

Dear Friends,

I began with AMT as the Central European guy to help American machine-builders in what they perceived as the Eastern Bloc's slippery markets. At the time, I had little personal experience with Americans, whom I sometimes saw through British eyes after having spent quite a stretch of my life in Great Britain. Over time, I was elevated to the role of AMT's European guy and have learned quite a lot about "America the Beautiful."

Now, after writing another piece on today's Central Europe and announcing my retirement, I feel sentimental about the past 17 years with AMT. And Doug Woods - who else? - sensed this sentimental tone, and suggested I write something more personal. So here it is. Doug himself is a part of my sentimental history. We all know him now as the brilliant and fearless AMT president, but I first met him in 2006 as the inquisitive chairman of AMT when he came to Poland and a couple other countries in the region to evaluate the potential of the markets - and of my suitability.

My first serious test came earlier, with the 2006 trade mission to Central Europe that I organized with Malcolm Mason as my AMT grand overseer. I was tasked with replacing the unavailable services of the U.S. Embassy in Warsaw, which was fully booked at the time and could not accommodate AMT. For Malcolm and me, it was the beginning of a lasting mutual affinity. These days, Malcolm and I muse over soccer - especially since both Poland's Eagles and England's Three Lions were eliminated from the World Cup. However, during the trade mission, through incidents that were at times quite funny, or even bizarre, I learned the lesson of good Americanism, and I always am really happy to see the three gents I met then: Wes Allen, Steve Flynn, and Carl Reed. Again, it seems to be mutual.

Over the years, I recall other funny events. Like with Carl and his son Doug, who became victims of my TomTom navigational skills when late one night we were thrown from one Polish town to another 20 kilometers away because the TomTom could not decide between identically named hotels - until the police stopped us and resolved the conundrum. Or having to survive a Russian driver whom we hired with the Mercedes van in St. Petersburg, Russia, to take Al Julian and his Megafab team 250 kilometers east on an icy road in February. The windows and car wipers were constantly freezing, vodka was wasted to unfreeze them, and it was too dangerous to brake and stop. Or seeing the rage of a Russian provincial city taxi driver when I negotiated in Russian the local rate, and then it became apparent that he was carrying a group of Americans and lost a chance at having a real scoop. Or going to a factory in Czechia with a member who wanted to buy the factory, but after he saw the small plane parked in the otherwise nearly empty factory hall, lost interest in the transaction and spent time

discussing the hobby of flying, a hobby that the owner shared. Or being filmed for the entirety of the AMT delegation visit to a now-defunct Romanian association, lavishly staged by locals to commemorate this unusual event.

Humorous anecdotes aside, over the years, I had the privilege of helping some 70 member companies with their large and small projects in Europe. And I had a great opportunity to travel across America. I've realized why the United States has been a success and wish that successful Americanism to last.

I was not entirely convinced I should join the AMT team - at that time, I had the choice to go a different direction. As I leave AMT, I know joining has been an excellent decision. Leaving, I thank all people of AMT whom I met over the years and all my colleagues in the Global Services department, especially the Eurasia traveling team. Many thanks to Ed Christopher, a gentle and knowledgeable superior, especially since he has accepted me being around in a very minor role for a little while longer as I gradually deactivate my AMT identity. Mind you, I can always come to EMO Hannover and Muenchen Hall if you pay for my ticket!

Best of everything to you all. Merry Christmas 2022, and happy holidays!

Hubert Sawicki

Your European representative for another couple of weeks

