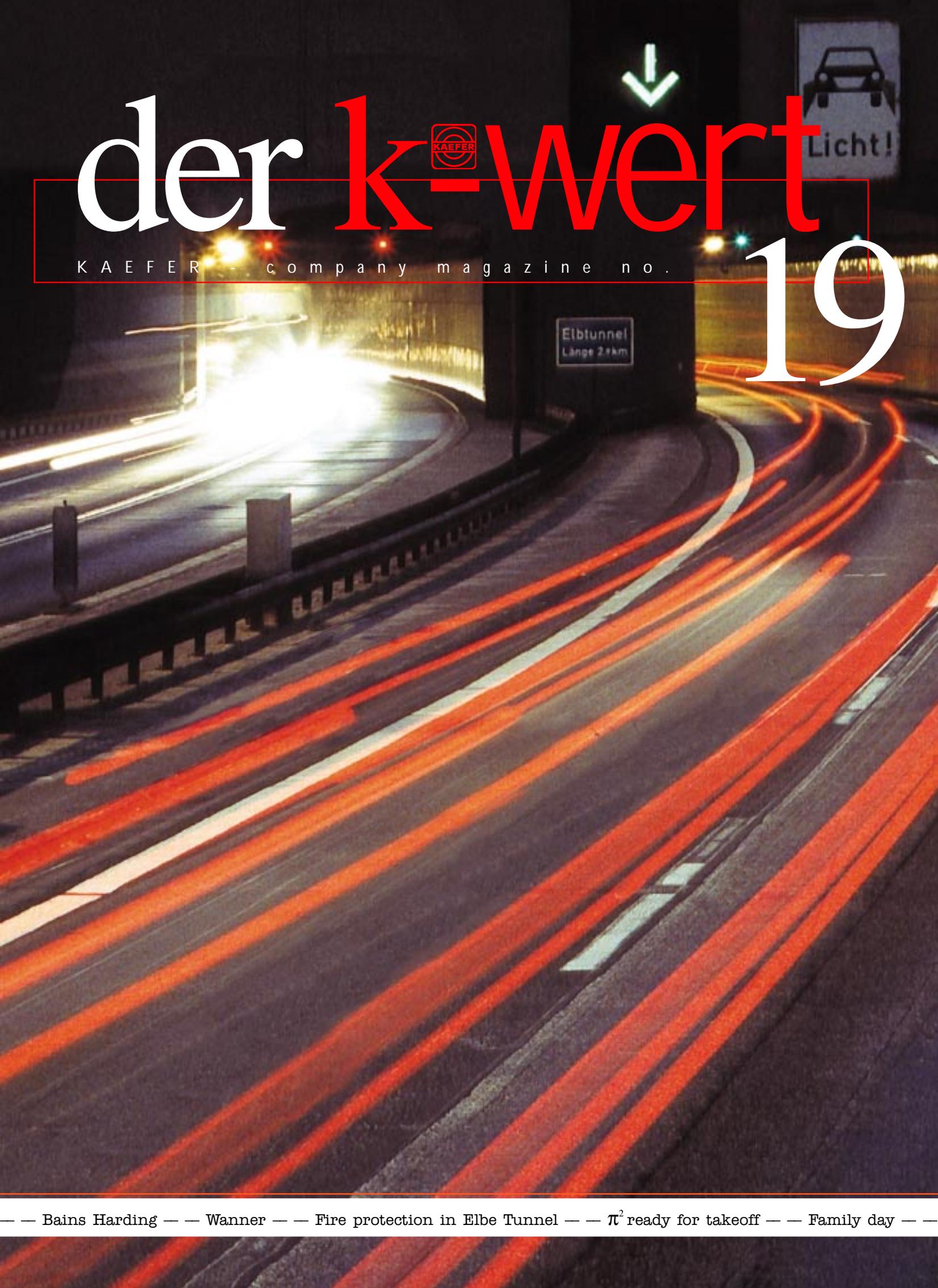


# der k-wert



K A E F E R - c o m p a n y m a g a z i n e n o .

# 19



— — Bains Harding — — Wanner — — Fire protection in Elbe Tunnel — —  $\pi^2$  ready for takeoff — — Family day — —



Elbe tunnel, Hamburg

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### Company magazine 2001

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**KAEFER**  
ISOLIERTECHNIK

*Dear fellow KAEFERites,  
dear friends of the KAEFER enterprise!*



For the nineteenth time KAEFER's company magazine, *k-Wert*, has come out, giving you an overview of important developments in our enterprise which either took place at the end of 2000 or during the year 2001. As always, we also utilize this forum to present our future goals and the potential we have for fulfilling them.

As you remember, the year 2000 was dominated by our large commission for luxury liners, the consolidation of our Building Division as well as the restructuring of our industrial noise insulation business. After the positive economic developments of the entire Group which prevailed over the course of the year 2000, the emphasis of this year has been on establishing a future-oriented strategic basis for the KAEFER Group. During this past year, in the course of which a separate "innovation center" –  $\pi^2$ -projekt – was set up we started a massive campaign to promote it involving all the operative divisions of the company. This center, free from the concerns of routine project tasks which in the past have resulted in a failure to follow through on many good approaches, has the task of finding, concretizing and evaluating economically advantageous problem solutions and developing them to the point where they can be marketed. With these innovative and unusual process, product and/or assembly solutions we want to provide our customers with answers to diverse problems on the basis of our core expertise. What we will be focussing on is that which distinguishes us from competitors: practical experience with projects and solutions for problems provided by

thousands of employees at domestic and international locations and an almost 100-year-long history; together, these assets generate an almost inexhaustible source of creative potential.

This year emphasis was also placed on ongoing concerted efforts to promote development on foreign markets; as a result, this year, for the first time in the history of KAEFER, we have been almost as active in foreign countries as on the domestic market. Having acquired a majority of the shares in Bains Harding we now have an excellent position on the Australian market and will also use this as a base to promote our continuing development in Eastern Asia. After having acquired Wanner in France we now lead the market there, thus having noticeably strengthened our position in Europe.

A third focus has been on optimizing internal structures and processes. We have consolidated all units active on the domestic and foreign markets which are not involved in mounting, but rather in the manufacture of products and systems to form one Product Division with a new division manager. Together with the establishment of the innovation center, this step constitutes a new strategic focus. As concerns company finances, we have, in collaboration with the University of Bremen, taken on the challenge posed by bank ratings (assessment of companies interested in procuring loans). Furthermore we have transformed the

Group's central functions into service centers oriented to customer demand. In doing so, the external market is to provide the terms of reference for the prices and quality of our own services, which are to be optimized accordingly.

Lastly, KAEFER's management is very pleased to observe a further focus this year, namely the evolving social component of the enterprise, which has been promoted for the most part by the initiative of the various locations. For the first time, many locations organized "open houses" for their employees and their families which were extraordinarily well received. Diverse company sports activities developed a new kind of dynamic this year; others took place for the first time. And interest groups for leisure activities were formed. In general, KAEFER's social aspect acquired new dimensions. Surely one of the highlights was the victory of Bremen's soccer team, which won the championship by defeating its opponent DaimlerChrysler.

By the end of this year 5,000 committed and motivated employees will have helped KAEFER to finish out the year successfully, in doing so helping to create the basis for trust in the company's future success. For this, KAEFER is deeply indebted to them, as well as to their families and our many friends, customers, suppliers and other partners who have contributed to KAEFER's success. We wish you all a peaceful and restful Christmas Season 2001 as well as health, happiness and success in the new year.

Sincerely yours,

Three handwritten signatures in blue ink are displayed. The first signature is on the left, the second is on the right, and the third is centered below the other two.

# A large step forward

A large step forward

**KAEFER took a large step forward by expanding its international activities at the beginning of July, 2001, taking over WANNER SAS and WANNER Marine SAS from the huge French building enterprise Vinci and in doing so making subsidiary KAEFER S.A. France's leading industrial insulation company with one fell swoop.**

Two companies which had been competitors up to that point are now joined together under one roof. KAEFER S.A., with its headquarters in Toussous-Le-Noble (near Paris) and six additional branches, was previously the fourth largest company on the insula-

tion market. WANNER SAS and WANNER Marine SAS had 17% of the market. WANNER's headquarters is located in Paris, and there are nine additional locations all over France. The two companies now have an expansive network of branches and can coordinate their activities on the French market. WANNER, with its more than 1,000 employees, had returns of 65 million Euros in the year 2000.

One of WANNER's specialties is the insulation, maintenance and execution of highly professional work in French nuclear power plants – an area, which KAEFER S.A. has as yet hardly had a chance to get involved in. But KAEFER has always been in high demand on construction projects. Most probably, synergetic effects, the fusion of both parts of the company and an intensive exchange of experience will help the company to get an increasingly strong foothold on the reliable French market for industrial insulation. "WANNER's commissions for nuclear power plants practically constitute permanent construction sites,"



says Philipp Dalheimer, general manager at KAEFER S.A. "Seeing that WANNER has an excellent reputation and exceptional know-how in this sector, represent a stable and well appreciated partner for the nuclear power industry in France." At the same time, WANNER's experience and contacts to this industry means a well-received strengthening of KAEFER's activities in this area.

Apart from activities concerning nuclear power plants, WANNER also has a large store of experience in all areas of classic insulation. Heat, cold, and noise insulation as well as the insulation of turbines or encasement of pipe systems with flexible WANNIMAT®-insulation are only some of the services which WANNER has to offer. Commissions have been granted by the chemical and petrochemical industry as well as from cement and paper plants as well as sugar refineries, to name a few.



## Competence when it comes to nuclear power

**WANNER SAS in France – that stands for extensive know-how and a large degree of competence in all activities concerning industrial insulation and nuclear power plants, especially in the "red" area around the reactor. When it comes to insulating them, WANNER is by far the market leader in France.**

What is passé in Germany is an ordinary affair in France: electricity from nuclear power plants. The leading electric company, "Electricité de France" (EdF), operates 20 nuclear power plants with a total of 56 reactors. "EdF is by far the largest producer of energy in the world and also the world's largest producer of nuclear power," Michael Feldt, controller at KAEFER S.A. in France and the "right hand" of KAEFER's managing director Peter Hoedemaker, informed us when the WANNER deal was made. "In France, nuclear power is looked upon as safe and clean, and 70% of electricity comes from nuclear power plants. They don't quite understand what people are talking about in Germany because they don't see 'dirty coal power stations' as a real alternative. In the past years there have been no breakdowns or serious incidents at any nuclear power plants."

Generating some 1,300 mega-watt, they are much more powerful than German reactors are. "They're gigantic," says Feldt.

One reason why nuclear power has a positive image in France is that safety regulations for nuclear power plants are very strict. Highest quality is expected of services as well, and WANNER has proved itself to be an extremely reliable partner of EdF for years being constantly surveyed to assure the quality level. "Twenty percent of WANNER's returns come from nuclear insulation," Michael Feldt says. "That includes high-quality engineering services. In cooperation with a highly specialized partner firm, technical studies concerning the installation of an integrated scaffolding/encapsulation system for the reactor's cement jacket have been realized to make it leak proof. This kind of highly skilled work has already been successfully performed at the sites of Belleville 1, Golfech 1, Civaux 1. Other sites, like Cattenom 4 and Civaux 2 will follow in the near future.

WANNER employs a substantial number of highly trained workers, that have obtained special qualifications and are under constant medical survey to be able to work in the reactor area of a nuclear power plant.



# Majority on the red continent red continent



## Udo Giesen – the “Integration Manager”

International tasks have always been his specialty: during his studies, jurist Udo Giesen gathered his first work experience in the U.S.A. and the Near East. When Giesen began working in KAEFER’s legal department in 1994, he probably never dreamed of traveling to various continents as “International Integration Manager”. Yet since January 2001, Udo Giesen has held this position, being responsible for coordinating KAEFER’s international activities, making contacts and optimizing interaction between the individual companies of the group.

The reason for this is the extensive expansion of KAEFER’s activities on the international market. In order to liberate itself from the ups and downs of the German market, the enterprise has formed numerous new connections during the past years – in part by becoming shareholders in other companies, in part by taking over other companies. In order to integrate these companies into the large KAEFER family, personal commitment is called for. Udo Giesen gives that commitment: whether in Thailand, Australia or Sweden – every time it is a question of getting to know the people who work in the same fields as KAEFER does and who now belong to the entrepreneurial group. Where is collaboration possible? How can one support each other in the best way? What synergetic effects make themselves apparent? The “Integration Manager” has an important function in dealing with these questions. “More intensive collaboration between the individual companies and divisions within the group has shown itself to bring economic advantages for KAEFER as a whole,” Giesen says, summarizing his experience so far.

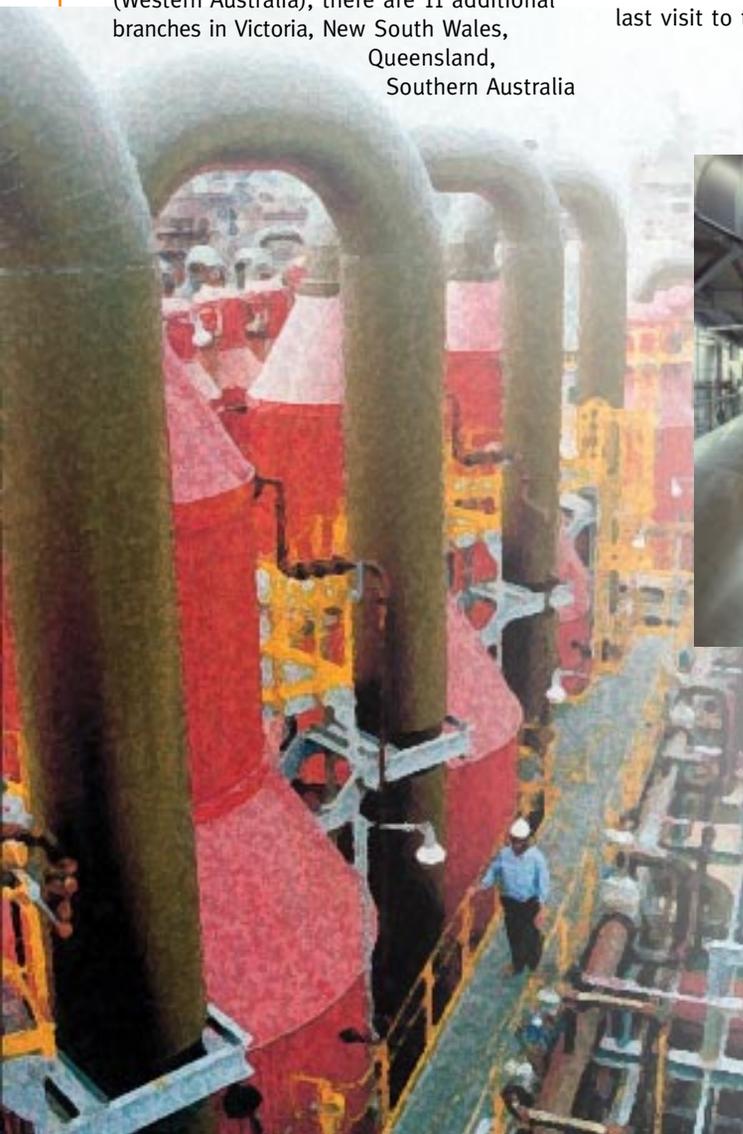
Until 1999, Udo Giesen was in charge of KAEFER’s legal department. Then he transferred to another building enterprise because he saw the chance of expanding his professional horizons there. Here Giesen gathered interesting experience, but when he ran into some acquaintances who told him about KAEFER’s search for an international coordinator, the old connections were quickly reestablished. As someone who knows KAEFER well and has international experience, 38-year-old Udo Giesen is certainly the right man for the job. And he is open for suggestions and ideas regarding collaboration in the KAEFER Group: Udo Giesen can be reached on his mobile phone at 0174/9729820 or via e-mail at [udo.giesen@kaefer.com](mailto:udo.giesen@kaefer.com).

**The Australian and South-Eastern regions are becoming more and more important for KAEFER: after having already taken over 20% of the leading Australian insulation company Bains Harding Ltd. in 1999, KAEFER has in the meantime, by increasing its capital, acquired the majority of shares in the company. It now has over 60% of the Australian company’s shares, a company which views itself as “the Integrated Service Provider” on the region’s market.**

Everything from one source – this motto also holds true for the Australian subsidiary. The spectrum of Bains Harding’s services is comprehensive: the company specializes in industrial insulation, asbestos disposal, PIR technology (polyisocyanurates), GRP preinsulation, scaffolding, industrial painting and lacquering and fire protection. With a significant share of the market, Bains Harding is the most frequently commissioned insulator on the red continent. As the only company of this kind, it covers all regions: apart from its headquarters in Perth (Western Australia), there are 11 additional branches in Victoria, New South Wales, Queensland, Southern Australia

and the Northern Territories. In addition, Bains Harding also has a foreign office in Bintulu (Malaysia) and numerous business contacts in the Asian region, which is important for KAEFER as well.

“Bains Harding is totally in keeping with our strategy of strengthening our foothold on the international market and becoming less reliant on the ups and downs of the German market,” Udo Giesen, integration manager for KAEFER since January of 2000, explains. An additional advantage of the intensified KAEFER commitment: By taking over shares by means of an increase in capital, the KAEFER investment remained within the company. After having gone through a time of consolidation and reorganization, the Australian company now stands on a solid foundation. Bains Harding has reoriented itself and, with lots of help from KAEFER, is now looking for new commissions on the Australian market. “After a phase of stagnation, this market is revving up again, offering prospects for new, large projects,” was Udo Giesen’s observation during his last visit to the area.



## Export Division reaps the fruits of hard work



Hermann Klezath

The Export Division is satisfied: the efforts of the past years are now paying off. "After about 3 years of preparation – a long time – we have now succeeded in getting a real foothold on the Malaysian market," says the division's director

Hermann Klezath with delight concerning one of the most spectacular KAEFER projects in Southeast Asia. In Bintulu (in the north of Borneo), KAEFER is insulating the new block of a modern liquid natural gas (LNG) plant from September 2001 until the summer of 2003.

At peak times, more than 400 KAEFER employees will be at work there. About a third of them are experienced workers from Indonesia who already did the insulation for a similar commission in Bontang on Borneo (Kalimantan). The other employees come from Malaysia, many in fact from the region of Sarawak, and will be trained on location to carry out the work according to a set plan. The commission is for the insulation of that part of the plant in which the actual process of cleansing and liquefying the gas occurs. Thus it is primarily a matter of insulating containers and pipelines.

"Particularly high demands are made on such insulation work, since these processes occur at temperatures as low as 164 degrees below zero Celsius," says Hermann Klezath. The insulation is carried out in accordance with Shell DEP specifications. The mineral oil company is one of the owners of the LNG plant, which is being built for a total of 1.2 billion US dollars. "After the LNG plant in Bontang, this is an additional significant commission for the Export Division," says its director with delight. He hopes that KAEFER will be able to get involved in other projects of this kind all over the world as a result.

A commission in Trinidad shows that KAEFER is not only following the "Go East!"-trend, but is also doing good business in the western hemisphere. There KAEFER is in charge of the engineering work, the supervision of installation work and the procurement of materials for the insulation of a large ammonia plant which serves the production of artificial fertilizer. On the Caribbean island what is involved is the insulation of a processing plant, the tank and the connecting pipelines. Here temperatures can go down as low as minus 34 degrees Celsius. "This commission is of such interest to us because we worked out the entire specifications for the plant together with the customer," says Klezath. "Thus we had the chance to put our creative capacity to the test." Now KAEFER has high hopes of soon getting to work on an even larger plant of the same type in Trinidad. "If that works out, then going West will have really paid off," Klezath says with confidence. He is also of the opinion that the experiences in Southeast Asia have helped in Trinidad a great deal. "Contrary to general ideas about the Caribbean, Trinidad is in some ways

similar to Malaysia and Indonesia, and that includes the mentality. Maybe we have such a good relationship to our customers in Trinidad because we brought the previously gained, quite profound understanding of Southeast Asia into our work there."

Of late, the Export Division's involvement in the turbine business has also developed very well, commissions being carried out on the Philippines, in Dubai and England. "As concerns commissions for large plants, KAEFER's position on the export market has stabilized and grown stronger," is Klezath's positive assessment. "We continue to establish ourselves more and more, a fact confirmed by the trend of the past years. We continue to increase our turnover."

In June of 2001, KAEFER officially opened up its new office, production plants and warehouse in Abu Dhabi. Now the company is one step further towards its goal of extending Abu Dhabi's function as a launching pad for doing business in neighboring countries such as Qatar, Bahrain and Oman. Commissions have already been acquired for Qatar, Bahrain and Oman, which are now being carried out.



## Export division now involved in nuclear power plant activities



Henry Kohlstruk

Internationalization – that is one of the essential concepts used in business life today. We feel that at KAEFER as well: the company's worldwide expansion does not only manifest itself in investments and in takeovers of enterprises, but at the same time

in the increasing number of projects carried out in foreign countries. This holds true to an ever increasing degree for KAEFER's nuclear power plant activities as well. Didn't it thus make sense to integrate this department with all its specialized equipment into the Export Division?

Up until now, the nuclear power plant department with all its special insulation processes – here all-metal, cassette and mattress systems are primarily used – belonged to the Industry Division. "The increase in internationalization led to commissions in places such as Switzerland, Scandinavia, Brazil, South Africa, Taiwan, Russia and the Ukraine," says Henry Kohlstruk, "and those are the very regions in which our Export Division is active. Thus it is only logical to reorganize and bring the two areas together." A further argument for doing this is the upcoming retirement of Hermann Klezath, head of the Export Division, in 2002. His successor will be Henry Kohlstruk, formerly in charge of special technologies, who also supervises nuclear power plant activities.

In the Eastern European countries in particular, there is a promising future for the nuclear power plant business. "These countries depend on nuclear power and see in it great opportunities. They are renovating old nuclear reactors and even building new

ones. There is a huge need for technical know-how," Kohlstruk informs us. To be sure, he and his co-workers have to give all they've got. "We are not alone on these markets. But we belong to the first to have set their sights on it." KAEFER's all-metal, cassette and mattress systems are primarily used for insulating the primary coolant circuit of nuclear reactors, i.e. in the nuclear part of the plant. "With our special know-how and our long years of experience, we are a supplier who is in high demand," says Kohlstruk. The future division head also knows, however, that in addition to excellent quality – one of KAEFER's greatest assets – prices play a role.

## Recore joins the KAEFER family



Bengt Andersson

The takeover of the Recore® production as of August 1<sup>st</sup> constitutes an extremely interesting expansion of KAEFER's Products/Systems Division.

Recore® is a light, fireproof material used for interior finishing. The product complements KAEFER's other products fabulously. Furthermore, it is used in areas which have a promising future, such as rail vehicle construction or shipbuilding. Recore® combines many features which seemed irreconcilable until now, Udo Giesen, KAEFER's Integration Manager, informs us, "which is to say light weight combined with stability and stiffness as well as a high level of fire protection and at the same time advantageous features in terms of design and construction."

Recore® is extremely lightweight and can be processed three-dimensionally. These features open up whole new perspectives for engineers and designers due to the diverse

creative possibilities one has when it comes to finishing ships and trains. Furthermore, the light weight enables the designing engineers to make these forms of transportation more economical. There are two kinds of Recore®: Recore®-M and Recore®-S. Recore®-M is a melamine foam and is used primarily for walls, ceilings, flooring, doors, air ducts and fire insulation; it is extremely climate-proof, practically nonflammable, insulates against electric current and heat and is chip-resistant. Recore®-S is based on silicate foam and is absolutely nonflammable. Recore®-M and Recore®-S are both certified. Both materials, which are produced in standard sheets 1.24 x 2.46 meters in size, can be combined with acrylic laminates, aluminum sheeting, steel sheeting, acrylic carpeting, textiles and enamels.

ceiling panelling – it is curved, extremely lightweight and perforated. That also makes telecommunication with GSM cell phones on trains possible.

Current projects show that the advantages of Recore® are being recognized by more and more well-known vehicle manufacturers.



ÜSTRA, Hanover

Even before Recore® was taken over by KAEFER, the product was used in several ambitious projects. On the Nordic Jet Katamarans, built by Kvaerner Fjellstrand, Recore® was used for curved wall cladding which had to meet high standards for maximum weight and fire protection. On a private luxury yacht, 150 meters long, which was built by the Lürssen shipyards, ceiling panelling for the exterior of the ship was made of Recore®. In the passengers' compartments of the subway in Taipei (Taiwan), air ducts which have to meet high standards in terms of weathering resistance and durability were installed using the Swedish product. In China it was used for ceiling panelling in the subways in Guangzhou and Shanghai. Express train T 73, built by Adtranz in Berlin, is equipped with Recore®

KAEFER's specialized workshop in Muggensturm carries out the finishing of Recore® raw material and has produced ventilation ducts specially made for train cars for over a year. For example, air ducts made of Recore® are now being built into the new generation of ICE-express trains produced by Siemens, and for the new cars of the street line in Berlin, 50 km of Recore® air ducts have just been delivered. The cars of the street line in Magdeburg are being installed with ceiling panelling made of Recore®. For new vessels of the Swedish Navy, a 5-year supply contract has been signed, and Recore® is also being used as an additional form of fire protection for wooden windows, put between the frame and the glass. In other words, it is a versatile product which will establish itself on the market.



## KAEFER subsidiary Insultec Thailand Ltd. on path of success

The year 2001 will take a special place in the history of KAEFER subsidiary Insultec Thailand Ltd. in Thailand: although the company landed only relatively small commissions in Thailand itself, it was able to get a foothold on the market in such distant countries as Turkmenistan, Australia and Mexico, its bids for interesting projects winning out on these marketplaces. Furthermore, insulation work was carried out in Malaysia, Singapore and Indonesia.

In July 2001, the large, prestigious MOP Olefins project was completed in

Malaysia, with some 554 Insultec employees working on it at peak times. The company was in charge of comprehensive insulation work in the entire plant, among other things 8,200 m<sup>2</sup> of heat and cold insulation for the equipment and 42,900 m<sup>2</sup> of heat, cold and noise insulation on the pipelines. In addition extensive scaffolding work, premanufacturing carried out on the construction site and painting were done.

Additional large projects for Insultec Thailand Ltd. included power plant insulation in Malaysia (Manjung) and Singapore (Tuas). At a refinery in Madero, Mexico,

Insultec's know-how was in demand and in Thailand a tank terminal was insulated. One very demanding commission in Indonesia was a plant for processing gas and oil.

In order to maintain previous business success or even to increase it, Insultec Thailand Ltd. now wants to step up efforts to expand in neighboring countries such as Vietnam or the Philippines. In addition, negotiations with the Australian KAEFER subsidiary Bains Harding are going on: Insultec Thailand Ltd. is interested in procuring the license for the production of the new pre-manufactured insulation INSTA-LAG® so as to be able to export it to other countries. The company will also try to increase its success by exchanging experience and knowledge with other KAEFER subsidiaries and utilizing accompanying synergies.

## KAEFER South Africa celebrates 25<sup>th</sup> anniversary – now active in Mozambique as well

KAEFER's South African location has been in existence for 25 years: May 2001 dated the 25<sup>th</sup> anniversary of the founding of a KAEFER subsidiary in the country on the horn of Africa. Until recently, South Africa was even KAEFER's only location on that continent – yet as of August 2001 the company has a representative in the neighboring country of Mozambique.



KAEFER Shareholder Ralf Koch played a crucial role in the foundation of KAEFER South Africa in 1976. For many years he was chairman of the South African subsidiary. Koch wanted to be in on the anniversary celebration; together with managing director Peter Hoedemaker he attended the reception which our South African subsidiary

KAEFER Thermal Contracting Services (Pty) Ltd. held at the Park Hyatt Hotel in Johannesburg. Ralf Koch and Peter Hoedemaker presented an old engraving with a view of Bremen to the directing management of KAEFER South Africa in remembrance of the special day. The photograph next to it shows, from the left, Klaus von Walter (Chairman), Peter Hoedemaker, Klaus Kempgen (Managing Director Finances), Chris Wilkinson (Managing Director Technical), Ralf Koch and George Wardrope (Director Operations).



The KAEFER team from South Africa

Some months ago, KAEFER Thermal established a subsidiary in Mozambique – KAEFER Mozambique LDA. It has its headquarters in the capital city of Maputo. With the founding of this subsidiary, KAEFER South Africa wants to be on the scene in a country in which bigger investment endeavours are being made to rescue the country from the poverty suffered during a civil war which lasted almost 20 years. The main focus in Mozambique is on the expansion of the aluminum production as well as on the remodelling of the harbour in Maputo. In addition to traditional insulation tasks, KAEFER Mozambique is involved in industrial painting and scaffolding work.



## Robert Skrobisz – "our man for Eastern Europe"



Eastern Europe – a large challenge for insulation technology companies like KAEFER. In that region there is an enormous demand for insulation work to be done in antiquated plants. At the same time, environmental protection is also an issue which politicians and the inhabitants of these countries are becoming increasingly aware of. Reason enough to recruit KAEFER, an experienced professional which has set its sights on this part of the world. Since April 1, 2001, Robert Skrobisz, a native of Poland, has been in charge of the Eastern European markets.

The choice of this married father of three children, who has lived in Munich for 15 years, was not hard to make. Robert Skrobisz studied business management and computer science in Germany. After that, he focused more on information technology before employing his economic expertise to

a greater degree while working for an international consulting company. Working at first as a senior consultant for mergers and acquisitions, then as executive director for Eastern Europe, he helped several Western European companies – including some in the construction business – to instigate business projects in Eastern Europe. He has a comprehensive knowledge of the structures, special circumstances and the mentality of Eastern European countries. In addition to his native tongue and English – "that being of great importance in Eastern Europe as well" – Skrobisz speaks three other Slavic languages.

The focus will be on a total of 18 countries. The task of "our man for Eastern Europe" will be to gain access to the markets in these countries and expand them, to establish contacts to new customers and keep up contacts with existing ones as well as to supervise partnerships in companies or the establishment of new ones. "The Eastern European market offers many opportunities, but also calls for a lot of commitment and energy," says Skrobisz. "It is primarily a question of recognizing potential business opportunities for KAEFER. As Skrobisz says, "we are expecting a lot to come out of our endeavors in Eastern Europe. In terms of economic indicators, it is at present one of the few regions in the world which clearly

has economic growth." The privatization and modernization processes in Eastern European industry hold a large potential for insulation work. To be sure, KAEFER is not a pioneer when it comes to opening up these markets, Skrobisz points out, but as a result, it has secure, calculable business foundations to work with. "The political and legal prerequisites are now much more reliable and stable than they were a number of years ago," is the assessment of one who knows Eastern Europe well. "That makes doing business much easier."

In order to achieve success carrying out the demanding tasks which Robert Skrobisz has before him, not only a good knowledge of the market is called for, but also a lot of patience, concentration and perseverance, all of which the 35-year old has to offer. One of his hobbies is running, and he even participates in marathons. In addition, Skrobisz is interested in philosophy and foreign languages. His activities at KAEFER require a lot of traveling – that is also the reason why he has continued to live in the Bavarian capital instead of moving to Bremen. "The Eastern and Southeastern European region can be reached from Munich much more easily; usually, one has a direct connection." Thanks to new communication technologies contact is maintained to the Bremen headquarters despite the great physical distance.



## KAEFER Isolatsioonitehnika is flourishing

KAEFER Estonia did extremely well in the year 2001 as well. The subsidiary called KAEFER Isolatsioonitehnika OÜ, founded in 1998, is on a course of expansion. After having started out three years ago with 8 employees, almost 35 people now work for KAEFER in the Baltic state. The customers – primarily industrial enterprises – have trust in the high quality and punctuality of the company. To be sure, there are competitors in Estonia which underbid KAEFER, but due to KAEFER's immense know-how the company often ends up ahead.

The proof is in the pudding: KAEFER Isolatsioonitehnika installed ten kilometers of heat insulation on a pipeline as well as the complete insulation in two large breweries. It was also successful in insulating a recovery boiler in a paper factory in 2001. On the Estonian market for technical insulation, KAEFER Estonia is viewed as unbeatable when it comes to quality; after only three years, the company already has 15% of the country's market. As of the beginning of 2000, the company is also responsible for the neighboring states of Latvia and Lithuania. There things are just getting off the ground; the hope is that in the foreseeable future the company will have similar success. Together with the Finnish parent company KAEFER Eristystekniikka OY, commissions for breweries in Cesis (Latvia) and Ragutis (Lithuania) have already been acquired. KAEFER Estonia is also active as a subcontractor of KAEFER Finland at Finnish shipbuilding yards from time to time.

## High profile in Austria due to large projects

**With two large projects in Vienna, KAEFER in Austria has demonstrated what it is capable of. The redesign of the IBM building on Vienna's Danube canal and the extension of the "ARES Tower", a modern office building, both caused a stir.**

Vienna's "Haus Diana", which was built in the late 1960's and which houses the high-tech concern, no longer really complied with IBM's identity as a company in a trail-blazing branch. The building needed a more contemporary architecture – in keeping with state-of-the-art functional and technical know-how and achieved with modern dry construction solutions. Ceilings, floors, air conditioning, lighting, the cafeteria and the furnishings had to be redone. From November 1999 until June 2001, the building was remodeled according to plans drawn up by architect Rudolf Prohatzka. The focus was on open office landscapes which promote communication and central meeting rooms as well as an imposing entrance. KAEFER utilized all its know-how in carrying out the job. The demands made on the company were considerable, and the work was carried out under the most difficult conditions. For one, 15,000 running meters of absorbent Wilhelmi ceiling panelling was installed using a special construction, as well as 2,000 running meters of absorbent STO Silent 2000 aprons, and in addition 6,700 m<sup>2</sup> of perforated, self-supporting metal cassettes, 3,000 m<sup>2</sup> of wall and parapet panelling,



9,000 m<sup>2</sup> of gypsum plasterboard single plank walls, 370 door frames and much more.

The 26-story ARES-Tower, located in the new center of Vienna, is about 100 meters high. The building was constructed using high-quality materials and has an optimal indoor climate, achieved using state-of-the-art technology. Furthermore, the 29,000 m<sup>2</sup> of office space are in high demand among well-known firms due to the excellent access to public transport facilities. KAEFER installed some 1,000 running meters of glass office partitioning and an additional 1,000 running meters of partitioning with skylight glass elements on 10 floors of the ARES Tower – all in only three months! Between March and May of 2001, 50 tons of glass and 17,000 running meters of profiles were used. That called for almost perfect logistics. The partitions have a modular form, which makes it possible to reorganize space easily. Great flexibility and on-the-spot adjustability to changed conditions – for KAEFER in Austria those are familiar concepts.

## Shopping center with cinemas:

KAEFER Czechia (called "KAEFER Izolacni Technika spol.s.r.o.", which has its headquarters in Brunn) mastered a demanding task. From February until August 2001, the Velky Spalicek building project was executed, commissioned by Porr

Projekt v.o.s.: a shopping center which consists of 7 movie theaters, several shops, a number of offices and 6 apartments. The core of the complex is an approx. 1,500 m<sup>2</sup> large foyer which extends over two levels and which was also what made this KAEFER commission special. It consists of 8 ellipses made of gypsum plasterboard at a 45° slant. A total of approx. 1,800 m<sup>2</sup> of walls, 2,000 m<sup>2</sup> of movie theater ceilings,

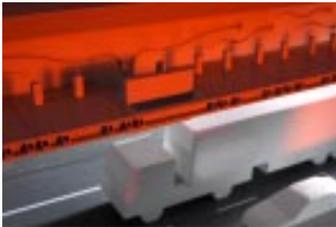


3,500 m<sup>2</sup> of suspended ceilings and 4,000 m<sup>2</sup> of shells were installed. At peak times, about sixty fitters were on the job at this large construction site in the second largest city of the Czechian Republic.



## The Elbe Tunnel – a Challenge for the Building Division

Motorists from all over Germany and many European countries are looking forward to the fourth quarter of 2002. According to plans, the fourth tube of Hamburg's Elbe Tunnel will be open for traffic, making for a noticeable reduction of traffic in the other three already existing ones. Yet the fourth passageway underneath the Elbe will not only be completely new, but also ultra-modern – among other things in terms of safety measures. With a newly devised fire protection ceiling for flue gas discharge which was installed in collaboration with the BAUTECH GmbH, KAEFER is making a name for itself worldwide as regards fire protection in tunnels.



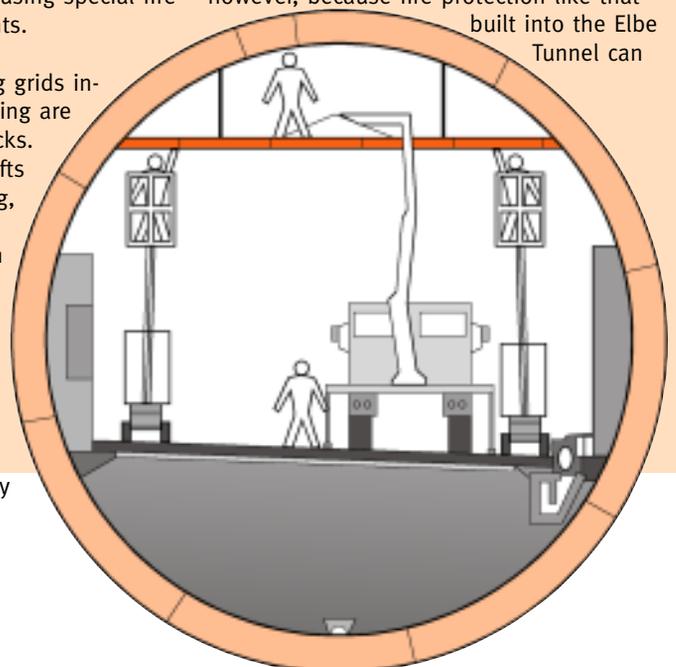
The building division is meeting a great challenge. The ceiling installation in the 3,100-meter long tunnel is a commission like no other before it. A total of approx. 30,000 m<sup>2</sup> of suspended fire protection ceiling elements must be mounted. The cavity created above these ceiling elements constitutes the flue gas channel. By means of large exhaust ventilators at both ends of the tunnel, fumes produced by fire are sucked into this cavity through automatically opening flue gas dampers and directed to the outside. This means that people in the tunnel can orient themselves; suffocation is prevented and firemen can reach the site of the fire unimpeded. Some horrible tunnel accidents in the recent past have underscored the importance of fire protection only too clearly. In Hamburg one wants to reduce this risk as much as possible.

At present some 100,000 vehicles drive through the Elbe Tunnel on the A7. European unification will increase this traffic between North and South in the future because more and more goods are crossing Europe's borders. Thus even with a fourth tube, the Elbe Tunnel still has a high risk potential. This is why a safety plan was employed which uses state-of-the-art technology. Thus Hamburg is investing in the most sophisticated fire protection system in existence in Europe at present. Ultimately, the fourth tube will have totally cost some 1.7 billion marks.

KAEFER and BAUTECH are partners for the planning and mounting of the ceilings as well as the flue gas dampers. The prefabricated ceiling elements are delivered "just in time", as there is very little storage space on the construction site. "Eight elements are manufactured daily, eight are transported to the tunnel, and eight are mounted," Sabine Manig, commercial head of the Building Division says, explaining the mathematics of the situation. Each of the elements weighs about 2 tons, and a total of 1,407 individual elements constituting the fire protection ceiling will be assembled. In the case of a fire, the supporting construction made of austenitic stainless steel will be protected from temperatures of over 300 degrees Celsius by multilayered fire protection sheathing. The elements which attach the sheathing to the walls and the suspended elements to the ceiling are also secured using special fire protection sheathing elements.

The prefabricated supporting grids including the AESTUVER planking are brought to the tunnel in trucks. A special crane with tongs lifts the element up to the ceiling, where fitters from the task force "fire protection" attach the elements to the holders. At peak times, approx. 60 people are occupied with manufacturing and installing the elements. "We are very proud that the assembly work has gone so very smoothly and quickly so far," Sabine Manig says.

For KAEFER the commission will be a means of proving how its extensive know-how in questions of fire protection and ceiling construction can be implemented in large-scale projects meeting highest demands. Sabine Manig is sure KAEFER will receive further commissions of this kind. "Several projects are underway in Europe for which our experiences with the Elbe Tunnel give us first-class qualifications." Yet the financial scope of these building projects determines in part what kind of fire protection will be used. "Not every tunnel is equipped with fire protection following this very involved principle. In smaller tunnels, completely different solutions are in demand." But not only road tunnels call for effective, custom-designed KAEFER solutions, but also railroad and subway tunnels. It is important that the planners are called in early on, however, because fire protection like that built into the Elbe Tunnel can



only be retrofitted if the statics of the tunnel allows for this and the space required for such measures is available.

Another solution is being implemented in the Weser Tunnel between Dedesdorf and Kleinensiel, for example. In the course of 2002, the task force KAEFER/BAUTECH will begin with its fire protection measures on the 600-million mark project which is to connect the Weser-Ems region with the



Elbe-Weser region by means of a four-lane Weser tunnel. In contrast to the Elbe Tunnel, no suspended fire protection ceilings will be mounted here, but rather fire protection sheathing attached directly to, but at some distance from the cement interior of the tunnel tube. The challenge here for the KAEFER/BAUTECH task force "fire protection" is not the fire protection system, but the logistics and assembly. In the Weser Tunnel, some 44,000 m<sup>2</sup> of fire protection must be mounted in only five months. The short amount of time available to complete the task calls for special solutions concerning the installation process and delivery of materials to the tunnel.



Participation in the 2001 Tunnel Congress (Hamburg) with exhibition equipment

## Construction refreshment from above

Not only does everything good come from above, sometimes everything cool does as well, at least if you have an INTECO cooling ceiling over your head. The innovative product made by this Dutch manufacturer has been sold by KAEFER on the German market successfully since the beginning of 2001. The two firms have decided to collaborate in the ceiling business and have joined together to form KAEFER-INTECO.

KAEFER has the know-how when it comes to ceilings and INTECO, with its cooling ceilings, has a good product. The enterprise, which has its headquarters in Bostel near Eindhoven, is the leading manufacturer in the Netherlands and Belgium. It belongs to the Royal Econosto Group, a group which specializes primarily in air conditioning. INTECO pre-fabricates the cooling ceilings, and KAEFER employees mount them together with all the components including the pipelines. "The collaboration goes smoothly,"



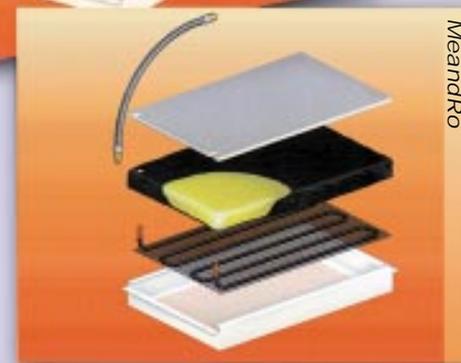
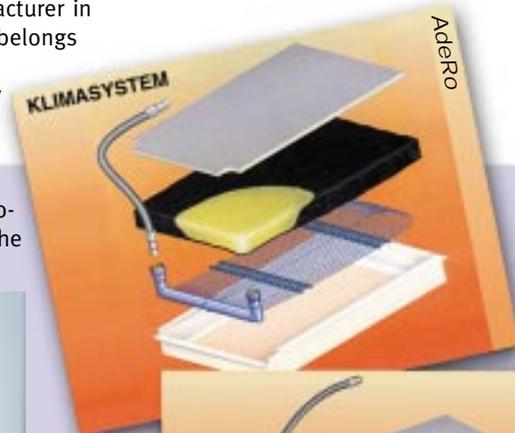
Walter F. Möhl, technical head of KAEFER's Building Division, is satisfied to report. "We started this cooperation in a small way and want to get going in a large way now!"

### What does this collaboration look like?

The customers are taken care of by KAEFER and INTECO from start to finish, in other words:

- A calculation of the required cooling capacity is made so that the ceiling fits the needs of the customer exactly.
- Of course the illumination, the architectural features and the acoustics of the room in question are taken into consideration.
- During the planning phase, all interaction is defined.
- Before manufacturing begins, the whole project is planned, the logistics are worked out and drawings are made – from the doweling plan down to the piece list.

The size of the room in square and cubic meters, the number of people using the room and the amount of sun it gets are the crucial questions when it comes to planning the ceiling. The generation of warmth by equipment used in the room also plays a role. After all data has been gathered, INTECO designs a cooling ceiling which is completely prefabricated, assembled, marked, packaged and delivered to the construction site. Ceiling specialists from KAEFER take over the assembly. In the course of the as yet short collaboration with the Dutch company, two large commissions in the Netherlands have so far been carried



out, one in Leeuwarden, and one in Veenendaal.

KAEFER-INTECO offers a total of three different cooling ceilings: the AdeRo cooling ceiling consists of tiny capillary tubes in the form of polypropylene mats. They can be used in any metal ceiling system. The MeandRo cooling ceiling is made of copper-tube meanders, which are welded onto a heat conductor made of rib mesh with a very fine and open structure and integrated into a metal ceiling together with the insulation material. The FRESHCO cooling ceiling combines the advantages of radiation ceilings with source ventilation, sound absorption and sound attenuation.



## $\pi^2$ – successful from the very start

All the recent talk about “ $\pi^2$ ” has gotten many KAEFERites curious and triggered questions like “Didn’t I hear about that before?”, or “What does that actually mean?” And these questions are legitimate, because



after all, the newly created department for Strategic Production Development – with Willi Zillekens in charge – is just beginning to set up business.

In its efforts to follow as yet untrodden paths, KAEFER has been a pioneer, and with the creation of the Strategic Product Development department, KAEFER will have the capacity to make ongoing, concerted efforts to reposition itself on the market.

Now that the brochure entitled “ $\pi^2$  at the start line” is out, a publication in which the new strategy is looked upon as a kind of athletic challenge, the race is on. As the designation of the new department signalizes, what is involved is the integration of innovative products and processes and the fitting tasks which they entail into the actual core business.

A sophisticated evaluation system filters out those ideas, coming either from within the company or from the outside, which correspond

to a high degree with the catalog of criteria set up by KAEFER: Willi Zillekens is assisted by an interdivisional team of experts on the one hand and by various employees from individual divisions on the other. He has a large degree of technical know-how, good contacts within the company and an excellent sense for trailblazing innovations. Step by step the wheat is separated from the chaff and the most innovative ideas for new products are filtered out of the idea pool. Seven decisive criteria are applied, which every new product must fulfill: competitive advantage, customer advantage, marketability, potential for process improvement, synergies, stage of development and technological innovation. If all the criterias are met, a business plan concerning the next steps to be taken is drawn up with the management.

Business plans for the first products born of ideas gathered from the divisions, Corporate Technical Services, and Corporate Strategic Product Development which have in the meantime passed the analysis test are already being realized. Corporate Strategic Product Development will issue a detailed internal report in the form of information sheets on every project approved by the management.

It is crucial for the successful development of the enterprise that KAEFER’s far-reaching new orientation be accepted and supported by all of us. But most of all the new department hopes for many ideas and suggestions from our own ranks.

## Noise absorption by means of microperforation – a KAEFER specialty

Noise absorption by means of microperforation is a genuine KAEFER specialty. The company gets assistance from the Fraunhofer Institute for Building Physics in Stuttgart, with which KAEFER has a licensing, know-how and collaboration agreement. Whether by means of KAETAPHON® MICROSORBER®-foil, the new teflon-based ETFE foil or microperforated acrylic glass panes, when it is a matter of reducing noise levels long-term while at the same time being able to create an attractive environment, nothing beats what KAEFER has to offer. In 2001, KAEFER again received numerous interesting commissions in this area.

The line has a relatively new product, the microperforated, noise-absorbing ETFE foil, for the development of which KAEFER collaborated with Foiltec, a specialized firm in Bremen. It is made on a teflon basis and has the particular advantage of allowing UV radiation to pass through. “With UV radiation, everything thrives more – plants and people,” Horst Wenski, who is in charge of MICROSORBER® at KAEFER in Bremen together with Recep Divanoglu says with a smile. An exemplary project in which the ETFE foil was used is the adventure swimming hall in Bocholt. It was renovated in 2001. Because the ceiling also consists of transparent, self-cleaning teflon foil material in cushion form, KAEFER’s ETFE foil was looked upon as the ideal solution. In areas with high noise levels, it was put up under the ceiling. “Underneath it one feels considerably better, much better than underneath normal glass,” says Horst Wenski describing his experiences with the material.

KAEFER also received interesting commissions for noise absorption using microperforated acrylic glass plates. In Tuttlingen these plates were used in a municipal building as sliding elements which are suspended from normal curtain rods. These elements even had information about Tuttlingen printed on them in four colors. From the inside, this innovative solution reduces noise levels. Another exemplary project is the “Cross Air Lounge” for business travelers at the Euro-Airport in Basel. At this crowded airport, the lounge was constructed as a building in its own right in the form of a lens with a diameter of approx. 35 meters. The room with its attractive design, which houses many plants, has some conference and resting zones which are separated from each other by microperforated acrylic glass plates by KAEFER. And in Marienfeld – one of the old villages which ultimately became part of the densely





populated metropolis of Berlin, the federal building administration returned the hall of the manor located there to its original state in the course of a renovation project. The



building is owned by the government and is used for cultural events, for example. "On the whole, the room has too much of an echo, however," Wenski reports. The solution: absorption using microperforated acrylic glass panes by KAEFER.

Yet MICROSORBER®-foil is also used wherever noise is not desired. A current challenge is the College for Design, the Arts and Preservation in Bern (Switzerland). It has moved into an old industrial production hall with a shed roof. The architects want to preserve the old character of this kind of roof but must also achieve a high degree of noise absorption. To do this, ropes were hung from the roofs, from which 6.5-meter long lengths of MICROSORBER®-foil were suspended. "First we equipped the canteen with them," Horst Wenski reports, "but the architects are very satisfied, so that the prospects of being asked to use our MICROSORBER® solution for the whole building are good."



At "Bloomberg TV", a world-famous business television station with studios in London, 72 motor-operated blinds with MICROSORBER® foil from KAEFER have been built into the many glass studios. "Such commissions document the internationality which we have obtained in the meantime," Wenski says with delight. Another exceptional project was the use of MICROSORBER® and microperforated acrylic glass plates in the Harnack House of the Max Planck Society in Berlin-Dahlem: There the Goethe Hall, the central room of the building, had to be equipped with sound-absorbent material. It provides room for 500 people and is used for lectures and receptions. A place with a lot of history: that is where Albert Einstein is purported to have spoken about his relativity theory for the first time.



Dr. Holger Carlsburg: the new man for the youngest division

Dr. Holger Carlsburg has been in charge of KAEFER's recently established Products/Systems Division, which KAEFER subsidiary CFS, bemofensterbau, Günther Klein Industriebedarf and Microsorber and Recore are a part of, since October 1, 2001. The 40-year-old production technician has a solid academic background and has had years of experience in the manufacture of components for ventilation and refrigeration technology as well as with the construction of technical systems. He has moved to Bremen with his wife Kathrin and his three children, Matti, Niklas and Maike.

That should not be taken for granted, for Holger Carlsburg and his family are natives of Berlin and have always felt a real sense of belonging there. The move shows just how serious the new division director is about his new task: "For me, taking responsibility for the products from the phase of development through the marketing process is a great challenge," says Carlsburg. His goal: "Our division wants to support all KAEFER fields as efficiently as possible with the help of intelligent products. On the other hand, we also want to get a foothold on profit-oriented new markets and branches in KAEFER-related areas, for example in the vehicle construction and aeronautics businesses."

After having studied mechanical engineering in Berlin, Holger Carlsburg completed a doctoral degree in 1992 at the Fraunhofer Institute for Production Plants and Construction Technology in Berlin. After that he held a position as assistant to the managing director, commissioned by the trusteeship, during the privatization of a refrigeration engineering company in Berlin. This enterprise was taken over by GEA, a technology concern with headquarters in Bochum, in 1994 and was integrated into the Dutch Grasso group of the concern – an international component manufacturer and builder of refrigeration systems. As directing manager of Grasso Refrigeration Technology GmbH, Carlsburg was in charge of 180 employees who manufacture screw-type compressors and other components for large refrigeration facilities. In 1998 he took on a new task within the GEA as director of the production division in the ventilation technology branch, where he was responsible for six European manufacturing plants with more than 1,000 employees. A few weeks ago he accepted the offer to work for KAEFER in Bremen.

## Full speed ahead after the move – an exciting year for CFS

Achim Aulke and Holger Rhode won't be quick to forget the year 2001. Hardly had the two managing directors of KAEFER subsidiary CFS and their team moved their whole operation from Finland to Germany before large and demanding commissions posed a real challenge to the young company.

During the last quarter of 2000, CFS already had enough on its hands: for one thing, it was just completing production of the LOLAMAT® wall-and-ceiling panels for the river luxury liner "MS Casanova" in Finland; the liner has been underway on the Po in Italy since April of 2001. The next task was to take down the operation in Finland and establish the new production site in Halls 5 and 6 on Pillauer Street in Bremen. "That alone was a real feat," Holger Rhode reports. "We had only two short months for the whole move. And since we already knew that we would need many new people in Bremen, we started to train them in Finland."

On January 7, 2001 the move to Bremen was celebrated – yet the champagne glasses had hardly been emptied before the team plunged into the work at hand. CFS had to deliver some 25,000 square meters of LOLAMAT® for a spectacular ship: the shipping company ResidenSea is currently building a residential luxury liner, "The World", at the Fosen shipbuilding yard in Rissa (near Trondheim), which is soon to house celebrities and well-heeled ocean-goers. For the ship has 110 condominiums, their sizes ranging between 100 and 300 square meters which millionaires can buy for anywhere between 2 and 7 million US-dollars. Nothing is lacking: large bedrooms and dressing rooms, guest rooms, impressive baths and roomy terraces are features of the luxurious apartments. In addition there are jogging tracks, a golf course, swimming pools, exclusive restaurants and more. Holger Rhode goes on and on. "I would like to live there sometime. I have begun saving for it," he quips.

### Panels supplied by a two-shift operation

No one from the jet set will be interested to know that most of the cabins are finished with LOLAMAT® panels. Yet the lives of the CFS team focused around the commission for some time. The finishing for all the apartments was pre-fabricated on Pillauer Street using building kits and then shipped to Norway. There it merely had to be unpacked and assembled to fit exactly. Soon production in Bremen



### Great opportunities on land too

CFS also had a lot to do in the second half of the year. The demand for LOLAMAT® in the shipbuilding business is constantly increasing, and thus CFS was also in on the finishing of the Octopus yacht, two yachts of the Abeking & Rasmussen Shipyard and for the "Aida III". And CFS has gotten a new opportunity to work on land: manufacturers of fire-protection doors have carried out initial tests with LOLAMAT® concerning electrically closing fire-protection doors: "Two companies have tested our materials, which stand up to fire exceptionally well. But since our material is much lighter than that previously used, we of course have a real competitive edge," Aulke says, delighted. He is optimistic: "We see possibilities here for getting a foothold on a large market." In building construction as well, LOLAMAT® has passed initial flame resistance tests, so that in this sector they can hope to get commissions as well.

had to be carried out on a two-shift basis. All of a sudden, the number of employees doubled. At peak times, 60 men and women were working almost round the clock on this commission. "Carrying out such a huge commission just after having set up operations – that did create some problems," Holger Rhode admits. "But ultimately we solved them all and learned from them. Things worked out so well because all the employees were completely motivated and committed. Besides, we got extensive support by the department Corporate Technical Services."

Yet the commission for the residential luxury liner was not the only thing to be done in 2001. CFS supplied panels with high-gloss laminate for the more than 4-meter tall staircases of the "Nils Holgersson", a ship of the TT-line being built in Bremerhaven. For the club ship "Aida II", the KAEFER subsidiary manufactured pre-assembled unfinished plates. The assembly work for the ResidenSea commission and the "Aida II" caused CFS some serious storage problems. "One of the two halls was really only there to store the wares which we had packed for shipping," says Rhode. For this reason a large tent was put up on Pillauer Street at the beginning of August in order to make for more space.

With CFS's order situation, there are new faces there. Apart from numerous employees working in the various trades, the enterprise has also added many new employees to their core team. The designers Oliver Jensen and Michaela Heidenreich have joined the construction team; Heino Gustävel became head of production. Dorit Lafferenz has become a managerial assistant and Christian Schwohl is now in charge of commercial concerns. Achim Aulke is in charge of sales and marketing, while Holger Rhode supervises technical operations.



## The Dorotheenhöfe: trend-setting fire-protection "ventilation wings"

Live and work in the heart of the metropolis: The Dorotheenhöfe are one of Berlin's most impressive new building complexes, the construction of which KAEFER's subsidiary bemofensterbau GmbH of Weissenthurm was involved in, carrying out a crucial task: the leading German company supplying high-quality transparent fire protection equipped the prized building with multifunctional, manually opened bemo® G 90 and F 90 fire protection ventilation wings.

The new building complex has a classic, elegant and unpretentious appearance. It is located near the American embassy and the public relations office of the German government. The four office buildings and one building which houses apartments and stores have a gross area of 26,500 m². For those living in the buildings, a high degree of comfort and modern safety technology were strived for.

On the façade sections, where fire protection was of particular importance, manually opened bemo® fire protection ventilation wings were used. The concept called for adherence to G 90 fire protection standards regarding the corners of the four inner courts. The fact that this was possible using transparent building components in the direct vicinity of wooden windows – there being a high demand for uniformity of the facades' appearance – can be attributed to the know-how of our subsidiary bemofensterbau. The company has come to be looked upon as a pioneer of development. The fact that the fire protection components were not encased in glass, but built into manually operable fire protection ventilation wings which are easy to clean is not only a trend-setter in Berlin. The option of being able to clean and air the areas requiring fire protection according to one's needs was just as convincing to planners and builders as was the prospect of saving considerable amounts of money: bemo® fire protection ventilation wings create a natural interior atmosphere. At the same time they meet structural, climatic, aesthetic and economic demands.



bemo® fire protection ventilation wings can be used on the exterior and interior of buildings to meet fire resistance standards F and G for a period of 30 to 90 minutes. It is also possible to combine these elements with other bemo® fire protection components so that large transparent fire protection areas can be created which are in keeping with the design of the building. The wings can also be used as emergency exits for rescue measures. As they are equipped with smoke switches, they close automatically in the case of fire.



## High-tech fire protection by bemofensterbau in Frankfurt's Exhibition Hall no. 3

Nothing is impossible – that was the motto for Frankfurt's new Exhibition Hall no. 3, which was completed in August of 2001. The building constructors from the Frankfurt branch of HOCHTIEF, which served as general contractor, are experienced in implementing trend-setting projects. In only 16 months, the largest exhibition hall in Europe was built, which is unparalleled in terms of its exhibition facilities and security features. Nearly 500 people were at work around the clock – among them fire protection experts from KAEFER subsidiary bemofensterbau from Weissenthurm. They were in charge of the high-tech fire protection for the ambitious project: the complete transparent fire protection for the new exhibition hall was taken care of thanks to bemo® F 30, T 30 and F 90 systems.

The new exhibition hall was built according to the plans of the renowned British architect, city planner and industrial designer Nicholas Grimshaw in a former freight train yard. On two levels, a total exhibition area of approximately 38,000 m² was created – at an extremely high price: the 210-meter long and 130-meter wide hall ate up some 130 million Euros. Below the futuristic looking arched roof you find a glass palace as elegant as it is functional. The upper hall has no interior supports and opens up completely new dimensions to exhibition designers, allowing the highest degree of creative liberty imaginable.

The five parallel arches of the spectacular ceiling construction cover a bright expanse of 165 meters. Integrated into the ceiling construction are 80-meter long metal grid footbridges which house the induction equipment needed for the air conditioning as well as the lighting, the sprinkler system and the smoke exhaust system. In planning the safety components, the strict regulations for assembly buildings were met. Emergency exits are never more than a few steps away. The two staircases as well as an additional emergency exit located exactly in the middle of the exhibition hall, which is built into the floor of the hall and can be set up to give persons access to the mezzanine, are screened off with transparent floor-to-ceiling bemo® high-tech fire protection components. The knowledge of fire

protection technology, acquired over a period of three decades and put to the test in many comparable building projects, but also the high production and installation capacity of these specialists from Weissenthurm totally impressed the planners and builders. Due to the high degree of pre-fabrication of the recently developed bemo® pyrosteel assembly system and installation by their own experienced workers, the extremely short deadline for completing the task could be met without any problems.



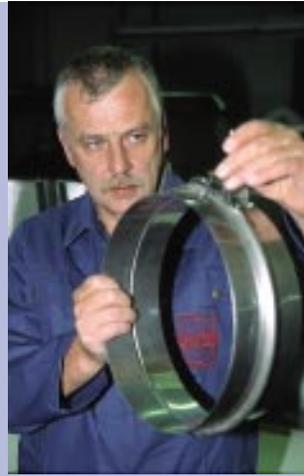
## Bookkeeping for payment of wages and salaries of KAEFER subsidiary GK now done in Bremen

Bookkeeping, purchasing, sales, budgeting, as well as production and personnel data – all of this is done on a new basis now. As of January 1, 2001 KAEFER subsidiary Günther Klein Industriebedarf in Ahrensburg, for short GK, also uses SAP software to do its accounting work. As a result, all personnel bookkeeping tasks are now taken care of by KAEFER in Bremen. “It is very much to the advantage of GK,” says Gisbert Loosen, head of KAEFER’s Corporate Financial Services. “The enterprise used to have these tasks done externally, by a tax consultant.” Now the firm, with its headquarters in Ahrensburg, is much more flexible and also better prepared for the expansion which has begun to occur. “GK now has a very modern, future-oriented data processing system. In addition, there are synergistic effects because the parent company also uses SAP,” Loosen says, explaining the advantages. GK profits from the know-how of the KAEFER experts in these areas. Many departments of KAEFER’s headquarters were involved in introducing the system at the subsidiary. Ralf Peters from the Corporate IT Services was in charge of realizing the project.

## Good suggestions are worth the effort!

The Employees’ Suggestion Program – a bureaucratic concept with a lot of hidden vitality. For the experiences and suggestions for improvements made by employees are invaluable for the successful operation of an enterprise. Many KAEFERites – particularly in the trades – come up with an idea during their daily routine about how to improve a product or a work process. What most of them don’t realize is that it is possible to cash in on such ideas; the reward for an improvement in processes, equipment or construction components can amount to as much as 2,500 Euros.

A good example for such a successful suggestion is the one made by Bernd Lieberum from the Bremen workshop of the Industry Division in 2001. He considered about improving ways to connect metal cassettes which are installed in nuclear power plants. Because the customer did not want them to overlap in the customary fashion, but rather wanted to have them connected according to the principle of a barrel nut, for this project straining rings were called for which



can be closed quickly. The straining rings which were delivered turned out not to be very practical, however. Bernd Lieberum thought about ways for the company itself to manufacture straining rings which can be closed quickly and found a solution which functioned using an already existing machine, even allowing for the manufacture of rings of differing sizes. One hundred of these rings produced by KAEFER itself were used for the first time in the Swiss nuclear power plant in Leibstadt.

“Bernd Lieberum’s suggestion is a prime example of a useful employee suggestion,” says Hans-Joachim May, chairman of the evaluation committee, with delight. “He really had a good idea, committed himself to it and convinced many co-workers of its value.” His efforts were rewarded with 700 Marks. It would have been more except that Lieberum’s idea had no large-scale application. The amount of the reward money is always proportionate to what it saves KAEFER in costs.

If you have suggestions for improvement, please contact Hans-Joachim May or your Works Council representative.

as a form of currency before that,” says Gisbert Loosen, head of KAEFER’s financial department, “but until now it has always been a foreign currency for us.” Now the Euro has become KAEFER’s own currency for all times.

At the end, during the hot phase of the conversion, a project group with some 30 members had to totally commit themselves to the task. All the headquarters, divisions and subsidiaries were involved. There was a central conversion for all parts of the company which work with the SAP data processing system, including, for example, KAEFER S.A. in France. Those KAEFER firms which use another data processing system for their bookkeeping carried out the conversion themselves. Nevertheless they were constantly informed of all steps taken by the group’s financial department concerning this issue. Gerd Wolpmann was in charge of the SAP conversion; Wolfgang Richter took responsibility for all measures which did not involve software. At the end there was a sigh of relief: thanks to the close collaboration among all of those involved in the project, the conversion went smoothly.

“It is hard to believe how complicated such a conversion is for a large enterprise. Many think you just have to divide everything by 1.95583 – but unfortunately it is not as easy as that,” Gisbert Loosen says, remembering the months of preparation. Changing all the forms, the modus for money transactions, the stamp machines, the price lists, the internal cost rates, revising marketing and advertising brochures, the firm’s presentations and information for employees – this only gives you a vague idea of how much trouble it was. “Of course, from October 15<sup>th</sup> on, we had to be able to think in opposite terms,” says Loosen. “After all, we can’t compare our Euro sales for the year 2001 with the sales in German marks for the year 1996.” Thus the data for past years – to begin with that for the past six – had to be converted as well.

## Goodbye, German Mark – Hello, Euro!

German marks, shillings, francs and pesos – those are things of the past. As of October 15, 2001, the Euro is KAEFER’s standard currency. On this day the whole entrepreneurial group switched over to the new currency. The only exceptions were wages and salaries as well as travel expense reports, which will be processed using the old currency until the end of December, 2001. “Of course we were familiar with the Euro

## ISO 9001:2000 – KAEFER-process instead of adherence to rigid standards

New quality standards for a new millennium: KAEFER's Central Quality Management Department (ZQM) had its work cut out for itself in 2001. The department, which takes care of running and adhering to the in-company quality management system, had to restructure the foundation for their work completely. The new standard ISO 9001:2000 has turned quality management into a process-oriented system, which replaces the previously used set of 20 rigid standard requirements. The previous standard, ISO 9001:1994, is expiring. KAEFER will prepare for the transition in 2002.

"The basis for the ISO 9000, which went into effect in 1994, was adherence to 20 standard requirements which were individually described," says Heribert Frantzen,

head of the Central Quality Management Department. "This standard was applicable for all enterprises and trades, whether it was a case of insulation technology, pharmaceuticals, service providers or hospitals." Frantzen himself is of the opinion that the previous regulation was "quite abstract and formalistic". The old norm made it hard for the employees to obtain an overview of the stipulations and regulations which applied for their areas of work.

The new standard is to focus on processes. The "ZQM Quality Managers" at KAEFER must define these processes for the entire company in collaboration with the divisions. The goal of such restructuring is primarily to make the internally and externally set regulations for KAEFER more accessible and understandable. For this reason, processes take center stage, which is typical for KAEFER. Here is an example: the individual steps starting with inquiries and perusal of offers and including execution of the work required and delivery of goods or services form the "core process for production/assembly". "In the future, processes which actually take place at KAEFER will be

depicted and improved," says Heribert Frantzen in clarification. "Our employees will know what process they are involved in." The new approach is based on the idea that the desired result can be achieved more efficiently if the tasks and resources required for this are guided, channeled and improved in the form of a process. "The divisions must also define goals of their own which are measurable and understandable," says Heribert Frantzen. An additional innovation: according to the new standard, customer satisfaction must also be taken into account.

The advantage of ISO 9001:2000 is that the employees have fewer problems with it and can implement quality requirements with less trouble because they are easier to identify. The designations chosen for entrepreneurial processes should be concise so that each employee immediately recognizes which processes are relevant for him or her. Measuring and evaluating action taken in connection with such processes is intended to promote continuous improvement.

## The CTS laboratories: unbureaucratic, flexible, safe

Without the laboratories of our Corporate Technical Services, many KAEFER products would be unthinkable. For years the CTS experts at KAEFER have been using their acoustic and thermo-mechanical laboratories to not only put their own products to the test, but also those of suppliers.

Many areas of the KAEFER company have appreciated the performance of the CTS laboratories for years. In the recent past, subsidiaries such as CFS or bemofensterbau have approached the laboratories time and again to make use of their know-how for the development of their own products. "At LOLAMAT®, for example, the thermo-mechanical laboratory played a decisive role in the design and development of the product," says diploma engineer Karl-Rudolf Friese, head of the Corporate Technical Services. The materials used in LOLAMAT® panelling were examined in terms of reactivity, for example. On the basis of the results, instructions were given as to how to change the reactivity in such a way as to obtain optimal results and consistent quality. As Friese says, "here chemistry also plays a large role."

The acoustic laboratory, which is located in a bunker in Bremen-Findorff, was also called upon by LOLAMAT®. For this product is used to build walls for ships, which of course must evidence certain acoustic features. In the 6 m<sup>2</sup>-large testing area, LOLAMAT® walls were installed and measured acoustically. "If the results are good, we are glad. If not, we have to find the weak points together



with those who designed the product and optimize the construction." A certain degree of "trial and error" is also involved, Friese admits, but, as he says, "our acoustic laboratory is incredibly valuable because we can carry out these important tests ourselves in a completely unbureaucratic way. And within the shortest amount of time we can adjust the construction if necessary." Thus KAEFER need not carry out testing at external institutes and perhaps make numerous adjustments, which always costs time and money. Only for official certification tests is it necessary to call in a neutral testing institute – and only if the company's own tests indicate that the product will pass the final certification test without any problem.

Independence and flexibility – that goes for the thermo-mechanical tests as well. Whether it is a matter of testing plastics, adhesives, sealing materials, or complete insulation systems – the experts from the Corporate Technical Services are familiar with the whole spectrum of insulation

technology. KAEFER subsidiary Günther Klein Industriebedarf, for example, made use of the two climatic cabinets of the CTS laboratories in order to test the way plastic cable modules act under certain climatic conditions. Constant quality control of products in the laboratory is an integral part of KAEFER's demanding quality management. "One must have a command of one's own products and processes," says Karl-Rudolf Friese with conviction, "and for that you require special know-how."



## ■ The challenges were met – not only regarding galley installation

At KAEFER in Bremerhaven, large shipbuilders are working hand in hand. When new, ultramodern ferries or luxury liners are laid on keel, KAEFER is almost always one of the party. The year 2001 was particularly successful for the specialists from the northernmost part of the city-state of Bremen: while carrying out numerous commissions, new challenges were met.



Lloyd Shipyard Norwegian Sun and Peter Pan

Fire, heat, cold, noise and the constructions necessary to combat them – those are the traditional areas in which KAEFER is in demand as an insulation expert, and that goes for the shipbuilding industry as well.

SSW shipbuilding yards in Bremerhaven as well as the Meyer shipbuilding yard in Papenburg. KAEFER took care of the complete assembly work and the extensive additional work to be done in connection with the stainless steel wall and ceiling lining. Furthermore, the ceilings in the public areas were supplied and installed – such as in the “Schooner Bar”, the “Steakhouse Restaurant” and the “Italian Restaurant” on the “Radiance of the Seas”. In addition, there were 2,500 square meters of floating floor and, as an acoustic measure, 2,400 square meters of deck insulation to be laid. With its involvement in the construction of the four large ships, KAEFER became more deeply immersed in the “galley business”.

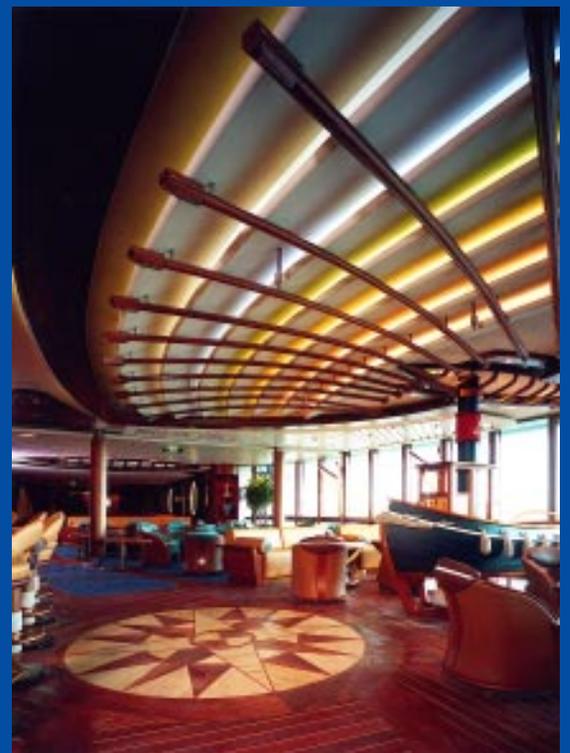
What makes the two new TT flagships particularly special are their design and drive: both ferries have seven instead of six car lanes with almost 3,000 meters of truck lanes. Some 120 trucks fit onto the vehicle decks – ideal for the shipping companies and the drivers. For in the European shipping business, the North-South axis is becoming more and more important, and during the 8-hour long trip from Trave-münde to Trelleborg and back, the drivers



Galley according to USPH standards on the Radiance of the Seas

KAEFER’s involvement in galley installation is more recent, yet this is the area in which the Bremerhaven shipbuilding team produced a masterpiece: KAEFER had many tasks to fulfill on the “Nils Holgersson”, the “Peter Pan” and the “Norwegian Sun”. On the “Radiance of the Sun” alone, no less than 52 complete galleys and pantries had to be built. After all, on luxury liners and ferries, several thousands of passengers and crew members have to be fed. The ships were laid on keel at the Lloyd and

The two luxury ferries of the TT-line, the “Nils Holgersson” and the “Peter Pan”, surpass all predecessors in terms of size and quality considerably. “These are the most modern ferries of luxury-liner quality on the Baltic Sea,” says Dietrich Thöns proudly. For he and his team played a crucial role in the construction of the jumbo ferries: practically all of the interior finishing of both ships was carried out by KAEFER, whether it was a question of the ceilings in the public areas, the cabins and galleys or the ceiling panels on the vehicle decks, which were equipped with special lamp casings. On these decks alone, KAEFER mounted more than 6,000 square meters of ceiling panelling.



Schooner Bar on the Radiance of the Seas

can rest and regenerate themselves. Not only do they have cabins at their disposal, but also restaurants, saunas and swimming pools. Dietrich Thöns is also enthusiastic about the powerful and easily maneuverable drive of the ferries. It is located so low down in the afterbody of the ship that trucks can even drive over it – this is a complete novelty.

The “Norwegian Sun” also posed a real challenge, a ship commissioned by the Norwegian Cruise Line and in large part built at the Lloyd shipbuilding yard in Bremerhaven. A luxury liner holding more than 2,000 passengers, it is now in use in the Caribbean and the Mediterranean. KAEFER was involved in all kinds of interior finishing work, being in charge of classic insulation work as well as galleys, pantries and other catering areas. Furthermore, they installed the ceilings in the theater, the atrium, a bar and a show lounge. With a length of 300 meters, the “Norwegian Sun” was the longest luxury liner in the world at the time of its construction. In the meantime the luxury liner with its thirteen decks has been surpassed.

The club ship “Aida II” is completely different from first-class luxury liners. This ship holds some 1,000 passengers and is, like its sister “Aida I”, tailored primarily to the young crowd. Such ships are sometimes referred to casually as “party ships”. KAEFER was commissioned to install the cabins and finish the passengers’

yard in Lübeck, KAEFER is involved in the construction of the high-speed ferries “Superfast XI” and “Superfast XII”. “So far we have been in on the construction of all superfast ferries, but always in different areas,” Dietrich Thöns explains. In the case of these two ferries, which will complete the dozen, KAEFER is supplying and installing the provisions rooms and the galleys. As is the case with all commissions of this kind, KAEFER built these facilities according to the strict USPH-standards of the American health authorities. These regulations are becoming the standard for all areas of shipbuilding in which hygiene and the protection of the passengers’ and crew

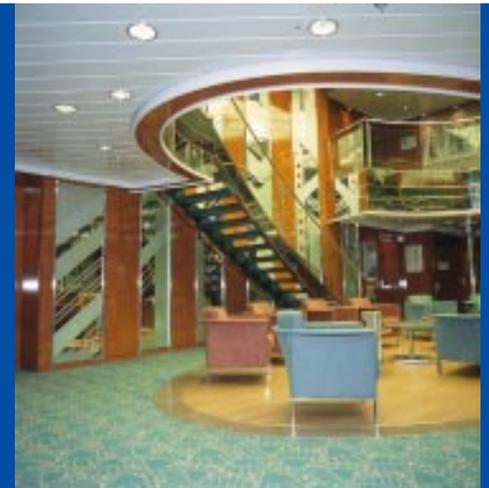


Wellness area on the Nils Holgersson

members’ health are an issue. For the USPH evaluation, the excellent construction of the galleys, provisions rooms and sanitary facilities plays a large role. For KAEFER, first-class workmanship is a given.



Galley according to USPH standards and public areas on the Nils Holgersson



passageways on the “Aida II”, which was built at the MTW shipbuilding yard in Wismar. There was something special about this commission: For the first time LOLAMAT®, a completely prefabricated product manufactured by KAEFER subsidiary CFS, was installed. “In doing so, we have put a completely new prefabricated product on the market,” says Dietrich Thöns enthusiastically, who praises the exceptionally good collaboration with CFS. Furthermore, the decks in the restaurants and the arcades were installed. “Aida II” is to be delivered soon. Then construction on the “Aida III” will begin, to be completed by February 2003 – with KAEFER on board as well. At the Flender shipbuilding



## Shipbuilding now with task centers



f.l.t.r.: Manfred Borowsky, Arno Recknagel, Hans-Jürgen Gefken

**A new broom sweeps clean, so the saying goes. But sometimes it just sweeps differently. Klaus-Dieter Müller, director of Shipbuilding Division for many years, did his job well. On January 1, 2001 his successors Manfred Borowsky and Hans-Jürgen Gefken took over the Shipbuilding Division. This replacement marked the beginning of a restructuring process. They want to take advantage of the change of directorship to adapt the division to the altered conditions of the market even better.**

When the Borowsky/Gefken team took charge of the division, both began by taking a good look at the way the Shipbuilding Division had been organized before. The input from the division helped them in doing this, as did the impressions which Manfred Borowsky had gotten during numerous visits – supported by Klaus-Dieter Müller – to the yards, which he had not as yet been very familiar with, between January and March. During intensive discussions with executive boards, purchasing agents and operations managers, he got the impression that the shipyards are currently in a state of great transformation. “Commissions used to be divided up as much as possible, involving many companies. Today there is a tendency to bunch together commissions including work which, for example, has nothing to do with insulation technology. That has to do with the lack of junior staff; thus large and extensive commissions are gladly given to companies who have the necessary know-how.”

In other words, the customers’ demands have changed. “How do we adjust?” was the question posed by Borowsky and Gefken. The consequences which the regionalization of the Shipbuilding Division had were, for example, that the Hamburg office could not make bids for galleys, because KAEFER Hamburg did not have the necessary competence. KAEFER Bremerhaven does, however – yet in the past, KAEFER’s policy was not to get into each other’s way. “We had the impression that in the age of Europeanization and globalization, this tactic no longer works,” Borowsky says.

Therefore the two new division supervisors started by tackling this problem. “If the

customers demand more and more that we act as a general contractor, why don’t we bring together our expertise in task centers and offer all services which are in demand?” says Hans-Jürgen Gefken. And so be it. As of May 1, 2001, the Shipbuilding Division has task centers for galleys (supervised by Thöns/Bremerhaven), yachts (Klaus Quader/Bremen), navy (Bernd Wittorf/Hamburg), general contracting for interior finishing/public areas (Volker Berends and Jürgen Reuter/Bremen), gas/export (Peter Lukas/Bremen), and construction/technology (provisionally Klaus Quader/Bremen). “Previously, some other company installed the galleys if a ship was being built in Hamburg,” Gefken says. “Today, the KAEFER people in Hamburg call the task center in Bremerhaven if galleys are asked for. And then KAEFER is in business in this sector as well!”

This example can be applied to many other areas. “It wasn’t long before we received commissions which we would have missed out on one year earlier,” says Manfred Borowsky. “We have put many experienced employees on our regular payroll who had worked on the recently completed FCL project, thus saving jobs.”

## KAEFER quality from Finland for the “ferry of the year”

Great success for KAEFER Finland: The “Cruise & Ferry Award 2001” in London is an award given annually for significant initiatives in the cruise and passenger shipbuilding business. The Aker Finnyards received this award together with Irish Ferries for “Ulysses”, rated the outstanding ferry of the year 2001. One of the exceptional features of this ferry is the “observation deck”, which is part of the uppermost deck, and this is KAEFER Finland’s work.

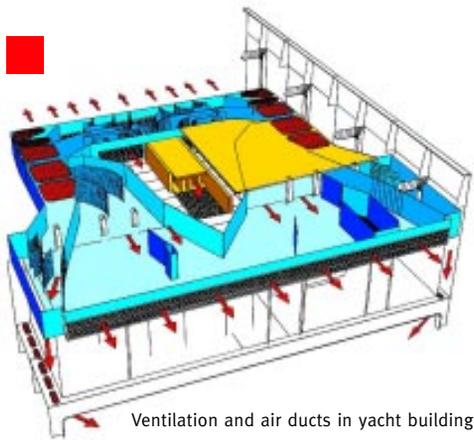
In distinguishing the most innovative ferry of the year, it is a matter of rewarding shipbuilders for the construction which will have the greatest influence on the building of ships of this kind in the future. The contestants were narrowed down to five shipyards and shipbuilding commissioners before Aker Finnyards and Irish Ferries were chosen as the winner.



The “Ulysses” is a totally exceptional ferry: with twelve decks and more than four kilometers of vehicle lanes, it is the world’s largest ferry of its kind. It gives the impression of being incredibly spacious and is equipped with any number of special services. The ferry was designed according to

the “drive-through principle” and provides space for 1,300 automobiles and 260 freight units on four vehicle decks. The fourth deck constitutes an additional innovative characteristic of this type of ship. The new ferry has been underway on the Irish Sea between Dublin and Holyhead since February 2001.





Ventilation and air ducts in yacht building

## Demanding yacht building tasks

KAEFER and yacht building – that is at present a fantastic combination. During the next two years, KAEFER will be involved in the insulation and interior finishing of no less than eight of these luxury ships, carrying out commissions by Lürssen at Bremen's Lürssen shipyards, the HDW shipyards in Kiel and the Kröger shipyards in Rendsburg. Currently, KAEFER is, among other things, installing high-quality air ducts in the engine room of the "Faberge"-yacht.

The 99-meter long "Faberge" is being built at Bremen's Lürssen shipyard and requires the complete range of KAEFER's yacht building expertise. Apart from heat, cold and noise insulation, engineering services such as sound calculations, acoustic specifications and guarantee of noise levels are in demand. KAEFER is supplying and assembling cold storage rooms including shelves, wall and ceiling panelling in the engine rooms and the operation rooms as well as elastic flooring in the living quarters. In addition, wall and ceiling panelling is to be installed in the crew area and the staircases. For the walls, 600-mm wide LOLAMAT® laminate panels with rounded corners, installed employing the postforming technique, are to be used.

But the KAEFERites on the job are particularly proud of the ventilation and air ducts which are integrated into the ceiling panelling in the engine room. They are laid lengthwise as well as crosswise. "We came up with this solution together with Lürssen," says Klaus Quader, head of department in Bremen's Shipbuilding Division. The air shafts are concealed behind the ceiling panelling and underneath the decks. "We decided on this solution so as not to limit space in the engine room even more." The eight yachts which KAEFER already has commissions for will be between 60 and 140 meters long. Klaus Quader counts on getting even more commissions for interior finishing in the crew areas in the future and thinks that there will be a preference for LOLAMAT® panel systems.

## KAEFER-OPTICON: a joint-venture company for shipbuilding in the Netherlands

The Dutch shipbuilding market is extremely competitive. In the seafaring nation with its important harbors there are also numerous large shipbuilding yards; KAEFER's efforts to maintain its position on this market have been successful for quite some time. But in comparison to the old-established Dutch insulation firms, the German one was bound to have a hard time, for the people in the shipyards have a very pronounced sense of national identity. "Despite our truly good reputation, the pickings have been thin for KAEFER," says Klaus-Dieter Müller, formerly in charge of KAEFER's Shipbuilding Division and now KAEFER representative at KAEFER-OPTICON:



KAEFER-OPTICON constitutes KAEFER's intention to get a stronger foothold on the shipbuilding market of our neighbor in the form of a joint venture with OPTICON B.V. The Dutch company has been active in this business for some years and has control of part of the insulation technology market – in particular as regards mobile drilling platforms and turn-key commissions for interior finishing. KAEFER turns out to be the right partner: "We hope that the combination of the OPTICON B.V. contacts and our German know-how will result in a considerable increase in returns," says Klaus-Dieter Müller. "After all, most Dutch insulation companies cannot provide the wide spectrum of services which KAEFER has to offer." The collaboration with OPTICON B.V. opens doors which were previously shut. As Müller says, "to us, working for the Dutch navy is just as interesting as working for the German navy is. But a purely German company will never be commissioned to insulate Dutch navy ships."

OPTICON's experience also promotes business in Germany. KAEFER Germany has never had much to do with mobile drilling platforms before, for instance. KAEFER-OPTICON has. The companies expect to benefit from one another: on



mobile drilling platforms, epoxide fire-protection paint is sprayed on in the form of a thick film mass, for example. "In Germany, we don't have anything of that sort in our line of services," says Müller. KAEFER-OPTICON has already completed some turn-key interior finishing commissions on merchant ships. A bundling of tasks such as insulation, acoustics, flooring, walls, ceilings, galleys, wardrooms, cabins and furnishings is the future trend in the Netherlands as well as in Germany. Klaus-Dieter Müller and his co-workers are endeavoring to extend their spectrum quickly.

KAEFER-OPTICON has its headquarters in Schoonhoven – not far from Rotterdam. "In this region and further South is where the action is when it comes to shipbuilding," Müller says. The company is run by shareholder Danny van Goudzwaard. Klaus-Dieter Müller represents KAEFER – and what KAEFERite would be better suited for the job than the former head of the Shipbuilding Division with his many years of experience and excellent contacts? Chris Popijus is in charge of KAEFER-OPTICON's operative business. The enterprise consists primarily of a core team of employees from the various trades; for operative activities, subcontractors are usually hired. Klaus-Dieter Müller travels to the Netherlands at least 20 times a year to discuss KAEFER-OPTICON's business strategies with his co-workers – how practical that his private ship lies at anchor not far away...



## Larger printing press for "Bild" and other printed media:

KAEFER played a crucial role in the expansion and remodeling of the offset-printing press owned by the Axel-Springer Publishing Company in Ahrensburg. On a new platform in an old production hall, a 750 m<sup>2</sup> large area of office space for technical monitoring of printing operations was built. KAEFER put up all the walls using gypsum plasterboard with T30-doors and installed a Promaxon fire protection ceiling with an Ecophon soffit. In addition, fire protection measures such as encasement of supports were carried out. Furthermore, the outside façade of the office block on the platform was given a 300 m<sup>2</sup> layer of trapezoidal perforated plating on the side facing the production hall.



**Great lecture hall acoustics thanks to KAEFER:** the students attending the technical college in Kiel were greeted at the beginning of the spring term with a new lecture hall facility. In 6 large rooms with anywhere from 100 to 400 seats, KAEFER Kiel put in some 1,400 m<sup>2</sup> of Sto-acoustic plaster ceilings, which make for first-class acoustics in the lecture halls. In two of the halls, this system was used in the form of convex and concave ceiling elements. In the cafeteria, the communication zones and the hallways, 850 m<sup>2</sup> of Wilhelmi ceilings – a system using chipboard which is given an acoustic plaster surface – were mounted. Besides, KAEFER used an additional 650 m<sup>2</sup> of gypsum plasterboard for ceilings in smaller rooms of the North German technical college. For the planetarium area, rounded noise protection walls with additional perforated sheet metal linings were installed. The work went on from the beginning of November 2000 through February 2001.

## Collaboration on cooling ceilings pays off:

A completely new 26-story administrative building was built by the Dutch administration and banking concern Achmea in Leeuwarden, a city in the North of the Netherlands and KAEFER together with its partner INTECO was involved. All stories of the building, which were planned to house open-plan offices, were installed with MeandRo-cooling ceilings, which will assure pleasant working conditions for Achmea's more than 600 employees even on hot days. From December 2000 through August 2001, a crew of 6 fitters put in the cooling ceilings in the form of 1,800 x 1,800 mm-large panels in the 114-meter high building. A total of over 10,000 m<sup>2</sup> of cooling ceiling

systems were built in. The Achmea building clearly demonstrates what the new partnership between KAEFER and INTECO (also see page 11) has to offer, a partnership which is turning out to be very successful; for several weeks, KAEFER and INTECO have been fitting cooling ceilings for other projects in the Netherlands and Luxemburg. An additional project – a medical information center in Delft – is in the making.

## Complete interior finishing:

KAEFER carried out the entire interior finishing work in the new administration building of the Victoria insurance company in Düsseldorf from October 2000 through September 2001. In the meantime, some 2,500 employees work



in the 8-story building. In the course of the large project, KAEFER installed approx. 12,000 m<sup>2</sup> of office and hallway partitions made of F30- and F90 quality gypsum plasterboard. Some 4,000 m<sup>2</sup> of cement surfaces were covered with gypsum plasterboard. Approx. 1,200 metal sheet ceiling elements measuring 5 m<sup>2</sup> each were sus-

ended from the plastered office ceilings. The 1,500 meters or so of hallway ceilings consist of gypsum molding and anodized metal plating, which are indirectly illuminated by means of ceiling washers. In addition, some 3,500 m<sup>2</sup> of smooth gypsum plasterboard ceilings were put up. 650 door elements, consisting of glass doors and skylights as well as wooden doors with faced skylights rounded off this large KAEFER assignment in the Rhine metropolis.



## Everything in tip-top shape on the interior:

the Hermes-Kreditversicherung AG in Hamburg-Ottensen has built a completely new administration building for some 400 employees – and Hamburg's Interior Finishing Department was involved. KAEFER installed 12,000 m<sup>2</sup> of walls, 4,000 m<sup>2</sup> of ceilings, 450 m<sup>2</sup> of acoustic plaster ceilings, 500 noise-insulation doors and 1,000 meters of high-quality wooden window framing in the insurance company's new building, the company, which belongs to the Allianz group. In addition to all the assembly work, KAEFER carried out extensive carpentry work. The construction of the ultramodern building took almost a year and was completed in August 2001.



## Optical highlights in hospital:

as of July 2001, the Marien-Hospital of Lübeck, now has any number of new attractive, high-quality door elements. The KAEFER interior finishing team from Kiel mounted 19 exclusive Hoba door



elements of various designs, among other things. The window frames with T30-fire-protection glass and stainless-steel loop handles are very aesthetic to look at and can be admired by physicians and patients alike in the cafeteria, among other places. There the seamless Wilhelmi-FWA-ceiling mounted by KAEFER was equipped with radiators which lend the installations a special brilliance. The operating theatres – which are tiled in most hospitals – also got an upgrade by KAEFER: they were completely covered with Trespa laminate. These are only the highlights of KAEFER's one year of activities in the new hospital extension, in which other standard insulation work was also carried out.

## Buildings owned by railroad company safe thanks to KAEFER:

a considerable improvement of the preventive fire protection through technical fire protection measures was reached by KAEFER in the Mitropa halls of the Deutsche Bahn AG in Hamburg. The large building on Försterweg consists of three different parts – an administration wing, storage halls and a control room for the locomotives. After collaborating closely with the planners, KAEFER received a commission as general contractor from the Deutsche Bahn's realty company. From June 2000 until December 2001, the building was made safer through the installation of a fire alarm system as well as a sprinkler system using new fire extinguishing technology in combination with measures to equip the building itself with better fire protection (fire protection walls, S90-insulation, T30-/T90-doors, etc.). KAEFER also extended the flue gas exhaust system, which included the installation of a plenum ventilation system.

## Safe sports facilities in Wankendorf:

From October 2000 until February 2001, KAEFER's interior finishing specialists in Kiel were occupied with shock-resistant ceiling and wall panelling in a sports hall in Wankendorf near Kiel. More than 1,000 m<sup>2</sup> of suspended ceiling



panels made of Northern pine with built-in ceiling illumination were mounted. The walls were covered with 260 m<sup>2</sup> of practically nonflammable 35-mm thick Herakustik plates. The ceiling lining in the entrance way and the staircases was done in beech.



**Submarine hall poses a challenge:** KAEFER had to solve a tricky problem from March through June of 2001 during the remodeling of a production hall at Kiel's HDW yard. Half of the 180-meter long, 40-meter wide and 28-meter high unheated assembly hall was transformed into a heated submarine hall. The traversing ceiling segments and movable crane clack door in the gable wall posed a particular challenge. These were lined with insulation elements, and the lower areas of the hall were insulated and fitted with horizontal corrugated sheeting. In order to flood the hall with daylight and at the same time obtain a high degree of insulation, KAEFER mounted 90 running meters of 9-meter high Makulan four-ply ribbet sheets on the sides with eaves and 35 running meters of plating on the gable sides. "You don't come across halls of this kind very often," says Peter Schirmacher, head of the Industry Department of KAEFER in Kiel, "particularly since work in the adjacent dry dock and the traffic routes and yard activities in the hall must not be disturbed."



**New chipboard for Europe:** a large project with an insulation volume of 16,000 m<sup>2</sup> involving heat and noise insulation which has to meet quite varying technical standards was carried out by KAEFER Hanover in the new building housing the chipboard plant in Nettgau (near Wittlingen/Lower Saxony). The Glunz AG, Europe's

largest chipboard manufacturer, had closed down an old plant and built a completely new state-of-the-art plant for more than 400 employees. In particular, KAEFER was involved in the insulation of the cyclones for drying chips, the ventilators, the drying baskets and the pipelines of the production lines. The dimensions of the building components in need of insulation were extraordinary: the pipelines had in part a diameter of as much as 3 meters. The four drying baskets for drying chips had a diameter of 6 meters and were 30 meters long each. The demands made on the insulation of the rotating drums were particularly high, since the insulation system in the plant is subjected to high mechanical stress.



**Paper factory in silver metallic look:** Aesthetically and technically demanding insulation work was taken on by the Industry Division in Hanover in the construction of a new paper factory in Burg near Magdeburg. In Propapier's new plant, a special kind of pressboard is to be manufactured in

the future according to the most modern procedure in all of Europe. The project has a total investment volume of more than 500 million German marks. For this project, KAEFER insulated 15 large containers with silver-metallic coated aluminum lining. The containers are as much as 23 meters high and have a diameter of 22 meters. They are used to store alkaline solutions, water, compound and bonding agents needed for the production of paper. The tanks are located in front of a 400-meter long production hall and were given the same color as the containers insulated by KAEFER. Optically speaking, they blend into the complex as a whole very well.



**Touches of color for insulation of a sewage plant in Brunswick:** KAEFER carried out a commission in which color composition played a significant role, namely the new building for the Steinhof sewage plant on the edge of Brunswick. All insulators involved in the construction work were astonished that there have not as yet been any rear-end collisions on the highway which goes past the plant, as it is now a real attention-getter. The plant's three digestion tanks were covered with more than 5,000 m<sup>2</sup> of four-colored aluminum sheathing, creating a unique optical effect. Apart from the task of making them an eye-catcher, KAEFER had to solve some tricky engineering problems: the elbow seam roof designed by KAEFER, which stands at a 35-degree angle, had to fit the trapezoidal cylinder elements of the digestion tank exactly. The plant's building itself is also colorful; KAEFER gave it a new exterior along with the digestion tanks.

**A century of mobility:** Few things document the changing times as well as the design and construction of automobiles do. The history of the automobile reflects the recent history of humankind. In the "museum-mobile" of the Audi-Forum in Ingolstadt one can see how Horch, DKW, Wanderer and later NSU turned into what we now know of as the AUDI AG. The museum offers a retrospective of the twentieth century with its far-reaching changes and invites the visitor on a journey through the century of mobility. KAEFER was involved in the construction of this architecturally exciting building: from May of 2000 until April of 2001, it carried out heating, ventilation and air conditioning work in the new Audi-Forum. The insulation for the heating and ventilation, which was done by KAEFER Ingolstadt, had to be completed on an extremely tight schedule and nevertheless met with the satisfaction of the customer while at the same time adhering to the required deadlines.



**Chemicals from old carpeting:** KAEFER Berlin was involved in a rather out-of-the-ordinary new construction project in Premnitz near Berlin, carrying out diverse insulation work there: the Polyamid 2000 AG built a carpet recycling plant, in this form unique world-wide, which recycles perlon and nylon from old carpeting. From May 2000 until June 2001, KAEFER Berlin mounted 20,000 m<sup>2</sup> of boiler, drainage, container, pipeline and equipment insulation. At peak times some 60 fitters were at work, primarily in charge of insulating the plant's power station as well as the production, processing and chemical facilities. Over the medium term, some 120,000 tons of old carpeting from all over Germany is to be processed in Premnitz. Using a new production technology, about 50,000 tons of crude oil can be saved annually. The Polyamid 2000 AG in Premnitz invested more than 350 million German marks.



**Large commission in the Netherlands:** During the construction of a new ethylene plant for the globally active chemical concern DOW Chemical in Terneuzen (Netherlands), the KAEFER Industry Division of Bremen carried out extensive insulation work on containers and pipelines. Some 75,000 m<sup>2</sup> of insulation were required, most of which was used for pipelines. In the 37 weeks from the beginning of March until mid November 2001, KAEFER was on location with a complete construction-site operation unit. At peak times, 220 employees were involved, including 15 in charge of technical and commercial supervision, construction site supervision and questions of safety on the job. Due to the large extent of the commission, the sheeting which was needed could not be manufactured on location; therefore KAEFER developed an ingenious logistic system with which to send sheeting from various locations to Terneuzen "just in time". The ethylene which is now being produced in the new plant is the basic element needed for all kinds of plastics.

**Steamcracker was overhauled:** KAEFER Pfungstadt had commercial responsibility for work done on the idled steam cracker U 150 owned by BASF in Ludwigshafen. 186 fitters were at work at peak times while the steam cracker was out of operation, from March 1-31, 2001, taking down parts of the insulation which needed to be overhauled, storing them, manufacturing various new elements and ultimately reassembling the parts.



In steam crackers, basic mineral oil materials are broken down into the basic materials crucial for the pharmaceutical and plastics industries – ethylene and propylene. Despite some problems which occurred such as the breakdown of the plant's sewage works, which lasted several days, ARGE succeeded in adhering to the tight schedule.

**Large commission at pesticide plant:** even Brandenburg's Minister-President Manfred Stolpe came to the opening in September 2001. The chemical concern BASF invested 100 million Euros in a new plant for the production of pesticides in Schwarzeide near Cottbus. The KAEFER Industry Division in Berlin was involved in extensive insulation work for the demanding building project BAS 500 F, which was carried out in 20 short months. The pesticide produced there, F 500, is the newest fungicide developed by the huge chemical concern, which is designed to protect cultivated plants such as grains, vines, fruits and vegetables from mycosis. In the production plant area, KAEFER insulated 18,000 m<sup>2</sup> of pipelines, fittings and pumps; in addition, 140 containers were fitted with 2,500 m<sup>2</sup> of insulation. In the tank storage area, 18 containers were fitted with insulation (2,100 m<sup>2</sup>) as well as pipes, fittings and pumps, which required 3,500 m<sup>2</sup> of insulation.



**The challenge in Östringen was met:**

The world concern Du Pont de Nemours has restructured its European business –

and in doing so it confronted KAEFER Isoliertechnik in Roxheim with a large challenge. Du Pont, which among other things produces nylon staple fibers for carpeting, textiles and industrial applications, closed its plant in Doncaster (Great Britain). At the Hamm-Uentrop plant, production of carpet yarn and fibers ceased. At the same time, the location in Östringen (Baden-Württemberg) was upgraded: its nylon fibers production capacity was increased from 84,000 to 130,000 tons, the investment costs involved amounting to 150 million marks. KAEFER Roxheim, as a regular contracting partner of Du Pont, had to carry out extensive insulation measures in the course of moving a total of 8 spinning machines from Hamm-Uentrop to Östringen between February 1999 and December 2001. At the Hamm-Uentrop plant, the insulation on a stapling facility as well as seven BCF-spinning machines had to be disassembled and in part overhauled and transported to Östringen. This called for sophisticated logistics. At the plant in Östringen, the overhauled insulation was then reassembled and the 8 spinning machines were fitted with completely new insulation using mineral wool, styrofoam and calcium silicate, in some areas with a lining made of steel or smooth aluminum sheets. For the first time, KAEFER Roxheim had the demanding task of producing, delivering and assembling calcium silicate insulation for pipelines, containers and parts of equipment. For this reason, a calcium workshop was set up solely for the production of the formed elements, which was in part extremely complicated, at Du Pont's Östringen location. Because the KAEFER employees performed their tasks exceptionally well and gained valuable experience in the calcium workshop and the pre-manufacturing facilities, the prerequisites for a long-term maintenance commission from Du Pont for the KAEFER company extending past the termination of the project were simultaneously created.

**New curtain façade:** unicycle hockey, gymnastics, Aikido, trampoline sports – people can now engage in these and other kinds of sports in a new environment in the Kurt-Bachmann-Hall in Hessen's Mörfelden. The hall was renovated in an energy-conserving manner, a fact much publicized by the local press, and KAEFER's Façade and Refurbishing Department in Bremerhaven was involved to a considerable degree. An approx. 2,200 square-meter large curtain façade was put up. "Now that the branch in Pfungstadt no longer does this kind of work, the inquiry was directed to us," the department's supervisor Bernd Eilers reports. The project, which took several weeks, turned out exceptionally well, so that KAEFER can count on getting commissions from owners of residences in the region near Frankfurt's airport. They saw us putting up the façade and were so enthusiastic that they now want one for their own houses.



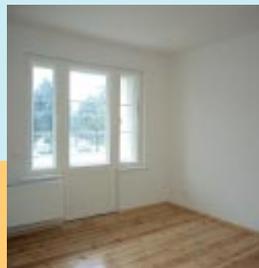
**Carcass refurbishing in Hamburg-Harburg:** as general contractor, KAEFER's Façade and Refurbishing Department in Bremerhaven has carried out another large commission for the SAGA Housing



Construction Company in Hamburg. On three streets in Harburg, Ekenkamp, Moorlandbogen and Ohrensweg, KAEFER was at work until the end of 2001. The project supervisor was in charge of all roofing, scaffolding, window construction and façade work as well as landscape gardening and metalwork, railings and fences, and outside entryways. A total of some 60 fitters had to be coordinated on the construction site daily, which consists of 318 residential units distributed among 11 buildings. The SAGA has a total of 95,000 apartments in Hamburg, in which some 250,000 people – almost one eighth of the city's population – lives. For refurbishing work, KAEFER's know-how is often in high demand.



**A challenge in the Eastern part of Berlin:** the general contracting/refurbishing department of KAEFER in Bremerhaven currently has its hands full working on a large, ambitious project in the Eastern part of Berlin. In Adlershof, a district of Germany's capital city, a large residential complex is being renovated which was built between the years 1930 and 1937. It is registered as an historic monument. In a total of 502 living units KAEFER, as general contractor, has a crew numbering 200 fitters working in more than 30 trades. Five employees were put in charge of the project because dealing with the historic building called for sensitivity and good teamwork. "The standards set by the authorities for historic monuments are extremely high," says the department's supervisor, Andreas Müller, "whether it is a matter of doors, floors, metal fittings, door knobs, roofs, façades or windows." At the same



time, state-of-the-art craftsmanship is expected of KAEFER, as the units are to be turned almost exclusively into high-quality luxury condominiums. One of the largest challenges is to transform the apartments into intelligent domiciles for the future. Concerning electrical installations this means, for example, that they will be equipped with "European Installation BUS" technology; the control of the individual system components – for

example electrical sockets or switches – is possible via computer. "For KAEFER this is the first large commission which has to meet not only the demands made on an historic building, but also those made on ultramodern residential facilities with intelligent system units," Andreas Müller says. The Adlershof project has been in progress since April 2001 and is to be completed by mid-2003.



**A free view of the new C-class:** KAEFER has taken on three KAEmobile production plant installations in DaimlerChrysler's new Hall 93 in Bremen. From February until June 2001, the 450 m<sup>2</sup> large platforms were put in, which are to serve as commons rooms for the employees or offices for the foremen. The pre-fabricated KAEFER-quality elements were assembled on location. DaimlerChrysler's new C-class, for which there is already a long waiting list, will be manufactured in Hall 93. The company looks upon KAEFER as a reliable partner, which has been involved in the building of several new production halls as well as remodeling in the past.



**Large commission after Internet tendering:** for the first time, KAEFER's interior finishing department in Bremen received a large commission after an Internet tendering. The Kali & Salz AG tendered the construction of their new office building in Kassel, in which some 350 people now work, on the world-wide web. At the 1-hour long bidding session, Hans-Dieter Schulz, head of marketing and costing, and his co-workers from the interior finishing department had the best nerves and made the most advantageous bid. At the end of August 2000 work began, with KAEFER mounting 10,000 m<sup>2</sup> of gypsum plasterboard as well as 3,500 m<sup>2</sup> of plaster ceilings and 2,000 m<sup>2</sup> of perforated plasterboard and cooling ceilings with integrated spray plaster. They also installed 530 interior door systems. The builder was very satisfied with the results after com-



pletion in May of 2001 – "no wonder, because good work at a good price is KAEFER's specialty," says Thomas Kolschen. He expects that in the future, this form of tendering will be used more and more.

**Cold storages using vacuum panels:** A new development of KAEFER in Hamburg has made it possible for German and Italian submarines to stay submerged for longer. On six new class 212-submarines, vacuum panels from KAEFER are being installed in the cold storages. Their exceptional insulation features reduce the thickness of insulation material considerably as compared to systems employed in the past. This new development offers benefits to the German navy, which is currently having four submarines of this type built at the HDW-shipbuilding yards in Kiel and Emden. The Italian navy has also decided to equip two submarines with the vacuum panels in Genoa. The thinner material increases the storage space in the cold storages, which have an area of approximately 3.5 square meters, by 2.5 cubic meters. Additional provisions can be stored here. As a result of the new fuel-cell drive for submarines, the longest possible duration of submersion is constantly increasing; it is only limited by the amount of provisions on board. Now we can be optimistic that vacuum panels will soon become a standard for the construction of submarines.

**Offshore patrol vessels for Malaysia:** KAEFER has received the commission to carry out insulation work and the installation of cold storages on six offshore patrol vessels (OPV), which will be completed by the year 2005 in Germany and Malaysia. The ships will be built for the Royal Malaysian Navy and are the size of corvettes. They are to take over the task of patrolling South Asian coasts. KAEFER is in charge of the heat, cold, noise and fire protection and is to build the cold storages. The first two OPVs are to be built at Blohm + Voss in Hamburg; after their completion, four ships will be built in Malaysia, with KAEFER supervising the construction and the installation work being carried out by KAEFER Malaysia.

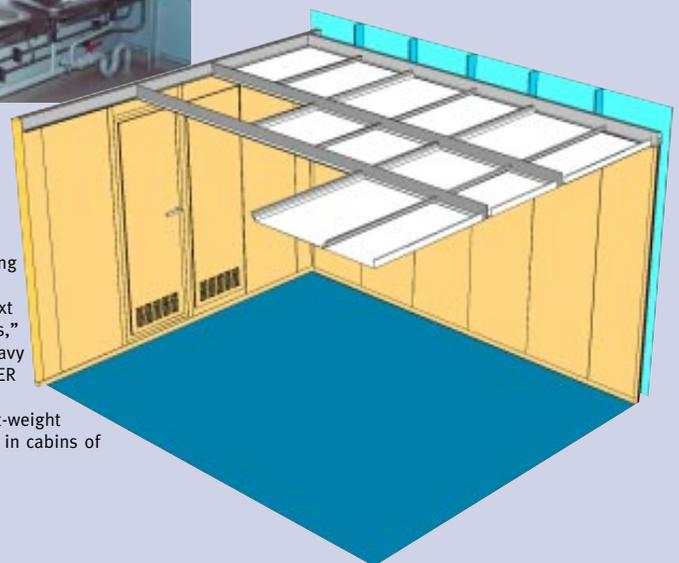


**Success with noise insulation:** EADS Airbus, an aviation and space technology company, was enthusiastic about the rotary noise insulation elements which KAEFER installed in Hall 129 of the Nordenham plant. The newly developed noise insulation system was initially put to use on Station 7 A 12, where spherical shells for the fuselage of the Airbus are pre-fabricated. Riveting causes a considerable amount of noise, and in addition steam is employed. The KAEFER cabins function on the lamella principle and can be opened and shut like a lamella curtain. When they were closed, the customer found the noise-insulation effect to be so satisfactory that he ordered an additional three units immediately.



**Increased comfort for the crew:**

For the German navy, KAEFER is supplying and mounting wall and ceiling systems on the new F 124 frigate. The crew will profit from the increase in comfort: KAEFER solutions have excellent dampening features. "Now if a sailor below deck coughs, the mates in the next cabin won't fall out of their berths," says Bernd Wittorf, head of the Navy Shipbuilding Department of KAEFER in Hamburg. The wall and ceiling systems are shock-proof and light-weight for marine use. They are installed in cabins of varying sizes.





**NEW MODEL FOR VOCATIONAL TRAINING**

## Central training program as new model

**In 2001, KAEFER was in the limelight due to a completely new model for vocational training. The goal of the program, which was initiated in August, at the beginning of the new training year, is an optimal combination of excellent theoretical instruction and on-the-job qualification. A total of 28 insulation fitters and interior finishers have started their apprenticeship at KAEFER.**

“Yes, we want to train more people again!” was the clear statement made by the company’s management in response to a suggestion which the work group initiated by the Works Council called “Vocational training 2000plus” had made, motivated by the realization that KAEFER will need well-trained employees in the future as well who will someday be able to take on supervisory responsibilities – as foremen and supervisors of construction sites. And the other trained workers also assure KAEFER quality when carrying out projects and assembly work thanks to the company’s good training program. Since the individual locations often only have a few trainees, a new approach has been developed: all the trainees specializing in different fields are to be trained together in Bremen and at the training center in Rostrup (on the Zwischenahner Lake).

The advantages are self-evident: for example for the first time since 1996, KAEFER is again training young people to become interior finishers – but not only one, but rather 13! There are even 15 trainees specializing in insulation who will learn the basics as well as the tricks of the trade in the course of the next two to three years, depending on their interests and capability. They have been brought together from the locations in Bremen, Kiel, Hamburg, Stralsund, Hanover, Düsseldorf, Bremerhaven and Pfungstadt. About half of the time the trainees from the various locations undergo instruction “far away from home”. The other half of the time they spend doing on-the-job training at the respective KAEFER locations.

This procedure results in a clear improvement of quality. All trainees specializing in insulation are now together in one vocational class. The interior finishers are also in the majority in their class. “The vocational school supports our model completely and can meet our requirements even better due to the new situation of the class,” says Ralf König, head of the Corporate Personnel Development with delight. “Furthermore, we have good partners for our external vocational training who orient themselves to our specific requirements.” The two training supervisors Carsten Wrede (insulation) and Thomas Kolschen (drywalling) have put a lot of effort and commitment into making the sophisticated model successful.



At the vocational training center for construction trades run by the construction industry’s association for Bremen and North Lower Saxony in Rostrup, most of the young trainees live in dormitories. For the time during which they attend vocational school in Bremen and the external instruction courses, the company has rented apartments. “For this training model to succeed it is important that the supervisors of these young people be on location. They are young and need a lot of support – after all, they spend about half the time away from home. That is not easy for all 16-to-17 year-olds,” Ralf König points out. For the first time, KAEFER carried out a 3-day introduction for all trainees taking part in the central training program including the two commercial trainees who began in 2001.

Both training supervisors were surprised at how bright their trainees are. “Apart from enjoying each other’s company, they involve themselves intensely and with commitment with the goals and process of their vocational training,” was the joint opinion aired by Carsten Wrede and Thomas Kolschen.



Information on vocational training model: [www.kaefer.com](http://www.kaefer.com)

## KAEFER trainees come in second at long-term planning game

What a nice success for the commercial trainees at KAEFER: at the 16<sup>th</sup> countrywide long-term planning game entitled “Company Team Work” under the auspices of the Educational Association of Business in Lower

Saxony, Henning Bullwinkel, Yvonne Steiner, Sabrina Timmermann and Jan-Philip Wahnschaff came in second in the evaluation for the ten participants from the Land of Bremen, a remarkable achievement. “Learning business by doing business” was the motto of the competition, at which the trainees had to manage a fictitious enterprise as junior directing managers. In teamwork, they put their knowledge of the dynamics of economics, business management

and the market to the test. In doing so, KAEFER’s trainees learned how to decide on entrepreneurial goals and strategies and to react to change in a flexible way. The fact that our trainees came in second on the first try proves how committed and concentrated they were tackling the task.

## Part time for senior employees made easy

When retirement time nears, not every KAEFER employee wants to or must work full-time: whoever wants to make the transition to retirement slowly is given an excellent opportunity to do so with the company's part time employment scheme for senior employees. Since March 1, 2001, a new company agreement has been in effect. It is of interest to all KAEFERites who are 55 or older.

After constructive negotiations with the Works Council, an agreement was drawn up which is oriented to relevant legislature and the labor contract. "We have informed all employees who qualify comprehensively," says Bernard Sudendorf, head of the Corporate Legal/Personnel/Insurance Department. The complex issue was put into easily comprehensible terms by a special task force consisting of Edith Ader, Bernd Hohorst and Ralf König. There is an information catalogue which clarifies the issues using a question and answer format which even contains the required application forms. "Although our employees find the opportunity very appealing, many are initially uncertain," Sudendorf says. "We are trying to dispel misgivings with our brochure."

The response to the new KAEFER offer was immense: of the 316 employees KAEFER wrote to, within three months, 130 had already sent in a preliminary inquiry. By the end of the year, more than 60 applications had been approved. As Bernhard Sudendorf says, "we are very satisfied with the response – the efforts have been worthwhile."

For many KAEFERites, the focus was also on the "employee-financed company retirement plan", to be called "secure future" or, for short, in German, "SiZu". After all, the issue of old-age pension schemes is constantly in the news. "KAEFER already came up with an appealing plan in 2000 – now the government and the employers and employees have created additional possibilities which one can of course make use of," says Sudendorf. The flexibility of KAEFER's retirement plan (SiZu) enables all employees to reassess their needs time and again. "But much of what can be implemented through Riester, the German Secretary of Labor, now has been a KAEFER standard for a long time," Bernhard Sudendorf says with conviction. The statistics also speak in favor of the plan: in the meantime almost one third of the employees pays part of his or her salary into the retirement plan.



IMM 2001  
MALLORCA



## Motto for IMM 2001 once again "Let's synchronize!"

Peter Hoedemaker invited KAEFER's entire management to this year's International Management Meeting on Mallorca. Three extraordinary team-oriented days were the result. There were 14 newcomers to the team to be welcomed.

"Strategy and integration – paving the way to move forward" was the sub-motto of the meeting with diverse contributions. Norbert Schmelze, Peter Hoedemaker and Stephan Radermacher presented the results for the year 2000 and the planned budget for 2001.

The new strategy, "π²", was presented by KAEFER's management for the first time with lots of emotion and visionary verve. Udo Giesen presented the new approaches for cooperation and efforts to enhance synergy. A short, creative brainstorming session within the group was carried out to ascertain immediately identifiable potential. KAEFER's Market Information-System also had the opportunity to introduced itself to



the group. In keeping with KAEFER's new orientation, international team work was on the agenda for the second and third days of the meeting. Anna Strack had organized an event tour with lots of sports highlights. In (of course international) teams of four, the goal was to explore the island with rented fourwheelers vehicles and in doing so carry out a few small tasks. In an almost completely uninhabited valley, the teams had to engage in some sports competitions. Climbing, archery, etc. were only some of the highlights of the competition. During a Mallorcan meal typical of the island, served on a finca, the various teams had the opportunity to exchange experiences.

The IMM for the year 2002 is to take place in Bremen.

## French KAEFER subsidiary SK Techniques d'Assainissement has held its own for the past 5 years

SK Techniques used to be a subsidiary of the German SK Entsorgungstechnik GmbH, which had specialized in asbestos disposal in Germany since 1990. In the mid-1990's it became clear that there would be a considerable reduction in commissions of this kind. At the same time, laws were passed in France which made such disposal obligatory. Thus the decision was made to move the location for such activities from Germany to France. The business grew so quickly that the need for an official French subsidiary soon became clear. Thus, in November 1996,

the SK Technique D'Assainissement was founded. An additional logistic step was taken in May 1997: the administration and warehouses of the German location in Sigmaringen were moved to France's Alsace region. The entire German personnel was taken over by the SK subsidiary, assuming they were willing to move.

Until the end of 1998 KAEFER only had a 50% share in the French SK company. In 1999 the company was taken over completely, however. Today SK Techniques, with some 50 employees, has good annual returns amounting to 6 million Euros.

Oskar Schäfer is managing director of the SK-subsiidiary.



## Supply management a complete success

Better prices, shorter delivery times, first-class service: that is what the purchasing agents and project supervisors at the KAEFER locations want from their suppliers. The material needed must arrive at the right place at the right time, be of high quality and also, if possible, have been purchased at a good price. So that the decentral purchasing agents in the divisions and at the various locations have more freedom to make their own decisions but at the same time take advantage of all the benefits of a wholesale purchaser, KAEFER reorganized supply management in 2000. The head of the Corporate Supply Management Petra-Ellen Schwemann reports: "If we assess the first year, we must say that this decision has really paid off!"

In the meantime, KAEFER has signed skeleton contracts with some 70 suppliers. The central coordination of purchasing activities has led to considerably better prices for the company – in the Building Division fluctuations in prices of as much as 40% were eliminated thanks to the special agreements made with some supraregional suppliers. "Nevertheless, the buyers on location have the authority to renegotiate on demand, prices and services for the construction site in question," says Petra-Ellen Schwemann. "They do have to buy their goods from one of the registered suppliers, but they can adapt their purchasing activities to fit the on-site conditions exactly and are by all means authorized to bargain further." The advantages are not always monetary: sometimes they involve additional services offered by a particular supplier, for example, or it might be a question of certain periods of delivery or special logistic solutions.

Supply management has agreed on wholesale prices for goods from suppliers with whom skeleton contracts have been drawn up and who, for example, have several locations in Germany and/or other countries. And these prices are to KAEFER's benefit. The most recent developments are particularly encouraging: since 20 partners sell their goods worldwide, KAEFER has the possibility of negotiating better prices for subsidiaries in Europe and on the other continents. The Corporate Supply Management Department also works together with the subcontractors which KAEFER hires in all divisions.

## Central services now more transparent

How can the central service centers of KAEFER function even better and even more economically? In the year 2000, the managing directors, the heads of the divisions and of the service centers raised this question. The result was the development of a future structure for the service centers which was introduced on January 1, 2001.

The service centers are primarily service providers within the KAEFER Group. They are in charge of such areas as managerial economics/controlling, bookkeeping, personnel, legal advice, work safety, quality management, technical services, data processing or communication, advertising and public relations. These areas have now taken on the form of service centers. They function internally as well as externally as businesses in their own right and bill those using their services at prices oriented to the open market. The heads of these service centers are responsible for the results, which should be balanced at the end of the year. Charges for services apply to all of KAEFER's domestic and international operative units.

"We have come up with prices to be charged for services performed within the company," Heinrich Finke explains. KAEFER's general manager and head of the Corporate Internal Audit has been commissioned to introduce and further develop new provisions for charging services. In addition, he must audit the costs of the Group's central management and the service centers. The ultimate goal of the structural changes is to come to an assessment of the existing

quality and quantity of company services using the dynamics of supply and demand as a gauge," says Finke. "With these results, we can then optimize our cost structures."

For approx. 30-40% of the services carried out by the service centers, the amount to be charged has been laid down; in the course of the year 2001 one hopes to gradually reach open-market price levels for 70% of the services. "What we charge for in-company services conforms with the market," Finke emphasizes. Nevertheless, a division might contest the prices of KAEFER's services and find cheaper ones on the open market. "In that case one must look at the circumstances so as not to make false comparisons." If disputes cannot be solved, Finke will act as a mediator. External commissions must in any case be authorized by him.

Experiences made with the new model for charging services have been positive so far. "For everyone, the so-called central costs are much more transparent than before. Previously, approx. 3.5% of the returns of a department were deducted for central costs without the department knowing what for. Today it is completely clear what services one is paying for." The 'customers' of the service centers are given price lists and can always see on the monitor what charges have been incurred. "Thus the users of services can estimate much better whether they paid too much or not," says Heinrich Finke. At the end of 2001 it will be possible to ascertain, after making an analysis, which areas have to be expanded due to large demand and where outsourcing of services might be advisable.

## KAEFER and the University of Bremen join forces to improve the company's rating

„Management accounting and controlling“ – that is always an important issue for a large company like KAEFER. But these concepts are also important when it comes to training students of economics who should be familiar with them later on. The chair held by economics professor Jochen Zimmermann (University of Bremen) focuses on these very concepts – and two students from one of his projects spent a long time giving KAEFER aid concerning questions of their rating.

The connection between KAEFER and the university was not a coincidence: our managing director Stephan Radermacher has close contacts with the economics department of the University of Bremen and is



Ersan Dogu

very committed to facilitating a dialogue between the university and industry. This opens up the opportunity for students to gather valuable practical experience while still studying, for example. And KAEFER profits from committed young people who are interested in new theoretical approaches. According to the university's dean Hans-Dietrich Haasis, Bremen's economic department rates in the upper third in the country because it is viewed as very innovative.

Since autumn of 2000, two students, Jan Ewers and Ersan Dogu, have helped KAEFER to improve its rating. "If the company wants a loan from a bank, the bank carries out an assessment of the

## A whole division with safety certification!

How can one tell whether personal safety equipment available in the company corresponds to the European guidelines? By looking at the CE label, the DIN label, the GS label or the SCC label? Guessing won't help, for this is one of several hundreds of questions which the directing managers and all the employees working in the various trades of KAEFER's Industry Division had to answer on examinations in 2001. After having passed the first auditing for the Safety Contractor Certificate (SCC) in 1996, re-certification takes place regularly – and in 2001 the time for this measure came around again.

A total of 800 employees in the Industry Division had to study up on huge lists of questions. "We relied to a large degree on self-instruction," says Helmut Hecht, head of the Industry Division. "That worked extremely well because our employees take the issue of work safety very seriously and commit themselves to it. Almost none of the 800 participants failed the examination. That shows what great efforts our employees made to fulfill the required tasks." And the tasks were anything but simple – after all, extremely important knowledge of safety issues and at least in part the future of the Industry Division were at stake.

"Every employee receives his own personal safety certificate upon passing the examination," Helmut Hecht explains. This certificate is demanded more and more often by

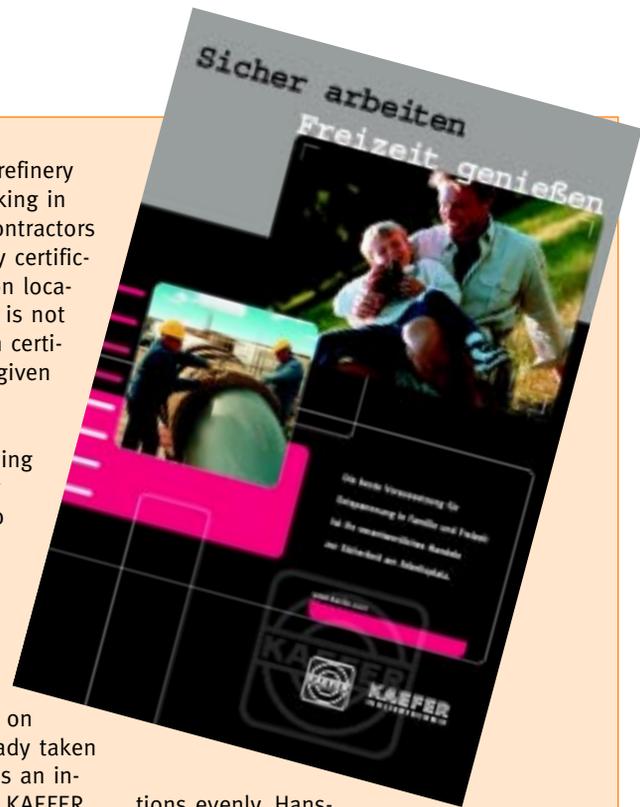
customers from the chemistry and refinery businesses. KAEFER personnel working in these branches as well as its subcontractors must be able to produce this safety certificate because our customers check on location to see if we have it. If KAEFER is not in a position to show proof of such certification, our personnel will not be given access to the construction site.

In Holland and Belgium it is becoming general practice to require not only personal safety certificates but also proof of a safety pass. At the DOW Chemical project in Terneuzen, in which KAEFER is involved to an extensive degree, it is required by contract, for example.

The introduction of the safety pass on German construction sites has already taken place in some branches and there is an increasing tendency to require it. For KAEFER this will not be a problem in the future. The Industry Division has created the prerequisites for being able to cover these segments of the market without problems by participating in safety examinations, by acquiring additional relevant qualifications and by carrying out medical check-ups for its employees. By the end of the year, the Industry Division will be able to answer its customers' question as to whether it can produce the required safety certificate in the affirmative.

With self-instruction and short training programs at KAEFER's 22 German locations and on construction sites the attempt was made to distribute the efforts necessary to carry out training programs and examina-

tions evenly. Hans-Joachim May, head of the Corporate Work Safety Services, and safety engineers tested the fitters on location. The directing managers were examined by an external examiner from the Construction Trade Association. In order to obtain optimal results with little effort here as well, the departmental supervisors took the examination during the divisional conference for 2001.



company's financial standing. It scrutinizes KAEFER closely and gives them a rating, which decides how high the interest on the loan will be," Ersan Dogu explains. But since in the past years many false assessments have been made and many enterprises have gone bankrupt, an international bank conference with representatives from ten of the leading industrial countries have tightened up regulations for granting and receiving loans at the beginning of 2001. The new regulation is called "Basle II", in reference to the location of the conference.

Now companies are forced to take even more measures to prepare for assessment by banks and to improve their ratings. "You get different grades for various areas of the

company – like at school," says Jan Ewers. The task of the two students was to take a close look at these areas and find out where KAEFER can make improvements.

Ersan Dogu also points out the limitations, however. "We set realistic goals so that they can be reached. If on the basis of our results supervisors of construction sites are put under pressure, that would ultimately be counter-productive. That is not the point!" It is more a matter of looking at overall processes and making suggestions where improvements are possible which have a positive effect on the rating.

The two students were surprised at their results: "KAEFER is remarkably well organized. The construction sites and the divisions have an extremely good foundation as regards future ratings," Jan Ewers says with approval. Ersan Dogu will soon be seeing Radermacher even more frequently: he did his work so well that he will start working in the controlling department of KAEFER at

the beginning of 2002. Jan Ewers needs a bit longer to complete his studies – but he already feels quite committed to KAEFER as well...



Jan Ewers



Helmut Hecht, Hans-Joachim May, Holger Matthes, Erich Eppert, Andreas Rittel and Arthur Hentze

## Safety Year 2000: positive assessment, but also criticism

Work safety is of high priority at KAEFER. Every ten years it calls special attention to this issue by having a "Safety Year". The final evaluation of the extensive data documenting this campaign occasioned a positive assessment by Hans-Joachim May, head of the Corporate Work Safety Department: "As compared to 1999, we have reduced the number of accidents in almost all divisions!"

Yet praise is tempered by some criticism. The goal agreed upon with the individual divisions – reducing the accident rate by 12% – was not completely reached by three divisions, and one division had a rate considerably higher than in 1999. Yet low accident rates are not only crucial for the employees' safety, but also for the success of the company: sick days also bring financial losses.

For the first time during the past Safety Year, the occurrence of accidents at KAEFER was assessed according to a new index – the so-called Q100<sub>SCC</sub>-index. This index reflects the proportion of accidents per 100 employees which result in 1 or more sick days. In addition, accidents are registered where they actually occur, and they count if they result in even only one sick day. "We also accommodated the statistics for 1999 to this model for purposes of comparison," May elucidates. Competitions within the divisions were held and quarterly prizes were granted to those who were most successful in preventing accidents. Some of the results were surprising: some departments won out not only for having the fewest accidents, but also for following additional rules particularly closely during the competition. For these regulatory mechanisms, an ingenious point system was devised. By filling in all the accident forms completely, it was possible to compensate for negative

points, for example, those resulting from the occurrence of accidents. "On the whole, accident reports improved considerably, as did reliability concerning early reporting of accidents," was May's assessment. "Unfortunately these efforts slackened off after the Safety Year was over, however."

Another regulatory mechanism was the inspection of the construction sites by supervisors of

the divisions. Hans-Joachim May was not really satisfied: "With the Industry Division it wasn't so bad, but with the other divisions it didn't work out so well. One problem of course is that they have little practice in such things. For active work safety this is imperative, however: if our managers don't take a look around the construction sites and see what is done for the safety and protection of the employees' health, then they cannot take action." The Corporate Work Safety Department ended up visiting numerous construction sites itself and drew up an on-the-spot inspection report in each case using a questionnaire with 34 questions on the basis of which points were calculated. This affected the overall points which each division received.

Whereas most of the divisions had better results concerning frequency of accidents than in 1999, the Shipbuilding Division did a bit worse. "That was more or less the result of one difficult construction site," the safety engineer said in explanation. "In the meantime, special measures have been taken there and the rate has normalized again." Nevertheless this result is not acceptable. "Something should have been done about it before!"

Before the Safety Year began, those in charge of work safety concentrated on making efforts to instigate a new form of safety instruction on construction sites. As Hans-Joachim May says, "We didn't want construction site managers to act as teachers anymore. Instead we posted information material concerning issues relevant to work safety on the construction sites 4 times during 2000, attracting the workers' attention to it. At the end of the month, an intensive discussion with all employees took place. This procedure, which encourages employees to participate in safety measures, has paid off and should be continued," May said.

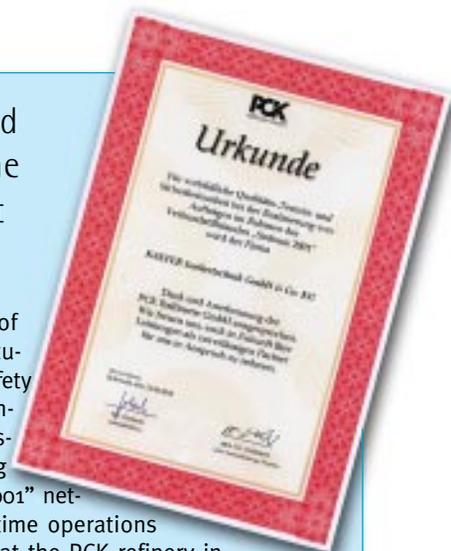
## Pride and joy at the Schwedt location

For quality of work, punctuality and safety in implementing commissions during

"Sinfonie 2001" network downtime operations carried out at the PCK refinery in Schwedt, KAEFER was presented with a certificate expressing thanks and recognition of a job well done. Some 100 companies were involved in the work carried out during downtime – yet only 8 received the much sought-after certificate at the end as true evidence of the quality of their work.

The PCK refinery in Schwedt is one of the most important large companies in a structurally weak region. KAEFER Schwedt was founded more than ten years ago by PCK-employees working for the location's current director Rosemarie Becker and is one of the regular contracting partners of the refinery, which has to subject its facilities to an official inspection by the Technical Control Board every five years and ceases operation for several weeks – a time during which extensive construction work is carried out. From March 7<sup>th</sup> until April 10<sup>th</sup>, 2001 the largest and most expensive network downtime operations in the history of the PCK refinery took place, which cost more than 60 million German marks. Some 2,000 people worked on 20 shut-down facilities. Only one thing was more important than sticking to the schedule: preventing accidents from happening.

For this reason, the management of all the companies involved received safety instructions, and they had to prove that they had passed them on to their employees. The employees received special stickers for their helmets, without which they were not allowed to even enter the plant. KAEFER Schwedt took care of extensive insulation work during downtime, primarily disassembling and reassembling pipelines, fittings and containers in areas such as the crude oil distillery, the liquid gas facilities or the catalyst cleaver FCC. In addition, KAEFER worked on projects carried out by PRT, Mannesmann-Seiffert, Rohrleitungs- und Anlagenbau Wusterhausen, Alstan, TOYO Engineering, Turbowerke Meissen, and Babcock. As was the case for all companies involved, Rosemarie Becker and her workers were really challenged by the downtime operations – but the first-class work in all areas was particularly worthwhile in light of the distinction the team received.



## IAS: a new offer on the maintenance market

# maintenance market

The maintenance market is in a state of transition, and a radical one at that. In the maintenance business, commissions used to be typically given to large individual enterprises and trades. Yet the necessity on the part of customers to reduce costs has put more and more pressure on service suppliers such as KAEFER: budgets for repairs have been frozen and buying and price policies have become more restrictive; suddenly general contracting services for maintenance tasks came into demand. Furthermore, competitors on the market became more and more aggressive and started to offer dumping prices: time for KAEFER to come up with a new strategy.

Since the beginning of 2001, the answer to this great challenge has been "IAS Industrie Anlagen Service GmbH" – a KAEFER company which sees itself as a service

scaffolding, do insulation work and transport goods, for example. Many people negotiated with many trades – that meant dealing with many different people, which cost a lot of money and slowed down processes. The offer made by KAEFER's IAS is to provide the overall coordination of all trades for these enterprises. IAS takes on important aspects of work previously done by the building department, acting as a kind of general contractor. The enterprise commissioning this contractor now only has one contact, because KAEFER/IAS manages everything else.

"We enter into an intense dialogue with the customer and try to help them to optimize operations," says Helmut Hecht, head of the Industry Division. "Some firms now go so far as to outsource their whole construction department. The market which is now

opening up is extremely interesting."

Establishing IAS was important, as Helmut Hecht sees it, because one didn't want to just sit and watch this sector change without taking action. "The question was clearly whether we would get on the move and react to the new conditions or not. And we got on the move." The success of this step shows KAEFER to have been right in following this strategy, for maintenance contracts based on the new concept have already been



partner for industry. The customer is to profit from the reduction of costs due to process optimization, carried out by a service supplier with exceptional know-how and excellent connections. The background of this are structural changes on the customers' side: up until now, the construction department of a company put various coordinators in charge of contacts with firms which lay pipes, put up

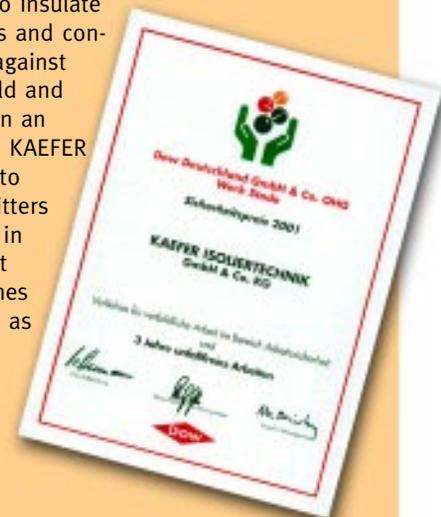
signed and sealed, with Infinium in Cologne as general contractor and Norddeutsche Affinerie and the BEB as joint-venture commissions with a builder of industrial plants as partner. Securing commissions was of highest priority to this core area of KAEFER's business.

## Three years accident-free: Award from DOW

KAEFER's Industry Division in Hamburg has reason to rejoice: the division has now worked for three years accident-free as a contracting party at the Stade plant of DOW Chemical, putting in a total of more than 100,000 man hours of labor on the construction site. The fitters from the Hansa city received a certificate from the chemical concern honoring KAEFER's excellent work.

The KAEFERites can be truly proud of this distinction, for the American enterprise, which produces basic materials for the chemical industry on the Elbe, expects first-class performance from its partners. They participate in a "Supplier Partnership Program" which evaluates the quality and safety on the job of the companies which work for DOW. In order to meet the standards set up by the SPP, those providing services and goods must get a certain number of points. These points are given at "regular irregular" inspections of the construction sites by DOW inspection officers. The work in progress is evaluated in terms of quality and safety according to various criteria: How do the people work? How do the fitters deal with the materials? What condition is the construction site in? Does the staff adhere to the safety regulations? "Quality and safety go together," says Bernd Beermann, who is in charge of the sales department at KAEFER Hamburg. "And high-quality work is, after all, the basis for safety on the job." KAEFER has given DOW no cause for reproach. The company does a safe and neat job. It receives very high SPP grades regularly and has reason to rejoice over the special distinction.

KAEFER has been involved in maintenance work and special projects at DOW Chemical's Stade plant since July 1990. Its classic task is to insulate pipelines and containers against heat, cold and noise. On an average, KAEFER has ten to twelve fitters working in Stade, at peak times as many as 30.



## A few words in parting...

### Dear co-workers,

for the last time I will address a few words to you in this k-Wert, since I will not be up for re-election for the next Works Council term. I would like to illustrate my conception of what my tasks have been during my long years on the Works Council using two examples.

But first of all one fundamental issue. For me it was never important to be "popular". For me, acceptance was what mattered – and that means acceptance by my fellow employees and of course also by management. I am thoroughly convinced that it is only possible to effect improvements and changes for the benefit of the company's employees if there is acceptance. Popularity, however, is not very helpful at all.

### Now for the examples I spoke of:

1. As some of you surely remember, I developed the "Vision 2000" about three years ago. This vision led to agreements on a company retirement plan, part-time employment for senior employees and profit sharing.

2. Approx. two years ago, there were contingencies at KAEFER who wanted to terminate vocational training in the various trades. Due to my initiative on the Economic Committee, negotiations were made. Today I can proudly announce that industrial and commercial vocational training will continue, and to a considerable extent at that. During this year, 28 trainees began their industrial vocational training and 3 trainees joined KAEFER's administrative branch. Of course many people contributed to this success.

It was only possible to achieve these things because we had the necessary acceptance of KAEFER's management. I am sure that my successors on the various committees will soon have a new "vision".

For me it was never important to be thanked for improvements by my fellow workers, because these are the tasks of the members of the Works Council – so to speak their "job". And if one has an executive position on the Works Council or the General Works Council, it would seem to me to go without saying that one must be a kind of "pioneer".

In closing I would like to make a few remarks about the future: At KAEFER we also have a European Works Council. I am completely convinced that this important work must receive new impulses. At the moment some things are in a very sorry state. In the coming years and decades, this body will have to fulfill some very important tasks because Europe is coming together. In my opinion, our unions will have to completely change their perspective as well, for in the future we need European unions, which will have the task of negotiating European wor-

king conditions and drawing up European industrial agreements. Many large and medium-sized European companies demonstrate what we are in for, as more and more companies join together to form large enterprises. This must also take place on the part of the employees; otherwise it will be hard for the workers in the individual companies to assert themselves. Furthermore, standardized wages for Europe would alleviate great, well-grounded fears, for example concerning the expansion of Europe to the East.



I want to express heartfelt thanks to all my fellow Works Council members and my co-workers for the tasks we have accomplished together.

Best regards,

Wulf Nöhrenberg – Chairman of General Works Council

## Hermann Böning now in (active) retirement

A KAEFER Works Council veteran has now retired: Hermann Böning. For years he worked for KAEFER as the "noise insulation expert" – first in Bremen, then in Pfungstadt. But Böning not only attracted attention due to his outstanding work as a KAEFERite, but also due to his high degree of commitment as deputy chairman of the Works Council in Pfungstadt and as a member of the General Works Council. With lots of commitment and even more ideas, he initiated new developments time and again.

"We really have a lot to thank Hermann Böning for," says Wulf Nöhrenberg, Chairman of the General Works Council. Hermann Böning was also a driving force behind the "Employees' Suggestions Program" time and again. Many suggestions for improvement made in the past years, particularly on the technical level, are a result of his untiring search for more efficiency in plant operations. "Hardly any meetings of the Employees' Suggestions Program facilitators took place at which no idea of Hermann Böning's was brought forth," says Gerold Knapp, chairman of the General Works Council of the KAEFER Group. And as a retired employee, Böning is remaining active: now he has more time for his grandchildren and his hobby – fishing, but at the same time he has opened up his own business, putting all his knowledge about noise insulation to good use to continue his efforts to limit all sources of noise. By the way, KAEFER is his best customer.



## New Works Council Constitution Act an important issue

The General Works Council of the KAEFER Group is satisfied: it was able to even extend the agreement on an employee-financed retirement plan obtained by KAEFER's General Works Council: "We succeeded in extending this agreement to include our subsidiaries Stralsunder Wartungs- und Service GmbH as well as KAEFER Entsorgungstechnik GmbH in Pfungstadt and Monheim," says Gerold Knapp, chairman of the General Works Council of the KAEFER Group with delight. This was only possible, he says, because management had an eye on the future, recognized problems connected with employee retirement early on, and was not hesitant to take responsibility for the employees in this respect.

A further regulation, which was adopted by the two above-mentioned subsidiaries of the Group, was an agreement concerning the "Employees' Suggestions Program". Gerold Knapp hopes that the effects of this will be positive as well: "We know that our employees have a great potential for coming up with good ideas." Apart from him, several members of the General Works Council of the KAEFER Group, Karin Pokuta (KAEFER Isoliertechnik Monheim), Jörg Stahlkopf (Stralsunder Wartungs- und Service GmbH) and Norbert Plenger (KAEFER Entsorgungstechnik Düsseldorf), played a crucial role in reaching all agreements.

In the coming years, an important issue addressed by the Works Council of the KAEFER Group will be the makeup of the new Works Councils, for in the spring of 2002 the employees will elect new representatives – and the German Bundesrat passed the amendment to the Works Council Constitution Act just in time. On the one hand, this amendment allows for a more simple election procedure. On the other hand, the role of the members of works councils will become more important, and that goes for those at KAEFER as well. "KAEFER's management has turned a company into a concern," says Gerold Knapp, "and it long ago stopped viewing the Works Council as an opponent; in the meantime, it is looked upon instead as a constructive negotiation partner. Firms with a new, modern management - and KAEFER is one of them! – attempt to collaborate with the members of the works council to a much higher degree." Therefore it could well happen that some of the other KAEFER subsidiaries will send representatives to the General Works Council of the KAEFER Group in the future. Yet the revised Works Council Constitution Act not only creates more rights, but also more obligations. As Knapp says confidently, "if we continue to deal with each other in a fair and reasonable way, even better forms of teamwork will be possible!"



## Euro Works Council committed to promoting European acceptance

Since 1995, KAEFER has had a European workforce representation with the unpretentious name "Euro Works Council". Now the Euro Works Council wants to step up efforts to visit the European locations and to promote acceptance of KAEFER's European background among management and employees there. Holger Matthes (KAEFER Pfungstadt), head of the Euro Works Council, says why: "We have realized that we must become active in this respect, for in 2001 the work of the European Works Council began to stagnate."

That is not due to the Euro Works Council itself, however, but rather primarily due to the changed conditions in KAEFER's structure. In 1998 KAEFER separated itself from its foreign subsidiaries in Belgium and the Netherlands. In 1999 a conference on the European Federation for Building Construction and Wood (EFBH) was planned, but cancelled from these institute at short notice. An additional problem was that the KAEFER subsidiaries in Finland and Norway did not send any employees' representatives to the conference. The acquisition of two companies in France led to a delay regarding the workforce representation.

"We are very optimistic that our efforts will bear fruit," Holger Matthes says, "for KAEFER is not only a European enterprise, but in fact a cosmopolitan group which is active worldwide. Our management even has a European makeup!" The fundamental acceptance of the European idea has manifested itself in the past – after all, KAEFER was the first building enterprise in Germany to draw up a voluntary agreement on the establishment of a European works council.

## We remember our deceased colleagues

Albinger, Peter	11.09.01
Böhm, Inge	15.10.01
Brandshagen, Dieter	26.10.01
Carstens, Christel	22.08.01
Carstens, Günther	08.06.01
Doege, Ruth	18.05.01
Dönike, Hannelore	12.05.01
Ehlers, Jürgen	04.05.01
Erwig, Wilhelm	24.06.01
Izairi, Izair	19.12.00
Jäger, Rolf	01.04.01
Krämer, Peter	06.10.01
Lauenroth, Bernhard	24.10.01
Leutner, Helmut	20.01.01
Partsch, Helga	11.02.01
Pejic, Ivo	11.11.01
Pranga, Harry	04.01.01
Rohwer, Walter	05.07.01
Sgraja, Walter	10.01.01
Sprathoff, Marie-Luise	11.08.01
Validzic, Krste	13.02.00
Weidemeyer, Louis	29.06.01
Westphal, Erich	21.01.01

## Increase in motivation and sense of belonging

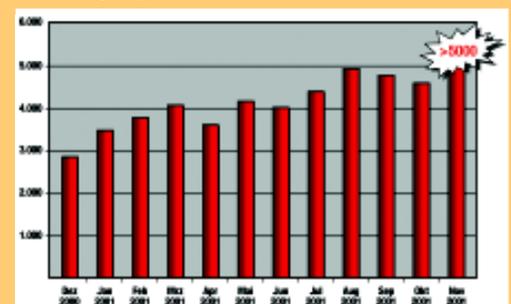
In its assessment of the year 2001, the General Works Council ascertained an increase in motivation and sense of belonging. This is due to trend-setting company agreements which the General Works Council was able to effect: the employee-financed company retirement plan, the possibility for senior employees to work part time and the new "Training Program 2000" are agreements which one can be proud of, as well as the agreement concerning profit sharing which will be signed soon and which makes the employee-financed company retirement plan even more attractive. "No one should miss out on these financial advantages," is the recommendation of Jürgen Carstens, acting chair of the General Works Council.

In his opinion the situation was never as positive as it has been in the year 2001. The situation, which continues to be difficult, has forced KAEFER to adjust by means of reorganization, expansion of offers and lines of products, and an increase in

the use of subcontractors and/or KAEFER subsidiaries. "Yet our business results have improved, slowly but surely," says Carstens. "And KAEFER's employees have contributed to this trend considerably through their commitment and performance." Carstens also points out that they had to endure low contractual raises in wages and salaries, cutbacks on certain contractual benefits and the elimination of voluntary benefits.

"Vote and candidate!" is the appeal made by the General Works Council in regard to the upcoming Works Council elections in the spring of 2002. "The support of our co-workers has helped us a lot in our efforts to do something for the KAEFER staff," says Jürgen Carstens gratefully. But in order for the Works Council to implement ideas in the future and to contribute to a good work atmosphere, it is necessary for lots of employees to cast their vote in the 2002 elections so as to strengthen the elected members. And having numerous candidates from all areas of the business guarantees that KAEFER has qualified employee representation, Carsten says.

## More visitors to KAEFER's homepage than ever before



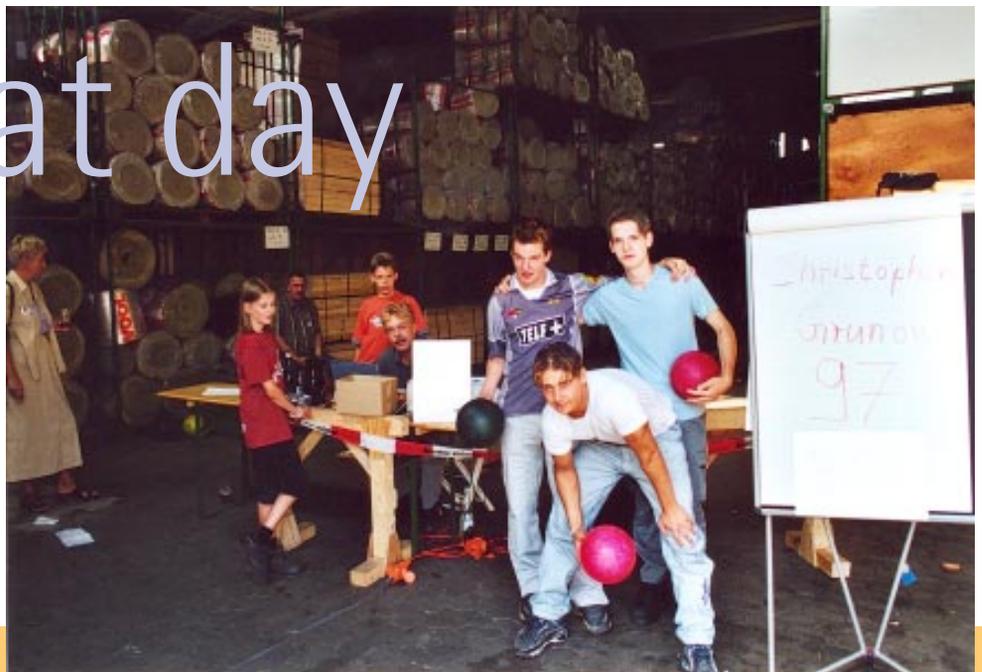
For the first time, in November 2001, more than 5,000 people visited our homepage at [www.kaefer.com](http://www.kaefer.com). Thus the goal set by Volker Pannemann, head of Communication, Advertising and Public Relations at KAEFER, has finally been reached.

A Great Day for the Family

# great day

“If you have good intentions, then even Petrus will reward you,” managing director Norbert Schmelzle said with delight at the first KAEFER family day in Bremen. Blessed with lots of sunshine, the KAEFER got-together on Pillauer Street was a great success. It was conceived of as a day for employees and their families to spend together. Yet it soon became clear that the concept of “family” also applies to the KAEFER team.

Never in the course of KAEFER’s history on Getreide Street had there been a family day. And apart from getting to know each other,



soon developed. “Haven’t seen you for a long time” was one of the most common things to be heard on this day – proof that opportunities for casual conversation were welcomed.

Holger Sulz (Shipbuilding Division, Bremen) was the one to come up with the great idea. Helmut Hecht (Industry Division, Bremen) immediately liked it, and before you knew it the various divisions as well as CFS and KAEFER-RACO were rallied together to stage the large party. Who could have organized it better than KAEFER’s secret “event agency” including Jutta Stark from the Industry Division and Anke Gregorzewski from Corporate Services Communication, Advertising and Public Relations? Both had already proven their organizational talents at “Sail 2000” and rolled up their sleeves to realize the idea with substantial help from many others.

to be more than 1,000,” Anke Gregorzewski was glad to report. There was an 8-hour long program for the visitors chock full of entertainment. The children got to have their faces painted or play on the giant slide. There was a cupcake-throwing machine, a mobile bowling lane and all kinds of comedy, magic and clowning around which appealed to visitors of all ages.

In addition to the entertainment program, the visitors also learned a lot about the



chatting and enjoying a beer, entertainment and games were on the program. At the street party, for which Pillauer Street had been closed to traffic, a family atmosphere

They got first-class results. “We had hoped 700 people would come, but there turned out



company: in the new CFS-tent, many divisions and departments presented information on their work and current projects. The “media tent” gave the visitors the opportunity to look at various presentations, surf on the Internet or play race-car games and the like.

In the laboratory of the Corporate Technical Services, many KAEFERites watched amazing physics experiments, and in the workshops of the Industry Division and the vocational training departments for the various trades,





People swarmed around the numerous food and drink stands as well as the raffle wagon with its many attractive prizes. And it was all for a good cause: the proceeds from the raffle and the balloon competition went to the children and youths of the School for the Deaf in Bremen-Schwachhausen.

Music accompanied all the activities. During the morning, a sassy, brassy Dutch marching band provided spirited entertainment. After 2:00 p.m., it got still for a few minutes, as the visitors were captivated by the



After all, getting a chance to talk was the most important thing that day. "I am really enjoying myself here," Stefan Hinners from the Microsorber team of the Products/Systems Department said, "because it offers a great opportunity to talk to my co-workers and have a beer outside the workplace setting." "For the children, it was not only important that they have fun, but also that they get to see their parents' workplace," Silke Rosiak, one of Hinners' co-workers, remarked. "So this is where Mommy works!" Jan got to the point when asked whether he liked the family-day party: he just nodded vigorously. Norbert Schmelzle interpreted the success of the party as a sign that KAEFER is on the right track: "You don't organize something like this if you are worried about the company. Thus this is also a sign of stability – many thanks to all of our employees for involving themselves in such a great way!"



fascinating performance of the Bremer Musical Company; the applause for the selected songs from well-known musicals and for the fantastic costumes was all the louder. The oldie band "Shout" which

played in the afternoon had a somewhat harder time, as many KAEFERites were engaged in lively conversation, the lively renditions of oldies and evergreens providing what turned out to be more or less background music for their stimulating talk.

one could see close up just what kind of know-how is required for which tasks. Several times during this day, Alfred Linde from the North-German metalworkers' trade association got things to bang, sizzle and smoke, demonstrating in this way what safety risks one should be aware of at the workplace and at home. "That was more exciting than physics class," said Susanne Warwasch from KAEFER-RACO Controlling, who had seen the presentation.

In the course of the day, countless air balloons with cards from the "senders" attached to them were sent up into the sky. The one whose balloon made it the farthest won a trip with a hot air balloon.



## Hilarity on a hot day in Monheim

Summer heat at “open house”: employees, friends and relatives came to KAEFER in Monheim on August 24, 2001 to spend a couple of pleasant hours together. Our general manager Stephan Radermacher had initiated this get-together, and Klaus Dworatzek from the Works Council was quick to take the lead: in no time, an entertaining program was agreed upon which soon made for exuberance among the participants.

Karin Pokuta had organized a crowd-drawing raffle and the 500 raffle tickets sold like hotcakes even before things had even really gotten off the ground. No wonder: after all, KAEFER had donated a bicycle, a stereo system and a television as first, second and third prizes. Additional prizes were donated by industrial and trade partners. Stephan Radermacher, who had greeted the visitors, took charge of giving away the first prize – a bicycle.

All the proceeds from the raffle – the sum of which was rounded up on the spot by the employees and management to 3,333.33 marks – were donated to a good cause: to “Kinderquatsch-Café” and “Café gut drauf”, two integrative organizations. These institutions in Monheim promote integrative leisure-time activities for disabled and non-disabled persons. The donated sum consisted of the proceeds from the raffle, donations to the piggy banks which had been put out and contri-

butions from management and the Building and Industry Divisions.

The successful open house was topped off by the balloon rides which were raffled off as special prizes. Fortuna, the goddess of fortune, decided that two trainees who have been learning their trade at KAEFER since August 3, 2001 should win these unusual prizes. All the participants enjoyed themselves so much at the open house that KAEFER in Monheim is already thinking

about repeating it next year: “Such events really promote the idea of integration among the successful divisions working at the same location enormously,” said Stefan Knauf, director of the Interior Finishing Department in Monheim.



## Dramatic 2:1 in the final

The KAEFER team's first participation in a small-field soccer tournament for company soccer teams, held by the Leschnik Automaten Service of Bremen, already brought victory to the team. At the district's sports facilities in Bremen-Grohn, KAEFER beat nine other teams in a dramatic final, winning 2 to 1 against DaimlerChrysler's SG Stern. They received a trophy and prize money which the KAEFER team immediately donated to the parents' association for children suffering from leukemia and cancer at Prof. Hess Children's Hospital in Bremen.



**Standing, from left to right:** Patrick Ochudlo (guest player), Henning Bullwinkel, Recep Divanoglu, Frank Zabel (guest player) and Dieter Weber; **in front, from left to right:** Ersan Dogu, Tom Brandel, Jan Wahnschaff and Stephan Schmidt.



## Good bowling!

After our visit to the bowling lanes on family day went over so well, our company bowling team participated in the third German Entrepreneurial Sports Championships for 2001.

Of the 48 bowling teams from all over Germany we came in 22<sup>nd</sup>. The average for over 24 games came to about 180 pins.

In October 2001 the bowling championships for the Laender were also carried out. We became the champion for the Land of Bremen, thus qualifying for the 4<sup>th</sup> German Entrepreneurial Sports Championships in Berlin for 2002.

Despite the positive response from our bowling activities on family day, unfortunately no new candidates for the bowling



team have shown up. We urgently need new recruits so that we can stay in form, put KAEFER in the sports news and keep our second team. Those interested should contact Wolfgang Berndt (phone 6109-366) or Hans-Dieter Schulz (phone 6109-221).



## Motorcycle tour 2001: Two days of fun on wheels

As organizers of the second KAEFER motorcycle tour – this time two days long – Ulrich Doll and Holger Krull were pleased with the large turnout from the Bremen location and head office, and in particular they welcomed all the registrations from Schleswig-Holstein and Hamburg. At the meeting point on Pillauer Street, a big breakfast provided the best conditions for getting off to a good start. First all the 'bikes' were inspected and the advantages and disadvantages of various models were discussed. Then the show got on the road.

First the 'convoy' took off in the direction of Nienburg. Northern Germany's rather chilly spring temperatures started to take their toll as the group neared the Steinhuder



Lake. Hot coffee was served and all available gloves were

unpacked and distributed before setting off on the next leg of the journey, which took the group through beautiful countryside to the vicinity of Bad Nenndorf, where a hearty lunch in a lovingly restored old water mill was waiting. Passing through the breathtaking landscape around the Weserberg, the group headed toward Stadtoldendorf, the group's final destination for the first day. In the "Villa Mosler", the hotel where the group spent the night, "the heroes on wheels" got out of their leather suits, took a refreshing shower and began the communicative evening with a cold beer at the bar.

panied by lots of sunshine, in the direction of Bremen, where the journey ended at 6:00 p.m.

The bikers were disciplined, travelling in formation, as is customary for motorcycle tours. Thanks to their excellent preparation, Uli Doll and Holger Krull succeeded in organizing an unforgettable tour which was lots of fun, and for this the participants were grateful. They all got a baseball cap with the words "KAEFER Motorcycle Tour 2001" printed on it as a souvenir. Thought was put to the name which the group might adopt the next time they rev up their motors – perhaps the "KAEFER Devils"? The group eagerly awaits other suggestions.

# thank you

# 45 Years thank you



**Uwe Brinck**

Uwe Brinck began his apprenticeship at the Hamburg branch on April 1, 1956. After completing three years of training to become a fitter, he worked primarily as a technician. As such, Uwe Brinck was involved in the construction of "City Nord" as well as the Congress Centrum Hamburg. In 1984 he

became a salaried employee and has worked as a supervisor for technical services in Hamburg. In 1985 he interrupted his work there to join a special task force on the Kaarstoe construction site in Norway. Uwe Brinck is committed to working for KAEFER for many years to come.

# 40 Years



**Dieter Borchert**

After training to become a plumber from 1957 to 1961, Dieter Borchert began working at KAEFER on August 1, 1961. He soon began supervising construction sites in industry and his expertise was documented by his involvement in numerous construction sites in Germany and foreign countries, for ex. in Denmark and Sweden. As construction site supervisor for work on Frigate F 122 at the Blohm & Voss shipyards in Hamburg, Dieter Borchert spent some time in the shipbuilding industry. Since 1986 – when the nuclear power plant in Brokdorf was completed – he has been in charge of inspecting the four nuclear power plants in the area serviced by KAEFER's North German Industry Division (Stade, Krümmel, Brunsbüttel and Brokdorf).



**Alois Emmerich**

Alois Emmerich started to work for KAEFER as an insulation plumber on November 20, 1961. He initially worked on various construction sites, for ex. at Bayer Leverkusen, EC Cologne-Wörringen, Bayer Antwerpen. After that he was put in charge of various smaller construction projects. Since 1981 he has supervised the semi-permanent construction project at the nuclear power plant in Mülheim-Kärlich.



**Wolfgang Ruminski**

Wolfgang Ruminski started his three years of training at the Hamburg branch on April 1, 1961. Afterwards he worked on many industrial construction sites as well as in the shipbuilding industry in Hamburg and other parts of Europe. In 1962 he took over the supervision of the "ESSO-refinery" construction site in Hamburg, where he has worked successfully ever since. Between 1990 and 1993 Wolfgang Ruminski interrupted his work to help initiate activities in connection with KAEFER's skeleton contract with DOW for work at its construction site in Stade.



**Wolfgang Brechwald**

Wolfgang Brechwald began working as a fitting assistant on October 16, 1961 at KAEFER's Wanne-Eickel location. In 1965 he decided to begin an apprenticeship as a fitter, which he successfully completed on March 22, 1968. From 1970 on, Wolfgang Brechwald supervised various construction sites. In 1984 he passed an examination in industrial finishing. Since the location in Gelsenkirchen was incorporated into the Düsseldorf location, Wolfgang Brechwald has been on duty there. He has supervised fitting activities and since 1998 has been in charge of the StoraEnso construction site as well as other building projects.

# Anniversaries 2001

# congratulations

<b>KAEFER Isoliertechnik Head Office</b>	
<b>30th anniversary</b>	
Arno Recknagel	01.10.1971
<b>25th anniversary</b>	
Barbara Jeanty	01.04.1976
<b>20th anniversary</b>	
Volker Berends	01.03.1981
<b>10th anniversary</b>	
Heike Gaumann	01.04.1991
Inga Lackemann	01.08.1991
Uwe Rusch	01.09.1991
Holger Wisniewski	01.05.1991
<b>KAEFER Isoliertechnik Berlin</b>	
<b>10th anniversary</b>	
Heike Behrent	21.11.1991
Rolf Dieter Bonkatz	16.09.1991
Renate Borchert	21.10.1991

Axel Buckwar	01.09.1991
Thomas Chlebos	29.04.1991
Eva Fischer	16.11.1991
Mladen Georgievski	28.10.1991
Lothar Käding	04.02.1991
Andrzej Lesnicki	01.09.1991
Jörg Mayer	01.09.1991
Dietmar Sähr	01.09.1991
Torsten Scharpe	24.04.1991
Hartmuth Witt	01.09.1991
<b>KAEFER Isoliertechnik Bielefeld</b>	
<b>30th anniversary</b>	
Klaus-Gerold Hirschal	08.02.1971
Isaak Löwen	13.04.1971
<b>KAEFER Isoliertechnik Bremen</b>	
<b>30th anniversary</b>	
Rainer Berger	25.01.1971
Ramiz Berisa	04.01.1971

Heinz Böcking	18.03.1971
Theodor Hirsch	16.03.1971
Reinhard Hormann	05.11.1971
Kurt Meier	01.01.1971
Helmut Meyer	08.03.1971
Peter Nowakowski	01.08.1971
Ralph Schubert	01.04.1971
Heinz Wachtendorf	15.02.1971
Hajo Westerholt	28.05.1971
<b>25th anniversary</b>	
Femija Arifi	04.10.1976
Hammou El Farhaoui	05.07.1976
Heiko Helberg	01.09.1976
Manfred Kirste	<b>01.08.1976</b>
Willi Kock	08.11.1976
Heinz-Albert Lenk	01.08.1976
Hans-Günter Merkert	02.08.1976
Claus Ströh	01.07.1976
Torsten Wiehe	01.08.1976
Tihomir Zeljeznjak	01.12.1976

<b>20th anniversary</b>	
Ivan Dezelic	07.09.1981
Ulrich Doll	15.01.1981
Friedhelm Griesch	01.03.1981
Peter Lukas	01.01.1981
Andres Nicol-Tizziani	17.08.1981
Altan Orman	01.08.1981
Harry Pendzich	01.04.1981
Sejdi Ramadani	09.02.1981
Qazim Sabanaj	14.09.1981
Thomas Scharf	02.03.1981
Andreas Schmidt	17.08.1981
Hans-Joachim Simon	23.06.1981
Peter Tempel	07.09.1981
Enno Wirth	01.07.1981
<b>10th anniversary</b>	
Birgit Bremermann	01.04.1991
Dr. Rolf-Dieter Briese	01.01.1991
Angela Dieckvoß	01.01.1991
Heino Gustävel	01.01.1991
Thomas Heuermann	01.08.1991
Peter Kloß	16.09.1991

Peter Latacz 01.04.1991  
 Rainer Neubert 01.01.1991  
 Silke Rosiak 01.04.1991  
 Thorsten Schueler 01.10.1991  
 Sören Vahl 13.07.1991

**KAEFER Isoliertechnik  
 Bremen/Emden**

**30th anniversary**  
 Reinhard Bents 01.10.1971

**20th anniversary**  
 Hinderk Reiter 05.10.1981

**KAEFER Isoliertechnik  
 Bremerhaven**

**25th anniversary**  
 Walter Galonska 01.08.1976

**20th anniversary**  
 Jens Zimmermann 17.08.1981

**10th anniversary**  
 Silvia Berje 01.11.1991  
 Uwe Held 01.01.1991  
 Ralf Kellermeier 13.03.1991  
 Kai Kurtenbach 01.01.1991

**KAEFER Isoliertechnik  
 Düsseldorf**

**40th anniversary**  
 Wolfgang Brechwald 16.10.1961  
 Alois Emmerich 20.11.1961

**30th anniversary**  
 Nikola Niksic 04.01.1971  
 Walter Schmitz 01.03.1971

**25th anniversary**  
 Gerd Poetzel 01.09.1976  
 Eleonore Reker 01.01.1976  
 Jürgen Werner 28.10.1976  
 Bodo Wunder 01.09.1976  
 Rainer Zielhoff 01.09.1976

**20th anniversary**  
 Wilhelm Klugstedt 01.09.1981  
 Horst Lapsz 04.05.1981  
 Horst Mückschitz 01.09.1981  
 Hans-Peter Müller 01.07.1981  
 Jürgen Pohle 01.09.1981  
 Suat Uzun 19.08.1981  
 Rudolf Wagner 01.07.1981  
 Yüksel Yigit 19.08.1981

**10th anniversary**  
 Peter Kraus 01.08.1991  
 Hermann Oste 01.06.1991  
 Erwin Sulski 04.02.1991

**KAEFER Entsorgungstechnik  
 Düsseldorf**

**10th anniversary**  
 Jan Grellmann 07.08.1991  
 Michael Harlos 03.04.1991  
 Rainer Krause 15.08.1991  
 Srbojub Nikolic 19.04.1991  
 Ralf Scheve 14.10.1991  
 Herbert Schlenso 02.09.1991  
 Peter Will 02.05.1991

**KAEFER Isoliertechnik  
 Hamburg**

**40th anniversary**  
 Dieter Borchert 01.08.1961  
 Heinz Grikschas 24.08.1961  
 Wolfgang Ruminski 01.04.1961

**30th anniversary**  
 Reinhard Graf 11.10.1971  
 Jörg Krause 06.10.1971  
 Günter Rohs 01.04.1971  
 Helmut Schröder 22.09.1971  
 Rüdiger Schultz 10.05.1971  
 Heino Spode 04.10.1971  
 Bernhard Teut 10.08.1971

**25th anniversary**  
 Ronald Fromhagen 01.08.1976  
 Michael Heineck 01.08.1976  
 Harald Pohl 01.08.1976  
 Jürgen Rother 01.08.1976

**20th anniversary**  
 Heidemarie Blumenthal 01.07.1981  
 Mehmet Demirci 01.10.1981  
 Curt Glöckner 15.10.1981  
 Hartmut Gröhlich 05.05.1981  
 Peter Hübner 30.03.1981  
 Dzemail Isufi 26.01.1981  
 Andreas Krause 10.08.1981  
 Peter Liebescher 06.01.1981  
 Zoran Markovic 19.03.1981  
 Zeki Oda 13.05.1981  
 Dzezmil Ramadan 20.01.1981  
 Medzid Scapi 26.01.1981  
 Dzevat Scapovic 28.01.1981  
 Marcus Schanze 10.08.1981  
 Holger Stelzig 11.05.1981  
 Jürgen Wende 01.12.1981  
 Jürgen Zelck 28.07.1981

**10th anniversary**  
 Wolfgang Bergunde 01.03.1991  
 Christiane Bleek 01.07.1991  
 Ursula Dollhardt 01.10.1991  
 Sven Hartwig 01.08.1991  
 Claudia Hinz 01.07.1991  
 Mariola Müller-Rokita 01.01.1991  
 Michael Nordmann 01.02.1991  
 Michael Prüß 01.10.1991  
 Holger Schulte 01.08.1991  
 Harm Steben 01.12.1991  
 Johanna Tiemann 16.05.1991

**KAEFER Isoliertechnik  
 Hanover**

**30th anniversary**  
 Hans-Jürgen Grimm 01.04.1971  
 Manfred Moldehn 11.01.1971

**25th anniversary**  
 Michael Becker 01.08.1976

**10th anniversary**  
 Gert Baumgart 02.12.1991  
 Frank Günther 01.01.1991  
 Thorsten Hinrichs 01.04.1991  
 Hartmut Manig 01.09.1991  
 Martin Plötze 05.08.1991  
 Michael Schröder 01.10.1991  
 Robert Simon 01.01.1991

**KAEFER Isoliertechnik  
 Ingolstadt**

**30th anniversary**  
 Johann Kovacs 01.07.1971  
 Marko Sesar 30.06.1971

**20th anniversary**  
 Frank Hess 01.08.1981  
 Vinzenz Schermann 30.11.1981

**10th anniversary**  
 Ümit Kaba 26.08.1991

**KAEFER Isoliertechnik  
 Kiel**

**30th anniversary**  
 Eberhard Krause 01.08.1971  
 Ute Matzner 01.01.1971

**25th anniversary**  
 Kay-Dietrich Stein 24.05.1976

**20th anniversary**  
 Heinz-Georg Ruhnau 13.07.1981  
 Herta Schmidke 01.11.1981  
 Wolfgang Stielike 15.01.1981

**10th anniversary**  
 Günter Beyer 01.01.1991  
 Axel Blass 25.07.1991

**KAEFER Isoliertechnik  
 Muggensturm**

**10th anniversary**  
 Peter Heinz Geyer 18.06.1991

**KAEFER Isoliertechnik  
 Munich**

**30th anniversary**  
 Nikola Zorovic 19.07.1971

**20th anniversary**  
 Johann Danninger 16.11.1981  
 Cazim Ebibi 07.03.1981  
 Sami Emini 07.03.1981  
 Karl-Heinz Richter 10.06.1981

**10th anniversary**  
 Swen Linge 14.01.1991

**KAEFER Isoliertechnik  
 Neubrandenburg**

**10th anniversary**  
 Olaf Jedan 01.04.1991  
 Martin Lekat 01.03.1991  
 Christine Witt 01.02.1991

**KAEFER Isoliertechnik  
 Pfungstadt**

**30th anniversary**  
 Ilija Stanic 18.02.1971  
 Hans-Joachim Völsen 01.11.1971

**25th anniversary**  
 Mile Gravic 25.08.1976  
 Wolfgang Lang 19.07.1976  
 Klaus Merkert 01.01.1976

**20th anniversary**  
 Wolfgang Damm 01.04.1981  
 Stefan Kraus 10.08.1981  
 Rudolf Luhn 01.08.1981  
 Georg Ramge 28.04.1981  
 Mladen Vistica 09.04.1981  
 Jürgen Weigel 01.08.1981

**10th anniversary**  
 Alexander Knell 02.09.1991  
 Werner Lenze 01.10.1991  
 Ilona Ludwig 01.07.1991

**KAEFER Entsorgungstechnik  
 Pfungstadt**

**10th anniversary**  
 Reiner Engelhardt 22.04.1991  
 Jörg Engelhardt 01.05.1991  
 Peter Risch 24.09.1991

**KAEFER Isoliertechnik  
 Rostock**

**10th anniversary**  
 Wolfgang Abraham 01.04.1991  
 Dieter Alisch 01.10.1991  
 Rainer Alm 01.10.1991  
 Günther Behrens 01.04.1991  
 Manfred Bliemeister 01.04.1991  
 Gerd Dabels 01.05.1991  
 Detlef Fischer 01.05.1991  
 Alfred Handel 01.05.1991  
 Hans-Heinrich Jastram 01.04.1991  
 Klaus-Rüdiger Kirschner 01.04.1991  
 Wolfgang Krohn 01.05.1991  
 Ulrich Kruse 01.04.1991  
 Emil Lindner 01.11.1991  
 Laszlo Nagy 01.05.1991  
 Detlef Nehring 01.10.1991  
 Burkhard Palmer 01.04.1991  
 Wolfgang Papenfuß 01.04.1991  
 Edwin Prang 01.05.1991  
 Klaus Rath 01.04.1991  
 Hans Rose 01.05.1991  
 Günter Schult 01.10.1991  
 Thomas Sperber 01.04.1991  
 Sandor Szemlics 01.05.1991  
 Karl-Heinz Weber 01.05.1991  
 Wilfried Weichelt 01.04.1991

**10th anniversary**  
 Rainer Ludwig 13.09.1976  
 Nimet-Yavuz Sagban 04.10.1976

**KAEFER Isoliertechnik  
 Stralsund**

**10th anniversary**  
 Norbert Ruschke 01.05.1991

**KAEFER Montage  
 Leipzig-Schkopau**

**10th anniversary**  
 Olaf Ducksch 01.01.1991  
 Hans-Jörg Gesatz 01.01.1991  
 Manfred Pfrepper 01.01.1991  
 Steffen Ufer 01.01.1991

**KAEFER Montage  
 Magdeburg**

**10th anniversary**  
 Gerd Barrabas 01.09.1991  
 Klaus-Peter Dobberstein 11.11.1991

**KAEFER Montage  
 Nordhausen**

**10th anniversary**  
 Viola Kleemann 01.11.1991

**KAEFER Montage  
 Schwedt**

**10th anniversary**  
 Wlodzimierz Kruszona 18.02.1991  
 Rainer Busack 16.09.1991  
 Hans Lebnz 02.01.1991  
 Wolfgang Lehmann 02.05.1991  
 Uwe Wetzig 01.07.1991

**KAEFER Montage  
 Schwerin**

**10th anniversary**  
 Karl-Heinz Baedcker 18.11.1991  
 Andre Behmel 18.11.1991  
 Norbert Blättermann 30.09.1991  
 Jens Feldmann 03.06.1991  
 Albert Losch 18.11.1991  
 Lothar Reinhardt 18.11.1991  
 Gunter Vogelsang 18.11.1991  
 Jörg Zudnachowski 18.11.1991

**KAEFER Eristystekniikka Oy  
 Finland**

**20th anniversary**  
 Jarmo Ikonen 07.01.1981

**KAEFER S.A.  
 France**

**30th anniversary**  
 Didier Bouteiller 02.06.1971  
 Patrice Huet 16.08.1971  
 Alain Pare 15.06.1971

**25th anniversary**  
 Jean-Claude Leroux 02.03.1981  
 Francis Nourrichard 18.05.1976  
 Francis Patin 15.06.1976  
 Gérard Wulf 02.08.1976

**20th anniversary**  
 Daniel Lambert 01.06.1981

**10th anniversary**  
 Philippe Allard 04.02.1991  
 Claude Bachelet 27.05.1991  
 Robert Bachelet 25.02.1991  
 Pierre Barras 11.03.1991  
 Michel Bougois 25.02.1991  
 Katendi Dengo 02.09.1991

Jacky Die 25.02.1991  
 Mohamed El Aissaoui 18.03.1991  
 Gérard Henry 19.08.1991  
 Martial Jose 27.05.1991  
 Robert Kammerer 10.09.1991  
 Jean-Jacques Langlet 25.03.1991  
 Mario Pompeu 22.07.1991  
 Antonio Rizzo 25.02.1991  
 Marie-Paule Schiocchet 23.09.1991  
 Dominique Thierry 19.03.1991  
 Philippe Tissier 25.03.1991  
 Christian Turpin 11.03.1991  
 Jean-Claude Wasselin 14.01.1991

**KAEFER Isoleringsteknikk A/S,  
 Norway**

**20th anniversary**  
 Robert Gramstad 15.01.1981

**10th anniversary**  
 Trond Bog 03.09.1991  
 Trond Brenne 02.01.1991  
 Hans Chr. Glenjen 11.06.1991  
 Terje Hjelmtveit 06.03.1991  
 Thomas Jensen 03.06.1991  
 Robert Johnsen 02.01.1991  
 Kejo Løseth 06.03.1991  
 Hans Løtvedt 26.06.1991

**KAEFER Isoliertechnik  
 Ges.m.b.H. & Co. KG, Austria**

**30th anniversary**  
 Wilhelm Kaiser 04.04.1971  
 Erhard Wagner 14.06.1971

**20th anniversary**  
 Slobodan Popovic 05.10.1981

**10th anniversary**  
 Stipo Saric 16.09.1991  
 Johann Hrdina 01.07.1991

**KAEFER Aislamientos S.A.,  
 Spain**

**30th anniversary**  
 María Soledad A.G. Perez 21.06.1971  
 José Almeida Martin 21.06.1971  
 Eufemio Alonso Fabian 16.11.1971  
 Pedro Calero Gomez 20.12.1971  
 Antonio Delgado Flor 22.02.1971  
 José M<sup>a</sup> Delgado Flor 09.01.1971  
 José María Guerrero de la Flor 30.06.1971  
 José Luis Martin Ballesteros 26.11.1971  
 Luis M<sup>a</sup> Munoz Campino 04.11.1971  
 José María Noya Liñares 16.11.1971  
 Luis Ramón Sauto Castelo 20.08.1971

**25th anniversary**  
 Acacio Dela Hera Vegas 21.06.1976  
 Asunción Echebarría Arribas 01.03.1976  
 José Ignacio Fernández Echevarría 01.10.1976  
 Miguel Angel Franco Bayón 26.01.1976  
 Jesús M<sup>a</sup> Moyano Diez 05.05.1976  
 Eugenio Quintanilla 18.03.1976  
 Juan Delgado Flor 23.05.1976  
 Manuel Rodríguez Piedra 23.01.1976

**20th anniversary**  
 Andoni Bilbao Larrauri 09.12.1981

**KAEFER-THERMAL Contracting  
 Services S.A., South Africa**

**30th anniversary**  
 Joel Mmoyane 15.04.1971

**25th anniversary**  
 Samuel Dube 03.11.1976  
 Obed Khumalo 06.01.1976  
 Lubishe Makua 19.06.1976  
 Johannes Masweu 17.09.1976  
 William Nhlapo 03.07.1976

**20th anniversary**  
 Katishi Choma 03.06.1981  
 Stanley Lukhele 28.01.1981  
 Aaron Mahalela 06.10.1981  
 Mbuso Mkhize 05.03.1981  
 Mabhalane Mthonti 15.01.1981  
 Papane Shakwane 23.04.1981  
 Mangedla Shungube 06.02.1981

**10th anniversary**  
 Abednego Dlamini 22.10.1991  
 Kobus Horn 01.07.1991  
 Hlangula Jali 26.01.1991  
 Moses Lukhele 02.07.1991  
 Sam Maluleke 26.01.1991  
 Leonard Ndlizi 14.04.1991  
 Fanyane Nhlapo 23.07.1991  
 Rob Ross 08.04.1991  
 David Thokwane 13.06.1991  
 Celimpilo Zulu 26.01.1991

