

Alfred Baber Sands

Correspondence

Davis, Gerald 1996

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FAX FROM

*DR. ALFRED BADER*  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone: 414/277-0730  
Fax: 414/277-0709

May 1, 1996

TO: Mr. Gerald L. Davis  
FAX: 314/741-5779

Dear Jerry:

Your fax of today reminded me of our happy meeting in St. Louis.

If you will check with page 265 of my autobiography, you will see Marvin Klitsner's advice to me: "I never think it pays to try to make your points in the other fellow's court, especially when the other fellow has full control of the proceedings and a packed court." I presented no motion for the Board this year and hence, do not plan to come.

You will have noted from the recent first quarter earnings of Sigma-Aldrich, the company is not really doing very well. Sales are up much less than hoped for, and earnings are up only because Tom Cori is squeezing expenses tremendously. This cannot last forever.

With all good wishes, I remain,

Yours sincerely,

AB/cw



# Fax Cover Page

**SUBJECT:**

To: Mr. Alfred Bader

From: Jerry Davis  
St. Louis, MO



To: Dr. Alfred Bader	From : Jerry Davis
For Information Call: (314) 741-5779	At: M.I.T.
Pages: 2	My Fax Number : (314) 741-5779

# Fax Cover Page

RECEIVED:

To: Mr. Alfred Bader

From: Jerry Davis  
St. Louis, MO

From: Jerry Davis

To: Mr. Alfred Bader

At: M.I.

File Information: (1) 141 278

Use Fax Forward: (1) 141 278

Page: 2

**Gerald L. (Jerry) Davis, Jr.**

48 Clearview Park St. Louis, MO 63138-3302  
(314) 741-5779 Email: s951657@umsl.ma.umsl.edu

April 30, 1996

Mr. Alfred Bader  
Ardwaaukee, WI

Dear Alfred:

How have you and your family been? What's new with your art collecting endeavors and your museum? I trust that I'll see you at the Sigma-Aldrich shareholder's meeting next week. I own a few shares and am planning on attending. I have (indirectly) followed all the news I could find on Sigma-Aldrich, but am very interested to hear your views and insights. I realize you're very busy, but if you have any free time, I would like to visit with you for a while. I read your book and must say it was very interesting. You have led a very interesting life and you wove your material in a captivating manner. Your observations and frankness produced a captivating story. I was in Vienna, Hungary, and other parts of Europe last summer and it added a dimension to my visit, imagining what it must have all been like in turbulent and troubled times.

Things are pretty much the same here in St. Louis, all are fine and life is well. My mother Florence sends her regards! We had a tumultuous wind storm over the weekend and two huge trees were blown down in our yard, leaving us without power for two days. We live on the bluff overlooking the Missouri feeding into the Mississippi, and the wind came whistling off the barren river bottoms. We were lucky, the damage was minimal.

I finished my MBA last Fall and have just a few classes left to finish my Masters in MIS (Management of Information Science-Computers), which I was working on in parallel fashion. I have been working part-time and attending the University full-time, but have been interviewing for a full-time position and will continue my studies in the evening. I hope to continue studying after finishing this degree, as I am dedicated to life-long learning. If I do not obtain a suitable position in the near future, I plan on working with some friends on a computer business project in Amsterdam for a couple of months and returning in September. I hope to broaden my horizons and language skills in Amsterdam.

I'll look forward to seeing you at the meeting.

Best Wishes,

*Jerry Davis*

Jerry Davis

Gerald L. (Jerry) Davis, Jr.  
28 Elmwood Park - St. Louis, MO 63108-2002  
(314) 741-7777 - Email: gerald@jerrydavis.com

Date: 11/11/01  
To: [Name]  
From: [Name]  
Subject: [Subject]

I have just read your letter of 11/11/01 and am pleased to hear that you are interested in the position of [Position]. I have reviewed your resume and am impressed with your background and experience. I believe you would be a valuable asset to our team. I would like to schedule an interview with you to discuss the position in more detail. Please let me know what dates and times would be convenient for you. I will contact you again to confirm the details of the interview.

I am looking forward to meeting you and discussing the opportunity further. If you have any questions or need any additional information, please do not hesitate to contact me. Thank you for your interest in our organization.

Sincerely,  
[Name]  
[Title]  
[Company Name]

11/11/01  
11/11/01  
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Dr. Alfred Bader  
924 East Juneau, Suite 622  
Milwaukee, Wisconsin 53202  
Phone: 414/277-0730  
Fax: 414/277-0709

*A Chemist Helping Chemists*

May 14, 1996

Mr. Gerald L. Davis  
48 Clearview Park  
St. Louis, MO 63138-3302

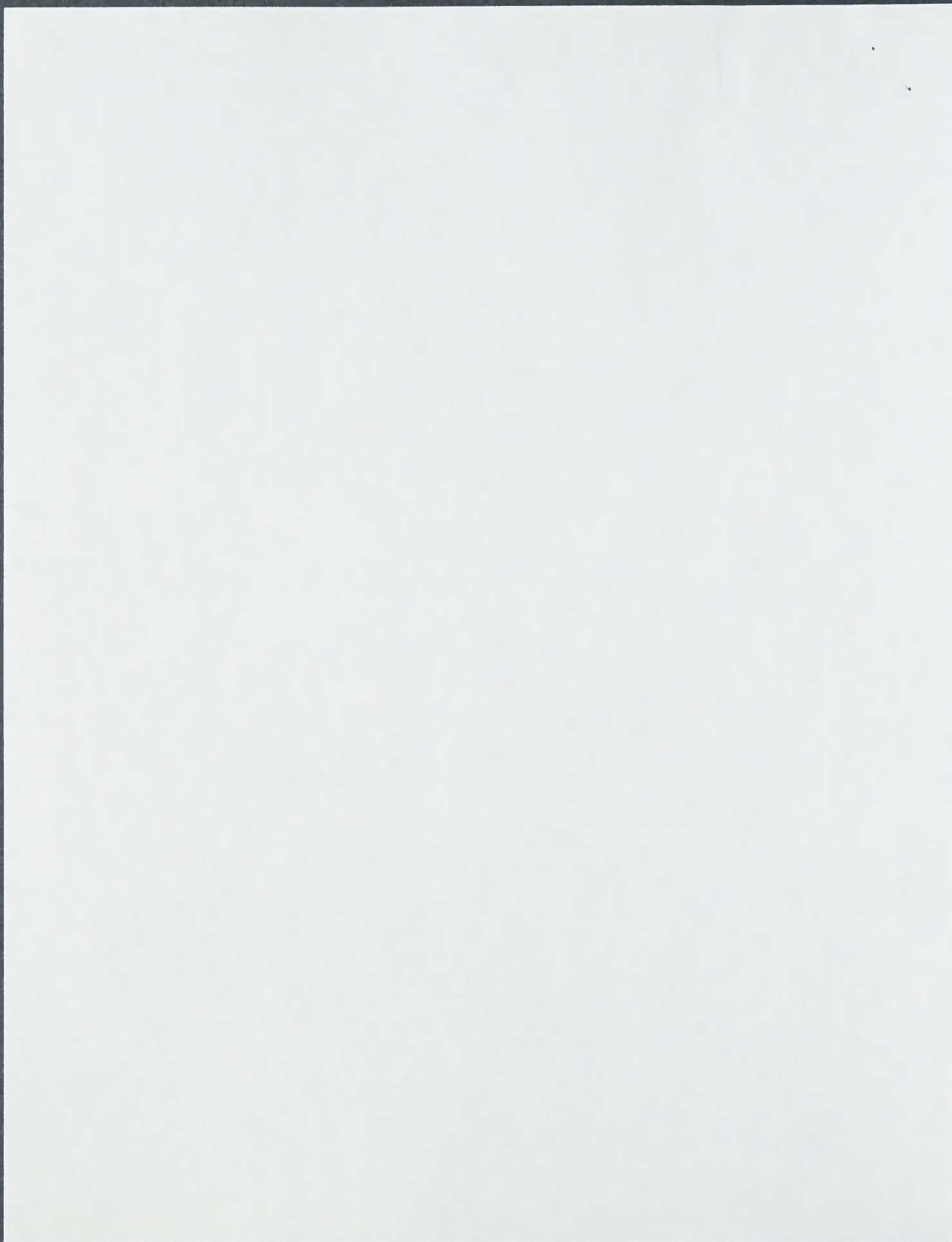
Dear Jerry:

I really appreciate your letter of May 8th and the article from the *St. Louis Post-Dispatch* and the two videos, which I will look at with great interest.

First and most important: You have learned so much about the company, and I am convinced that a man with your knowledge and sensitivity could add a good deal to Sigma-Aldrich. Hence, let me urge you to apply - needless to say, without mentioning that you know me. Probably the people whom to approach are Peter Gleich, Kirk Richter or Dr. Philip Ottinger. The first two are described in my autobiography. The third is an able Swiss chemist who spent some years running Sigma-Aldrich Australia. He must be a superb politician - to have lasted with Cori - but he is perceptive and might be just the right man to recognize your potential.

I had to smile when you wrote that one of the very sharp individuals working with you is a communications specialist who put together the annual report. The report itself is like every report of the last 10 years; the cover is most unattractive, but perhaps there was nothing he could do.

On a much more worrisome matter, could I ask you to keep your eyes and ears open about the following? I have heard from a number of middle management people at Sigma that Sigma has decided recently not to analyze a good many purchased products when the suppliers are known to be reliable. This is a frightening departure from the past when Sigma prided itself on analyzing everything it sold. This really scares me because it is bound to lead not only to customer complaints, but sooner or later, to serious lawsuits.



Mr. Gerald L. Davis  
May 14, 1996  
Page 2

I enclose a couple of recent reviews of my book, as well as a chapter from a business textbook that might be of interest to Dr. Arshadi.

Jerry, please do stay in touch.

With all good wishes, I remain,

Yours sincerely,

AB/cw

Enclosures

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## Gerald L. (Jerry) Davis, Jr.

48 Clearview Park St. Louis, MO 63138-3302  
(314) 741-5779 Email: s951657@umslvma.umsl.edu

Dr. Alfred Bader  
924 East Juneau, Suite 622  
Milwaukee, WI 53202

May 8, 1996

Dear Alfred,

The shareholders meeting was brief, it lasted about 45 minutes. The majority of the meeting entailed the slide presentations on company performance, projects, and plans. The enclosed color flier was distributed as an overview of the presentation. I did not perceive any new facts or discussion in the meeting. The presentation was a standard reviewing of the published financial data, slides of new construction and projects, and strategy to expand market share. The two key elements for expansion were: 1) Bulk chemicals and B-Line where the market shares were both reported as roughly 5%, and 2) Global expansion through marketing and sales; and developing regional manufacturing and distributing facilities to manage the variable-cost elements of transportation, distribution, and importation so products are competitively priced in all regional global markets. Additionally, they spoke of an agreement to support a German blood-clotting analyzer and supplying the related test kits. There were no questions or comments and the meeting was adjourned. I picked up the enclosed video and two CDs as I believed they would be of interest to you.

In other news, I recently had two Sigma-Aldrich employees in an International Business class and am happy to report they were both very sharp individuals working on their MBAs. One was a Ph.D. in Chemistry and the other a communications specialist who puts together the annual report and other materials. Additionally, one of my sharpest teachers, Nass Arshadi, Ph.D. Finance is on sabbatical advising the Federal Reserve Board in Washington, DC. He taught my class that encouraged corporate-issues research that led to my interest in Sigma-Aldrich. He has a wide variety of published articles and books dealing with corporate governance, government regulation, etc.; and their influence on the corresponding securities and trading. As you well know, securities and corporate regulation/deregulation is a hot topic in Washington. Nass is a clear and logical thinker, has bold ideas, and has powerful oratory and debate skills.

Best wishes,



Jerry Davis

Gerald L. Davis, Jr.  
28 Courthouse East, 2nd Floor, 200 233rd Street  
(314) 781-5777 Fax: (314) 781-5778

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10/10/2007  
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10/10/2007

The undersigned hereby certifies that the foregoing is a true and correct copy of the original document as the same appears in the records of the County of St. Louis, Missouri. The undersigned is a duly qualified and acting Notary Public in and for the State of Missouri, and is duly sworn to perform the duties of such office. My commission expires on the 10th day of October, 2008.

In witness whereof, I have hereunto set my hand and the seal of my office at St. Louis, Missouri, this 10th day of October, 2007.

Gerald L. Davis, Jr.  
Notary Public