



# MIXING TOGETHER

MAGAZINE OF THE HF MIXING GROUP



The MIXING  
GROUP's world

➔ 18-21



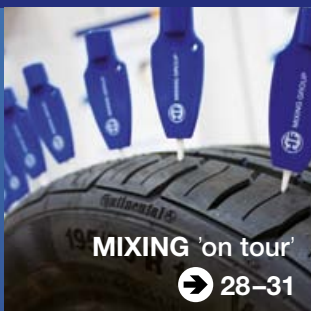
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# OUTLOOK 2013



## Dear team members and friends of the HF MIXING GROUP,

With the merger of the three companies Farrel, Pomini Rubber & Plastics and Harburg-Freudenberger into the HF MIXING GROUP over three years ago, it's time to pause and take stock.

We can be proud of our achievements! All economic indicators show improvement – our position on the world markets and with key customers has consistently increased.

Considering market developments, it becomes clear that the processes of change we made were essential: traditionally, automobile and tyre manufacturers are globally present and serve the world market; the plastics industry operates internationally, close to endcustomers, and manufactures of industrial rubber goods are becoming more and more global, operating beyond 'historical market boundaries'. Thus, it is only logical for us to position ourselves globally.

Since the automotive industry interacts so strongly with our company, we would like to use this issue to give you first-hand information of this relationship in an article written by Michael F. Ableson from Adam Opel AG. This may help us all to better understand the challenges of the future.

To meet these challenges, it was absolutely necessary for us to bring together all our companies and consider the values of our employees. The development of the

HF MIXING GROUP brand has been supported by all employees across all locations in a sustainable, committed manner. Thank you to everyone for your support!

Regarded as one entity, our Group now offers a lot more potential for development than the former essentially smaller individual companies would have ever been able to. Fine examples of where this can be seen are in the construction of the new technical centres in Ansonia, Connecticut, USA and Freudenberg, Germany. Our customers appreciate the opportunity to test new technologies. Beyond that, we as a Group are now in the position to further develop the basic value-added processes of our customers.

Besides purely technical developments, our customers' employees are more and more at centre of our attention. We already have training events such as our mixing seminar and last year's '1<sup>st</sup> German Mixing Championship' on offer. In future, we want to offer comprehensive training possibilities to our own personnel as well as to our customers' employees.

In addition to these 'centralised' services, our customers always come first. That's why we have expanded our service network with new stations in South East Asia, India and Eastern Europe.

The global cooperation of our employees creates additional synergies in purchasing and production. Thereby the establishment of an own subsidiary in Slovakia, which we were able to complete in November through the acquisition of the company ZTS-LR NaJUS, a.s., is of particular importance. This acquisition makes it possible for us to ensure production of non-core components in Eastern Europe and thus relieves our other manufacturing sites in Castellanza, Italy; Freudenberg, Germany and Rochdale, UK.

As you can see, we are on an exciting journey. Take part in our successful development and go 'on tour' with the HF MIXING GROUP!

We hope you enjoy reading!

Mark Meulbroek

Dr Andreas Limper

Board of Management of the HF MIXING GROUP

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# MIXING know-how

Guest article: the new world of the automotive market and the tyre industry. Interview with Michael F. Ableson from GM Europe.

In order for you to gain deeper insight into the everyday life of the automotive and rubber industry, which we are concerned with on a daily basis, Mixing Together has interviewed Mr Michael F. Ableson, member of the Executive Board of OPEL and vice-president engineering of GM Europe, about the future development of the automotive market as well as the far-reaching effects this future will have on us as manufacturer of machines.

**Mixing Together:** Mr Ableson, how do you see the automotive market developing in the next five years?

**Michael F. Ableson:** The registration of new vehicles in the European Union in 2012 is at the lowest level since 1994. Particularly affected are the Southern European markets. We do not see any indication of market improvement in 2013 and assume that the situation in the European market will tend to even worsen slightly, before recovering slowly in subsequent years.

**Mixing Together:** Which vehicles will develop stronger and which regions will be affected?

**‘New drive technologies will catch up – also in regions whose automotive market is just developing.’**

**Michael F. Ableson:** We see different parallel trends and no well-defined developments. On one hand, these are vehicles that comply with increasingly technological equipment and ever-increasing demands. At the same time, there will still be great demand for simpler equipped cars ranging in the lower price segment. New drive technologies will catch up – also in regions whose automotive market is just developing. If that is politically intended, this can happen very fast.

**Mixing Together:** How do you see the future development of the Chinese and Indian automotive markets?

**Michael F. Ableson:** The automotive industry of both nations has enormous potential. It will take some more time to tap the full potential. It is important to pay even more attention to the customers' wishes: the manufacturers must tailor the products even stronger to these markets. The car buyers in these regions are demanding – they know very well what they want.

**Mixing Together:** Which general trends for cars do you see with regard to diversification and convenience, safety and energy efficiency?

**Michael F. Ableson:** Lightweight construction will be an integral part of the car concept. Part of the traffic safety is also the networked car with access to Internet and online navigation as well as the further development of telematics and driver assistance services. We continue to improve conventional engines where large potential still exists. Alternative fuels as well as the electrification of cars will still be the focus of attention.

**Mixing Together:** Which meaning will these trends bear for the rubber industry?

**Michael F. Ableson:** If electric mobility should prevail, tyre sizes will change, as well as the vehicles will have to be changed conceptually. The demands on the tyres will continue to rise, with rolling resistance coming to the fore. Currently driving dynamics and safety are the focus, but legislation (e.g. CO<sub>2</sub> limits) could shift the focus.

**Mixing Together:** How do you see the development of e-mobility, in particular in terms of rubber products?

**Michael F. Ableson:** E-mobility stands and falls with battery technology. If this challenge is better controlled, there should be even more electric vehicles. But even for these cars, you will still need tyres, of course, with considerable change of requirements. The tyre will evolve to a bespoke product and only companies investing in development will be able to stay competitive.



Michael F. Ableson, GM Europe



**Mixing Together:** What will be the future requirements on CO<sub>2</sub> emissions and what does this mean for rubber products such as tyres?

**Michael F. Ableson:** Tyre production – as well as other industries – will have to move away from the high-energy industry. Consumption of raw materials must be minimised. We can achieve this through the use of alternative materials, energy recovery and the reintroduction of recycled materials into finished products.

**Mixing Together:** In general, how will the demands on tyres change (rolling resistance, wear, traction and braking performance, use of renewable resources as a substitute, use of aromatic plasticisers)?

**Michael F. Ableson:** The rolling resistance will remain an important issue. But especially the overall energy balance will play a more important role. Since fewer and fewer people are able to realise the full potential of a vehicle and further speed limits are expected to rise, features important today such as handling, traction and braking performance will in future no longer be the only dominating factors. The braking distance, for example, could also be positively influenced through intelligent, predictive traffic systems. Renewable resources are already being tested and will be gradually introduced.

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**‘The tyre of the future will by trend be narrower and the tyre outside diameter will be rather larger.’**

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**Mixing Together:** What does this mean for the development of materials and for tyre constructions (wider and larger with respectively higher rubber consumption)?

**Michael F. Ableson:** The tyre of the future will by trend be narrower and the tyre outside diameter will be rather larger. Therefore, it is likely that rubber consumption will remain rather neutral. New materials are to be tested and used but however not within a short term and only if an improved spectrum of features for tyres would arise.

**Mixing Together:** Is it possible to replace the rubber in tyres?

**Michael F. Ableson:** Possible, yes, but that will certainly take a while. Currently, rubber is still the material with the best all-round properties. The share of synthetic rubber in tyres has risen to around 50%, in so far the natural rubber has already been replaced to some extent.

**Mixing Together:** Will there be increased demand for thermoplastic elastomers, for example, sealing materials for doors and window panes?

**Michael F. Ableson:** We see a steady increase in the use of thermoplastic elastomers for the previously mentioned applications. Compared to previously used pure elastomers, thermoplastic elastomers have a clear economic advantage – not to forget the potential for recycling. The only disadvantage is the poor setting behaviour, which must be balanced through constructive solutions. The entire automotive industry is working on this intensively.

**Mixing Together:** How will materials based on renewable raw materials be used in future (NFP, WPC or similar)? What limits their use today?

**Michael F. Ableson:** Natural fibre-reinforced plastics, such as sisal, hemp and wood flour-reinforced plastics, have been used successfully in the automotive industry for many years. They are found in door panels, headliners, supporting plates and many other vehicle elements. It is important to pay attention to issues such as emissions. In this area, they play a much larger role than glass fibre-reinforced materials and inorganically filled materials. Since reducing total vehicle emissions is an endeavour pursued worldwide, new debates could arise. Compared to conventional materials, a recycling of natural fibre-reinforced materials cannot be realised that easily – especially in regards to fulfilling legal requirements.

**Mixing Together:** How do you see the development of biopolymers with regard to their possible application in cars?

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**‘We see a steady increase in the use of thermoplastic elastomers for the previously mentioned applications.’**

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**Michael F. Ableson:** Biopolymers can definitely be put on the same level of synthetically produced polymers. The only factor limiting the use of biopolymers at the moment is an economic disadvantage, as biopolymers are significantly more expensive. If the industry succeeds in developing economic production methods for the respective monomers, we will see more positive use for them. Of course, this must also be discussed and considered in terms of social policy. Substitutes should not compete with food, as commonly heard in E10 discussions.

**Mixing Together:** From your point of view, what will be the general trend in the development of biological raw materials (polymer, oil, fillers)?

**Michael F. Ableson:** Due to the limitation of global oil reserves, the pressure on the development of biogenic substitutes will certainly increase steadily. Costs will be reduced, so the use of biopolymers is becoming increasingly attractive. Surely the optimisation of industrial processes for the production of corresponding monomers will be of particular importance.

**Mixing Together:** What kind of fillers could this be?

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**‘Substitutes should not compete with food.’**

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**Michael F. Ableson:** For fillers, cellulose or lignin-base, the problems with regard to emission and odour need to be solved. This could be enforced through the use and development of modern manufacturing processes. Carbon fibres have a significant potential, if we succeed in commercialising them economically and efficiently.

We thank Mr Ableson for his future outlook on the tyre industry and we wish our customers, employees and friends of the HF MIXING GROUP lots of fun reading our magazine!

# MIXING news

With the HF MIXING GROUP's companies operating worldwide, there is always something new to report from each location, because our passion helps us to face up to new challenges on a daily basis.

## Strong rubber mixing technologies from Slovakia

➔ HF MIXING GROUP

In August 2012, the HF MIXING GROUP acquired all shares in the Slovakian company ZTS-LR NaJUS, a.s., head-quartered in Dubnica. ZTS-LR NaJUS, a.s. which has been renamed 'HF NaJUS' builds specialised equipment, focusing on welded structures, mechanical processing and the assembly of complex machines and components. The company has roughly 250 employees as well as its own engineering capacities and fixture

construction facilities. HF NaJUS fulfils the HF MIXING GROUP's requirements set for additional manufacturing sites and ensures the production of all core components at our own sites as well as competitive, high-quality machines for our customers.

## Better service for the Indian market

➔ HF MIXING GROUP

At the end of 2011, the HF MIXING GROUP acquired 33% of Indus-Uth Engineering in Bangalore, India. The company is now renamed 'Indus Uth HF MIXING Systems PVT LTD' and will operate as a service station for the HF MIXING GROUP to serve the Indian market. The company currently employs approximately 50 people and has been operated profitably for more than 15 years now. Main business activities are the rebuild of mixers and mills, as well as new manufacturing of batch-off units, conveyer belts and bespoke solutions. We are convinced that the contribution and the additional development of Indus Uth HF MIXING Systems will further strengthen our strong market position in India.

## New Laboratory and Customer Demonstration Facility in the USA

➔ Farrel, Ansonia, USA

In early 2012, Farrel opened a US-based FARREL POMINI Laboratory and Customer Demonstration Facility. The lab features a CP550 with side discharge, pelletiser and gear pump capabilities as well as analytical equipment. A variety of rotor configurations is available. Since the lab opened, there have been several customer trials as well as our own development work initiatives.

## Mill Room Analysis project MRF Limited India

➔ Farrel, Rochdale, UK

As part of improving efficiency of the compounding operation, MRF Limited India has recently undertaken the task to go ahead with the 'Mill Room Analysis' project offered by HF MIXING GROUP. We offered our resources in process and machine knowledge to the project. Alan Ashworth, Alexander Quast and Saadi Ghafouri spent two weeks (16-28 May 2012) with MRF personnel and their technical teams in both plants – Punducherry and Arkonam. The project has been a great success for both teams.

## Service for the growth markets in South East Asia

➔ HF MIXING GROUP

In October 2012, the HF MIXING GROUP founded the company HF MIXING SERVICES (SEA) Sdn Bhd together with McCabe Engineering/Australia and Dr Thomas Knoblauch, our agent in South East Asia. From Kuala Lumpur in Malaysia, this HF service station will provide our customers in that region with service and spare parts and will recondition and sell used mixers. The region includes amongst others the growth markets of Thailand, Vietnam, Malaysia and Indonesia. We are happy to be able to reach new customers and expand our strong market position through the establishment of HF MIXING SERVICES (SEA).

## Blue Competence sustainability initiative

➔ Harburg-Freudenberger, Freudenberg, Germany

Harburg-Freudenberger Maschinenbau GmbH as part of HF MIXING GROUP is now an accredited partner of the VDMA's (German Mechanical and Plant Engineering Association) 'Blue Competence' sustainability initiative. We commit ourselves to a more sustainable world with technologies and solutions, by means of company internal improvements and also by ecological and social projects.



Learn more about the initiative here:  
[www.bluecompetence.net](http://www.bluecompetence.net)

## TOP JOB® – Harburg-Freudenberger among the best employers in 2013

➔ Harburg-Freudenberger, Freudenberg, Germany

On 31 January 2013, the award for one of the best employers in 2012 was presented to Harburg-Freudenberger Maschinenbau GmbH by former Federal Minister of Economics and Labour Wolfgang Clement. Since 2002, the TOP JOB® quality seal has been awarded to small and medium-sized enterprises in Germany whose human resource management strategies have been scientifically proven to be excellent. For this purpose Professor Bruch of the University of St. Gallen has developed a test method that allows the quality of an employer to be verified. TOP JOB® determined our attractiveness as an employer from the perspective of human resource management as well as from the perspective of the employees. The fact that the highly coveted TOP JOB® award is only given to the top 100 employers, our result was a reason for us all to rejoice. During a large gala event that attracted much media attention, we were welcomed to the club of the top 100 employers on 31 January 2013. We are all happy about this award as it proves once again that HF MIXING GROUP does not only do great things for its customers around the world, but also for its employees on a daily basis.



ZTS-LR NaJUS



Indus Uth HF MIXING Systems PVT LTD



TOP JOB® – HF MIXING GROUP

# One team – one passion

The HF MIXING GROUP behind the scenes.

This maxim makes us unique. With approximately 1,000 employees worldwide, we produce mixers and mixing room systems for the rubber processing industry at six locations. Six different companies from around the world became one team – with the goal of long-term best products and services to offer to our customers.

To strengthen this team, the Welke Consulting Group conducted branding workshops with each company within the Group in the last year. During these workshops, values of employees and management members were explored. The outcome provided core values that can be applied to everyone in every walk of life.

**‘In doing so each of us is a brand ambassador. No matter if we are at home in the USA, Germany, Great Britain or Italy.’**

Our Group can look back on a 150-year history with significant milestones that certainly reveal one thing: passion is the foundation of each action performed by the Group – for all employees, customers and partners. Hence arise ambitious solutions that provide confidence and always guarantee the quality demands of customers.

The awareness of doing things with passion is deeply rooted in the Group. With curiosity, honesty, reliability and passion – the brand’s core values of the individual companies within the Group – any challenges are addressed and transformed into viable, exciting and forward-looking solutions.

Success is the result of the Group’s intelligent structure, the consequent use of synergies and the HF MIXING GROUP’s carefully cultivated network.

We want to anchor the newly gained brand identity in the Group and approach each employee and customer of the HF MIXING GROUP with active brand messages.

In doing so each of us is a brand ambassador. No matter if we are at home in the USA, Germany, Great Britain or Italy.

**This is what we want to offer to our customers:**

**PASSION –  
enthusiasm for perfection**

**RELIABILITY –  
dependable performance**

**AMBITION –  
always demand the best from yourself**

**SUSTAINABILITY –  
pass on our know-how**



## Passion is our foundation

In each individual company within the HF MIXING GROUP, quite a lot has happened during the last year. We interviewed the managing directors and the sales directors of our five subsidiaries, Ian Wilson (Farrel UK in Rochdale, UK), Paul White (HF Rubber Machinery in Topeka, USA), Steve Peterson (Farrel Pomini in Ansonia, USA), and Dr Harald Keuter (Harburg-Freudenberger in Freudenberg, Germany) as well as Riccardo Curti (Pomini Rubber & Plastics Srl. in Castellanza, Italy) about the current development and their personal opinion about the merger.

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**'The base of each relationship is a reliable and sincere way of acting. That is to be lived and shown by all employees.'**

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### **Ian Wilson, business unit director at Farrel Rochdale, UK, since 2011**

- 43 years old, married, 2 children
- Chartered engineer, 27 years of experience
- Director of the business unit Tangential Mixers
- After his career started in 1985 at Francis Shaw as a design engineer, he switched over to Farrel UK in 2001, becoming the sales director.
- Big fan of Manchester City



Ian Wilson

### **Paul White, site director at HF Rubber Machinery, Topeka, USA, since 2008**

- 35 years of experience in the production of machines for the rubber industry
- Started in 1982 as project planner in the Technical department; Head of Technical department since 1989
- Responsible for engineering field service since 1997
- 'Mixing Together' reminds him of the old Turtles' song 'Happy Together'. In his opinion, we should write matching 'Mixing Lyrics' to this song



Paul White

### **Steve Peterson, business unit director at Farrel Pomini, Ansonia, USA, since 2011**

- Was in charge of different projects in the Sales department, both in the office and in the field
- Active for plastic processing machines since 1979
- Vice-President of Engineering since 2000
- Within the framework of the reorganisation in 2005, he undertook the management of the Engineering department



Steve Peterson

### **Dr Harald Keuter, business unit director at Harburg-Freudenberger, Freudenberg, Germany, since 2010**

- 45 years old, married, 3 children
- Mechanical engineering graduate with specialty process engineering; doctorate at the Institute for Rubber Technology in Paderborn, Germany, in 2002
- Technical director at Harburg-Freudenberger since 2002 and director of sales since 2007
- Likes cycling and skiing



Dr. Harald Keuter

### **Riccardo Curti, business unit director and managing director at Pomini Rubber & Plastics Srl. in Castellanza, Italy, since 2007**

- Born in Milano in 1948
- Studied mechanical engineering at the 'Politecnico di Milano' University
- Came to Pomini in 1997 as director of Techint business unit for rubber and plastics
- Together with his employees he is proud to represent Italy in our international Group
- Big fan of Inter Milano FC



Riccardo Curti



HF MIXING GROUP offers its products and services globally. We have stationed our technical field service all over the world. Our technical field service takes charge of the constant availability of our own machines and offers excellent service. Not least for the securing of this ambitious aim the companies have merged.

You can always rely on us. The base of each relationship is a reliable and sincere way of acting. That is to be lived and shown by all employees. Certainly this is only possible through an optimal cooperation of each individual 'team member'. Riccardo Curti describes the attributes characterising the teamwork within HF MIXING GROUP since the merger with the following words:

'Up to now I am very satisfied with the teamwork, but I definitely see potential for improvement. Everybody's working together to combine the different cultures and to nevertheless preserve their own identity. Together we want to achieve ambitious objectives that are all based on the new brand strategy. During the last years, the increasing work – which we of course owe to the whole Group – has slightly caused some competitiveness at our location. For this reason, we have to push the integration in order to further strengthen the positive team spirit that surely already exists.'

Of particular importance for him is a company policy in which people live what they say. 'In doing so we should unconditionally orient ourselves to our values. All teams must develop a self-confidence and act with one another as international team partners who coordinate and share their objectives – in all areas (sales, planning, R&D, production, IT and customer support). From now on we as Group will use the already achieved level of integration for further extending our strength of different experience from all over the world.'

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**'The employees of HF MIXING GROUP are team players and the name of this team is HF MIXING GROUP.'**

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Paul White, business unit director at HF Rubber Machinery in Topeka, USA, is of the same opinion. 'Clear and precise instructions regarding the responsibilities of each of our business fields that must be communicated with all employees are now of particular importance. If all departments and employees at a location know their jobs and work together for the global objectives and not as much for the own ones, then we will play in one team automatically. The employees of HF MIXING GROUP are team players. They only have to know for which team they have to play. And the name of this team is HF MIXING GROUP.'

However, Paul White is aware of the consequences that the merger caused in the beginning. 'As HF and Farrel have been competitors for so many years, there were certainly some problems. And there is no doubt that we have lost some of our business relations to our competitor Kobelco and to others. If a customer is searching for a new offer and two of the offers always came from HF and Farrel, this will automatically bring others into play. Further, we had a large advantage over the Farrel Group as we are working together with the German parent company already for a long time. It surely was a big challenge for some people to trust in this idea blindly. This was definitely the case here in Topeka. I've tried to make clear to my team that for the time being perhaps this decision was not the best for our location, but that it was the best for the whole Group. There's only one cake and it is human nature that we want to have as much as we can from this cake. But the only thing that counts is that in the end HF MIXING GROUP will get the whole cake and we should work together for achieving this.'

Basis of the success of HF MIXING GROUP is an optimal internal collaboration. However, of same importance is our external image. In the end, it is only possible to reach a sustainable extension of our solutions for a secure future only with satisfied customers: 'Customers see HF MIXING GROUP as a high-end seller and technology leader in the development of machines for the rubber industry. And this is unbeaten. They understand that we don't always offer the most reasonable solution, but

definitely the best one. There have been lots of doubts and also confusion at our merger. But in the last two years we as Group have done very good work in exchanging with our customers. The result is something that we can be proud of. They start realising that our products have been consolidated in one company and consequently are the best of best,' says Paul White.

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**'Even sceptical customers are now concentrating on the long-term nature and sustainable reliability that the merger of the Group is offering.'**

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Ian Wilson, business unit director of Farrel UK, as well comments positively on the customers' opinion all over the world: 'In the beginning some customers felt a bit like being at our mercy, but in the meantime they also see the big possibilities that we can offer to them. For example, real price advantages, a shorter delivery time and more global know-how in terms of development as well as higher flexibility. Another important factor certainly is that now in total larger volumes can be handled. This common strength especially attracts the attention of our investors. For this reason, there will soon be some new machines for the production facility in Rochdale. And even sceptical customers are now concentrating on the long-term nature and sustainable reliability that the merger of the Group is offering. Furthermore, the transfer of the development has large advantages for us. The engineers are now located here close to the production facility and no longer in Ansonia.'

He personally sees the merger as being very successful, even though his employees had to accept a lot of changes. 'I hope that their trust in the company was and will be further strengthened by the common branding and I am looking forward to the perfect supplementation of the competences and the many new customer contacts.'

Despite the merger FARREL POMINI (Ansonia, USA) will further act as an individual brand, specialised in the continuous mixers developed in 1960 especially for the plastics industry. The brand name established itself in the plastics market within the last decades. ➡



Steve Peterson, business unit director at FARREL POMINI continuous compounding systems, sees the big chance to become extremely successful in the HF MIXING GROUP – especially in the markets in which we lost many shares during the last years. For example, no more investments and further developments were made in the production of coloured materials. A first step in this direction is an own laboratory for tests and presentations for gaining new customers. In Peterson's opinion also sales and engineering have to broaden their horizon and to develop new solutions. 'Certainly also the target groups in Europe can be reached better through the merger, because we offer a complete system for the plastics industry, from the planning over the development up to the construction. Also long continuous mixers are part of our repertoire.'

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**'The target groups in Europe can be reached better through the merger.'**

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For him personally it is important that the team finds an access to the 'big picture' of the HF MIXING GROUP. 'We are at home especially in the plastics industry and not in the processing of rubber. Nevertheless, we appear as a team that has only one thing in mind: producing with passion the best products for our customers and in doing so becoming unbeatable. Securing satisfaction is always demanding the best from ourselves – for a successful future enduring also in further generations. This is our common objective. That's what we should work on. No matter which country or culture we come from and what our background is – the future belongs to the HF MIXING GROUP.'

Dr Harald Keuter, business unit director intermeshing mixers, follows this opinion and summarises the advantages of the merger as follows: 'The merger offers huge advantages for all of us. The market will demand more and more better products which will increase the possibilities for modern and highly developed equipment. A good example for this is the 'Tyre Labelling' that came up in Europe recently. It requires the use of most modern and highly developed technology. In this context, the importance of training sessions will also increase, which in the end was the reason for the extension of the technical centre in Freudenberg as a test and training centre.'

Further Dr Harald Keuter points out: 'The HF MIXING GROUP has a very high competence in process engineering – through the merger we can better focus our development capacities. This can already be seen in the

new 'Best-of-Best' products BM305N and Convex as well as in the intensive cross-border cooperation in the field of automation. Now and then of course there is still a need to further build confidence, but already today we have reached a rather trustful and efficient teamwork. Furthermore, the sales is very well positioned as with the merger of the companies all teams remained complete.'

He personally perceives that the initial mistrust is disappearing more and more. He says that despite the difficult and long process that forced each business unit to give up a part of its products, the roles are now clearly defined and would have to be communicated that way on the market. 'Only that way can everybody understand the importance of his job. Besides the synergy meetings, an important part of this communication is the cultural integration process that we started and that is based on the values determined at all locations. If this succeeds, the "football team" is formed even though we sometimes play against each other just for fun,' he points out with a wink.

'In the end, we are all very similar to each other as we work in the same business, have nearly identical thoughts as well as a long history and we all produce high-quality products. A common brand identity, as for example with this magazine, will further strengthen the team spirit,' concludes Dr Keuter.

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**'No matter which country or culture we come from and what our background is – the future belongs to HF MIXING GROUP.'**

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Based on this strength, we are working together on being passionately the best. One team – one passion for:

- premium products and services worldwide
- low costs for maintenance, operation and commissioning
- know-how from more than 150 years of company existence
- provision of binding and reliable statements
- commitment to verified ISO quality
- collaboration with highly-qualified cooperation partners
- guaranteed highest customer benefits and satisfaction
- comprehensive and long-lasting partnerships
- openness to new things





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## The MIXING GROUP's world

For almost one year, the new technical centre in Freudenberg, South Westphalia, Germany, has been part of the HF MIXING GROUP, offering helpful service for customers and employees.

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### Experience pure mixing!

For almost one year, the new technical centre in Freudenberg, South Westphalia, Germany, has been part of the HF MIXING GROUP, offering beneficial services to our customers and employees in equal measure. The inauguration themed 'HF Mixing Days' took place between 16 to 17 February 2012. This event was a raving success, packed full of entertaining programmes with more than 250 participants who attended from all over the world.

Many guests from the tyre, technical rubber goods and cable industries along with different compounders and universities came to our small town in the Siegerland region and contributed to a very interesting interchange of thoughts as well as to the development of innovative ideas. Moreover, among the visitors were top-class speakers from economy, research and politics. One of them was the automobile professor Ferdinand Dudenhöffer from the University Duisburg-Essen who talked about the global automobile market in the new millennium.



In his speech, the Minister for Environment of North Rhine-Westphalia, Johannes Remmel, complimented the technical centre's contribution to energy efficiency and pointed out that we all need to move towards a central task for the future when talking about the energy turnaround. In a time where Germany has opted to decommission all nuclear energy by 2022, we have to revert to alternative energies and energy efficiency starting now. In regards to this topic, the technical centre is already a pioneer, due to the fact that we as the HF MIXING GROUP also want to realise plans to work towards more energy efficiency as soon as possible.

### A promising start

Managing Director Dr Andreas Limper commented positively on the technical centre's successful first year: 'We are happy that our large investment in this optimal and conveniently situated location in the Siegerland region resulted the best and technically state-of-the-art level. The construction of the technical centre took nearly ten months. The 600 square meter area was expanded by another 700 square meters, more than doubling the available capacity.'

**'At the technical centre, customers can test our machines and our proposals for automation in the best possible conditions.'**

### Success through teamwork

With the merger of our Group, we transformed ourselves into the biggest manufacturer of machines for the rubber industry. Now we can offer optimum solutions from one hand for both mixing technologies – tangential and intermeshing mixers. Farrel will concentrate on tangential mixers and Harburg-Freudenberger will focus on intermeshing mixers. Furthermore, the engineering at POMINI develops twin-screw dump extruders and VIC mixers.

### The best service for our customers

The technical centre in Freudenberg is equipped with high-capacity machines that can be coupled with each other depending on the required target. Up to 600 kilograms of elastomers can now be processed per hour. It is part of our service promise to offer our customers the possibility to test the machines and to improve their processes. 'Our customers often do not have the technical possibilities to do this with their own machines. At the technical centre, they can test our machines and our



proposals for automation in the best possible conditions which are as close to reality,' says Dr Limper. Last year leading tyre producers such as Michelin, Goodyear and Toyo carried out trials in our technical centre. This year also Continental will get our full support – amongst others with an automation workshop. That speaks in the favour of our excellent order situation and highly-qualified teams. Furthermore, a new laboratory mixer GK5E will be available. This mixer reaches rotor speeds of over 200 rpm, which is similar to the other machines installed.

### Crazy about mixing

Besides customer trials, mixing seminars take place regularly in the technical centre. In collaboration with 'Deutsche Kautschuk-Gesellschaft e.V.' (DKG), 'Deutsches Institut für Kautschuktechnologie e.V.' (DIK) and participating groups from all over the world, we equip the people with knowledge related to practice and then we carry out a 'mixing competition'. In this racing, each group has to carry out three mixing trials on two laboratory mixers. Only the best can win! Furthermore, the

technical centre carried out the 'First German Mixing Competition' in collaboration with the DKG. The participants had to create a mixing process for a specified recipe within a limited time – each team could run four trials. Afterwards quality and speed were judged. The main difference when making a comparison with our conventional mixing seminars is that the communication between participants was done via the Internet, thus making it easier to share the process data together with the trial analysis.

In addition, in the middle of last year, a number of training sessions concerning the hydraulic ram position control iRAM took place in the technical centre. The main target audience were mechatronics fitters working in the field service. They learnt how to commission and improve the pressure control by means of using the newly developed diagnosis tool. First results from the IM45E trials showed a quality control improvement of approx. 50%. The training offer received very positive responses from the participants.

### Thanks to our employees

After the first year, we can look back on a booked out calendar with many interesting projects. In this year the dates for trials have already been booked out for months. For even better customer service, we are currently planning the extension of our training facilities and we want to develop an external training concept with corresponding documents for each of the trainings.

**'That speaks in the favour of our excellent order situation and highly qualified teams.'**

The success of the technical centre would not have been possible without our highly motivated employees. For this reason, the Board of Management would like to take the opportunity and give sincere thanks to all helping hands that contributed to the development of the technical centre as well as to its unforgettable inauguration.

# MIXING highlights

Together we are strong.

In recent years, we have concentrated on developing the specialisms of the individual companies within our Group, and thereby have not only expanded our strengths, but also improved the market position of the entire HF MIXING GROUP. In cooperation with the Managing Director of the HF MIXING GROUP Dr Limper, Mixing Together queried all the strengths and embarked on a journey throughout the world of MIXING highlights to reach the conclusion:

## Three areas united

By the end of 2009, the multi-brand strategy of the HF MIXING GROUP was abandoned and instead we focused on the individual strengths of each company, as each was a leader in its class already: Farrel, in the field of tangential mixers, POMINI, in twin-screw extruders and Harburg-Freudenberger, in intermeshing mixers. Until the

end of 2009, the individual companies still had nine product lines in the field of batch mixers (three per field: tangential and intermeshing mixers as well as twin-screw extruders); after the merger of the HF MIXING GROUP there were only three left. During the conception of the new 'Best-of-Best' product lines all engineers shared their best ideas. The result is strong products with high market acceptance. Proof of which is the strong order intake we are currently experiencing. This means that after the merger, we did not reduce 'surplus staff' in the areas of engineering and sales, but focused on the skills of employees. As a result, we significantly improved in terms of quality in product development and customer service.

In the exchange of ideas, all Group companies have made valuable contributions: POMINI, with new plans for the lubrication/supply of dust seals, Farrel, with the 'keel bottom weight' and Harburg-Freudenberger, for example,

with the hydraulic unit. All these modules are now being used across all product groups.

To further deepen the exchange of experience, annual joint strategy meetings are held between management and the business unit directors. Subjects under discussion are who has worked out developments on which sector as well as cross-cutting issues such as wear protection, temperature control of the machinery, drive technology, hydraulic unit, etc.

Furthermore, we have synergy teams meeting every second month. These teams cover the fields of IT, HR, financing and control, production, R&D, automation, purchasing, sales and service.

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**'Each company was a leader in its class already.'**

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## The order income proves us right

For sales, we combined all three teams responsible for the global market up to the end of 2009 into one sales team. At each site, the sales departments were maintained or even expanded. The redistribution of the sales territories has led to the individual salespersons now supporting a smaller sales area and therefore having more time to take care of each customer. The result is very good – the order income proves us right! Although some customers were initially sceptical of the formation of the HF MIXING GROUP, we haven't lost any market share – on the contrary, we are even receiving enquiries from our competitors' customers. Our conclusion in the field of sales is: not only did our regular customers stay with us, but we were even able to attract many new customers since 2010. Thus, it appears that the rubber processing companies and tyre manufacturers do not primarily see the potential problems of a big supplier, but start seeing the greater benefit for themselves – for example, a strong development, an excellent technical centre and a better customer service.

After customers' initial anxiety about a monopoly position and about an increase of prices for products and services, they are now happy about the steady price development and feel better supported and are able to realise quality improved machines through the specialisation of the individual business units.

## Success across the globe

Since 2012, also in the field of service, the customers benefit from our global spread and simultaneous availability in the local language, because now we are present not only in China but also in India and South East Asia with joint ventures that offer service to our customers. The individual companies would have never been able to achieve this on their own. The acquisition of ZTS-LR NaJUS in Eastern Europe in mid-2012 also opens up the possibility of using the very fast-growing Eastern European market much better. Not to mention, also here the customers benefit from local prices and feel much better supported through the proximity of our employees.

While Farrel worked in a very purchasing-oriented way so far and produced only the core components themselves, Harburg-Freudenberger acted production-oriented and thus protected know-how. Thanks the Group merger, one company now benefits from the other: Farrel could further develop the production significantly through the cooperation with Harburg-Freudenberger, while Harburg-Freudenberger could learn from Farrel in purchasing. This broadening of horizons on both sides was of enormous importance, since major customers from the tyre industry often request to outsource the production in order to strongly reduce prices. Overall, the mutual give and take makes it possible to move larger volumes – without that team spirit, the acquisition of ZTS-LR NaJUS would have been inconceivable.

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**'Overall, the mutual give and take makes it possible to move larger volumes.'**

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The merger has created purchasing opportunities for the Group to buy major components more competitively. Our Group purchasing capacity provides buying power and consequent leverage to obtain discounts from vendors based on the collective buying power of the Group members. Not only we, but also our customers benefit from this. ➡



Technical centre Freudenberg, Germany

All in all, it can be said that by bringing together the competences, all parties involved can only win. A good example is offered by the automation: in terms of mixers, Farrel always had a strong position in the Indian market. Since 2010, the British sales team has now sold apart from the pure mixers also some automation systems for mixing lines in India. The Freudenberg team alone would have never been able to achieve this sales success. Only as a Group with a common passion for our products have we been able to access the really broad market. Thus, the further enhancement of our common strengths remains our most important goal.

### New developments by HF MIXING GROUP at one glance

➔ **iRAM realised large advancements in the hydraulic control:** iRAM is a specially developed chip for the hydraulic system that allows customers to work more intelligently with rams. For example, it prevents fillers to be blown onto the ram. Thereby the ram cleaning omits almost entirely. Furthermore, the machine is treated with care, the ram pressure is reduced and mixing time savings of up to 25% can be achieved. In addition, many components of the machine are thereby preserved.

### 'The merger has created purchasing opportunities for the Group to buy major components more competitively.'

➔ **Development of super-cooled tangential rotors in the UK:** With the help of design measures, the cooling channel can now follow the surface, thereby resulting in a very intense cooling and a high volume flow. The development made in the UK is based on the principles of the intermeshing mixers in Freudenberg and carries an immense customer benefit.

➔ **ASMA COOL (anti-sticking maximum cooling) – new magic word for tyre industry:** Here silica-containing compounds are used that provide great benefits to the tyre characteristics, but are extremely sticky when they come out of the mixer. Therefore, the rolls must be grinded off when the compounds are out of the mixer, before then again becoming sticky after only short time of operation – a very time-consuming process. Some customers have made various attempts to solve the problem; for example, by chroming the surface. As soon as the chrome takes damage (such as for example by a metallic foreign body), a repair of the damage is extremely difficult, because first the chrome must be removed from

the roll before they can be chromed once again. Therefore, HF MIXING GROUP has developed a new hard facing on which the material does not stick. Thereby, adhesive phases are reduced and huge cost savings can be achieved. At the same time, the roll was further developed in the field of temperature control, which leads to the fact that there is a lesser slip between roll and rubber, so that the conveying capacity of the rolls increases.

➔ **Market breakthrough tandem technology:** Together with Continental AG, we have been working on this since 2000 – with a new licensing agreement we can now sell the technology on the market. First the market reacted hesitantly due to the economic crisis, however now, many large tyre companies want to integrate the technology – we have already received orders from five companies. Worldwide there are currently 60 plants in operation or order. With the new technology, our customers can reduce the mixing time partly to less than half or eliminate complete mixing stages.

➔ **Database offers even more service:** Since 2010, all sold machines are stored in a database upon request by the customer. This database gives information about the wear of the machine and the operating time per year. The data also indicates how fast the machine will be worn out – for example, for the main wear components such as rotors, mixing chambers, ram, etc. One year

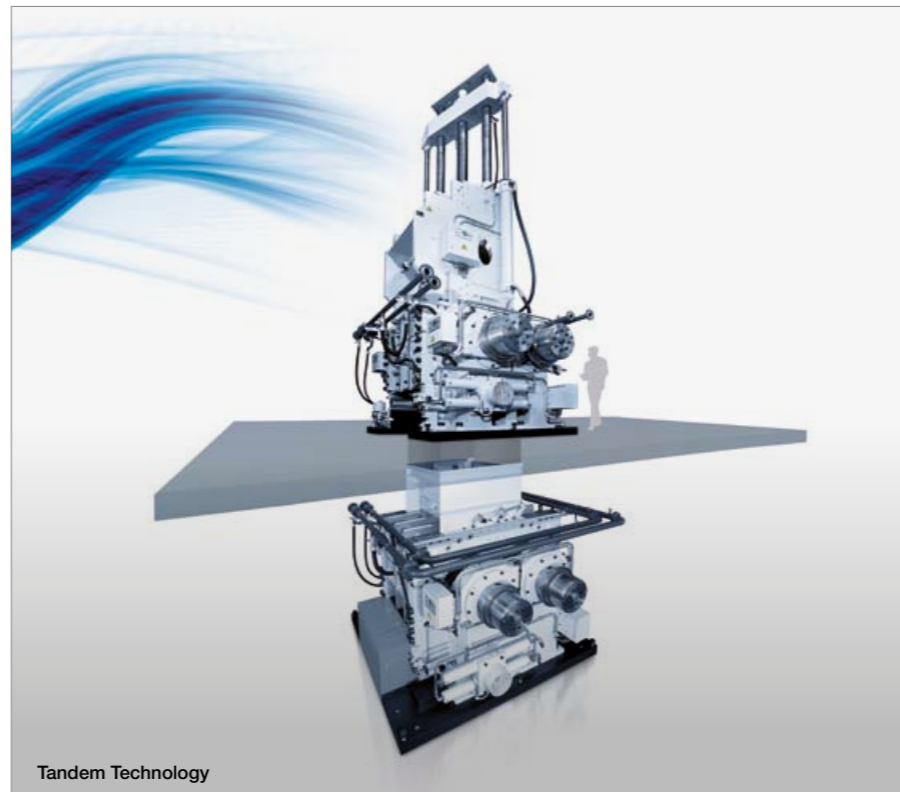
before a machine breakdown becomes possible the customer will be informed by us and usually requests an inspection carried out by our skilled staff. With the help of the new database, the customer can better plan and our teams in manufacturing and service are able to organise material requirements in advance. Since 2010, about 250 machines have been programmed, which is of special interest for the tyre companies having many mixing lines.

➔ **On the rise with energy efficiency:** In Freudenberg we developed a new drive system for mixers. The four-motor drive enables us to disconnect the motors individually in each mixing step. This ensures that the individual motors are always close to their rated load and operate at maximum efficiency. Initial results show improvements in efficiency of about 10%. We advise our customers when they want to convert from (older) DC motors to variable frequency AC drives. Through specific design and better efficiencies, savings of 20% can be achieved. Combined with iRAM – the new hydraulic control – another 25% mixing time savings can be accomplished. The issue of energy efficiency is becoming increasingly important for our customers, as in many countries energy is one of the main costs besides the cost of materials. Often the networks are therefore not very powerful and the energy supply has to be paid for. With intelligent control, customers can attenuate energy peaks significantly.

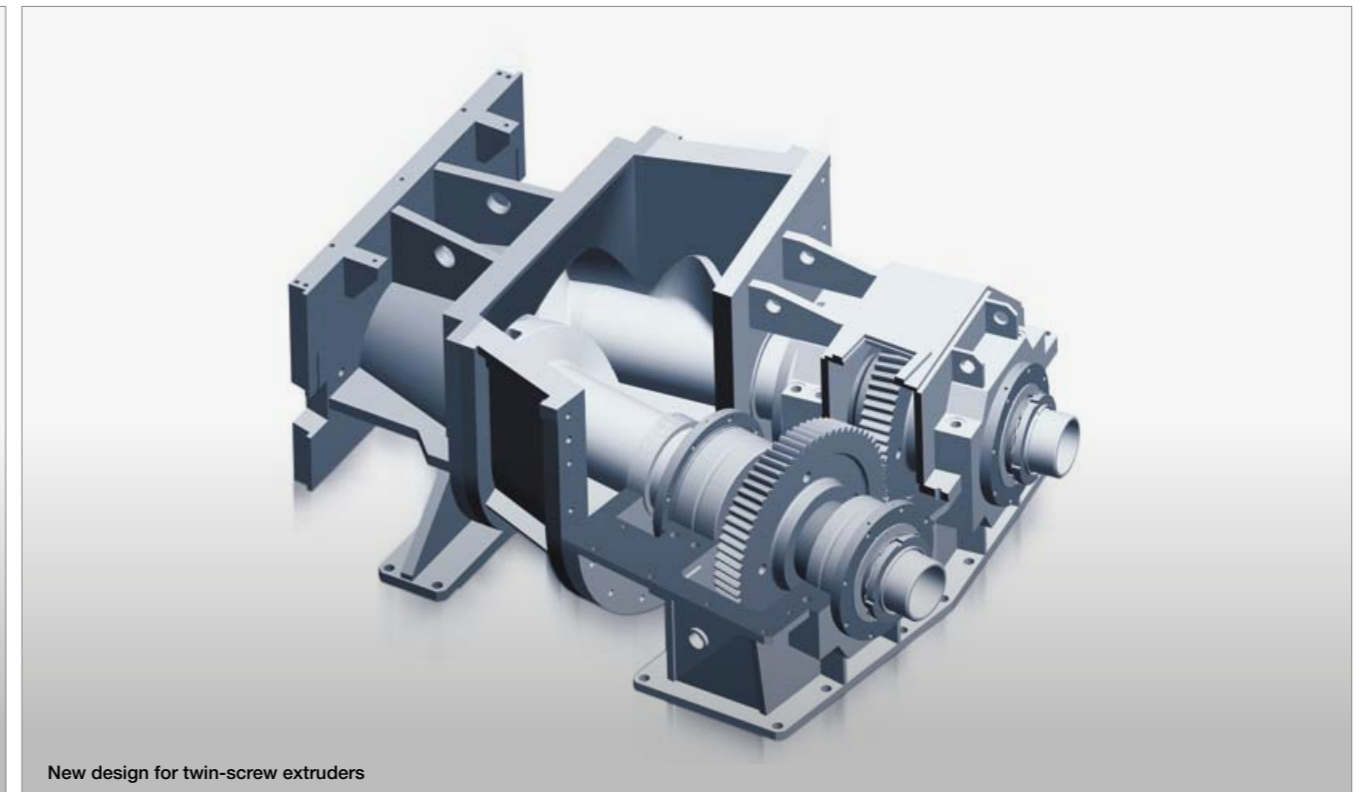
➔ **Focused knowledge through new 'Systems and Automation' business unit:** Since November 2012, this business unit focuses the knowledge on the overall system 'mixing line'. The focus of the new business unit mainly is to be competent contact for designing complete mixing rooms, for testing them for the customers and to further develop them in the technical centre. Furthermore, the technical centre itself, a newly established process group and the training department have been integrated.

Another objective is the targeted development (or purchasing) of system components, such as strip cutters, rubber bale cutters, etc. The automation naturally plays a dominant role in each system, because all components are connected in it. Therefore, we have integrated the Automation department in this business unit. Further integrated are the technical centre itself, a newly established process group as well as the training department.

➔ **POMINI developed a new design for twin-screw extruders:** It can build up relevant pressures of reaching up to 200 bars. Thereby, it is now possible to granulate in line with these extruders and to filter. As a result, dies can even be served. The new properties have already been proven with customers carrying out field tests in our technical centre.



Tandem Technology



New design for twin-screw extruders



# MIXING markets

Ian Wilson, business unit director for Tangential Mixers on the 'Best-of-Best' product – Banbury® BM305N.

## Most advanced and optimum design ever

Talking to Ian Wilson about HF MIXING GROUP's 'Best-of-Best' product, you can clearly see how he is truly excited about this innovation: 'We announced the new Banbury® BM305N Tangential Rotor Internal Batch Mixer in January 2012. It is a complete redesign of HF MIXING GROUP's previous tangential mixers.'

**Mixing Together:** Ian, what makes this product so special?

**Ian Wilson:** Well, the BM305N takes all the advantages of the successes realised over the years from each of the Group's mixer companies. Our companies around the world – Farrel, Harburg Freudenberger, and POMINI – utilised this 'Best-of-Best' approach to offer our customers the most advanced and optimum Banbury® design ever.

**Mixing Together:** Can you tell us something about the features of this 'Best-of-Best' product?

**Ian Wilson:** Standard features of the new Banbury® Mixer are for example the new end-frame design for enhanced dust stop access or the two-piece water cooled rotor end plate, which improves the heat transfer for the process and allows a better control of the dust stop temperature. Also we developed new Hydraulic Cylinder Direct dust stops, which significantly improve sealing performance. Besides these features a better batch discharge is reached by the new wide drop door; a new KEEL BOTTOM weight increases productivity and improves distributive mixing. For enhanced corrosion and abrasion resistance, we introduced a new hard coating for the mixing chamber body.

**Mixing Together:** All the features you mentioned so far are part of the standard design?

**Ian Wilson:** Yes, indeed. And on top of that these features also include:

- Increased net chamber volume for higher throughput
- HF rotor technologies: NST-SC, MD-SC, ZZ4
- Hydraulic power unit with iRAM (intelligent RAM control)

**Mixing Together:** What exactly are the benefits for our customers?

**Ian Wilson:** The benefits are not far to seek. Our 'Best-of-Best' product clearly reduces lead times and with the enhanced specification you receive a fully hard-welded chamber assembly. Also the parts availability with the HF MIXING GROUP is much higher and we are able to react considerably quicker, if customers report a breakdown. Of course, the mixer is available for a highly competitive pricing.

**Mixing Together:** Can you tell us about the advantages for the mixing process?

**Ian Wilson:** In combination with the HF MIXING GROUP Tangential Rotor technology, we offer new rotor geometries plus increased volumes for tangential mixers as well as super-cooled rotors. All in all one could say that this complete redesign of the HF MIXING GROUP's previous tangential mixers exceeds all expectations for our part, but above all, convinces customers around the world of the extreme innovative energy, which the HF MIXING GROUP displays on a daily basis.

**Mixing Together:** Thank you very much for your detailed remarks on the new Banbury® BM305N Mixer!



## MIXING 'on tour' Exhibition overview

For our customers, we are constantly on the road worldwide looking to deepen relationships or make new contacts.

### Review 2012:

#### Tyre Technology Expo 2012

➔ 14–16 February  
Exhibitor Center Cologne,  
Cologne, Germany

#### 12. International Car Symposium 2012

➔ 8–9 February  
RuhrCongress,  
Bochum, Germany

#### JOBS-SI (Job fair Siegen)

➔ 7–8 September  
Siegerlandhalle, Siegen, Germany

#### Tyre Label Legislation Marketing Conference

➔ 3–4 October  
Le Meridien Hotel,  
Brussels, Belgium

#### International Rubber Expo

➔ 9–11 October  
Duke Energy Center,  
Cincinnati, Ohio, USA

## NPE

→ Orlando, Florida, USA, April 2012

The NPE is one of the largest plastics shows in the world. The CP1000v, built for an A. Schulman plant in India, was our primary exhibit. We also exhibited a variety of CM and UM rotors and promoted the new laboratory and customer demonstration facility in the US. The show was extremely valuable to us, and the Group at large, as we were able to advance negotiations on projects critical to meeting our goals and objectives including two CP2500's recently sold to Washington Penn Plastics.

## German Rubber Conference

→ Nuremberg, Germany, 2–5 July 2012

The German Rubber Conference 2012 exceeded all organisers' expectations. The conference took place in the Nuremberg Convention Centre from 2 to 5 July 2012 and met positive response on the part of all participants whose international attendance was large. More than 40 nations were present at the trade exhibition and in the scientific programme. With more than 220 exhibitors, the exhibition space available was fully booked. 2,600 trade visitors came to the DKT, which is an increase of 32% compared to the last conference in 2009. The educational symposium was complemented by a forum for thermoplastic elastomers for the first time and with more than 850 people, it also attracted significantly more visitors than in the previous years.

Representatives from the HF MIXING GROUP exhibited a large booth at the conference and also participated in the scientific programme and the educational symposium. Dr Markus Hesse gave a lecture on the topic 'Analysis of the flow processes in tangential internal mixers' and Dr Andreas Limper and Maik Rinker gave the audience of the educational symposium a closer understanding of everything about 'mixing'.

Owing to the numerous interested visitors from different countries as well as making many new contacts at our booth, the German Rubber Conference 2012 was a complete success. We look back on a good time spent in Nuremberg and are looking forward to the next German Rubber Conference with many new contacts.

## PLAST

→ Milan, Italy, 8–12 May 2012

PLAST is the most important international exhibition for rubber and plastic industry in Italy. In 2012 the organisation had dedicated a complete pavilion area to rubber, called RUBBER 2012. A significant number of European rubber machinery and tooling suppliers participated in this area. The show had 1,514 exhibitors from 58 different countries and an attendance of 50,593 people. The audience at our HF MIXING GROUP booth has been quite high as well – some customers asked about our TPE technology for understanding the differences between discontinuous process/mixing and continuous ones from the quality and cost point of view. In total the large number of visitors to our booth generated about forty contacts in the rubber industry and another thirty in the plastics industry.

## Events 2013:

### India Rubber Expo and Tyre Show

→ 22–24 January  
Bombay Exhibition Centre, Mumbai, India  
Zone B, Booth No. 9

### 13th International Car Symposium

→ 29–30 January  
RuhrCongress Bochum, Germany  
Booth No. 11

### Tire Technology Expo 2013

→ 5–7 February  
Exhibition Centre Cologne, Germany  
Booth No. 7015

### Pneu Expo

→ 12–14 March  
Eurexpo Lyon, Lyon, France  
Hall 4

### International Rubber Expo

→ 8–10 October  
IX Center Cleveland,  
Cleveland, Ohio, USA

### K' 2013

→ 16–23 October  
Exhibition Centre Dusseldorf,  
Dusseldorf, Germany





# MIXING people

In the last year we worked hard on new structures and responsibilities. Here are the results.

## One passion – one goal

The entire business concept, the HF MIXING GROUP has dealt with for three years, had always one goal: to push forward and to realise the consequent integration of all individual companies into the Group. That was the objective we pursued in 2012 and this will also be our target for the upcoming year. We together must aim to offer integral system components to our customers. It is of particular importance not to put forward individual

locations, but to focus on the respective product. It is essential to reduce competences interfering with each other, so that each business unit can focus on its greatest strengths.

The following chart illustrates the changes within the HF MIXING GROUP with regard to structure and personnel. These changes have been in force since 1 October 2012.

### → FUNCTIONS

Board of Directors	Andreas Limper			Mark Meulbroek		
Sections	R&D Engineering	Purchasing Service	Production Logistics Quality	Sales	Finance Controlling HR	IT
Synergy teams	R&D Engineering Automation	Purchasing Service	Production Quality Service	Sales	Finance / Admin / HR	IT

### → SITES

Sites	HF Freudenberg, Germany	Farrel Rochdale, UK	POMINI Castellanza, Italy	Farrel Ansonia, USA	HF Qingdao, China	HF Paris, France	HF Rubber Machinery, Inc. Topeka, USA	HF NaJUS Dubnica, Slovakia

### → BUSINESS UNITS

Business units	Intermeshing mixers	Tangential mixers	Twin screw extruders	Continuous Mixing	Systems & Automation
Director	Harald Keuter	Ian Wilson	Riccardo Curti	Steve Peterson	Maik Rinker



Maik Rinker



Harald Keuter



Steve Peterson



Paul Lloyd

In future, Dr Limper and Mr Meulbroek will take care of increasing the synergies within the HF MIXING GROUP more intensively; furthermore they want to advance the culture integration process. The operative responsibilities remain within the individual units, whereat Dr Limper is responsible for the topics of engineering, automation, purchasing, production and service, and Mr Meulbroek is in charge of finance and controlling, HR, IT and sales.

By transferring the operative business to the business units and production sites, the Board of Management can now face up better to its strategic responsibility. The general orientation of the HF MIXING GROUP will be undertaken by the two gentlemen together, whereas the product strategies are split: Mr Meulbroek will take care of 'Continuous Mixing' and Dr Limper will be in charge of 'Batch Mixing'.

The new business unit 'Systems and Automation' – being led by Maik Rinker – supports the other business unit. Besides the technical further development of system components, quotations for systems are prepared. Thereby it is ensured that all technical innovations are always included.

Each business unit or each production site has one or two responsible persons for its leading and external representation. Within the business unit 'Intermeshing Mixers' a change has taken place: its new director is Dr Keuter.

'Continuous Mixing' is an own business unit and due to its specialisation on the plastics industry, it will continue acting as part of the HF MIXING GROUP, but is renamed 'FARREL POMINI'. At present, this business unit is led jointly by Steve Peterson and Paul Lloyd. As of the middle/end of 2013, Paul Lloyd will undertake sole responsibility for this business unit.

Furthermore, we purchased the Slovakian company ZTS-LR NaJUS at the end of 2012, which has been renamed 'HF NaJUS' and will act as our new Eastern European production site. When purchasing the company, it was of great importance to us to gain a functioning structure with good personnel – whereby at the same time being able to grant the best prices to our customers. With this new location we follow our global added-value strategy, because each business unit can access the production facilities of HF NaJUS as well as use their existing know-how. The company will be led by the previous director Mr Hajdik and Mr Krull in a dual leadership. ↻



### Future prospects for 2013

With the changes in structure and personnel, we have chartered the course within the HF MIXING GROUP. The future strategy is set and will help us to further strengthen the solidarity of the Group as well as being able to offer to our customers a consistent and integrated product and service package. With the aid of further service centres, we want to get closer to the machine locations of our customers in order to be able to grant even faster and better support. Our new motto is: growth! On this basis, we can use our passion to face up to the challenges of tomorrow and dedicate ourselves to our new tasks with full strength. We want to live the changes we've started – as one team.

### Our sites worldwide:





Mark Meulbroek

## Talking to Mark Meulbroek

### Short CV Mark Meulbroek:

- Business Engineering & Administration, MBA
- Together with Dr Andreas Limper, Managing Director of the HF MIXING GROUP since October 2010
- Key activities: sales, controlling, finance, HR and IT
- Future goals are to increasingly concern himself with the strategic development and management of the HF MIXING GROUP

'Mixing Together' interviewed Mark Meulbroek about the changes that were initiated within the HF MIXING GROUP in the last years and also about the wishes for the future.

**Mixing Together:** Mr Meulbroek, what is your personal impression of the culture integration process? Could steps 'ahead' already be made?

**Mark Meulbroek:** I believe that all persons involved have understood that we find ourselves in an ongoing process and that it just takes time until 'everything is home and dry'. The integration of all companies is no individual action or kick-off meeting on which is worked only once and then everything would go alone. This is work, and this is a challenge for all of us!

Each company of our Group has its own history of more than 100 years and we all have been each other's former main competitor. So now it is not about constructing one large building out of many ones, but to keep and respect local cultures and mentalities. For us as the Board of Management, it is of particular importance that employees and customers understand that we do not intend to equalise the persons being part of the HF MIXING GROUP: we accept differences – and we want to experience these with each other.

To further support our endeavours, we already started intercultural training sessions in August 2011. Employees working very close together with other Group locations were trained to understand why communication with other cultures may sometimes be difficult. People were made aware that other companies also have their own mentalities, histories and values.

Our focus lies now on strengthening the Group identity in order to establish a common basis. This basis is the sum of all companies' values which we need to advance.

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**'The integration of all companies is no individual action or kick-off meeting on which is worked only once and then everything would go alone. This is work, and this is a challenge for all of us!'**

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Of course, we have already made steps ahead. We have established regular Group-wide meetings with our synergy teams. Different specific topics are discussed in these meetings and this helps to strengthen the whole team. With the help of modern video conference systems, we are able to bring together the representatives of all locations so they can update each other regularly. Another useful tool is the intranet which we have installed centrally for the employees all over the world.

The process shall take place not only internally, but shall be perceived also externally. Therefore, there will only be one central sales representing the HF MIXING GROUP and selling products to our customers as a package solution from the entire Group. Furthermore, we have our technical centre which is at home in Freudenberg, but is constructed for the products of all business units of the batch mixing area. So customers can assure themselves of the entire Group's positive synergy effects and competence in systems in only one place.

**Mixing Together:** What is the Board of Management's further agenda with the motto 'One team – one passion'?

**Mark Meulbroek:** The HF MIXING GROUP consists of their employees. They are the essence of the Group. Therefore, we want them to passionately stand for this name. It is about the big picture and no longer about the individual companies. We create passion by nevertheless letting competences and responsibilities remain in the individual companies. Only that will produce motivation and identification in each of us and only in that way will each employee be willing to commit himself/herself passionately to his/her work. With this passion, we will succeed in keeping and extending our position as the leading innovator.

Our goal across all business units is to provide our customers with the best possible solution. For doing so, it is sometimes necessary to take a step back and let others go ahead – always for the good of the HF MIXING GROUP. Our passion is not the individual machine, but the best package solution. We want to accompany and support our customer during the entire life cycle process. This can only be achieved when working as a team!

**Mixing Together:** Which changes are necessary in 2013 for ensuring that the merger will work (also in the future)?

**Mark Meulbroek:** This year's focus is not so much the changes but the new strategy that follows thereafter. Our concern is to implement, live and follow up on this strategy. We have established something that employees and customers can rely on in equal manner. Our goal now is to consolidate the entire HF MIXING GROUP and to increase the common efficiency, as per the approach: '1+1+1=4'.

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**'As soon as products, services and new structures are worth something to our customers, then they are of value for us as well.'**

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**Mixing Together:** What is your personal message to the employees across the globe?

**Mark Meulbroek:** At the end of the day, we need to wonder which part of our actions creates value and benefit for our customers and as a result creates value for the entire HF MIXING GROUP. This must be our central motivation. Only then is our passion real and has an effect – because one thing is certain: as soon as products, services and new structures are worth something to our customers, then they are of value for us as well. For this reason, my personal message is: let's follow customer-orientated group targets, avoid competing with each other, work as a team and win as a team for the customers and for the HF MIXING GROUP!



# You are a part of the HF MIXING GROUP

Our employees have their homes all over the world. Because we do not know them all personally – read about some impressions of their everyday life.

## You are a part of the HF MIXING GROUP

Employees of the HF MIXING GROUP are our foundation and our brand ambassadors. As part of the integration process we will interview two employees per year, who are working in the different Group business units. Thereby we want to get to know each other in a better way. No matter which unit, culture or country – we have one thing in common: the passion to fascinate customers worldwide for the HF MIXING GROUP's products and services.

**Mixing Together:** Describe yourself in a few sentences: where are you from, what are your characteristics, family situation, etc.?

**Kurien Thomas:** Youngest of three children, I was born and brought up in India and did all my undergraduate studies in India until I moved to Manchester in the UK to do my higher studies. In a family full of medical professionals, I was born a mechanical engineer. I currently reside in the US, in a town called New Haven, home of Yale University.

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**'Passion drives success. People like to be associated with a successful company.'**

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**Mixing Together:** Where do you work, in which field, and why did you choose this job?

**Kurien Thomas:** I am the Engineering Manager at the Farrel Corporation in the USA. My background is in mechanical engineering and I spent most of my years at Farrel as a development engineer. I was always fascinated with machines and how they work and if you have a love for mechanical engineering there is no better place to work than Farrel!

**Mixing Together:** What exactly is your job in the company you work for; do you prefer any tasks in particular?

**Kurien Thomas:** As the engineering manager, I oversee the engineering functions, both mechanical and electrical, for the Continuous Mixer business unit. I was a development engineer prior to taking up this position and I am still involved with the design and development of continuous mixers, a job that I thoroughly enjoy.

**Mixing Together:** How do you personally see the merging of the different companies – do you like the idea of it or not?



Kurien Thomas, engineering manager, Farrel, USA

**Kurien Thomas:** The merging of the companies and the subsequent separation of the business units allow each location to focus on their core competencies. It gives the business units considerable freedom to design, develop and market their machines in a way that is best suited to meet the needs of their specific customers. The business units, while separated by their machine focus, operate under the umbrella of the HF MIXING GROUP, allowing free sharing of information, ideas and talent pool that give the companies a competitive advantage unlike any other.

**Mixing Together:** What does 'Passion' mean to you? What do you think could be improved within the HF MIXING GROUP to make everyone feel like a 'passionate team player'?

**Kurien Thomas:** Passion to me is putting in the best I can in everything I do. Passion drives success. People like to be associated with a successful company. It makes them proud of what they do at work and how their work matters to the people around them. Impassioned employees are a company's asset and they drive business success. A company that shares its success with its people creates a sense of belonging. Effective communication, encouragement, team building events like group sports and activities and appropriate compensation for their efforts are all ways to create a passionate workforce.



Camilla Campanini, sales assistant, POMINI, Italy

**Mixing Together:** Describe yourself in a few sentences: Where are you from, what are your characteristics, family situation, etc.?

**Camilla Campanini:** My name is Camilla Campanini and I'm 43 years old! I'm married and I have got two children, Alberto, 8 and Sofia, 2. I grew up in the countryside, but ten years ago I moved to Legnano, a small town about 30 km from Milan. I like living here; I have all the advantages of the city avoiding its defects like: traffic, smog, crime. During winter we like to follow women's volleyball championship and we don't miss a match of our beloved team. But as soon as the temperature warms up we 'run away' to the seaside because we adore it. When, at the end of the day, I still have some time, I like to read adventure books and biographies.

**Mixing Together:** Where do you work, in which field, and why did you choose this job?

**Camilla Campanini:** I've worked at POMINI since 2005; I started in the Automation department and in 2006 I moved to Sales Management department as an assistant. Before arriving at POMINI I worked in Milan at a company of the Honeywell International Group and I was involved in the sale of fire detection systems. I liked my job, but after the birth of Alberto I wanted to work closer to home so I accepted the POMINI offer. I can say that I made the right choice!

**Mixing Together:** What exactly is your job in the company you work for; do you prefer any tasks in particular?

**Camilla Campanini:** At POMINI I work with all other functions since I'm involved in a lot of activities that affect all employees such as training and organising health checks. In many cases, I'm the contact person for requests or suggestions. Periodically I have to contact various Italian associations such as Assocomplast for the preparation of statistics related to Italian machinery sales in our field both in Italy and worldwide. I have to say that 'Made in Italy' products always look to be outstanding! On top of that I support sales managers and the managing director with the management of contracts and travel arrangements; furthermore I'm responsible for arranging customer visits to POMINI for kick-off meetings, inspections or presentations.

The favourite part of my job is organising trips, visits or events. I like to be the reference, in Italy, for exhibitions like Plast. I was very proud of our last HF MIXING GROUP summer party because everyone had fun. We worked very hard arranging this event and knowing that our colleagues enjoyed it, made me happy!

**'I was very proud of our last HF MIXING GROUP summer party because everyone had fun. We worked very hard arranging this event and knowing that our colleagues enjoyed it, made me happy!'**

**Mixing Together:** How do you personally see the merging of the different companies – do you like the idea of it or not?

**Camilla Campanini:** I'm convinced that, since we live in a globalised, multicultural world, being part of a Group that includes companies from different countries has to be part of our life! I have to admit that at first I had some doubts because Italian culture is so different from the German or the English ones. But, after an initial period of 'mutual study', I'm sure that we definitely found a way to interact with each other in the best way. To strengthen such a feeling, I think it's important to have common moments to meet and know each other outside the workplace.

**Mixing Together:** What does 'Passion' mean to you? What do you think could be improved within the HF MIXING GROUP to make everyone feel like a 'passionate team player'?

**'Passion for me is motivation for my job and my company.'**

**Camilla Campanini:** Passion for me is motivation for my job and my company. Being motivated essentially means waking up every morning with a smile, happy to start a new business day, always looking for new goals in order to continually improve. I expect that my work will provide me with opportunities for self-actualisation and growth, not only on a professional level but also on the personal one. After a nice day spent in the office I will play 'smiling' with my children.

**Mixing Together:** Thank you very much for your answers!





Health care management live: our Nordic walking group in action.

# MIXING events

A little inside view of events, which we are visiting or organising to broaden our horizon or to interact within the HF MIXING GROUP.

## Passion for health

➔ Since summer 2012, Freudenberg, Germany

To become fit for the future, we have come up with an idea to roll out a health management programme. In summer 2012 all employees based in the Freudenberg plant had the chance to be individually tested to find out about their constitution and about interests in sports activities, which assisted in creating individual training programmes. The examinations resulted in the following courses being offered to the employees regularly: nordic walking, relaxation as per the Jacobson method, workshops for nutrition counselling and most importantly several back therapy training courses, since many of our members of staff are working long hours either sitting at

their desk or standing at the machines in the production hall. The first courses were well received and we look forward to a sporty, healthy year in 2013!

## Rubber Seminar in Manchester

➔ 17 September 2012, Manchester, UK

On 17 September 2012, the 8<sup>th</sup> Manchester Polymer Group Rubber Seminar organised by The Institute of Materials, Minerals and Mining took place in Manchester. The HF MIXING GROUP supported this seminar with a presentation from Mr Saadi Ghafouri about rubber mixing.

## Annual mixing seminar held in the technical centre in Freudenberg

➔ 9–11 May 2012, Freudenberg, Germany

During the annual mixing seminar held by the Deutsche Kautschuk Gesellschaft e.V. (German Rubber Society) in Freudenberg, speakers like Mr Wehmeier from Evonik Industries AG and speakers like Dr Limper, Dr Berkemeier and Dr Keuter from the HF MIXING GROUP informed about the basics of rubber mixing. National and international participants travelled to Freudenberg to be informed on the latest state of knowledge on technology. During the practical part of the mixing seminar carried out in our technical centre in Freudenberg, the participants formed teams and were given the task to define the best possible mixing process for a specified recipe within three trials.

We look back on a successful seminar in 2012 and are looking forward to recruiting numerous participants and interesting new contacts at the next mixing seminar which will take place in Freudenberg 15–17 May 2013!

## First German Mixing Championship

➔ 5 June 2012, Freudenberg, Germany

Following the mixing seminar of the DKG, the First German Mixing Championship took place on 5 June 2012. This championship was also organised by the DKG together with our location in Freudenberg. Four teams of companies from the rubber industry participated in the championship. The aim of the competition was to let the teams compete with each other in their skills and capabilities in a direct comparison. Based on specified raw materials, mixtures had to be developed during several trials and the results had to be sent back via Internet to the technical centre in Freudenberg where the mixtures' characteristics could be evaluated. One of the factors examined was the product quality, specifically in terms of viscosity and dispersion.

The winner of the competition was Continental Reifen GmbH from Hanover. The team of Dätwyler Schweiz AG from Altdorf, Switzerland, earned a second place and third place was shared between the Freudenberg Forschungsdienste KG team and the Henniges Automotive GmbH team. The awarding took place in Nuremberg on 2 July 2012 on the occasion of the opening ceremony of the German Rubber Conference.

## HF MIXING GROUP summer party in Italy

➔ 29 June 2012, Castellanza, Italy

The annual HF MIXING GROUP summer Party was held in 2012 on a very sunny and hot Italian afternoon at our location in Italy. The employees of HF MIXING GROUP travelled by airplane, bus and one group by bicycle with pure passion to the location in Italy to meet their colleagues from the Group. In the Sports Centre of Boffalora Ticino, German, English and Italian teams faced each other to elect the new HF MIXING GROUP Soccer Champion for 2012. At the end of three tough matches, played with great athletic spirit and fair play, the Italian team won the tournament! The HF MIXING GROUP summer party has been a wonderful day spent together in joy and fun! After the match the party continued with great food, 1,400 litres of Coke, water, wine and beer as well as good music. We look forward to the next summer party in 2013, which plays a huge role in strengthening the Group all over the world.



Winners of the first German Mixing Championship



Summer party: The cyclists drove 290 kilometres and up to 2,500 metres in height.



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## MIXING culture

Part of a good corporate culture is to share the company's success with others. That characterises us as a team all over the world and shapes our focus on our trend value: sustainability.

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### Passion for others

Every year the HF MIXING GROUP's companies commit to help socially disadvantaged people and get involved with projects for culture and children all over the world. In 2012, we collected several thousand euros which, for example, gave new hope to people in Ghana and also supported many regional projects and events.

After the tsunami in Indonesia in 2005, an orphanage located in the worst affected region of Banda Aceh was supported. This orphanage was founded by a group of first-aid doctors. According to the first-aiders on site, the children – being the socially weakest group – participated fewest in the worldwide support. Still today the children are given accommodation, provided with food as well as medical care and school support.

A non-profit association organises funding (learn more: [www.tsunami-waisenkinderhilfe.de](http://www.tsunami-waisenkinderhilfe.de), one of the contact persons is Dr Dr Rieffel, Lippstadt, Germany).

Every year a large portion of the donations goes to the leukaemia organisation 'Comitato Maria Letizia Verga' in Castellanza, Italy – a volunteer organisation that organises treatment for children with leukaemia. 'Comitato Maria Letizia Verga' was founded in 1979 to connect parents and friends of sick children with professional doctors who can treat leukaemia in the Paediatric Clinic in S. Gerardo Hospital in Monza, Italy. ↻

### Better quality of life for sick children

The HF MIXING GROUP is committed to this organisation because it helps children and their families to best deal with the disease in the medical and psychological sense, and promises them a good chance of recovery as well as a restoration of quality of life. Donations are collected, for example, through the sale of Christmas trees and Easter eggs on the respective holidays.

Another organisation that is actively supported by us is 'Mater Orphanorum'. This organisation helps disadvantaged children aged 3 to 11 to cope with difficult life situations in an appropriate way and accompanies them on their way to a better future.

### High-quality care for pupils

Today, in more and more families, both parents work. This often brings the family under pressure. Although kindergartens usually offer sufficient childcare for the little ones with regard to time, in Germany primary school children can mostly go to all-day schools when parents are working full time. This has the disadvantage that off-peak times such as school holidays and times before school or after 4 o'clock cannot be covered. This means that in total there is a level of low flexibility. Furthermore, qualified homework help is usually not possible.

The HF MIXING GROUP supports a pilot project of the Protestant family centre 'Sternzelt' in Freudenberg, Germany, where the care of primary school children is ensured in a way that is flexible in time and academically demanding. This project is also supported by the European Union as well as other partners in the Freudenberg region. Parents can only perform well on the job, when they know their children are being well looked after. In times of increasing flexibility of working hours, this is becoming more and more important and the HF MIXING GROUP is committed not only for socially motivated reasons, but also for increasing employer attractiveness.

Many thanks to all donors – we wish all organisations good luck and success in their important work!



## IMPRINT

### Publisher

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### Editorial, design, composition

Welke Consulting Group  
 No liability is taken for errors and printing errors.

### Responsible for content at HF MIXING GROUP

Dr Harald Keuter, Melanie Jahn

### Images

Cover: Fotolia  
 Page 2: shutterstock  
 Page 6: Fotolia  
 Page 9: Fotolia  
 Page 10–11: Fotolia, Getty Images  
 Page 12: Fotolia  
 Page 14–15: Fotolia  
 Page 17: Fotolia  
 Page 18–19: Fotolia  
 Page 34–35: Fotolia  
 Page 38: Fotolia  
 Page 41: Fotolia  
 Page 44–45: Fotolia  
 Page 46–47: Fotolia

### Printing

Krüger Medienhaus KG, Hachenburg  
 Germany

### Print run

4,900 copies

### Distribution

Available to customers, employees, partners and interested parties of HF MIXING GROUP, cost-free.

We are looking forward to your feedback regarding our new magazine 'Mixing Together'. Please contact Melanie Jahn from Freudenberg, Germany at [mixing@hf-group.com](mailto:mixing@hf-group.com). Many thanks for your interest!



[www.hf-mixinggroup.com](http://www.hf-mixinggroup.com)



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