

ROWA news

NEWS FROM ROWA GROUP



Dear Business Associates,
dear Ladies and Gentlemen,

Although it seems the year has only just begun, spring is already just around the corner. The ROWA GROUP wishes you, our valued partners, every success with your business for the present year.

Looking back, the past financial year has been a positive one. This is true for the whole sector in Germany, which has benefited from falling commodity prices and a weak euro while simultaneously weathering the crisis of stagnating developments in other markets, especially Russia and Brazil. Due to the high quality of both products and services, the chemicals and plastics sector recorded both higher earnings and significant increases in staffing levels.

As we look towards the next nine months, we at ROWA GROUP are very optimistic, since we are very well-positioned and well-prepared for the future. This is shown in particular by our recent capital expenditure. To ensure our production can meet rising demand for our products, for example, we acquired a 12,000 m² plot of land with a complex of buildings where new facilities are now being rebuilt to our requirements. ROWA Masterbatch has also significantly increased its capacities with a twin screw extruder, while also hiring new staff and procuring an additional sheet extruder. ROMIRA recently acquired three ultramodern Arburg injection moulding machines equipped with Variotherm technology to upgrade our Technical Centre. We are also currently modernising our laboratories to ensure that they stay state-of-the-art. With this continuous investment in the future, we are ensuring we can continue to offer you an optimum service.

In this first issue of ROWAnews for 2016, we take a look at a very special anniversary: our congratulations on 30 years of ROWA USA to our team in the US and all of the staff! Furthermore you'll find the usual updates on new products and our long-standing partnerships. Pantone has announced its Color of the Year for 2016 (see page 2), where you can also find out about this year's must-have colours and how ROWA is getting involved.

Best regards,
Kai Müller



Light it up!



Frankfurt's Christmas World, the biggest trade show for decorative items for the Christmas season, has once again proved the point: candles and tea lights are very much in vogue!

While these timeless lights are hugely popular towards the end of the year, they are also much-loved in warmer months. When the BBQ seems to be never coming to an end, it's brightly-coloured tea lights that help to give the garden table a romantic touch.

One leading producer of cups for these tea lights is EG-Plastic, based in Dreis-Brück in the Vulkaneifel district between Daun and Gerolstein, Germany. The injection moulding machines here already swing into action in autumn 2015 in time for January's Christmas World, to ensure that both the standard colours and the hottest trends can be exhibited for Christmas 2016.

ROWA Masterbatch has supplied EG-Plastic for many years with ROWALID®-PC concentrates in every colour of the rainbow. The requirements for colouring

recycled PET and polycarbonate materials are very demanding since the concentrate not only has to ensure that colouration is evenly translucent throughout but must also meet the challenges of guaranteeing thermal stability. EG-Plastic distributes this colourful quality across Europe.

Customers can also ask ROWA Masterbatch to supply EG-Plastic with sample granulates and pads: this enables the customer to view the colour in an initial test and easily reproduce this colour in the final product.



This approach is clearly one that pays its way, since the partnership

with EG-Plastic has been very successful for many years now. Dipl.-Ing. Hendrik Genoske, Director of Sales and Technology at EG-Plastic: "We have to have the knack for identifying trends and colours early on, and we've found the perfect partner in ROWA Masterbatch for bringing our high-quality products to life."

[More information](#)

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Color(s) of the Year: opposites attract



Pale pink and sky-blue – in a first for Pantone, the US colour institute’s experts have chosen a pair of hues as the “Color of the Year”. “Rose Quartz” and “Serenity” are the names of the two winning shades, which complement each other beautifully and, according to Leatrice Eiseman, Executive Director of the Pantone Color Institute, reflect “wellness as well as a soothing sense of order and peace.” The inherent balance between the warmer rose tone and the cooler tranquil sky-blue leads to a feeling of inner reassurance, thus creating an island of respite and relaxation in an increasingly complex world.

The media is brimming with ideas for applications using these soft colours and ROWA Masterbatch has also picked up the trend. Both Rose Quartz and Serenity have already been included in the ROWALID® concentrate portfolio. This gives manufacturers the option to colour any plastics application with polymer-specific colour concentrates. Whether for phone cases, children’s toys, household appliances or home accessories – ROWA Masterbatch can supply the Color(s) of the Year depending on the customer needs.

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That’s pretty slick

Technical manufacturing equipment needs lubricants. Apart from the various types available – fatty acid amide waxes, polyolefin waxes, inorganic and polymer lubricants – one question is also of primary importance: external or internal lubrication?

Internal lubricants are easily dissolved in the polymer melt, and work by internally lubricating the polymer chains and wetting filling materials. External lubricants are polymer-incompatible and generate a thin film on the exterior of the moulded part instead.

With specialised lubricants, a state of permanent lubrication is possible, avoiding the need to specifically oil or grease parts.

Gearwheels and friction bearings made from plastic with lubricant concentrates offer several advantages over metallic materials. Additional lubricants are no longer required and dry running is maintenance-free. Plastic parts can also be deployed in scenarios where metallic materials are unsuitable or not even an option. In addition, the use of lubricant additives with plastics not only improves flow properties but can also bring about positive changes in many other characteristics.

As additives, internal lubricants have the effect of



Example of use: Gearwheels and friction bearings

homogenisation, phase transfer and dispersion. During processing, viscosity is also lowered while pigment dispersion is promoted. In general, these are referred to as rheological properties.

External lubricants help with material separation and demoulding. The finished part can also be given an additional anti-blocking or anti-slip effect, while specialised lubricants are used to greatly reduce friction with other parts. In general, this is a field that can be described as tribology.

As a specialist for polymer specific solutions, with the product group ROWALID®-GL ROWA Masterbatch can offer a range of options, such as additive concentrates and multi-function concentrates in combination with colours or UV protection, for example. Lubricant concentrates for use with food contact materials are also available. Lastly, all lubricant technologies can also be used with a wide range of polymers, PC, PA, PBT and TPU, among others. Like all ROWA Masterbatch products, ROWALID®-GL can be customized according to the customers’ individual requirements.

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Produktbezeichnung / Product Name	Gleitmittel / Lubricant	Masterbatchtyp / Masterbatch type
ROWALID® PA-8054 GL	Molybdändisulfid / Molybdenum disulfide	Additivmasterbatch / Additive masterbatch
ROWALID® PA-9184 GL	PTFE	Additivmasterbatch / Additive masterbatch
ROWALID® PBT-8269 GL	Molybdändisulfid / Molybdenum disulfide	Additivmasterbatch / Additive masterbatch
ROWALID® PC-8422 GL	PTFE	Additivmasterbatch / Additive masterbatch
ROWALID® PE-16007 GL WHITE	PTFE	Multifunktionsmasterbatch / Multi functional masterbatch
ROWALID® PE-70806 GL ANTHRACITE	PE-Wachs / PE wax	Multifunktionsmasterbatch / Multi functional masterbatch
ROWALID® POM-9085 GL	PTFE	Additivmasterbatch / Additive masterbatch
ROWALID® TPE-9382 GL	Fettsäureamidwachs / Fatty acid amide wax	Additivmasterbatch / Additive masterbatch
ROWALID® TPU-17862 GL BLACK	PTFE	Multifunktionsmasterbatch / Multi functional masterbatch

ROWALID® GL-Masterbatches

For gaudy colours: fluorescent pigments from ROWASOL

Daylight fluorescent pigments are gaudy colorants. In everyday use, they are familiar as the kind of “neon” colours used in highlighters, for example. This luminescent effect is caused by UV light being absorbed and then re-emitted in the visible spectrum. Under UV light, the colours glare even more. This effect was used in the 1980s for so-called black light makeup, for instance.



TPU sample plates with fluorescent pigments under daylight conditions

TPU sample plates with fluorescent pigments under UV light conditions

Plastics are also often combined with fluorescent pigments when the aim is to design particularly eye-catching products. ROWASOL offers a broad spectrum of lightfast

fluorescent pigments dispersed in special liquid carriers which have proven their worth especially in the field of polyolefins. One thing common to all fluorescent pigments is their limited thermal stability, which can lead to high reject rates from cracking during processing. Unlike conventional masterbatches, however, the liquid colour is produced at room temperature. This avoids thermal pre-stressing of the fluorescent pigments, which are

exposed to heat only once during later processing. This, in turns, leads to lower reject rates.

ROWASOL has now expanded the portfolio to include TPU applications. The developed colours do not migrate and the resulting products are suitable for articles intended to come in contact with food. One initial application – for wear-resistant TPU shoe soles in vivid neon colours – has now been successfully developed.

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Sparkle, shimmer and shine

The glitter of colours like silver and gold has had a special attraction for the human eye since time immemorial. They are viewed as magical hues that embody prosperity and artistry. Since things that sparkle or shimmer can bewitch the beholder, it is not surprising that people love colour effects and buy products to suit.

Consumer electronics are a good example – with some featuring gaudy colour accents while others are available in finer, subtle hues featuring tiny effect particles. Kitchen appliances, hi-fi systems or TVs all have one thing in common: they are true status symbols and reflect our society's lifestyle. Designer devices in high-quality colours add a touch of class to any living space.

The development of colour effects in plastic materials is both more advanced and less costly than it was even a few years ago. Good resistance to fading and weathering is obligatory, and coatings are increasingly unnecessary.

It is also important to remember that the optical impact of effect pigments depends on the angle: accordingly, a colouristic assessment therefore needs to be made from several viewing angles. For a visual comparison, this is easily done: the material samples to compare are simply tilted back and forth. For a colorimetric assessment, conventional colour analysis equipment is unsuitable, as it can only measure from one angle. Colour analysers for assessing effect

pigments are capable of measuring colour from up to ten angles, however.

ROMIRA can draw on long experience in this area and has established a 'Color Competence Center' to specialise in the development of effect pigments. If you are interested, please contact ROWA's 'Color Competence Center' team, who will be happy to handle your enquiry.

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Use of effect pigments in automotive industry

Technical plastics in medical technology



Technical plastics such as ABS, ASA or PC are the perfect materials for use in medical technology. Thanks to their versatility and the option of combining them with application-specific additives, they are ideal for use as housing components in medical devices, for example. The most important qualities for these components are UV stability as well as resistance to thermal deformation and, in particular, chemical stability versus typical detergent and disinfectant agents such as ether, alcohols, superheated steam, hot air or high-energy radiation (depending on temperature). That said, the suitability of individual materials must be assessed on a case-by-case basis, as inner stresses

in the finished part can appear individually and lead to breakage.

ROMIRA offers a range of technical thermoplastics that combine these properties and which can also be further customised to suit specific requirements. Here, flame retardant treatment has a major role to play, to ensure that plastics used in medicine are compliant with relevant legislation. As one example, flame-retardant ROTEC® ABS variants are some of the

standard kinds of ABS that are used in various medical applications. The use of halogen-free flame

retardants in some ROMILOY® compounds is especially interesting, since these can be disposed of later without harming the environment. In addition, ROMILOY® PA/ASA compounds also offer distinctly superior chemical stability.

Reinforced materials offer the benefits of high surface quality with a simultaneously high degree of stiffness and dimensional stability. Combining these properties satisfies the demanding requirements for medical technology products. ROMIRA's long-standing collaboration with satisfied customers in the medical devices sector underlines the reliability of solutions from the product ranges ROTEC®, ROMILOY® and LURANYL®.

The table below presents a selection of the materials currently in use.

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Product Name	Flammability UL94	Features
ROMILOY® 9130 GK8 UV PC+ABS	V0@1,5mm	very good dimensional stability
ROMILOY® 9130 GF8 UV PC+ABS	V0@1,5mm	high stiffness
ROMILOY® 9180 ABS+PC	V0@1,5mm	very good flow properties, an alternative to ABS, containing halogens, flame-retardant
ROMILOY® EXP1769 PBT+SAS GF10	V0@1,5mm	very good chemical resistance towards common cleaning agents
ROMILOY® EXP2010 PA+ASA GF15	V1@1,5mm	
ROMILOY® EXP1526 PA+ASA	V1@1,5mm	



Good news for the environment: bio-based plastics from ROMIRA

ROMIRA takes environmental protection very seriously: supplementing the company's independently established Energy Management System (see p. 6 of this issue of ROWAnews), ROMIRA also actively supports the environment with its wide range of sustainable products.

In the dialogue with the customers, ROMIRA is noting a steady increase in enquiries about "green" pro-

ducts. Here, ROMIRA can offer a range of tailor-made plastic compounds that are either partially or completely made from renewable raw materials, which accordingly have a smaller "carbon footprint".

Thanks to the company's long-standing experience and comprehensive expertise in the field of technical plastics, the bio-based plastics in ROMIRA's product portfolio include polyamides, polyesters and polyac-

tides. By compounding these plastics with specialised additives, these base polymers can be extended to offer additional properties and thus tailored to the individual needs of the customers.

ROMIRA products based on sustainable raw materials are an outstanding choice for customer applications in electrics and electronics, for domestic utensils and daily use articles as well as for automotive applications or other areas.

Properties	Test method	Test conditions	Unit	PA 6.10	PA 6
Density	ISO 1183		g/cm ³	1,08	1,13
Water absorption		Saturation (max.)	%	3,5	9,5 - 10,5
				dry / cond	dry / cond
Tensile modulus	DIN EN ISO 527	23 °C / 1mm/min	MPa	2300 / 1200	2800 / 1100
Tensile strength	DIN EN ISO 527	23 °C / 50mm/min	MPa	62 / 52	80 / 45
Elongation at break	DIN EN ISO 527	23 °C / 50mm/min	%	> 50 / > 50	5 / 20
Notched impact strength (Charpy)	ISO 179 1eA	80 x 10 x 4 mm / 23 °C	kJ/m ²	6 / 11	5,5 / 30
Impact strength (Charpy)	ISO 179 1eU	80 x 10 x 4 mm / 23 °C	kJ/m ²	n.b. / n.b.	n.b. / n.b.
Moisture absorption	ISO 1110	23 °C, 50% RH	%	- / 1,7	- / 2,5
Heat deflection temperature HDT A	ISO 75-1/-2	0,45 MPa	°C	140 / -	190 / -

Table of mechanical values for a polyamide 6.10 compound in comparison with a polyamide 6 compound

One example is the polyamide 6.10 compound, which consists of 60 per cent renewable materials and offers very interesting properties. This material is ideal for applications involving contact with water, such as pipes needing to meet stringent requirements in terms of hydrolysis resistance. In comparison to a polyamide 6 compound, this high-performance plastic is characterised by properties such as a lower density and reduced water absorption.

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REACH and CLP: New classification for tin stabiliser DOTE and its consequences

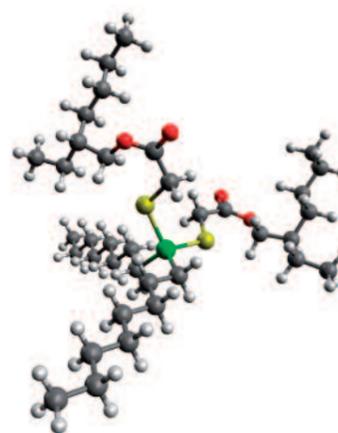
Following the entry into force of the REACH Regulation ((EC) No 1907/2006) on 1 June 2007, it took just under eighteen months for the first 15 substances to be included on the Candidate List for Substances of Very High Concern (SVHC) on 28 October 2008. As a rule, SVHC candidates are included in Annex XIV of the REACH Regulation after a complex process that takes several years to complete. Following additional transition periods, these substances then become subject to authorisation. Often, companies do not even consider applying for authorisation, with the result that a wide range of products will vanish from the market in the foreseeable future. Once a substance is added to the Candidate List, customers therefore start to look for alternative products of equal value that do not contain these SVHC. As of this writing, there are 168 substances on the SVHC Candidate List, which was last updated on 17 December 2015. In addition, 31 substances are now subject to authorisation since the last update to REACH Annex IV in August 2014.

On 20 January 2009 – less than two years after the REACH Regulation – the new CLP Regulation ((EC) No 1272/2008) also entered into force. This regulation introduced a new, pan-European system for the classification, labelling and packaging of substances and mixtures. The directives previously governing substances and formulations were finally rescinded on 1 June 2015, after application of the new regulation on substances had become mandatory on

1 December 2010. In order to update CLP to reflect advances made in science and technology, the regulation is amended and corrected regularly by "Adaptations to Technical and Scientific Progress" (ATP). The 7th ATP ((EU) 2015/1221) was published on 24 July 2015.

Although the impact of the REACH Regulation on ROWA Lack had previously been generally limited to the solvents used, deployment of the organotin stabiliser DOTE (2-ethylhexyl 10-ethyl-4,4-dioctyl-7-oxo-8-oxa-3,5-dithia-4-stannatetradecanoate) now also presents a problem. This is the result of two decisive changes made in the recent past. Firstly, DOTE received a reclassified hazard class in the 5th ATP published in October 2013. Reproductive toxicity had previously been only suspected (Repr. 2) but is now considered to be certain (Repr. 1B). The new classification has been binding since 1 June 2015. In a second development, DOTE was also added to the SVHC Candidate List on 17 December 2014.

This decision has wide-ranging consequences for mixtures that contain DOTE. Firstly, DOTE is now an SVHC candidate and must be reported in Section 3 of the corresponding safety data sheet at concentrations above 0.1 %. In addition, mixtures with DOTE



Tin stabiliser DOTE

concentrations above 0.3 % are now reprotoxic (H 360D), whereas previously only concentrations above 3 % DOTE were suspected to be reprotoxic (H 361D). Therefore, so far label free products could now be classified as hazardous and thus be subject to mandatory labeling.

To cater to customer requirements and fulfil its duties towards both human health and the environment, ROWA Lack has been researching and developing new DOTE-free coating formulations. This R&D work means ROWA is now capable of converting almost all of its currently available coating systems to tin-free stabilisation in the near future. Since the stabiliser is generally only required for the manufacturing process of the lacquer, the properties of the final coating film can usually be retained in full. Customers are welcome to contact ROWA Lack sales representatives for the latest product literature and samples.

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30 years of ROWA Inc.: Happy Birthday America!

ROWA USA celebrates its 30th anniversary!

On 24 November 1986, Carl Hellmann, a business associate of ROWA, signed the certificate of incorporation for ROWA Inc. and laid the foundations for the production and distribution of ROWA products on the other side of the Atlantic. Initially, the US expansion was limited to importing the TRACEL® range from TRAMACO: This product portfolio had a unique selling point in the USA, since there were no competitors. As success followed success, the company decided to simply manufacture the products locally under licence. This quickly put ROWA USA in a position to supply customers with products “Made in America”. It wasn’t until a few years later, in 2004, that ROWA GROUP USA LLC was formed, which is now more actively involved in the marketing and production of the ROMIRA range.

This summer marks the beginning of a new era: With the grand opening of its Technology Centre, ROWA GROUP/Inc. USA intends to offer its customers in the Americas an even better level of service.

ROWAnews talked to long-standing ROWA GROUP Managing Director Udo Müller about the early days and subsequent development of ROWA’s US subsidiary.

Mr Müller, ROWA Inc./GROUP USA will be celebrating its 30th anniversary this year. What led to the company formation in 1986?

The idea was to sell products in the States that had a unique selling point at the time. We started out by exporting TRAMACO blowing agent formulations, actively driving sales via our recently formed ROWA USA subsidiary. It wasn’t long before our export business with finished products gave us the idea of locally manufacturing products we wanted to market successfully in the US either under licence or as contract manufacturing. The “Buy American” concept was already popular even then and the relatively rapid availability of this locally manufactured products was a priority. In addition, the USA was naturally making every effort possible to improve the trade deficit situation.

Did you run into any difficulties while starting out?

We had a stroke of luck, actually: The formation of ROWA USA was made a lot easier by the fact that a long-standing business associate lived in the States and was looking for a challenge after having sold his own company. Since he had a superb knowledge of the US market and was very familiar with the “American way of life”, this was a win-win situation for both parties. As years went by, however, we realised that problems do occur even without any language barriers in the way. Some things in the USA are just done

differently than in Europe. Yet while we’ve experienced both highs and lows, we’ve never lost our cool. Looking back, we can now say that the journey has been worth it and that growth over the last few years has prompted our recent decision to purchase land in Croydon, Pennsylvania.

You’re referring to the new Technology Centre, which is now under construction in Pennsylvania and which will start operations in summer 2016.

Correct. Production is scheduled to start there in the second half of 2016 and will involve not only blowing agent finishes but also ROMIRA-brand products. These products are already being used extensively in the European automotive industry and are now not only being requested by German-operated subsidiaries in the USA but also by the US automotive industry itself. We hope to be able to repeat our European success in the States, and we’re already way beyond the start-up stage in that respect.

So you’re optimistic about the chances?

With Dave Baglia we have an experienced plastics expert on the ground, whom we first worked with on a collaboration many years ago and whose technical competence and sound market knowledge has already been instrumental to our success in previous years. In the long term, we want to integrate other product groups into this new operation and achieve sales success in the US market. Our US site is therefore of fundamental importance and will come to assume an important position in the activities of the entire Holding.

30 years in business: What is your result and what are the targets for the next 30 years?

Questions about retrospectives and achievements aren’t so easy to answer. In the last three decades, we’ve experienced highs and lows and learned a lot about the American mindset, such as it is. So I’d say we can be satisfied with our achievements – even if the start of a dedicated operation marks a new era and there’s now greater pressure to succeed. My 30 years of experience of the success of ROWA GROUP products in Europe doesn’t give me any cause for concern. Ultimately, you’re as good as the people you have on the ground, and with Dave Baglia and his team, we’ll be capable of satisfying our ambitious goals.



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New environmentally friendly primer for Polyethylen (PE) in the portfolio of TRAMACO

TRAMACO has developed two environmentally friendly products and thereby has expanded its portfolio by the adhesion promoter TRAPYLEN® 9703 W and the primer TRAPYLEN® 9700 W.

Both products meet highest requirements for the coating and varnishing of Polyethylen which in the past could only be achieved by two-component-systems containing solvent (varnish and hardener) and guarantee a very good adhesion of the varnish on plastic components and films.

TRAPYLEN® 9703 W is a new aqueous, chlorine free primer for PE, which is characterized as a self-crosslinking primer with good resistance for alcohol and sun cream. It can be applied directly on a substrate (film or moulded part). This primer allows even thinner primer layers by dilution with water or isopropanol.

TRAPYLEN® 9700 W is a new aqueous, chlorine free primer, which can be added directly to various dispersions to provide a varnish or adhesive with the necessary adhesion on PE.



PE adhesive additives for inks

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ROWA is going greener!



Climate change and the threat of fossil resources running dry are without a doubt two of the most important challenges facing our civilisation in the 21st century. At

the recent climate conference in Paris, the developed and developing countries who attended, agreed to take action together against the continued advance of cli-

mate change. The goal that is being pursued is to keep global warming under 2 °C. In addition, global net greenhouse gas emissions should also be reduced to zero by the second half of this century.

With this in mind, ROWA GROUP companies ROWA Masterbatch, ROMIRA and ROWA Lack get involved with it and are doing their part to protect the climate.

The Energy Team, consisting of Dr Nonio Wolter, Dr Alexander Exner, Klaus Giese and Energy Management

Officer Marco Lange, has now successfully introduced an Energy Management System as specified by DIN EN ISO 50001 and had the system certified in 2015.

In line with ROWA's energy policy, the company believes that the continuous improvement of energy-related performance constitutes a key factor for entrepreneurial success. ROWA is achieving this in particular by the increasingly efficient and sustainable use of its primary energy sources of electricity and natural gas.

The ROWA GROUP at trade fairs 2016



Plastics in Automotive Engineering, the international VDI conference
Booth No. 16
ROMIRA and ROWA Masterbatch
Mannheim
09-10 March 2016



Automotive Interiors Expo
Booth No. A5208
ROMIRA
Stuttgart
31 May - 02 June 2016



K 2016
Booth No. 8a/B28
ROWA GROUP
Düsseldorf
19-26 October 2016

Why not take these opportunities to meet the ROWA GROUP at trade fairs this year and get the latest news on our products.

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A graduate and a new Operations Manager

The ROWA GROUP is always open to new scientific approaches, supports its employees with a broad-based programme of training and professional development, and gives high potentials the chance to prove their worth.

Last year, Artur Völk showed how impressively this opportunity can be used. The student of the Bonn-Rhein-Sieg University of Applied Sciences (Rheinbach campus), Artur was employed at ROWA Masterbatch until September 2015, where he completed his bachelor thesis "Plastics laser marking: influence of selected formulation constituents on the suitability of plastics for infra-red laser marking". ROWA Masterbatch Product Manager Ulf Malcharczik was not only his company

mentor but also assumed the role of second reviewer. And the result speaks for itself: The graduate received a perfect grade of "1.0" for his thesis, thereby successfully concluding his studies in Chemistry with Material Science. The ROWA GROUP would like to take this opportunity to congratulate the new Bachelor of Science on his outstanding achievement.

The ROWA GROUP is also very pleased to be able to announce another positive development: On January 18th this year, Andreas Malich was appointed as ROWA GROUP's Technical Operations Manager. His duties include the management of building and operational systems while also providing support to Executive Director Kai Müller.

Never stop learning

The world of work has changed dramatically in recent years. Thanks to globalisation and rapid technological change, (specialist) knowledge has grown exponentially – and with it the need for continuous learning. This dynamic process is not likely to end any time soon.

If you want to stay up-to-date, you need to change and expand your expertise. ROWA GROUP helps its employees to do just that by offering training and professional development. These courses generally take place during working hours and are financed by the company.

ROWA GROUP also uses a multi-track strategy here. While providing the training that's required by law for manufacturing companies – such as hazardous materials or first aid – which helps protect the entire workforce, ROWA GROUP also gives all of its employees the opportunity to refresh their specialist expertise. At each annual appraisal, employees work with their supervisors to evaluate their personal situation and decide whether further training or CPD (Continuing Professional Development) would be appropriate. If this is the case, then the training courses are booked and directly integrated into planning for the coming

year. All training is tailored to the individual employee and designed to ensure that he or she can apply the new expertise to his or her working environment.

ROWA actively encourages all of its employees to come up with ideas and proposals for training or CPD courses. If necessary, CPD courses can also be integrated into day-to-day business at short notice.

ROWA GROUP also offers a range of in-house training courses. Current courses on offer include English and a comprehensive management training course with 38 people currently enrolled.

To keep ideas fresh, ROWA also makes use of knowledge from external experts: the company regularly invites speakers from universities and other institutions to give presentations on specialised topics. This also ensures that ROWA is always open to new and innovative concepts.

All of which means the ROWA GROUP is very well-positioned for 2016: The company views the challenges associated with globalisation and technical progress as an opportunity to ensure the future success of its business.



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