dangerous situation. To solve this problem Clugston layed a superflat slab with constant monitoring to match the exacting specification required.



CIBA-GEIGY Warehouse and Offices built by Clugston Construction

The warehouse involved a steel frame, with plastic coated steel sheeting to roof and walls. A small office building was constructed alongside and also included in the contract were drainage works, road paths, paved areas and the extension of a domestic rail link.

Clugston were again engaged by CIBA-GEIGY Chemicals during 1987/88 to provide new asphalt and concrete entrance roads to the Pyewipe site. Precast concrete ducting was provided to carry extensions to the sites gas, water and fire hydrant mains.

More recently Clugston were involved in extensions to the existing process building partially enclosing the existing structure, without affecting the processing operation being carried out by CIBA-GEIGY. Currently Clugston recognise growing environmental concerns and the stringent measures being taken to control effluent levels. With major effluent treatment schemes being planned by the region's chemical companies the Company are well prepared for the potential requirements for their services. With their experience of the high standards expected by the chemical processors, Clugston Construction believe they have the capability of handling the most substantial and complex schemes. Besides their significant involvement in the chemical industry, Clugston Construction are involved in many other projects in a wide variety of industrial sectors, ranging from flood alleviation schemes for the water companies through to supermarkets for the multiple retailers. ■

- Completion of the fitting-out of the present most modern production building manufacturing plant protection and animal health products.

This will ensure that CIBA-GEIGY Chemicals remains a major supply point for the worldwide Agricultural Division where CIBA-GEIGY is the world market leader.

All these production buildings will be equipped with the latest technology ensuring safe and efficient manufacture and also giving maximum attention to the protection of the environment, particularly of air and soil.

All aqueous effluents will pass though a new leak-protected piping system to a new effluent treatment plant before discharge into the Humber. This consists of a neutralisation precipitation unit followed by a biological treatment plant, which is similar to but of higher specification than the many household sewage treatment plants installed in this country.

Steam and electricity supply for the new and existing buildings are expected to be supplied mostly from a new environmentally friendly combined heat and power plant.

New proper storage areas, an extension to the engineering building and a brand new computer will, together with the necessary roads, rail and pipeline connections, complete the programme.

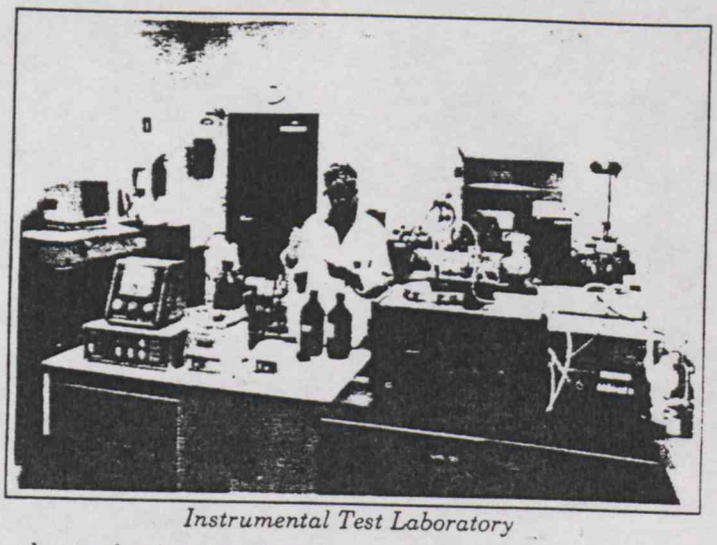
CIBA-GEIGY Chemicals turnover, which increased from £12 million to £53 million in the period 1980-89, is not expected to increase substantially during this major investment programme, but is forecast to increase to £100 million by 1996. At this level the plant will still be running some way below its new capacity.

A higher level of computerised control on the new facilities will mean an increased ratio of technicians and engineers to process operators, and will result in significantly higher output per head.

For those fortunate enough to be selected, a job with CIBA-GEIGY tends to turn into a career for life. Conditions of employment are amongst the best to be found anywhere and promotion from within the organisation is the norm.

CIBA-GEIGY take the long view, the complete reverse of the "hire and fire" mentality, and only once in the plant's forty year history have compulsory redundancies occurred. Supervisory jobs tend to be filled by employees with experience gained on the job but, in such a highly technical industry, long hours of study to achieve a degree or equivalent qualifications are a prerequisite to most higher management jobs.

Aspirants to these may well receive broader experience in other CIBA-GEIGY units in the UK or overseas, particularly in their early years, but the benefits of continuity are also valued, and they can basically look forward to building their career at one location, unless they actively seek to move around.



Instrumental Test Laboratory

Managing Director, Werner Dittes, has been at Grimsby for six years, having transferred from the CIBA-GEIGY site at Duxford. He reports to Chairman, John Fraser, who is also Chairman and Chief Executive of the UK holding company, CIBA-GEIGY plc.

Five senior managers comprise the Management Committee reporting to Dr Dittes. Longest serving member of the Committee with over ten years is Process Development Manager, Alan Fletcher.

Works Services Manager, Alan Sutton, has eight years on the Committee under his belt, and no less than 43 years with CIBA-GEIGY in total, having started as a 15 year old trainee laboratory assistant, and attained all but his final qualifications through evening study. He is responsible for quality, safety and security, occupational health and environmental care, and public relations.

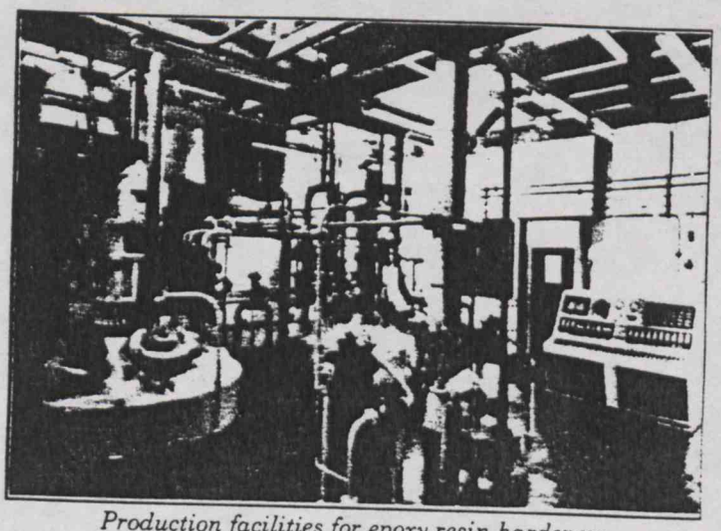
Production Manager Mike Fishwick (six years in post) has also progressed through the ranks having originally started at Pyewipe as a Development Chemist, while Administration Manager and Company Secretary David Kettle, whose responsibilities include Information Technology and Personnel, has four years experience on the Committee.

Engineering Manager, Fred Sadler, who heads the second largest department after Production, is the most recent recruit to the Committee, joining in January 1989 after 10 years in the Engineering Department, upon the retirement of Roy Williams.

Grimsby were one of the first units in CIBA-GEIGY worldwide to introduce single status working. The process was entirely a local initiative and the first step was taken in 1964 with the abolition of the clock system, and in 1967 the Company offered all employees staff status, a pioneering move for the area. All staff received common pension and holiday entitlements and monthly bank transfer payments, although it was only in the eighties that offices, laboratories and works weekly hours were finally brought exactly into line.

Local recruitment of non-graduate staff has not to date been a problem, except for certain specialised engineering grades, but training is a vital resource to bring raw recruits up to the necessary high level of competence, and continually improve the technical level of existing operators and technicians, as production processes become ever more sophisticated and highly automated.

Personnel and Training Officer Ian Emerson reports to the Administration Manager, but such is the importance attached to training for the future that the establishment is to be increased by the recruitment of separate Training Officers to be attached to the Engineering and Production Departments.



Production facilities for epoxy resin hardeners

Craft apprentices make use of Tioxide training facilities, and courses at the local colleges, are extensively used. Four year apprenticeships are the usual mode of entry for such youngsters. Open learning courses are used both for craftsmen and process operators, and testing and examination procedures on craft courses are supplemented by practical assessments in the works against CIA standards.

Potential supervisors are prepared for their future responsibilities on a variety of courses, with an Industrial Society supervisor's course as soon as possible after their promotion.

For management development, CIBA-GEIGY plc have developed, together with Lancaster University, the COMET (Company Management Education and Training) programme which cover CIBA-GEIGY's own operations, finance, management and leadership.

Quality is regarded as being the responsibility of every employee, but it is Head of Quality Assurance, Martin Hall, who has particular responsibility for planning and

the new major sponsors of [illegible]nsby Town Football Club. They express concern not only at possible future shortages of adequately trained scientists and technicians being turned out in the UK, but also at the lack of understanding of scientific and technical issues demonstrated by the man in the street.

They intend to play their part to improve this situation locally. A recent national initiative by CIBA-GEIGY involved the preparation of "Bicycle Packs" - sets of instructions showing how the parts of a bicycle can be used to carry out simple scientific experiments, thus helping teachers meet the standards of the National Curriculum for primary school science.

So well were the Bicycle Packs received by education authorities that CIBA-GEIGY are now distributing the educational packs to all primary schools in the country.

CIBA-GEIGY Chemicals have gone even further and distributed boxes containing all the necessary equipment to carry out the experiments to all of the 90+ primary schools within a 10 mile river-bounded arc around the factory.

In a decade when the role of multi-national operations in the regional economy is likely to expand fast, the value of the presence and success in Humberside of bluechip international names such as CIBA-GEIGY cannot be over estimated.

It proves, if proof were needed, that manufacturing in Humberside can operate to the highest standards, and attract technicians of the highest calibre.

The doubling of capacity under the new investment programme is a striking expression of confidence by CIBA-GEIGY both in the future markets for their products and in the performance of their Grimsby management and workforce.

The extensive area of land owned at Pyewipe, over and above what will be required for this expansion programme, holds out hopes that this will be by no means the last good news from the Company.

IT8.7/2-1993
2009:02

Image Access

IT-8 Target

Printed on Kodak Professional Paper
Charge: R090212