A PIONEERS MAGAZINE 1.25

HANNS.

Safety meets smart factory.

Ready in milliseconds: IEP systems protect before danger arises.

Trust connects — 25 years of partnership on equal terms.

HOERBIGER

Editorial

Dear readers,

In a world defined by constant change and increasingly complex demands, one thing remains unchanged: proximity to the customer. Only those who understand their customers' needs and expectations can offer tailored solutions and build lasting relationships.

This issue's cover story takes us behind the scenes at the EGGER Group – one of the leading manufacturers of wood-based materials, headquartered in Tyrol, Austria. A multi-stage explosion protection system from HOERBIGER's Safety Business Unit, installed at the Unterradlberg site, is part of a comprehensive safety strategy. EGGER has relied on HOERBIGER's expertise since 2001. Beyond the sophisticated technology, it is the active partnership that makes this project truly successful. Read more on page 9.

Digitalization is a key driver of innovation and growth at HOERBIGER. With the introduction of modern IT applications in the Microsoft 365 environment and the integration of artificial intelligence (AI), many of our business units are transforming the way they work – innovating, developing business models, and creating, producing, and marketing products and services. Our feature article explores the strategic role of digitalization at HOERBIGER and presents examples of current initiatives.

If you missed previous issues of HANNS, we invite you to visit our website at www.hoerbiger.com. In the newsroom, you'll find all past issues, the latest updates, and engaging background stories from our recently published Yearbook.

Thank you for your continued interest.
We hope you enjoy reading this issue.

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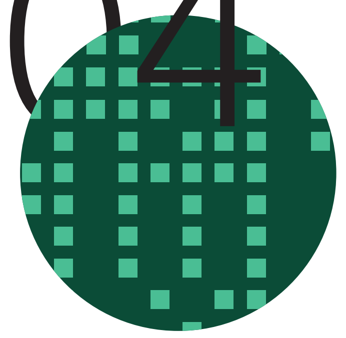
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130 YEARS OF PASSION INNOVATION PERFORMANCE 1895–2025 HOERBIGER.COM

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Photography/Illustration
Gian Marco Castelberg, Zurich: page 11
HOERBIGER Archive: page 8, 9 and 12
Marcel Roger Billaudet: Cover, page 9
Komatsu: page 12

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"For us, the glass is definitely half full."

Despite a challenging market environment, HOERBIGER has achieved the most successful fiscal year in its 130-year history. President of the Board of Directors Dr. Martin Komischke and CEO Dr. Thorsten Kahlert discuss optimism, innovative strength, and the crucial role of local teams in driving profitable growth during turbulent times.

Read the new HOERBIGER Yearbook in our newsroom at www.hoerbiger.com or scan the QR code to access the PDF version. Would you like a printed copy? Feel free to contact us at communication@hoerbiger.com.

Dr. Komischke, the cover of the new HOERBIGER Yearbook features a glass of water. Is it half full or half empty?

Dr. Martin Komischke — For us, the glass is clearly half full. In the past fiscal year, we once again achieved profitable growth, generating sales of EUR 1.466 billion – the highest revenue in the Group's 130-year history. We are proud of this milestone and of what we've accomplished, especially under such challenging conditions.

We are living in uncertain and turbulent times. Dr. Kahlert, do you share this sense of optimism?

Dr. Thorsten Kahlert — Absolutely. We are approaching the current market environment from a position of strength. A sharpened strategy, lean structures, and a globally balanced footprint – with production sites in all major regions – give us the flexibility we need to respond to market shifts. Of course, we remain cautious and alert. But the fundamental changes in global markets also open exciting new opportunities.

MK — Innovation continues to be the key driver of growth at HOERBIGER. We are focused on developing products and business models that meet evolving customer and market needs – and position us for success in both existing and emerging growth areas. Our attention is on industries shaped by megatrends, where we see potential that goes beyond pure market share battles.

In your opinion, what is it that makes HOERBIGER so successful – even in difficult times?

TK — Without a doubt, our people. Our colleagues are our greatest asset, and last year, they truly set new standards. They are dedicated, driven, and put their hearts into what they do.

MK — I completely agree. Our employees demonstrate an exceptional level of commitment and responsibility. I'm continually impressed by their ability to find and implement solutions, even in the most difficult circumstances.

TK — There is an incredible energy across the organization – at every level. It's this can-do spirit, this determination to rise to every challenge, that enables us to confront the market with a competitive mindset and succeed.

HOERBIGER relies heavily on local teams in its day-to-day operations ...

MK — Absolutely, and we plan to continue doing so. We strike the right balance between strong corporate cohesion and individual responsibility within the business units. Our local teams take ownership and make decisions on the ground.

TK — Exactly. How we collaborate has a major impact on our success. We count on people who come from the regions they serve and who understand the unique characteristics of each local market.

MK — Only a locally anchored team that thinks entrepreneurially and acts independently can truly evaluate a market and unlock its potential. At HOERBIGER, headquarters doesn't prescribe how things should be done locally – our teams on the ground decide what needs to be done.

Mechanical engineering meets megabytes: How HOERBIGER is embracing digitalization

Digitalization means change, transformation, and the ability to face the challenges of our time. Its beginnings date back to a time when the best supercomputers had less processing power than a modern pocket calculator. With the advent of the internet, it became possible to share information and data worldwide. Today, digitalization is omnipresent – it permeates the economy, education, and our everyday lives.

The industrial revolution has reached a new dimension with digitalization. Companies are relying on digital twins, machine learning, and automated systems to make processes more efficient, flexible, and sustainable. Artificial intelligence (AI) enables machines not only to execute commands, but also to learn independently, recognize patterns, and continuously improve themselves. Following the steam engine, the moving assembly line and information technology, the fourth industrial revolution (known as "Industry 4.0") embraces networking and the merging of the digital and physical worlds.

To illustrate the scale of this progress: 66 years passed between the Wright brothers' first flights in 1903 and the moon landing in 1969 – a breathtaking technological development. The time span is even greater from the first vacuum tube computer in the 1940s to today's generative artificial intelligence, which can speak, write texts, generate images, and perform complex data analyses independently. The complexity of digital systems exceeds that of manned space flight: While the journey to the moon required reliable technology and precise calculations, modern AI demands a deep understanding of huge amounts of data, the ability to recognize patterns, and autonomous decision-making processes.*

*This text was written with AI support.

The future is now

At HOERBIGER, digitalization is not a distant utopia, but a reality – not as an end in itself, but as a means of bringing people, machines, and data into harmony. Intelligent production systems, AI-supported quality assurance, virtual simulations, and a modern work culture are part of everyday life. Digitalization is not a goal, but a process of continuous learning, application, and optimization.

The focus is not on "the big leap", but on the precision and quality of implementation. Digitalization at HOERBIGER is guided by the principle of carefully addressing complex challenges and developing solutions that will stand the test of time. At HOERBIGER, digitalization does not mean simply replacing the old with the new, but rather connecting processes, people, and technologies in a meaningful way.

The facets of digitalization at HOERBIGER

"Thanks to digitalization, our components can be produced with even fewer errors, greater precision, and in a more sustainable and competitive manner," says Dr. Bernhard Spiegl, CTO and Head of Innovation & Technology, HOERBIGER Group. "Digitalization is not a substitute for people, but rather a support that helps reduce routine and stressful tasks and creates more room for creativity and strategic action. However, it does transform the way people, data, and machines work together and how we succeed as a company." At HOERBIGER, the digital transformation can be summarized in six key dimensions that together form a comprehensive digital ecosystem.

1 Integrated production

In manufacturing, digitalization means that machines and systems are interlinked. HOERBIGER relies on comprehensive digital shop floor management based on real-time data in its plants. These smart manufacturing systems use advanced data analytics to enable continuous monitoring and optimization of production processes. This significantly reduces production downtime and further improves the quality of the manufactured products. Machines are equipped with sensors that provide information on performance, status, and material consumption. Deviations from the target state are immediately detected, visualized, and employees can respond directly. At the automotive plant in Changzhou (China), driverless transport systems (AGVs – automated guided vehicles) transport materials autonomously, coordinated by a manufacturing execution system (MES) that controls and monitors the processes.

2 New business models

The development of digital solutions for customer use enables entirely new business models that intelligently expand the product and service portfolio and supplement it with digital touchpoints. The Compression Division is already using VISTRA®, an innovative digital solution, to simplify maintenance processes and increase transparency regarding the condition of compressor components. VISTRA® enables the digital recording and management of maintenance data in real time, including the history of each component, documented work steps, and replacement parts installed. In addition, the integration of real-time and historical data from production and maintenance opens up new perspectives such as intelligent analyses and automated recommendations for action that identify potential failure risks, recognize trends, and suggest proactive measures before unplanned downtime occurs. The vision goes beyond individual solutions: "HOERBIGER is working to develop a fully integrated digital platform that seamlessly connects maintenance, data analysis, and recommendations for action," says Dr. Gunther Machu, Head of New Ventures and Digitalization, Compression Division. "We are creating a comprehensive smart maintenance and performance management platform with the potential to fundamentally change the standards in compressor technology." Such digital enhancements also form the basis for new business models that include data-driven services and customer solutions. These solutions are based on predictive maintenance, performance optimization, and improved availability – always with the goal of maximizing customer value while increasing operational efficiency.

3 Automation and artificial intelligence

"In the automotive sector, with its extremely high demands on quality and competitive costs, HOERBIGER consistently focuses on automation and digitalization in combination with AI," emphasizes Andreas Veit, COO and Head of Operations, Automotive Division. This starts with simple, rule-based systems that automate defined processes and extends to statistical models and deep learning with generative AI that independently recognizes patterns, learns, and develops solutions. In quality assurance, for example, the Forced Quality Check system automatically stops production if quality-related tests have not been carried out correctly or on time. Production is only released after successful testing, which increases traceability, confidence in quality, and efficiency. Guided Start of Production Acceptance ensures that production machines can only start up once the initial part inspection has confirmed that quality standards have been met. This enables HOERBIGER to reduce the proportion of defective products to a minimum with the aim of achieving a zero-defect strategy. The Predictive Tool Monitoring initiative goes one step further: by analyzing sensor data and applying machine learning, AI will in future be able to detect impending tool failures at an early stage, predict the remaining service life, and take proactive measures. This leads to a drastic reduction in waste, reduces plant downtime, and also extends machine life through early detection of anomalies in the process.

Cybersecurity in the digital world

Cybersecurity is the foundation of every successful digitalization. It encompasses not only the protection of IT infrastructure through firewalls, virus protection, and secure networks, but also monitoring and incident response services that sound the alarm in the event of suspicious activity and initiate countermeasures. Nevertheless, people remain at the heart of the matter: Only through targeted training, awareness-raising, and clear rules of conduct can companies ensure that employees recognize risks and behave responsibly.
At HOERBIGER, people are therefore at the center of the IT security strategy – because no technology is more secure than the knowledge and awareness of the people who use it.

> "Digitalization is not a substitute for people, but rather a support that helps reduce routine and stressful tasks and creates more room for creativity and strategic action."
> Dr. Bernhard Spiegl

4 Data management and traceability

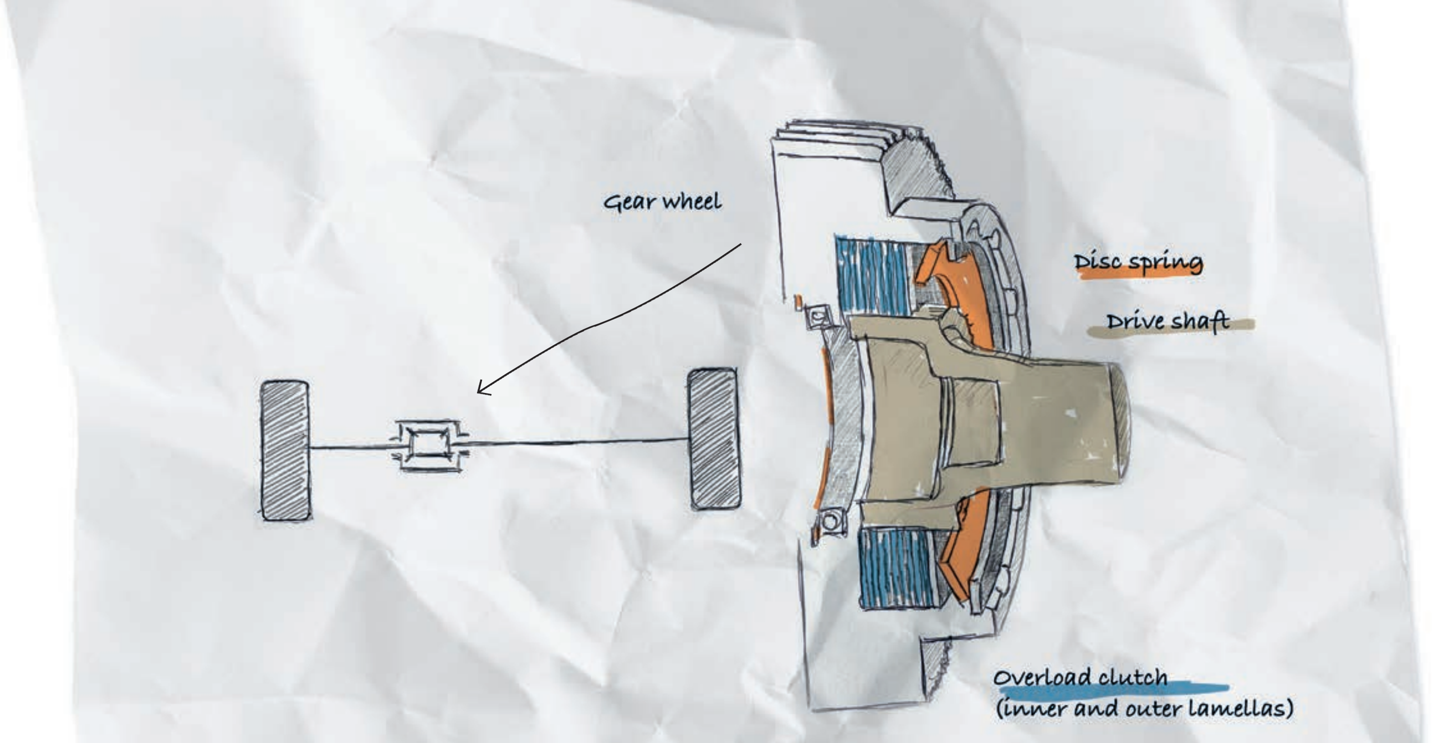
Data management at HOERBIGER goes far beyond simply collecting and storing information. It is the foundation for transparency, efficiency, and quality – from the first step of manufacturing to delivery to the customer. Serialization, for example, ensures that each component receives a unique identifier that enables complete documentation throughout the entire production and supply chain. This means that it is possible to trace at any time where a part was manufactured, which materials and tools were used, and which tests it has undergone. This comprehensive traceability is crucial for quality assurance, the precise handling of complaints, and compliance with legal requirements. But at HOERBIGER, data management means more than just traceability; it also means the intelligent use of data. Modern analysis and visualization technologies such as Process Mining make complex production and business processes transparent, identify bottlenecks, and improve workflows. These insights are then fed back into production planning, quality management, and product development. In the future, even closer integration of data management with digital systems such as maintenance and quality data is planned to create a complete digital mirror image of production reality.

5 Simulations and virtual tests

Simulations and virtual tests are a key factor in product development at HOERBIGER. Powerful simulation tools are used right from the design phase to test and optimize complex components and systems virtually. This allows critical influencing factors to be identified and the best design solutions to be developed – even before the first physical prototype is built. This saves time and money, minimizes the risk of design errors, and significantly improves product quality. "A specific example is the transformation of classic mechanical shift systems into electromagnetic actuators," says Dr. Ansgar Damm, Head of Research & Development, Automotive Division. "Through comprehensive simulation of component behavior, manufacturing tolerances, and load scenarios, we can develop robust, durable, and efficient products that meet HOERBIGER's high quality standards."

6 Modern work and collaboration

Digitalization is changing not only business models and production processes, but also the way people work at HOERBIGER. "With the introduction of Microsoft Copilot, artificial intelligence is finding its way into everyday office life," says Thomas Kriechbaum, CPO and Head of Process Management & IT, HOERBIGER Group. "Copilot supports employees in creating documents, analyses, and summaries, opening up space for more efficient and creative work." The new social intranet MyHoerbiger is the digital home for all employees. Here they can find company news, knowledge, and social interaction. It connects employees worldwide and promotes a corporate culture based on openness, transparency, and collaboration. Supplemented by Microsoft Teams and SharePoint, cross-location collaboration becomes the norm – whether in the office, working from home, or in the field. HOERBIGER embraces modern ways of working and shows how technology and culture go hand in hand. Another building block of the modern working world at HOERBIGER is the use of SuccessFactors. This cloud-based Human Experience Management (HXM) suite supports the company in all People & Culture processes – from recruiting and onboarding to employee development, target setting, and succession planning – enabling a holistic and integrated view of career paths. Particularly noteworthy is the ability to automate processes through self-service and give employees and managers more responsibility.



How does an overload clutch … … actually work?

In electric drives, a small but cleverly engineered component known as an overload clutch protects the electric motor and transmission from damage caused by sudden overloads. We spoke with Konrad Lory, Product Manager and Head of Technical Sales in the Automotive Division, who explained the principle behind this intelligent protection mechanism.

Konrad, what is an overload clutch?

Konrad Lory — Imagine two gears firmly connected to one another. If too much force is suddenly applied, something could break. The overload clutch prevents exactly that – in such moments it yields in a controlled way and protects surrounding components. You can think of it as an integrated safety mechanism. This particular clutch was developed in collaboration with an automotive customer who wanted to address precisely this issue in the drive system, and HOERBIGER provided the right solution.

Can you explain how it works in more detail?

KL — Inside the clutch are several steel discs and a so-called disc spring that hold the components tightly together. If a defined force threshold is exceeded, the clutch “slips” – power transmission is interrupted, and sensitive components remain unharmed. For example, this could happen when a vehicle drives over a high curb: the wheel briefly loses contact with the ground and then regains traction abruptly.

Can an overload clutch be compared to a standard clutch?

KL — Not really. A standard clutch connects or disconnects two components on purpose – for instance, during a gear shift. The overload clutch, by contrast, only activates in an emergency – when something goes wrong. It’s technically sophisticated, but when it’s needed, it makes all the difference.

Are overload clutches used in other applications as well?

KL — Yes, especially in environments where high forces are involved, such as in industrial facilities. There, too, overload clutches help prevent damage to motors, gearboxes, and other critical components, significantly contributing to the safety and efficiency of the overall system.

What makes a good overload clutch?

KL — The interaction between materials is key. The surface quality of the steel parts, the characteristics of the spring, and the type of oil used all have a major impact on service life and performance. The clutch will only function reliably when all the components are perfectly matched.

Deublin delivers at ArcelorMittal Brazil

With its proven rotary union technology and a consistently customer-focused approach, Deublin Brazil has significantly optimized the production processes of one of the world’s largest steel producers.

Local solutions for global challenges

ArcelorMittal, a global leader in steel manufacturing, was facing growing challenges in its continuous casting operations in Brazil. While the rotary unions in use met basic operational requirements, they increasingly revealed limitations in long-term reliability, technical support, and serviceability. This is where Deublin Brazil stepped in – with a hands-on approach and robust, field-proven technology.

At the core of the solution was the introduction of Deublin’s 2400 Series rotary unions, engineered specifically for the demanding conditions of continuous casting. These durable unions feature high-quality materials such as brass and stainless steel, wear- and abrasion-resistant silicon carbide mechanical seals, and a design optimized for maintainability. A key advantage of the unions is that they are fully serviceable – either directly at the factory or through Deublin’s authorized repair centers – and thus reflect a sustainable approach to product development.

Trust through proximity, service and expertise

The transition to Deublin took place step by step, in close collaboration with the customer’s engineering, operations, and maintenance teams. Carefully planned testing phases and jointly developed solutions ensured technical validation. Commercial Manager Carolina Bahu played a key role in driving the project forward with her technical expertise and continuous customer engagement.

Deublin’s strong local presence proved critical to the project’s success: On-site training, rapid spare parts availability, and ongoing support helped build trust and demonstrate long-term value. Today, two of the three continuous casting machines at ArcelorMittal Brazil are fully equipped with Deublin rotary unions, and the conversion of the third is under way. Deublin now covers approximately 80 percent of the plant’s continuous casting operations – a remarkable leap from the starting point.

Customer feedback has been consistently positive: stable processes, high equipment reliability, and a significantly improved service experience. With responsive technical support, local inventory, and fast turnaround times, Deublin has firmly established itself as a trusted technology partner in Brazil’s steel industry.

HOERBIGER builds for the future: Groundbreaking for new campus in Florida

With a new campus in Delray Beach, HOERBIGER is strengthening its presence in North and Latin America while laying the foundation for future growth. The groundbreaking ceremony on April 23, 2025, marked the launch of a forward-looking project: a 18,500-square-meter site featuring state-of-the-art production and office facilities.

The new North American headquarters offers significantly more space than the current facility in Pompano Beach and brings together all employees from various locations across South Florida under one roof. Spanning the size of roughly two and a half football fields, the campus combines expansive manufacturing areas with modern offices – ideal conditions for operational efficiency, technological advancement, and continued growth. Employees from the Deerfield Beach location will also relocate. More than 350 people will work on site, with room for future expansion.

“With this new campus, we are creating space for innovation and sustainable growth – both technologically and in terms of talent,” said Arek Dyrdol, Head of the NAM Regional Unit. The advanced infrastructure will enable more efficient processes and foster the development of cutting-edge solutions for emission reduction, digitalization, and hydrogen mobility.

Fully funded by the HOERBIGER Group, the investment underscores the company’s local commitment to South Florida and long-term employment in the area. At the same time, it will enhance regional support for customers across the Americas and further strengthen cooperation with ARIEL – the world’s largest reciprocating compressor manufacturer and one of our key customers.

“HOERBIGER’s decision to build in Delray Beach highlights Palm Beach County’s appeal as a destination for global high-tech companies,” said Kelly Smallridge, President of the Business Development Board. Move-in is scheduled for fall 2026.

Professional exchange on an equal footing: During a plant tour at the Unterradlberg site, HOERBIGER and EGGER further strengthened their partnership.

Safety in wood processing: EGGER and IEP Technologies join forces

Dry wood chips and fine dust pose a significant explosion risk – sometimes a single ignition source is enough. This makes customized safety systems more vital. At its Unterradlberg site, the EGGER Group is addressing this challenge with a multi-stage explosion protection system developed in close partnership with IEP Technologies.

Since 2001, EGGER – a leading manufacturer of wood-based materials headquartered in Tyrol – has relied on systems from the HOERBIGER company IEP Technologies. What began as a single safety measure has evolved into a comprehensive protection strategy. The Unterradlberg site, which opened in 1970 and specializes in the production and coating of chipboard, processes around 650,000 m³ of wood annually – making safety a top priority in this complex production environment.

Smart Factory with a focus on safety

“In 2023, our site in Unterradlberg was honored with the ‘Smart Factory’ award as Austria’s most innovative production site. This recognition is both validation and motivation for us,” says Martin Wurzl, Plant Manager for Technology and Production. “EGGER is defined by a holistic approach to automated and networked production. Process optimization systems are essential – including those related to safety and explosion protection.”

At the core of the safety strategy lies a multi-stage, ATEX-compliant protection concept. By combining flameless pressure relief, detection, suppression, and decoupling technologies, hazards are identified and mitigated at an early stage. Chip drying is particularly critical, as wood with less than three percent residual moisture is processed here, and even a small spark can have dramatic consequences.

Millisecond-level response

These systems respond within milliseconds to pressure changes or flame detection. Sensors identify potential explosions before they occur, triggering the release of extinguishing agents. Integrated flame barriers and decoupling mechanisms prevent explosions from propagating through connected duct systems.

“When we needed to expand our protection, it became clear that IEP offered the best solution. We could build on existing systems and our long-standing collaboration,” says Thomas Pöll, Maintenance Manager at EGGER.

A key milestone was the integration of flameless EVN valves. Their compact design makes them ideal for use in EGGER’s vibration and screening systems. Since 2023, IsoDisc systems have also been in operation to prevent explosions at backflow openings.

A long-standing partnership based on trust

Cooperation between EGGER, IEP Technologies, and the machine manufacturers was a decisive factor in the project’s success. “The close coordination between EGGER, IEP, and the screening system manufacturer enabled precise planning and implementation of the safety measures,” Pöll explains.

Maintenance and inspections are carried out regularly. IEP Technologies performs annual servicing during planned shutdowns, while EGGER conducts internal inspections every two months. This ensures the system remains reliable – even in an emergency.

“Safety and occupational health have always been top priorities at EGGER. That’s why we made the decision to invest further in preventive fire and explosion protection,” says Pöll. The installed systems have proven their worth: “They work reliably, and the personal support – especially during process disruptions or repairs – is extremely valuable.”

Safety as a shared responsibility

Beyond the technology, it is the active partnership that underpins the project’s success. Built over 25 years, this collaboration is founded on trust, technical expertise, and continuous improvement. Thanks to cross-site safety reporting across all 22 EGGER plants, the company stays up to date – and continues to set industry standards in both safety and sustainability.

Markus Häseli, Managing Director at IEP Technologies Europe, sums it up: “The implementation of the multi-stage explosion protection concept at EGGER’s Unterradlberg plant clearly demonstrates how well-designed safety solutions can effectively reduce risk and protect both people and equipment. With this approach, EGGER is setting new standards in industrial explosion protection.”

Think globally, act locally:

Achieving common goals through entrepreneurial freedom

João Pucetti began his career as a technician in Mechatronics, later studying mechanical engineering and earning both a master's in marketing and international business and an MBA in business management. Since joining Deublin in 2012, he has held various leadership roles – starting as Managing Director in Brazil and later advancing to senior positions in sales and marketing at the company's headquarters in Waukegan, USA. He played a key role in the 2019 acquisition by HOERBIGER. Since January 2025, João Pucetti has served as CEO of Deublin and Head of HOERBIGER's Rotary Business Unit.

João, you've been with Deublin for over 13 years in various roles. From your perspective, how has the company evolved during that time?

João Pucetti — Deublin has seen a remarkable transformation. We've gone from being an independent market leader to becoming a key part of the HOERBIGER Group. What's remained constant is our foundation: technical excellence, strong customer relationships, and a spirit of innovation that continues to drive us forward.

What has changed is our perspective – we now think more globally, are more connected across regions, and can leverage synergies more effectively across operations, digitalization, and strategy. The 2019 integration into HOERBIGER marked a turning point, providing us with long-term stability, a culturally aligned business environment, and a strong commitment to future investment. We're still the Deublin our customers know and trust – only now, we're backed by a global partner with shared ambitions for growth.

What are your priorities in your new role as Head of Rotary Business Unit?

JP — Our primary focus is to strengthen our global market leadership while reinforcing local implementation. That means greater agility, closer proximity to customers, and targeted innovation in every region.

We're placing particular emphasis on expanding our presence in the semiconductor industry and the mid-market segment, especially following our acquisition of Minor Jupiter. We're also actively pursuing new market share in the slip ring and paper industries. Our recent acquisitions – Diamond-Roltran and Gardner Systems – open exciting new opportunities, which we're now exploring in a focused and strategic way.

We invest not only in technology, but also in people and culture.

With so many opportunities, where do you see the biggest challenges?

JP — One significant challenge is demographic change – we need to ensure that valuable knowledge is passed on to the next generation. Geopolitical tensions and trade barriers also pose complexities. However, our international footprint with six production sites gives us a strong advantage: We're flexible and closer to key markets than most competitors.

Innovation arises where freedom and strategy come together.

As you mentioned, last year Deublin acquired Jupiter, a rotary union manufacturer based in São Paulo. How does this acquisition align with your strategy?

JP — Jupiter is an excellent fit for us – technically and culturally. The company shares our core values: customer focus, technical excellence, and an entrepreneurial mindset. Their collaborative, solution-oriented working style aligns well with our own, with a strong focus on delivering value to customers.

Over the years, we've built a close, trusting relationship based on mutual respect, making last year's merger a logical and mutually beneficial step. Jupiter complements our portfolio perfectly and strengthens our position in key industries, particularly in the paper sector.

How has the integration progressed so far?

JP — It has gone extremely well – thanks to the outstanding leadership team in Brazil and the spirit of collaboration on all sides. Everyone is working toward a common goal. Jupiter is a cornerstone of our mid-market strategy, bringing deep expertise and entrepreneurial energy that make it a great fit within the HOERBIGER family.

HOERBIGER emphasizes entrepreneurial responsibility at the local level. How do you experience the balance between local autonomy and group-wide strategy?

JP — I believe this balance is one of our greatest strengths. Local teams are empowered to make fast, independent decisions close to the customer. At the same time, we operate within a clearly defined strategic framework – aligned globally in terms of investment, innovation, and overarching business priorities.

This works because it's built on trust, open communication, and clearly defined roles. Personally, I value this dynamic immensely – it allows us to remain flexible and responsive while staying aligned on our long-term direction.

What does leading the Rotary Business Unit mean to you personally?

JP — It's both an honor and a personal mission. I've grown alongside this business, and over the years I've developed a deep appreciation for its people, history, and potential.

I've made it a point to visit every Deublin location and speak directly with as many colleagues as possible. It's been both educational and deeply rewarding. For me, leading the Rotary Business Unit goes far beyond financial results – it's about nurturing a culture grounded in customer focus, innovation, people development, continuous improvement, and profitable growth.

What are you most looking forward to in the months ahead?

JP — I'm especially excited about advancing key initiatives such as digitalization, the integration of our recent acquisitions, and the launch of new product lines. But what I'm looking forward to most is working closely with our teams and customers: listening, learning, and shaping the future together. That, to me, is our greatest strength.

Our strength? Global presence with local entrepreneurial spirit.

"Our local teams have the freedom to make decisions independently – close to the customer, quickly, and with precision. At the same time, a clear strategic framework unites us globally."

João Pucetti

HOERBIGER *inside*

When one of the largest construction machines becomes a climate protector

In the world's first hydrogen-powered dump truck from Komatsu, a 12-cylinder H_2 engine – developed by Munich-based hydrogen specialist KEYOU – delivers zero-emission performance in demanding mining operations. At the heart of this technology are HOERBIGER port fuel injectors. They inject hydrogen with precision, reliability, and safety, perfectly tailored to the extreme demands of heavy-duty use. The robust low-pressure technology ensures long service life and meets the highest automotive standards. A small, almost invisible component thus becomes the key to a more sustainable future.

Sustainability at HOERBIGER

At HOERBIGER, sustainability is more than just a buzzword – it is a core element of corporate governance and a binding standard that guides decisions at every level of the organization. In its third consecutive Sustainability Report, the Group outlines how it continues to advance its ESG goals in 2024 and highlights strengthened measures across all areas. Emissions intensity per million dollars of revenue was once again reduced, and the CO_2 footprint (Scopes 1 and 2) decreased to 48,000 metric tons. This progress was made possible through investments in energy efficiency, the expansion of in-house power generation, and increased use of renewable energy sources.

Through global initiatives like HEAT (HOERBIGER Energy Awareness & Training), the company is fostering greater energy awareness across all locations. Our product portfolio also contributes directly to emissions reduction – for example, the HydroCOM compressor flow control system enabled CO_2 savings of approximately 110,000 metric tons in 2024 alone. In addition, HOERBIGER actively supports future-driven sectors such as wind energy, hydrogen technology, and electromobility. Sustainability at HOERBIGER also includes a strong social dimension: 66 projects were implemented under the global CSR program, supported by a wide range of training and development initiatives. The Group's long-term commitment is also reflected in a steadily declining accident rate. Further details can be found in the 2024 Sustainability Report, available on our website.

HOERBIGER moves – Together in motion

In 2025, HOERBIGER launched the global health and wellbeing campaign HOERBIGER moves as part of its group-wide sustainability strategy. The campaign aims to embed health and team spirit permanently into our corporate culture through physical activity. Alongside numerous local activities – from lunchtime walks and hiking to dancing and cycling – the first global initiative took place on May 4: the Wings for Life World Run. More than 400 colleagues from HOERBIGER companies around the world took part, sending a strong message for a good cause. Together with over 310,000 participants worldwide, they supported spinal cord research by taking part. This fall, the second global initiative under HOERBIGER moves will follow with the Step Challenge. The goal: to collectively log 1.5 billion steps in three months.

SealVolution – Setting new standards in sealing technology

The Research and Development department of the Compression Division is preparing to introduce SealVolution, an advanced sealing solution developed for the green hydrogen and solar panel industries, among other applications. At its core is the Balanced Tangent Design ring, an innovation that enhances compressor longevity by reducing wear in demanding operating environments. With the development phase successfully concluded, the team is now finalizing industrialization. SealVolution represents a significant step forward in sealing performance where durability is critical.

HOERBIGER wins contract for hydrogen project in Norway

HOERBIGER Compression has been selected to supply two HCP 500 compressor units for the Agder Hydrogen Hub in Fiskå, Kristiansand, Norway. The project is led by Greenstat, a subsidiary of La Française de l'Énergie SA, and aims to deliver green hydrogen to the maritime sector starting in late 2026. The scope includes delivery, installation, commissioning, spare parts, and service support for up to ten years. In addition, the contract includes an option for two further HCP 500 units from 2026 onwards. This project represents an important milestone for HOERBIGER's Hydrogen Mobility Team and reinforces the company's position in the growing market for sustainable hydrogen solutions.

Precision for pole position

HOERBIGER is supporting the Infinity Racing Team from Kempten University of Applied Sciences in the development of their Formula Student race car. High-precision components were manufactured by the Automotive Division's Global Production Technologies team to ensure top performance on the track. On May 23, the team unveiled their latest model, Silicia 3, during the official rollout event – attended by guests from academia, industry, and fellow racing teams. In a key innovation, this year's car features an integrated driverless system for the first time, allowing the team to compete in autonomous categories as well. With races ahead in Hungary, Germany, and France, the car is now ready to enter the season. Through this collaboration, HOERBIGER is contributing to hands-on engineering education and ongoing technological advancement.