

# ARMACELL

# LIFE

AROUND  
THE  
WORLD

Global Employee Magazine

2019  
#1

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WHO WE ARE

Armacell Friesenhofen

Colleagues and distributors jumped onto boats to clean Amsterdam's famous canals. Learn more on [page 5](#).



# TOPICS

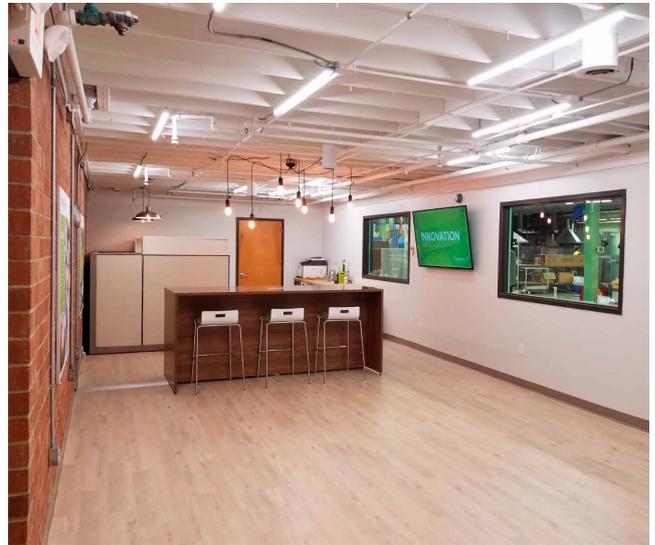
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### WHAT'S GOING ON?

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Innovation is our DNA. Our new innovation Centre of Excellence opened in Mebane, North Carolina

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>> I work as Maintenance Clerk at our TIN pipe production line in Friesenhofen.<<

Kevin Noch



## Dear colleagues,

It is with great pleasure that I welcome you to this fifth edition of our employee magazine "Armacell Life Around The World", which highlights the past and coming news in the Armacell world.

Since joining Armacell last November, I have had plenty of opportunities to meet lots of you at Armacell sites around the world. For me, getting to know the Armacell family has been an enjoyable, exciting and eye-opening experience, which has helped me understand our business and way of working. Above all, I have learned what motivates you, what expectations you have, and what you are concerned about. I see it as my responsibility as Chief Human Resources Officer (CHRO) to work as hard as possible to ensure your working experience is as rewarding as mine.

Our Global Employee Surveys are a vital tool to understand what is important to us at Armacell and how we can continuously improve how we work and live at Armacell. That is why everyone's engagement and honest feedback is crucial. I am sure that the [2019 Employee Survey](#), which began in May and continued until early June, will again prove valuable to improving our work experience at Armacell. With a participation rate of 90%, I thank all of you for sharing your honest opinions about our company. Going forward, we will use this feedback to shape new developments and improve the Armacell experience.

Whether it is the workshop organised at the Chapel Hill regional head office focusing on the Armarium Days' key message to Execute Excellence or the new induction program in India, our company is moving forward and achieving more. This is also evidenced by the fact that four of our sites recently reached the [Bronze level in WAM Sales and Marketing](#), revealing the commitment, passion and empowerment of our teams.

Following the idea of continuous improvement and in order to enhance our efficiency, we continue to invest into our leadership culture and development programs. In the meantime, we have started to work on a new People Management platform, targeted to go live in Q1 2020 to replace and enhance the UltiPro global functionalities. From people management to organisation charts, annual reviews, absence management, WAM PD digitisation, and later on recruiting and learning platforms, we will ensure that the new platform is intuitive, user-friendly and offers new possibilities in all people matters.

If you have not spotted them already, we have produced [two new internal posters](#) that reflect Armacell's evolution and highlight our corporate culture and philosophy. One is entitled "Our Values", the other "The ArmaWay". They are currently being wall mounted and will be available in all the languages where we operate a plant.

I am concluding today by encouraging you all to keep up the good work and reminding you that in September, we will again celebrate being part of the Armacell family during the 6th Global Armacell Day. This moment is a great opportunity to meet colleagues, do team building activities and to celebrate our corporate spirit.

Yours sincerely,

Sophie Ancelin  
CHRO

# WHAT'S GOING ON?



The Special Olympics World Games opening ceremony

## Meet the determined

SPECIAL OLYMPICS WORLD GAMES IN ABU DHABI

The Luxembourg tennis team after their match



Off we go to Abu Dhabi, United Arab Emirates for the Special Olympics World Games 2019, the world's largest humanitarian sporting event. This global movement focuses on the empowerment of People of Determination – people with intellectual disabilities – through the power of sport.



**7,500 athletes with special needs from 190 countries gathered in March.** Amongst them were two delegations supported by Armacell. Our colleagues from Brampton, Canada, supported the Special Olympics Canada football team, who played teams from Portugal, Sweden and St. Lucia and won the bronze medal. The Luxembourg office sponsored Special Olympics Luxembourg with a focus on their tennis team, who had the chance to play exciting doubles and singles with competitors from Brazil, the UAE and Guatemala. Tania Hippler, a Communications Specialist based at our corporate headquarters, worked as a volunteer in the Games press office.

**Armacell is proud to have participated in this great initiative** and would like to congratulate the athletes, volunteers, organisers and spectators who spread such a positive determined spirit across the world.



The Canadian football team won the bronze medal

## THE HEART SAVER

### HAYONG JANG SAVES STRANGER'S LIFE



Hayong Jang receiving the Heart Saver Certificate

**Hayong Jang from our Sales team in South Korea** was honoured for saving a man's life by performing cardiopulmonary resuscitation (CPR).

**One weekend, Hayong was driving to the local mall with his son when he saw a car crashing into the guardrail of the road.** Noticing that the driver was unconscious, Hayong called the Emergency Centre and broke the car window to open the vehicle. Since the stranger was not breathing, Hayong performed CPR until the ambulance arrived. The driver fully recovered after three days at the hospital.

Hayong received the Heart Saver Certificate from the Governor of the Cheonan Province. **Well done, Hayong, for taking care of your community.**

## PLASTIC WHALE

### TURNING PLASTIC WASTE INTO BOATS



Participants with the waste collected from Amsterdam's canals

**In mid-May, distributors met our Thimister sales and marketing team during a two-day event in Amsterdam, the Netherlands.** Following the more formal business presentations, all the participants got actively involved in the Plastic Whale movement, a social enterprise that aims to free waters of plastics. Consumer products such as office furniture, lamps or boats are made from plastic waste collected this way.

**The participants jumped onto boats to clear plastic waste from the city's famous canals.** A competition was organised between the participating teams to find out which boat collected the most waste and who fished out the funniest item.

Afterwards, the harvested PET bottles were sent to a shredding company. This shredded plastic serves as raw material for our ArmaForm PET products, which are also used in the construction of Plastic Whale boats. **That allows them to collect even more waste, which closes the loop.**



## DID YOU KNOW?

- Our first **Sustainability Report** was published on 17 May. Available on our corporate website [www.armacell.com](http://www.armacell.com), the publication outlines **Armacell's understanding of Corporate Social Responsibility (CSR)**.
- In most of the countries where Armacell is present, there is a Special Olympics team. **Armacell already supports athletes in Luxembourg and Canada.**
- In Poland, **Armacell employees and their friends** took part in the biggest charity run in Wroctaw to **help children in need.**
- **Armacell Luxembourg joined IMS** (Inspiring More Sustainability), the leading CSR network in Luxembourg.

80% of the waste on the streets usually ends up in the canals



Plastic Whale boats are made of ArmaForm PET



#### ARMACELL INSIDE

##### Rowing around the world

Russian adventurer and explorer Fedor Konyukhov is set to become the first man to navigate the world in a rowing boat. From 2018 to 2020, he will complete a solo circumnavigation of the Southern Hemisphere in his "Akros" boat, which is equipped with ArmaFlex® to insulate the cabin. In addition, 8 square meters of Arma-Chek Silver were donated to line the pod where Fedor sleeps, as a filler for some padding and to prevent condensation. In May, the boat completed the first part of its overall journey, covering the distance from New Zealand's port city of Dunedin to Cape Horn in Chile (9,000 kilometres).

## WELCOME TO BAHRAIN

### NEW GREENFIELD SITE LAUNCHED



Our new manufacturing facility in Bahrain further develops our presence in the Middle East

When running at full capacity, our new Middle Eastern hub will produce 60,000 m<sup>3</sup> of technical insulation foam per year and deliver a wide range of insulation solutions to the region, including high-density materials and elastomeric insulation, in particular for HVAC systems. **The new facility has created approximately 100 jobs in the Bahrain International Investment Park.** ■



Ribbon cutting ceremony

## SWEETWOODS PROJECT

### TURNING WOOD INTO FOAM

**Can we decrease our dependency on finite fossils fuels?** Is there a more sustainable alternative to petroleum as the raw material for foam products?

**To find answers to these questions Armacell is one of the partners in the EU-funded SWEETWOODS project.** SWEETWOODS has brought together nine bio-innovation oriented partners from all over Europe with the aim of creating added value for lignocellulosic biomass. The value chain starts with enzymatic lignin depolymerisation and the conversion of sugars to produce high-purity wood-derived intermediates, which are then processed into a variety of biofuels and bio-chemicals. Armacell is currently developing lignin-based feedstock recipes in the laboratory. The next stage will involve pilot-scale testing, with industrial-scale production as the longer-term goal.

**What is driving our innovation team?** The desire for true bio-based feedstock, the replacement of chemical-based flame retardants and potential cost savings.



### SWEETWOODS

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 792061



Dr Marcel Petri, Research Scientist Emerging Technologies and Cilli Oertker, Technician Innovation Development, are working jointly with other SWEETWOODS members to make this project a sustainable success

 To discover more about this innovative project, please [click here](#).

Feel free to contact Marcel or Cilli for further information. ■

## SAFETY IN BELGIUM

### THIMISTER RECEIVES ISO SAFETY CERTIFICATION



Laurent Debeve,  
Lab & EHS Manager, and  
Thomas Kessel,  
General Manager PET Foams

**Congratulations to our Thimister plant**, the first Armacell manufacturing facility to receive the ISO45001:2018 safety certification. The latter specifies requirements for an efficient occupational health and safety management system.

**For two whole days**, external auditors reviewed the plant's safety standards, including our on-boarding process, LOTO procedures, CE and other machine regulations as

well as various risk-assessment procedures. Our WAM safety methodology and the implementation of the OHSAS 18001 (Occupational Health and Safety Assessment Series) standard were key elements of the audit.

**We thank our Thimister colleagues** for their commitment, resulting in the achievement of this demanding certificate. ■

## MARKET PRESENCE IN RUSSIA

### COMMERCIAL CO-OPERATION AGREEMENT WITH THERMAFLEX

**In March 2019, Armacell signed a commercial co-operation agreement with Thermaflex**, a Netherlands-based manufacturer of high-end PE and pre-insulated piping solutions, to jointly serve the markets of the Russian Federation and some CIS countries.

**As part of this distribution agreement, Thermaflex Russia is exclusively distributing Armacell's suite of elastomeric products and accessories in Russia, Belorussia and Kazakhstan.** Thermaflex has also been granted a non-exclusive license to distribute Armacell branded products in Armenia, Uzbekistan, Tajikistan and Kyrgyzstan. In this context, production at our manufacturing facility in Lobnya, will be permanently closed; products for these markets will be manufactured through Armacell's European production network. ■



### DID YOU KNOW?

- We produce **5 million cubic metres of insulation foam** every year.
- IBM Sametime provides real-time communication through instant messaging. **Chatting with your colleagues worldwide has become so easy.** Give it a try and ask your local IT if you require any assistance.
- 150 colleagues participated in the **2019 AMERICAS Armarium Days in Raleigh, NC** on 14–15 May.
- **Our Annual Report 2018** also serves as a corporate brochure. Hard copies are available in English and can be ideally used at external events and meetings.

# THE EU'S GENERAL DATA PROTECTION REGULATION

## THREE QUESTIONS TO NINA LAUMANN



Nina Laumann,  
Armacell's European  
Data Protection Officer

### The EU's General Data Protection Regulation (GDPR) has been effective since May 2018. What is the situation at Armacell when it comes to data protection?

On the basis of the 2018 regulations, we have been working on a European Data Protection Policy for Armacell. This comprehensive document focuses on dealing with individuals' personal data. It enables us to act in line with the GDPR in Europe and address questions such as: When can personal data be processed? What principles have to be considered when dealing with such data? Can personal data be transferred to a third-party country\* and under which conditions? What rights do data subjects have and how do we react if a person claims such rights? What security measures need to be adopted when dealing with personal data and whom do I have to inform if a data breach occurs? In addition, we have worked on a catalogue listing all procedures involving personal data in Europe that exists at Armacell. The next step is to analyse these processes and adapt them, if necessary, to be compliant with the GDPR.

### Many people are sceptical about data protection.

#### Why is it so important?

It is true that data protection topics tend to be perceived as annoying or complicated. At the same time, we need to understand that what is at the core of the subject is people's personal rights, in particular the right to privacy. Also, as data processing involves certain risks for the individuals concerned, it is necessary to establish some rules or protection. No one would like to find, for example, their bank account balance zeroed or their identity stolen due to misuse or unauthorised access to personal data they provided to an organisation or company. The fact is that data protection affects us all.

### How can I personally contribute to data protection at Armacell?

Everyone who works with personal data in Europe or transfers data from/to the European Union should be familiar with Armacell's European Data Protection Policy and ensure that they have undertaken the necessary steps to comply with the policy. You can find the document on UltiPro under Electronic Forms > Corporate Policies & Guidelines. There you can also download FAQs and helpful templates. To raise awareness about data protection, several training courses and activities are currently being implemented. For any questions or topics please feel free to contact me at any time: Nina Laumann, +49-251-7603-477, [dataprotection@armacell.com](mailto:dataprotection@armacell.com).

\*A third-party country refers to all countries outside the European Union (EU), the European Economic Area (EEA) and Switzerland.

## ENCOURAGING INNOVATION

### CENTRE OF EXCELLENCE

Earlier this year, a new Innovation Centre of Excellence was launched at our facility in Mebane, North Carolina. The workspace offers refurbished offices, meeting spaces and a Genius Bar encouraging a culture of collaboration and creativity.

»It is amazing how much your work environment can impact your mood, creativity and productivity. Our newly renovated Innovation Centre has improved all these aspects. It is a pleasure to work in such an inviting space, conduct meetings and collaborate with others. In a dynamic environment everyone is more engaged and open to listening and sharing new ideas.«

Tim Ledden, Innovation Manager



The team benefits from the modern workspace, as it supports developing innovative product solutions

## WAM BRONZE FOR BEGUR AND PET

### GREAT ACHIEVEMENTS IN SALES & MARKETING

**Congratulations to the Advanced Insulation (AI) team in Spain and Portugal and to the global PET Foams team for achieving WAM Sales & Marketing Bronze.** During the respective audits, both teams demonstrated a strong commitment to continuous

improvement, delivering effective actions, addressing People, Processes & Tools, and extensively utilising the tools and processes in Salesforce.com.

**Izaskun Ibietatorremendia de Cascante,** General Manager France, Portugal and Spain, was delighted by the AI team's performance: »This achievement was made possible by the full commitment of every member of the Sales & Marketing team. They all showed an open-minded passion to listen and learn, and their customer-centric approach was evident in that everyone understood and knew about their customer requirements and value.«



The most beneficial added value WAM brings is when the whole company benefits from the achievements of individual teams. ■

**Thomas Kessel,** General Manager PET Foams, was equally enthusiastic about his team's achievement: »Salesforce.com guided us through WAM and helped us pass on the world-class vision to all of this highly engaged team, who eagerly took up the challenge of achieving Bronze. Some of the tools and systems developed by the PET team are already being used for the roll-out to other business units.«



## EMT ROUND TABLES

### MEET THE EMT

Round tables are a great opportunity to meet and discuss a wide variety of topics with the Executive Management Team (EMT). **Following a recent facelift, round tables are now deepening the dialogue with our top management.**

**The main change is that all EMT members will host several round tables.** Two round tables per year will be organised in each plant. In addition to our manufacturing sites, the initiative has been extended to our administrative sites. The senior managers have additionally committed themselves to get more involved in people engagement activities. These local meetings will allow them to get feedback and suggestions from employees and thus gain an even better understanding of what is moving the Armacell family.

**Want to participate?** Get in touch with your local HR representative – your opinion matters.



**48** round tables planned

## NEW INTERNAL POSTERS

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### REFLECTING ARMACELL'S EVOLUTION

Our refreshed internal posters entitled **OUR VALUES** and **THE ARMAWAY** were launched in May to mirror Armacell's progress and accentuate the spirit of our company. The new visuals are complementary and work as a pair to reflect our corporate philosophy From Vision to Action, follow the new brand guidelines and ensure that consistent messages are conveyed across Armacell.

**OUR VALUES** represents the beliefs our people share and the way we think, work and behave within the Armacell family.

**THE ARMAWAY** explains how our global teams gather around a common way of working.

The posters will be replaced and translated at all our locations.

Please (re)-discover, read and share them.

See next 2 pages



# OUR VALUES

## HOW WE THINK, WORK AND BEHAVE

### COMMITMENT

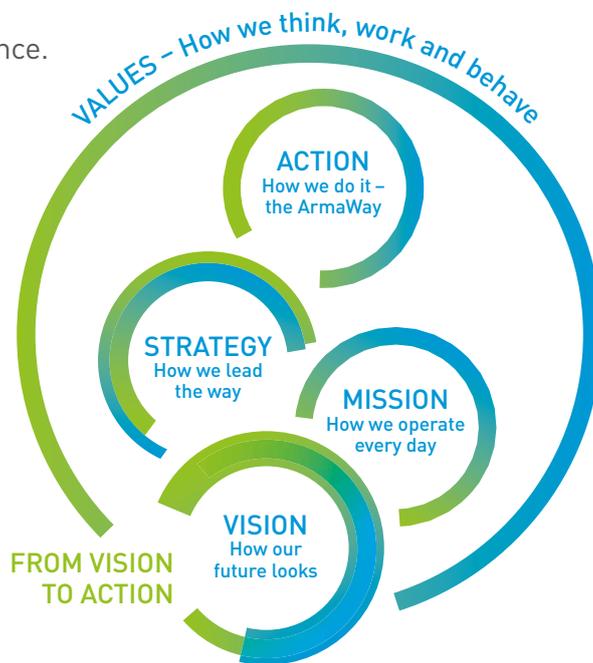
We are committed to developing and motivating our people, nurturing their talents and developing new skills. We build strong teams to support our company's performance. The safety of our employees is the company's first priority.

### CUSTOMER

We create a positive customer-focused culture. Customers value the Armacell experience and relationship.

### EMPOWERMENT

We provide our people with operational responsibility and empower them to develop and perform to the best of their talents.



### SUSTAINABILITY

We are focused on sustainable, profitable growth through the development and manufacturing of our products to ensure a positive impact on our community. We contribute to sustainable growth by innovating in safe thermal, acoustic and mechanical insulation solutions.

### INTEGRITY

Our employees are aware of and comply with rules and regulations, wherever in the world they are working. Yet, we take integrity even further. It is about doing the right things in the right way, as individuals and as a company. Ethical and responsible conduct is fundamental to the way we do business. Armacell is trustworthy.

# THE ARMAWAY

## HOW WE DO IT



### APPRECIATE OUR CUSTOMERS

We actively collaborate and develop innovative, quality solutions to address our customers' requirements. We continuously evaluate our strategy to ensure it drives our global growth.

### RAISE OUR EFFICIENCY

While putting customer experience first, we systematically find robust ways to raise our efficiency by applying continuous improvement in every aspect of our business and organisation.

### MANAGE OUR CASH

We manage our cash to invest in our future. We maximise inventory turn, maintain our customer service levels and improve supply conditions.

### ACT TO EMPOWER OUR EMPLOYEES

We empower our employees to positively impact our company and the communities we work with. We drive their performance thanks to aligned goals, while identifying and developing their talents. We create a culture of innovation in order to develop leading product and system solutions enabling our employees to make a difference around the world.

## COMPANY VIDEO ON SUSTAINABILITY

### ARMACELL, A SOCIALLY RESPONSIBLE COMPANY



Our new video focuses on sustainability and PET foams and is an addition to our Armacell Company Video

**Armacell is an innovative global leader with integrity** – a fact that we demonstrate every day by manufacturing sustainable solutions that respond to global megatrends and provide value for our customers. One of many examples for our actions towards a more sustainable world are our 100% recycled PET foam solutions.

**Our latest company video tells the story of this innovative technology that leads the way towards a circular economy.** The video complements our 2018 company video and positions Armacell as an innovative, socially responsible company.

**The 2-minute video** is intended for sharing with a wide audience, including colleagues, customers, suppliers, candidates or any other stakeholders interested in Armacell. It can be embedded in your PowerPoint presentations and displayed at trade shows or in entrance halls. The video is featured on our website and can be downloaded from the video gallery in UltiPro under MyCompany.

Stay tuned for our digital summer campaign on PET bottles and recycled PET foams and visit Armacell on [Facebook](#) , [Twitter](#) and [LinkedIn](#).

## NEW ARMACELL WEBSITE

### A FRESH LOOK AND FEEL FOR ARMACELL.COM

**Our world is constantly evolving and with it Armacell and our brand.** This is all the more important in the digital world. Currently, our company website [armacell.com](#) is being redesigned to stand out with a new modern look and feel and enhanced user friendliness. This will empower the new website to represent Armacell as an innovative company and technology leader. Going forward, [armacell.com](#) will become our main digital gateway for various external and internal stakeholders, including customers, journalists and investors, as it will lead them directly to all the relevant information about Armacell. In line with our ongoing efforts to strengthen our brand, this development will accelerate our strategy as we become more global, more digital, more service-oriented and more closely connected with the people who use what we make. **Stay tuned for more.**



The Armacell website will be re-launched later this year

# BRAND STRATEGY UPDATE

## NEW CHAPTER OUT

Following the first documents of our new global brand strategy, a fifth chapter was published in Q1. Our family-brand // products guidelines define the proper and consistent use of our master-brand Armacell and our associated family-brands and products. Family-branding is where a single brand name is used for the sale of two or more related products. ArmaFlex® is an example of a family-brand for all closed-cell insulation materials made from elastomeric foam.



BRANDING IN ACTION: In Singapore, an advertisement aligned with our new brand strategy was mounted on a distributor's truck



In total, the global brand strategy comprises six chapters that make up our brand toolkit and help us to **create a unique and consistent impression** to our stakeholders. The final chapter, *Our naming strategy*, will be published soon.

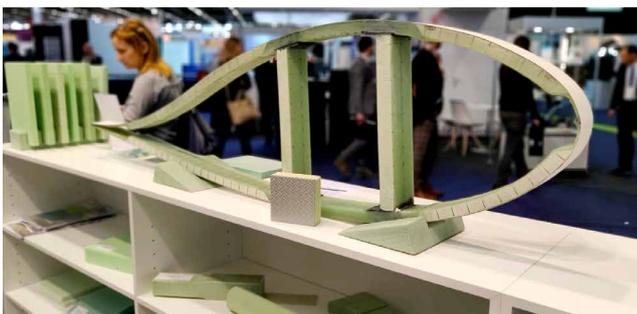
*Our family-brand // products guidelines is on UltiPro under "My Company/Electronic Forms".*

# ARMACELL @ JEC WORLD

## LEADING TRADE SHOW IN PARIS

Armacell exhibited at JEC World, the leading international composites show featuring ground-breaking solutions, innovative manufacturing processes as well as unique networking and business opportunities. The PET team from Thimister presented a wide variety of applications and products, including our latest innovation ArmaShape, the 3D-shaped PET foam cores for large-scale production.

This year, JEC World welcomed more than 40,000 professionals. The colleagues at our booth had a busy time talking to decision makers from the global composites market: specifiers, design professionals, OEMs, composite part makers as well as existing customers. The team generated numerous leads from the transportation, building & construction and wind energy markets. **Congratulations to the PET team for making this event such a success.**



Several products and applications were presented at JEC World



## WELCOME TO INDIA

### ACREX INDIA 2019 TRADE SHOW

Earlier this year, our colleagues from Pune represented Armacell at ACREX India 2019 in Mumbai, South Asia's largest exhibition for air conditioning, heating, ventilation and intelligent buildings. At its 20th edition the show welcomed more than 500 exhibitors from 25 countries, bringing together the entire HVAC-R universe in APAC.

ACREX India is a valuable platform for our industry to reach relevant stakeholders and decision makers in the region. During these three days, Armacell exhibited its insulation solutions and applications, demonstrating how multi-product and multi-material our company today is. ■



A live demo showing how to apply Armacell products was organised at our booth

## FOAM EXPO NORTH AMERICA

### LEADING EXHIBITION IN MICHIGAN

Our Engineered Foams product solutions were exhibited at the Foam Expo North America in March 2019. The two-day event is the world's largest technical foam exhibition and conference, bringing together manufacturers and buyers of technical foam materials, products and services.

As a multi-product and multi-material company, Armacell presented a diverse set of Component Foams and PET products at the booth. Engineers, specifiers, suppliers and converters took the opportunity to ask questions about our latest innovations, our extensive PET product portfolio as well as our high-performance Component Foams solutions. ■

As part of the event, Pavel Holub, Director Global Innovation, participated in a leadership panel on how to reduce material and equipment costs while improving foam capabilities. Stefan Reuterlov, General Manager Technical Service, presented our PET composite structural foam at one of the materials and foam testing sessions. The focus was on the foam's great potential for industries due to its recyclability, flame retardancy, and low-smoke emissions.



Exhibiting Component Foams and PET foam solutions at our booth

## NEW PRODUCTS – EMEA

### ARMACOMFORT – FLEXIBLE SOUND ATTENUATION SOLUTIONS

**SUPERIOR ACOUSTIC  
PERFORMANCE**



**ENHANCED FIRE  
BEHAVIOUR**



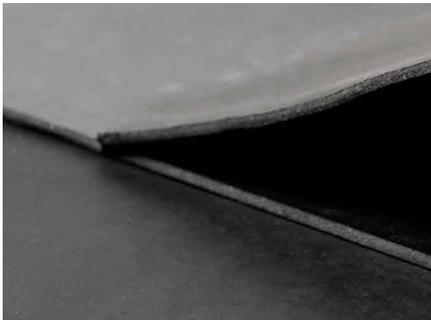
**SPACE  
SAVING**



**EASY TO  
INSTALL**



**ENVIRONMENTALLY  
FRIENDLY**



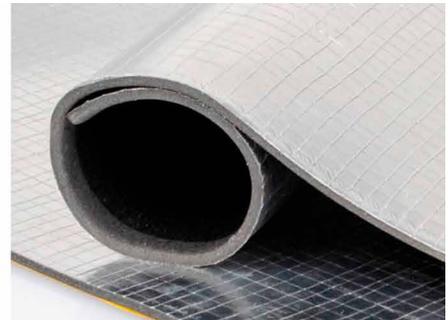
**ArmaComfort Barrier B**

High-performance, mass-loaded noise barrier for concealed applications in walls, ceilings and HVAC constructions



**ArmaComfort Barrier P**

Visually attractive, high-performance, mass-loaded noise barrier for soundproofing existing partitions, air ducts and cabins



**ArmaComfort Barrier B ALU**

Aluminium foil-faced barrier achieving the highest fire rating for organic products. Durable and tear-resistant covering combining a silver-look surface with easy-to-clean protection



### DID YOU KNOW?

- **This year, Armacell will be passing the 1 billion mark for recycled PET bottles.** To date, around 100,000 wind turbine blades have been manufactured using ArmaForm®.
- **Armacell's new ArmaFlex® LS is easy to install even at +5°C** and offers significant time and cost savings compared to typical B<sub>L</sub>-s2,d0 insulation tubes.

Already **well known worldwide for flexible thermal insulation**, we recently launched best-in-class sound attenuation solutions, including the newly integrated Guarto technology. Our high-performance **ArmaComfort Barriers** significantly reduce noise to provide environmentally friendly, visible or invisible sound attenuation in light industrial environments, in buildings and in vehicles. ■

# WHAT'S IN FOCUS?



## Employee Survey

BUILDING OUR OWN FUTURE TOGETHER

### It is all about tomorrow

#### GLOBAL EMPLOYEE SURVEY AT ARMACELL

**Armacell's global bi-annual Employee Survey offers an ideal platform for constructive feedback about your workplace.**

Introduced for the first time in 2012, this voluntary and anonymous survey has become a business routine – with an impressive participation rate of 90% in 2019.

**By answering a set of about 60 questions,** employees express their opinions about the company and share ideas about their individual working experience.

**Showing a positive trend since 2014,** the survey aims at enabling employees at all levels to be successful and committed.

»We are proud to have convinced many of our customers of the value of electronic invoicing. For my colleagues in Customer Service and myself, this is a major improvement over sending invoices through the post. Manual effort has been reduced and certain sources of error eliminated. We have become much more efficient and up to date digitally.«

Christina Patton, Customer Service Administrator, Münster

»The Global Employee Survey gives our people a voice.

The results are essential when it comes to making decisions about our future. It helps us to become an even greater place to work. It is all about building a better tomorrow.«

Sophie Ancelin, CHRO

**The investment in the Employee Survey has already paid back.**

The results of the 2017 survey have led to more than 400 people engagement activities worldwide. On a local level, all our locations have worked on activities in areas such as training, collaboration and the working environment.





»Our new break room is a lovely and familiar place where I can take a rest and have coffee and meals together with my colleagues. We also have our monthly birthday celebrations here. The new room contributes to interaction between colleagues and makes my work more pleasant and bright.«  
Julio César Fleck, Production Operator, Florianapolis



»The new Spot Award program at Armacell India instantly recognises special contributions to a project through monetary vouchers or gifts. This recognition makes me feel that my hard work is worth the effort and motivates me to achieve even more. The awards also support positivity within my team and motivate everyone to follow suit.«  
Ninad H. Chapetkar, Operations Controlling Manager, Pune ■

## 3 QUESTIONS TO PETRA FLEIGE

### The 2019 survey was launched in May. What are the next steps?

Shortly after the survey closed on 3 June, Armacell received a summarised report from Korn Ferry, a leading international management consultancy that assists us in the survey process. The results are then analysed for every location separately and local management decides which topics they will focus on and defines their own action plans.

In mid-July, the overall Armacell survey results, the local results from each location and the corresponding action plans are shared with all employees by local management. From this year on, continuous communication activities on the progress of all local action plans will take place during the subsequent 18-month implementation period.

### Will all the results remain 100% anonymous?

The survey website is hosted on a secure server administered by Korn Ferry. They ensure that all the information remains strictly confidential and that no individual responses are shared with anybody. Results are provided in aggregate form only, implying that each individual response is combined with those of other respondents.

### The Employee Pulse Survey was introduced in early 2019. Why another survey?

The Employee Pulse Survey for our salaried employees was introduced with a different and more concentrated focus on leadership. It is a quick annual reality check ("pulse check") on how leadership routines and tools are embedded in our company. Seven yes-or-no questions address topics such as meeting routines, communicative behaviour and the management of individual objectives. The survey gives us a general idea of personal leadership experiences at a specific point in time. ■



## DID YOU KNOW?

- **Sylvain Walmag**, a Thimister-based HR specialist, won a prize for the **best thesis on HR practices**. Congratulations!
- **Mark Hayes retired after 40 years of service**. He was our Insulation Application Manager in Mebane and we thank him for his dedication to Armacell.
- On average, **employees stay with Armacell for 7.25 years**.

Petra Fleige, Director Corporate People & Organisational Development, has coordinated the Global Employee Survey since its introduction in 2012





# WHO WE ARE



## Pipe hangers produced where many go on holiday

### FRIESENHOFEN – IDYLIC AND INNOVATIVE

**The surroundings are idyllic:** snow-capped Alps in the distance, green woods, lush meadows and fruitful fields in the vicinity. Armacell's Friesenhofen plant in the Allgäu region of Southern Germany is picturesque. Now a village of some 800 inhabitants, Friesenhofen was first settled around 500 A.D. by Alemannic tribes. They certainly chose a nice spot. 21st-century holidaymakers still agree. The Allgäu is a highly popular destination in both winter and summer.

**The Friesenhofen facility was founded in 1973 to produce metallic and PVC components, and taken over by Armstrong in 1986.** 1991 proved to be a key year for the plant's ongoing success with the invention and patenting of the ArmaFix® AF pipe hanger. The first production line was installed a year later, a second added in 2002 and a third in 2012. In 1996 and 1997 two PVC robot lines commenced production of PVC elbows, a metallic elbow production line was automated in 2000, and a corrugated pipe production line installed in 2009. The innovative spirit of the Friesenhofen staff became evident in 2012 with the invention and patenting of the ArmaFix® X pipe hanger. Today, the Friesenhofen facilities cover 38,500 m<sup>2</sup>, of which 12,000 m<sup>2</sup> is roofed over and 630 m<sup>2</sup> house offices. ▼

### Productive

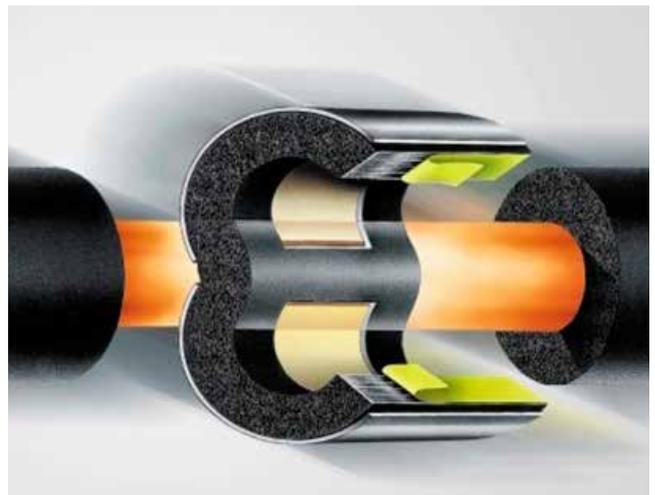
**Friesenhofen employs around 120 people speaking 13 languages and serves 37 countries with pipe hangers** (exclusively produced there) as well as metallic, PVC and aluminium cladding (Okabell, Okapak and Okatherm) and the corrugated stainless-steel pipes used to make the DuoSolar products manufactured at our Münster plant. In 2018, Friesenhofen produced more than 3.6 million pipe support units, an increase of nearly 15% since 2014. Accessories are an important feature of our product portfolio as our Friesenhofen colleagues strive to offer customers complete system solutions accompanied by local training where and whenever necessary.

### Efficient

**In 2018, Friesenhofen won the Armacell Raise Our Efficiency Award for implementing structured solutions to create value-added activities.** By reorganising and standardising the respective logistics, the Friesenhofen production line operators are now certain to get the right amounts of the different components in the right position, the correct box, the right quality, and the required time. The new system has successfully separated value-added activities from logistics and is delivering significant efficiency gains.

### Spirited

**The proximity of the Alps is obviously a key attraction for staff at the Friesenhofen plant.** One colleague is renowned for his winter sleeping habits – in a tent up in the mountains. Another colleague rode his mountain bike across the Alps – a distance of 310 km that involved climbing some 9,000 vertical meters. Mens sana in corpore sano? Maybe Friesenhofen's inventive spirit does have something to do with the location in the Alpine foothills after all. ▼



Accessories such as pipe hangers, TIN and PVC cladding systems are produced by our colleagues in Friesenhofen



## DID YOU KNOW?

- Following an audit in May, **Münster scored two additional points and is on track to reach the WAM Silver level.**
- In Thailand, Armacell was honoured with a **Gold Award for Good Practice in Occupational Safety and Health Management** by the Ministry of Labour.
- In H1 2019, **Armacell Engineered Systems provided extensive training to the staff of major oil companies**, including BP and Shell. The ES application team offered application training packages to more than 300 participants in the AMERICAS (USA and Mexico), APAC (India, Japan and South Korea) and EMEA (mainly Europe).



PVC elbows production process



Pipehanger production line



Zaneta Chmura assembling pipe hangers



Friesenhofen's waterspider Patrick Schiedel feeds the lines with required components, thus improving internal logistics



Global Armacell Day celebrations in Friesenhofen



## ARMACELL FRIESENHOFEN: WHAT OUR COLLEAGUES SAY

»I am responsible for the bookkeeping at Friesenhofen. That primarily involves ensuring invoices are promptly processed and punctually paid. Since joining Armacell in February 2016, the biggest change so far has been the switch to the P2P system for digitalising creditor invoices. Thanks to the assistance of my colleagues in Münster, I was able to master this challenge. What I particularly like about my job is the flexibility and my nice colleagues.«

Andrea Scherer, Financial Accountant



»I have been working for Armacell since June 2018. My work involves finishing various products for our customers, e.g. the thermoforming machine, manual welding systems and the robot system. What I particularly like about my job is how varied the work on the different machines is. At Armacell, I appreciate the fact that commitment is rewarded and you are encouraged in your work.«

Alena Mößlang, PVC Production Worker



»I manufacture the special shaped parts for the sheet metal department. As their team speaker, I am the link between production staff and the production manager. I am proud of the fact that I am one of the few who can make these shaped parts 100% right. What I most like about my work is the excellent collaboration with other departments.«

Mirko Schwab, TIN Production Worker and Team Speaker

»My work as a Safety Pillar leader gives me an interface role where I am directly involved in many different projects. I can proactively contribute and positively shape these projects right from the start. What I like about Armacell? The flexible working conditions, good contacts to executive staff and pleasant working atmosphere.«

Daniel Skupin, Production Engineer



»One of my jobs as a logistician is to inspect and book incoming goods and ensure production gets the right goods for processing. My other tasks include reporting and processing supplier complaints, storing goods and hazardous materials, and supplying production lines. What I most like about my job is working independently and managing the tasks I am entrusted with.«

Giovanni Russo, Logistician



## ARMACELL FRIESENHOFEN IN NUMBERS

1993

Foundation  
of the Friesenhofen  
plant

120

Colleagues  
working at the  
Friesenhofen plant

Languages  
spoken at the  
Friesenhofen plant

13

Total area  
covered by the  
Friesenhofen plant

38,500 m<sup>2</sup>

2018

The Friesenhofen plant  
won the Armacell Raise  
Our Efficiency Award



The Friesenhofen plant  
in the Allgäu region of  
Southern Germany

# NOW IT'S YOUR TURN



Holi is also sometimes called the "festival of love"

## Holi

### FESTIVAL OF COLOURS

**Holi is an ancient Hindu festival celebrated in India, Nepal and throughout the diaspora.** This festival signifies the arrival of spring and lasts for a night and a day, starting on the evening of the full moon day around the middle of March. The celebrations commence with Holika Dahan, a bonfire that gives the festival its name and is ignited on the first evening to signify the death of Holika, the sister of the demon king Hiranyakashipu, on Lord Vishnu's fire pyre. This brings people together for an evening of dancing and singing to celebrate the victory of good over evil.

The following day is celebrated as Rangwali Holi, a free-for-all festival of colours where people paint each other with colours and drench them from water guns and water-filled

balloons. The frolicking and 'fighting' takes place on streets, in parks, outside temples and other buildings. People visit family, friends and even their 'foes' to throw coloured powder at them. Groups of people carrying drums and other musical instruments go from place to place, singing and dancing, laughing and gossiping. A key feature of the celebrations involves sharing Holi delicacies of food and drinks with one another. Once the colour games have finished, the celebrants clean up, have a bath or a shower, put on clean clothes, and again visit family and friends. ▼



Holi celebration

**Although Holi is celebrated in various forms across India, it is particularly important in North, Central and West India.** In the Braj region of Central India where the Hindu deity Krishna is believed to have grown up, the celebrations continue for five days in commemoration of Radha's divine love for Krishna.

Indian festivals are generally all about rituals, colours and food – and Holi is no exception. **Some special dishes have been part of the Holi celebrations for ages and are nowadays seen as**

**synonymous with the festival.** In fact Holi would be incomplete without traditional recipes such as gujiya, malpua, moong dal kachori or puran poli. The Holi festival has indeed a very special significance for our colleagues in Pune:

»Holi is a festival of colours. Every colour has its own significance, which makes it close to the heart and special with lot of emotions attached.«

Kirti Sharma, Admin Executive

»Holi is more a day for new beginnings and to mend relationships.«

Niti Auluck, Credit Controller

»Holi is the day to express love with colours. It is a time to show affection. All the colours that are on you are of love.«

Pooja Kandpal, HR Trainee



Gujiya is a sweet deep-fried dumpling



## DEAR READERS,

Our magazine lives off its content. To fill it with interesting topics, the editorial team relies on you.

We are delighted to receive your input. Feel free to send us an e-mail with your suggestions, ideally with a photo, to **[corporate.communications@armacell.com](mailto:corporate.communications@armacell.com)**

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