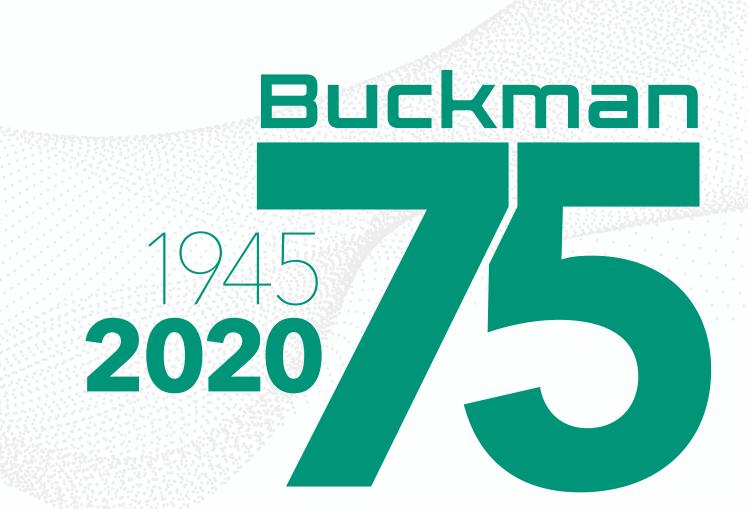
CELEBRATING 75 YEARS





BUCKMAN

75 years later

2

In 1945 – the year World War II ended – our courageous founder, Dr. Stanley J. Buckman, started this great company with one product, Busan® 11, made in one 55-gallon reactor right here on our Memphis site. Today, 75 years later, we sell more than 2,000 products made in more than 75 vessels to more than 2,500 customers located in more than 80 countries served by more than 1,700 dedicated Associates from 38 countries around the world.

THANK YOU to all of the current and past Associates of Buckman: You have accomplished so much that has contributed to Buckman's success in the past, now and into the future.

Over the last few years, it has become abundantly clear to me that the Buckman 4.0 vision would not be possible were it not for the key decisions made in the past to evolve the company as the environment changed.

It started, of course, with Dr. Buckman, who led the company for 33 years through what I call the era of the molecule that drove our growth. Then came Bob Buckman, who led the company for 22 years through an era of geographic expansion and knowledge sharing, and handed leadership to Steve Buckman, who led us for 17 years through the era of market focus and customer intimacy. Each of these eras has enabled Buckman to beat the odds and prosper for 75 years with critical product innovation, customer problem-solving, customer intimacy capabilities and a global footprint. These very same capabilities make it possible for us to move forward to the fourth industrial revolution, the era of Chemistry, Connected.

Even more impressive is that we have remained a family-owned company through three generations. Research shows that fewer than a third of family businesses are able to survive as they cross generations and less than 10% survive into the third generation.

So much of what Dr. Buckman started in 1945 on North McLean Boulevard is still in the DNA of our company today. His passion for hard work. His precision. His deep caring for his community and the people who made up his company. His drive to try new things. His willingness to go beyond expectations to serve the customer. His ability to see the future.

I've thought a lot about Dr. Buckman in my time as a Buckman employee, and certainly since I've become CEO. He left us all a lasting legacy, which drives every Buckman Associate and will define an exciting future.

The stories you will read in this book reinforce our core capabilities of product innovation and global manufacturing that were built under Dr. Buckman's leadership, customer problem-solving and knowledge sharing built under Bob's leadership, and market focus and customer intimacy built under Steve's leadership. All of these enabled us to transition from selling products to total solutions that had measurable, cost-effective improvements for our customers. These capabilities are the foundation of Buckman 4.0 and how we are redefining customer intimacy in the era of Chemistry, Connected, the fourth industrial revolution.

We cannot choose what is happening to us but we absolutely choose how we react. Buckman 4.0 is our choice. We choose to change ourselves and not wait to be disrupted. We are redefining customer intimacy for this era by leveraging our core capabilities of product innovation, problem-solving, and the knowledge and expertise of our Associates.

Yet our vision for the future is not just about our own goals and objectives. It is about being the first choice of our customers as THE trusted advisor with the capability to deliver Chemistry, Connected. It's about being the company that Associates are proud to be part of as we compete in the fourth industrial revolution.

It's about our next 75 years!





DR. BUCKMAN STORIES

Dr. Stanley Buckman's passion and precision built a unique culture that defines the company to this day. Here, some of our Associates remember Dr. B.

"Dr. Buckman was the epitome of a good, sound man. The company was built on his principles. He was a gentleman and he respected people. At Buckman, you didn't have any segregation. When you got inside that gate, everybody was the same.

"I haven't met a person who is as well rounded as Dr. Buckman. Even when he was pressured outside with politics and all that stuff, it didn't bother him. He was the kind of fella that you go to bat for. I have never met a man that had the qualities that he had."

-Readus Smith

Hired by Dr. John Pera to clean glassware in 1955, worked in sample room, assisted Dr. Buckman until 1978 and retired in 2002

"I think there are anywhere between one to a thousand to a billion stories about Doc Buckman and I remember a lot of them.

"I'll never forget how he would come out here at 12:00, 2:00, 3:00, 4:00 in the morning, and just ride around in his car looking at things. I presume that Mrs. Mertie would wake up at 12:00 or 1:00 in the morning and look over there, and there'd be an empty spot. Well, she could just go on back to sleep, because she knew where he was.

"He loved the plant. There were times that we cleaned up around the plant, which is what he wanted. Everybody always says when they come to this plant, 'This plant is clean.' It started with Doc Buckman. Doc Buckman had us picking up trash around the fence, inside the plant or whatever. It's nothing for me right now to walk through the plant and see a rag or something, on the floor, and I'll pick it up and throw it away. Because I know Doc is looking down there at me."

-Gerald "Coldwater" Minor

Came to Buckman in 1978 as a Chemical Operator and retired in December 2020 as a Production Operator IV. He had set retirement for April 2020 after 42 years but stayed on to assist in the plant because of COVID-19

"Dr. Buckman was an extremely hard worker and certainly extremely smart. He remembered everything."

-Albert Moore

Hired by Bill Stitt in 1971 as a sales rep for the Pulp and Paper Division based in Maine; eventually became Regional Sales Manager, moved to Memphis to be assistant to the President for the U.S. company and retired in 2010

"I got my degree in chemical engineering (at Purdue), then I went to Chicago and got a degree in business. I purposely didn't choose chemistry because I didn't want to compete with my dad directly. But my dad wanted me to have a Ph.D. So when we were having dinner in Chicago the night before my business school appointment, he said, 'By the way, tomorrow we have an appointment with the dean of the Ph.D. program.' He definitely set me up, so we went and talked to the dean. For five minutes, my father told me why I should have a Ph.D. The dean just sat there and puffed on his pipe and finally asked me, 'Do you want to go into business or research?' And I said, 'Go into business.' The dean answered, 'Then you don't want a Ph.D.' It was the only time I saw my father at a loss for words."

-Bob Buckman

RHB was hired in 1961 and was CEO from 1978 to 2000. He served on the Board until 2008, rejoined for 2020-2021 term, and now serves as Chair Emeritus.

"The Cadet plant sat in an area that had a lot of barite, and they were interested in trying to develop a barite crusher and washer. Dr. Buckman came up one time to see how that was going, and I was able to meet him then. While he was there, a call came in for him around midnight from overseas. I insisted that there wasn't a phone where he was staying, and I later found out he was upset that I hadn't come down to wake him up and take the call. I heard that he sometimes spent all day and all night at the plant. Didn't go home, didn't go to bed for a long time as he worked things out."

-Gerald Lawson

Began as an Operator's Helper at Buckman Cadet in 1974, held positions including Safety Coordinator and Maintenance Manager, and retired in 2016

"I did work with Dr. Buckman on some things, but basically everybody worked for Dr. Buckman."

-Stan Johnson

Hired by Dr. John Buckman in 1975 in the Technical Services Lab working in pulp and paper, but transitioned to leather and retired in 2019 as manager of the Leather Lab in the Technical Services Lab "I had the privilege of working with Dr. Buckman; he was called Dr. B or SJB among us Associates. Dr. Buckman was highly respected by everybody and a phenomenal businessman. He and his wife, Mrs. Mertie, were Buckman royalty; we had our own king and queen. Dr. Buckman was a big man with a big voice. There was no need for him to identify himself over the telephone because everybody knew his voice. I also heard him laugh on a couple of occasions and it was as if the building itself shook when he laughed."

-Brenda Pendleton

Began in 1973, worked with Dr. Buckman, trained Kathy Buckman when Kathy worked in Human Resources as a teenager, developed Buckman's global recognition programs. Retired as a Human Resources Generalist in 2012.

"SJB had a big impact on the company. He was the company. He was a very creative individual; he and Dr. Pera put together almost every product that we manufactured and sold. He was also a salesman. He never wanted you just to agree just so he'd let you off the hook. He wanted to convince you that whatever he was selling was the right fit.

"I remember he had this huge desk; I mean, it was massive. I've never seen a desk like it. He had stacks of paper everywhere on it, but he knew everything that was in every stack. He kept his telephone in a drawer of the desk. And when it rang, he jerked the drawer open to answer it.

"Even when we came over to the new building, they had to make sure his desk got in there, and I think they brought it over before they put the door on. When he died, we didn't carry that desk out, we just cut it in half. Bob's feeling, and I certainly agreed with him, was that we didn't want anybody else using his desk."

-Steve Buckman

Began his career at the company his uncle founded in 1974, served as CEO from 2000–2017

"Dr. Buckman was a strong presence in any meeting that I had with anybody. We knew who was in control, though he was a very positive guide and supporter, and a constant challenge to always do better. He kept in touch with everything and he, of course, knew all the aspects of the business with great detail.

"He also kept the families of all his staff in mind. Once we came to Memphis, with my wife and our daughter at that time, and he decided that we would stay with him and Mertie here in Memphis. That was the kind of person he was. He expected a lot from you, but he also included you as part of the group that works together.

"I remember he and Mertie were in Tokyo the day our son was born in Tokyo. Of course, he made me work that day. He and Mertie joined me and we went to the hospital. He brought along a gift. That's the kind of person he was."

-Mohan Karve

Hired by Dr. Buckman in 1965, opened the Asia-Pacific region from Japan, General Manager Asia Pacific, and retired in 2000 as Vice President of Corporate Alliances "I think probably one of the most impressive things about Dr. Buckman was his enthusiasm for this place. The people who were around him got enthusiastic about things just like he did. He could be very determined. When he decided he wanted something to work, he was going to make sure that everybody gave it their very best possible effort. He didn't give up easily.

"He was not shy about asking anyone for help, whether it was somebody who swept the floors, or worked out in the plant, or somebody in the lab, or anywhere. If he wanted to know something, he came and looked for the person he thought would be able to help him. So, yes, I dealt with him a lot.

"I was fortunate enough to know Mrs. Mertie, too. They were just incredible people.

"Mertie had a very dry sense of humor. I remember one time, we were doing a lot of work for the Adopt-a-School program, and we had all of the CLUE teachers here. The theme was something like chemical detection, and one of the teachers brought this Sherlock Holmes-style deerstalker hat that I had to wear, while they had a picture made. Somebody says, 'Let's go get Mrs. Mertie and have her in the picture too.'

"So I'm standing up there on the stage with all these people around me, and Mertie comes out there on stage, stops in front of me, and just stands there and stares up at the hat. Doesn't say anything. Just stares at the hat. I said, 'Mertie, there's an explanation for the hat.' She looks up at me and says, 'Good.'"

-Tom McNeel

Hired in 1972 by Dr. Buckman and has always worked in Research and Development; his current title is Principal Chemist

"What impressed me most about Dr. Buckman? Number one was a demand for excellence. He was a strong personality in many, many ways, but he was also innovative. So many of the early chemicals were all out of his head. The way we thought of it was Dr. Buckman had the idea and R&D executed what he said.

"He hired the best people, the best people we could find. He was seeking talented people, no question about it, and he demanded so much from them. If you were lazy – or not even lazy, just incompetent – you didn't last. But he would bend over backward for the people who were part of the team.

"The saying was that if Dr. Buckman told you to go outside the office and flap your arms to see if you can fly, you better go up there and flap your arms before you say you can't do it."

-John Stitt

Began at the company at 16; his father, Bill Stitt, was the company's second employee. John held various positions at the company and left several times. He retired in 2017 as Marketing Manager, Crepe Technologies; and Senior Consultant





ROBERT **BUCKMAN**

His first memory of the property on North McLean that would Bob's ability to look to the future and embrace the change become Buckman was driving past it with his parents, looking out the car window at what was then a lumber company with a concrete horse trough out back.

Did Bob Buckman, then 8, know what he was looking at? "Well, I knew they were looking for property for a company, and I knew it was going to be chemicals."

It certainly was: His father had invented a product for microbiological control that would revolutionize the paper industry, saving paper mills time and money and launching what was then called 'Buckman Laboratories, Inc., Manufacturing Chemist.'

"It worked for what he wanted it for, which was bacterial control in paper mills," said Bob, who remembers the compound was invented in free lab space at Rhodes College, loaned to Dr. Buckman by Dr. Peyton Rhodes with no contract or formal agreement, just a handshake. "We made the compound for many years; it was called BSM 11."

Though he got an undergraduate degree in chemical engineering from Purdue, Bob knew he wasn't interested in becoming a Ph.D. chemist like his father and didn't want to compete with him in any way. "I went to the University of Chicago and got a degree in business after attending Purdue. I majored in statistics, because I wanted to study trends," he said.

"I have a tendency to look five years out. ... I'm always looking for where things are going."

that was coming would be the hallmark of his tenure with the company and his time as CEO, which he became after his father's death in 1978.

In 1967, Bob went to California to learn about computers from IBM. "One of the individuals who spoke to us made a statement that in the future we're going to pay more for the movement of data than we will for hardware and software. I never forgot that."

In the late 1980s, Buckman started working with IBM to create a global communications system, and in 1989, Buckman was the first in the industry to provide employees with their own laptops.

Yet the idea that the movement of data was the next frontier for Buckman long preceded those laptops. By the time Bob became CEO, he had already realized Buckman had a problem.

"We were sending Ph.D.s around the world to move knowledge from one area to another," he said. There had to be a better way.

"We ended up piggybacking on IBM's global network with an email system and a way of connecting to databases in our mainframe. The biggest problem we had was with the way the IBM system was set up at the time. We had to have a different ID for every country or area, yet we were operating on a global basis. We ended up switching to CompuServe in the early '90s because they could facilitate our global business needs."

Bob said his first laptop weighed a hefty 13 pounds, and after taking it on one trip he realized that was not the answer. The laptop they ended up distributing throughout the company was called a Zenith SupersPORT. "It was little bitty, but you could connect anywhere in the world with a dial-up connection, and we shared knowledge at 900 baud. While this seems agonizingly slow by today's standards, it was still faster than a telex machine, and it gave connection to everybody," said Bob.

What all those laptops meant for serving customers was a turning point for the company. "If a customer had a problem, we could alert the whole company and get it solved. And we could do it in hours instead of weeks. That made a huge difference as far as being competitive."

Associates could pose questions in digital forums and get answers from anyone around the world. "We learned that frequently the best answers came from experts on the front line who were also working with customers, not the experts back in Memphis," said Bob. "We found out our experts could be anywhere." He estimates Buckman was four or five years ahead of the industry because of the use of computers and advanced data technology.

Connectivity changed the culture of the company too.

"Before we implemented laptops and the idea of widespread knowledge sharing, we had companies scattered around the world, none of whom ever talked to one other," said Bob.

"We worked with a systems management expert, Dr. Reuben Harris, who went around the world holding three-day sessions with our Associates in every location." They learned people needed time to adjust to new ideas. It took three days, and at least two sleep cycles, for people to consider significant change then open up and say what they really thought.

They also discovered what it took for people to learn to trust someone in another part of the organization whom they'd never met.

That process evolved into what is now the Code of Ethics.

"You learn that cultural differences can be very significant and have an impact on sharing knowledge with one another," said Bob.

Looking back, Bob said that, though it took several years, he was surprised at how easily and how quickly the culture changed thanks to that investment in technology and knowledge sharing. "When we started letting Associates from one operating company help others across the globe it really showcased the power of each individual. In some ways, it turned the organizational chart upside down. Those with the knowledge held a new level of respect and value, regardless of their position or title.

"It opened up so many avenues to be able to compete. You could just see it happening."

It also caused consternation for some managers who resisted sharing anything on the system, though that dissipated quickly, said Bob. "It was a radical change for these guys, and so different from the way my father managed."

What does Bob Buckman think his father would have to say about his company at 75 years old?"

"I think he would be surprised at the way digital technology has evolved and helped us grow our business and serve our customers," he said.

But every new CEO has to chart his or her own path, Bob said. "That's the reason having Junai as CEO is so important today. He's re-creating the company in a different way."

12





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PHIL SHANNON

The board meeting was running long and Phil Shannon, who became Chairman of the Board in 2018, saw that there was no way the Board would be able to hear from all the senior managers and vice presidents on the agenda in the time remaining. So the directors decided to bring everyone in at the same time.

"Nobody got to give their whole spiel," he said, "but what we saw was these people bouncing ideas off each other, a team at work in a situation they weren't prepared for. This was not a presentation they'd been practicing for two weeks; this was just them working together. It was unintentional, but it was one of the best hours we've spent in a long time."

Shannon has been part of the Board of Directors for 12 years and is quick to identify what sets Buckman apart, and what was apparent in that meeting, which took place last year.

"We are problem-solvers as much as salespeople. Another word that came to my mind was adaptation. Buckman has always adapted to the current situation."

He is quick to mention a critical focus of the Board: safety.

"You should know that every board meeting starts with safety,
a safety moment that talks about something that has happened
good or bad – and what it meant to the company."

What else has helped the company thrive for 75 years?

"Throughout the history of this company, technology has been important," he said. "We didn't always call it technology – in the old days, we called it knowledge sharing – but it has always been critical."

Another advantage? "The owners made the decision early on that they would be an international company. And we would not just have business in other countries, but we would also employ people in other countries. Being able to manage cultural differences is one thing, but without that early decision, this company would be hard-pressed to be a success.

"This is a family business that has been able to grow to the size we are; a very small number of family businesses are able to change and grow like that. It means there's something special about the family.

"Buckman is really a family legacy. People all over the world have heard of Buckman. It has a great reputation. So that's something the family can be very proud of. Hopefully, it will keep the family working to make this company even bigger and better."



KATHY BUCKMAN GIBSON

Kathy Buckman Gibson's first job at the company her grandfather founded was similar to first jobs offered to other Associates' children: She was a summer intern in Human Resources in 1978.

"One memory that stands out is one afternoon the power went out, and everybody came out to the lobby area. People were saying, 'Hi, Dr. B!' 'Dr. B, how're you doing?' Then I said, 'Hey, Grandpa,' and he just stopped. His whole tone of voice and everything changed, and he said, 'Hi, Katherine.' He always called me Katherine. I regret that I didn't know him longer."

That September, Dr. Buckman passed away, and Kathy went on to college and law school, with no intention of ever returning to the company. "My parents were always very good at encouraging us to do whatever we wanted to do,' she said. "It wasn't until I was out of law school that my dad and I even talked about it."

Eventually, Kathy returned as General Counsel in 1993. She was elected Chairman of the Board in 2000. She stepped down from that job when she was named President and Chief Operating Officer for Buckman International in 2014 and launched KBG Technologies, the only woman-owned, full-service specialty chemistry provider for the pulp and paper industry, in 2017. As Kathy's executive responsibilities grew, she had a unique view of the changing leadership of the company and why it has been successful for 75 years.

"Grandfather would be in the labs every day; he was very molecule-focused. And I give him a lot of credit for having taken us global really early. When you think about how small we were and yet he had the courage to do that.

"Then you had my father, who came into the CEO role and asked about our relationship with the customer and how we grow based on that. He laid the groundwork for recognizing that you really need to have relationships at different levels with the customer. Of course, he also encouraged knowledge sharing and was involved in creating our Code of Ethics. He was truly a visionary. ... That's just who he is.

"Then Steve came in, with his financial background, and was very focused on how we make what we're doing repeatable. How do we build processes? That way, we could really grow the company.

"All of them were important keys to where we are today, which is focused on digital data to create more value for the customer. To me, Junai is taking our mission and using the power of digital to take it to the next level."

Kathy also has a unique perspective on the development of BuckmanCares, the global community service initiative that was formalized in 2008, but has deep roots in the history of the company.

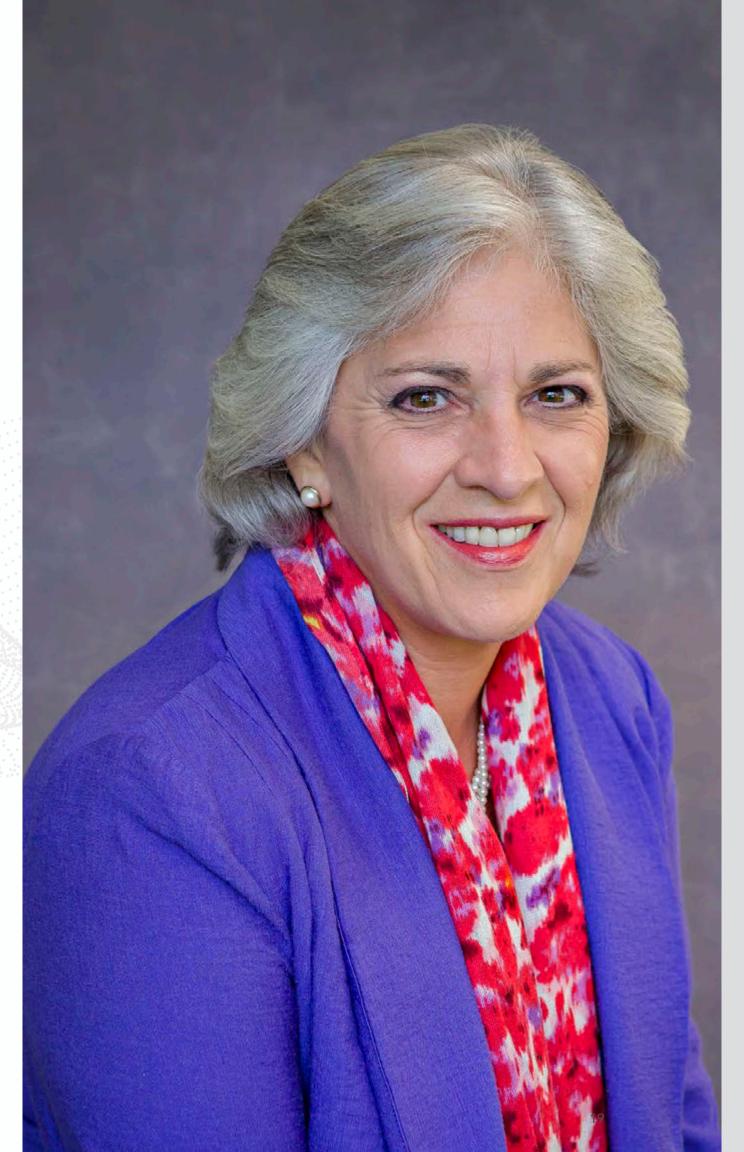
"When you look back at the history of us in Memphis, we've always been deeply engaged in the community here, and have been in communities in Brazil and South Africa for many years too," she said. "Education has always been an area that was important. I've always attributed it to the fact that Grandfather was the first in his family to go to college."

What does Kathy think would surprise her grandfather today about the company he founded?

"I think he'd be surprised at how many people we have in the field and how Sales Associates interface with customers. That looks very, very different than during his time.

"Today we are able to create value for our customers in a lot of different ways, and not necessarily just through a product that we made in a vessel.

"I think he'd be pretty proud about it."



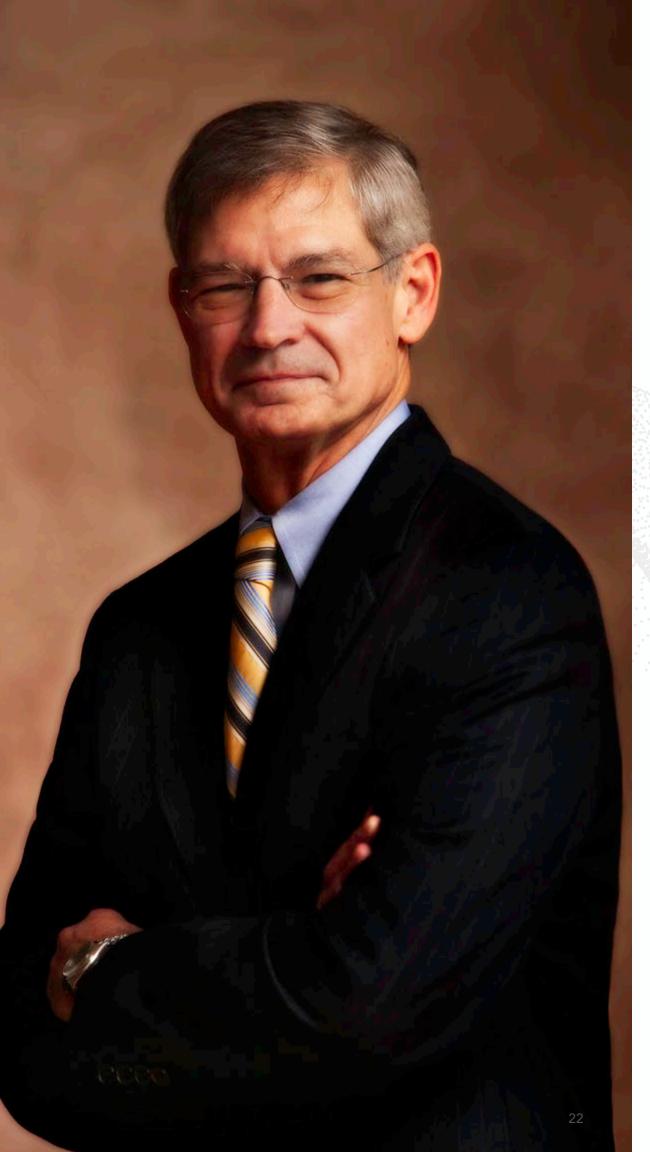


Since the company's founding in 1945, the Buckman family and its Associates have given time and money back to our communities.

Mertie Buckman, our founder's wife, personified the word *philanthropist*. She was a community leader who gave her time and resources to education and literacy, and modeled a spirit of caring that she helped build into the company from its earliest days. Following in her grandmother's footsteps, Kathy Buckman Gibson formed the Community Relations Advisory Council in 2009, with support from members in the U.S., Brazil and South Africa, including our now-CEO, Junai Maharaj. Soon thereafter, the global BuckmanCares initiative was established.

BuckmanCares concentrates Buckman's charitable giving in four areas: education, with an emphasis on youth; health and human services; environmental stewardship; and diversity, equity and inclusion. These concentrated giving and volunteer efforts help make our communities better while they provide our Associates with unique opportunities for personal growth and fulfillment.





STEVE BUCKMAN

"When I was 16, I started working summers at Buckman, in the paint lab. Believe it or not, we actually made paint, enough to paint the plant." Steve said that Dr. Buckman, whom Steve calls SJB, would offer employees' teenage children summer work because "he believed it built your work ethic, and you could earn money for college."

Later, when Steve started at Buckman as an export analyst in 1974, his uncle still ran the company. Steve is grateful that he got a chance to know and work with him. Of course, Dr. Buckman's hard-driving philosophies guided every part of the company. "We used to laugh about it," Steve said. "All the employment contracts had a clause that said you may be assigned other duties from time to time. What that meant was that you did anything SJB told you to do."

Even before he became CEO in 2000, Steve saw the company make decisions that helped guarantee the success it enjoys today. One of them was moving away from only selling Buckman-manufactured products. "SJB never believed in selling anything that we hadn't put together ourselves. The decision to start selling PFR (purchase for resale) products to expand our product line was necessary for us to become a full-service supplier to the pulp and paper industry," he said.

Another major effort was to begin implementing systems to improve the quality of the products that we produced. "Nobody would believe it today, but we had some terrible quality issues back then. We weren't even close to being ISO certified."

To change that, the company began implementing systems to ensure global product consistency, enabling Buckman to receive ISO certification.

Another major change was the implementation of teams and work groups throughout the company. "We went from a communication system of talking to the general manager and hoping he passed it along to really enhanced communication and people getting to know each other on multiple layers in the company," Steve said. Using work groups and teams allowed the company to become much more consistent globally with its customer service.

Despite implementing quality systems, using teams and work groups, and becoming a customer-intimate company, Buckman still wasn't evolving fast enough. The cost structure needed to change. To do that, the company implemented the Value Stream Initiative, which morphed into the continuous-improvement process.

"It wasn't just change for change's sake. It was based on trying to answer these questions, 'What is the customer willing to pay for? If a customer is not willing to pay for it, why are we doing it? How do we continually improve what we do for our customers?' People really woke up to how much change could happen. It transformed everybody's mindset. And it has continued; that's a good thing." Steve pointed out that Junai Maharaj, the current CEO, was the leader of the Value Stream Initiative in South Africa.

Increased attention to safety was also part of the continuous improvement process. "We were always aware of the need for safety, but it was not until we started to put into place systems that it became ingrained in the everyday culture of the company. People were amazed at how our safety record improved," he said. Safety moments – a daily ritual where Associates remind each other of safety protocols and concerns – remain a key cultural element across the globe.

The focus on customer intimacy, continuous improvement and safety changed the company, and formed the basis of the agile and customer-focused organization of today.

Steve also continued the push toward integrated digital solutions for customers. He knew that to compete globally, Buckman needed digital systems to back up its chemistry.

"The demands by our customers and our implementation of some relatively simple solutions that were better than our competitors woke us up as a company and convinced us that we could get into the digital age."

On a recent tour of the digital operations lab, he saw that the company has realized some of what he had been thinking about. "To be able to sit there and control customer-feeding equipment through a computer remotely, without a salesman doing it on the customer's site, that's come a long way. If we can get ahead of it far enough, we are not just problem solvers anymore. We have the ability to anticipate and implement solutions for customers before the problems happen.

"Back then, we did not know how we were going to do it, but we dreamed about it and began implementing some simple systems. It is very exciting to see the progress being made."

All of the cultural, financial and operational changes during Steve's CEO tenure was a reflection of his ability to focus on many places at once.

"You can't just do one or two things," he said. "You've got to work on everything a little bit at a time. That's why the mindset of continuous improvement was so important to get implemented; it impacts everything else. Working on everything a little bit at a time, trying to make everything better, is a philosophy that fit me very well."

For a company with larger competitors on all sides, Steve has thought a lot about what has made Buckman survive and thrive for 75 years.

"Even in SJB's day, the question was, why should we be able to survive? There were a lot of other companies out there selling for the paper industry, a lot bigger than Buckman, and they're all gone now.

"The reason that Buckman survived was our Associates. It was their dedication, their willingness to learn and change and do everything necessary to ensure the success of Buckman. We had some really great people working with us."

JUNAI MAHARAJ

It was a computer that first brought Buckman to the attention of Junai Maharaj.

Today Junai is well into his fourth year as Buckman's CEO, and he has now been with the company nearly 20 years. H

In 1996, Junai was a consultant who worked with many global chemical companies in South Africa, where he had grown up crazy about computers and their potential.

"My dad took out a second mortgage to buy me my first computer," he said. "I had to take out a three-year loan to buy myself a compact laptop to use at my consulting job – it was more expensive than my car! Yet Buckman was handing out laptops to salespeople. Not just handing them out, but using their technology to solve customer problems around the world. It was just fascinating for me ... like magic."

He was also attracted to Buckman's commitment to the community and diversity, especially in apartheid-era South Africa. "As a person of color growing up and being subject to apartheid for many years, when I used to come to Buckman, I saw diversity in the offices. They had a policy and Code of Ethics, and they were really living it."

He signed on at Buckman South Africa as Head of Finance, eventually becoming General Manager. What made him take the leap to join a small, family-owned chemical company headquartered far away in Memphis?

"At Buckman, the focus on the customer was just incredible, which, to me, was clearly a reason for their success. They had a pioneering knowledge-sharing system that had been put into place. They also focused on talent – the breadth and depth of your job was really up to you, because it was such a small, family-owned business. You joined for a career, not just a job."

Today Junai is well into his fourth year as Buckman's CEO, and he has now been with the company nearly 20 years. He says the company is in a sweet spot, with both change and opportunity coming faster and clearer than ever before.

"We're a textbook example of a company that should not exist today because of the consolidation of our industry," he said. "Well, we do, and we're putting up a pretty decent fight. I think our competitors are perplexed as to why we're still here, and that's a good thing for us."

What's changed most since he became CEO? Obviously, the company is still family-owned, but no longer family-managed, he said, and a new generation of leadership across the company has opened opportunities for approaching the business in new ways.

"We've always had chemical-innovation ability, but today we have a fully dedicated team to give us phenomenal digital-innovation capability too.

"We have focused on teaching our Associates new skills, heavily investing in new selling skills and new leadership skills for a world changed not only by COVID-19 but also by the changing expectations of our customers.

"The holy grail of where we want to go is predictive analytics, where we are able to differentiate ourselves by our ability, our agility and our responsiveness. We are changing from being customer-focused to customer-obsessed. We want to help our customers see solutions they didn't even know they needed."



The focus is on innovation, yes, but innovation that is scalable, said Junai. "We need to be much more strategic. We're not just looking for one-off innovation we can sell to one particular customer."

What isn't changing, though, is Buckman's traditional focus on teamwork and the company's Code of Ethics. "Teamwork has always been part of our culture," said Junai, "but now we're talking about teamwork and collaboration, adding a whole new set of skills."

He also points out that the newly refocused emphasis on diversity, equity and inclusion has been part of the company's DNA since its founding. "Buckman has always respected other cultures and stood up for doing what is right."

He sees the companywide innovation process he is leading as a dual transformation. "We are not just transforming the customer experience to incorporate digital technologies, we are transforming ourselves internally too. You can't become an innovative company if you don't have a process that can manage ideas and convert them into actual solutions.

"Having that capability in the organization, then having people who can truly leverage the power of data that systems like SAP deliver to enable that customer experience, that's the growth engine of Buckman for the future."

Though they never met, what does Junai think Dr. Buckman would make of his company at 75?

"I didn't have the privilege of meeting Stanley, but I think he would be surprised about how much digital technologies are changing the way we apply chemistry."

"His was the era of the chemical molecule. ... We put our product in barrels and shipped it to customers. Today, there's more science than art to selling something to a customer. It's not just about the product. We have to have a deep understanding of the customers' processes, understand their needs – both articulated and not – and have deep technical knowledge as well. The role of pure digital technology in all of that – I think he would be very surprised by that."

Aside from Dr. Buckman, what does the CEO think of the company reaching 75?

Junai returns to the imperative of making sure Buckman is a knowledge-sharing and learning organization. "We can't say, 'Yeah, we've been around for 75 years, so we know it all.' It doesn't work like that. Past success doesn't guarantee future success."

Still, he's excited for the future.

"Buckman is in a unique position. There are lots of data consulting companies out there. There are lots of equipment-sensor companies out there. There are lots of chemical companies out there. But there's no company combining all of those things together to provide one actual solution to the customer.

"It's going to be very, very, very, very hard work, and a long road ahead of us. We are continually learning, developing, experimenting – failing in some cases – just navigating through some pretty turbulent and uncertain times.

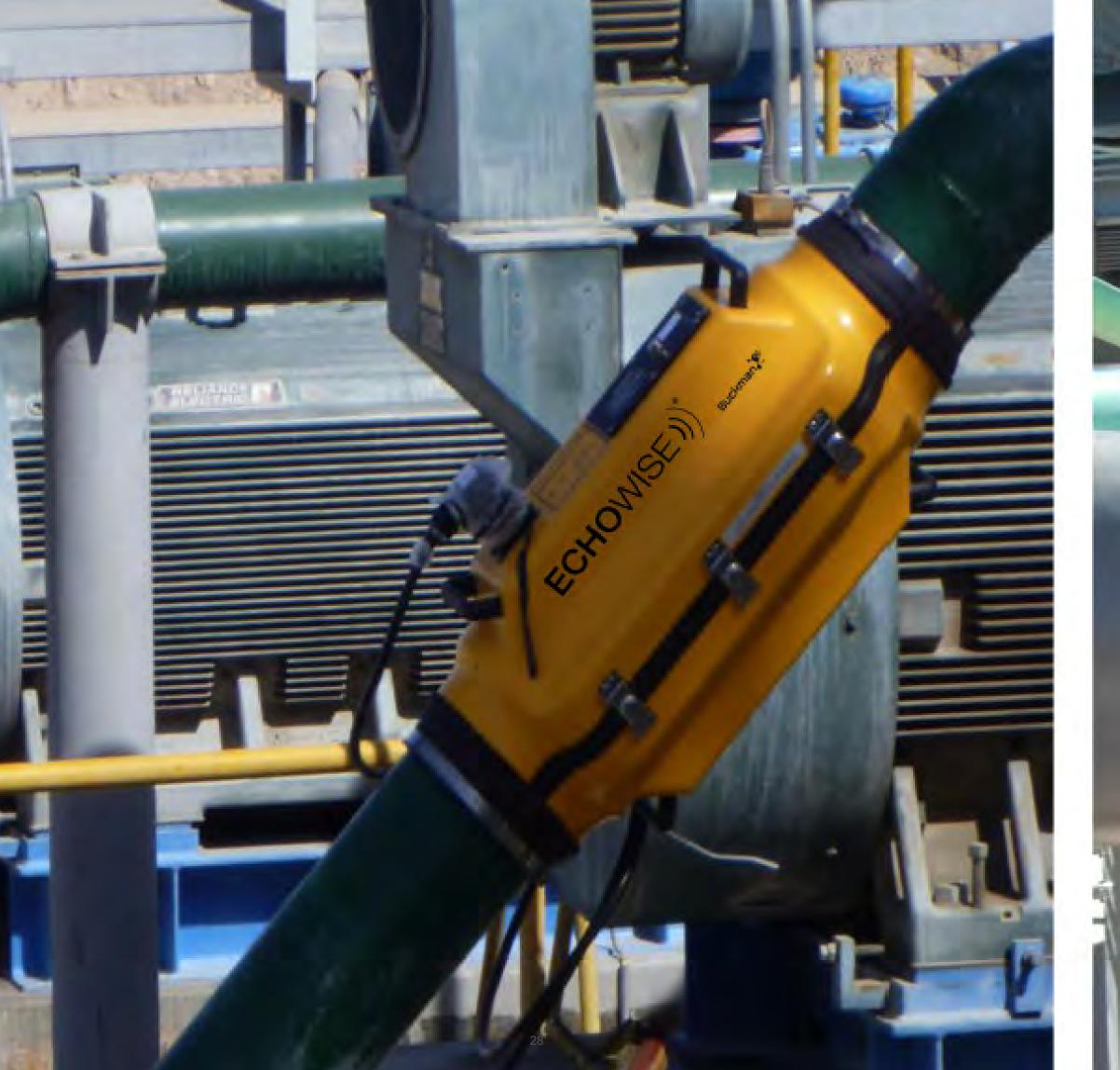
"But I know we will come out of it stronger."

Buckman 4.0

The holy grail of where we want to go is predictive analytics, where we are able to differentiate ourselves by our ability, our agility and our responsiveness. We are changing from being customer-focused to customer-obsessed. We want to help our customers see solutions they didn't even know they needed.

27













Brenda Pendleton

began in 1973, worked with Dr. Buckman, trained Kathy Buckman Gibson when Kathy worked in Human Resources as a teenager and developed Buckman's global recognition programs. Retired as a Human Resources Generalist in 2012.



I was Buckman's resident cheerleader – I was always ready to celebrate any and all achievements. I felt proud to be a part of the Buckman family and its team of professionals. I tell you, Dr. B, Bob, Steve and Kathy will always have a special place in my heart. I was 21 years of age when I came to Buckman. They developed my career and financed the training, college degree and job-related certification for my professional success.









Janet Stevens

began in the word processing department in 1983; currently serves as Corporate Risk and Cash Specialist and is heavily involved in BuckmanCares.



I want to mention our community partnering.
I'm most proud of that because I've been given opportunities to volunteer and make a difference for others. I actually realized, after just a few of the events I volunteered for, that our community partners weren't the only ones being blessed by my work. I love to serve others, and it was me that was actually receiving the blessing.









Gerald Lawson

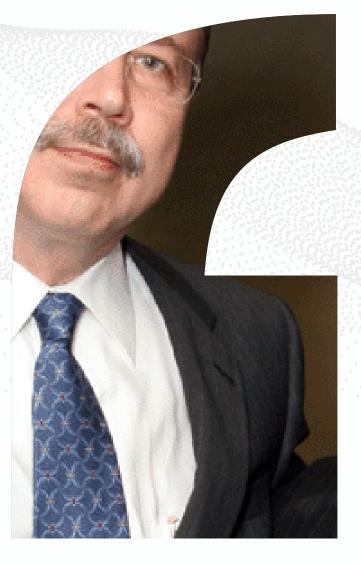
began as an Operator's Helper at Buckman Cadet in 1974, held positions including Safety Coordinator and Maintenance Manager, and retired in 2016.

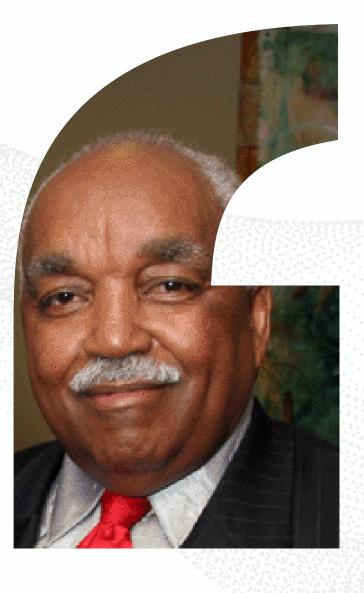


As far as the plant goes, well, we developed the fire brigade. I was also instrumental in setting up the Buckman safety team – the B-Safe team at the Cadet plant. We were working toward a safety program managed and operated by the people at the plant, not necessarily by management. We had a lot of good people at the Cadet plant. We had people who were willing to work, didn't mind hard work, getting things done. I was blessed to work there.









Readus Smith

was hired by Dr. John Pera to clean glassware in 1955. He also worked in the sample room, assisted Dr. Buckman until 1978 and retired in 2002.



When my friends would come and tell me the hard time they'd had on the job, it made me proud to know that I worked at a place that was concerned about me and concerned about my children, my wife. Inside Buckman was integrated. We didn't have separate Black and white water fountains, back like they were then. Once you made it inside that gate, you were home free.









Karen Damrell

began as a secretary in 1985, working for Regulatory Affairs and Dr. John Pera, moved to Legal and worked for Kathy Buckman Gibson, and later joined Human Resources, where she is an Associate Relations Specialist.

In my role, I do a lot of coaching. I do a lot of intervention. I do a lot of Associate relations, which is my role, but I also feel like I was able to make the company a better place to work. And that was probably the most important to me as I went through my career.









Stan Johnson

was hired by John Buckman in 1975 in the Technical Services Lab working in pulp and paper but transitioned to leather, and retired in 2019 as manager of the Leather Lab in the Technical Services Lab.



I think the number-one thing that I am most proud of is, well, we did worldwide TCMTB analysis. I learned how to analyze TCMTB; it was such an important chemical to the company. And we needed that analysis. Luis Zugno would literally have me work up standards and send them out worldwide, then have the information sent back to me, and I would compare what everyone was getting. I was the standard. 'If you can do it like Stan.' Integrity was number one on my list. People trusted me.



































·**1988**

Buckman South Africa was the

first Buckman manufacturing

certification. All manufacturing

facilities would complete this

certification by 1994.

facility to receive ISO 9002



Buckman

TCMTB was developed for the paper

industry and is now used in every

1945 ◄

Buckman Laboratories founded by Dr. Stanley Buckman to mitigate microbial problems in the pulp and paper industry.

>► A new company was formed in Canada.

:►1958

Buckman acquired 4,500 acres of land in southeast Missouri that later became home to our plant in Cadet in 1963.

▶ 1962

industry we serve.

A new company was formed in Mexico.

►1963

▶ 1964

A new company was formed in Belgium. **► 1978**

Dr. Stanley Buckman died, and the company was passed to his sons - Robert H. Buckman and Dr. John Buckman.

-1971

Creativity for our customers

New companies were formed in South Africa, Brazil and Australia.

The company invested in expanding facilities worldwide to accommodate current and future growth. The company laid the groundwork for designing and installing a computerized communications network that would eventually link all Buckman employees worldwide.

1984

►1995 Buckman's knowledge network launched; every employee has a laptop.







74























Buckman TM

Chemistry, connected.





1998 ◄

WSCP, a broad-range microbicide for recirculating cooling water systems, launches.

> **->** 2000 Steven Buckman, Dr. Stanley Buckman's

nephew, became CEO upon Robert Buckman's retirement. A new company was formed in China.

→ 2004

Buckman receives ISO 14001 certification in all of its manufacturing facilities and U.S. EPA Green Chemistry Challenge Award for Optimyze® technology.

2008

PCA Plus, a non-phosphate deposit control treatment, launches.

Buckman

> 2009 Oxamine®/MCA for biofouling control in water treatment launches.

BuckmanCares launches.

→ 2011

The Buckman Green School for sustainable water treatment launches.

→ 2010

Buckman receives U.S. EPA Green Chemistry Challenge Award for Maximyze® technology.

→ 2017

> 2012

Junai Maharaj became first non-family CEO upon Steve Buckman retirement. Buckman acquired CiDRA Chemical Management, Inc.

~ 2020

Buckman celebrates 75 years of business.

Buckman

Commitment makes the best chemistry.





76









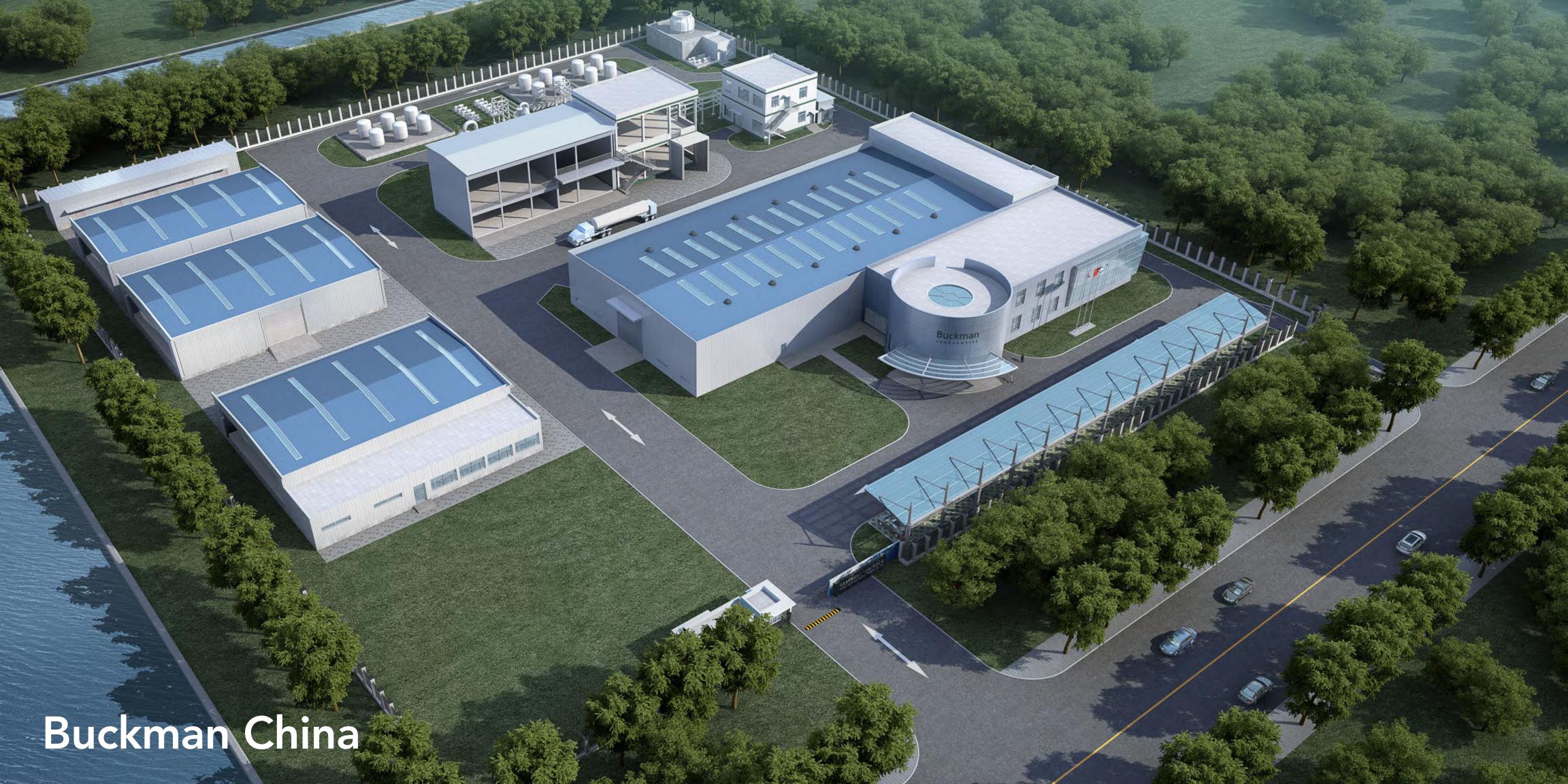






















Martha Holt

began at Buckman in 1984 and spent her career in various capacities in Technical Services' Water Lab, was a participant in BuckmanCares and retired in 2018.



I was most proud of the fact that I was able to assist our water sales team to grow the water industry, because we had not been in the water industry very long when I came to Buckman. I gave my customers the best support I could give them, and it came from my heart. It made me so proud that the customer depended on me. Also, Buckman gave back to the community. I'm from this community, I went to Memphis City Schools, and I decided to go into science because of a tour I took at one of the local hospitals as a high school student. Buckman gave me an opportunity to do community outreach and encourage young girls to go into a science-related field.









Albert Moore

was hired by Bill Stitt in 1971 as a sales rep for the Pulp and Paper Division based in Maine; eventually became Regional Sales Manager, moved to Memphis to be assistant to the President for the U.S. company and retired in 2010.



A lot of what I'm proud of was supporting people who worked for me. Getting them to move forward, move up in the company. I was also proud of working with TAPPI (Technical Association of the Pulp and Paper Industry) and PIMA (Paper Industry Management Association) as well as the paper school programs at the University of Maine, University of New Hampshire. ... I could go on and on, but that's how people moved forward and up into the industry too.









Mohan Karve

was hired by Dr. Buckman in 1965, opened the Asia-Pacific region from Japan and retired in 2000 as Vice President of Corporate Alliances.

I was proud to have joined the company when I was the only Buckman employee between California on one end and Europe on the other end.

Dr. Buckman sent me to Japan because, at that time, the Japanese pulp and paper industry was among the top three in the world, but Buckman had no continuous presence there. In so many countries, I was the first person to show up with my briefcase and with our pamphlets and say, 'I'm from Buckman.' They'd say, 'Buckman who?' But one by one, bit by bit, we built everything up. It's an achievement I still feel.









Carmen Rodrigues

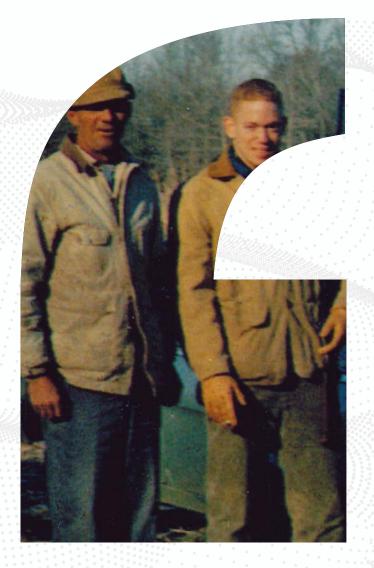
was hired in 1982 at Buckman Brazil by Dr. Charles Cloninger; she was the first female salesperson and first female General Manager in Buckman history; was also involved with Buckman Cares and retired in 2015.

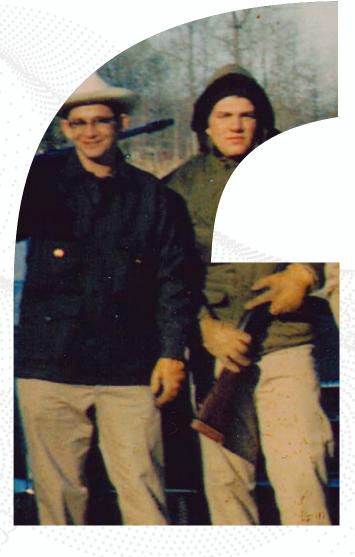


I'd just come into Buckman (as the first female sales rep) and Dr. Cloninger wanted me to travel to another state in Brazil. It was not a small trip. He gave me his credit card for that trip because he was concerned about sending me, a young girl, to another state, to a plant. He gave me his credit card for anything that could happen. It's very emotional to remember, but I think this is always how I felt about Buckman. This support. I always felt that from all my managers. Challenge, but support. I'm proud to have been part of Buckman because I feel I'm a part of a company that has a purpose that's good for the world.









John Stitt

started at Buckman at 16; his father, William Stitt, was the company's second employee. John held various positions at the company and left several times. He retired in 2017 as Marketing Manager, Crepe Technologies, and Senior Consultant.

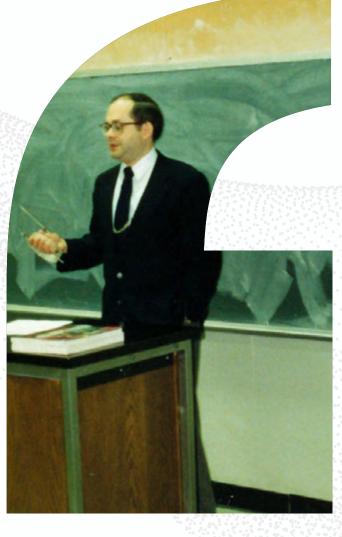
I'm proud of most everything I've done at Buckman. It's been a unique company to work for; I didn't realize how unique until I worked for two other companies. Buckman is a dynamo. Although you think it's a lot of turmoil, in that turmoil is good. Confrontation was the means to arrive at the big decisions.

Even with Dr. Buckman, if you had a good argument, you could go in and convince him or present your position. Now you may not win, but he would listen to you, and he would probably respect you more, actually, if you had all your ducks in a row, if you knew what you were saying.









Tom McNeelwas hired in 1972 by Dr. Buckman and has always worked in
Research and Development; his current title is Principal Chemist.

116

I would like to think one of the things I've contributed to the company is: Do we really understand what we're making? How we're making it? What it's being used for in the field? Do we really understand all that chemistry? I've tried to make sure that everybody involved has a clear understanding of what we're doing and why we're doing it this way and that we make sure the customers understand those things as well.

If we keep doing the right things, if we keep looking forward, but at the same time remember what we've done in the past to help determine our next steps, we're in a good position for the 76th year and beyond.







Gerald "Coldwater" Minor came to Buckman in 1978 as a Chemical Operator and retired in December 2020 as a Production Operator IV. He had set retirement for April 2020 after 42 years but stayed on to assist in the plant because of COVID-19.



I think my greatest accomplishment is how an individual like myself, an African American who went to Springdale School, eventually got on with the company and went back to the school to volunteer. I'll never forget going there one particular day. I didn't know what was going to happen until Kathy Buckman Gibson said to me, 'Coldwater, didn't you used to go here? I want you to say something to these kids.' I got up there and spoke and said this and that. When I got done, the kids clapped and clapped. I told Kathy, 'I've sat in those chairs at those desks. So I know they feel that if they can see me, they can see themselves in years to come, you know, being like me.'





WHAT DOES IT MEAN FOR BUCKMAN TO CELEBRATE 75 YEARS IN BUSINESS?

"Buckman started as a small business and it grew, but it never left Memphis. The main campus is still in the same location where Dr. Buckman and his family started. To me, that is amazing, because there are not many companies that can say we've been in business for 75 years and are still at the same location. What's amazing about 75 years is that we are a business in a community. Buckman sits in the middle of a community."

-Martha Holt

"Not very many companies make it to 75 years, and I think it's important that we celebrate that because we're in a unique position. It shows a level of commitment that most companies do not have from their leadership. I believe we act more like a large company now, and not just a mom-and-pop organization. A lot of people talked about us losing the family atmosphere, but I personally believe that if we had continued acting like a small company, there's a good chance we would no longer be in business, or certainly not as successful as we are."

-Karen Damrell

"I think that we have the right purpose as a company. Since the beginning. I remember when Kathy and I went around together to see all of the things that the Buckman family did in Memphis. I was so touched by this. We work here because there is a much bigger purpose than just getting some profits or sales or whatever. We have the right purpose. Also, I think we are incredibly creative as a company. We've always been open to learn. That's why we are going to be here at 100, at 150."

-Carmen Rodrigues

"What does it mean for a company like Buckman to celebrate 75 years? There are lessons in culture from the past that shouldn't be forgotten, but you also have to focus on the future. There was a focus on people and excellence. Excellence with people, excellence with equipment. And the customer was our focus. Innovation has gone on, and the value that stayed is the belief in innovation. There were a lot of false starts, but there's still a lot of it going on. Then and now."

-John Stitt

"For any company to celebrate 75 years is a huge milestone. I think this accomplishment shows that Buckman is doing something right. I believe it also speaks to the teamwork that we've had over the years as well as the passion Associates have for working at Buckman.

"It's important for Buckman to continue to serve as a role model for not only businesses locally but also globally. We're not just selling chemicals anymore. The focus has shifted to customer relationships with the goal that not only are we going to be successful, but our customers will be too."

-Janet Stevens

"Buckman has always been a company that accepted change. If you turn the clock back to the 1940s and '50s when Dr. Buckman started the company, what was our big product back then? Organic mercury compounds. Had he said, "Okay, I'm going to make organic mercury compounds, and I don't care what anybody else says," then we probably would have ceased to exist by 1965. The fact is, he looked at what was going on and said, 'We've got to make a change,' and they did. That has happened over and over again since then.

"There are two reasons for that. One is Buckman's ability to do it. The second one is the Buckman family's expectation that change would happen. Dr. Buckman's expression was, you've got to spend money to make money. Sometimes the changes come with costs and you have to be willing to pay them."

-Tom McNeel

"The thing that came to my mind is that Buckman never settles for good, only great. I hope I'm around to celebrate a lot more milestones, because Buckman continues to strive, not just to be good, but to be great."

-Brenda Pendleton

"I think it says a lot for the Buckman management; of course, it was family-led for so long and I think that helped out a lot. I appreciate the fact that they are still around and that they are still profitable. Because that means a lot for my career, it at least says that I contributed something to that success."

-Gerald Lawson

"It is really impressive to me that Buckman has survived as a privately held company still with family involvement in it after 75 years in this very competitive global atmosphere. Unless you change with the times and be ready to leave your old prejudices and your own old ways of thinking, you can't last that long.

"We were able to do it from a strong position in an older type of chemistry that is not sustainable anymore to reinventing ourselves into a completely different line, the WSCP molecule, the TCMTB molecule. It took some daring and courage to say, 'Let's go into something that's more flexible for the future.' As long as that spirit stays within the company's current leadership and the leadership that follows, we'll be ready for change. We must not be afraid of change. That's what is going to keep the whole organization moving forward."

-Mohan Karve

TURNING POINT

"The biggest turning points that I've seen happen are whenever we've had a big change in the upper management. We had Dr. Buckman, then we had Bob, Steve and then Junai. Each one has brought his own interests, his own priorities, his own vision of what he wants Buckman to do. Each one has been significantly different from the one before him.

"Dr. Buckman saw this as a chemical company, and he was focused on manufacturing and selling chemicals. Bob understood the direction the business was going, was getting computerized, and it was going to be important for people to learn computer technology if they were going to be successful in business.

"Bob had his priorities, Steve had his. I think if you had looked back 30 years ago and said we were going to become a combination chemical and equipment company, which is pretty much what we're trying to do with the digital things now, people would have said, 'You're crazy. We're never going to do that.'

"Well, here we are."

-Tom McNeel

"The turning point for me was when Bob Buckman gave each Associate a computer and we started knowledge sharing. I had never worked with a computer, so when I got the first computer on my desk, I was afraid. But knowledge sharing allowed me to assist our global labs with setting up water testing in their Technical Services Labs. We became the most advanced at serving our customers."

-Martha Holt

"My career started with Buckman in 1983. I used a Mag Card Typewriter for one week and then all of a sudden, a large desktop computer was put on my desk. My first thought was, what is this? And how will I ever learn how to use it? It didn't take me long to realize I was going to be with a company that was bringing about change with new technology.

"But with each new era of leadership, there have been changes over the years. We would be introduced to a new style and a new focus from each of our leaders. But I think the core values remained the same.

"The turning points are what set Buckman apart as a leader in the global business. Recently, with the COVID pandemic, I can't believe how Buckman has addressed all the safety for the Associates worldwide. Task force teams are communicating regularly. And I love how they have provided training videos and communications to help us with the transition of working from home. I appreciate Buckman's management for ensuring that both my family and I are safe."

-Janet Stevens

"The big turning point for me was when I became a general manager. Really, I was not expecting it. Then one night Edson Peredo calls and says, 'I just want to know if you would be able to spend three months away from home in training.' So there was the invitation to go to Harvard. Even with that information I was really not sure that I was going to become a general manager. I was like, well they are training me maybe for some reason but I don't know. But it really came as a big surprise."

-Carmen Rodrigues

1945 Buckman75

It's a long time to be in business. A long time to make our customers' operations run better, a lot of time to share knowledge and to push the boundaries of technology to be truly competitive. The Buckman family, board of directors and leadership team are most grateful to each and every Associate who contributed to our success along the way, who made this company not only last for 75 years, but thrive. You are why we have grown, why we have made such an impact on so many businesses, lives and communities. Our strength is in the collective talent of this organization, talent we're excited to see take us into our next chapter.

This book is dedicated to all the Associates of Buckman past, present and future, in all the corners of the world.

These were your 75 years.

75× 27,394× 657,456× 39,447,360×

Not pictured?
Stick around, our 100th anniversary is just around the corner.

