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Top 10 NAFTA Non-Tire Rubber Company Mapping

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Introduction

The goal of this project was to find and define all locations and key people for the North American Free Trade Agreement (NAFTA) top 10 non-tire rubber companies. The optimal goal is to understand all areas of their business, where their campuses reside, what the company does at each location, and who the purchasing contacts are. The alternate goal is to get any information to further expand the knowledge of the company. This research will be completed for HEXPOL Compounding. HEXPOL Compounding is a custom rubber mixer with over 4,000 employees at 42 production units in 10 countries. They have 16 North American locations with 14 in the U.S. and 2 in Mexico. The research conducted will also note if the rubber companies' specific locations purchase rubber and how much, if they buy from HEXPOL Compounding, and if they mix internally. This data will be organized into a table style format that is both easily accessible and easy to follow. If successful in completion of this project, HEXPOL will be able to service the customer more completely and may discover areas to service and/or provide product to the company that was not previously known. This project may also identify competitors, provide an opportunity to build partnerships, and address issues the company may have.

Experimental Methods

First, if the company was a HEXPOL Compounding customer, internal software systems were used to gather all known information. Second, the company's website was searched for a company overview. This proved most beneficial in finding all locations. Finally, the company was contacted to clarify any questions, confirm the accuracy of the information found on their company, and to provide the additional information needed. Questions were asked in a manner dependent on the relationship between HEXPOL Compounding and the company being

contacted. Limitations were found when the website lacked information sought, and the customer did not compromise or did not know the answers to the above research goals. In this case, the situation and communications with the customer were documented and other locations were contacted until all company locations were contacted or had their information filled in. If the company was deemed a competitor of HEXPOL Compounding, contact was not made but internal knowledge and website information was used to generate the report. Information gathered was organized into a spreadsheet with a separate workbook for each company for business development managers and executives to be able to review. It was found that previous workings of HEXPOL Compounding already had research of some companies in a report, in which case the previous report was kept and updated, but not regenerated or reorganized.

Data and Results

All findings were formatted in a sortable Excel table. Each company was given their own spreadsheet. Images of all spreadsheets, split to fit the page, can be found in the appendix. Gates Industrial Corporation can be found in **Tables 1, 2, and 3** as an example, also split to fit the page. A summary of the researched companies, number of locations researched per company, current relationship with HEXPOL, and level of success in obtaining information can be found in **Table 4**.

Most locations of the companies could be found on their websites along with what the location is responsible for. This proved to be most accurate and time efficient when looking for initial company information. Complications occurred when the company website posted limited information on the locations activity. If the locations were not in HEXPOL's system, a simple Google search often resulted in a phone number for the location. Upon calling the locations, an automated phone system or a receptionist answered. Unfortunately, the receptionists often had

limited knowledge of what the site did and would not allow the phone call to be transferred to someone else. The automated phone systems were often a dead end as they would lead to voicemails or would direct you to a different location equipped to answer phone calls. In the cases of receiving voicemails, two or three calls were made over the course of a week or two before declaring the information unknown. Getting a qualified contact for the location, if applicable, was most difficult and was often left blank. Finally, comments were made at the end of the spreadsheet to denote any specific information to the site. This included if calls were made with no answer or response, if HEXPOL had a specific share of their business or relationship at the time of the workbook creation, more detail about the location's activity, or any other miscellaneous information.

Some exceptions were made for companies, such as Parker Hannifin, which have a very large global presence. For Parker Hannifin, a workbook was previously created by the seller assigned to Parker, as Parker is a current customer of HEXPOL Compounding, and has a long standing relationship. In this case, the workbook format was kept and data was updated and additions were made where necessary. Other cases where a previous workbook was used and updated include Eaton Corporation, ContiTech (non-tire), Trelleborg, Federal-Mogul, and Henniges Automotive.

Another exception made was for companies that were known to have no business in the organic rubber compounding industry. These companies were not included in the top 10 rubber companies researched. These companies include Church & Dwight, New Balance Athletic Shoe, and Ansell Healthcare.

Table 1: All Gates North American locations, assigned seller if applicable, and what the location’s activity

Customer	City	State	Country	Seller	Activity
Gates Corporation World Headquarters	Denver	CO	US	DP	Global Headquarters
Gates Technical Center	Rochester Hills	MI	US		Technical Center
Gates Customer Solution Center	Englewood	CO	US		Customer Solutions
Gates Manufacturing Facilities	Columbia	MO	US	DP	Power Transmission
Gates Manufacturing Facilities	Elizabethtown	KY	US		Distribution AA
Gates Manufacturing Facilities	Siloam Springs	AR	US	DP	Power Transmission
Gates Manufacturing Facilities	Chambersburg	PA	US		Fluid Power
Gates Manufacturing Facilities	Corpus Christi	TX	US		Engineering & Services
Gates Manufacturing Facilities	Davie	FL	US		Sales and Distribution
Gates Manufacturing Facilities	Galesburg	IL	US	DP	Fluid Power Production
Gates Manufacturing Facilities	Hebron	KY	US		Distribution Power Transmission
Gates Manufacturing Facilities	Iola	KS	US	DP	Fluid Power and E&S
Gates Manufacturing Facilities	Lithonia	GA	US		Distribution Power Transmission
Gates Manufacturing Facilities	Poplar Bluff	MO	US		Power Transmission
Gates Manufacturing Facilities	Red Bay	AL	US	DP	Fluid Power
Gates Manufacturing Facilities	Salem	NH	US		Urethane Timing Belts
Gates Manufacturing Facilities	Versailles	MO	US		Fluid Power
Gates Manufacturing Facilities	Brantford	ON	CAN		Distribution
Gates Manufacturing Facilities	Windsor	ON	CAN		Power Transmission
Gates Manufacturing Facilities	Atlacomulco	EM	MX		Fluid Power
	Toluca	EM	MX	MM	Power Transmission
Tlalnepantla de Baz MX					
Gates Manufacturing Facilities	Guadalajara	JA	MX		Distribution
Gates Manufacturing Facilities	Lerma	EM	MX		Fluid Power
Gates Manufacturing Facilities	Merida	YU	MX		Power Transmission
Gates Manufacturing Facilities	Mexicali	BC	MX		Distribution Power Transmission
Gates Manufacturing Facilities	Monterey	NL	MX		Distribution Power Transmission
Gates Locations	Mexico City Cen	DF	MX		
CLOSED	Jefferson	NC	US		None
CLOSED	Charleston	MO	US		None

Table 2: Answers if the Gates locations purchase rubber, use rubber, purchase from HEXPOL currently, are in HEXPOL's SalesPortal system, mix rubber internally, have a contact for HEXPOL, and have a website for more information

Customer	Buy rubber?	Total customer EAV? (MT)	Current customer?	SalesPortal?	Internal mixer?	Contact	Contact Info	Website
Gates Corporation World Headquarters	N	0	Y	Y	N			gates.com
Gates Technical Center	Unknown	Unknown	N	N	Unknown		248-260-2300	gates.com
Gates Customer Solution Center	Unknown	Unknown	N	N	Unknown		303-744-5311	gates.com
Gates Manufacturing Facilities	N	0	Y	Y	Y			gates.com
Gates Manufacturing Facilities	N	0	N	N	N		303-744-1911	gates.com
Gates Manufacturing Facilities	Y	1006	Y	Y	Y			gates.com
Gates Manufacturing Facilities	N	0	N	N	N		717-267-7000	gates.com
Gates Manufacturing Facilities	Unknown	Unknown	N	N	Unknown		361-885-3500	gates.com
Gates Manufacturing Facilities	N	Unknown	N	N	Unknown		954-306-4352	gates.com
Gates Manufacturing Facilities	Y	7523	Y	Y	Y	John Olson	John.Olson@gates.com	gates.com
Gates Manufacturing Facilities	N	0	N	N	N		859-342-2100	gates.com
Gates Manufacturing Facilities	Y	26	Y	Y	Y	Mr. Chris Trower	ctrower@gates.com	gates.com
Gates Manufacturing Facilities	N	0	N	N	N		678-526-0013	gates.com
Gates Manufacturing Facilities	Y	Unknown	N	N	N	Diane	573-778-8900	gates.com
Gates Manufacturing Facilities	Y	543	Y	Y	Y	Anita Hester	573-489-8438	gates.com
Gates Manufacturing Facilities	N	0	N	N	No info		603-890-1515	gates.com
Gates Manufacturing Facilities	Unknown	Unknown	N	N	Unknown		573-378-3200	gates.com
Gates Manufacturing Facilities	N	0	N	N	N		519-759-4141	gates.com
Gates Manufacturing Facilities	N	0	N	N	N		519-945-4200	gates.com
Gates Manufacturing Facilities	Y	1	Y	Y	N			gates.com
Tlalnepantla de Baz MX	Y	4195	Y	Y	Y	Jody Pritzl (DMU in Detroit)	Jody.Pritzl@gates.com	gates.com
Gates Manufacturing Facilities	N	0	N	N	N			gates.com
Gates Manufacturing Facilities	N	0	N	N	N			gates.com
Gates Manufacturing Facilities	N	0	N	N	N			gates.com
Gates Manufacturing Facilities	N	0	N	N	N			gates.com
Gates Manufacturing Facilities	N	0	N	N	N			gates.com
Gates Locations	Unknown	Unknown	N	N	Unknown			gates.com
CLOSED	N	0	N	Y	N	None	None	gates.com
CLOSED	N	0	N	Y	N	None	None	gates.com

Table 3: Miscellaneous comments for each location giving more detail about attempts made to contact, location activity, and HEXPOL relations

Customer	Notes
Gates Corporation World Headquarters	
Gates Technical Center	Called 9/25 and 10/8 - no answer
Gates Customer Solution Center	Called 9/25 and 10/8 - no answer
Gates Manufacturing Facilities	
Gates Manufacturing Facilities	Completely automated phoneline - nothing about the location - redirects you to corporate
Gates Manufacturing Facilities	
Gates Manufacturing Facilities	Assemble hydraulic hoses only. No manufacturing
Gates Manufacturing Facilities	9/25 and 10/8- no answer
Gates Manufacturing Facilities	Do not purchase rubber but use it. Poor connection and heavy accent. She said I need to contact another location
Gates Manufacturing Facilities	
Gates Manufacturing Facilities	Distribution center only
Gates Manufacturing Facilities	
Gates Manufacturing Facilities	9/25 and 10/8 - no answer. Assume distribution only
Gates Manufacturing Facilities	Get rubber through the Galesburg location
Gates Manufacturing Facilities	
Gates Manufacturing Facilities	Do not produce rubber belts
Gates Manufacturing Facilities	10/8 and 11/8 -no answer. Hangs up if you select the purchasing department. Select maintenance/engineering and then selected facility manager
Gates Manufacturing Facilities	Distribution center only
Gates Manufacturing Facilities	Do not manufacture belts at this location
Gates Manufacturing Facilities	Are supplied by the Gates Toluca location
Tlalnepantla de Baz MX	2 Mixers: 346L & 250L - Mixing capacity: 43,807 MT
Gates Manufacturing Facilities	Distribution center only
Gates Manufacturing Facilities	Distribution center only
Gates Manufacturing Facilities	Distribution center only
Gates Manufacturing Facilities	Distribution center only
Gates Manufacturing Facilities	Distribution center only
Gates Locations	No contact made
CLOSED	Closed
CLOSED	Closed

Table 4: Summary table of researched companies, number of locations researched, current relationship with HEXPOL, and level of success in obtaining information

Company	Number of Locations Researched	Relationship with HEXPOL	Research Success
ContiTech Non-Tire	28	Sell to 14 locations	98%
Parker Hannifin	23	Sell to 13 locations	95%
Gates Industrial	29	Sell to 8 locations	85%
Hutchinson	20	Sell to 6 locations	90%
Carlisle	54	Sell to 2 locations	85%
Wolverine Worldwide	6	Sell to 3 locations	97%
Trelleborg	32	Sell to 12 locations	80%
Eaton Corporation	39	Sell to 2 locations	90%
Federal-Mogul	18	Sell to 8 locations	90%
Henniges Automotive	10	Sell to 6 locations	95%

Discussion and Analysis

In conclusion, HEXPOL Compounding has more information and knowledge about these companies, whether customer or not, to further their strategies and relationships with the rubber industry. Many shortcomings and limitations exist that should be evaluated before deciding to overcome with more man hours or a different strategy. These limitations include not being able to make contact with a location and not gaining a contact for easier access to develop partnerships. It is recommended to have sellers with present relationships confirm with their contacts the data found during this research and use the data to grow their presence and knowledge of their customer. It is recommended that management decide if more time should be put toward a certain company and if another strategy should be used in order to make contact and acquire a contact in the company. Benefits of this data and further gained knowledge includes, but not limited to, greater market knowledge, further building of business relationships, and better servicing of current and potential customers.

Appendix

ContiTech Non-Tire

Contitech-non tire		Use Rubber Y/N	Current Customer Y/N	Mixers? Y/N	Purchasing contact	Comments
Admin						
	HQ Fairlawn OH	N	Y	N		HQ for some groups
	Contitech Holding, Mississauga ON Canada	N	N	N		Sales office
IFS-Industrial Fluid Systems					Teri Huff	Group Purchasing contact
	Contitech Oil & Marine- Houston TX (oil & gas)	N	N	N		
	Contitech USA- Norfolk NE (industrial)	Y	Y	Y	Todd Anderson	Mix for self, Mt Pleas, Granby
	Contitech USA- Mt Pleasant IA (industrial, heating & cooling, AC)	Y	Y	N	Jeanne Janssen	
	Contitech Canada- St Alphonse de Granby Canada (Heating & Cooling)	Y	Y	N	Richard Poulin	

Contitech-non tire		Use Rubber Y/N	Current Customer Y/N	Mixers? Y/N	Purchasing contact	Comments
MFS- Mobile Fluid Systems					Lahssan Lakhal	Group Purchasing contact in Lyon, France
	Contitech Thermopol (2)- Somersworth NH (air induction)	Y	Y	N	Heather Grant	
	Continental CT MFS- San Jose CA (AC, Heating & Cooling, Engine & Drivetrain)	N	N	N		
	Contitech NA- Rochester Hills MI (AC)	Y	Y	N		offices only, no mfg.
	Contitech USA- Sun Prairie WI (AC)	N	N	N	Heather Grant	Office in NH
	Continental Contitech de Mexico- Delicias MX (AC, Heating & Cooling)	Y	N	N	(Chihuahua), Carlos Soto (in Chihuahua reports to Heriberto), Dora Marufo (Purch), Paula (technical), Randy Molo (Philippines reports to Heriberto)	EPDM, CR; Lincoln supplies compound; BTN 2 EPDMs in 2016. Michael Sont- technical in Germany
	Contitech Fluid Mexicana -Apodaca (AC)	N	N	N		
	Contitech Fluid Mexicana -Tlalnepantla MX (AC, Engine & Drivetrain)	N	N	N		
	Contitech Fluid Monterey - Montemorelos MX (AC)	N	N	N		

Contitech-non tire**CBG- Conveyor Belt group**

	Use Rubber Y/N	Current Customer Y/N	Mixers? Y/N	Purchasing contact	Comments
				Jan Faerber	Head of Purch; Richard Poulin-Purch coord.
Contitech Mexicana- San Luis Potosi, MX (industrial)	Y	Y	Y	Adriana Cervantes	Mixes for self, Legg, Delicias et al
Belt Concepts of America- Spring Hope NC (mining Latin America)	N	N	N		
Contitech USA- (Marysville OH)	Y	Y	N	Planners= Tara Fowler, Mike Glover	
Contitech USA- St Marys OH- (Mining Latin America)	Y	Y	Y	Sandra Schultze	Mixes for self, Marysville et al
Legg Company, Halstead KS- (industrial)	Y	Y	N	Planner Barbara Adams	John Blankenship, Pit Mgr
Specialty Fabrics & Converting- Hogansville GA- (industrial)	N	N	N		

PTG- Power Transmission Group

Contitech USA- Lincoln NE- (auto OEM, industrial)	Y	Y	Y	Rod Fanders	Mixes for self,
Continental Contitech de Chihuahua, Chihuahua MX (Industrial)	Y	N	N	see above (Delicias)	
Continental SA de CV, San Luis Potiosi MX (Auto OEM, aftermarket)	Y	Y	Y		

Contitech-non tire**AS- Air Springs (incl air actuators)**

	Use Rubber Y/N	Current Customer Y/N	Mixers? Y/N	Purchasing contact	Comments
Sales office Indianapolis IN	N	N	N		Sold to Enpro
Contitech Mexicana, San Luis Potosi MX	Y	Y	Y	Jorge Vega	Sold to Enpro- moving to Stemco
Vulcanite- N. Providence RI	N	N	N		Sold to Enpro

Vibration Control

Contitech Mexicana, San Luis Potosi MX (automotive VC)	Y	Y	N	Karina Herrera	
Contitech NA Inc- Auburn Hills MI (automotive VC)	N	N	N		offices only, no mfg

Parker Hannifin – 2 business segments: 6 business groups

AEROSPACE GROUP			
Aircraft Wheel & Brake Division			
Control Systems Division			
Customer Support Operations – Aerospace			
Fluid Systems Division			
Gas Turbine Fuel Systems Division			
Hydraulic Systems Division			
Stratoflex Products Division			

ENGINEERED MATERIALS GROUP			
Chomerics Division			
Composite Sealing Systems Division			
Engineered Polymer Systems Division			
O-Ring & Engineered Seals Division			
Praedifa Technology Division			
Spartanburg, SC - Corporate and Seal Mfg. Plant			
Goshen, IN - Seal Mfg. Plant			
Gothenburg, NE - Seal Mfg. Plant			
Wilson, NC - Mixing Plant Only (1 - 180 L Mixer?)	IDLED in 2017		
Chomerics			
Syracuse, IN Corporate Office and Seal Mfg. Plant			
Goshen, IN - Seal Mfg. and Mixing Plant	One (1) Mixer - 125 Liter VIC Intermesh		
Lexington, KY - Corporate Office and Seal Mfg. Plant			
Matamoros, MX - Seal Mfg. Plant			
Lebanon, TN - Seal Mfg. Plant and Mixing Plant (2 Mixers)			
Salt Lake City, UT - Corporate Office and Seal Mfg. Plant			
Nacogdoches, TX - Seal Mfg. Plant			

FILTRATION GROUP			
Aerospace Filtration Division			
Bioscience and Water Filtration Division			
Engine Mobile Aftermarket Division			
Engine Mobile Hydraulic and Fuel Filtration Division			
Engine Mobile Original Equipment Division			
Gas Separation and Filtration Division EMEA			
Gas Turbine Filtration Division			
HVAC Filtration Division			
Hydraulic Filtration Division EMEA			
Industrial Gas Filtration and Generation Division			
Industrial Process Filtration Division			
Water Purification			

FLUID CONNECTOR GROUP

Fluid System Connectors Division

Fluid System Connectors Division - Europe

Hose Products Division

Hose Products Division - Europe

Parflex Division

Polyflex Division - Europe

Quick Coupling Division

Quick Coupling Division - Europe

Tube Fittings Division

Tube Fittings Division - Europe

HQ Wickliffe OH

Red Oak IA hose plant

Manhattan KS hose plant

Alliance NE hose plant

Kennett, MO hose plant

McCook, NE - Hose Mfg. and Mixing Plant (3 - 370 L Mixers)

Vero Beach, FL - Hose MFG. Plant

Ravenna, OH - Parflex Hose Mfg. Plant

Manotowoc, WI - Parflex hose Mfg. Plant

Parker Titan (Titan Ind.) - South Gate, CA/Houston, TX/Salisbury, NC Mfg. Plants

Toluca, Mexico - Corporate and Hose Mfg. Plant

INSTRUMENTATION GROUP

Aftermarket AC and Refrigeration Division

Instrumentation Products Division

RAC Division - Europe

Refrigerating Specialties Division

Sporlan Division

Veriflo Division

Collierville, TN - Corporate Office Closed

MOTION SYSTEMS GROUP

Accumulator & Cooler Division - Americas

Accumulator & Cooler Division - Europe

Chelsea Products Division

Cylinder Division

Cylinder Division - Europe

Electronic Controls Division

Electromechanical and Drives Division - Europe

Electromechanical and Drives Division - North America

Gear Pump Division

Hydraulic Cartridge Systems Division

Industrial Systems Division - Europe

Hydraulic Pump & Motor Division

Hydraulic Pump and Power Systems Division

Hydraulic Valve Division

Mobile Hydraulic Systems Division - Europe

Pneumatic Division

Pneumatic Division - Europe

Pump and Motor Division - Europe

Hutchinson

Customer	City	State	Country	Selle	Activity
Hutchinson	Montreal	QB	CA		Aerospace & Industry
Hutchinson Autopartes Mexico SA de CV	Celaya 1 and 2	GT	MX	MM	Belt Drive Systems / Body Sealing Systems / Fluid Management Systems
Hutchinson Seal de Mexico, SA de CV	Ensenada	GT	MX	MM	Aerospace & Automotive
Hutchinson Transferencia De Fluidos México, SA de CV	Reynosa	TM	MX	N/A	Fluid Management Systems
Hutchinson Antivibration Systems	Grand Rapids	MI	US	AC	Automotive Anti-Vibration
Hutchinson Aerospace & Industry-CA	Burbank	CA	US	HA	Aerospace & Industry
Hutchinson Seal de Mexico, SA de SV	Coronado	CA	US	WB	Additives?
Hutchinson FTS, Inc.	Livingston	TN	US	MM	Fluid Management Systems
Hutchinson Industries, Inc.	Trenton	NJ	US	BN	Military Tire Inserts
Hutchinson Sealing Systems - NH	Newfields	NH	US	BN	Body Sealing Systems
Hutchinson Aerospace & Industry-MA	Hopkinton	MA	US	BN	Aerospace & Industry
Hutchinson Sealing Systems - TN	Church Hill	TN	US	BW	Body Sealing Systems
Hutchinson Sealing Systems - VA	Wytheville	VA	US	BW	Body Sealing Systems
Hutchinson	Auburn Hills	MI	US		Office
Hutchinson	Buffalo	NY	US		Aerospace & Industry
Hutchinson	Cadillac	MI	US		Automotive Anti-Vibration
Hutchinson	Ithaca	MI	US		Aerospace & Industry
Hutchinson Precision Sealing System	Danielson	CT	US	BN	Precision Sealing Systems
Hutchinson	Mobile	AL	US	N/A	Aerospace & Industry
Hutchinson SNC	Byrdstown	TN	US		Closed

Customer	Buy rubber?	Total EAV? (MT)	Current customer?	SalesPortal?	Internal mixer?	Contact	Contact Info
Hutchinson	Unknown	Unknown	N	N	Unknown		1-514-640-9006
Hutchinson Autopartes Mexico SA de CV	Y	11765	Y	Y	Y		
Hutchinson Seal de Mexico, SA de CV	Y	20	Y	Y	Y	Maria Gendrop - Purchasing	
Hutchinson Transferencia De Fluidos México, SA de CV	N	0	N	N	N		
Hutchinson Antivibration Systems	N	No info	N	Y	Y		
Hutchinson Aerospace & Industry-CA	Y	14	Y	Y	N		
Hutchinson Seal de Mexico, SA de SV	N	0	N	Y	N		
Hutchinson FTS, Inc.	N	0	N	Y	Y		
Hutchinson Industries, Inc.	Y	2500	N	Y	N		
Hutchinson Sealing Systems - NH	N	200	Y	Y	Y		
Hutchinson Aerospace & Industry-MA	Y	672	Y	Y	N		
Hutchinson Sealing Systems - TN	N	20000	N	Y	Y		
Hutchinson Sealing Systems - VA	N	10000	N	Y	Y		
Hutchinson	N	0	N	N	N		
Hutchinson	Unknown	Unknown	N	N	Unknown		1-716-852-1435
Hutchinson	N	No info	N	N	N		1-231-775-9737
Hutchinson	Y	No info	N	N	N	Don	1-989-875-2052
Hutchinson Precision Sealing System	Y	140	Y	Y	N		
Hutchinson	N	0	N	N	N	Hector	1-323-799-0305
Hutchinson SNC	N	0	N	Y	N		

Customer	Notes
Hutchinson	Called, transferred to purchasing, did not leave voicemail as everything was in French
Hutchinson Autopartes Mexico SA de CV	#0121 customer Ags and #26061 qro
Hutchinson Seal de Mexico, SA de CV	#76428 customer negotiations for new project
Hutchinson Transferencia De Fluidos México, SA de CV	Do not buy, they only use a rubber part
Hutchinson Antivibration Systems	Mix themselves and supply other locations
Hutchinson Aerospace & Industry-CA	8/7/18 - 100% of business
Hutchinson Seal de Mexico, SA de SV	Do not buy
Hutchinson FTS, Inc.	Do not buy
Hutchinson Industries, Inc.	8/7/18 - 0% of business
Hutchinson Sealing Systems - NH	Do not buy
Hutchinson Aerospace & Industry-MA	8/7/18 - 100% of business
Hutchinson Sealing Systems - TN	Do not buy
Hutchinson Sealing Systems - VA	Do not buy
Hutchinson	Could not get through on phone but website says activity is only "office"
Hutchinson	Called 9/25, 10/8, and 11/8. No answer
Hutchinson	Sue did not know much but said it would be best to contact the Grand Rapids location
Hutchinson	Get rubber through another Hutchinson location. Did not know which location and Don was not in. Spoke with Dave
Hutchinson Precision Sealing System	8/10/18 - 70% of business
Hutchinson	Do not use rubber
Hutchinson SNC	Do not buy

Carlisle

Customer	City	State	US	Seller	Activity	Buy rubber?	Total customer EAV? (MT)
Global Headquarters	Carlisle	PA	US	MH	Global HQ - Construction Materi	Y	1
Construction Material	Puyallup	WA	US		Construction Material	N	0
Construction Material	Portland	OR	US		Construction Material	N	0
Construction Material	McMinnville	OR	US		Construction Material	N	0
Construction Material	Dixon	CA	US		Construction Material	N	0
Construction Material	Chino	CA	US		Construction Material	N	0
Construction Material	Rancho Cucamonga	CA	US		Construction Material	N	0
Construction Material	Phoenix	AZ	US		Construction Material	N	0
Construction Material	Tooele	UT	US		Construction Material	N	0
Construction Material	Denver	CO	US		Construction Material	N	0
Construction Material	Aurora	CO	US		Construction Material	N	0
Construction Material	Wylie	TX	US		Construction Material	N	0
Construction Material	Terrell	TX	US		Construction Material	N	0
Construction Material	Senatobia	MS	US		Construction Material	N	0
Construction Material	Lake City	FL	US		Construction Material	N	0
Construction Material	Lakeland	FL	US		Construction Material	N	0
Construction Material	Tampa	FL	US		Construction Material	N	0
Construction Material	Cartersville	GA	US		Construction Material	N	0

Customer	City	State	US	Seller	Activity	Buy rubber?	Total customer EAV? (MT)
Construction Material	Chattanooga	TN	US		Construction Material	N	0
Construction Material	Louisville	KY	US		Construction Material	N	0
Construction Material	Maryland Heights	MO	US		Construction Material	N	0
Construction Material	Greenville	IL	US		Construction Material	Y	Unknown
Construction Material	Mead	NE	US		Construction Material	N	0
Construction Material	Chicago	IL	US		Construction Material	N	0
Construction Material	Berea	OH	US		Construction Material	N	0
Construction Material	Delphos	OH	US		Construction Material	N	0
Construction Material	Elkridge	MD	US		Construction Material	N	0
Construction Material	Smithfield	PA	US		Construction Material	N	0
Construction Material	Levittowa	PA	US		Construction Material	N	0
Construction Material	Montgomery	NY	US		Construction Material	N	0
Construction Material	Portland	ME	US		Construction Material	N	0
Construction Material	Anchorage	AK	US		Construction Material	N	0
Construction Material	Spring	TX	US		Construction Material	N	0
Construction Material	Lachine	QC	CAN		Construction Material	N	0
Interconnect Technologies	Kent	WA	US		Interconnect Technologies	N	0
Interconnect Technologies	Cerritos	CA	US		Interconnect Technologies	N	0

Customer	Current customer?	SalesPortal?	Internal mixer?	Website
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	Y	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Construction Material	N	N	N	carlisle.com/our-businesses/default.aspx
Interconnect Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Interconnect Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Interconnect Technologies	N	N	N	carlisle.com/our-businesses/default.aspx

Customer	City	State	US	Seller	Activity	Buy rubber?	Total customer EAV? (MT)
Interconnect Technologies	El Segundo	CA	US		Interconnect Technologies	N	0
Interconnect Technologies	Riverside	CA	US		Interconnect Technologies	N	0
Interconnect Technologies	Tempe	AZ	US		Interconnect Technologies	N	0
Interconnect Technologies	Franklin	WI	US		Interconnect Technologies	N	0
Interconnect Technologies	Pottstown	PA	US		Interconnect Technologies	Y	Unknown
Interconnect Technologies	St. Augustine	FL	US		Interconnect Technologies HQ	N	0
Interconnect Technologies	Mobile	AL	US		Interconnect Technologies	N	0
Interconnect Technologies	Nogales	SO	MX		Interconnect Technologies	N	0
Fluid Technologies	Minneapolis	MN	US		Fluid Technologies	N	0
Fluid Technologies	Toledo	OH	US		Fluid Technologies	N	0
Fluid Technologies	Jackson	TN	US		Fluid Technologies	N	0
Fluid Technologies	Scottsdale	AZ	US		Fluid Technologies HQ	N	0
Fluid Technologies	Tlalnepantla	EM	MX		Fluid Technologies	N	0
Brake & Friction	Solon	OH	US	WB	Corporate HQ - Brake & Friction	Y	59
Brake & Friction	Medina	OH	US		Brake & Friction	Y	Unknown
Brake & Friction	Bloomington	IN	US		Brake & Friction	Unknown	Unknown
Brake & Friction	Catoosa	OK	US		Brake & Friction	Unknown	Unknown
All Food and Sanitary						N	0

Customer	Current customer?	SalesPortal?	Internal mixer?	Website
Interconnect Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Interconnect Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Interconnect Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Interconnect Technologies	N	N	Unknown	carlisle.com/our-businesses/default.aspx
Interconnect Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Interconnect Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Interconnect Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Fluid Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Fluid Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Fluid Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Fluid Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Fluid Technologies	N	N	N	carlisle.com/our-businesses/default.aspx
Brake & Friction	Y	Y	N	carlisle.com/our-businesses/default.aspx
Brake & Friction	Y	N	Unknown	carlisle.com/our-businesses/default.aspx
Brake & Friction	N	N	Unknown	carlisle.com/our-businesses/default.aspx
Brake & Friction	N	N	Unknown	carlisle.com/our-businesses/default.aspx
All Food and Sanitary	N	N	N	carlisle.com/our-businesses/default.aspx

Wolverine Worldwide

Customer	City	State	Country	Seller	Activity	Buy rubber?	Total customer EAV? (MT)
Wolverine HQ	Rockford	MI	US		Corporate Office	N	0
Wolverine	Dearborn	MI	US	PH	Corporate Office	Y	1391
Wolverine	Waltham	MA	US		Corporate Office	N	0
Wolverine	Mississauga	ON	CAN		Canadian Head Office and Distribution	N	0
Wolverine Manufacturing	Leesburg	FL	US	PH	Manufacturing	N	Unknown
Wolverine Manufacturing	Blacksburg	VA	US	PH	Manufacturing	N	Unknown

Customer	Current customer?	SalesPortal?	Internal mixer?	Contact	Contact Info	Notes
Wolverine HQ	N	N	N			
Wolverine	Y	Y	N	Chris Kowich	313-749-6132	Shipped to FL and VA. 2018 HEXPOL share - 83.5%
Wolverine	N	N	N			
Wolverine	N	N	N			
Wolverine Manufacturing	Y	N	N			Rubber bought through Dearborn, MI
Wolverine Manufacturing	Y	N	N			Rubber bought through Dearborn, MI

Trelleborg

Location	City	State	Country	Activity	Buy Rubber	Mixers	Comments
Aerospace	Northborough	MA	US	Sealing Solutions	Y	Unknown	Mostly silicone
Automotive	Benton Harbor	MI	US	Anti-Vibration	Unknown	Unknown	Now Vibracoustic?
Automotive	Norcross	GA	US	Damping Solutions	N	N	Closed?
Automotive	Bloomfield Hills	MI	US	Closed	N	N	Closed- moved to Northville MI
Boots (Prodyn)	Salisbury	NC	US	CV, rack & pinion Boots	Unknown	Unknown	TPE
Coated Systems	Morristown	TN	US	Printing blankets	Y	Y	
Coated Systems	New Haven	CT	US	Coated Fabrics	N	N	Polyurethane- formerly Urettek
Damping Solutions	Northville	MI	US	Laboratory	N	N	Chassis & Brake test laboratory. Now Vibracoustic?
Engineered Systems	Streetsboro	OH	US	Extruded Profiles	Y	N	
Engineered Systems	Norcross	GA	US	Offshore	Unknown	Unknown	
Engineered Systems	Rochester	NY	US	Industrial Engineered Products	Unknown	Unknown	
Engineered Systems	Tyler	TX	US	Industrial Engineered Products	Unknown	Unknown	
Marine	Clearbrook	VA	US	Urethane foam dock fenders	Unknown	Unknown	Opened 2014
Offshore	Rankin (Houston)	TX	US	Insulation, damping	Unknown	Unknown	
Offshore	Randolph	MA	US	Insulation, damping, glass microspheres	Unknown	Unknown	Former Applied Technologies
Location	City	State	Country	Activity	Buy Rubber	Mixers	Comments
Offshore	Mansfield	MA	US	Insulation, damping	Unknown	Unknown	Former Emerson & Cuming
Offshore	West Little York (Houston)	TX	US		Unknown	Unknown	Trelleborg CRP
Pipe Seals	Tijuana	MX	MX	Plastic pipe seals	Y	N	
Pipe Seals	Milford	NH	US	Pipe Gaskets	Y	N	Connector, manhole seals, pipe rehab
Printing Solutions	Rutherfordton	NC	US	Coated Fabrics	Y	N	
Sealing Profiles	Aurora	OH	US	Extruded Profiles	Y	N	Offices, Lena Dr, Danner DR & new facility
Sealing Profiles	Queretaro	QRO	MX	Extruded Profiles	Y	N	
Sealing Solutions	Fort Wayne	IN	US	Slipper seals; specialty; Formerly Dowty	Y	Unknown	
Sealing Solutions	Northborough	MA	US	Sealing Solutions	Y	Unknown	Formerly Chase & Sons Hudson MA
Sealing Solutions	Streamwood	IL	US	Thermoplastics & Composites	N	Unknown	
Sealing Solutions	Elk Rapids	MI	US	Medical	Y	Unknown	
Sealing Solutions	Paso Robles	CA	US	Medical	Y	Unknown	LSR, HCR
Sealing Solutions	Tustin	CA	US	Medical	Y	Unknown	LSR, HCR
Sealing Solutions	Louisville (Denver)	CO	US	Healthcare & Medical	N	N	PTFE seals, bearings
Sealing Solutions	Delano	MN	US	Medical devices	Unknown	Unknown	Former Sil-Pro; silicone & plastics
Wheel Systems	Charles City	IA	US	OTR tire	Y	N	Former MITAS
Wheel Systems	Spartanburg	SC	US	OTR tire	Y	N	Greenfield

Eaton Corporation

EATON							
World Headquarters Dublin, Ireland			NA Headquarters Beachwood, Ohio				
Area	Division	Locations	Use Rubber (Y/N)	Current Customer (Y/N)	Mixers? (Y/N)	Purchasing Contacts	Notes
NA	Airflex Div	Beachwood, OH	N	N	N		NA HQ
NA	Aerospace	Irvine, CA	N	N	N		Aerospace HQ
NA		Smyrna, GA	N	N	N		
NA		Glendale Heights, IL	N	N	N		
NA	Hose	Mountain Home, AR	Y	Y	N		
NA	Electrical	Syracuse, NY	N	N	N		
NA	Hydraulics	Eden Prairie, MN	Y	N	Unknown		Hydraulics HQ and Engineering/Research lab
NA		North Charleston, SC	N	N	N		
NA		South Bend, IN	N	N	N		
NA		Tualatin, OR	N	N	N		Believe this is a center for eMobility (i.e. electric cars/batteries/etc.)
NA	Aerospace	Grand Rapids, MI	N	N	N		
NA	Vehicle	Kalamazoo, MI	N	N	N		
NA	Engineering Lab	Southfield, MI	Y	N	Unknown		"Corporate Research Team", "CRT"
NA		Minnetonka, MN	N	N	N		
NA	Electrical	Moon Township, PA	N	N	N		
	Hose	Newbern, TN	Y	Y	Y	Jason Bush, Jeff Haris	Produces and supplies Mountain Home
NA	Electrical	Raleigh, NC	N	N	N		Regional division office
NA	Vehicle & Hydraulics	Santiago de Queretaro, MX	Y	N	Unknown		
NA	Aerospace	Glenolden, PA	Y	N	Unknown		Seals
NA	Aerospace	Jackson, MI	Y	N	Unknown		Seals and Conveyance and Hoses

EATON

World Headquarters Dublin, Ireland		NA Headquarters Beachwood, Ohio					
Area	Division	Locations	Use Rubber (Y/N)	Current Customer (Y/N)	Mixers? (Y/N)	Purchasing Contacts	Notes
NA	Vehicle	Auburn, IN	N	N	N		Clutch plant
NA	Hydraulics	Van Wert, OH	Y	N	Unknown		Biggest hydraulics plant for Eaton in NA
NA	Electrical	Horseheads, NY	N	N	N		
NA	Hydraulics	Searcy, AK	Y	N	Unknown		
NA	Vehicle	Kearney, NE	N	N	N		Valves for light vehicles
NA	Vehicle	Belmond, IA	N	N	N		
NA	Vehicle	Kings Mountain, NC	Unknown	N	Unknown		Semi truck transmissions
NA	Vehicle	Athens, GA	Unknown	N	Unknown		Superchargers
NA	Vehicle	Roxboro, NC	N	N	N		
NA	Vehicle	San Lois Potosi, Mexico	Y	N	Unknown		Semi truck transmissions and clutches
NA	Aerospace	Tijuana, Mexico	Y	N	Unknown		Conveyance and seals
NA	Aerospace	Bethel, CT	Y	N	Unknown		Seals
NA	Aerospace	Beltsville, MD	Y	N	Unknown		Conveyance and seals
NA	Aerospace	Euclid, OH	N	N	N		Fuel products and main engine fuel pumps
NA	Aerospace	Jackson, MS	N	N	N		Hydraulics for aerospace
NA	Aerospace	Glendale, CA	Y	N	Unknown		Hydraulics for aerospace and other
NA	Vehicle	Reynosa, MX	N	N	N		
NA	Aerospace	Fort Worth, TX	N	N	N		HQ office for the Fuel & Motion Control division of the Aerospace Group
NA	Electrical	Williamsburg, VA	N	N	N		

Federal-Mogul

Federal Mogul							
Head Office:		Southfield, MI					
Sections	Name	Location	Use Rubber (Y/N) ▾	Current Customer (Y/N) ▾	Mixers? (Y/N) ▾	Purchasing Contacts	Notes
Sealing	Federal Mogul Corporation	Frankfort IN	Y	Y	Y	Daryle Schnidler	Supply to Van Wert and Athens locations
	Federal Mogul Corporation	Skokie IL	Y	Y	Y	Robert Clarke	Mill Mixing for Silicone and FKM, etc
	Federal Mogul Corporation	Athens AL	Y	Y	N		
	Federal Mogul Corporation	Van Wert OH	Y	Y	N	Elizabeth Torres	
Brake and Friction Division	Federal Mogul Corporation	Glasgow KY	Y	Y	N	Kristen Pholman, Brian Koehler, Fred Morga	
	Federal Mogul Corporation	Smithville TN	Y	N	N		
	Federal Mogul Corporation	Juarez MX		N			
	Federal Mogul Corporation	Tepotzotlan MX		N			
Wipers	Federal Mogul Corporation	MX	Y	Y		Thomas Charnley	Being sold to Trico Products in 2019
	Federal Mogul Corporation	Michigan City IN	Y	N	N		
	Federal Mogul Corporation	Juarez MX		N			
	Federal Mogul Corporation	El Paso TX	Y	Y		Thomas Charnley	
Aftermarket	Federal Mogul Corporation	Tulsa OK	Y	Y			
Chassis	Federal Mogul Corporation	Boaz AL		N	N		
	Federal Mogul Corporation	Los Reyes MX		N			
	Federal Mogul Corporation	Maryville MO		N	N		
Filters	Federal Mogul Corporation	Itztapalapa MX		N			
	Federal Mogul Corporation	Tultitlan MX		N	N		

Henniges Automotive

Henniges							
Head Office:		Auburn Hills MI					
Sections	Name	Location	Use Rubber (Y/N) ▼	Current Customer (Y/N) ▼	Mixers? (Y/N) ▼	Purchasing Contacts	Notes
Sealing NA	Henniges	Keokuk IA	Y	Y	Y	See Auburn Hills	Supply most other location - 8 mixers
	Henniges	New Haven MO	Y	Y	N	See Auburn Hills	
	Henniges	Frederick OK	Y	Y	N	See Auburn Hills	
	Henniges	Aurbun Hills MI	Y	Y	N	Jake Powers, Mike Ostrander	
	Henniges	Reidsville NC	Y	Y	N	See Auburn Hills	
	Henniges	Burlingston ON	Y	N	N	See Auburn Hills	
	Henniges	Gomez Palacio MX	Y	Y	N	Felix Onofre, Mauricio Vazquez	Two locations?
	Henniges	Guadalajara Jalisco MX	Y	N	N		
Tech Centers	Henniges	Rockford TN	N	N	N		Is this still open?
	Henniges	Farmington Hills MI	N	N	N		