Dear Customer,


We have just concluded year one of our 2016-2020 Journey to Excellence strategy in which we saw great strides made towards our overarching goals. Together, these goals will ensure that we continue to grow faster than the market by being customer-centric and achieving higher profitability through operational excellence.

To better connect with our customers and support growth we have added a new Central Distribution Center (CDC) in Northlake, Texas. The CDC allows us to be at least one day closer to 70% of our customers by bringing all products under one 202,000 sq. ft (18,766 sq. m) roof. You can read more about this exciting project on page 4 of this newsletter.

Hempel North America proudly won the top honor of ‘Best Region Within the Hempel Group’ at the inaugural Hempel Leadership Summit 2016 in Barcelona, Spain. The award is dedicated to the engagement and commitment of our employees and to our customers. We share more about this top honor on page 5.

You can find all this, and much more, in the pages that follow.

Kind Regards,

Greg Bengtson
Group Vice President, North America
At Hempel, we’re committed to continually improving and investing in our infrastructure to the benefit of our customers in North America. The latest endeavor to stand testament to this is the signing of a lease on a 202,000 sq. ft (18,766 sq. m) warehouse in Northlake, Texas, just outside of Fort Worth.

The new location, which will serve as our Central Distribution Center (CDC) for Hempel North America, will be responsible for distributing finished Hempel goods to our customers and stocking points across North America from Panama to Edmonton, Canada. With manufacturing taking place in Dallas and Conroe, Texas, the new CDC in Northlake will allow orders to be fulfilled and shipped in record time with reduced lead times and freight costs.

On a local level, the new CDC will directly benefit the local economy in Northlake and the surrounding areas while contributing towards its sustainable growth. With 37 dock doors and such a large site, the CDC will also inevitably create many fresh employment opportunities; with the expected addition of over 20 new team members in year one alone.

Eric Massey, Hempel’s, North America Regional Supply Chain Director commented: “The CDC is a physical representation of the 2020 Hempel Strategic Growth Initiative. Our aim is to increase customer focus, while delivering sustainable organic growth and creating operational excellence. Allowing us to be one day closer to 70% of our customers, our Northlake location helps to achieve each of these goals.”

In terms of operational excellence, our new center will utilize 6S methodology, state-of-the-art warehouse management systems and order fulfillment processes. Investment in the latest innovations and technologies will allow an increase in productivity and efficiency, driving business growth for Hempel and our customers.

North American Award

Hempel North America wins top award at Leadership Summit.

2016 saw the Hempel Group host our inaugural Leadership Summit, a gathering of management and key talent from across the globe at a two-day event held in Barcelona, Spain.

Attended by the Hempel North America Executive Team, the summit was devised as a chance to discuss the Journey to Excellence strategy and explore ways that it could be accelerated.

The Summit also played host to The Hempel Awards, from which the Hempel North America Region won ‘Best Region Within the Hempel Group’. Greg Bengtson, Group Vice President North America said: “this award is dedicated to the engagement & commitment of our employees and to our customers that have relied on our trusted coating solutions”.

In 2012, Hempel exhibited double-digit revenue growth well in excess of 20 percent and increased its overall market share in North America to 9.5 percent. This is all the more impressive when highlighted against its competitors’ revenue growth rates, which are more closely aligned with the base year total market growth rate of 2.1 percent.

Each year, Frost & Sullivan presents this award to the company that has demonstrated excellence in capturing the highest compound annual growth rate for the past three years.
Maintenance & Repair

The importance of a proactive approach to maintenance and repair. Since 2014, low oil prices, GDP and a reduction in spending from the average consumer has resulted in a downturn in economic growth throughout North America.

As a result, capital expenditure has also slowed and along with it the number of construction projects. When new construction comes to a halt the focus must turn to maintaining the existing structures in operation. The best way to do this is through a proactive maintenance and repair program.

Corrosion is the deterioration of a metal, such as steel, when it reacts with its environment and begins to rust. Corrosion is estimated to cost the US $276 billion annually, approximately 3.1% of the nation’s Gross Domestic Product (GDP). Coatings and linings are the only economically feasible means for corrosion control on interior and exterior steel structures.

Coating systems are usually applied to new steel in the early stages of a construction project. However, what happens when the asset outlasts the life cycle of the protective coating or lining? This is where the importance of a proactive maintenance plan becomes clear.

There are three types of maintenance:

- **Preventative Maintenance**
  (best practice)
  Repairs or replacements are scheduled on a predetermined time schedule. The work is scheduled based on the manufacturer’s recommendations, operational history and performance estimates.

- **Predictive Maintenance**
  Repairs are based on current asset condition. Predictive maintenance relies on precise evaluation of component parts using specialized inspection devices and highly trained workers.

- **Reactive Maintenance**
  (not recommended)
  Assets are allowed to operate to failure before repairs are planned and executed.

Corrosion is estimated to cost the US $276 billion annually.

There are three types of maintenance painting:

**Major Maintenance Coating:** Performed when the coating breakdown or defects account for more than 30% of the total surface area or if the breakdown is worse than R4. The entire existing paint scheme and corrosion products have to be removed before applying an entire new paint system.

**Spot Repair:** Performed where there is localized rusting with no single spot accounting for more than 1% of the total surface area and the total of spot repairs does not exceed 5%. Spot repair areas are prepared by hand or power tool cleaning, abrasive blast cleaning or pressure water jetting and patch painted only including patch painting of topcoat/finish coat.

**Maintenance Painting:** Performed where there is localized rusting with no single spot accounting for more than 1% of the total surface area and the total of spot repairs does not exceed 30%. Preparation would be same as “Spot Repair” with the addition of a full finish coat over the entire surface. This method of maintenance painting would be expected to give additional life to the entire surface area.

At Hempel, we understand the importance of taking all factors into consideration in order to maintain the integrity of existing assets and keep them safe and operational. We use our knowledge to devise solid maintenance plans and ensure we always select the correct coating and lining option.

Our experts can help to choose the product that best suits the environment in which it will be used and also best fits the requirements of the project. Hempel has a complete product assortment for both new construction and maintenance projects to help our customers. We can also help with developing a maintenance plan in order to maximize both the profitability and life cycle of your assets.

**Targeted M&R Assortment**

- Hempadur Mastic 4588
- Versiline CUI 56990
- Hempadur Avantguard 750
- Hempel's Silicone Acrylic 56940
- Hempel's Silicone Aluminium 56913
- Hempadur Fast Dry 17410
- Hempel's Pre-prep 5530S
- Hempel's Galvosil 15680
- Hempathane HS 55810
- Hempaxane Light 5503A
- Hempadur 85671
- Hempadur 35530
Jones-Blair Industrial transitions to the Hempel brand

In March 2015, we were delighted at Hempel to complete the acquisition of the Dallas, Texas based Jones-Blair Company. Since then the brand has continued to operate much in the same way as before.

With the first year of our 5-year Journey to Excellence strategy completed successfully we are now looking to move forward with our initiative to bring the Jones-Blair Industrial brand in line with our own Hempel brand.

The change will see our Jones-Blair Industrial products take on our Hempel brand identity, allowing us to keep a more uniformed product portfolio. Inspiration for the change comes from customer feedback suggesting they would benefit from a consistent image worldwide.

“We can connect to our customers better and further expand the Hempel portfolio of product offerings globally”

said Marsha Parker, North America Marketing Communication Specialist

With over 100 years’ experience, we are the trusted partner for many customers around the world. Contact us at hempel.us@hempel.com to find out more.

Manufacturing will continue to take place in Dallas, Texas as it always has, by the same long-standing, valued employees.

“Our logo, known as the Helix, symbolizes the dynamic layers and motion of mixing coatings, while also being indicative of the global, connected company we have become. Hempel’s identity was designed to affirm our position as an innovative, progressive partner in coating solutions.”

The move to integrate all our visual communications into one consistent style is further evidence of our ongoing strategy to work and feel as one Hempel, offering our customers trusted solutions that deliver the highest level of performance and efficiency.
My Hempel
digital customer platform

Almost all of our customers buy goods online in their private lives. So why can’t you do the same with Hempel?

My Hempel is a new customer centric web portal that contains a product catalog with individual pricing, an e-commerce functionality and marketing content among other features in one easy-to-navigate interface. It is modular and new features are added every month. It includes the following key functionalities.

My Orders support and improve the customer order management process. This module provides a simple overview of current and archived orders, real-time e-mail notifications on order processing, quick access to updated information on shipments, the latest product data sheets, and order related batch certificates.

My Assortment is a product catalog and ordering platform that enables the user not only to add products to the basket and place the order, but to also go through and learn more about the assortment and, therefore, make better purchasing decisions.

My Invoices allow the user to view purchase history, check the payment status and download e-invoice.

My Hempel will send notices on order statuses, marketing materials, invoices due for payment and news through a well-structured communication channel called Notification Center. These notifications are fully customizable and include e-mail and SMS. Projects of any size can generate a lot of documents. Some large projects will last several years and generate hundreds of documents. In addition, almost every project is worked on by more than one person (not all of whom are necessarily located in the same office), and the documents that make up the project often need to be shared with stakeholders both inside and outside the organization. Simply emailing files back and forth prohibits real-time collaboration and is typically too unwieldy a process anyway, so My Documents allows easy access to those important specifications, preparation guides, and coating systems.

Marketing Hub includes marketing and communication materials, reference stories, product information sheets, logos, movies and more – all in a digital format and all in one place!

My Hempel is being offered to our customers across North America in Q1/2017.

If you have further questions – please contact your Hempel sales representative. We believe you will enjoy your experience with My Hempel!

My Hempel is being offered to our customers across North America in Q1/2017.

My Hempel
Nut & Fruit Company

Founded in 1977, the Mountain Man Nut & Fruit Company operates a 67,000 sq. ft (6,224 sq. m) facility in Parker, Colorado, where they roast nuts, manufacture chocolate, mix and package.

In 2016 Mountain Man was faced with the daunting task of expanding their packaging operation to meet a major grocery chain customer’s requirements. All areas needed to be upgraded with non-porous floors and walls that could maintain "clean enough to eat off of" expectations to ensure USDA inspectors that Mountain Man was in compliance with their guidelines.

The NEOGARD sales team approached the company with a complete floor to wall solution using ChemGard (CG) 32 on the floors and a new high performance wall coating system, Wall-Gard HD.

Complicating the project, Mountain Man had a limited budget to complete the required expansion and bringing in professional applicators was not in the budget. The NEOGARD team, comprised of one technical service representative and five regional and area sales managers, trained Mountain Man’s facility maintenance personnel to properly install the floor and wall coating systems.

The concrete wall was primed and the system was applied as a base coat with embedded fiberglass mesh followed by a second base coat applied over the mesh.

The system was then finished with two coats of high performance top coat. The CG 32 floor coating system was installed with integral cove base following the Wall-Gard HD application to achieve a seamless transition between the floor and wall.

Using their trained facility maintenance staff Mountain Man was able to install a high performance coating solution while meeting their tight budget and customer's contract requirements. They have been extremely happy with the systems results and plan to continue using the Wall-Gard HD and CG 32 systems throughout their facility.

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Collaborating for success

A Hempel, Jones-Blair & NEOGARD
stadium trusted coating solution

Doak Campbell Stadium
Doak Campbell Stadium hosted its first football game in 1950 with seating for 15,000 fans. Since then, the stadium has been expanded and now holds 79,560 fans. It’s the twenty-first largest stadium in the United States and the second largest in the Atlantic Coast Conference (ACC). The stadium stands as the largest continuous brick structure in the US and is second in the world only behind The Great Wall of China.

Project Scope
In late 2015 Florida State University (FSU) began the stadium’s largest renovation project of the last decade with a goal for completion prior to the 2016 fall football season. The expansion project included the addition of 5,000 outdoor seats; 70,000 sq. ft (6,503 sq. m) of air conditioned Champions Club space and 34,000 sq. ft (3,158 sq. m) of covered rooftop terraces. Renovations also included coatings for the underside and topside of the stadium’s steel seating bowl.

Collaboration
NEDGARD Regional Manager, Johnny Domeier together with Mike Keeling, a representative from NEOGARD’s distributor, Coastal Construction Products, were approached by the Doak Campbell Stadium design team while on campus to discuss coating solutions for a different FSU facility.

Due to the unique challenge in providing a traffic coating system that could fully adhere to the steel substrate, Johnny called on colleagues at Hempel and Jones Blair for metal coating expertise. Johnny and David worked in conjunction with technical service experts from the three brands to offer the FSU design team a single-source coating solution.

Application
C-Sharpe, a licensed NEOGARD applicator, was selected by Childers Construction to apply the traffic coating system while Marlin Coatings received the contract for recoating the underside of the stadium bowl. Marlin Coatings cleaned the existing coating on the underside of the bowl with NEOGARD’s 8500 Bio Cleaner before applying a single coat of Hempel’s Hempadur Mastic 45880 epoxy custom tinted in FSU gray to address the corrosion protection and aesthetic needs for the underside of the bowl.

On the topside of the bowl, C-Sharpe removed the existing traffic coating with a pressure washer and cleaned the exposed steel substrate with NEOGARD’s 8500 Bio Cleaner before applying a primer.

Due to the unique challenge in providing a traffic coating system that could fully adhere to the steel substrate and Jones Blair’s Chem-O-Gard DTS primer was applied at 250-300 square feet per gallon (23-28 sq. m per 3.78 liters).

The traffic coating was applied with a base coat of 7430 at 20 mils (500 micron) followed by an intermediate 12 mil (305 micron) coat of 7430, aggregate broadcast and a 12 mil (300 micron) topcoat of 7470. The single component aliphatic urethane was selected in light gray to ease the possible heat island effect where Tallahassee’s summer temperatures have resulted in surface temperatures in excess of 130°F (54°C).

Project resolution
Marlin Coatings and C-Sharpe finished the contracted coating applications well ahead of the scheduled completion date and the original coating plans was expanded to include additional repair work and the painting of other exposed steel.

The Doak Campbell Stadium owners and project design team are extremely happy with the coating renovations. Based on their experience, FSU asked the NEOGARD, Jones-Blair and Hempel representatives to develop a custom specification for the Dick Howser Stadium, home of the FSU Seminoles baseball program.

“We are very excited that we continue to win effectively on these opportunities. This is just another example of the true collaboration that helps capitalize on the acquisition, accelerate our goals, strengthen our North America vision and most importantly, deliver a full value of trusted solutions to our customers,” said Jose Luna, Hempel North America Marketing Director.

Four primers were adhesion tested to ensure the 44 mil (1,100 micron) coating traffic would fully adhere to the steel substrate and Jones Blair’s Chem-O-Gard DTS primer was applied at 250-300 square feet per gallon (23-28 sq. m per 3.78 liters).

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“This is just another example of the true collaboration that helps capitalize on the acquisition, accelerate our goals, strengthen our North America vision and most importantly, deliver a full value of trusted solutions to our customers,” said Jose Luna, Hempel North America Marketing Director.
NEOGARD was pleased to host close to 200 visiting contractors and applicators at their annual Applicator Training sessions in Dallas this past December.

The Applicator Training program is a three-day program covering best practices in application, product selection and troubleshooting for traffic, floor, wall and roof coating systems. Attendees are given the option of registering for one, two or all three of the sessions based in their business’ focus or educational interest.

Each daily session begins with an educational classroom session presented by a NEOGARD subject matter expert followed by lunch. Transportation is then provided to the company headquarters for an afternoon of product demonstration and hands-on breakout sessions where attendees have the opportunity to practice the application techniques discussed in the classroom and demonstration portions of the day.

Product selection, mixing, surface preparation, environmental conditions and application techniques can all effect the performance of high performance construction coatings.

NEOGARD is dedicated to providing applicators with all the tools they need to avoid costly missteps and timely repairs.
Foundation Trip to Vietnam

As a global business with strong values, at Hempel we believe in our responsibility to giving back and supporting social and charitable causes worldwide.

We also believe that knowledge is power, which is why we founded The Hempel Foundation with the aim of providing education to children from some of the most challenging environments on earth.

To date we sponsor 22 education projects across the globe, impacting approximately 45,000 children in developing countries. In April we sent a group of Hempel employees on a volunteer trip to the Lào Cai province in far northern Vietnam to aid with one such project.

I was delighted to hear I had been selected to take part in the Hempel Foundation’s volunteer trip to the Lào Cai province along with seven other Hempel employees. Accompanied by the foundation’s director of international education projects we visited some schools we sponsor in Lào Cai.

Lào Cai is very poor, and ethnic minorities constitute 65 percent of the province’s population. Vietnam’s population has 54 ethnicities.

Vietnam’s economy has boomed in the past two decades, but the minorities in far-flung provinces like Lào Cai have not reaped the benefits. The economy there is still very agrarian, with subsistence farming common.

Education and the opportunities it provides are difficult to access, and of dubious quality. We visited three schools in Lào Cai. Our primary location was an elementary school in the Sín Chéng district of Lào Cai.

I taught English, astronomy, and how to make really good paper airplanes. I also helped the other volunteers with their activities, including playing rounders (the English forerunner of baseball).

The primary school is a “semi-boarding” school. The students live there five nights a week due to the difficulty of their walk to and from the school. Some walk up to eight kilometers (almost five miles) to get there.

One of our volunteers for the project was Kevin Kirby, Technical Writer for Hempel’s NEOGARD division in Dallas, Texas who gave us his first hand account of the trip.

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Vietnam’s economy has boomed in the past two decades, but the minorities in far-flung provinces like Lào Cai have not reaped the benefits. The economy there is still very agrarian, with subsistence farming common.

I am immensely grateful to Hempel for this incredible opportunity.

The roads and paths are treacherous, filled with livestock and other domestic and wild animals, they’re also used by vehicles. We walked to students’ homes from the school and back again. It was not easy, and illustrated how difficult these people’s daily lives are. Everything is a chore. Most have no running water, so they have to fetch it, often on foot. There is little access to electricity, and it is unreliable. Refrigeration is rare except for the better-off, so any food aside from dried grain must be acquired and prepared immediately. We also visited a kindergarten near the primary school which Hempel and UNICEF helped upgrade, and a preschool in the mountainous Sa Pa district of Lào Cai. The walk to the preschool was difficult—nott long, but definitely vertical.

I will be thinking about my experiences on this trip for a long time. The people of Lào Cai have difficult lives. However, they are not so different than us in their desires, especially to provide opportunities for their children.

The children are curious, creative, and enthusiastic learners. They had never heard an American English speaker before, but immediately picked up my pronunciation. The day after that lesson, an eight-year-old boy insisted upon showing me that he could count to ten and say “thank you” with the correct “th” sound. Minutes after I had shown them how to make a basic paper airplane, they were modifying my design with different noses, winglets, tails, and other advanced features, with no prompting or examples from me. They have great potential; they simply lack the resources to reach it.

I am immensely grateful to Hempel for this incredible opportunity.
Late last year NEOGARD Construction Coatings introduced the Wall-Gard HD high performance wall coating system for interior applications to address the market needs for healthcare facilities, hotels, schools, universities and high traffic commercial facilities looking for an architectural finish with industrial coating performance.

The two component waterborne polyurethane system is very low odor and low VOC while its exceptional scrub and chemical resistance makes it a highly durable product that is also easy to clean. Wall-Gard HD’s durability allows facilities to extend repaint cycles when compared to a standard paint subjected to the same environment.

Wall-Gard HD can be reinforced for added impact resistance by embedding fiberglass mesh into the system; making it ideal for high traffic areas where walls may be subject to impacts from carts and mobile equipment.

Wall-Gard HD can be applied over drywall, concrete or block wall substrates. It is available in 24 standard colors and it can also be tinted to additional colors.

### 2017 Trade Shows

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<td>SSPC Ontario - Waste Water Standards of Excellence Expo</td>
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Since 1915 Hempel has been a world-leading coatings specialist, providing protection and inspiration to the world around us. Today we have over 5,500 people in 80 countries delivering trusted solutions in the protective, decorative, marine, container, industrial and yacht markets. This includes many recognized brands like Crown Paints, Schaepman and Jones-Blair.

Hempel is proudly owned by the Hempel Foundation, which supports cultural, humanitarian and scientific causes across the world.