

CORPORATE GOVERNANCE

The following chapter describes the principles of corporate governance applied at Group and senior management level at Gurit in accordance with the "Guidelines concerning information on corporate governance" published by SIX Swiss Exchange. Gurit also publishes a Remuneration Report, included as a separate chapter in this Annual Report. Unless otherwise indicated, all information refers to the financial year 2010 ended December 31, 2010. The key principles and rules on Corporate Governance for Gurit are defined in the statutes and the organizational regulations; they are based on the recommendations set out in the "Swiss Code of Best Practice for Corporate Governance" published by *économie-suisse*. To make orientation easier, the order and numbering of the individual sections correspond to those used in the "Guidelines concerning information on corporate governance" published by SIX Swiss Exchange. Significant changes that have occurred between year end and the copy deadline for this report have also been indicated as appropriate.

1 Group structure and shareholders

1.1 Group structure

1.1.1 Operative Group structure

The Gurit Group is an international industrial group specializing in the development, production and marketing of advanced composite materials and technologies. Financial statements are prepared as one segment. An organizational chart can be found on the page "Organization" at the beginning of this Report.

1.1.2 Legal structure of subsidiaries

Of all the companies consolidated, Gurit Holding AG (the Gurit Group's holding company) is the only one listed. It is headquartered in Wattwil/SG; Gurit bearer shares (security No. 801223, ISIN CH0008012236, symbol GUR) are listed on SIX Swiss Exchange; the registered shares are not listed. Based on the bearer shares year-end closing price of CHF 573.00 and equally valuating the par-value adjusted registered shares, the market capitalization on December 31, 2010, amounted to some CHF 268,16 million.

1.1.3 Information about the non-listed companies can be found in the overview on page 72 of the Financial Review.

1.2 Major shareholders

On December 31, 2010, the Company knew of the following shareholders holding over 3% of the voting rights in Gurit Holding AG:

Huwa Finanz- und Beteiligungs AG, Bahnhofstrasse 2, 9435 Heerbrugg, holds 220 000 registered shares. This equals 9.4% of the share capital and 33.33% of all voting rights in Gurit Holding. The shares of Huwa Finanz- und Beteiligungs AG are controlled by Hans Huber, Appenzell.

Robert Heberlein, Tobelmülistrasse 20, 8126 Zumikon, held directly and indirectly via Burix Holding AG, Bleicherweg 58, 8027 Zürich, 4.12% of the voting rights in Gurit as per January 28, 2008. 2.96 percentage points stem from the ownership of 19 545 registered shares and 1.14 percentage points from 7 633 bearer shares.

Martin Bisang, 8700 Küsnacht, held with 22 000 bearer shares 3.333% of the voting rights in Gurit Holding AG on March 20, 2008.

BlackRock Inc., 40 East 52nd Street, New York, 10022 USA, held according to a disclosure on May 13, 2010 since a purchase on May 6, 2010 a total of 3.28% of the voting rights in Gurit Holding AG. This position was held directly

and indirectly as follows: indirectly through Blackrock Inc.; BlackRock Holdco 2 Inc.; BlackRock Financial Management, Inc.; Black Rock Advisors Holdings, Inc.; BlackRock International Holdings Inc.; BlackRock Holdco 4 LLC, BlackRock Holdco 6 LLC, all at 40 East 52nd Street, New York, 10022; BlackRock Delaware Holdings, Inc. c/o The Corporation Trust Company, 1209 Orange Street, Wilmington, Wilmington, New Castle County, Delaware 19801, USA; BR Jersey International LP, Forum House, Grenville Street, St. Helier, JE1 0BR, Jersey; BlackRock Cayco Ltd., c/o Walkers SPV Limited, P.O.B. 908GT, Walker House, Mary Street, George Town, British West Indies, Cayman Islands; BlackRock Trident Holding Company Limited, Riverside Two, Sir John Rogerson's Quay, Grand Canal Dock, Dublin 2, Ireland; BlackRock Japan Holdings GK, Sapia Tower, 1-7-12 Marunouchi, Chiyoda-ku, Tokyo, 100-0005 Japan; BlackRock Group Limited, 33 King William Street, London EC4R 9AS, UK; BlackRock Luxembourg Holdco S.a.r.l., 6C, Route de Trèves, Senningerberg, L-2633 Luxembourg as well as directly through BlackRock Investment Management (UK) Ltd, 33 King William Street, London, EC4R 9AS/UK; BlackRock International Ltd, 40 Torphichen Street, Edinburgh, EH3 8JB/UK; Blackrock (Netherlands) B.V. Forum House, Grenville Street, St. Helier, JE1 0BR Jersey; BlackRock (Luxembourg) S.A., 6D, Route de Trèves, Senningerberg, L-2633 Luxembourg; BlackRock (Channel Islands) Ltd, Forum House, Grenville Street, St. Helier, JE1 0BR Jersey; BlackRock Institutional Trust Company, N.A. 400 Howard St., San Francisco, CA 94105-2618/USA; Blackrock Advisors UK Ltd., Murray House, 1 Royal Mint Court, London, EC3N 4HH/UK; BlackRock Asset Management Japan Limited, Marunouchi Trust Tower Main, 1-8-3 Marunouchi, Chiyoda-ku, Tokyo 100-8217. 3.2% of the voting rights stem from 211 263 bearer shares, 0.08% from 529 CFDs for cash settlement.

In addition, in 2011 the Company was made aware of the following major shareholdings:

Sarasin Investmentfonds AG, Wallstrasse 9, 4002 Basel, disclosed on January 20, 2011 that they held since a purchase on January 19, 2011 with 20 500 bearer shares a total of 3.11% of the voting rights in Gurit Holding AG.

Updated information on major shareholders is available on the SIX Swiss Exchange website at: http://www.six-swiss-exchange.com/shares/companies/major_shareholders_de.html?fromDate=19980101&issuer=14575

1.3 Cross-shareholding

Gurit Holding AG has no cross-shareholding arrangements with other companies.

2 Capital structure

Information about the capital structure can be found in Gurit Holding AG's statutes, in the Financial Report and the Statements on Gurit Holding AG as well as in the Investor Relations section on page 82 of this report. The statutes (in German) are available on the Web site at <http://investors.gurit.com/corporate-governance-1.aspx>

2.1 Capital

Details on the capital are included in the notes to Gurit Holding AG's financial statements on page 77.

2.2 Authorized or contingent capital in particular

Gurit Holding AG has no authorized or contingent capital.

2.3 Changes in equity

In the past three years (January 1, 2008, to December 31, 2010), the following changes in equity occurred.

	IN CHF 1000		
	31.12.2010	31.12.2009	31.12.2008
Share capital	23 400	23 400	23 400
General reserves	11 700	11 700	11 700
Reserves for			
treasury shares	1 249	1 366	1 536
Free reserves	32 845	32 728	32 558
Retained earnings	50 785	54 775	51 162
Total equity	119 979	123 969	120 356

2.4 Shares and participation certificates

The company's share capital consists of 240 000 registered shares at par CHF 10 and 420 000 bearer shares at par CHF 50. Bearer shares are traded in the domestic segment of the SIX Swiss Exchange (security No. 801223, ISIN CH0008012236, symbol GUR). All shares are fully paid up and entitled to dividends. All registered shares and bearer shares, regardless of their nominal value, are entitled to one vote.

Gurit Holding AG has not issued any participation certificates.

2.5 Profit-sharing certificates

Gurit Holding AG has not issued any profit-sharing certificates.

Paul Hälg

Chairman of the Board of Directors
Doctorate in chemistry
Swiss citizen, 1954
Non-executive member

Professional background (main stages)

1986–2001 Gurit-Essex AG, from 1995 CEO
2001–2004 Group Executive Vice President,
Forbo International SA, Eglisau
2004–present CEO of Dätwyler Holding AG, Altdorf

Other important activities and vested interests

- Member of the Board of Directors of SIKA AG, Baar
- Member of the Executive Committee of SWISSMEM, Zurich

Robert Heberlein

Member of the Board of Directors
Dr. iur., attorney-at-law
Swiss citizen, 1941
Non-executive member

Professional background (main stages)

Since 1977 Partner/Counsel, Lenz & Staehelin, Zurich

Other important activities and vested interests

- Member of the Board of Directors of Geberit AG, Rapperswil-Jona
- Member of the Board of Directors of COLTENE Holding AG, Altstätten

Nick Huber

Member of the Board of Directors
Businessman
Swiss citizen, 1964
Non-executive member

Professional background (main stages)

1990–1995 Account Manager, IBM (Schweiz) AG
1995–2005 Divisional Head, SFS Unimarket AG
2005–present Member of the Executive Management
of SFS Services AG, Heerbrugg SG

Other important activities and vested interests

- Chairman of the Board of Directors of COLTENE Holding AG, Altstätten
- Member of the Board of Directors, Orell Füssli Holding AG, Zürich
- Member of the Board of Directors,
Huwa Finanz- und Beteiligungs AG, Heerbrugg SG

Urs Kaufmann

Member of the Board of Directors
Dipl. Ing. ETH Zurich, Senior Executive Program IMD
Swiss citizen, 1962
Non-executive member

Professional background (main stages)

1987–1993 Production and Sales Manager with Zellweger
Uster AG, Uster and USA
1994–1997 Managing Director of Henry Berchtold AG,
subsidiary of Huber+Suhner AG
1997–2000 Division Manager and Member of the
Executive Management Team at Huber+Suhner AG
Since 2001 Member of Group Management Huber+Suhner AG
2002–present CEO Huber+Suhner AG

Other important activities and vested interests

- Member of the Executive Committee of SWISSMEM, Zurich
- Member of the Board of Swiss Association for Quality and
Management Systems (SQS), Zollikofen
- Vice Chairman Executive Committee of the Institute for
Technology Management, University of St Gallen
- Member of the Board of Müller Martini Holding AG, Hergiswil

Peter Leupp

Member of the Board of Directors
El.-ing ETH Zurich
Swiss citizen, 1951

Professional background (main stages)

1977–1988 Various functions at BBC (now ABB)
in High Voltage Development
1988–1989 CEO, Technochemie
1989–1999 Various leading positions at High and Medium Voltage,
ABB, Switzerland
1999–2000 Local head of Power Transmissions and Distribution
division at ABB, Switzerland
2001–2006 Country Manager in China; Chairman and President
of ABB (China) Ltd.
2005–2006 Region Manager North Asia
2007–today Head Power Systems division, Member of the Group
Executive Committee of ABB Ltd., Switzerland

2.6 Restrictions on transferability of shares and nominee registrations

According to paragraph 4 of the statutes, only individuals who are entered in the Share Register may be recognized as the owners or beneficiaries of non-traded registered shares. Registration of ownership may be refused only in cases where the purchaser does not expressly declare that he acquired the registered shares for his own account. Bearer shares listed on the stock market are freely transferable. There are no regulations to any other effect regarding nominee registrations.

Changes in the statutory regulations restricting the transferability of registered shares require at least two-thirds of the votes represented at the Annual General Meeting and an absolute majority of the nominal value of the shares.

2.7 Convertible bonds and warrants/options

Gurit Holding AG has no outstanding convertible bonds nor options.

3 Board of Directors

On December 31, 2010, the Board of Directors of Gurit Holding AG consisted of five members.

3.1 and 3.2 Members of the Board of Directors

The personal details together with the other activities and vested interests of individual members of the Board of Directors are listed on the previous page.

3.3 Cross-involvement

Nick Huber serves as Chairman, Robert Heberlein as member of the Board of Directors of COLTENE Holding AG.

3.4 Election and term of office

The Board of Directors is elected by the General Meeting for a period of three years. At the end of their term of office, members may be re-elected. There is no statutory limit to the period of office or age of members of the Board of Directors. The members of the Board of Directors are elected globally.

Members of the Board of Directors

Name	Born	Position in BoD	Election to BoD	Elected until
Dr Paul Halg	1954	Chairman	14.6.2001	2011
Robert Heberlein	1941	Member	22.11.1984	2011
Nick Huber	1964	Member	15.6.1995	2011
Urs Kaufmann	1962	Member	12.4.2006	2012
Peter Leupp	1951	Member	23.4.2010	2013

3.5 Internal organization

3.5.1 Allocation of tasks within the Board of Directors

The Board of Directors acts as a joint body. Decisions are taken on the basis of the majority of the votes submitted.

The Chairman of the Board organizes and leads the work of the Board of Directors. In cooperation with the CEO, he makes sure that the other members of the Board receive the necessary information for their decision-making as well as the supervisory functions. He is the formal representative of the Group to the outside world. He may be assisted by one or two additional members defined by the Board.

3.5.2 Membership of the Board's committees, their duties and responsibilities

The Board has formed permanent committees:

Audit and Corporate Governance Committee

Chairman: Robert Heberlein

Members: Paul Halg, Nick Huber,
Urs Kaufmann, Peter Leupp

The Audit and Corporate Governance Committee assists the Board of Directors in its supervisory financial duties, checks the effectiveness, performance, and compensation of the external auditors. The Audit and Corporate Governance Committee also oversees the financial reporting processes within the Group.

Compensation and Nomination Committee

Chairman: Nick Huber

Members: Paul Halg, Robert Heberlein,
Urs Kaufmann, Peter Leupp

The Compensation and Nomination Committee defines the compensation of the members of the Board of Directors, proposes to the Board of Directors the principles of compensation for members of the Group Management, and defines the guidelines for the selection and election of potential new members of the Board of Directors as well as the function of the Group's CEO. The committee

approves appointments to the extended Group management made by the CEO, the remuneration system for the Group management as well as general principles of the Group's human resource policy.

To consult and execute specific and short-term projects or issues, special ad-hoc committees can be nominated.

3.5.3 Working methods of the Board of Directors and its committees

The Board of Directors meets annually at least for four ordinary meetings, generally one in each quarter. In 2010, the Board of Directors met eight times, seven times personally and once electronically.

The Audit and Corporate Governance Committee met twice in 2010, while the Compensation and Nomination Committee held no separate meetings in 2010 covering issues directly in the context of full Board meetings

Meetings are summoned in writing by the Chairman. An invitation together with a detailed agenda and documentation is sent to all participants at least five days in advance of the date set for the meeting.

As a rule, the Chief Executive Officer and the Chief Financial Officer attend meetings of the Board of Directors. In order to ensure that the Board has sufficient information to make decisions, other members of staff or third parties may also be invited to attend.

The Board is quorate if all members have been duly invited and the majority of its members take part in the decision-making process. Members may participate in deliberations and the passing of resolutions by telephone or other suitable electronic media if all participants are in agreement. The Board's decisions are taken on the basis of the votes submitted. In the event of a tie, the Chairman has the casting vote. Decisions may also be made in writing.

Proposals are sent to all members and they are regarded as passed if the majority of members agree unconditionally and no member insists on discussion of the issues in question within an agreed period of time.

Members of the Board of Directors are obliged to leave meetings when issues are discussed that affect their own interests or the interests of persons close to them.

All proposals and decisions are entered in the minutes to the meeting. The minutes also contain a summary of important requests to speak during deliberations.

3.6 Definition of areas of responsibility

The Board of Directors' main duties are:

- to formulate the general Group policy and the industrial concept behind the Group as a whole, and to decide on any acquisition, sale, foundation or liquidation of subsidiaries as well as to approve of investment decisions exceeding CHF 500 000;
- to define the Group's organizational structure and its organizing regulations;
- to define the Group's financing strategy, decide on collective means of financing as well as to determine accounting, financial control, financial planning and to approve the financial statements;
- to appoint and dismiss Group Management and people entrusted with representation functions.

Apart from this, management is generally delegated to the CEO.

3.7 Information and control instruments vis-à-vis Group Management

As a rule, Group Management updates the Board of Directors and especially the Audit Committee on operations and the Group's financial position every month. In addition, the CEO and CFO report back on business and all matters of relevance to the Group at each Board meeting. Every member of the Board of Directors also has the right to ask any member of Group Management for information about matters within his remit, even outside meetings. The Chairman of the Board of Directors is also informed by the Chief Executive Officer about all business and issues of a fundamental nature or of special importance.

4 Group Management

On December 31, 2010, Gurit Holding AG's Group Management consisted of the CEO and the CFO as well as an Executive Management Team consisting of additional five members.

4.1 and 4.2 Members of Group Management

The personal details together with the other activities and vested interests of individual members of Group Management are listed on the following pages.

4.3 Management contracts

No agreements pertaining to the provision of managerial services exist between Gurit Holding AG and other companies or natural persons outside the Gurit Holding Group.

Rudolf Hadorn

Chief Executive Officer
MBA University of St Gallen
Swiss citizen, 1963

Professional background (main stages)

1989–2000 Various management and executive positions with GM in Europe
2000 CEO Krone GmbH, Berlin, CFO Krone Gruppe
2002 Ascom Group, Berne, CFO
2004–2007 Ascom Group, Berne, CEO
Since 1.11.2007 Gurit, CEO

Other important activities and vested interests

- Member of the Board of Directors of Looser Holding AG, Arbon
 - Member of the Board of Directors of Spirella s.a., Embrach
 - Advisory Board Member of Cross 1 Private Equity Firm
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Markus Knuesli Amacker

Chief Financial Officer
Degree in economics HEC Lausanne
Swiss and French citizen, 1962

Professional background (main stages)

1989–1993 Coopers & Lybrand, Geneva, General Audit Supervisor
1993–1997 Tetra Laval International, Pully, Controlling and Consolidation
1997–2003 Nextrom Group, Morges, CFO
2004–2007 Unicable SA, Prilly, CFO
Since 1.10.2007 Gurit, CFO

Damian Bannister

Director Innovation, Products and Solutions
Bachelor of Science, PhD
British citizen, 1970

Professional background (main stages)

1996 Joined former SP, Technical Support
2000 Wind Energy Sales Project Engineer
2002 Technical Manager Wind Energy
2004 Development and Processing Manager
2005 Head of Technology at SP Systems
2006 Gurit, Chief Technology Officer
Since 2008 Gurit, Director Innovation, Products and Solutions

Rudolf Gerber

General Manager Wind Energy
Bsc. Engineering
Swiss Citizen, 1958

Professional background (main stages)

1986–1988 Varian AG, Zug, Area Sales Manager
1988–1995 Schlatter Ltd., Harrogate/UK, Managing Director
1995–2001 Alcan Airex AG, Sins, Divisional Manager
2002–2008 Armstrong Metal Ceilings Group, St Gallen, CEO
Since 2008 Gurit, General Manager Wind Energy

Graham Harvey

General Manager Marine
BSc Ship Science
British citizen, 1965

Professional background (main stages)

1991–2000 Engineering Consultancy Manager at SP Technologies
2000–2004 Head of Technology at SP Systems
2005 Managing Director SP Systems Europe
2006 Gurit, Business Manager Marine, Sports & Civil Engineering
Since 2008 Gurit, General Manager Marine

Kees Reijnen

General Manager Transportation
MSc in Physics
Dutch citizen, 1957

Professional background (main stages)

1987–1991 Fluid Dynamics Corp. European Sales and Marketing
1991–1995 Schenk Filterbau GmbH, Worldwide Sales and Marketing Director, Filtration systems
1995 WPT GmbH, Co-Founder and Managing Director, Water recycling technology
1998–2006 Enka-Tecnica, Managing Director; Enka-Tecnica was acquired by Gurit in 2000
2006 Gurit, Business Manager Transportation
Since 2008 Gurit, General Manager, Transportation (until 2009 including Winter Sports and Civil Engineering)

Gabriel Colin Mironov

General Manager Tooling
Studies in Mechanical Engineering
Canadian citizen, 1980

Professional background (main stages)

2003	Founded Powerhinge Automation, Montreal/Canada
2003–2006	President of Powerhinge
2007	Founded Suzhou Red Maple, Taicang/China
2007–2009	President and CEO of Suzhou Red Maple
Since 2010	Gurit, General Manager Tooling

5 Compensation, shareholdings and loans

The information on compensation, shareholdings and loans regarding members of the Board of Directors and Group Management are presented in a Remuneration Report as a separate chapter of this Annual Report on pages 38 to 39.

6 Shareholders' participation rights

Details of shareholders' participation rights can be found in the statutes of Gurit Holding AG.

6.1 Voting right restrictions and representation

The statutes contain no restrictions on voting rights. Every registered or bearer share represented at the General Meeting is entitled to one vote. A shareholder may be represented at the General Meeting only by a legally recognized proxy or another shareholder attending the General Meeting.

6.2 Statutory quorums

Unless otherwise determined by law or the statutes, a General Meeting convened in accordance with the statutes is quorate regardless of the number of shareholders attending or the number of votes represented. To be valid, resolutions require an absolute majority of the votes submitted. In the event of a tie, the Chairman, who is always entitled to vote, makes the casting vote.

Important decisions of the General Meeting as defined in article 704 paragraph 1 of the Swiss Code of Obligations, require at least two-thirds of the votes present and the absolute majority of the shares represented.

6.3 Convocation of the General Meeting

The ordinary General Meeting takes place annually within six months of the end of the Company's financial year. Extraordinary general meetings can be called by decision of the General Meeting, the Board of Directors, at the request of the auditors, or if shareholders representing at least a tenth of the Company capital submit a request in writing, stating their purpose, to the Board of Directors. The convocation is announced once in the Schweizerisches Handelsamtsblatt (Swiss Official Gazette of Commerce) and published in various newspapers. Registered shareholders are also informed in writing.

6.4 Agenda

The statutes contain no regulations relating to agendas that differ from those set fourth by the law. Accordingly, shareholders representing shares of a par value of CHF 1 million may request items to be included in the agenda.

6.5 Entries in the share register

The names and addresses of owners and beneficiaries of registered shares are entered in the share register. Shareholders and/or beneficiaries of registered shares are entitled to vote if they are already entered in the share register at the time when invitations are sent out to the General Meeting.

7 Changes of control and defense measures

7.1 Public purchase offers

The threshold at which a shareholder is obliged to make an offer for all Gurit Holding AG's stock in accordance with article 32 paragraph 1 of the Bundesgesetz über die Börsen und den Effektenhandel (Swiss Law on Stock Exchanges and Securities Trading) of March 24, 1995, has been raised to 49% of the total votes.

7.2 Clauses on changes of control

Gurit Holding AG has no agreements containing clauses of this type.

8 Auditors

8.1 Duration of mandate and lead auditor's term of office

If its predecessors are included, PricewaterhouseCoopers AG, Zurich, has been Gurit Holding's statutory auditors since 1984 and Group auditors since 1994. Stefan Gerber is lead auditor since 2009.

8.2 Auditing fees

The total sum charged during the year under review by PricewaterhouseCoopers in its capacity as auditor amounted to CHF 698 946.

8.3 Additional fees

Fees for additional services supplied by the auditors during the year under review amounted to CHF 230 921. These fees consist of CHF 164 299 for tax advisory, and CHF 66 622 for other services. There were no transaction fees in 2010.

8.4 Supervisors and control instruments pertaining to the auditors

The supervision and verification of the external audit is exercised by the Audit and Corporate Governance Committee. The Audit and Corporate Governance Committee evaluates together with Group Management the performance of the auditors and recommends the independent external auditor to the Board of Directors for election by the General Assembly. The Audit and Corporate Governance Committee approves the audit plans and meets at least once a year with the auditors. The auditors prepare a report for the Audit and Corporate Governance Committee regarding the findings of the audit, the financial statement, and the internal control. In collaboration with Group Management the independence of the auditors is evaluated annually. In particular and for this purpose the worldwide fees of the audit are presented, discrepancies with the estimated costs analyzed and explained. In the year under review, the auditors attended one of the two meetings of the Audit and Corporate Governance Committee.

9 Information policy

Gurit Holding provides its shareholders with information in the form of the Annual Report and a Half-year Report. Important events are published immediately through press releases and/or letters to shareholders.

10 Internet

Shareholders and other interested parties can also obtain information about the Group on the Internet at www.gurit.com.

E-mail alerts: The latest financial information from Gurit Holding can be received via e-mail alert; sign-up is available in the Publications/Download section of the Gurit Web site at <http://investors.gurit.com/news-alert-subscription.aspx>

11 Ad hoc publicity

Gurit Holding AG maintains regular contact with the financial world in general and with important investors. At the same time, it abides by the legally prescribed principle of treating all parties equally as regards communication. Relevant new facts are published openly and are available to all interested parties.

Important dates

The most important dates for publications this year and next are:

March 28, 2011	Presentation of annual results 2010; Financial analysts' and media conference; Publication of Annual Report 2010
April 29, 2011	Annual General Meeting Press release on AGM decisions and Q1 sales
September 9, 2011	Publication of half-yearly report Financial analysts' and media conference
October 28, 2011	Press release on Q3 sales
End of March 2012	Presentation of annual results 2011; Financial analysts' and media conference; Publication of Annual Report 2011
April 2012	General Meeting

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