

# der k-wert



21





Weser Tunnel between Dedesdorf and Kleinensiel

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Bürgermeister-Smidt-Str. 70, 28195 Bremen, Germany  
Tel.: +49 (0)421 30 55 - 0, Fax: +49 (0)421 1 82 51  
Email: info@kaefer.com  
Internet: www.kaefer.com

**Responsible for this publication:**  
Stephan K. Radermacher, Volker Pannemann,  
Anke Gregorzewski

**Text:**  
Pressebüro Kai Uwe Bohn  
Osterdeich 37, 28203 Bremen, Germany  
Tel.: +49 (0)421 3 39 91 25, Fax: +49 (0)421 7 90 93 03  
E-Mail: mail@pressebüro-bremen.de

Gehrking & Steckel Kommunikation  
Am Mohrenshof 2a, 28277 Bremen, Germany  
Tel.: +49 (0)421 87 89 89 - 4, Fax: +49 (0)421 87 89 89 - 5  
E-Mail: steckel@gus-bremen.de

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Tel.: +49 (0)421 7 91 67 - 0, Fax: +49 (0)421 7 91 67 19  
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# KAEFER

*Dear employees, dear friends of the KAEFER Group*



The closing year began with negative assessments concerning possible trends in economic growth and modest expectations for business activities as opposed to the previous year. The prognosis of experts was that the ongoing stagnation of the German economy would continue, and that in the construction industry in particular, no recovery was in sight for quite some time to come. Tougher competition – for some a question of survival – and insufficient project margins, high risks in dealings with business partners, imminent insolvency on the part of some customers, these factors made up the conditions under which we started out in the year 2003.

It became unavoidable for our enterprise to take restructuring measures. To minimize risks as much as possible in what was expected to be a difficult business year, we saw no other feasible course of action but to decrease our capacity in Germany by 10 %. We were forced to confront our employees with this unfortunate decision and its immediate consequences. By engaging in constructive dialogue with employee representatives and showing cooperation on both sides, it was

possible to promote an appreciation for the necessity of these drastic measures. For this, we are extremely grateful.

Due to restructuring measures we will not only survive the year 2003 without any significant slump. On the contrary, as a result of downsizing and in light of increases in order volume in particular, we can start out the new year with confidence. The domestic market will no doubt remain weak in 2004, however, recovering only very slowly at best. An upswing on the German market is certainly not to be expected. The entrepreneurial strategy which we began to implement several years ago, namely to compensate for the unfavorable situation on the German market by entering into foreign markets on a large-scale basis, has proven to be the right course to take. We have been successful with this campaign. Our domestic market will surely demand a lot of attention for some time to come. Here our strategic focus will be on the development of cutting-edge products and services.

Our efforts in this direction during the year 2003 have borne fruit. The development of

our tunnel robot, a world novelty first used in the construction of the Weser Tunnel to install passive fire protection elements, was an impressive confirmation of the success of such efforts. We are confident that we can complete additional, already initiated projects which will determine KAEFER's course in the future.

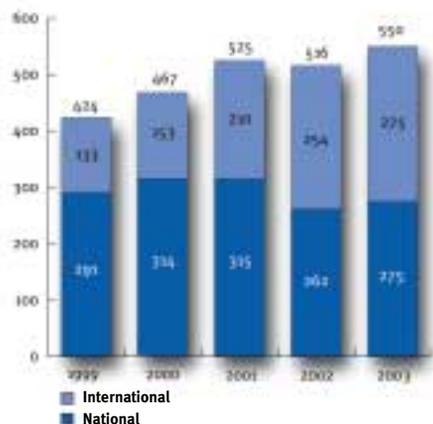
While leafing through Issue 21 of k-Wert you will find many interesting successfully completed projects, projects in progress and plans for future projects. The following pages reflect the vitality of an internationally well-positioned Group. We have put a lot of thought and effort into the future development and training of our employees and managerial staff working in the international business arena. This investment in our most important resource forms the basis for a healthy, promising future.

As always, we would like to take this opportunity to thank our customers, partners and employees for their contribution to our success. We wish them and their families a Merry Christmas and a happy, healthy and successful New Year.

Sincerely yours

Three handwritten signatures in blue ink. The first signature is 'M. G. Schöpfung', the second is 'M. Schöpfung', and the third is a stylized signature.

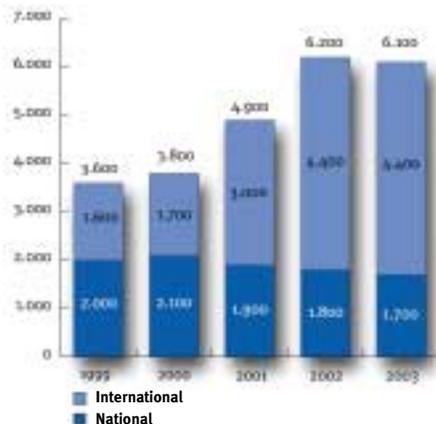
## KAEFER Group 2003 Group sales:



National: 275 mil. Euro  
International: 275 mil. Euro  
Total: 550 mil. Euro

There was an increase in sales over the previous year of almost 7 %. The strategic goal of making 50 % of the enterprise's turnover on foreign markets was reached.

## Personnel development:



Further expansion of white-collar workers and industrial tradesmen at our international locations. At the end of the year 2003, approx. 6,100 people were employed by the KAEFER Group world-wide.

## Distribution of turnover:



2003 – KAEFER made approx. 55 % of its worldwide turnover in its core industrial business.

## Downsizing: IsoTrans offers perspective in hard times

**It was a hard step for the employees to take, but for management as well. Despite great efforts to avoid such consequences, in the spring of 2003 our enterprise saw no other way out but to eliminate 180 jobs in Germany. Together with the Corporate Works Council a social-minded solution was found for this unavoidable decision which accommodated everyone. A large part of the former employees began to work for IsoTrans GmbH, a job transfer company specially created for this purpose which became a new employer in this difficult situation and offered many forms of support.**

The difficult economic situation in Germany has also left its mark on KAEFER Isoliertechnik GmbH. In 2002, domestic orders were down 6 percent. Foresighted restructuring ensured that the business of the KAEFER Group, which is healthy on the whole, would not be impaired by domestic problems long-term. Management and the Corporate Works Council worked together intensively – with the participation of the construction trade union – to find a solution which would impact those affected by the downsizing as little as possible. “We quickly drew up a social plan which provided a fair offer for all the employees concerned“, says director of personnel Bernard Sudendorf. “And since IsoTrans was established quickly, it was possible to alleviate uneasiness in the company and concentrate on the tasks at hand again“.

The majority of those affected switched over to IsoTrans GmbH on May 1, 2003 after terminating their contracts with KAEFER. Others did not make use of the offer, but rather took matters into their own hands immediately. 129 employees decided in favor of IsoTrans, however. They received extensive information while still working for KAEFER which prepared them for what to expect. They now receive remuneration from the transfer company. Those who are with IsoTrans are not unemployed. They receive short time pay which KAEFER increases by 10 %. And the new company offers a lot of support, taking measures to qualify the people for new jobs such as job interview training, job market seminars, job exchanges, internships,

advanced training and much more. Of course there are also special offers for senior employees for whom special strategies are developed to take the difficult job market into consideration. And those who are thinking of becoming self-employed receive competent advice from IsoTrans before starting up their own businesses.

A special feature of transitional employment in the transfer company is the so-called second contract. If a former KAEFERite signs a contract somewhere else, there is usually a trial period. During this time the contract with IsoTrans is suspended, but not terminated. If an employee comes to the conclusion during the trial period that the new job is not right for him, he won't end up unemployed afterwards, but will be rehired by IsoTrans. Normally if someone quits his job after the trial period, his right to receive unemployment benefits would be suspended. “IsoTrans offers real advantages on the job market in hard times like these“, says Rainer Albrecht, who is now in charge of personnel at IsoTrans and a former employee of the Corporate Services Quality Management. “In this way former KAEFERites can assert themselves better on the job market“.



## Corporate Citizenship – of benefit to all

**“One of my convictions is that one must work for the benefit of all, and that one will feel happy to the degree that one has contributed to the public interest.” What the German philosopher and mathematician Gottfried Wilhelm Freiherr von Leibniz (1646 – 1716) formulated some three centuries ago is more relevant than ever today. Everyone is a part of society and contributes to shaping it. Yet commitment to society is not limited to individuals or parties, foundations or associations. In recent years, the willingness of enterprises to take over responsibility as citizens has increased considerably.**

As is true for so many phenomena, commitment to the public interest also now has an English label attached to it – Corporate Citizenship. But the concept stands for much more than the usual donations or sponsorships of cultural activities, sports events and social initiatives. Corporate Citizenship means taking social issues into account when pursuing one’s business activities as an enterprise. As KAEFER managing director Stephan K. Radermacher puts it: “We act within certain societal frameworks and profit from them and thus we are obligated to contribute actively to the preservation and further development of the framework of our society.”

This is exactly what KAEFER is doing, but not only the enterprise is active in many diverse ways. Numerous employees in many countries are engaged in various kinds of initiatives. They deserve our thanks and recognition for such efforts. Just how diverse such efforts can be is illustrated by a few examples.

■ The Polish student at the International University Bremen (IUB) Szymon Woyszczyn is a KAEFER scholarship holder, a high point of which was the invitation to the International Management Meeting of the KAEFER Group in Bremen.

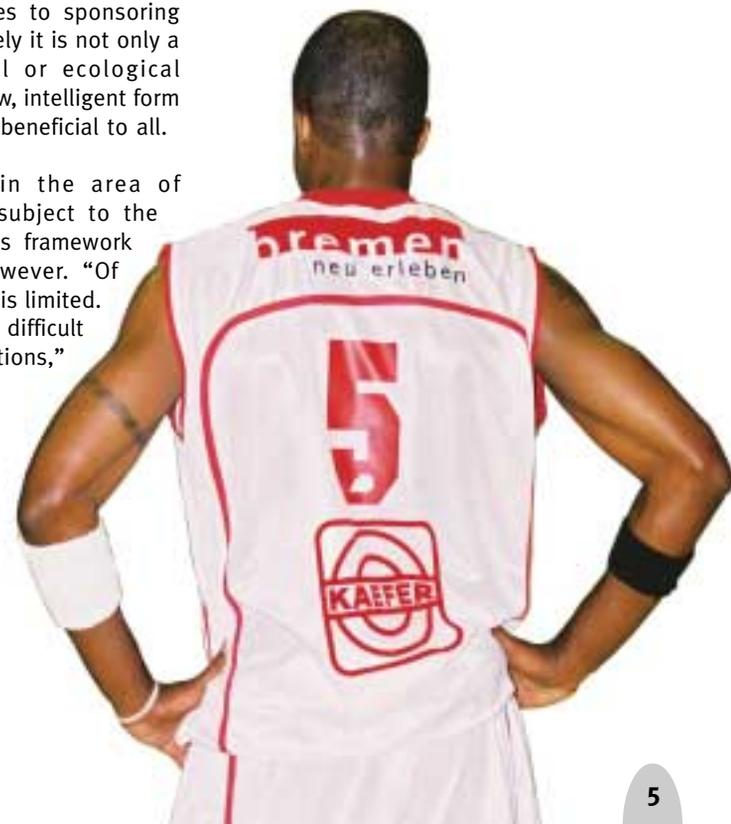
■ On the occasion of its 40-year anniversary, the employees of KAEFER Ingolstadt organized a large raffle, the proceeds of which were donated to a foundation which provides care for children with cancer.

■ SOS Children’s Villages, UNICEF, Doctors without Borders, but also sports clubs such as the Bremen Roosters and cultural organizations such as the Bremen Philharmonics and the Bremen Musical Company as well as research and science initiatives like the Foundation of the German Economy are among the institutions sponsored by KAEFER.

Moreover, a lot of personal commitment has been shown on the part of KAEFER employees and executives.

Of course the enterprise also benefits from such activities, for Corporate Citizenship gives us a chance to position ourselves on the market. Apart from being beneficial to our image, our commitment also pays off directly, for example when it comes to sponsoring vocational training. Ultimately it is not only a matter of moral, ethical or ecological responsibility, but also a new, intelligent form of doing business which is beneficial to all.

KAEFER’s commitment in the area of Corporate Citizenship is subject to the constraints of our business framework and those of society, however. “Of course our capacity to help is limited. The past year, which was a difficult one, requires some restrictions,” Radermacher emphasizes.



## TERMOIZOLACJA and KAEFER – a success story!

Order volume on foreign markets more than doubled

**Robert Skrobisz looks satisfied. “A lot has happened this year, since KAEFER took over TERMOIZOLACJA in Poland,” says our regional director in Eastern Europe. “Everything which we hoped to achieve by becoming active in this country has come true. TERMOIZOLACJA and KAEFER – that looks like a real success story!” An increase in turnover in 2002 and another two-digit increase in 2003 with an above-average yield, those are statistics which speak for themselves.**

That Robert Skrobisz should be happy over having successfully met the challenge posed by Eastern Europe is understandable. Through the synergies which have evolved within the KAEFER Group since having taken over TERMOIZOLACJA Holding S.A. the enterprise's order volume on markets outside Poland has more than doubled. “This also results from KAEFER having expanded its own sub-contracting business, in the process turning to our specialists from Poland,” says Skrobisz. “Many of KAEFER's subsidiaries have taken note of the fact that KAEFER has a new family member and have begun to send contracts our way.” As a result, at the end of 2002 and throughout the year 2003, many fitters working on large projects in Norway, the Netherlands and Germany spoke Polish, as they were from KAEFER-TERMOIZOLACJA. “To aid export activities, we have founded an export company,” Skrobisz explains. Its function is to pool the entire export logistics so as to make for smoother operations when hiring out Polish specialists to KAEFER and other firms in foreign countries.



The fact that TERMOIZOLACJA fitters and engineers are looked upon as excellently trained specialists proved once again to be of great advantage to the enterprise when it came to large projects in foreign countries. At a chemicals plant in Europoort – PO 11 – located near Maasvlakte, west of Rotterdam, specialists from Poland were hired to insulate 18,700 m<sup>2</sup> of tanks and 35,000 m<sup>2</sup> of pipelines between February and August 2003. They were simultane-

ously sent to a gas and steam power plant run by Lurgi, located nearby, to carry out insulation work. And in Norway they were involved in two projects, one of which is still in progress. Between August 2002 and June 2003 they invested 17,500 man hours in the heat and cold insulation of a gas processing plant in Kaarstoe (near Stavanger). Of the 46 fitters who worked there under the supervision of our Norwegian subsidiary KAEFER Maritim AS, mostly were from TERMOIZOLACJA. At present, 50 Polish specialists are involved in a follow-up project commissioned by KAEFER which is located in Kollsnes, north of Bergen; in another gas processing plant they will be busy until the spring of 2004 insulating pipes and boilers against heat and cold. The TERMOIZOLACJA crew will have put in 40,000 – 50,000 man hours.

**Demand for apprenticeships higher than ever**  
In Maasvlakte, a Dutch city, the Polish TERMOIZOLACJA fitters received work permits only because they all have certified training. “We had to have more than 100 diplomas translated into Dutch,” says Robert Skrobisz. The Polish team's excellent training really paid off. TERMOIZOLACJA is the only firm in Poland which trains young people to become industrial insulation fitters! The company creates 30 apprenticeships annually. “In 2003 we had three times as many applicants as in the previous year,” Skrobisz tells us. “Apparently word of our international image – resulting from the takeover by KAEFER – has gotten around.” Although young people in Poland tend to look down on craftsman's trades, we had no trouble finding candidates for our apprenticeships!”

TERMOIZOLACJA has also been very successful on its own domestic market. All contracts for insulation work on large boilers in power plants which were awarded in 2002 went to the high-profile enterprise with its 600 employees. For Foster-Wheeler, TERMOIZOLACJA insulated two boilers with a total area of 35,000 m<sup>2</sup> in a thermal power plant in Chorzow, a city in Southern Poland. Only 60 km away, in Siersza, a similar commission was carried out for RAFAKO involving 20,000 m<sup>2</sup> of insulation. “The customers were extremely satisfied with our work, and the references we received have already led to follow-up contracts,” says Robert Skrobisz. In the meantime, 90 Polish fitters are engaged in a large contract in an Irish peat-moss power plant – another project involving insulation of a large boiler for Foster-Wheeler in Shanon Bridge. And the Polish insulation specialists are carrying out insulation and paint work in a refinery in Gorlice (approx. 20,000 m<sup>2</sup>) for Lurgi Öl Gas Chemie GmbH.

In other respects the takeover has absolutely paid off as well. Purchasing conditions have improved considerably due to the connection with KAEFER; whole new dimensions have opened up, strengthening the company's negotiating position in the process. By the way, as concerns wire mesh mats, the parent company profits from TERMOIZOLACJA's large purchasing volume.

### Concentration of activities

TERMOIZOLACJA subsidiary Slask in Zabrze, with only 32 employees the smallest company in the holding, has been dissolved. It was incorporated into its parent TERMOIZOLACJA S.A. At the same time extensive measures were taken to bring these remaining firms closer together. Apart from TERMOIZOLACJA S.A. in Zabrze there are two subsidiaries, one in Oswiecim and one in Zielona Gora. Then there is Termosprzet in Zabrze, a manufacturer of scaffolding and sheet metal machines. “Until now the holding merely constituted a group of associated companies. Slowly but surely this will change,” says Skrobisz. Some activ-

ities are now centrally coordinated, and many functions have been rationalized and delegated to the parent company, for example the legal department, purchasing, cash management and sales and distribution. These departments now act on behalf of the entire group. "Thus we are not only becoming integrated with KAEFER, but also with the other members of the TERMOIZOLACJA group." Additional in-company projects involve the modernization of information technology, billing and controlling as well as the implementation of a modern payment and

law Juda, to date managing director in Oswiecim, have become members of TERMOIZOLACJA's executive board. Skrobisz praises his fellow employee, who is in charge of production, distribution and marketing, for his very successful acquisition activities on the Polish market. Skrobisz is in charge of international contacts.

The Polish company's integration in the KAEFER Group is now clearly apparent. "Corporate identity" is demonstrated by the KAEFER TERMOIZOLACJA logo – to be found on work clothing, the Internet, in flyers and on vehicles. The vehicle fleet in Poland is also being modernized. All salaried fitters have received new work clothes showing the logo as well.



#### Optimistic prognosis

TERMOIZOLACJA is very optimistic about the future. Poland and the entire Eastern European region are an absolutely flourishing market. The macro-economic data from our neighbor is very promising, and when Poland joins the European Union, which will happen soon, the investment climate in this country will improve even more. This will bring contracts. "In addition we

motivation system.

TERMOIZOLACJA puts store in advanced training. In addition to ongoing data processing courses for employees – 20 at a time – who attend the intensive courses in their free time, advanced language courses are also very popular. Courses in business English and business German take place regularly in two groups with ten participants in each. The participants are highly motivated, for the newly acquired skills can often be applied immediately.

Another new development in Poland is the establishment of an internationally oriented, highly efficient marketing department. As Skrobisz tells us, "So far the TERMOIZOLACJA Group had a strong technical focus, and as market leader for over 50 years it had neglected the marketing side. Things have changed now. Along with the reorganization of the most important business processes, measures are now being taken to establish active customer relations. The "external projects" always have priority, however, and that saved us from losing touch with the market during the first year, with its focus on integration and internal processes."

Now that TERMOIZOLACJA has gone international, applicants for new positions only have a chance of getting hired if they speak fluent English. And there has been a change of generations in key positions within the holding. Robert Skrobisz, along with Stanis-



are making efforts to shift our activities in the direction of maintenance and repair work because that gives us more security and utilizes our capacity better," Skrobisz explains. In Posen TERMOIZOLACJA participated in a large industrial trade fair for the first time and with great success. "Our technicians had fashioned a male figure out of sheet metal as an eye-catcher to demonstrate what we are capable of," says Robert Skrobisz. "It was such a success that more than 100 visitors wanted to buy it off of us ...."



# Southern Europe – KAEFER's profile on the rise

Whether in France, Spain or Portugal – Europe didn't wait for the introduction of the Euro to start growing together. This is true in the political arena and society on the whole, but in particular in the area of business relations. KAEFER's activities in France document this development. "Two years after KAEFER and WANNER merged in France, the new company was integrated into the KAEFER Group," says Christoph Rottenwöhrer, managing director of KAEFER WANNER SAS und regional director for Southern Europe.

particularly in "La Défense", a part of Paris. Here it is very active. As concerns asbestos removal, France is about ten years behind Germany, says the managing director of KAEFER WANNER. Thus the projects are quite extensive and demanding. "La Défense", the post-modern business and residential area with high-rise buildings and glass-and-cement office towers offers numerous opportunities for the enterprise to do business.

It has a long tradition in scaffolding, and together with insulation work the enterprise provides its customers with comprehensive services from one source.



Nuclear power plant, Cruas



La Défense, Paris

fully. In 2003 there were once again a number of highlights such as the insulation of pipelines and tanks for the LNG plant in Bilbao, run by Bizkaia Bahia Gas, insulation and fire protection work at the Xanadu adventure park near Madrid, where indoor skiing facilities with an area of 24,000 m<sup>2</sup> were built as well as insulation work on the deck of the gas tanker "Inigio Tapias" in Bilbao.



Spherical tank, Atofina, Carling

In Portugal KAEFER was hired by Gerco to insulate pipelines and canals in the "Estadio da Luz", a soccer stadium in Lisbon, the country's capital city. It is being renovated for the



Shopping and leisure center with indoor skiing facilities, Xanadu, Madrid



Jetty project, Bizkaia Bahia Gas, Bilbao



LNG tanks, Bizkaia Bahia Gas, Bilbao



Estadio da Luz, Lisbon

To be sure, he admits that the "old" WANNER employees in particular needed time to get accustomed to the new situation. "Sometimes they identified with the name WANNER to a strong degree." Nevertheless, the fusion of the larger WANNER team with the smaller KAEFER team went well. The "merger" gave the French enterprise new impulses, Rottenwöhrer emphasizes.



Inigio Tapias, Bilbao

Today KAEFER WANNER, with headquarters in Paris, has 1,300 employees in four divisions – nuclear power, industry, shipbuilding and asbestos removal. The nuclear power division continues to play the largest role. The asbestos disposal business is also important, however;

The enterprise's Industry Division is known for its many large projects. The Shipbuilding Division was also successful in executing several spectacular, large projects in 2003. Extensive insulation and interior finishing work was done on two luxury liners, "Crystal Serenity" und "Queen Mary 2" – to the complete satisfaction of the customer.

### Lots to do in Spain and Portugal

On the entire Iberian peninsula KAEFER Aislamientos has succeeded in maintaining its good market position and even expanding it. In Spain, shipbuilding, construction and industrial projects were carried out success-

European Championships in 2004. The project also involves a shopping center in the stadium in which the old-established soccer club Benfica Lisbon plays its home games. Another stadium which is being fixed up for the European

Championships is the Leiria Stadium in the heart of the country. Here KAEFER is insulating pipelines and air vents. KAEFER Feitisol also received other contracts in Lisbon. Projects at the headquarters of the large telephone company Vodafone and Montijo Shopping Centre were successfully completed.



Vodafone, Lisbon

First-class workmanship for first-class ships – KAEFER WANNER and WANNER Marine on “Queen Mary 2” and “Crystal Serenity”

She is viewed as the largest and most luxurious passenger ship ever built – the “Queen Mary 2”. The 345 m-long, 41 m-wide Queen was built in St. Nazaire at the Chantiers de l’Atlantique Shipyards. It took more than 800 subcontractors two years to build the floating palace, which accommodates 2,800 passengers. Starting in March 2003 KAEFER WANNER worked together with sub-contractors to insulate the 7,000 m-long network of cooling pipelines. In addition, there was heat and noise insulation work to be done and fire protection measures had to be taken on the front part of the ship. Furthermore, walls and ceilings were installed by WANNER Marine in the large dining hall, the “Britannia Restaurant”, which seats 1,300. The finishers put in



Queen Mary II

a total of 20,000 man hours on board the “Queen Mary 2”, with an average of 40 employees on duty.

The luxury liner “Crystal Serenity” built for Crystal Cruises, is smaller in dimension but just as interesting. We are in charge of insulating all the pipelines and air ventilation networks on the 250 m-long ship. A total of 6,000 m of pipes and 2,500 m<sup>2</sup> of ventilation shafts had to be insulated in accordance with fire protection regulations. On average, 35 employees were at work between April 2002 and June 2003 carrying out the tasks. At that time, one team were busy insulating the exhaust pipelines of the main engine, which reach from the keel up to the smokestack.



Crystal Serenity

The second team took charge of installing decks in the casino and the photo gallery. The installation of the golden cassette ceiling in particular called for a high degree of precision and care on the part of our fitters.



Christoph Rottenwöhler – our regional director for Southern Europe

In a sense Christoph Rottenwöhler is a cosmopolitan – a person who is at home in many cultures. As of April 2003 he is our new regional director for Southern Europe. When his predecessor, Philipp Dalheimer, chose to take on a different task for personal reasons, KAEFER’s management was quick to turn to 35-year old Rottenwöhler. During his studies at the “European School of Management” (ESCP-EAP) in Paris he had gotten to know Peter Hoedemaker and Philipp Dalheimer. Before that, the son of a German father and a French mother who was born in Neustadt/Weinstraße and grew up in Düsseldorf attended French schools in Düsseldorf and Bonn. After completing his studies, Christoph Rottenwöhler worked as head of a privatization team

for the Berlin Trust Agency (Treuhandsanstalt) and as controller for Thyssen Industrie in Madrid before becoming financial director for the Spanish branch of the German utility vehicle manufacturer MAN in Madrid.

Rottenwöhler, who speaks fluent German, French, English, Spanish and Italian, is married to a Spanish woman and has a six-year-old daughter and a three-year-old son. In his new home in Paris, his children will attend a Spanish school. Family ties will also be strengthened – Rottenwöhler’s parents live in Avignon.

SAP in France

At KAEFER WANNER there are 73 SAP users, 17 of whom work at the headquarters in Puteaux, the others being employed at various locations throughout France.

Even before the merger of KAEFER and WANNER, both enterprises used this system, the only difference being that WANNER used the previous version, SAP R2. After the merger we made the transition to R3, utilizing KAEFER’s already existing basis and what it had to offer.

The teamwork between the French and German employees is a great example of how well international collaboration works in the KAEFER Group. We want to express our deep gratitude to the SAP experts in Bremen once again, in particular to Günter Lange and his ZB team, Ingrid Busse and her ZF team and Ralf Peters and his ZIT team. They made sure that all conceivable measures were taken to adjust the system as well as possible to the French users while at the same time preserving the “KAEFER spirit”.

We currently use functions for accounting, construction site analysis and profit centers.

Today, almost two years later, we will tackle the next step, namely the transition to version 4.7 of SAP R3. In order to prepare our users in France as well as possible for this step, we are offering training programs at our headquarters and the various locations so as to be able to introduce the new system in early December. Training programs have been set up for controllers on the one hand, and on the other, for supervisors of construction sites. Within a period of three weeks, the SAP team will visit each region to familiarize the personnel with the functions and tricks of the new system. The new so-called “ENJOY” functions should make work as enjoyable as possible.

## KAEFER know how for Russia and China

**KAEFER know how and quality all around the world – this is not the exception, but the rule,**



**as our activities in many countries show. What doesn't happen very often is that KAEFER 'licenses' other companies to use its special capabilities and expertise. Yet for a demanding project in China, "Export Division M.A.L.N.E." – short for "Middle East/Africa/LNG/Nuclear/Export" – has made important contacts for our enterprise. Our expertise is being utilized for the construction of two nuclear power plant blocks in Lianyungang (China).**

The Russian enterprise Zio from Podolsk is in charge of supplying and installing cassette insulation for the new buildings in the city with 3 million inhabitants some 600 km North of Shanghai, however. Zio was awarded the contract by the state-run enterprise AtomstroyExport, which had landed the "deal" with China. Yet KAEFER has the most in-depth know how concerning this type of nuclear power plant insulation. For this reason the Russian company, which is actually a mechanical engineering enterprise, approached us via a trade company located in Germany. "Until then, Zio Podolsk hadn't had any experience with nuclear power plant insulation, or for that matter with insulation of any kind", Henry Kohlstruk, regional director of M.A.L.N. E. reports.

### Know-how passed on in license contract

Thus in this case KAEFER had no opportunity to do business directly, but we are happy to put our specialized know how at the disposal of others - in the form of a know-how license contract with which KAEFER passes on its knowledge for a fee. "Of course this contract stipulates that some work must be taken care of by KAEFER in Bremen directly, such as engineering tasks, construction and some production parts", Günther Ahlers explains. As an expert on nuclear insulation systems, he is very involved in the project. At the same time KAEFER helped to set up a workshop in Podolsk. As Ahlers reports, "Russian workers are now producing special, time-tested nuclear cassettes under the experienced supervision

of KAEFERites". The project calls for 7,000 m<sup>3</sup> of insulation material for both segments of the nuclear power plant in Lianyungang.

Within the framework of the license contract, our enterprise had also been instrumental in setting up operations. Workers from Podolsk came to Bremen for the months of February, March and April 2003 to participate in training programs for KAEFER-insulation fitters and to look over their shoulders. During this time, KAEFERites who originally come from Russia acted as interpreters. Since May, 2003 KAEFER employees have taken turns going to Podolsk for six to eight weeks to make sure the insulation cassettes which are being produced there also meet our high quality standards. "Our staff in Russia is extremely committed," Ahlers says with conviction. "Life in Podolsk is not easy; production conditions cannot be compared with the situation here". The whole team worked well together on the project and made a great effort, Ahlers says, "and that is what is crucial for success. This kind of thing cannot be programmed".

### Impressive "designer"-craftsmanship

KAEFER specialists were also on duty in China. One important task was to take measurements – a high-intensity job which meant dealing with the shells of the nuclear power plant blocks. "The performance of our 'head designer' Rainer Blocksdorff was impressive. A few glances and he knows how to design the construction. Then he measures everything and draws up the blue prints on the computer". This work calls for much more than merely „dragging out a measuring stick“. Ascertaining just what is needed and knowing how best to execute the project are a true art! It is imperative that one be painstaking from the very start here as well, for the cassette insulation has to be fitted on location under difficult conditions.

### Success in Middle East

2004 will be a very work-intensive, successful business year in the Middle East. Large commissions in Qatar and Egypt as well as business developments in Iran will demand maximum commitment.



This year our employees in Abu Dhabi had reason to celebrate. They received the award for "Best International Development 2003" at this year's IMM in Bremen.

## High profile in energy and petrochemical sectors

KAEFER South Africa is one of our largest locations.

**KAEFER South Africa – in terms of its headcount it is one of our largest locations world-wide. As many as 1,000 people – generally about half of them temporary workers – are**



**employed by this location. Since 1974, KAEFER has done business in what is by far the largest industrial country on the "black continent". Its core business here is in the energy and petrochemical sectors.**

A large contract in South Africa brought KAEFER to this country in the mid-1970's. In 1976 KAEFER joined forces with a small South African company to form KAEFER-FERM, which later became KAEFER Insulation. For many



years, the enterprise did most of its business carrying out insulation work for a single customer, SASOL, whose plant, unique world-wide, makes gasoline out of coal. "Several thousand people work for SASOL; we have had a long-term contract with the company since 1986," says Klaus Kempgen, joint managing director of KAEFER South Africa since 1997.

As the country suffered great upheaval after an end was put to apartheid and any company with only one customer is particularly sensitive to change, KAEFER South Africa started looking for companies to join forces with to

expand its portfolio. After a careful search, the right company was found: At the end of 1998 KAEFER took over Thermal Insulation, a company which belonged to a large South



and paint work. KAEFER performed the tasks so well that the contract was extended for another five years in mid-2002. Moreover, in 2002 a new sulfur processing plant was insulated and painted on a very tight schedule. At times more than 600 KAEFER employees were engaged in work for SAPREF. KAEFER's activities are concentrated in the large South African industrial centers Johannesburg, Cape Town and Durban; the latter two also have large harbours.

#### Success with acoustic insulation

A specialization which Klaus Kempgen has a particular interest in is a real market niche – acoustic insulation. KAEFER South Africa has been successful with this. The

African building construction group. “What made Thermal Insulation special was that it owned 2,000 t of scaffolding,” Kempgen reports with a smile. “That was very important, for KAEFER South Africa had none. To land a contract as a general contractor these days, you have to offer everything – insulation, paint work and scaffolds as well as sub-contractors who take care of the engineering and mechanics.” The two companies ultimately merged to form KAEFER Thermal.

#### Broader basis for business activities

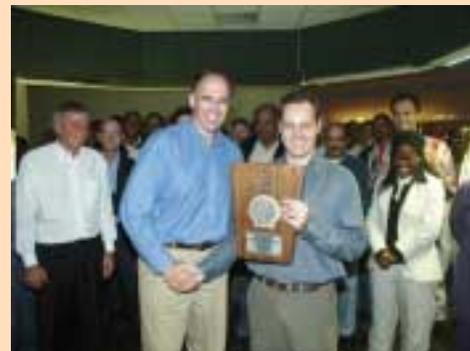
Since then our enterprise, which covers between 15 % and 20 % of the South African market, has created a broader basis for its business activities. Apart from the SASOL plant it now also works for the semi-public ESKOM Company. This company produces more than 90 % of South Africa's electricity in huge coal power plants with a capacity of somewhere between 3,600 and 4,000 megawatts each. “These power plants were built during the last 20 to 25 years. But then the demand for electricity fell behind the forecast increase, and some plants shut down. Today they are needed again, which is why they are being reactivated,” Kempgen explains. As KAEFER Thermal anticipates, “huge business can be done with asbestos disposal alone, for this is a problem in South Africa as well as elsewhere.” Our enterprise has also been awarded several long-term contracts by ESKOM for repair work in their plants.

silencers and sound enclosures which KAEFER South Africa markets and installs make up five percent of the enterprise's total turnover. “This area has always yielded profits and has higher profit margins than the normal insulation business does,” we are told. For a long time the company also had success insulating breweries, but there is not much business in this area these days. “The last contract of this kind was for the insulation of a brewery in Eritrea owned by a South African company.” KAEFER South Africa has worked in other African countries as well – Zambia, Botswana, Namibia, Tanzania and Mali.

Over the next few years Klaus Kempgen expects the enterprise's turnover to skyrocket. “Many investments are being made in this country right now, for example in power plants and paper mills – where international groups are establishing new capacities. We are expecting to get large contracts.” Furthermore, Mozambique is a market on which KAEFER is



very active – and if the peace process makes progress, Angola could also become a profitable target for business activities. Because the market in South Africa fluctuates so much, about half of KAEFER's employees in this country are temporary. Yet they often look upon themselves as KAEFERites. “In this way we remain a flexible, manageable enterprise,” says Kempgen, who works together with approx. 35 engineers, merchants and bankers at the headquarters in Johannesburg.



KAEFER was awarded with a safety trophy by SHELL for the achieving 2,5 mil. man hours without an accident. This trophy was presented by Rob Routs – Vice Chairman – SHELL world-wide.



Klaus Kempgen and George Wardrope

**Our joint managing director in South Africa, Klaus Kempgen, is from Wolfsburg.** Thus it is not surprising that he did his commercial training at Volkswagen. Kempgen then went to Bremen to get a graduate degree in business economics at the Academy of Economics. He stayed in the Hansa City and worked for some ten years in the controlling department at Vulkan. He first came into contact with KAEFER in connection with Vulkan's shipbuilding activities. When one of his co-workers left Vulkan to join the KAEFER team and was sent to South Africa shortly thereafter, a tie between our company and this African country was established. In 1982, after only working for only four days at the Bremen headquarters, Kempgen accepted KAEFER's offer and went to South Africa himself, where he has been living with his family ever since. First he worked in the financial department. In 1997 he was appointed as joint managing director. Klaus Kempgen is responsible for the administration and finance functions of the company whilst George Wardrope, the other joint managing director, is responsible for all other aspects of the business.



Another customer of KAEFER Thermal is SAPREF in Durban. This refinery, operated by Shell and BP, is considered the largest of its kind in the Southern hemisphere. In mid-1999 KAEFER Thermal was awarded a 3-year maintenance contract for insulation, scaffolding

## Southeast Asia – stronghold strengthened



A. Badawi, Deputy Prime Minister of Malaysia visits KAEFER stand at the LIMA Exhibition

In 2003 KAEFER was able to further strengthen the excellent position it has developed for itself in the Southeast Asian region. One important large-scale project, the MLNG Tiga project, was completed in September. This project centers on a LNG plant in Bintulu in Eastern Malaysia. During the course of the construction of this project a new safety record of 50 million accident-free manhours was set up. KAEFER was part of a group of companies commissioned with the project and had a share of 2 million manhours in its execution.



KAEFER stand at the OGA Exhibition in Malaysia

Subsequently KAEFER succeeded in winning a follow-on contract in Bintulu: Modules 2 and 3 of the existing LNG plant are to receive a general overhaul and renewal within a 16-month time span.

In addition KAEFER participated in two major exhibitions in Malaysia where it was able to present itself to important customers and partners of the Southeast Asian region. In July at the OGA 2003 Exhibition in Kuala Lumpur the KAEFER Group was represented with a joint stand of the organizations of Thailand, Korea and Malaysia. Held at four-year intervals the OGA brings the region's most important oil and gas companies together. In this, its



KAEFER stand at the LIMA Exhibition in Malaysia

debut year at the exhibition, KAEFER presented the extensive insulation work it performed in the Tiga project.

Only a few months later KAEFER Malaysia had its first showing at the Langkawi International Marine and Aerospace Exhibition (LIMA 2003).

Here the group presented coastal control boats it had been involved in producing for the Malaysian marine, in order to demonstrate its role as an active player in shipbuilding. The boats were built in Hamburg and finished by KAEFER Malaysia and KAEFER Hamburg at the PSC-ND shipyard in Lumut, Malaysia. In total more than 900 companies from the entire Southeast Asian region were present at the exhibition. And of course the KAEFER team used the opportunity to initiate and develop lots of interesting contacts.



## Innovative products from KAEFER Technologies in Australia expanding acceptance world-wide

World-wide patented company products INSTA-LAG and TIPS, manufactured by the products division from KAEFER Technologies in Australia, are gaining wide acceptance within Australia and as far a field as the Kaiser Alumina Plant in Jamaica.



INSTA-LAG is a pre-manufactured insulation system for pipework supplied to the installer as clip-on half sections comprising the insulation encapsulated in cladding, specified by the client.

TIPS – an acronym for Thermal Insulation Panel System is a pre-manufactured insulation

system for tanks and vessels. The pre-insulated panels are designed for installation to vessel shells, domes and cones.

INSTA-LAG has delivered advantages to clients on major construction projects by removing man hours from the workforce to off-site



locations and facilitating the insulation of pipework at ground level before installation, thus reducing scaffolding costs.

On the photo you can see JPU pipework, including large bends, pre-insulated using INSTA-LAG, and the transport to site of a completed JPU – 1 of 132 such units insulated with INSTA-LAG on the Comalco Alumina Refinery Project in Queensland, Australia.

The TIPS pre-insulated panel system offers a complete insulation package for tanks and vessels and delivers the same advantages to the client as INSTA-LAG. KAEFER Technologies engineers calculate dome, cone, and shell insulation panel dimensions from client supplied drawings and specifications to deliver a complete kit for each vessel to the installer.

Both – TIPS and INSTA-LAG – are products can be manufactured to suit client requirements for cladding types, colours and profiles.

**KAEFER Norway – large contract in Northern-most city of the world and lots to do on drilling platforms**

For KAEFER Norway the year 2003 was a year of change. At the beginning of the year KAEFER's industry and maritime departments became independent companies – KAEFER Isolering AS and KAEFER Maritim AS. More and more efforts are being made to meet the demands of the market, in particular those of customers from the oil and offshore industry. There is a growing request for insulation, interior finishing, scaffolding and enamelling from one source. KAEFER is one of Norway's market leaders in this area, with an annual turnover of some 37.5 mil. Euro and approx. 420 employees.



Isle Melkøya, photos: Copyright Statoil

The work on Melkøya is to begin in April 2004 and be completed in the course of 2005. It was contracted by the Norwegian

Statoil Group, which is in charge of planning the project on Melkøya. Linde in Germany is in charge of the technical side and will assist Statoil in the construction of the LNG plant. The total investment amounts to approx. 4.5 bil. Euro.

field in which the ships and oil drilling platform are located produces approx. 165,000 barrels per day. Between Spring 2001 and Christmas 2003 KAEFER fitters were busy expanding the cabins and increasing their capacity.

A similar, but more extensive contract is being carried out on Statoil's platform "Statfjord C". Here KAEFERites are increasing the number of cabins from 340 to 520. As many as 24



Gas processing plant at Kaarstoe

The order volume of the co-project Melkøya comes to approx. 2 mil. Euro for KAEFER, Aker Stord and Aker Kvaerner Elektro. The plant is to produce approx. 6.7 bil. standard cubic meters of gas annually. The plant is to be equipped with an integrated power supply system as well as a biological clarification plant for water purification.



Offshore platform, Statfjord A

fitters have been involved in the project since August 2003, putting in a total of 33,000 man hours. Walls, doors, ceilings, furniture and hallways are being put up. The work is to be completed in April 2004.

On the Tampen oil field, which has a total of eight platforms, KAEFER is carrying out maintenance and modification work in the accommodation and service modules for Statoil. The contract runs from 2003 until 2006 and is a reference contract for further maintenance work in the Tampen oil field.

**Fire protection – new area of activity**

KAEFER Isolering AS has expanded its position as one of the largest service providers for the mainland market in Norway. In chemicals and paper processing plants in particular, KAEFER's know-how is in great demand. Moreover, in the year 2003 the enterprise stepped up its activities in the area of fire protection.

KAEFER already signed its first large contract – an integrated services package for the construction of an LNG plant near Hammerfest, north of the polar circle. In 1984 enormous amounts of gas were discovered there in a field of the Barents Sea 140 km off the Norwegian coast. In the year 2006 the plant will begin to produce gas the Snøhvit gas fields are to supply Spanish and U.S. markets with liquid gas. KAEFER in Norway was commissioned to join forces with Aker Stord and Aker Kvaerner Elektro and connect the Snøhvit gasfields to a new LNG plant on Melkøya, a small island near Hammerfest. This is a huge success for KAEFER, for the contract calls for 770,000 man hours, with KAEFERites carrying out insulation, scaffolding and surface protection. The integrated service package is the largest contract KAEFER in Norway has ever been awarded.



Interior finishing, Offshore platform Statfjord B

For ExxonMobile and Aker Offshore Partner KAEFER is remodeling crew cabins on the oil producing ships "Balder" and "Jotun A" as well as on the platform "Ringhorne". The oil

## Finland – solid footing in shipbuilding industry



Mariner of the Seas

One of the most outstanding projects carried out at the Kvaerner Masa Shipyard in 2003 was extensive interior finishing for the cruise liner “Mariner of the Seas”, the fifth ship in a series of exclusive luxury liners for the Royal Caribbean Cruise Lines measuring 311 by 48 m. KAEFER Oy was in charge of the entire spa and solarium area, the fitness rooms for the crew, the rental station for diving equipment as well as the “Jonny Rocket” bar.

At peak times as many as 100 KAEFERites were on board. They put in the cosmetics and hairdresser salons, the massage rooms, the saunas, the steam baths, jacuzzis and the aerobics zone. In the solarium, a bar and a

KAEFER Eristystekniikka Oy, whose headquarters are in Rusko near Turku, specializes in “turnkey“-solutions. In the shipbuilding industry in particular, customers turn to our Finnish KAEFERites for package services. One of their customers is the Kvaerner Masa Shipyard in Turku, which has approx. 2,200 employees. It is one of the world’s leading cruise liner shipyards. As KAEFER manager Markku Tammi points out, “our package services include the planning and execution of ventilation work, electricity and plumbing as well as the planning and execution of high-quality interior finishing. We work together closely with the shipowners’ architects.”



pantry were installed. The KAEFERites used high-quality materials such as natural stone, granite, marble, sandstone and glass mosaics.

In previous years KAEFER Oy had already carried out extensive interior finishing work, including the installation of ceiling panelling, on the ferry christened “Romantika” which was



built at the Aker Finnyards in Rauma. Thus the Finnish experts were able to demonstrate their expertise on the sister ship. The ferry was ordered by the Tallink-Group in Estland and will cross back and forth between Stockholm and Tallinn as of 2004. A total of 823 cabin modules, which the shipyard had delivered, were finished. This included the planning and installation of plumbing, ventilation canals and electrical connections. Apart from the passengers’ cabins, the infirmary and corridors were finished.

In Estland, KAEFER Finland is continuing to carry out intensive training for plumbers and fitters.

### “Color Line NB 1351” – world’s largest luxury ferry

The Color Line hired the Kvaerner Masa Shipyard in Finland to build the world’s largest luxury ferry, “Color Line NB 1351”, which is to be put into operation in time for the Christmas season 2004 on the Oslo-Kiel route.

On this ferry, KAEFER Oy is in charge of installing 711 passengers’ cabins.

Furthermore, KAEFER Oy will take over the interior finishing of 4 Royal Suites, 1 Captain Suite und 1 Chief Engineer Suite with all the required installations.

Another project on the ship which KAEFER is involved in is the so-called “Water World” (Badelandet), a water park with an area of 800 m<sup>2</sup>. It includes 2 water slides which are 50 m long, jacuzzis, saunas, etc.

Special-effects technology creates a jungle atmosphere with apes and parrots screeching

and a rumbling volcano with smoke coming out of the top. In the reflux current, lights change colors and smoke rises up above the water. The water slides are the longest ones to be found on any ship. The “Water World” can be reached via several suspension bridges. KAEFER is also in charge of the heat and ventilation technology.

Extensive planning work has begun; at present the planners are conferring with architects on the execution of the work involved and the choice of materials.

## KAEFER Austria - exciting results, demanding tasks, tight schedules

Three large projects which KAEFER Austria mastered with great success in 2003 were characterized by demands of various kinds. In the national museum in St. Pölten in Lower Austria, stretched ceilings were installed. In Vienna a complete motorway segment was roofed in and in another project in the Danubian metropolis a modern office building complex was fitted with ceilings, walls and glass elements.

### Precision work in museum

In St. Pölten, a city in Lower Austria, star architect Hans Hollein design-ed a superb museum. The national museum in Lower Austria



specializes in nature, art and geographical exhibits, all of which are real attractions for the visitor. Innovative stretched ceilings, planned and installed by KAEFER, give the spacious rooms distinctive contours. Our dry walling experts were involved in the planning from the very start and worked together closely with the team of architects on the details of the project. The stretched ceilings, measuring

more than 500 m<sup>2</sup>, were put up 5 meters above the floor. Six KAEFER employees and a consultant from Barrisol were busy carrying out the precision work in the summer heat for three days – after all, to fit the ceilings, a room temperature of 40 ° Celsius was needed. The ceilings are seven percent smaller than the rooms; heat is required to give the foil the elasticity it needs to be fitted. The ceilings were cut to size and made ready for installation before being delivered to the construction site.

### Demanding task in three respects

In Favoriten, Vienna's Tenth District, a completely new city center, garden city "Laaer Berg", is under construction, to be finished within the next six to eight years. The project can only be executed by roofing in Motorway



A 23. Thus, a 220 m long stretch of Austria's most traveled motorway has been covered with fire protection panelling. To do this, a 2-cell steel-cement frame, each cell of which is 16 m wide and supported by piles, was constructed. Installation shafts for the entire supply lines were placed perpendicular to the roadway. These shafts must not only meet strict fire protection regulations (fire protection classification F 180), but also be accessible for inspections.

KAEFER was responsible for the steel structures and the fire protection panelling from one source. The task was challenging in a number of respects. The foundation must be able to withstand the suction and pressure loads created by the automobile traffic. Moreover, the installation work had to be done at night to impede traffic as little as possible. What also made the task more difficult was that the construction workers and electricians had to work simultaneously. Night work, cold temperatures and exhaust fumes from automobiles and trucks did not exactly make things easier for the fitters. A total of 1,000 m<sup>2</sup> of fire protection panelling and 12 t of steel went up, including 4.6 t of steel girders, 1,200 m of profiles, 130 m<sup>2</sup> of grids and 160 m of railing.



### Tight schedule for EURO PLAZA

Vienna's EURO PLAZA, one of the most modern and largest office parks in the Austrian capital, is under construction, to be completed by 2007. On an area of 70,000 m<sup>2</sup> an office building complex with three six-storey



buildings is being erected. After completion, the complex will house some 120,000 m<sup>2</sup> of office, service, storage and commercial space. The owners gave interior finishing high priority. The building has suspended glass ceilings with satin-finish glass elements, wall panelling made of enameled glass, panelling with natural wood veneer, natural stone floors, non corrosive railing and metal-panel ceilings with climate-control panels and variable grids. At EURO PLAZA, KAEFER fitted some 23,500 m<sup>2</sup> of metal ceilings, approx. 20,000 m<sup>2</sup> of gypsum board walls and various glass elements. Not only did our specialists do a good job; they were also quick about it. They were busy on location from March 2002 until April 2003. It was even possible to complete some tasks in December 2002, exactly one year after construction begin.

## IMM 2003 – KAEFER management meets in Bremen



The International Management Meeting (IMM) took place from May 16<sup>th</sup> to 18<sup>th</sup>, 2003 in Bremen, hosted by managing director Norbert Schmelzle. This year the meeting was one day shorter than in previous years. There was a very focused, concise discussion of the points on the agenda but enough free time in the evenings for all the participants to cultivate contacts and exchange experiences.

The focus was on information. Important internal and external issues were addressed, among others the following: introduction of new members, international business developments, results for the year 2002, international supply management, corporate finance, the  $\pi^2$  innovation strategy, international tunnel projects, Junior Executive Program (JEP), innovative technologies for passenger ships and LNG in the Middle East.

The "Award Ceremony" for good business results in 2002 took place once again this year. Numerous awards were given. KAEFER Finland was named "Best Performer 2003" and the Middle East outfit won recognition as "Best International Development 2003".

## Will KAEFER Mozambique soon play an important role?

Since early January 2002 KAEFER has also been active in Mozambique. As yet, insulation doesn't play a large role here; some 60 salaried employees in the former Portuguese colony are mostly occupied with industrial painting. Mozambique is viewed as a growing market which KAEFER is trying to enter – with growing success.

KAEFER owns 95 % of the new location in Mozambique; 5 % belong to private persons. KAEFER recently moved its facilities within the main city Maputo. The enterprise rented a residence in a suburb and turned it into office space. The KAEFER logo is now proudly displayed on the wall. "After 16 years of civil war the country is still very depressed," Klaus Kempgen, joint managing director of KAEFER in South Africa reports. He helped to establish the branch in the neighboring country. The joint managing director of KAEFER Mozambique, William Taylor, has his office in KAEFER's South African headquarters in Johannesburg. From here he supervises submission of tenders and sales.

The close connection between KAEFER South Africa and KAEFER Mozambique is no coincidence, for relations between the two countries have always been close. "At present a lot of international capital is being invested in Mozambique, particularly in the aluminum industry", Klaus Kempgen reports. This is because electricity is cheaper in Southern Africa than anywhere else on the continent. As electricity costs are a decisive factor, a large aluminum plant was put into operation in the direct vicinity of Maputo. We do industrial painting for this plant.

We are also involved in enameling work on three huge harbour cranes in Beira, the second largest harbour in Mozambique. "Beira is 2,000 km North of Maputo, which shows just how large Mozambique is", Kempgen points out. Enameling contracts are an important first step for the enterprise. Follow-up contracts are anticipated. "Maputo was the most important harbour in the Northern part of South Africa. During the civil war Durban took over this role but now efforts are being made once more to expand the harbour of Mozambique's capital!"

Doing business in this post-civil-war country is not easy. Public authorities speak only Portuguese; in some ways the government administration is colonial in nature, in other ways post-colonial. "It is hard to land large contracts", says Kempgen. "One must establish personal contacts and be patient. The people are all very friendly, but they are not accustomed to hectic Europeans. Things take time". Then there is the risk of malaria, which sometimes causes KAEFER employees

trouble. Klaus Kempgen is very optimistic that KAEFER Mozambique will play a large role in the long run, however. "The country is advancing and approaching things well. There are interesting projects which we could get involved in, for example gas pipelines to South Africa or the expansion of the harbours."



### Terrapark

Right next to the motorway which connects Budapest and Vienna and with good access to the capital of Hungary, a large office park has been under construction for several years. In Budaörs, a suburb of Budapest some 15 km from the city, a total of nine buildings have formed an ensemble called "Terrapark". Spacious, modern office space is being created here. KAEFER Hungary has been actively involved in the project since 1999, which was commissioned by STRABAG Építő RT. KAEFER's primary task is to put up dry mortarless construction work and suspended ceilings. KAEFER Hungary is putting up a total of 20,000 m<sup>2</sup> of walls and 28,000 m<sup>2</sup> of ceilings.



## Utilize power of demand – shop wisely

KAEFER – a global player 50 % of whose sales volume comes from international markets and a concentrated purchasing power with good infrastructure. This isn't quite true, because in terms of its purchasing policies, KAEFER is yet to become a global enterprise. It is a respected protagonist on international markets, but as yet it has made only sporadic efforts to pursue a stringent purchasing policy. This will now change fundamentally. In Summer 2003, eight international and two domestic KAEFER purchasing managers convened in Bremen for a kick-off meeting of international commodity managers.



“For certain key materials, for example mineral wool and rubber, we want to improve our position on the market,” says Petra Ellen Schwemann, head of Supply Management. To do this, numerous conditions have to be

taken advantage of and the power of demand will be concentrated. “KAEFER organizations in small countries should profit from those of larger countries”, Petra Ellen Schwemann emphasizes.

During the conference in Bremen, important fundamental decisions were made. Commodity teams for the most important materials were established and the leaders of the teams were named. Tasks were distributed and a time scheme for initial external conferences with suppliers was drawn up. Some conferences already took place, in November. Petra Ellen Schwemann counts on having some initial results by February 2004.

“The goal of our international efforts is clear. We want to have favorable initial prices, become strategic partners for large projects and alliances and use our concentrated purchasing power to negotiate as a market leader with other market leaders. We are not interested in making cheap deals, but shopping wisely”, says the head of Supply Management.

## Supplier evaluation – benefit for two parties

Are we working together with the right suppliers? Are there weaknesses, and if so, what are they? And most of all, how can we improve our collaboration to the benefit of both parties? These questions are the key components of a large-scale supplier evaluation which Supply Management recently organized. As Petra Ellen Schwemann, head of Supply Management, explains, “For years we evaluated our subcontractors on a regular basis. We evaluated our suppliers for the first time this year. On the one hand we want to optimize our purchase terms with the help of skeleton contracts and a reduced number of suppliers. But it was also important to make our assessment of suppliers within the enterprise objective”.

The 28 suppliers who fill the largest orders were evaluated by our purchasers, project managers and installation inspectors. A questionnaire containing seven criteria was used as a basis for the evaluation. Was the material delivered on time and in the right amounts; were the suppliers willing to promote projects by reducing prices? These were some of the questions which were asked.

The suppliers as well as KAEFER's purchasing department responded very positively to the results. The three suppliers with the best evaluations, Romakowski, Goebel/Arens und Dämmisol/Corlit, received awards and those who came in fourth, fifth and sixth received a letter of appreciation for their good performance. “We conferred with all the suppliers who had been evaluated, with good results”, Petra Ellen Schwemann says in summary. It was possible to define concrete goals and it was agreed that new contracts would be drawn up at the end of the year. “The evaluation also had another important effect”, says Petra Ellen Schwemann. “No supplier was ruled out completely”.



## $\pi^2$ : intelligent combinations lead to innovative results

**The goal is clear – KAEFER wants to become the preferred partner for its customers. Being innovative and stepping up efforts to combine processes, products and installation is the way to get there. In 2002 the Group institutionalized this campaign. In the newly established Strategic Product Development Services, KAEFER's innovation program  $\pi^2$  was launched.**



Let's think back to our school days for a moment.  $\pi$ , the sixteenth letter of

the Greek alphabet, stands for the number which describes the relation of the circumference to the diameter of a circle. The number can only be approximated, and thus as a symbol  $\pi$  also represents a striving for perfection. Furthermore, the initial letters of the concepts processes, installations, products and innovations are reflected in  $\pi^2$ .

"What we are doing here is not magic or an impossible feat, like squaring the circle; we are merely combining and applying the know-how of our employees on a company-wide basis," says the head of Strategic Product Development Karl-Rudolf Friese. In doing so a method is used, for example, which is called "morphological box."

"What we mean by this is a system for breaking down a product or a service into individual building blocks which are then recombined in new ways," Friese explains. This method often leads to completely new, surprising results and a new perspective on the problem at hand. "The whole is often more than its parts," Bettina Schaller-Eggstein from the Strategic Product Development team points out.

Take a coffee pot, for example. It consists of a lid, a spout, a handle, a body and a base. All parts can have various designs. The lid can be round, square, single-colored, multi-colored; it can be made of plastic or ceramic etc. Of course this is also true of all the other individual components. The potential combinations of various components are as diverse as are the results one can conceivably arrive at.

### **As the tunnel robot shows, combinations lead to success**

One exemplary project which was supported by  $\pi^2$ -program is a good example of how this method works in practice – the automatic insulation fitting robot for fire protection in tunnels. A team of experts including KAEFERites from Hamburg, Bremen, and Rostock took a look at the issue of fire protection, which is of crucial importance not only for the building division. In mid-2002 the first workshop on the topic took place, in collaboration with experts from the enterprise "Die Denkfabrik" ("The Thinking Factory", Bremen). That really got the development of the robot off the ground.

In close collaboration with employees from fischer, a firm from Waldachtal which specializes in fastening systems, the KAEFER team drew up a performance profile specifying in detail what the drilling and fitting device should be able to do. In July 2003 the tunnel robot was ready for its first assignment. "As in our example, the coffee pot, this was a new development which uses conventional

parts," Friese says. It consists of a forklift, a work platform and drilling equipment, all of which are nothing special in themselves. It was the ingenious combination which turned them into an as yet unique robot capable of fitting fire protection panels. "Here we fulfilled one demand of the  $\pi^2$ -program, namely to get the competitive edge", Friese says.

### **New development in progress – a new insulating system**

A further  $\pi^2$ -project is being launched – the development of a new insulating system for refrigeration plants which is to be carried out together with various European enterprises and research institutes. In the meantime the application for funding has been given positive reviews by independent experts, so nothing should deter the European Union from taking over approx. 50 % of the costs. The results of initial trials carried out at one testing station are encouraging. The Export Division and Corporate Technical Services set up the testing station in Bremen. In Friese's view, this is a good sign that development can be pursued quickly.

### **Being in the right place at the right time – construction logistics project**

Getting the right material, the right tools and the right task force to a construction site all at once is not easy. It is no secret that during installation work on-site, the greatest optimization potential is often squandered. Utilizing and optimizing such potential for KAEFER is the goal of the construction logistics project. "We want to look at the entire value chain, which begins way before the installation work gets going", says Heinz-Friedrich Harde, from the Strategic Product Development team. The advantage for KAEFER and its customers is self-evident: shorter installation time and better service make for higher quality and greater profitability.

## World premier in the Weser Tunnel – Tunnel Robot

The tunnel will not be officially opened until January 20, 2004, but at the end of August 2003 the small town Dedesdorf on the Lower Weser already had something to celebrate. In front of the entrance to the practically completed Weser Tunnel and in the south-bound tube there was a lot of commotion. Construction workers and fitters had prominent visitors. The Mayor of Bremen and Sena



Senator Hartmut Perschau

tor for Economic Affairs Hartmut Perschau had come to take a look at the project, which is important for the infrastructure of the entire North German region. KAEFER managing director Norbert Schmelzle had the honor of presenting a complete novelty to the eminent guest: a tunnel robot which had fitted half of the 1,632-m-long tube with fire protection panels while demonstrating utmost precision.

Of course the politician did not miss the opportunity to praise the solution from Bremen publicly. And well he might, for the project



Norbert Schmelzle with Günter Seibold from fischer

stands for an innovative development and KAEFER had played a decisive role in bringing it about. "The tunnel robot is the result of our  $\pi^2$ -project 'Fire Protection for Tunnels', which we initiated last year," says Walter F. Möhl, technical director of the national construction division.

During the construction of the fourth Elbe Tunnel, KAEFER already had the chance to show what its fitters are capable of, but no robot was involved in that project. The device was developed by fischer in collaboration with KAEFER, evolving from an automatic drilling and fitting apparatus to a robot equipped to fit fire protection for tunnels. "Our major contribution was providing our fire protection expertise and modifying an already existing system to meet our special demands," says Möhl.

The Weser Tunnel contract was just the task for such innovative fitting technology. The tunnel, which connects Dedesdorf and Kleinen-siel, consists of two tubes, each 1.600 m long, which are made of 1,088 steel cement rings, so called tubbings. They were insulated with Aestuver fire protection panels in such a way as to protect the seams between the panels from fire as well. "The panels are 3 m x 62.5



Norbert Schmelzle, Klaus G. Winkler (fischer), Senator Hartmut Perschau, Stephan K. Radermacher

cm in size, weigh approx. 35 kg and were fastened to the concrete with high-quality V4A stainless steel nail anchors. But first 10-mm-thick backing-strips had to be attached to each edge," project manager Olaf Holtz reports. From mid-April until the end of August 44,000 m<sup>2</sup> of panelling were fitted, per day some 450 m<sup>2</sup> – quite a demanding task for fitters and logistics specialists. After all, the material had to be in the right place at the right time and be fitted quickly, precisely and safely so as to pass inspection.

While executing the task, the tunnel robot showed that it was able to fulfill all demands which were made of it. The machine lifts up panels and drills holes while driving in dowels and anchors automatically. The only task which had to be done manually by the fitters was swiveling the drilling cross rail.

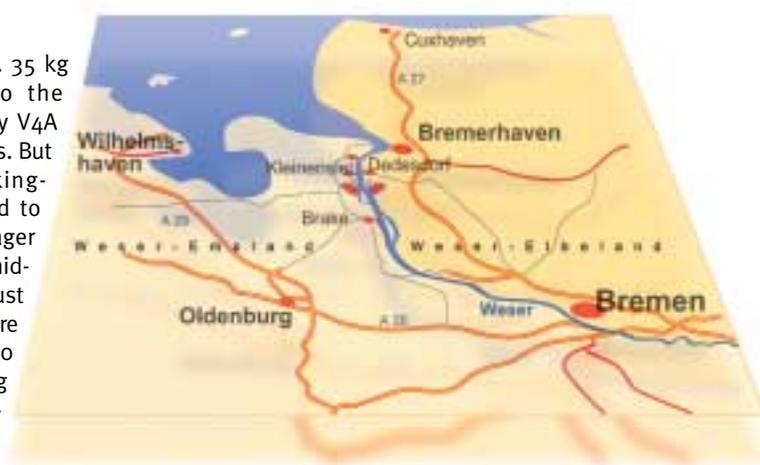
Two fitters per shift were occupied with monitoring the apparatus and carrying out the necessary manual tasks. In addition they checked to see whether the dowels and anchors were fastened in accordance with the stipulations. But the robot helped with this as well, setting off warning signals (light diodes) if holes were not properly drilled or anchors were not driven in deep enough.



All in all Walter F. Möhl sums up the project very positively. "The robot combined precision with more profitability and more efficient fitting and was worth every cent it cost to develop it", he says. Now Möhl is touring Europe in search of new customers. At present the tunnel robot is the only one of its kind worldwide; it is important to utilize this advantage and convince potential new customers of all the robot has to offer.



Sabine Manig



## KAEFER's vocational training has a lot to show for itself!

In times when openings for apprentices are hard to find and the federal government is launching vocational training campaigns or even considering compulsory measures for business and industry, KAEFER has an excellent image. We are above-average in terms of our number of apprentices and the quality of our training programs. "With a quota of 6 percent, we truly have a good standing," Ralf König, head of the Personnel Department is glad to report. "In some areas – for example in interior finishing – we even have 20 percent!"

The statistics are impressive. Nationwide, 55 young persons are being trained in various trades, 33 of whom are training to become



insulation or industrial fitters, and 22 of whom will become interior finishing specialists or drywallers. KAEFER has an additional 9 trainees preparing to become commercial clerks for office communication or industrial clerks. "Our training programs are intensive, for we need suitable junior staff", says Ralf König. KAEFER advertises in classified ads using the slogan "Wanted: future building supervisors!" "We mean that seriously," the head of the Personnel Department emphasizes. "We want to find specialists and develop their skills. Of course we take a careful look at who we are dealing with. We are getting better apprentices all the time, which is reflected in the increasingly good quality of their school performance. But we also have a lot to offer: not just a place in our vocational training program, but also a real perspective!"

Apropos "good training": for one, its quality is ensured by the very demanding program, the diversity of tasks to be mastered and the great commitment of the trainers at the various locations. Another success factor is KAEFER's concept of "centralized training". Apprentices from all over Germany complete important parts of their training in Bremen. "The result of this is that our future specialized task force will all have the same prerequisites, no matter which location they originally came from," Carsten Wrede, supervisor for vocational

training in insulation explains. The optimal school instruction in Bremen contributes to the success: "At the vocational school anywhere between 16 and 20 fitters now learn things which are relevant to their jobs in the enterprise – and don't go through 39 weeks of general instruction concerning construction work such as masonry or similar things", the supervisor explains. What that means specifically is that KAEFER apprentices learn the English technical terminology for materials and tools, for example. Carsten Wrede points out how important this method is: "One of our biggest insulation customers is the shipbuilding industry – and at a shipyard the young guys have to be able to speak English!" In the external training phase, during which KAEFER works together with strong partners, materials produced by our enterprise such as LOLAMAT also get into the picture.

The success of the centralized model has also been proven by examination results. "The three industrial fitters who finished their training in July did exceptionally well," Carsten Wrede says. The quality of the regional insulation training programs in Munich and Ingolstadt is also very high. Otherwise it wouldn't be possible to compete with the numerous desirable employers in this very industrialized area such as Audi in Ingolstadt.

But KAEFER mustn't rest on its laurels. On the contrary: in the future the low birth rates of recent years will make it increasingly hard to compete for suitable apprentices. "But if we continue to maintain such a good image, then young persons are sure to come to us", König says with conviction. "The more professional we are, the better we will succeed." What advertising for suitable apprentices can look like is made clear by the "Top Job Vocational Training Fair" at the Weserpark in Bremen, which KAEFER participated in for three days in mid-February 2003. The fair for pupils between the ages of 15 and 20 is one of the leading vocational training events in the region. KAEFER appeared there together with such well-known enterprises as Beck's, Kraft Foods and DaimlerChrysler. In order to give a vivid picture of what tasks KAEFER is involved in, there was a demonstration showing how to turn a piece of sheet metal into a pipe segment, for example. Second-year apprentices put up a wall. "We actually succeeded in getting young people interested in KAEFER who had never heard of us before but joined our training program in August 2003!" Thomas Kolschen, supervisor for interior finishers says proudly concerning the success of this effort.



## Junior Executive Program:

JEP is a program to promote young KAEFER executives. After meeting in Etelsen (near Achim) and Bilbao, Spain in September 2003, the group conducted its final meeting in Ganderkesee. At Nutzhorn, a country estate, the project results of the three groups were presented by KAEFER executives. Important questions concerning KAEFER's future were on the agenda, which the international teams had worked on at length in addition to tending to their daily business activities. "Guidelines for market analyses in small/medium size affiliates", "Integrated services in industrial insulation – fashion or long-term business?" and "Calculation of major projects: Chances and risks in the international cooperation" are the topics of the interesting studies. "In Ganderkesee the pilot group completed its work successfully, and we learned a lot about carrying out Junior Executive Programs in the process," Ralf König, head of the Personnel Department is happy to report. "The second group will probably get to work in January 2004, giving similar impetus for change so that KAEFER will profit even more from this program."

## "News from the personnel department"

**"Sichere Zukunft" ("Secure Future") – guaranteed interest rate reduced:** As of 2004, the guaranteed interest rate on contributions to our employee-financed company pension plan which are taken out of the employees' pay checks will be reduced by 1 % from 5.5 to 4.5 %. This results from the general reduction of interest rates on the money market. For 38 % of the KAEFERites who decided to participate in "Sichere Zukunft", this means that for all building block contracts signed before the end of 2003 the higher interest rate will continue to apply, whereas for all building block contracts signed after this date the interest rate will be 4.5 %.

**KAEFERites ready for action on the international market:** A survey of all KAEFER employees in Germany brought "respectable results," says

head of the Personnel Department Ralf König. The survey focused on the willingness of employees to get involved in international projects. KAEFER's international growth coupled with its striving for high quality and market presence has made it more important than ever to put optimal project teams together. Since our enterprise has many outstanding specialists in Germany, such a survey was overdue. Forty employees indicated that they would be willing to work in a foreign country for more than three months. Their primary tasks would be to supervise construction sites, take charge of project controlling and claim management, supervise fitters, calculate costs and coordinate supply and storage management. KAEFER hopes to be able to make offers to interested employees quite soon.

**New quality management guidelines for advanced training programs:** Highest-quality advanced training program is one of KAEFER's

priorities. All aspects of advanced training measures are now subject to new, clearly laid-out guidelines which state that for every employee, the superior should assess on a regular basis whether he or she is in need of advanced training. Does the employee need to acquire new skills in order to meet the demands of the tasks which are currently being performed? Are changes in the tasks of employees to be expected, and if so, is there a need for further training? Does the employee have the potential for carrying out more demanding tasks for which advanced training is required? These are the kind of questions which are asked. Clearly regulated procedures aim to guarantee that KAEFERites always carry out current and future tasks with a high degree of up-to-date expertise. The new guidelines ensure that training programs are prepared carefully and executed well. The QM procedure ends with an evaluation as to whether the measure was successful.

## IGET – a program for young engineers



Today KAEFER is an international group with construction sites all around the world. Numerous large projects evidence our capacity for high performance and put us in the limelight – but our worldwide activities also pose a great challenge. To execute such projects first-class, mobile specialists are needed. To find the best junior staff for supervising and carrying them out and to familiarize this group with our goals, KAEFER has initiated an ambitious program: IGET. It stands for "International Graduate Engineer Training Program".

"We need a pool of specialists with good, solid theoretical and practical training all over the world, ones who can get involved in international projects if necessary, what one might call an international task force", says Peter Hoedemaker in explanation of what he is aiming for. In Asia particularly a need for this kind of personnel could increase quickly; growing markets like China are a potential source of large new contracts for KAEFER. Thus our enterprise is looking around in Asian countries, but also in Poland at renowned universities, for example, for young, talented, hard-working engineers who would like to participate in KAEFER's two-year IGET-Program. "For the first course, we already have two

### First project abroad already in progress

The first IGET participants got going on September 1, 2003. To start with, the participants were given an overview of the program and their new tasks at their own company. From October 6 – 17 the young engineers were in Bremen, where they took part in a two-week orientation program which gave them important insights into business life at KAEFER as well as its entrepreneurial philosophy. Visits to construction sites in the shipbuilding, industry and construction divisions were on the agenda as was getting to know KAEFER's management and the heads of the various divisions. During seminars at KAEFER and at the building construction training center in Rostrup near Bad Zwischenahn they acquired basic knowledge about insulation – for example about products and sound absorption methods, along with many other things. "During this time, the participants learned how to work successfully in teams and give each other support on construction sites. In addition they were once again given intense preparation for the two years to come", says Ralf König. In the meantime the IGET candidates are already involved in their first project abroad, which will be completed on June 30, 2004. After going on vacation in July 2004 a new phase will begin, which will last until the end of July 2005.



young engineers from India and one each from Thailand and Poland", Ralf König is happy to report. "They are trained for KAEFER in different countries and at various locations of our insulation business over a period of 24 months".

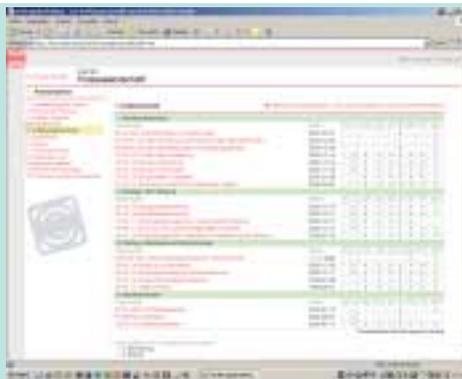
## KAEFER regulations now on Intranet

As concerns quality management, KAEFER has made further progress. In the meantime we have made our processes so transparent that the comprehensible structure of our regulations is truly exemplary. Thanks to these efforts as well as further improvements in work safety, we had no trouble meeting the new standards laid down for the ISO 9001:2000 standard and the safety certificate for contractors (SCC) and we indeed received certification.

A look at the "process landscape" on KAEFER's Intranet conveys the entire structure of regulations laid down by the enterprise. It is KAEFER's central information platform. There one finds diagrams of all processes and the regulations which are connected with them. "This hold true not only for quality management information and regulations, but also for all other types of regulations," says Heribert Frantzen, head of Corporate Services Work Safety and Quality Management at

KAEFER. "By publicizing this information on the Intranet we can be sure that it is up-to-date, as it is administered centrally."

The "process landscape" is divided up into ten core processes – from responsibilities of supervisors and the execution of orders down to financing and billing. Take execution of orders, for example. Whoever clicks on this



core process will see at one glance all sub-processes which are involved such as work preparation, installation, manufacture, inspection, acceptance, billing and work safety. "Every employee can access all regulations

which are relevant for him," says Frantzen, pointing out the advantages. Via special filter functions one can limit the regulations, for example accessing only topics which are important for the Industry Division or operations in Austria. All the divisions and Corporate Services were involved in redesigning the Intranet. As Frantzen points out, "this was the prerequisite for receiving certification in accordance with the latest ISO standard and the SSC work safety standard." The process landscape will soon be translated into English. This will provide a good basis for applying the processes internationally as well so that one day efforts can be made to receive world-wide certification of the Group.

## Work safety and quality management have joined forces

This year the work safety and quality management task forces were brought together to form one Corporate Services Department. This helps to create any number of synergy effects on construction sites in particular. They will help us come to terms with increasingly difficult conditions and growing demands during the next few years.

## Virus help desk

### Better protection against viruses – quick help in case of PC problems

On August 19, "Lovsan" hit. The computer virus attacked PCs and laptops world-wide, raging a campaign against the software giant Microsoft that weekend. At KAEFER, a number of computers were also hit, but the damage done was not too great. "The virus made the systems crash, but did not destroy any data or hard discs," Ralf Peters, head of Corporate Information Systems, Technology and Management explains.



The designers of anti-virus programs reacted quickly and made the appropriate "de-worming software" available immediately. "After approx. 4 hours, we had a grip on the problem," says Peters. Nevertheless, the danger is not over. The threat of worms and viruses is simply too great. Hundreds of thousands of such mini-programs pose a menace to computers and networks all over the world.

To protect KAEFER's internal data-processing network against attacks from the Internet, our data-processing specialists load so-called patches, or updates onto the Intranet at regular intervals. The users should definitely download them onto their PCs because then they have relatively good protection against viruses and worms. Furthermore, Peter's advice

is to be especially careful with laptops and PCs of other users. "Lovsan", for example, did not get into our system via e-mail or our Internet-interface, which is well-protected, but rather via PCs of third parties and laptops.

To effectively protect our network in the future against viruses and worms, Corporate Information Systems introduced a new basic technology in 2003, the so-called "active directory". It provides increased protection against viruses, but it also has many other features. It screens access privileges to individual PCs and forms the basis for remote diagnoses and helpdesk services.

### Helpdesk – Help via network

Active directory forms the basis for our new Intranet helpdesk system. The electronic helpdesk can be accessed via our IT support interface on the Intranet. By clicking on the button a mask is opened which KAEFER employees can enter questions into. The answer – and thus usually also the solution to the problem – is sent via e-mail. "We address the problems in the order of their urgency and entry time," says Peters. If a software program starts to act up or a printer breaks down, accessing the helpdesk via the Intranet can really help.

## SAP 4.7 – better performance with new software version

Whether it is a matter of accounting, personnel administration, material management, budgeting, or order management, in large parts of our Group all of these tasks are performed using SAP. For some 20 years we have used this software from Walldorf in Hesse. Three years ago the system was completely redesigned and expanded. "Now we are confronted with another transition, the transition from SAP 4.5B to SAP 4.7," says Ralf Peters, head of Corporate Services for Information Systems, Technologies and Management.

Compared to the last great transition, this one will hardly be noticed by the users. The interface will stay practically the same, but the system behind it will have any number of improvements which will make it easier to work with. The transition will be made in two steps. The first step, the conversion from the old system to the new one, took place at the end of November 2003. As of Spring 2004, the new software with all its added features will gradually become available all over Germany and France.

What is behind the conversion? SAP 4.7 makes document management and the integration of documents into the Intranet considerably easier. As Peters tells us, "in this way we improve the way we handle and maintenance the system and facilitate the daily tasks of our co-workers."

## Safety Award for accident-free work

Safety is of top priority – thus for the past three years the industry division has rewarded its various locations for successful job safety with special certificates. The results have been impressive. The number of locations which have remained accident-free for over a year has increased steadily from two to eight. This year the managers of our locations in Bielefeld, Ingolstadt, Leipzig, Magdeburg, Nordhausen, Roxheim and Schwedt as well as the technical noise insulation team received certificates.



## Strategic location for KAEFER at AICHEMA 2003

Presence at the trade fair for service providers in the chemicals industry and all other branches of the material conversion industry, the AICHEMA, has always been a must for KAEFER. The international event brings leading suppliers and enterprises together in Frankfurt am Main. During the AICHEMA 2003, which took place from May 19th to 24th, 3,819 exhibitors from 48 countries presented their new developments and technological know-how at the trade fair in Frankfurt. Helmut Hecht and Henry Kohlstruk are very satisfied with the KAEFER exhibit and the results of the trade fair. "For one, the AICHEMA now has a new, more transparent structure. Our stand – with its new layout and innovative design - was in the plant construction hall; we were in good company there." KAEFER's stand was situated between those of Lurgi and Krupp Uhde. Contacts to more than 350 customers were reactivated, and new ones were established. Follow-up campaigns were carried out to ensure that new contacts become long-term customers.

## KAEFER in Ingolstadt celebrates 40th anniversary – with a Beetle to advertise the event



Ingolstadt, mid-May. Until way past midnight active and former KAEFERites, suppliers and subcontractors celebrated over beer and Bavarian brass band music at our location in Upper Bavaria. What was the occasion? KAEFER in Ingolstadt now looks back on 40 years of successful business activities. Reason enough to let others share in the enterprise's success. Thus there was a large raffle with televisions, videos and bicycles as main prizes. The proceedings from this event went to the "Round Table Ingolstadt", which will use the money to help children with cancer.

In addition to important customers, the chief supervisor of the location, Erwin Sörensen,



came with his wife. The current director, Friedrich Hofmann, reminisced about how everything began. "In 1963 things were very provincial here, and the best thing about Ingolstadt was the Northbound motorway", he said with a grin. Yet Erwin Sörensen, who set up KAEFER's first headquarters, on Hofmillerstraße 5 in the Bavarian city on the Danube, soon succeeded in acquiring promising customers.

The reason for setting up operations in the historical city with its fortress and former court was the construction of the ESSO refinery. Only one year later the Bavarian KAEFERites acquired another customer, the petroleum refinery in Neustadt (ERN), soon to be followed by such customers as Bayernwerk AG and the automobile manufacturer Audi. The construction of the refinery in Burghausen was also supervised by KAEFER Ingolstadt.

In 1988 Ingolstadt's headquarters moved to Steiglechnerstraße 5, where it is to be found today. Its business has expanded. Today the entire region of Franconia with numerous clinics and a large

customer, Nestlé-Schöller of Nuremberg, is under its supervision. As of January 2003 Ingolstadt and KAEFER's Munich operation form a profit center.

By the way, the head of the location, Friedrich Hofmann, and his co-workers came up with something special to celebrate the occasion – a promotional silver VW Beetle in KAEFER look.



## KAEFER WKS/WKSB – good connections in Benelux

After having withdrawn from the Dutch and Belgian markets some years ago, the KAEFER Group once again has a piece of the action in the Benelux countries. As the result of a new market strategy two companies, WKS B.V. und WKSB N.V., were integrated into the globally active KAEFER Group. The idea behind this



was to take advantage of synergetic potential and to join forces to storm new markets.

WKS B.V. of Dordrecht was founded in 1970. In 1991 WKSB N.V. was founded in Belgium to gain access to the Belgian market. Both companies have flourished over the past years; they have 225 employees and are successful in the area of insula-tion / scaffolding / asbestos disposal.

KAEFER WKS and KAEFER WKSB have well-known international customers. The successful execution of large projects for customers like DOW, BASF and Shell as well as many awards in the area of work safety document the performance of the highly motivated team.



Managing director  
Piet Nederlof



Managing director  
Freddy Tulkens



In 2002 the two companies had a turnover more than 21 mil. Euro in total. In the area of integrated services (insulation, scaffolding, asbestos disposal and electric auxiliary heating systems from one source) the companies rank fourth in the Benelux countries. The plan is to expand this business and strengthen the companies' market position.

### Positive response to integration

The response to the integration in the KAEFER Group was very positive on the part of the employees and management alike, who hope that the strategic alliance will have positive effects in the future. The Group is strengthened, thus being in a position to tackle all large projects in the Benelux countries.



Apart from expanding scaffolding activities in the future, there are plans to step up activities in Belgium. Through the collaboration with the Industry Division new opportunities for gaining ground on the market arise.

We wish the managerial and operational departments of our Benelux companies a good start and success in the future as members of the KAEFER Group.



## Strict regulations for scaffolding construction in Rotterdam

During Fall 2003 KAEFER WKS was busy at Nerefco Europoort, an enterprise owned by British Petroleum. While carrying out this project, the crew had to follow strict safety regulations: Nerefco bound the contractors to adhere to the safety regulations laid down by BP. The downtime planning for the construction of the scaffolding was prepared in great detail by the project supervisor from KAEFER WKS before the actual shutdown. KAEFER WKS was only responsible for putting up the scaffolding. More than 60,000 m<sup>3</sup> went up. The shutdown occurred in mid-October and at the end of 2003 the project was completed. Due to the strict safety measures, additional construction supervisors and safety experts were called in to ensure that the scaffolders followed the prescribed safety regulations. On average, 35 KAEFERites were involved in the preparatory work. During the actual shutdown, as many as 50 scaffolders were on duty.

## Insulation work for Total in Vlissingen

From October 2002 until mid-February 2003, KAEFER WKS carried out a large remodeling project and orchestrated the shutdown it required at Total Raffinaderij in Vlissingen. The project was commissioned by the company Technip; it involved scaffolding, asbestos disposal and the insulation of the furnace, the heart of the H<sub>2</sub>S plant. The first task was to put up the scaffolding, which was done in October. The most time-consuming task was the asbestos disposal in and under the furnace.

Despite modifications made by the customer as to the extent and kind of insulation work to be done underneath the furnace, KAEFER WKS nevertheless succeeded in completing the necessary tasks on schedule and accident-free.

## Renovation work on butane columns of LHC cracker at DOW in Terneuzen

It was a huge project, for which negotiations started in May 2002. The giant chemicals company, DOW Chemicals, was planning the most extensive shutdown since the founding of the enterprise. On the grounds of the DOW Chemicals plant in Terneuzen, the LHC cracker was to be put out of operation. To do this, the entire plant had to be shut down. KAEFER WKS was responsible for the renovation and insulation of the butane columns, the core of the entire plant.

The preparations alone were very involved. Before beginning with the work, KAEFER WKS developed a project for cutting costs and reducing man hours, on the basis of which the enterprise made a proposal as to how to best renovate and insulate the columns. The project began in January 2003 with the construction of scaffolding measuring 50,000 m<sup>3</sup>. The columns and the scaffolding, almost 60 m high, were completely insulated with a special kind of "shrink" foil. In doing so, various areas were separated from each other, making it possible to clean the columns and dispose of asbestos at the same time. After removing the aluminum insulation, the crew began with the asbestos disposal, a task which was carried out round the clock. After this was done, a new procedure was used under

the supervision KAEFER WKS in collaboration with a specialized process called "iceblasting". This entails blasting ice under high pressure onto the surface which is to be treated, and in doing so removing asbestos, rust and other forms of contamination completely. During this procedure, almost no water is released. The advantage is that work can be carried out on different levels of the scaffolding simultaneously. After this task was completed the columns were carefully inspected, the necessary repair work was done and the columns were fitted with new insulation and sheet aluminum casing. The scaffolding was removed and the work was completed on schedule and accident-free in May 2003. DOW Chemicals was satisfied with the performance of KAEFER WKS.





## Ambience and acoustics have to be just right

In April 2004 the "Pride of America" will set off on its first cruise, and when it does, vibrations or noise from ventilation, drive propellers or main engines must not impinge on the vacation mood of almost 2,000 passengers. The specialists from Corporate Technical Services Acoustics, together with our shipbuilders in Bremerhaven will make sure of that. The acoustics and sound experts who work with Hans-Joachim Rennecke were already involved in the planning phase of the spectacular shipbuilding project. "Our task is to inspect the 'Pride of America' in terms of noise and vibration features and to suggest appropriate noise insulation measures", he explains. The goal is to minimize the propagation of noise on the ship and to adhere to certain noise and vibration levels.

The shipyards and shipowners are very demanding. Not only in the suites and the luxury cabins must strict tolerance levels be adhered to, but in all other places frequented by passengers as well. On the basis of detailed plans, Bremen's acoustic services team carried out an extensive acoustics evaluation. "The greatest challenge was that there were so many different sources of noise", says Rennecke. On a ship with 13 decks which is 32 m wide and 280 m long, there are innumerable sources of noise and vibrations. "When a passenger is drinking coffee in his cabin, the surface of the liquid mustn't even ripple", says the engineer to demonstrate what is being aimed for.

The noise of footsteps and vibrations is conducted particularly well by the steel hull of the ship. Thus the kind of flooring one uses is decisive. A detailed plan was drawn up in close consultation with the shipyard describing which flooring must be used on the decks.

A calculation was made for the entire ship. The results served as a basis for further recommendations concerning noise and vibration protection. At the beginning of next year, during a two-week long trial run, our acoustics specialists can check the results of their calculations. "We will be on board with our team taking measurements", Rennecke says.

## Fire-protection experts

A fire has broken out. Flames are licking out of doors and windows. Steel constructions



give way. Ceilings fall in. Plumes of smoke obscure vision; escape routes are only barely detectable. Cables and lines act as fuses which lead the fire into other parts of the building. A horror scenario, and the most important task of preventive fire protection is to keep it from happening. The thermal insulation department of Corporate Technical Services (ZTT) in Bremen is there to advise and help all departments in the enterprise if questions come up concerning fire protection connected with building construction, shipbuilding, or the manufacture of motor vehicles and railroad cars.

The uppermost goal of fire protection measures and regulations is to allow people enough time to escape in the case of a fire and to give emergency crews enough time to take appropriate action. Depending on what area is involved, there are numerous regulations which absolutely must be adhered to. "In Germany, fire protection for buildings is laid down in the building regulations of the individual countries. They stipulate what types of construction and materials may be used, depending on the type of building and its intended function" says Walter Bremeyer, head of the department. For shipbuilding, the regulations laid down by the IMO (International Maritime Organization) are applied. When it comes to the manufacture of motor vehicles and railroad cars, various regulations apply, depending on the country in question. "As yet, we have scores of confusing rules and

regulations to deal with," says Thomas Heuermann from Corporate Technical Services.

In close collaboration with various KAEFER divisions and locations, the engineers from Technical Services develop individual solutions for shipbuilding, building construction and vehicle design which involve testing new systems for fire resistance in complicated fire tests carried out in collaboration with certified material testing institutes. Together with public agencies and building owners, single-case conditions are worked out, and if necessary, special permits are applied for. For the "Pride of America", a shipbuilding project involving some 50,000 m<sup>2</sup> of fire-protection insulation, extensive tests had to be carried out within a very short time so as to meet the special demands of the US Coast Guard (USCG). They were performed together with the Shipbuilding Division in Bremerhaven in the fire test station in Copenhagen.

The department also offers annual basic training in preventive fire protection for KAEFER employees. "The aim is to inform them about new trends in fire protection and to report on new developments concerning the transition from national to European classification and testing standards," Heuermann explains.

To expand KAEFER's expertise in preventive fire protection, the fire protection experts modify existing systems and combine KAEFER's own products to meet certain demands, working together with various departments and divisions. "We look upon ourselves as in-company KAEFER service providers," Bremeyer emphasizes. "Our customers are the divisions and their various departments."

### Contact partner:

**Thomas Heuermann**

**Phone: +49(0)-421-6109-473**

## Products/Systems – act rather than react

**"Complaints about stiff competition are in reality only complaints about a lack of ideas."**

Walter Rathenau, the former Foreign Minister of the Weimar Republic, spoke these words almost a century ago, but they remain valid today. International competition is tough, and KAEFER is in the thick of it. Whoever wants to do more than merely survive, which is to say get a real piece of the action, is dependant on the good ideas of his co-workers and the innovative power of the entire enterprise. The Products/Systems Division is a good example of ongoing development. Together with other KAEFER divisions it has developed products and services which aim to convince planners, engineers and architects all over the world of our ability to perform, thus winning them over as loyal customers.

"During the past year we collaborated with the Shipbuilding and the Construction Divisions to develop projects which will shape our future", says Dr. Holger Carlsburg with conviction. Already existing products are being modified and new products and systems are being introduced. LOLAMAT and RECORE now have certification for France, Spain, the USA and Australia, for example, and bemo succeeded in marketing a completely new family of products for transparent fire protection. The strategy behind all our activities is to find markets for our products but also to integrate the Products/Systems Division into KAEFER's core business areas. "Whereas we used to merely react to bids for tenders, we are now often in a position to anticipate our potential customers' needs for services", says Dr. Carlsburg in explanation of the qualitative difference between reacting and acting.

## GK-System: innovative EMC solution

Particularly in the navy shipbuilding industry electromagnetic compatibility (EMC) plays an important role. With the new generation of EMC frames, GK-SYSTEM GmbH in Ahrensburg now offers a special cable penetration which will be of particular interest to companies



involved in international navy shipbuilding projects. Now GK has come closer to its goal of providing integrated concepts instead of individual solutions.

With the new development, which shunts voltage from outside sources induced on the cable screen and forms an electromagnetically impenetrable barrier, GK-SYSTEM meets its customers' highest demands. In addition, the cost of the innovative system was reduced considerably, as it was possible to primarily use standard components of the GK frame system. The patent-pending conductive coating of the modules was tested for suitability in extensive pre-trials with promising results. Thus GK-SYSTEM expects to be granted international certification for the new EMC product quite soon.



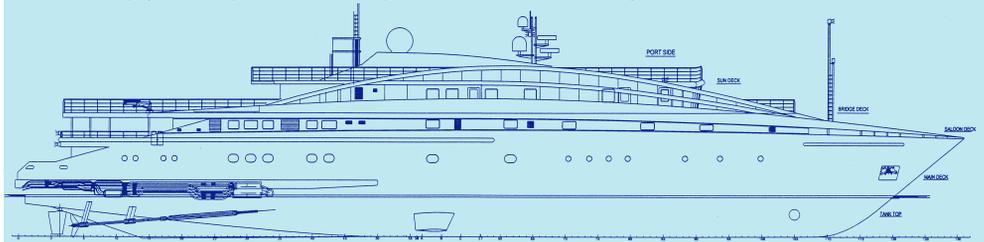
## GK-SYSTEM GmbH is on the offensive

With a new 'Packing System' catalog, the shipbuilding supplier is launching its international sales campaign. Numerous technical features with an appealing layout provide the experienced technician with valuable information and detailed know-how. The bilingual catalog (German/English) has an image section, an extensive section on products including all standard materials, and a service section with helpful tips and lots of useful information pertaining to the GK packing system.

**To order contact: [info@gk-system.com](mailto:info@gk-system.com)**

## ELEGANT – nomen est omen

A particularly appealing example of how LOLAMAT can be used is the mega-yacht „ELEGANT“. It is being built at the Kanelos Shipyard in Greece and is to be delivered in Spring 2004. The sleek, 72 m-long yacht will be fitted with some 2,000 m<sup>2</sup> of LOLAMAT cabin wall and ceiling panelling as well as 1,500 m<sup>2</sup> of



LOLAMAT wall for gangways. What is special about this is that approx. 1,300 m<sup>2</sup> of high-quality oak panelling will be used, and inspection doors have already been integrated into the wall panelling in the gangways. In addition the shipyard is using special space-saving ceiling systems with 12 mm-thick LOLAMAT panels.

## CFS expands core business, steps up internationalization process and positions itself in new market segments

In 2003 KAEFER subsidiary CF-SYSTEMS GmbH was engaged in numerous activities. The company internationalized its distribution activities, expanded its line of LOLAMAT products, developed innovative fire protection products and carried out numerous projects, in part in close collaboration with the Shipbuilding Division. "We executed projects and made presentations in Greece, Turkey, Italy, the Netherlands, France, Spain, Finland, Australia and the U.S.A.," CFS managing director Dr. Holger Carlsburg reports.



For one, close contacts with one of the leading mega-yacht building shipyards in Europe were established, the Benetti Shipyards in Italy. The many advantages of the LOLAMAT line of products in particular have caught the attention of yacht builders. The excellent fire protection which these products provide is only one side of the coin. They also offer diverse possibilities for elegant interior finishing with the use of veneer, leather, marble, wallpaper and tiling as well as easy and trouble-free fitting on board ships and yachts. "Since LOLAMAT is produced and delivered in modules, we can reduce the assembly time and thus have the competitive edge on interior finishing of luxury ships," says Holger Rhode, technical manager of CFS.

The ongoing development of innovative fire protection products – A 60 insulation walls, A 60 fire protection doors (hatch and/or sliding doors) and B 15 cabin doors are some of such products. Of course they can also be produced in custom-made elegant designs – just the thing for luxury yachts. Together with the Shipbuilding Division, CFS is involved in finishing the MS Heidelberg in Tangermünde,

"Pride of America" in Bremerhaven, for which 40 suites were finished, and several projects at the Abeking & Rasmussen and Lürssen Shipyards.

Light weight, easy-to-install, uncomplicated surfaces – these selling points played an important role in projects abroad. CFS got a foothold on the Australian market, for example,

acting for the first time as a supplier for the construction of a high-speed ship. Promising activities have been initiated in the U.S.A. as well. But that's not all. There have also been inquiries from China, Singapore and Dubai.

The company is also positioning itself on the building construction market. In close collaboration with KAEFER's interior finishing department, CFS developed panelling for shaft walls which meets highest fire protection standards.

Last but not least, for the Polish army a total of 300 sanitary, provisions and housing containers have to be fitted with noise and heat insulation as well as fire protection. For this purpose, CFS is developing and building complete room modules which need only be slid into the containers.



## Transparent fire protection – the focus of star architects

Transparent fire protection has come to play an increasingly important role in the construction of elegant, sleek and lightweight constructions. Harry Gütter, managing director of KAEFER subsidiary bemofensterbau GmbH in Weißenthurm succeeded in convincing his V.I.P. audience of this in October at the conference entitled “Tall Buildings and Transparency” in Stuttgart. Gütter talked to a group of experts about the new coolfire system generation and how it is used in the construction of tall buildings. The conference, which was organized by the Institute for Lightweight Design and Construction together with the American Council on Tall Buildings and Urban Habitat (CTBUH) in Chicago, accompanied by an exhibition for the experts, brought together crème-de-la-crème architects and designers in the Swabian metropolis, among them Helmut Jahn, Hans Hollein, James Carpenter and William Baker. The conference addressed the future of tall building construction but also focused on the presentation of new technologies and innovative projects.



## BTS, KAEFER M+L, KAEFER Industriemontage – a small crew with a large task

Inner values really count, as three KAEFER-companies in Ganderkesee just outside of Bremen go to show. On the outside the enterprises are unassuming. No more than a small plaque indicates that they are part of the KAEFER operation. But take a look at the inside. On the upper floor of the office building, a commercial team of three supervised by managing director Hans-Dieter Renken is at work coordinating the activities of BTS GmbH, KAEFER M&L GmbH und KAEFER Industriemontage GmbH. Ganderkesee is operation headquarters for some 180 specialists in Germany who make sure that in a pinch the customer can always rely on KAEFER.

An important reason for founding the companies was the demand for a flexible, competitive work force in times of crisis in the building industry. “In this industry, there have been legal limits on temping since the 1950’s,” Petra Ellen Schwemann, head of Subcontracting and Supply Management explains. But the legislator makes it possible to transfer workers from one company to another if they belong to the same Group. This was the reason for the foundation of the three GmbHs in Lower Saxony near Bremen.

Since 1998 BTS GmbH has worked together with a sheet metal manufacturer in Hamburg. At the workshop, highly qualified sheet metal workers and a master craftsman produce sheet metal of all kinds for use in shipbuilding and industrial insulation.

The KAEFER M&L GmbH, founded in 1999, is involved in enameling and carpentry work as well as dry walling. It essentially uses its personnel and services to support KAEFER’s Construction and Shipbuilding Divisions as well as KAEFER Waste Disposal Technology.

Last but not least, the Ganderkesee location is also in charge of KAEFER Industriemontage GmbH, founded in 2000, which provides industrial fitters and insulation aids for the industry and shipbuilding divisions all over Germany as well as in neighboring countries such as Denmark, the Netherlands and Belgium.



“Our strength lies in the flexibility which we can offer our customers,” says Renken. In an emergency, trained personnel can be put to work quickly, and this has become a crucial asset in an increasingly competitive market. “We try to assign local qualified personnel, among others managerial personnel from the various trades to the jobs,” Renken explains. Two technicians from Ganderkesee were involved in the Weser Tunnel project which employed the innovative tunnel robot, for example, and personnel from Ganderkesee has also had assignments in the yacht building industry.



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## KIS opens doors and brings experts together – international activities in the shipbuilding business to be stepped up

Portugal, Malaysia and other countries is the primary task.

KIS was set up to pursue this goal systematically. From the start, the aim was to keep the outfit small. Seven competence centers – for galleys/pantries, gas tankers, passenger ships, yacht building, navy shipbuilding, offshore and products/systems

– provide services for KIS. They are supervised by the division and department heads of these areas. Bruno Huriet's task is to connect them to other KAEFER branches and to coordinate their action; he reports to managing director Peter Hoedemaker. By using skilled and experienced existing teams, no new teams had to be set up and administration is kept simple.

months and discuss future procedures as well as current developments. "We hope to get lots of support from all KAEFER employees," Huriet says. "Only in this way can we reach our goal of strengthening KAEFER's international shipbuilding activities. We have to win over others for our cause, however. We can only reach our mutual goal if we look upon ourselves as members of an enterprise. We must intensify our efforts in this direction," says Bruno Huriet.



During the first few weeks of his new job, Bruno Huriet hardly spent any time in his own office, but all the more at airports and hotels Europe-wide. The 45-year old director of our new organization, KAEFER International Shipbuilding (KIS), which he has been in charge of since August 2003, visited numerous KAEFER headquarters to establish contacts and inform about the new organization. Identifying potential business activities, bringing together teams from all departments and countries, coordinating and supervising international work processes – these are the most important tasks of the director.

Huriet summarizes the situation which led to the foundation of KIS as follows. "In some European countries KAEFER's Shipbuilding Division has enormous expertise and long years of experience, for example in Finland and Germany. In these countries we are important partners for shipbuilding yards, particularly when it comes to engineering, supervision and project management. KAEFER-departments in other countries should profit from this expertise." As Huriet sees it, pooling such know-how and putting it at the disposal of shipbuilding personnel in Spain, France,

But Huriet does not want to limit his efforts to in-company operations. By pooling our know-how it will be easier in future to acquire new contracts. "No one is waiting around for us. We have to become active ourselves and anticipate which large projects our customers are planning to actively market our products and services," says the KIS director pointedly.

What it all boils down to is that KIS supports the KAEFER locations when they make bids for tenders and transfers special know-how which they do not possess, if necessary sending in experts who can answer eye-to-eye certain questions which our customers bring up. Sales activities have started in Malaysia, France, Spain and other countries; civilian and military yards have been approached by teams combining local branches and competence centre experts. Close cooperation with the Products/Systems Division lead to business opportunities for both, for example supply and installation of lightweight fire doors from CFS.

The agenda for the near future has been laid out. The heads of the various competence centers will meet with Bruno Huriet every three

## Bruno Huriet – shipping is his specialty

Shipping and shipbuilding – that is the world of Bruno Huriet. The 45-year-old Frenchman



spent three years on merchant ships as deck and engine officer; after working two years in Saudi Arabia as supervisor for an important navy program, and a nine year intermezzo as maintenance engineer for a heating and air conditioning company, he returned to shipbuilding, working for MacGREGOR as contract manager, installing cold stores and galleys on passenger ships. In July 2002 Huriet joined KAEFER, working for WANNER Marine SAS in St. Nazaire, a company which focuses on insulation and interior finishing work. As head of the operational business one important task is to promote collaboration with other KAEFER teams with an aim towards increasing the company's share of the market. In August 2003 Bruno Huriet was named director of KIS, KAEFER International Shipbuilding. He lives with his wife and two children in Orvault, near Nantes in the Atlantic coastal region.

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## The "Pride of America" is also the pride of KAEFER's shipbuilders



**There is no end to the demanding projects which KAEFER's shipbuilders in Bremerhaven are involved in. The most noteworthy task in the year 2003, which will go on well into the following year, is the interior finishing for the "Pride of America" at the dock of Lloyd Shipyards. Here our shipbuilders are gathering new experiences while at the same time making use of time-tested know-how. Dietrich Thöns, head of the shipbuilding department in Bremerhaven, sees a rosy future for the shipbuilding division.**

The "Pride of America" at the Lloyd Shipyards in Bremerhaven is a six-fire-zone ship for 1,900 passengers. It was originally supposed to be completed at the Litton Ingalls Shipyards near New Orleans, Louisiana, U.S.A. on the Mississippi for American Classic Voyages Co. Construction work was started there, but due to a lack of know-how the prospects for successful completion became dimmer and dimmer. The project ultimately dragged on so long that the half-completed ship together with all its parts was sold to the Norwegian Cruise Lines (NCL). The NCL had the cruise liner transferred to Bremerhaven, where the construction work and interior finishing are being completed. Of course KAEFER is on board. "What is special about this – we have to deal with American measures the whole time, during the planning as well as the construction phases", says Dietrich Thöns. "When the ship is done, we will have a perfect command of this measuring system. Thus the project is also a real learning experience"! The "Pride of America" is currently a source of great pride for the shipbuilders in Bremerhaven.

The shipbuilding department at this location is also in charge of everything on the cruise liner which has to do with fire, noise and heat insulation. "We have drawn up fire protection and insulation plans and are disposing of 30,000 m<sup>2</sup> of old material", Thöns reports. "After that, 60,000 m<sup>2</sup> of insulation will be fitted". The reason for the increase in material has to do with a unique feature of the ship. While at the Lloyd Shipyards its hull was separated in the middle in order to make the "Pride of America" 25 m longer. "In the meantime this is a routine operation for the

Lloyd Shipyards – and they can only do it because they have sufficient qualified subcontractors in all the trades, among them KAEFER's Shipbuilding Division and the Bremerhaven outfit", says Thöns self-confidently. The ship is newly built, but it is being put together with the experience and methods of a repair shipyard. "Our tasks include insulation, interior finishing and the galleys, which must comply with USPH standards. The order volume amounts to several Mil. Euro. All components – from chairs down to coffee cups – were purchased and stored in the U.S.A. and then brought here by ship. Now we have to see that every part is put in the right place". KAEFER currently employs 80 fitters including subcontractors on the construction site. In the hot phase at the beginning of 2004 there will be more than 200!

In light of their experience with lengthening ships to create an additional fire zone and the construction of the "Pride of America", the Lloyd Shipyards are certainly capable of acquiring contracts for such ships as the "United States" for Bremerhaven. Dietrich Thöns is convinced that the know-how of KAEFER's Bremerhaven operation will be utilized to ensure full capacity in the Shipbuilding Division. More than 60 % of the work to be done on the "United States" was completed in the U.S.A. – and according to US laws, that is the prerequisite for allowing it to sail under the American flag. "The US Coast Guard Rules and the Flag Rules are decisive – conditions which differ from those in this country considerably". As the law also stipulates, only ships which sail under the American flag are allowed to call at American ports again after leaving a US port. All others must first call at a foreign port. "This means that on the West Coast of the USA, where there is not a single American cruise liner, it is not possible to cruise back and forth between San Francisco und Hawaii, for there is no country between the states of California and Hawaii which foreign ships could call at." The Norwegian Cruise Line has purchased the "United States" with the aim of having it remodeled in Bremerhaven soon. With this cruise liner, which sails under the American flag, the plan is to access the West Coast market.

## Turnkey interior finishing of river cruise liners



In 2003, the general contracting department of the shipbuilding division acted as general contractor for river cruise liner projects once again. In June 2002, HDW-Nobiskrug Shipyard in Rendsburg awarded KAEFER the contract for a line of six cruise liners ordered by the Premicon AG. The 4-star ships, which will all be 127 m long and 11.4 m wide, are to be used on the Rhine, the Rhine-Main-Danube Canal and the Danube. The contract covers the complete interior finishing of 90 passenger cabins and 24 crew cabins each as well as all the public areas and galleys. The first two ships – MS Bolero and MS Maxima – were delivered in April and May 2003. Since then the pressure has been on to complete three additional



ships, which are to be delivered between March and May 2004. The delivery of the sixth one is scheduled for Spring 2005.

SET, a shipbuilding and development company in Tangermünde, is building the river cruise liner MS Heidelberg for Deilmann. The ship, which is 110 m long and 11.4 m wide, is a 5-star vessel. It is scheduled for delivery in March 2004 and will be used on the Rhine, from its mouth down to Basle, the Neckar, the Main, the Rhine-Main-Danube Canal as well as the Danube up to its mouth. KAEFER is responsible for finishing the entire crew area and, as a sub-contractor for List in Austria, for parts of the area which houses the passenger cabins.



## KAEFER general contractor for research ship outfit

A special contract in a special area brings with it new experience and prestige for the Shipbuilding Division. For the first time KAEFER has a contract for the entire interior finishing work on an offshore research ship. At the Kröger Shipyards in Schacht-Audorf near Rendsburg the "Maria Sibylla Merian", an offshore research ship equipped for arctic waters is being built. "When it comes to research ships, KAEFER has been a reliable partner for this shipyard for a long time", says Bernd Wittorf. "But so far we have only fitted ships like this with insulation and metal sheeting. Now we are in charge of the entire interior finishing. Until now, we have only carried out tasks this complex and demanding on fast cruise liners".

The Federal Ministry for Education as well as Schleswig-Holstein, Hamburg, Bremen and Mecklenburg – Western Pomerania are the contractors for the new research ship, which is to travel on the North Sea, the Baltic Sea and the North Atlantic up to the ice fringe. After its completion in Summer 2004, the "Maria Sibylla Merian" will have its berth in Warnemünde at the Institute for Baltic Sea Research. "The special thing about this commission is that the Kröger Shipyards have never awarded a contract of this dimension and complexity to a single sub-contractor". Wittorf is glad that KAEFER made the race after all. "Now we have a chance to prove again what experience we have in the general contracting business", he says. In his opinion, it was KAEFER's high-quality products and reliable planning and execution, what gave us the competitive edge.

The ship, which is over 90 m long and is to operate with 20 researchers and a crew equal in size, has a cruising range of up to 7,500 nautical miles at a maximum of 35 days. With several decks, research rooms, hoisting cranes and much more it will accommodate state-of-the-art research technology. KAEFER is in charge of all kinds of things. Doors, deck flooring, interior finishing and design must be taken care of; housekeeping rooms, workshops and stores have to be finished and furnished, in addition to all the insulation work. In the housekeeping rooms our experience with galleys will come in handy. "The Hamburg branch will be engaged in the project all through 2004. But other branch offices also play a role in the project; Stralsund is in charge of the wooden decks and Bremerhaven will take care of the galleys. "Due to their expertise, their involvement is indispensable for the success of the commission", Bernd Wittorf says with confidence.

## Special air-conditioned lockers from the shipbuilding workshop

The German Navy is on duty world-wide. What is now on the daily agenda is a relatively recent development. Assignments in the framework of missions like "Enduring Freedom" mean that speedboats, corvettes and frigates of the navy are underway in regions with tropical temperatures. Our enterprise is gradually equipping all the navy's ships with special air-conditioned lockers. They are primarily used for storing ammunition containers.



The shipbuilding workshop is very satisfied with the commission, which once again proves what special tasks KAEFER is capable of. "We have been supplying the German Navy with special lockers since 1987, but never before this many in one contract combined with such an accumulation of special requirements", says Peter Niemann, the head of shipbuilding design. The need for air-conditioned lockers is something the shipbuilding workshop is particularly capable of fulfilling; eleven members of its staff are specialized in aluminum and stainless steel technologies, and for them the challenge is motivation and reward at the same time. As always, KAEFER only builds lockers which it has designed itself. "To do this, we use a new three-dimensional CAD-system with a 3D-inventor", Peter Niemann is proud to report.

The special air-conditioned lockers must be sea-water-resistant and also meet high functional demands. They should be shock-resistant, for example, for if the ship is hit by explosives, the 2 m wide and 1.35 m high lockers should remain operable. The first of these lockers was completed at the shipbuilding workshop in November 2003 and like all the lockers which followed it was sent to the navy base in Wilhelmshaven.

Apart from lockers of this kind, our shipbuilding workshop also makes custom-made lockers for yachts and other kinds of safety lockers for the navy. "Thanks to this commission we have enough orders to use our facilities to base-level capacity until at least 2006", says Klaus Quader, head of the Shipbuilding Division in Bremen. Another task also awaits the division, which can be taken care of in this workshop as well: The production of special exhaust silencers for the navy.

## Corvette newbuildings – and KAEFER is on board

For the first time a whole fleet of the German Navy is involved in an international assignment – operation "Enduring Freedom". For the past two years or so, units have been stationed at the Horn of Africa in the war against international terrorism. To equip Germany better for this type of assignment in the future, a total of 15 new class K 130 corvettes are being built. To start with, five of these almost 90 m long vessels will be built by 2008, at Blohm & Voss Shipyards in Hamburg, NSWE (Nordseewerke) in Emden and Friedrich Lürssen Shipyards in Bremen-Vegesack. Of course in the case of such a large commission, KAEFER's navy department Hamburg is in on the action. Once again we are supplying all the heat, cold and noise insulation, designing acoustic solutions and installing KAEFER navy wall and ceiling systems.



"We are very glad to have this contract, which offers the shipbuilding operations in Hamburg a long-term perspective", says Bernd Wittorf, who supervises the navy department of KAEFER's Shipbuilding Division. "It will engage us until 2007", he is pleased to report. The planning phase for the first corvette has already begun; construction will begin in mid-2004, and it will be delivered approx. 3 years later. Bernd Wittorf is particularly delighted that "the German Navy has apparently acquired an appreciation for our wall and ceiling systems. Since notice is being taken of project K 130 on an international level as well, we of course hope that this will step up the sales of our navy wall and ceiling systems abroad." This large contract will ensure that the capacity of our Bremen and Hamburg locations will be utilized to a decisive extent over the next few years.



### Large project on the Maasvlakte

Lyondell Chemical Nederland Ltd., a subsidiary of Bayer AG, has built a large plant which produces propylene oxide and ethylene benzene on the Maasvlakte in Rotterdam. The 400 mil. Euro project was planned in 1997. In December 2002, after over two years of acquisition activities, KAEFER was awarded the contract for insulation work on large tanks, pipelines and equipment by general contractor ABB Lummus Global B.V.. At peak times up to 135 KAEFERites were involved, working on a tight schedule and budget. Between February and June 2003, they insulated some 32,500 m<sup>2</sup> of pipelines, 18,500 m<sup>2</sup> of tanks and 4,600 m<sup>2</sup> of containers. Sometimes KAEFER employees were on duty on the construction site seven days a week. It took some 90,000 man hours to insulate an area of 55,600 m<sup>2</sup>. The customer expressed its satisfaction with KAEFER's performance by handing over two awards, one for accident-free work and one called "Contractor of the month in safety performance". Moreover, the contractor had offered a bonus of 200,000 Euro if KAEFER completed the task on schedule, which KAEFER did; it was possible for the plant to go into operation on October 14<sup>th</sup> as planned.

In order to put the plant into operation, it was necessary to expand the adjacent power plant, run by E.ON Energie AG, on schedule. KAEFER also carried out insulation work for this project, commissioned by Lurgi Energie und Entsorgung. The power plant, which is approx. 1,000 m away from the chemicals plant, supplies the chemicals plant primarily with steam. The steam and condensation pipelines which had to be insulated had circumferences measuring up to 500 mm. The insulation was approx. 200 mm thick. Here again, the time frame was very tight. More than 30 KAEFERites were involved in the project, which began at the end of 2002. KAEFER met its deadline, and the chemicals plant went into operation on schedule.



### Insulation work for Bayer Bitterfeld

Cellulosics GmbH, a subsidiary of Bayer AG, produces methyl cellulose in Bomlitz and by way of contract manufacturing on the premises of Bayer Bitterfeld GmbH. A new plant, the MC 9, was completed at the end of 2003. It was built next to the already existing plant MC 7. KAEFER was hired by Probis GmbH, which was in charge of executing the project, to take care of the entire insulation of the plant including the production hall, the cellulose warehouse, the powder filling station, the storage tanks and the compressor station. Sometimes as many as 40 fitters were on the construction site working for KAEFER. They insulated some 4,000 m<sup>2</sup> of pipelines and 1,500 m<sup>2</sup> of containers. The work involved heat and cold insulation, fire protection insulation and work on the electric auxiliary heating. The tasks were completed on schedule between May and October 2003.



### Cold insulation for scraped surface exchangers

KAEFER Hamburg carried out extensive cold insulation work on three scraped surface exchangers for the German BP in March and April 2003 at the plant in Neuhof. The special coolers are used primarily to control the temperature of liquid and paste products. Scraped surface exchangers are particularly suitable for crystallizing and sublimating products and are primarily used in the petrochemical and food-processing industries. At BP 7 KAEFER fitters replaced the old cold insulation with new PUR insulation and fitted trapezoid sheet metal after sandblasting and anti-corrosive enameling work had been carried out. A total of 6 t of PUR-molded foam insulation – fire protection class B 1 – and 220 m<sup>2</sup> of galvanized sheet metal were used. The customer was very satisfied with the results; the work was completed on schedule and met the customer's expectations to the full.



### Insulation of synthetic gas plant in Oberhausen

Linde AG hired KAEFER Düsseldorf to install heat and noise insulation in a synthetic gas plant for Celanese at the Ruhrchemie plant in Oberhausen from the end of 2002 until mid-2003. Consisting of carbon monoxide and hydrogen the synthetic gas serves as base material for special chemicals produced by the German-American Celanese AG. The former plant, which produced the synthetic gas from heavy heating oil, did not prove profitable. For this reason the construction of a new synthetic gas plant was initiated in April 2002. It was put into operation in September 2003; it uses natural gas and is considerably more reliable and environmentally friendly than its predecessor. On average 18 KAEFERites were employed on the construction site in Oberhausen, at peak times as many as 55. KAEFER Düsseldorf put in a total of 33,200 man hours, insulating a surface area of 12,133 m<sup>2</sup>, most of which (10,258 m<sup>2</sup>) was heat insulation for pipelines and containers. The smaller portion (1,875 m<sup>2</sup>) was noise insulation.



#### Lots to do on largest construction site in Eastern Germany

Chancellor Gerhard Schröder came to the cornerstone ceremony. He was glad that the Arneburg cellulose factory would provide some 600 new jobs as of 2004 and referred to the project in the economically depressed region of Altmark (Saxony-Anhalt) as a beacon in hard times. Zellstoff Stendal GmbH, Mercer International Inc., RWE Industrielösungen GmbH and Fahr Beteiligungen AG invested some 1 billion Euros in the mega-project. When production starts, the plant will process approx. 3 million m<sup>3</sup> of softwood annually. The wood will come from a radius of 300 km. Trunk wood (ground wood) as well as industrial wood (wood chips) will be processed. Trial operation of the plant will begin in Summer 2004; by the year 2005 the plant is to reach full capacity (approx. 550,000 t of wood pulp annually). This should decrease the dependency of the German paper industry on imports considerably (6 mil. t annually).

KAEFER Hanover and KAEFER Magdeburg are collaborating with Isolierungen Leipzig GmbH on the project. KAEFER is responsible for technical operations. A total of 170 tanks and processing containers as well as Germany's largest alkaline boiler including a flue gas cleaning unit are to be insulated. The surface area of the alkaline bath alone amounts to 23,000 m<sup>2</sup>. The construction of the industrial plant began in September 2003, and in June 2004 the work should be completed. At peak times some 150 insulation fitters will be employed on the construction site.

#### Award for exemplary work safety

Between February and April 2003 KAEFER Hamburg carried out extensive dismantling and reassembly as well as insulation work at the Harburg refinery of Elbe Mineralölwerke, a part of Shell & DEA Oil GmbH. KAEFER put in a total of 13,000 man hours. On average 12 KAEFER fitters were on duty on location, at peak time as many as 30 specialists. In connection with the project "Shutdown 2003" pipelines, heat exchangers and columns were fitted with heat and cold insulation. For the exemplary, highly professional performance of the tasks, which were completed on schedule without a single accident, KAEFER received a work safety certificate from Shell & DEA Oil.



#### For the sake of the environment – bio diesel from rape

During the construction of the new bio diesel plant in Kyritz near Neuruppin, KAEFER Berlin carried out all the necessary insulation work on pipelines, containers and machines for various customers, the total volume of which amounted to 5,000 m<sup>2</sup>. At peak times as many as 30 KAEFERites were at work on the construction site. Bio diesel is made from plant oils; at Biodiesel GmbH Kyritz rape and rape methylester is used. The new plant has the capacity to produce 86,000 l of bio diesel, 135 t of rape cake, 4 t of fatty acid mixtures and 9 t of pharma-glycerin daily. In the year 2003 the bio diesel production of all German production sites combined amounted to almost 1 mil. t.



#### 50,000 t of bio diesel per year

On the Hansa harbor in Rothensee, a district of Magdeburg, a bio diesel plant built by Agro-Bördegrün was put into operation in February 2003 after more than a year of construction work. Last year's flood of the century slowed down the project but it was nevertheless possible to complete the work very quickly. Approx. 190,000 l of bio diesel produced by the plant daily, i.e. 50,000 t annually. In addition 2,000 t of glycerin are produced. KAEFER Magdeburg was involved in the construction work. 45 fitters insulated 70 tanks and containers as well as 5,800 m of pipelines. A total area of 7,500 m<sup>2</sup> was insulated.



### Airport terminal 2 – a large project successfully completed

At the end of June 2003 the Free State of Bavaria, the Federal Republic of Germany and the City of Munich had cause for celebration. Some eleven years after the Franz-Josef-Strauß Airport went into operation, Terminal 2 was opened up to the German Lufthansa and its passengers. The new building, designed by the architectural office Koch & Partner, had become a necessity due to the rapid growth of the airport. The terminal cost a total of 1.5 bil. Euros and was built by the German Lufthansa AG and the Munich Airport. It will be used exclusively by Lufthansa and its partners. Now the airport ranks 8<sup>th</sup> in Europe.

Some statistics on the new terminal document the immense importance of the project. It will accommodate 25 ml. passengers annually. The terminal will guarantee that they can change planes within 30 minutes. The new terminal is 2,100,000 m<sup>3</sup> in size. The central hall is 230 m long, 160 m wide and 30 m high. A total of 75 airplanes can be dispatched simultaneously.

KAEFER was part of a team which was in charge of complex heat, cold and fire protection work including heat and cold insulation, fire protection for pipe sheathing and for fire protection trapdoors, L 90-sheathing for air canals, plastering and sealing of all kinds of lead-throughs as well as auxiliary heating pipes of exterior supply pipelines in the passenger areas. A total of 70,000 m of pipes were fitted with heat insulation made of nonflammable mineral fiber with diameters from DN 10 to DN 300, 22,000 m of



which were fitted with sheet metal. 4,800 m of pipelines were fitted with cold insulation made of flame-resistant polyurethane foam including sheet metal sheathing with diameters from DN 150 to DN 300. 98,000 m of pipelines were fitted with cold insulation made of synthetic rubber with diameters from DN 10 to DN 250, 29,000 m of which were fitted with sheet metal. In addition 75,000 m<sup>2</sup> of ventilation canals were insulated. 68,000 m<sup>2</sup> with mineral wool and 7,000 m<sup>2</sup> with synthetic rubber. The fitters also installed 50,000 m<sup>2</sup> of fire protection sheathing for sheet-metal ventilation shafts and 10,900 m of R 90 pipeline lead-throughs as well as pipeline systems with heat and cold insulation.



### Low-sulfur fuel from refinery in Ingolstadt

The European Union requires that as of 2005 the sulfur content of Otto and Diesel fuel may not exceed 50 ppm (parts per million). Short-term legislation in Germany is even stricter. From 2001 on, the sulfur content of fuel was limited to 50 ppm, and as of January 2003 the maximum is 10 ppm. In so-called reformers, hydrogen sulfides are extracted from fuel and separated in reactors. The end products are low-sulfur fuel, hydrogen and sulfur. Our Ingolstadt location was hired by the Italian FosterWheelerItaliana Group of Milan to help set up and put into operation a so-called reformer at the ESSO refinery in Ingolstadt. Our KAEFERites were in charge of the heat and noise insulation. The extremely complicated layout of the plant was a special challenge, as were the short planning and execution phases of the project and the time pressure which ensued. Nevertheless, the project was completed on schedule without compromising the high-quality performance expected of KAEFER. Thus the enterprise received the contractually agreed upon bonus for accident-free work, which was distributed among the KAEFERites involved in the project.



### Sledding in Oberhof

Oberhof's Wadeberg in Thuringia looks back on a long tradition of sledding competitions, starting in 1900. Since then, this tradition has been cultivated and expanded upon. Between 1906 and 1921 the German bobsled championships took place here, and in 1931 the location served as venue for the world championships in two-man bob sledding. Forty years later the artificial ice track was built – with a length of 1,113 m and 14 curves. In 1972 it was christened the world's second artificial ice track. Since 1980 it has been used on a regular basis for world cups, even serving twice as the venue for world championships in sled racing. Between August and October 2003 KAEFER fitters from the Nordhausen location were hired by the Town of Oberhof to renovate the track's ammonia pipelines. Over a distance of 2 km the pipelines, which run alongside and in part below the race track, were fitted with a 240 µm-thick anti-corrosive layer of cold insulation consisting of soft foam matting made of synthetic rubber, PUR moulded foam and aluminum sheathing. In addition to this insulation work the fitters – at peak times as many as 20 KAEFERites, subcontractors and other service providers – were on duty daily doing various kinds of repair work.



## Joint development of KAEFER and DaimlerChrysler in use

KAEFER and DaimlerChrysler have been partners for many years. KAEFER contributed its experience with lightweight building construction when the production plant in Rastatt was set up as well as when the facilities were expanded. In September 2003 Industrial Park II, production facilities for subcontracting firms which manufacture automobile parts at the DaimlerChrysler site, was completed. It has a surface area of approx. 45,000 m<sup>2</sup>. At present, KAEFER Pfungstadt is involved in the completion of Assembly Hall 4.1, which will be used to manufacture the successor to the current A-class. Among other things, KAEFER is in charge of putting up classic gypsum plaster board walls as well as moveable KAE mobil partition walls. Mineral-fiber fitted suspension ceilings were primarily used. The employees' facilities (toilets and changing rooms) have already been completed. Now 25 fitters are at work on the offices for the master craftsmen and the recreational areas for the employees, which are located alongside the production lines. A new wall system, developed by DaimlerChrysler and KAEFER in a joint effort, is being used. It employs monoblock building blocks. They can be assembled from one side, unlike conventional wall partition systems, which must be accessed from both sides. The DaimlerChrysler/KAEFER-solution is the result of a market study which investigated all available monoblock wall systems. During its development, the special features of the product were drawn together and optimized in accordance with the customer's wishes. Efforts were also made to minimize costs.

Apart from a savings in comparison to traditional moveable partition walls, a reduction of assembly time is an added plus – an immense advantage if the facilities are remodeled later on while production is going on. As concerns dust, the system constitutes a considerable improvement as well. Due to its perforation, the ceiling construction also has a positive effect on acoustics.



## KAE mobil wall for BMW

As of 2005 some 5,500 people will be employed by the BMW plant in Leipzig. The automobile group from Munich is investing approx. 1.3 bil. Euro in its plant in Leipzig. On the site of the new plant, 208 hectares in size, almost 4 million m<sup>3</sup> of earth was excavated. Construction began in Spring 2002. In Spring 2005 the first series 3 BMW is to be delivered. In Summer 2004 pilot production of the series 3 models is to be launched. KAEFER is involved in the construction of the production halls. The interior finishing departments in Hamburg and Düsseldorf will be busy until May 2004 fitting all the buildings of the three new production halls with KAE mobil walls. These walls which have a high-quality surface, windows and doors, will be used for a construction specially designed for this project. Aesthetics will play just as large a role as noise and fire protection.

## MICROSORBER – large contract successfully completed

In Fall 2002 the production of MICROSORBER foil for the "Old Ropery" (Alte Sellerei), a large project in Cologne-Mülheim, moved full steam ahead. The employees on Pillauer Street in Bremen spent approx. 3 months cutting and packing approx. 14,000 m<sup>2</sup> of foil, which was then sent to Cologne. In February 2003 MICROSORBER's largest project to date was successfully completed.

The interior finishing department in Düsseldorf and the MICROSORBER department in Bremen collaborated on the project; both were involved in it early on. The old ropery in Cologne-Mülheim was to be converted into a modern administrative building for Bayer AG. A total of five stories and a complete new building required interior finishing. The noise-insulating, micro-perforated foil was used primarily in those parts of the building which are registered as an historic monument. The foil made it possible to come to terms with difficult interior conditions.



## At Media Center of Axel Springer Publishing House, KAEFER focuses on "inner values"

Between February 2002 and December 2003, KAEFER Hamburg saw to it that the new Media Center of the Axel Springer Publishing House in Berlin radiates not only from the outside, but from the inside as well. KAEFER was namely in charge of all the interior finishing, with an average of 60 craftsmen on duty. They put up 15,000 m<sup>2</sup> of office walls, 7,000 m<sup>2</sup> of gypsum board fire protection walls, 2,500 m<sup>2</sup> of gypsum board panelling, 10,000 m<sup>2</sup> of ceilings, 1,000 m<sup>2</sup> of F 30 acoustic ceilings and 1,500 m<sup>2</sup> of diverse F 90 fire protection panelling, using new Rigips module frames for the first time. Approx. 20,000 m<sup>2</sup> of cement and stonework walls were covered with gypsum plaster. KAEFER fitters also had to install 600 high-quality T 30/T 90 door elements for staircases, entryways for rented units and house installations shafts as well as some 1,000 office door elements. In the three company-owned restaurants, KAEFER had work to do as well. The KAEFER team installed approx. 2,000 m<sup>2</sup> of gypsum board ceilings. Last but not least, KAEFER was responsible for planning and executing the installation of 1,500 m<sup>2</sup> of metal ceiling in the impressive entry hall.



## Transnational collaboration with KAEFER Czechia

KAEFER Neubrandenburg and KAEFER Czechia worked hand in hand during the extensive renovation and expansion of a meat-processing production site in the Czechian city of Susice near Pilsen. An area measuring approx. 1,200 m<sup>2</sup> was completely renovated and new refrigeration and processing rooms were installed for the German company "Ponnath – die Meistermetzger" who entered a joint venture with the local Czechian sausage factory. The entire meat-processing facilities were remodeled and rebuilt according to EU-guidelines. KAEFER had to work on an incredibly tight schedule. The structural engineering and logistics tasks were performed by KAEFER's Czech team. They were also in charge of delivering and installing the entire steel construction. From August until the end of December 2003 KAEFER Czechia carried out the demolition, excavation and disposal work as well as putting up the shell of the new building and doing the dry walling, tiling and painting. Then KAEFER Neubrandenburg took charge of the insulation work, the installation of wall and ceiling panelling, the doors for refrigeration and operating rooms and the entire flooring from the cement floors and ceilings down to the surface flooring as well as the facade work. A total of 20 KAEFERites from Czechia and 15 from Neubrandenburg were at work on the site.



**New ceilings at DaimlerChrysler** – while executing a demanding project in collaboration with the DaimlerChrysler plant in Bremen, KAEFER showed once again how to deliver top quality under difficult conditions. Between April and July 2003 six of our fitters were involved in remodeling the plant's employee restaurant, performing their task successfully despite the fact that the restaurant stayed in operation for the most part. The restaurant accommodates 16,000 employees. During the interior finishing work, KAEFER was in charge of the ceilings in the serving and dishwashing area, installing 600 m<sup>2</sup> of acoustic cassette ceilings made of perforated aluminum sheets measuring 600 x 600 mm. In the cafeteria, KAEFER installed 1000 m<sup>2</sup> of suspended mineral fiber ceilings. The foundation of the suspended ceiling had a visible profile rail construction using "Alpha profiles". In addition, KAEFER's refrigeration department did renovation and remodeling work in the restaurant's cold rooms.



**KAEmobil and F 90 for Airbus:** Once again KAEFER drew attention to itself with a prestigious commission for KAEmobil. At the same time fire protection measures were carried out for Airbus Bremen GmbH. In the west gable of Hall 2, where parts of the jumbo Airbus A 380 are built, a 10-m high structure extending over 3 stories which houses employees' facilities had to be erected. It accommodates break rooms, restrooms, offices and a small shop. The entire structure, which has a steel construction, was fire-protected. Apart from 720 m<sup>2</sup> of F 90 walls, 672 m<sup>2</sup> of F 90 walkable ceiling constructions were put up, with a load capacity of up to 350 kg/m<sup>2</sup>. In addition F 90 and G 30 fire protection glass as well as T 90 and T 30 door elements were installed, in part supplied by KAEFER subsidiary BEMO. Our enterprise had 15 fitters on duty at Airbus from May until September, 2003 who put up the lightweight structure quickly. In part the elements used are even reusable, which means that if desired the structure can easily be remodeled or taken down in the future.

**Good view from the directional radio tower restored** – for about a year the 65-meter high directional radio tower in the Geeste harbor basin in Bremerhaven near the shipping museum was closed, much to the dislike of tourists. Thanks to KAEFER's successful work it is now open again, and the visitors have a fantastic view of the harbor city. Bremerhaven's Waterways and Shipping Office had closed the tower off to the public because fire protection regulations were no longer fulfilled. The KAEFER team from the Construction Division installed F 90 vertical fire protection in the tower; the elevator and the staircase are now separated from one another. They used 700 m<sup>2</sup> of fire protection panels for the F 90 walls as well as 200 m<sup>2</sup> for 30-channels. "Although we only ranked third in the public call for tenders, we were awarded the contract because the technical solution of our secondary offer was completely convincing", says Hans-Dieter Schulz, who was in charge of the technical side of the fire protection measures. Due to the narrow space inside the tower the panelling had to be no more than 80 mm thick. In addition a new casing for the smoke and heat exhaust with a large inspection opening made of LOMAXX panels was installed.



**New façades for SAGA building**

Tight schedules and high demands on construction site logistics and coordination characterized the contract awarded by the SAGA residential building company, which entailed renovating the exteriors of 22 residential buildings in Hamburg-Fischbek. In Sandbek, KAEFER's façade/building renovation department from Bremerhaven renovated some 520 residential units between August 2002 and October 2003. At times as many as 140 fitters were at work on the construction site daily, whose tasks had to be coordinated along with the scaffolding and the purchasing. At times the crew was at work on four buildings simultaneously. The fitters renovated some 34,000 m<sup>2</sup> of façades. Apart from the façades, the roofs and windows of the three-to-four-storey residential buildings were renovated. The harsh weather conditions caused problems but did not delay completion, as the fitters sometimes even worked Saturdays. Thus KAEFER was able to complete this project for SAGA without complications on schedule.



**Success at school thanks to LOMAXX.** For years LOLAMAT has been successful in the shipbuilding industry. Now the KAEFER product is being used for interior finishing in public buildings. Here it is called LOMAXX, however, and due to its fire-protective features it is entirely suitable for this purpose. The Gesellschaft Bremer Immobilien (GBI) contracted with us to send four fitters to the school complex on Helsinki Street (in Northern Bremen) from June until September 2003 to install F 90 shaft insulation with inspection doors. LOMAXX material is very sturdy even when used for quite thin walls. Apart from this material, twelve walk-in inspection drop doors (800 x 1800 mm) were installed.

**General contracting department makes headway – now commissions for new buildings as well**

The Bremerhaven general contracting department for new buildings and remodeling, part of our construction division in Bremen-Bremerhaven, is becoming more innovative all the time. For years the department has been successful. It was initially involved in remodeling slab buildings, later also buildings which are classified as historic monuments. The year 2003 brought new kinds of success – the general contracting department is now remodeling factory buildings and converting them into lofts. In Wiesbaden there was a first – an order for a new building. And in Berlin the department landed a full-package planning contract as well as a prestigious remodeling commission for the Deutsche Bahn AG.

Klaus Kanngeter, head of the department, now has an optimistic take on the future. “With these projects, KAEFER is expanding its package of services further. The general contracting department, which has been in existence for about 5 years, continues to develop. And with every successfully executed project we acquire new references which make us more and more well-known in the construction industry.” In the meantime the specialists from Bremerhaven are involved in so many construction projects that they will have to expand their team mid-term.

KAEFER gathered its first experience as a general contractor for construction projects while reno-



vating slab buildings. Shortly thereafter the company was awarded the contract for the Adlershof I project in Berlin-Köpenick, which involved remodeling a large apartment complex erected between 1930 and 1937 and classified as an historic monument. As a general contractor KAEFER employed some 200 tradesmen from more than 30 trades to remodel 502 residential units. “This was the first large contract for



our company. Not only did we have to meet the demands placed on the renovation of historic buildings, but also those placed on ultra-modern domiciles”, says Klaus Kanngeter. The next project was the Adamshof in the far western part of the city, in Berlin-Spandau. What characterizes this part of the city is the high quality of life which derives from its natural environment and the proximity to the city center. KAEFER was commissioned by the JUS AG to remodel 120 residential units in residential complexes dating from the 1920’s and 1930’s which are classified as historic buildings.



Having received its first major planning contract, the general contracting department has taken on a new task. “We were commissioned to convert a factory building into lofts in Berlin-Friedrichshain, taking charge of all operations starting from day one,” Kanngeter is delighted to report. Between March and December 2004 the front building, located on Boxhagener Street, is to be remodeled; additional stories are also to be added. At the same time, the factory building last used by the German Post AG is to be remodeled and converted into lofts. Last but not least, the former basement is to be converted into a modern subterranean garage. KAEFER is in charge of implementing the entire project. It not only has the task of hiring all the tradesmen, but also architects, structural engineers and many other specialists – truly a new challenge. “We are utilizing our rich experience as managers on this project,” says Klaus Kanngeter. “At least

three construction supervisors will be on site daily,” he reports. The project has been in the planning stage since September 2003. A model unit was already completed. KAEFER will hire a total of over 20 trades to work on Boxhagener Street. “At peak times there will be 60 tradesmen at work on the site,” says Kanngeter to illustrate the dimension of the project. KAEFER’s interior finishing department will be very involved in the project.

An additional prestigious contract was awarded in October. The Deutsche Bahn AG is building a so-called “back-up computer center” as a back-up for its already existing computer

center. DB-Systems is the contracting agency. KAEFER was hired to remodel the entire building as well as the technical installations. This will all take place at the old computer center of the former GDR police. The extensive contract is the first industrial building contract for the general contracting department. The tasks include installing a transformer station with an APC unit und a back-up power supply system, air conditioning equipment, an argon fire extinguishing system with an early-detection system and smoke extractor units as well as the entire security technology. The work must be completed on a tight schedule. Construction began was the end of October 2003, and the project is to be completed in February 2004.

Another top news item from Bremerhaven is the first contract for a completely new building. On Adalbert-Stifter-Street in Wiesbaden-Sonnenberg – one of the most desirable residential areas in the capital city of Hesse – KAEFER will be building a four-unit luxury apartment building in 2004. KAEFER will provide

all the services, from the blueprints and the structural engineering down to the complete house technology. The four units will be delivered turnkey with a subterranean garage and landscape architecture. “And that certainly



need not be the end of it,” says Klaus Kanngeter hopefully. “We have good chances of acquiring additional contracts for new buildings,” he says.

In the near future, KAEFER might even start supervising construction projects in other countries. In Croatia our enterprise is being considered as general contractor for the remodeling of a hotel complex in Skripnik. We might even get involved in the development of a whole peninsula and an island for a tourist center. A bank in Frankfurt is currently working on the financing. If the concept is convincing, KAEFER will get in on the action. “Our chances of being awarded the contract are very good,” Kanngeter tells us. “If we land it, we would carry out the entire planning in 2004 and implement the project in 2005” – what better prospects for the general contracting department!



### MICROSORBER makes for best acoustics in the Schlüterhof

An attractive ambience with historic trappings – who wouldn't want to attend cultural events there in good company? For example at one of the most beautiful places in Berlin – the glassed-in inner court of the arsenal at the German Museum of History. What was erected as a weapons arsenal and magazine is considered one of the city's most impressive Baroque buildings. In the course of its expansion by the American star architect I.M. Pei, the central inner court of the arsenal was roofed in with a glass shell and the floors were covered with granite. The idea was to make the venue suitable for events all year round.

But just after the glass roof was completed it became clear that the acoustics of the room were really quite poor. An expertise showed that it was not possible to carry out events involving the spoken word or music here. To reduce the undesirable echoes and extremely long reverberation times, acoustics engineers and technical consultants recommended that a two-layer sail made of MICROSORBER foil be installed. As Recep Divanoglu, department head of MICROSORBER points out, "it was important to preserve the aesthetic effect of the delicate roof construction while drastically reducing the reverberation times. Thanks to the transparency of our MICROSORBER foil and its noise-absorbing features it was possible to meet both demands".

KAEFER supplied a total of some 710 m<sup>2</sup> of foil, which was attached in two layers about 17 m off the floor. The individual lengths of foil, 1.15 x 1.15 m in size, were pulled taut using a rope system. The task was completed in May. Now the Schlüterhof can be used for concerts, receptions and other events.

By the way, as of Fall 2003, MICROSORBER has a new website: [www.microsorber.com](http://www.microsorber.com)

### Recreational baths in Kempten – relaxed atmosphere thanks to MICROSORBER

The "Cambomare sports, recreation, family and wellness baths" of Kempten in Allgäu, which opened up in July 2003, are without a doubt an architectural gem. With an area of 9,000 m<sup>2</sup> they offer the entire family fun in the water and the sauna. RPM (Reichert, Pranschke, Maluche), an architects' office in Munich, accommodated diverse forms of recreation on several levels underneath a single 50-m wide glass barrel roof which is held up by steel supports. Apart from various pools and a water-slide complex, one finds an expansive sauna landscape with an outdoor pool as well as a wide selection of food and drinks here. KAEFER's MICROSORBER department was in charge of the acoustics. In swimming pools in particular, room acoustics can be tricky, as the water's surface and smooth surface materials used in such places absorb practically no sound. Especially in the "Cambomare", which is made completely of glass, a solution had to be found which would accent the transparent architecture while creating pleasant working conditions for the



employees and a relaxed atmosphere for the guests. Thus MICROSORBER foil was suspended in front of individual areas of the domed façade via a suspension system designed specifically for this purpose. The effect is incredible – the foil absorbs the sound while at the same time enhancing the architectural design of the pools due to its transparent quality.

### RECORE – a multi-purpose material



Wherever weight limits and absolute safety are an issue, our fire-proof and extra-light material RECORE is just the thing. This composite, which has many positive properties, is used for the interior finishing of vehicles and became a member of the KAEFER line of products two years ago when the Swedish production site was taken over by KAEFER's Products/Systems Division. The material is not only easy to work with, it is also an excellent complement to other KAEFER products and opens up new horizons for engineers and industrial designers in terms of creativity and profitability. "RECORE will become an essential component of many interesting KAEFER projects", Bengt Andersson, managing director of RECORE Technologies says with conviction. At present KAEFER is collaborating with CF-SYSTEMS on super-light, inflammable flooring made of a combination of RECORE and LOLAMAT for ships and railroad cars, for instance. In 2003 RECORE succeeded in getting additional international certification,

for example in France and Spain. "This allows us to expand our core business and get a foothold on interesting European markets", says Dr. Holger Carlsburg, head of the Products/Systems Division. Without a doubt the European rail-road car market, with a total volume of some 10 bil. Euros, is one of the most lucrative. Here RECORE has been used on various projects, for example in ICE-trains in Germany and in the French high-speed TGV. In both trains the material was used to make air ducts as well as floor and ceiling panelling.



In collaboration with the Shipbuilding Division, the RECORE team developed its product further for use in interior finishing work on fast ferries and yachts. The material is currently being used for the construction of an aluminum fast ferry which will shuttle back and forth between Puttgarden and Rödby. The ship will be fitted with air ducts as well as wall and ceiling panelling made of RECORE.



**Do you want to know more about RECORE? Then visit [www.recore-online.com](http://www.recore-online.com)**



## Invisible fire protection solution for impressive Arcor headquarters

Whoever steps into the entrance hall of Arcor's new headquarters in Frankfurt-Eschborn can marvel over the unmistakable signature of architect Dieter Adelberger from Jo. Franzke architectural offices in Frankfurt. It all comes down to the transparent fire protection solution provided by KAEFER subsidiary bemofensterbau GmbH. The sleek, 23-story elegant skyscraper was fitted with a custom-tailored façade system by the bemofensterbau team which reconciles highest possible safety standards with the architect's principles of design. On the interior façade in the foyer of the building, Delocolor glass panels, F 30 and F 90 fire protection glass and T 90 fire protection doors form smooth transitions without any optical boundaries. The custom-made façade profiles are made of powder-enamel coated aluminum and are so narrow that all the systems have a uniform depth of 50 mm, thus making them indistinguishable from the normal façade, which has the same dimensions. Extending over 3 stories and measuring as much as 12.5 m in some places, the facade construction also has to meet exacting structural demands, which it does by resisting the motion of the building in two dimensions.

## Werner Holthusen retired

After working in his profession for 47 years, 28 of which he spent at KAEFER, Werner Holthusen, manager of the financial accounts department of Corporate Services Finances, has retired.



After finishing school, Holthusen began an apprenticeship as commercial clerk in 1956. From the very beginning his work centered around accounting, and in the years to follow, during which he worked for various firms in Bremen and environs, this continued to be his focus. In 1975 Werner Holthusen came to

KAEFER. Here he played a crucial role in the introduction of data processing programs for financial and investment accounts as well as for billing.

In 1994 Werner Holthusen became manager of the Financial Accounts Department, and four years later he was named an authorized agent. He had an open mind toward all the ongoing innovations in the area of data processing. Thus he had no difficulty dealing with the various SAP-updates. Many employees turned to him for advice and he was capable of providing exhaustive answers to almost all questions concerning accounting. Holthusen was a real 'institution' which the enterprise relied upon for many years.

During the months preceding his retirement Werner Holthusen delegated his responsibilities to Ingrid Busse; we wish her all the success in her future work.



Dr. Holger Carlsburg, Horst Wenski with wife

## Horst Wenski retired

Horst Wenski was around at KAEFER for truly ages. He joined the enterprise in 1967.

Before he came to KAEFER, Wenski trained to become a technical draftsman, after which he studied mechanical engineering at the Civil Engineering School in Bremen. In 1963 he began his engineering career at Deutsche Babcock in Oberhausen. In 1967 he was hired by KAEFER and put in charge of interior finishing in Bremen. When the enterprise reorganized its business activities according to divisions, interior finishing became part of the construction division. In April 1996 Wenski took charge of the MICROSORBER department within the Northern construction division.

In the course of his career at KAEFER, Horst Wenski supervised and carried out numerous outstanding projects, for example the art'otel in Dresden, the stadium in Turin and any number of banking halls. He was always committed to his co-workers and his department and was responsible for getting MICROSORBER to locate in Bremen. Now that he is retired, the 63-year-old can dedicate himself to his hobbies, first and foremost traveling.



Hans-Jürgen Gefken, Norbert Schmelzle, Wolfgang Pomplun, Manfred Borowsky

## Shipbuilding Division: Wolfgang Pomplun now in active retirement

Extensive expertise, profound background knowledge and rich experience in shipbuilding – this is what characterizes our pioneer of long standing in Stralsund, Wolfgang Pomplun. He retired at the end of August, but our KAEFERites in Stralsund needn't do without his know-how. In certain cases he will continue to give advice and lend a helping hand.

The native of Stettin trained to become a joiner in the 1950's and worked first at Blohm & Voss, then for Karl Löher until 1982. After that he became a building supervisor for KAEFER, starting out at the Neptun Shipyards in Rostock in 1991. One year later he took charge of the Stralsund branch. In the course of his work he earned the respect of shipowners, shipyards and co-workers alike. He was promoted to division supervisor and was granted commercial power of attorney. At the Volkswerft in Stralsund he supervised numerous projects, among them several new vessels for the Norwegian Hurtigruten and a series of anchor handling boats. Pomplun always identified himself with his work, KAEFER and the Volkswerft to a great degree. His commitment was exemplary. In the morning he was the first to come and in the evening the last to leave his office.

## KAEFER Isoliertechnik GmbH Berlin/Dahlewitz

### 10-year anniversaries

Hagen Dietrich	01.11.1993
Peter Förster	01.11.1993
Lutz Pfitzner	01.11.1993

## KAEFER Isoliertechnik GmbH Bremen

### 30-year anniversaries

Walter Bremeyer	01.10.1973
Helma Grohe	01.04.1973
Gerold Knapp	01.08.1973
Dietmar Nicke	07.02.1973
Kemal Salcin	15.10.1973
Petar Sandor	06.04.1973

### 25-year anniversaries

Bernd Adelung	01.08.1978
Tom Brandel	01.08.1978
Thomas Bremermann	01.08.1978
Sigrid Carstens	01.04.1978
Karl-Rudolf Friese	01.01.1978
Karl-Heinz Gerdes	20.11.1978
Sven-Peter Heidholt	01.08.1978
Frank Hoehne	01.08.1978
Helga Kroggel	01.09.1978
Anto Mamuza	25.07.1978
Joachim Poblotski	01.11.1978
Hans-Joachim Rennecke	01.10.1978
Selim Salihu	18.09.1978
Jure Vrankovic	04.07.1978

### 20-year anniversaries

Rainer Blocksdorff	25.07.1983
Wilhelm Buscher	10.08.1983
Frank Butsche	01.09.1983
Heinz-Peter Fehling	01.08.1983
Heribert Frantzen	01.05.1983
Ute Klatte-Marth	01.02.1983
Hans-Werner Klug	01.08.1983
Juergen Kohlhoff	01.08.1983
Guenter Krueger	11.04.1983
Ingeborg Maas	01.01.1983
Dagmar Mangels	01.01.1983
Hans-Joachim May	01.05.1983
Michael Nieder	01.08.1983
Andreas Rohdenburg	12.01.1983
Holger Svensson	01.06.1983

### 10-year anniversaries

Hans-Gerhard Köster	01.01.1993
Josef Schmitz	01.04.1993
Peter Schröder	01.11.1993
Michael Siemer	01.11.1993
Stefan Weise	01.08.1993

## KAEFER Isoliertechnik GmbH Bremerhaven

### 30-year anniversaries

Hans-Jürgen Gefken	01.08.1973
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### 25-year anniversaries

Kay Hansen	01.08.1978
Thorsten Meyer	01.08.1978

### 20-year anniversaries

Thorsten Oest	01.08.1983
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### 10-year anniversaries

Sylvia Larm	01.10.1993
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## KAEFER Isoliertechnik GmbH Brunsbüttel

### 25-year anniversaries

Rolf Paulsen	02.10.1978
Hans-Hinrich Schmidt	02.03.1978

## KAEFER Isoliertechnik GmbH Düsseldorf

### 40-year anniversaries

Udo Rathgeber	18.03.1963
Werner Schulz	01.04.1963

### 30-year anniversaries

Borislav Kistic	14.11.1973
Siegfried Neuhausen	02.01.1973
Gabriele Sahn	01.10.1973
Karl-Heinz Schmitt	16.01.1973
Ivan Skafar	16.10.1973
Dragan Tatic	09.03.1973
Ratko Zeljkovic	09.03.1973

### 25-year anniversaries

Christian Frehn	29.06.1978
Frank Koering	29.06.1978
Frank Schick	29.06.1978
Juergen Wock	13.11.1978

### 20-year anniversaries

Udo Clemens	02.11.1983
Ralf Kahleyß	01.08.1983

Jürgen Kummer	01.08.1983
Eugen Loga	17.01.1983
Mario Minkowitsch	28.11.1983
Ralf Schaffrin	01.08.1983
Ralf Zuendorf	03.11.1983

### 10-year anniversaries

Kai-Uwe Muschalle	01.07.1993
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## KAEFER Isoliertechnik GmbH Emden

### 20-year anniversaries

Gerhard Ammersken	03.01.1983
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## KAEFER Isoliertechnik GmbH Hamburg

### 40-year anniversaries

Dieter Scholz	01.04.1963
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### 30-year anniversaries

Peter Lindner	01.02.1973
Dieter Maass	03.02.1973
Helmut Müller	03.09.1973
Gerhard Rockhoff	23.07.1973
Bernd Seidel	02.01.1973
Fred-Rudolf Trenkner	01.07.1973

### 25-year anniversaries

Jörg Graf	30.10.1978
Christian Hotz	29.06.1978
Zvonimir Krizan	24.08.1978
Michael Langholz	29.06.1978
Thomas Michelsen	29.06.1978
Jürgen Töpfer	01.03.1978
Jens Waldmann	29.06.1978
Michael Witte	29.06.1978

### 20-year anniversaries

Ralf Friede	08.08.1983
Hartmut Kämpfer	08.08.1983
Jens Lohse	08.08.1983
Thorsten Ruminski	08.08.1983
Monika Schmidt	01.01.1983

## KAEFER Isoliertechnik GmbH Hanover

### 25-year anniversaries

Uwe Brandes	05.07.1978
Friedrich-Wilhelm Jantze	16.05.1978
Rudolf Kebernik	26.05.1978
Klaus Konze	08.05.1978

### 20-year anniversaries

Heiko Knechtel	12.04.1983
Klaus-Dieter Meyer	18.07.1983
Matthias Schroeder	01.08.1983
Olaf Seek	01.10.1983
Andreas Vogelgesang	01.08.1983

### 10-year anniversaries

Holger Fürst	01.03.1993
Frank Guenther	22.03.1993

## KAEFER Isoliertechnik GmbH Ingolstadt

### 40-year anniversaries

Siegfried Posselt	14.02.1963
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### 20-year anniversaries

Friedrich Hofmann	01.05.1983
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## KAEFER Isoliertechnik GmbH Kiel

### 30-year anniversaries

Helmut Diedrichsen	28.05.1973
Dieter Klein	07.05.1973

### 10-year anniversaries

Günter Beyer	01.09.1993
Hans-Jürgen Nemitz	01.10.1993

## KAEFER Isoliertechnik GmbH Magdeburg

### 10-year anniversaries

Manuela Strietz	11.01.1993
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## KAEFER Isoliertechnik GmbH Munich

### 30-year anniversaries

Mirko Buhovac	10.09.1973
Antun Pokos	06.09.1973

### 10-year anniversaries

Ines Gaudsuhn	01.07.1993
Mustafa Muratspahic	05.07.1993
Peter Nützl	05.04.1993
Vinko Stjepanovic	05.04.1993
Johann Weber	11.01.1993

## KAEFER Isoliertechnik GmbH Neubrandenburg

### 10-year anniversaries

Kathrin Josek	01.12.1993
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## KAEFER Isoliertechnik GmbH Pfungstadt

### 30-year anniversaries

Arthur Hentze	01.01.1973
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### 25-year anniversaries

Heinrich Gramlich	20.03.1978
Christoph Paal	20.02.1978
Guenter Reichler	13.11.1978

### 20-year anniversaries

Andreas Sturm	01.08.1983
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### 10-year anniversaries

Ante Mikulic	11.01.1993
Andreas Rittel	01.07.1993
Bernd Sturm	27.09.1993

## KAEFER Isoliertechnik GmbH Roxheim

### 40-year anniversaries

Giovanni Borghi	30.10.1963
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### 30-year anniversaries

Mehmet-Ali Kankaya	02.10.1973
Peter Mueller	28.11.1973

### 25-year anniversaries

Durmus Kabakci	29.11.1978
Süleyman Yilmaz	12.06.1978

### 20-year anniversaries

Rainer Frommherz	01.08.1983
Rainer Heinzmann	01.08.1983
Gerd Nägele	24.10.1983
Fazli Saban	10.10.1983

## KAEFER Entsorgungstechnik GmbH Pfungstadt

### 10-year anniversaries

Michael Kaddatz	01.01.1993
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## bemofensterbau GmbH Weißenthurm

### 10-year anniversaries

Joachim Bersch	01.08.1993
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## KAEFER Eristystekniikka OY Finland

### 25-year anniversaries

Antero Mickelsson	03.01.1978
Egbert Laszka	01.03.1978

### 10-year anniversaries

Kai Penttinen	05.07.1993
Niels Vuorenlinna	01.11.1993

## KAEFER WANNER SAS France

### 40-year anniversaries

Joaquim Maia Gomes	19.08.1963
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### 30-year anniversaries

Ahmed Amghar	22.03.1973
Antonio de Barros	16.07.1973
Ahmed Biroud	22.10.1973
Djelloul Chaabnia	03.07.1973
Giovanni Costanza	01.01.1973
Sylvestre Forner	04.10.1973
Abdelkader Hamdane	17.01.1973
Abdelkader el Hamdi	11.09.1973
Dominique Hubert	23.04.1973
Guy Julien	30.07.1973
Jaques Leroy	10.09.1973
Mohamed Loulidi	02.08.1973
Bernhard Marion	15.10.1973
Alain Nascimben	15.01.1973
Jorge Rodrigues do Paco	17.09.1973
Jean-Luc Piquard	27.08.1973
Jacques Tanet	03.09.1973
Bernard Tanis	02.07.1973
Joel Vega	17.09.1973
Jean Marc Vidal	20.08.1973
Alain Volant	10.09.1973
Daniel Wozniak	14.09.1973

### 20-year anniversaries

Pascal Auguste	24.05.1983
Roland Bal	06.06.1983
Philippe Bance	11.07.1983
Claude Baudry	22.08.1983
Robert Boulard	05.10.1983
Serge Calmet	07.03.1983
Philippe Clerge	17.10.1983
Bernard Dauton	17.01.1983
Didier Davenel	24.01.1983
Alain Demilly	14.11.1983
Jesus Finistrosa	15.06.1983
Marc Gautier	16.05.1983
Dominique Guyot	01.07.1983
Jean Pierre Hilaire	16.06.1983
Bertrand Lefebvre	13.01.1983
Lionel Leleu	02.05.1983
Sylvain Lesaux	23.08.1983
Antonio Baca Moron	12.10.1983
Jean-Yves Orhand	19.09.1983

Philibert Pacey	04.07.1983
Philippe Plancq	01.06.1983
Alain Richer	23.11.1983
Jean Paul Robillard	13.04.1983
Claude Saint Saulieux	19.09.1983
Khaled Tchoulak	29.08.1983
Jean Bernard Tedeschi	08.06.1983
Yilmaz Topkaya	19.04.1983
Philippe Valle	21.01.1983

### 10-year anniversaries

Ercan Ahlat	19.04.1993
Jean-Yves Allain	13.12.1993
Jacques Ben Ayoum	01.09.1993
Bruno Bigot	17.05.1993
Frederic Boulanger	01.01.1993
Jacques Marcel Brayer	11.10.1993
Laurent Chevet	01.06.1993
Philippe Dupuy	08.02.1993
Pascal Dupont	08.11.1993
Habib Ben Hadj Khalifa	06.02.1993
Alain Lecompte	03.05.1993
Fabrice Lotz	16.08.1993
Nicolas Louvet	03.05.1993
Malika Mokhtari	11.10.1993
Franck Monvoisin	02.11.1993
Jean-Claude Porte	01.06.1993
Francis Saura	08.11.1993
Serge Tonnelier	04.10.1993
Philippe Voisin	11.01.1993
David Warlouzet	02.11.1993

## KAEFER Isoleringstekniikk A/S Norway

### 10-year anniversaries

Morten H. Andersen	04.03.1993
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## KAEFER Isoliertechnik Ges.m.b.H Austria

### 25-year anniversaries

**25-year anniversaries**

Jan Madera 10.08.1978

**Termoizolacja Zachód  
Poland****40-year anniversaries**

Jan Ankus 04.06.1963

**30-year anniversaries**

Lesław Wesołowski 08.10.1973

**25-year anniversaries**Marek Pala 02.08.1978  
Czesław Szczudrawa 09.10.1978**10-year anniversaries**Marek Gawęł 10.02.1993  
Ryszard Kaczmarek 02.02.1993  
Andrzej Konieczny 26.04.1993  
Krzysztof Loch 10.04.1993  
Czesław Wesołek 12.07.1993**Termoizolacja Oświęcim  
Poland****25-year anniversaries**

Józef Gibała 03.10.1978

**20-year anniversaries**

Stanisław Lichota 29.09.1983

**10-year anniversaries**

Bogdan Bruzda 05.07.1993

**KAEFER Aislamientos S.A.  
Spain****30-year anniversaries**Maite Isasi Bilbao 23.01.1973  
Eduardo Gonzalez Monge 23.03.1973  
Baldomero Aguayo Padilla 23.04.1973  
M<sup>o</sup> Angeles Sanchez Portuondo 25.05.1973  
Jose M<sup>o</sup> Ortal Lopez 11.06.1973  
Roberto Rebolledo Cerrato 02.08.1973  
Manuel Maroño Fornos 11.09.1973  
José Luis Santiago Puga 23.09.1973**KAEFER Thermal Contracting Services (PTY) LTD.  
South Africa****40-year anniversaries**

John Maluleka 20.08.1963

**25-year anniversaries**

Mazwane Ngala 01.07.1978

**20-year anniversaries**Vusimuzi Nkosi 01.04.1983  
Andries Mahlangu 14.09.1983**10-year anniversaries**Frans Makua 08.03.1993  
Michael Malatji 21.07.1993  
Godrey Mitchel 21.07.1993  
Fumani Mkanzi 23.08.1993  
George Wardrope 01.03.1993  
Qowane Zibula 09.02.1993**KAEFER Insultec Ltd.  
Thailand****10-year anniversaries**

Lek Warawut 06.09.1993

**Udo Rathgeber**

After training for 3 1/2 years with a mining company, Udo Rathgeber joined KAEFER in Wanne-Eickel on March 18, 1963. At first he worked on various construction sites in the vicinity. After he took the PUR-foam fitter examination, the Gelsenkirchen branch sent him to various sites in foreign countries, first in Europe, then in South America (Chile, Guatemala, Costa Rica, Peru) and China. Udo Rathgeber worked for KAEFER Düsseldorf at the Bayer construction sites in Uerdingen and Dormagen. He is currently on duty at the permanent construction site at Federal Mogul in Burscheid.

**Siegfried Posselt**

Siegfried Posselt began working in his profession on February 14, 1963, at KAEFER Ingolstadt. First he worked as a foreman and construction site supervisor during the construction of the ESSO refinery. He was also actively involved in the construction of the refinery in Burghausen and the oil power plant built by Bayernwerk AG, to name two other large projects.

For many years Siegfried Posselt was in charge of our long-term customer ESSO, acting as project manager. On June 30, 2003 Posselt retired after 40 years of commendable service.

**John Maluleka**

Makwendze John Maluleka started to work at age 22, when he was employed by the South African Thermal Insulation Company. He gathered extensive experience in heat and cold insulation as well as in sheet metal work and was involved in projects for South African Breweries, Hulett's Sugar and various power plants, among others. Maluleka was the first black foreman in the company, which was taken over by KAEFER South Africa in 1998. He has always been a loyal and highly motivated employee.

John Maluleka and his wife Jessie have four children. Their father is proud that all of his children were able to complete their schooling in spite of the adverse political conditions of the apartheid system and that in part they now hold academic positions.

**Joaquim Maia Gomez**

Joaquim Maia Gomez has been with the enterprise since August 19, 1963. Joaquim Maia Gomez has worked in the area of thermal technology on many construction sites in Alsace, among them the Kronenbourg brewery in Obernai, Peugeot's assembly plant in Montbéliard and production sites in the Strasbourg area. Due to his long years of experience he is looked upon as a knowledgeable specialist among sheet metal workers and tracers, and thanks to his quiet nature he is capable of conveying his hands-on expertise and tricks of the trade to younger co-workers.

**Dieter Scholz**

Dieter Scholz trained at KAEFER Hamburg to become a commercial clerk from April 1, 1963 until March 31, 1966. He then became a salaried employee. In Winter 1972 he went into field service, becoming an insulation inspector. On January 1, 1975 he returned to the commercial department in Hamburg, where he worked in the order-processing department. On January 1, 1982 he was named head of the department and showed great commitment to special tasks performed in connection with the Elbe Tunnel project. He was named an authorized agent on June 1, 2001.

**Jan Ankus**

Jan Ankus came to TERMOIZOLACJA Zielona Góra on June 4, 1963.

He is employed as a heat insulator and has a lot of experience in this area. He has worked well on teams at various building sites for many years and shares his valuable know-how with all his fellow employees.

**Werner Schulz**

Werner Schulz joined KAEFER on April 1, 1963. He initially aimed to become a commercial clerk but adverse circumstances prevented him from completing his training. He then trained to become an insulation fitter, working afterwards on various construction sites in the Düsseldorf area. Beginning in 1976, he worked for about 20 years in the KAEFER workshop in Monheim. During the past 5 years Werner Schulz was on constant duty at the permanent construction site of the utilities company in Düsseldorf. He has been a member of the Works Council for approx. 20 years.

**Giovanni Borghi**

Giovanni Borghi was born on September 13, 1939 in Italy and began working for KAEFER on October 30, 1963. His first project was for BASF AG in Ludwigshafen. After that he was involved in two concurrent projects, on duty for a short while at the ERM Petroleum Refinery in Mannheim, where a new building was being erected, and also at the thermal power station in Mannheim Nord (HKW). After his tasks were completed here he was put on duty at various construction sites in the chemicals industry. Giovanni Borghi spent a total of 38 years on the permanent construction site at BASF AG in Ludwigshafen. Here Borghi specialized in cold insulation and acquired expertise in the area of foam glass insulation. Giovanni Borghi was looked upon by his co-workers and superiors as a very reliable employee. He retired on March 31, 2003.

thank you

thank you

40 Years

## Information from the Group Works Council

A new Group Works Council was elected on November 4, 2002. It was not possible to publish the results of the election in last year's issue of k-wert so we will do so now. Gerold Knapp (KAEFER Isoliertechnik, Bremen) was elected chairman, Jörg Stahlkopf from the Stralsunder Service- und Wartungs-GmbH became vice-chairman and Karin Pokuta (KAEFER Isoliertechnik, Düsseldorf) is now secretary. In the meantime, representatives of KAEFER Isoliertechnik GmbH & Co. KG, the KAEFER Montage GmbH, the Stralsunder Service- und Wartungs-GmbH and as of January 30, 2003 the representatives of CF-SYSTEMS GmbH are members of the Group Works Council.

As concerns our subsidiaries M+L, BTS and KAEFER Industriemontage (KIM) it has been agreed that the employees turn to the local Works Councils of KAEFER Isoliertechnik if they want to make use of their advisory rights. Jürgen Carstens (Chairman of Works Council in Hamburg) and Gerold Knapp (Chairman of Works Council in Bremen) were named as chief contact persons in an industrial agreement drawn up to clarify this issue.

We hope that in this way we can really join forces and set out to pursue mutually shared goals. Those of us from the Group Works Council and the Corporate Works Council can of course not avoid taking responsibility in the KAEFER Group, and in the Group Works Council, as a body which represents our interests, we see a new challenge for all Works Councils. From the managing directors of our subsidiaries we only expect what we give them as well, namely fair and honest dealings with one another.



## Fresh wind for employee suggestion program

Since September 1999 a modified company-wide industrial agreement has been in place at KAEFER Isoliertechnik whose aim is to assure that the ideas brought forth by individuals are utilized and given the proper recognition. The intent is to increase profitability, quality and work safety.

## European Works Council pins its hope on full-scale communication and European training goals



At the beginning of October the European Works Council convened in Bremen with representatives from Germany, Austria, Spain and France. Unfortunately the members from Poland and Norway had to cancel on short notice. This is particularly unfortunate as the meeting was of great importance for the European employee representatives.

The agenda of the meeting was to formulate common goals and exchange experience. Important goals which the European Works Council has set for itself were discussed, such as ways to optimize and europeanize work processes by having the members of the Works Council pool their ideas and make joint efforts to implement them. A first step in this direction could be to extend the employee suggestion program to cover all of Europe and to implement suggestions from this program at other locations as well. After all, it is not necessary to constantly reinvent the wheel.

European training goals are another issue which will be of interest in the years to come. As the Works Council sees it, KAEFER's management surely appreciates the value of good training. After all, KAEFER's executives have excellent training themselves and KAEFER needs specialists. The demand for them is increasing all the time.

As concerns the process of Europeanization, there is a lot to be done. "Let's get to work," says the European Works Council.

In the past four years, numerous suggestions for improvement have been submitted and in part implemented. The submitters received bonuses and vouchers. Next year the Employee Suggestion Program is to be extended to additional KAEFER enterprises.

Thus the Works Council asks all employees to submit their ideas for improving the enterprise's operations. "It is worth their while!"

## Corporate Works Council - politicians, associations and unions must ensure fair competition

The domestic market for KAEFER Isoliertechnik GmbH & Co. KG in Germany did not develop favorably in 2002. This effect the business results for the German market. Hopes that the tide would turn were smashed by the results of the fourth quarter in 2002 and the first quarter in 2003. For this reason some 180 employees lost their work place in the enterprise on April 30, 2003.

The members of the Works Council had no choice but to cooperate on an employee-friendly downsizing measure. Otherwise the enterprise might have gotten into serious trouble in Germany over the mid to long-term. After long negotiations, a social plan was drawn up and a qualification company, "IsoTrans GmbH", was founded.

Those employees under the age of 60 who had lost their jobs were offered a work contract with IsoTrans for 1 to 2 years, depending on their age. 127 of the 180 employees who were affected accepted this offer. Thanks to IsoTrans GmbH it was possible to prevent immediate unemployment while providing a relatively good income for these people.

KAEFER abides by laws and contracts. Due to ongoing manipulation of the market by companies who pay dumping wages, employ people illegally and find ways to get around laws and industrial contracts, KAEFER is under great pressure, however. This affects the members of its Works Council as well. Their task now is to preserve as many jobs as possible and to secure the company's assets.

Neither the company nor its employees can get the competitive edge with dumping wages long-term. Politicians, industrial associations and unions must ensure fair business practices if they want reputable businesses to survive and secure jobs.

"As an employer, the only way to compensate for differences in wages as compared to other employers is through qualification, flexibility, commitment and experience. Despite the unfavorable conditions we are not giving up hope and will start out the year 2004 with optimism and self-confidence." This is the appeal of Jürgen Carstens, Chairman of the Corporate Works Council, to the employees.

We wish our employees and their families a merry Christmas and a happy New Year.

"A memorial to the past, a model for the future": farewell to Heinrich Finke

Farewells are always hard – but some are hardly imaginable. This is certainly true of Heinrich Finke's leave-taking: after working for the enterprise for no less than 46 years, most recently as head of the Corporate Auditing and Realty Management Services and as general manager, he has retired. There was a large, spectacular event at the Jürgenshof in Bremen at the end of June 2003 to celebrate the occasion with a lot of fond reminiscing, but most of all gestures of deep gratitude.

After all, Heinrich Finke's accomplishments for KAEFER Isoliertechnik were immense. "He is one of the last executive employees of the enterprise who experienced efforts to rebuild the enterprise after the war and who worked together with my father", Ralf J. Koch said in his laudation looking back on Finke's years of



Heinrich Finke and Hermann Otten service. Finke had just finished his apprenticeship as an insurance agent when he joined the company on his eighteenth birthday on August 15, 1957: His birthday present to himself was a job as commercial clerk in KAEFER's Bremen branch. To begin with, Finke became familiar with all the important commercial departments as well as the auditing department. In the turbulent year of 1968, the native of Bremen was granted commercial power of attorney and four years later he became executive secretary of the Hanseatic city's branch. In 1988 he was even named the branch's director. In 1994 he was put in charge of the commercial division for the Western region. Only one year later he took over the supervision of the industrial noise insulation division and became general manager. From 1995 until 1997, he also acted as executive secretary and managing director for KAEFER Entsorgungstechnik GmbH. In the past six years, Finke was in charge of the Corporate Auditing and Realty Management Services.

But Finke was also active in foreign countries, as Ralf J. Koch remembers; contracts in Switzerland and the Netherlands were what initiated the founding of KAEFER Holland and KAEFER Belgium, in which Heinrich Finke played a crucial role. "Together with others he played a decisive role in shaping the current international business activities of the KAEFER Group", Koch points out in gratitude for Heinrich Finke, who worked for the enterprise for more than half of its 85 years of existence.

Managing director Stephan K. Radermacher recalls the "exceptional efforts he took when the central structures were reorganized into Corporate Services". Finke was lauded for having done away with anachronistic ways of thinking, subjecting overhead costs to exacting scrutiny and battling with those in charge of divisions and service centers: "The senior employee as a courageous protagonist of modern times, a memorial to the past and a model for the future – for this Finke also earns our respect and gratitude!"

Once again Anke Gregorzewski from the Corporate Communication, Advertising and PR Service had collected material from archives, personal files and "secret dossiers" for the event – with the help of many of Finke's co-workers. The guests appreciated the colorful documentation of Heinrich Finke's 46 years of service for KAEFER just as much as they do Finke himself, a real 'institution' in the history of KAEFER.

Many showed up for KAEFER motorcycle tour



KAEFER's traditional motorcycle tour – so popular with its bikers – took place on May 10th – 11th, 2003. The large group of KAEFERites met at the Getreidestraße headquarters in Bremen, heading south after a leisurely breakfast. The initial destination was Deister – a recreational area some 30 km away from Hanover. From there the bikers headed west, along the Teutoburg Forest to a small town south of Osnabrück, where they stayed overnight. Well-rested they started off with beautiful weather the next morning, crossing the Teutoburg Forest on numerous idyllic small roads in the direction of Wildeshausen. In keeping with tradition, the tour ended with a dinner of asparagus at a restaurant for all the participants.

Soccer Cup 2004

The organization team is working feverishly to prepare for the 2nd KAEFER – Soccer Cup, to take place in 2004. Detailed information will be announced in the first quarter of 2004.



We commemorate those of our active and retired employees who passed away this past year.

Bagur, Jean Pierre	11.08.2003	Mashakwe, James	08.12.2002
Bechlenberg, Johann	09.01.2003	Matthies, Berta	11.09.2003
Dettmer, Emma	08.11.2002	Mbuli, Mishack	09.05.2003
Drmic, Luka	10.06.2003	Mchunu, Petros	10.09.2003
Dunau, Erwin	01.07.2003	Medert, Nils Gunnar	27.04.2003
Eekhof, Alfred	01.11.2002	Meyer, Bernd-Holger	22.06.2003
Falletta, Salvadore	27.04.2003	Möller, Heinrich	29.12.2002
Fauwel, Pierric	27.04.2003	Motsoeneng, Paulus	27.08.2003
Foulon, Serge	19.06.2003	Müller, Bernward	18.03.2003
Fürschke, Willi	25.01.2003	Niekrawitz, Willi	10.05.2003
Graf, Reinhard	06.09.2003	Nüsse, Agnes	15.03.2003
Grenz, Albert	20.04.2003	Rodríguez, Federico Moreno	25.07.2003
Grujic, Miroslav	09.04.2003	Schories, Leopold	13.08.2003
Heimbürger, Alain	23.02.2003	Schussmann, August	20.08.2003
Heberle, Norbert	19.01.2003	Seeliger, Fritz	27.06.2003
Iden, Joachim	15.01.2003	Sinsbeck, Friedhelm	31.07.2003
Kirchhoff, Anna	24.05.2003	Thieme, Irma	29.11.2002
Lerliche, Jean François	25.10.2002	Vobbe, Hermann	18.05.2003
Lucas, Didier	08.01.2003	Wagner, Rudolf	30.01.2003
Mahr, Helene Wilhelmine	25.11.2002	Zerbe, Hertha	30.05.2003

(as of October 17, 2003)



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