



KLINGER NEWS

Group Magazine



EDITORIAL



Mick Jagger and Keith Richards, John Lennon and Paul McCartney... they started their music writing careers as teenagers and went on to become two of the most successful musical collaborations in history. Mutual inspiration, a creative merging of ideas and close teamwork are the key reasons for the billboard triumph of the Beatles across decades and The Rolling Stones can point to sold-out concerts even today. No formal agreement was necessary when they agreed at a young age that all songs written should be credited to both of them respectively. They based their collaboration on trust and a healthy dose of tussle and rub.

Even though more formalized, the strongest alliances in business are based on the very same principle. Trust, a common goal and confidence in a partner's capabilities are elementary. The process of candid communication towards mutually satisfying goals and a clearly defined scope may be a rational one, yet trust remains the basis to live such a partnership in an honest and transparent way.

KLINGER has gained the trust of its partners through teamwork and regional proximity for years. We believe in the value of long-term relationships, built on both mutual respect and trust towards our customers, industry partners and employees. We are proud of our business partnerships and would like to present some examples from within the KLINGER Group. They reflect a set of actively lived "family values" and are the cornerstones of our continued success.

Enjoy reading!

A handwritten signature in black ink, appearing to read 'Ch. Klinger-Lohr', written on a light-colored background.

Dr. Christoph Klinger-Lohr
Business Development Director

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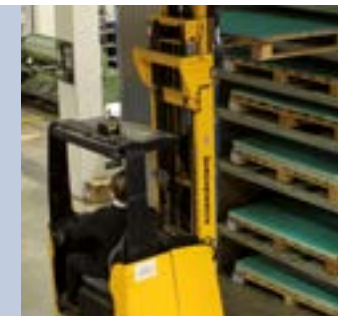
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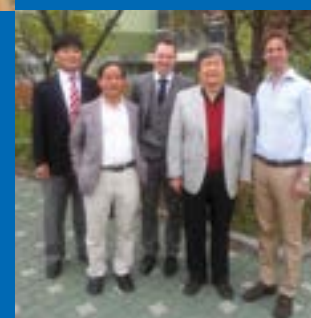


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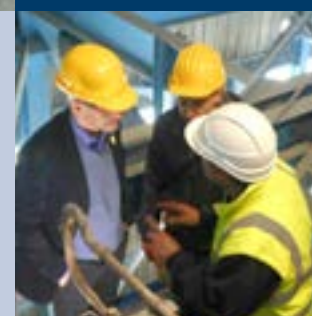
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NEW ARRIVAL

KLINGER welcomes ATMECO



ATMECO at the KLINGER Australia sales meeting in February 2015

Welcoming a new member to the family is always a joyous event. ATMECO, which joined the Group of Companies in the last quarter of 2014, is no exception in this regard. Adding a wide range of leading technologies to the constantly increasing service and product portfolio, the Australian specialist will strengthen KLINGER's position as a full service company. At the same time, the latest partner can be seen as a clear signal for further growth outside of Europe.

Established in 2002 by Russell Colman and Silvio Stojic, the company from "Down Under" can already point to an impressive résumé in the field of component integrity management systems in the oil and gas and petrochemical industry: "Names" like BP, Shell, Esso, ExxonMobil and Petroleum Development Oman – and many more – are all present on the reference list.



Focusing on Asia-Pacific and the Middle East as its core market region, ATMECO was recently, together with a local partner, awarded a contract by Borouge, an Abu Dhabi (UAE) based company, to survey 300,000 potential leak sources. This annual program ensures process area product leaks are properly identified and managed. Furthermore, it facilitates production performance improvements and environmental emission reduction.

Unique selling proposition

ATMECO is the only company in the Asia-Pacific region able to offer both specialist component integrity and leak detection and repair (LDAR) services. The service offering of the company is two-fold: On the one hand, leak integrity testing covers different phases of a facility's operation status – pre-shutdown, pre-startup, post-startup as well



as continuous leak integrity monitoring. This is achieved by, depending on the task required, a variety of leak detection systems, including optical gas imaging (OGI), fast-response flame ionization detection (FID), ultrasonic and acoustic emission detection as well as thermography. Most recently this has included the utilization of drones for condition-based aerial surveys.

On the other hand, customers benefit from ATMECO's Component Integrity Management System database (CIMS). This software represents the foundation for improved leak-risk management and reduces both site and emission risks. The CIMS secure online database provides operators with a quick but comprehensive site overview and supplies summaries and status information on leaking components, utilizing auditable component identification and monitoring procedures. Last



ATMECO's anodized laser-etched tagging system

but not least, it keeps users up-to-date on current site-specific developments by tracking follow-up decisions, corresponding action and repair requests as well as generating detailed reports.

Key to success

Customers relying on ATMECO's Component Integrity Management System can be found in industries such as oil and gas, the petrochemical industry, chemical manufacturing, power generation and many more. No matter what the field of activity, CIMS actively helps all operators to reduce the risk of damage to human life, the environment and productivity of a business. Furthermore, it leads to more cost-effective maintenance, and – thanks to its powerful database and data collection functions – enables the accumulation of knowledge regarding repair effectiveness and asset reliability.



ATMECO Services

- » Pre-shutdown leak surveys
- » Post-startup leak surveys
- » Risk prioritized leak surveys
- » Leak detection in operating process & storage facilities
- » VOC plume visualizations using optical gas imaging (OGI)
- » Ultrasonic leak survey
- » Hydrogen leak detection
- » Loss estimations
- » Passing valve surveys
- » Non-hydrocarbon leak detection
- » Hydrocarbon storage tank VOC loss surveys
- » Leak Detection and Repair (LDAR) Programs
- » Fugitive emissions inventories
- » Leak remedial advice
- » Steam-trap / energy loss surveys
- » Compressed-air / energy loss surveys
- » Secure online web-based data systems
- » Biogas reactor leak surveys
- » VOC loss estimation from ponds and sludge drying areas
- » Insulation containment surveys
- » P&ID review to confirm as-built asset status
- » Site component ID systems
- » Turnaround support services for component management
- » Client training and support services

ATMECO technologies

ATMECO deploys a range of leading edge technologies and data systems as part of the services to clients. These technologies include:

- » Optical Gas Imaging (OGI)
- » Fast-response Flame Ionization Detection (FID)
- » Contact and near-field ultrasonics
- » Acoustic emission detection
- » Thermography
- » Leading-edge data capture systems
- » Secure online data management and reporting

Email ATMECO on contact@atmecho.com for more information

Partnership for growth


Working together, KLINGER Australia and ATMECO will now join forces in supporting process industries featuring significant health, safety and environmental risks associated with the potential leakage of hazardous

materials. They will provide seamless component integrity management and leak detection and repair services. Quoting ATMECO's slogan, this is best described as "Keep it in the pipe and keep it safe".

VALUED PARTNER

SAIDI and CEPSA enter into strategic partnership



 **How we conduct business today is a result of certain paradigm shifts which have revolutionized the market. The Internet, which led to the advent and the subsequent rise of the online store, is one of these. The principle of Total Value of Ownership (TVO), while not quite as momentous, may prove to be yet another. It focuses on the value a product may create for a customer through his respective customers. SAIDI, a KLINGER company in Spain, has entered into a strategic partnership with the Spanish oil and gas company CEPSA. The goal: To improve the the Total Value of Ownership (TVO).**

CEPSA is Spain's fourth largest industrial group in terms of sales. Successful on the market for more than 80 years, the company is active in the fields of petroleum and natural gas exploration as well as production. Its areas of activity include refining, the transport and sale of crude oil, derivatives, petrochemicals, gas and electricity. In 2014, CEPSA approached SAIDI with a challenging proposition: To establish a strategic partnership alliance in order to improve the oil and gas company's Total Value of Ownership (TVO). "Our first response to being approached

by CEPSA was a combination of gratitude and satisfaction," recalls Mario Sánchez from SAIDI's outsourcing department, "gratitude for being selected for this challenging role, and satisfaction because it proved that we had done our job and CEPSA saw us as both a reliable partner and up to the task."

Why value counts more

For those not familiar with the TVO approach, the following example, taken from an excellent paper titled "The concept 'Total Value of Ownership': A case study approach" and authored by Krisje Hurkens and Finn Wynstra from the Erasmus University of Rotterdam, should quickly clarify the underlying principle:

"Consider a packaging machine manufacturer as the focal company. This manufacturer could buy a new component from one of its suppliers, which would allow the manufacturer's customer to enhance their wrapping possibilities. This component has a significantly higher price than the available alternatives. However, due to the enhanced wrapping possibilities, the packaging machine manufacturer would be able to charge their customers a

considerably higher price than they could for the packaging machine without the new component. This difference in the down-stream revenues is something the manufacturer should consider when making purchasing decisions."

As this example shows, the TVO is not about cost, but about the creation of added value which can be directly translated into greater sales value as a result of product enhancement and efficiency gains within production. With regard to CEPSA and SAIDI, the result is a strategic alliance between the two companies and the will to create value together. How will this be achieved?



Partnering up

In its ideal state, a partnership is beneficial to all parties involved. As a consequence, and true to the KLINGER claim "trusted.worldwide", CEPSA and SAIDI are working on achieving mutual benefits through close cooperation, based on trust. Working side by side, the companies are developing collaborative models in which continuous improvement and transparency between all involved parties are the norm and not the exception. The ultimate goal is to ensure that CEPSA will be able to continue to expand and retain its strong market position and remain ahead of the competition by means of process, technology and service innovations that directly benefit its customers. So much for the theory, and in practice?

Looking to the future

For CEPSA, which is internationalizing its activities and has business interests in countries such as Algeria, Brazil, Canada, Colombia, Panama as well as Peru and Portugal, having a partner in SAIDI will lead to it being able to offer its own customers around the globe improved performance and service levels for contracted tasks. In other

words, the driving force governing the output of the company will no longer be cost, but the value of the services and products rendered. SAIDI, on the other hand, commits itself to making this possible by supplying all services related to valves, sealing technologies and associated products as CEPSA's preferred partner in this business segment.

"This partnership alliance can lead to benefits for both companies on a mid-term basis. For CEPSA, having a reliable partner to support their refinery and chemical plant operations is a

pre-requisite for improving availability. A partner who is intimately familiar with their specifications and requirements, not only in terms of MRO, but also with regard to project development, is obviously the perfect match," states Julián González, Marketing & Communications at SAIDI, and adds, "for us, being the partner of one of the leading companies in the oil & gas market is a paramount achievement in itself. Furthermore, this will provide us with a steady and sustainable business, and will enable us to develop further innovations for one of the top companies worldwide."

At a glance:

Key items of the strategic alliance partnership between SAIDI and CEPSA


- » Extension of existing agreement to other product categories, services and geographies in accordance with the CEPSA strategic plan detailing international expansion
- » Development of best practices in project management
- » Global key account management
- » Improvement of Total Value of Ownership (TVO)
- » Innovation program
- » Training: Technical advice and on-site training
- » State of the art program for the sourcing and supply of products, resulting in improvements to TVO
- » eProcurement and procurement-to-pay projects

BUILT TO LAST

RIMA and KLINGER Sweden stand the test of time



Johan Fernberg, Lars-Göran and Richard Magnusson

 RIMA was founded by Richard Magnusson in 1947. Originally located in Gothenburg "Majorna", and providing products such as gaskets, seals, hoses as well as specialist tools for the maritime maintenance industry, the company figuratively 'set sail' for the island of Hisingen to support and at the same time benefit from the shipyard boom. Seeing the need for a reliable partner, RIMA began working with KLINGER in the early 1950s. This partnership, which still flourishes today, can proudly point to an increase in business figures by 30% over the past three years. And the trend is continuing to point upwards.

Lars-Göran Magnusson, the current owner and managing director of



Richard Magnusson AB, has been part of the company since the early 60s and has been an owner since 1991. Today, RIMA specializes in a wide range of gaskets, including fiber-reinforced, graphite, PTFE, metallic and semi-metallic variants. Looking back at his "corporate life" so far, one company has always stood by his side: KLINGER. In a time where corporations usually replace their suppliers every few years, continuously working with one company – in this case across more than six decades – significantly stands out: Listening to Lars-Göran explaining this rare phenomenon, one immediately understands that this is far more than your average manufacturer-supplier relationship, but instead a partnership at a state of the art level: "In KLINGER, we have found a long-term partner who understands what our company is about and who can relate to our business model," he summarizes, looking at what has been achieved together, "what's more, we can always rely on their support with regard to any questions we may have. And even if it might not seem like much in the age of globalization – the support we are offered is in our local language, meaning we can fully trust the information we receive and immediately act on it."

Well-known brand

Being close to the KLINGER family means that RIMA can make full use of the broad portfolio offered by the group of companies as a whole. For example, fiber-reinforced and PTFE materials are provided by KLINGER Dichtungstechnik in Gumpoldskirchen, Austria. Graphite laminates, on the other hand, are supplied by KLINGER AG in Switzerland. RIMA not only puts KLINGER materials to good use for its own manufacturing purposes, but also relies on complete products such as metallic and semi-metallic gaskets from KLINGER LTD in Bradford, UK, to meet their often demanding customer requirements. "The beauty of it all," grins Magnusson, "is that due to their renowned commitment in terms of both quality and durability, KLINGER is a brand which virtually sells itself on the market."

Innovation meets tradition

Like all successful companies, RIMA understands that it will only stand the test of time if it can continue to come up with useful innovations. In the past, as can be seen from how long the company has been in business in a highly competitive environment, this

approach has paid off. And with the introduction of water jet systems to cut gaskets in the 80s – as the first company in Sweden to do so – Lars-Göran has clearly set his sights on staying one step ahead of the competition. And KLINGER Sweden is always there to support him. "Regarding our products and services, RIMA and KLINGER Sweden share many focus fields," says Johan Fernberg, in charge of sales at KLINGER Sweden, and adds, "what both companies also have in common, on the one hand, is the long tradition as family-owned enterprises and, on the other hand, a clear commitment towards excellence, reliability and a high level of performance."

A bright future

The partnership between KLINGER Sweden and RIMA, which has already spanned numerous decades, is far from over. A 30% increase in sales over the past three years, and the trend for 2015 again hinting at a 50% increase, when compared to the results of 2014, shows that the two companies are on the right track with their joint efforts in mutual trust, transparency and fast response times. Looking at these impressive figures, you cannot help but congratulate the two companies on their success. "Personally, I believe this is just the beginning," states Fernberg, "the start of an even higher level of cooperation between KLINGER Sweden and RIMA."



RIMA's warehouse



Kammprofile gasket Titan/PTFE – ready for packaging & delivery



Custom knife-cut gaskets



RIMA's facility consists of offices, the warehouse and production units

PERFECT MATCH

How two family-run companies work hand-in-hand



Markus Fuchs (KLINGER Gebetsroither), Herbert Glaser (SBN)



Schoeller-Bleckmann Nitec (SBN), a member of the Christof Group, is one of the global leading manufacturers of high pressure apparatus for the petrochemical and chemical industry, especially the fertilizer industry. Due to the segment the company works in, SBN has highly individual gasket needs which are too demanding for manufacturers focusing on standardized products. As a consequence, Schoeller-Bleckmann Nitec relies fully on its partner to deliver: KLINGER Gebetsroither. The KLINGER News team joined Herbert Glaser, Head of Procurement at SBN, and Markus Fuchs, Marketing & Area Sales Manager at KLINGER Gebetsroither, to discuss this very special relationship.

KN: Mr. Glaser, please tell us a bit about SBN.

HG: Schoeller-Bleckmann Nitec, with its high-pressure equipment, has a global market share in the fertilizer industry of around 55%. SBN is extremely

well-established in the Chinese market and has a very strong presence in the Middle East, especially the United Arab Emirates, USA and Canada.

KN: Mr. Fuchs, what are your points of contact with SBN?

MF: The area we work in together is heat exchangers, which, on the one hand, are exposed to toxic media, and, on the other hand, have to last for 30 years. And to ensure this, we provide the corresponding gaskets which are produced by KLINGER Dichtungstechnik and Kempchen.

KN: How did your cooperation with SBN come about?

MF: As you know, KLINGER has both production and distribution centers around the world. For us as a group, customer proximity is all about literally speaking the same language and being as geographically close to the customer as possible. Due to the short distances involved – no matter which of our business locations here in Austria

you look at, we are within comfortable traveling distance – it was internally decided to have this customer serviced by us. Furthermore, as a wholesaler, we also have the technological competency to submit quotations.

HG: In my case, the partnership with KLINGER was already in place when I joined SBN. I literally inherited them from my predecessor (laughs). Seriously though, when you are looking for a potential supplier in our line of business, you look for a company which is able to meet your individual gasket requirements, has a proven track record, and, to top it off, enjoys a good reputation. I knew KLINGER fulfilled these criteria and after having reviewed their supplier history, we quickly decided to sit down for joint talks on how to continue working together.

KN: Apart from both SBN and KLINGER Gebetsroither being based in Austria, do you have anything else in common?

MF: Yes, we do. Both KLINGER and



the Christof Group are family-owned enterprises which have been going strong for generations. And being part of a family means you place a lot more focus on actually "living" your company values, thus allowing a partnership such as the one we have, to grow and flourish.

HG: I'd like to add something to that. For me, the keyword is "trust", which represents the basis for doing business. In my opinion, a thing which family-run enterprises all share, is an entrepreneurial spirit. When working together, this allows me to focus on a joint goal, without having to worry about whether my partner will be able to display the level of commitment necessary to achieve our target.

KN: What is so special about your relationship?

MF: Prior to KLINGER Gebetsroither taking over the order negotiation and processing, KLINGER was one among several suppliers for SBN. In the meantime, we are their main supplier, which means that they rely on us to deliver whatever individual requirements they have.

HG: I would like to go into detail here as to how this came about: With its global network of manufacturers and distributors, KLINGER is able to meet our specific requirements. As heat exchangers come in different dimensions, we almost

always need different gasket sizes. So standard size products are out of the question. Furthermore, KLINGER is capable of responding extremely fast to our individual needs and thus able to deliver right on time. The last important aspect is that I can obtain all the different gasket types I need from one source, instead of having to negotiate with different contractors. And since our products are characterized by their long durability, quality – which I can be certain of in KLINGER gaskets – is also a major issue I don't have to worry about.

KN: And does this strategy of exclusive, mutual trust work for you?

MF: Yes it does. As is always the case when more than one entity is involved, it is a matter of give and take. For example, SBN frequently approaches us with special requests with regard to their orders – for example individual packaging. At the same time, they understand that this is also going to require effort on our side, so they are also willing to pay a fair price. It has a lot to do with communicating openly, similar to what you would expect from members of a family. So it is a real partnership with a fair distribution of giving and taking.

HG: In daily business, you need a certain level of trust. The initial reaction to a proposition might not always be positive, but between us there is nevertheless an unspoken agreement that we

will all do our best to reach a mutually beneficial outcome.

KN: And do you help each other out like members of a family?

MF: Actually we do (laughs). I remember an order which detailed gaskets made of a material which was simply unobtainable on the market. We got in touch with SBN and told them about our dilemma. Yes, of course we could manufacture the gaskets, but no, the required raw material was nowhere to be had. SBN helped us out by giving us access to the material out of their own stock and this enabled us to complete the order. In my opinion, one cannot get much closer to a customer than that.

KN: How often do you get in touch with each other?

HG: We are in intense contact about twice a month, when we place larger orders. Aside from that, we also do business when we require replacement parts for repairs and similar tasks.

MF: We also update each other on a highly regular basis regarding technical processing and drop whatever we are doing when problems arise and then troubleshoot on-site at the SBN plant.

KN: In what direction is your business developing?

HG: Aside from ever-increasing specialization, we are looking into new welding processes for the heat exchangers. In terms of new business channels, we are focusing on offering repair services. In terms of product improvement, our goal is to further improve the durability of our products, meaning a lifecycle of more than 30 years.

MF: Count on us, we will do our best to help wherever we can.

THE SPECIALISTS

KLINGER Convey for all your special valve needs



Some of us might hope for the pipe dream of "one valve to fit them all" to come true one day. The reality, however, is that every industry segment has its own valve requirements which have to be met in order to ensure production, environmental protection and employee safety. KLINGER Convey, a new member of the KLINGER family to emerge out of KLINGER Schöneberg, might just be your new partner for a profitable future. The KLINGER News team contacted Dieter Möllmann, in charge of product development and sales, and Andreas Thureau, its operations manager, to find out more.

KN: Please tell us a bit about KLINGER Convey.

DM: Convey, in different forms, has been around since 1994. We started off as Convey Engineering, later on became Convey Flow Control, were then a part of KLINGER Schöneberg and have sub-

sequently been carved out again at the start of the new year.

KN: Why are you now a separate entity?

AT: Generally speaking, this was a strategic decision based on differences in nominal sizes. KLINGER Schöneberg has a focus on the chemicals industry, where the required nominal size is smaller than that of our products, which are intended for the energy market.

KN: Is that the only reason?

AT: Not really. Our focus is on industrial valves, with quarter-turns being our specialty. We manufacture high-quality butterfly valves, which have already proven their worth in the oil & gas industry as well as in the energy sector, i.e. energy technology, storage and transportation. Last but not least, we will also be a partner of KLINGER Marine and will both develop products and enlarge the portfolio for the marine

industry. So, as you can see, we cover different market niches.

KN: What is your mission in this regard?

DM: We see ourselves as the manufacturer of high-quality products with a clear focus on the industries we just talked about. We can play a major role in this field, as we have an excellent distribution network at our disposal and a series of products with unique features. We will act as both a developer and a manufacturer and, in this role, be a fast track supplier characterized by speed, quality and know-how.

KN: What tasks will you be assigned within the KLINGER Group?

DM: On the one hand, we will continue to serve and expand our existing customer base. On the other hand, our focus will be on creating new valves, which will then directly compete with

those of other market players in the field and will be offered by our partners in the group.

AT: Specifically speaking, what we are going to create is a wide range of innovative products, which are specifically tailored to an industry customer's needs. Dieter Möllmann already mentioned our participation in KLINGER Marine. For this industry, for example, Westad, our Norwegian company and also part of the KLINGER group, will focus on cryogenics. Our job as KLINGER Convey will be to come up with innovative solutions for the engine room area, specifically designed for the maritime industry.

DM: In this context, I would also like to briefly mention how we find a common Group approach. This is not a top-down management board decision, but an agreement reached in the typical KLINGER manner. All participating KLINGER companies with a marine focus sat down together, discussed who could contribute what, entered into negotiations, defined rules and then we clarified our targets. And from here onwards, we are free to pursue our goals in whatever manner we deem best. This is the spirit of the KLINGER Group, meaning each company within the Group has a specific focus and we can independently operate within our area of competence. In my opinion, this is why KLINGER is so successful around the globe as a group.

KN: Being successful also has a lot to do with creating the products the market needs. I believe you have something you would like to share with our readers in this regard?

DM: Absolutely! We have created a new high-performance butterfly valve which will be offered under the name of QINTAX. It is metal-seated and features a solid body that comes in different end designs, including a wafer, wafer-lugged, double flange or a welded end design. With its nominal size ranging from DN80 (3") to DN1200



The new QINTAX high-performance butterfly valve



(48") and design pressures from PN 16 to PN100 (CL150 to CL600) as well as a temperature range from -196°C to 850°C, it is intended for a wide range of industrial applications.

KN: Which industries are you addressing with this product?

AT: QINTAX caters to the specific requirements of the power generating industries and will be utilized for steam and hot water applications. Areas of utilization include the petrochemical industry, oil platforms, tank storage and high-temperature applications. Furthermore, it is ideal for exhaust gas systems in industrial and marine settings.

KN: What are the benefits for customers?

AT: QINTAX remains shut off tight and jam-free under all operating conditions. In terms of handling, it features a

minimized operation torque and displays high CV values. For operators, this results in a high level of safety and economical benefit.

KN: When are you going public with QINTAX?


DM: Didn't we just do that? Seriously though, for all those interested in seeing more, we will be presenting QINTAX at theACHEMA, which will take place from June 15 to 19 in Frankfurt am Main in Germany.

AT: We look forward to seeing you there.

BEYOND EXPECTATIONS

KLINGER Argentina solves valve mystery for Monsanto



 Being a supplier involves fulfilling your contract obligations. Acting as a partner, on the other hand, requires placing your customer's needs at the center of your activities. You no longer simply solve problems, but instead actively look for their causes and provide your customer with the answers he needs to successfully conduct his business. While this may sound like an excerpt from any readily available generic management speech, it is everything else than that – and it has been put into (best) practice by KLINGER in Argentina.

Monsanto is a Fortune 500 company specializing – in their own words – in agriculture. Their customers are farmers around the world, whom they supply with agricultural and vegetable seeds, plant biotechnology traits as well as crop protection chemicals. One of their main herbicide brands, developed in 1974, is "Roundup". It is used to control a wide

variety of weeds, grasses and broadleaf plants in cropland and features the active ingredient glyphosate. One of their plants is located in Buenos Aires, Argentina. This is where our story kicks off.

What should have been standard practice – the processing of glyphosate slurry with 20% solids, a density of 1.12 kg/m³, a working pressure of 6 kg/cm² and a flow between 21 and 50 m³/h, quickly turned into a recurring operational headache for the operator. Only five weeks after initial commissioning, the slurry processing units had to be shut down. The cause: Three of the four valve ports had lost their integrity, resulting in contamination of the second phase of the process. As a consequence, the sleeves had to be changed every 15 days, resulting in further productivity losses due to downtime.



Competitor's top seal damaged by erosion



Competitor's valve, port without lips

Enter KLINGER

Having been asked to look into the persisting problem, KLINGER Argentina, working closely together with Monsanto, meticulously uncovered one piece of the puzzle after the other: First, prior repairs had sadly been carried out without specific knowledge by a third party contractor. Second, the utilized replacements were not original sleeves, and caused changes in the flow characteristics: In this case, it resulted in a portion of the sleeve reaching into the waterway, leading to loss of sealing capacity of the valve and subsequent contamination. Having done their homework in analyzing the fault,



KLINGER control cage valve design



KLINGER valve, port with lips and linkage pins

KLINGER immediately came up with a solution: The colleagues from Argentina proposed using a harder sleeve material in order to increase mechanical resistance. A test subsequently carried out after a two-month period showed that KLINGER is trusted worldwide for a reason: Monsanto's engineers were happy to report that they were unable to find any further traces of glyphosate slurry affecting the sleeve material.

More than a job

If the protagonist had been an average supplier, our story would have ended here. At KLINGER Argentina, however, the experts considered what they had found so far and were thus confronted with a troubling line of thought: It was a proven fact that the competitor's valves had caused problems in a segment of the process chain. What could they therefore expect to find in the remaining 2-way valves further downstream, manufactured by the same supplier and installed at the plant? Needless to say, KLINGER immediately offered to get to work on a detailed analysis. Having obtained a valve, sleeve erosion traces similar to those already encountered were soon identified. Looking for possible erosion causes, the engineers speculated that – as a result of only featuring lips on the sides and not on the top and bottom as well, these plug valves might not be able to sufficiently protect the sleeve from glyphosate slurry in its fluid form. Based on this assumption, KLINGER recommended a cage-controlled sleeved plug solution. Their reasoning? On the one hand, the

cage protects against erosion at the valve ports. On the other hand, a 360° lip fully surrounding the port cannot shift into the waterway and cause integrity losses as is the case with a partially lipped valve. Monsanto was willing to give it a try and a 3" valve, made of Hastelloy C, was put to the test.

Result-oriented

Fast forward a full year. Following the installation in October, the valve was disassembled a year later to examine the state of the sleeve, the cage, the plug and the seal parts. KLINGER and Monsanto were proud to report that, thanks to the cage and lip solution, no damage to the sleeve tanks could be found. Since then, Monsanto Argentina has ordered more than 30 CCV SPV 2" to 6" valves. Most importantly, after a difficult launch, the plant is now operating as intended – thanks, to a large degree, to state of the art sealing components that meet the specific requirements of the process. Furthermore, the company now has a partner it can truly rely on to think through and offer the best solutions: KLINGER in Argentina.



Disassembled KLINGER valve following 1 year of testing

KLINGER SPOTLIGHT

Introducing Yvonne Maduna from South Africa

Across the globe, the KLINGER Group has a total staff of around 2,300 employees. Day after day, they commit themselves to providing the best service and producing high-quality products – and thus significantly contribute to both our own and our customers' success. In doing so, they fulfill our company's mission to "provide fluid control solutions to ensure safety in critical media-handling". We are proud of our diverse, talented and passionate workforce that brings a variety of professional backgrounds, skills and experience into play. With our new series of articles, titled "KLINGER Spotlight", we would like to introduce you to some of our finest. People you will most likely never meet, but who guarantee that you receive what you expect for your company: Products that are trusted.worldwide.

Yvonne Maduna has been part of the family since 2000. A communicative and outgoing person, she started as a frontline receptionist for KLINGER in South Africa. But that was only the beginning of an exciting career which has since then led her to two completely different fields of work. Wishing to learn more about the company which paid her salary, Yvonne Maduna started reading up on the products and services which are at the heart of the KLINGER Group. In 2003, after having sufficiently familiarized herself with what KLINGER has to offer, she applied for a vacant position in sales and was promptly given the job. For Yvonne Maduna, however, acquainting herself with new situations and wishing to learn more has never been simply an effective method for career advancement. During her time in the sales department, she also studied Business Administration and Law as well as Marketing & Sales. "Being part of the sales team was an enjoyable and fulfilled experience," recalls Maduna, "I will always keep that with me".

Moving on

The next career move, and again the

opportunity to get to know another part of the company's workings, came in 2013. Yvonne Maduna left Sales and joined Human Resources. While still on the "front line", her new challenge no longer centers on customers, but has rather shifted inwards – to the driving force within the company – its employees. "In my new job function I focus on the relationship between employees and the company, handle industrial relations and contribute to recruiting", explains Maduna. Furthermore, she also makes sure that employees receive the training required to provide the high-quality product standards that customers around the world expect, identifies candidates for further skills training and last but not least, also assess employees with regard to their performance and job functions together with the corresponding line managers. Being there for employee concerns is something Yvonne Maduna believes in firmly: "The employees at my workplace know that my door is always open for them. This is not limited to company matters, but also includes counseling, coaching and advice."

Fair, consistent, objective

In her current line of work, Yvonne Maduna has come across all types of individuals. One thing they all have in common, is expectations in how she should resolve the corresponding issue at hand. "What people tend to forget is that HR is the mouthpiece between the employee and the employer," states Maduna, "no matter what the topic and how I may personally feel about it, I always have to remain fair, consistent and objective." This can be especially difficult when dealing with different interest groups, such as for example the trade union, with which KLINGER South Africa enjoys a harmonious relationship, although, according to Maduna, reaching a status quo both sides can live with, is sometimes challenging.

But how good is the partnership between the workers and the management within KLINGER really?



Yvonne Maduna of KLINGER South Africa

Excellence in partnership

"I believe I can give you the answer to that question by providing you with a very convincing example", says Maduna, "just look at the situation we had here in 2014". What Yvonne Maduna is referring to, is the July strike for higher wages in South Africa, a strike which paralyzed the country's industry for a whole month. While the economy took a serious blow, KLINGER South Africa was not affected – the employees, thanks to the excellent relationship between the management, HR, and the workers, had opted not to go on strike and instead continued with production.

So is KLINGER South Africa really a good company to work for?

"Looking at the average length of service of our employees here at the company – which is 20 years and above – I would definitely agree that KLINGER is a good company to work for", confirms Maduna.

And what does she herself find appealing about working there?

"KLINGER is a global group with a positive attitude. Focusing on innovation and projects, it promotes sustainability and a safer tomorrow", summarizes Maduna, "and this again gives us confidence for a bright future".

SCIENCE MATTERS

KLINGER UK promotes academic partnership



One of Henry Ford's best remembered quotes is "Coming together is a beginning; keeping together is progress; working together is success". Bearing these wise words in mind, KLINGER UK decided to also branch out into the direction of academic partnership. Working with young talent is a highly rewarding experience – as this story will show, for both sides.

When KLINGER UK was approached by Teesside University about offering a work placement to a student of mechanical engineering, the company was more than happy to assist. KLINGER UK had already had positive experiences with these partnerships in the past, and found them to be beneficial for all parties involved. In fact, Mark Williams, KLINGER UK Technical Manager, and widely known among colleagues in the field by his alter ego – 'The Gasket Encyclopedia' – had joined the KLINGER ranks through the same scheme.

In June 2014 Danyel Hamilton-Dewhurst rather nervously introduced herself to the KLINGER team. After her induction training, Danyel was given her main assignment to be completed

during her placement at KLINGER. Displaying both increasing confidence and a constant willingness to learn and exchange ideas, Danyel quickly became an integral member of the technical team.

As well as assisting with general technical enquiries, Danyel focused on spearheading the design and implementation of the Gasket Insertion Tool. Working closely with her mentor Mark Williams, Danyel's in-depth understanding and intimate working knowledge of Autodesk Inventor Design Suite meant the project moved forward quickly. As a consequence, the revolutionary product, which allows for safe and precise insertion of a ring type joint between two flanges, was brought to market well within the allotted timeline. As a consequence of this innovation, customers are now able to execute a far safer, easier and faster fitting process with minimal need for re-visiting.

Asked about KLINGER's partnership with the higher education sector, Alan Bates, KLINGER UK Managing Director commented: "At KLINGER we are pleased to support local universities and students. This scheme allows

students to work, learn and excel under the direction of qualified personnel, or mentors, who are experienced and proficient in their field. Mentors are not necessarily supervisors, but coaches or partners, who help young talents to learn the skills they need to do their jobs successfully. Educational partnerships are strategic investments into the future of our business. At the same time, we also see it as our responsibility to give something back to the local community we are a part of."



The KLINGER Gasket Insertion Tool

SHARED HISTORY

Franz Gysi on what partnership is all about

The FRANZ GYSI AG is a long-term and highly valued partner of the KLINGER Group - combining excellence in their services, untiring effort in their business activities and in-depth product knowledge, this is the company you want as your trusted and reliable partner. Operating from two business locations in Switzerland, the family-owned enterprise is far more than a service provider. Its CEO, Franz Gysi, firmly believes in encompassing solutions. Here is why.

KN: Mr. Gysi, tell us about your company.

FG: The FRANZ GYSI AG has been a technical service provider in the field of industrial valves and gaskets for 88 years now. We have two business locations in Switzerland. Suhr is the center of our valve business, where we also operate a workshop for pneumatic and electrical automation as well as calibrate and seal safety valves. Furthermore, it is the site of our GYSI training academy, with around 600 attendees trained per year. Rheinsulz, on the other hand, is our gasket hub with attached punching factory where we manufacture gaskets made from elastomers, rubber-fiber composites, graphite and fluoroplastics.

KN: Which industry segments do your products and services address?

FG: With our 48 employees and our broad product range, we support the sector energy technology, especially in the fields of district heating, power plants and heat-only boiler stations as well as refrigeration engineering. We also focus on process technology, where we cater to the chemicals and pharmaceuticals industry, F&B and environmental technology.

KN: Your company philosophy is based on two claims: 'Everything we do centers on our customers' and 'We want satisfied customers for long-term cooperation'. Is there more to this than just catchy wording?

FG: You have to understand that the requirements towards the industry are constantly evolving and increasing. As a supplier, you are no longer the first choice if you just focus exclusively on your high-quality products. You have to be able to offer your customers a broad range of related services. As a consequence, we look at the needs of our customer and, next to products, provide corresponding services. So yes, I believe we do put our customers first.

KN: And what about the long-term cooperation aspect?

FG: Our strategy is based on encompassing service. We listen to what our customers have to say, understand what they need, and offer them proven solutions for their individual requirements. This fosters trust and facilitates working together with a customer over a long period of time – no longer as a supplier, but as a partner.

KN: Taking up the role of a partner implies a lot more effort than just handling an order. Does the additional effort really pay off?

FG: For us, this is not an additional effort. It is what we do and our path to success. Admittedly, a partnership is more intense, but it is also more long-term. And in many cases, our customers have demanding scenarios, so we frequently sell solutions as opposed to just products. As you can imagine, this requires know-how going far beyond mere product knowledge. Which is why we also have our own engineering department. In other words, our customers receive full packages, consisting of products, technical service provision, logistics and training.

KN: What about your partnership with KLINGER?

FG: We have been working with KLINGER for 86 years. That is four generations of the KLINGER family and three generations of the Gysi family. The duration alone is a good indicator



Franz Gysi, CEO of FRANZ GYSI AG

for the fact that this is a partnership in the truest sense of the meaning. In my experience, family-owned enterprises place a stronger emphasis on long-term and solid partnerships.

KN: Aside from the impressive duration, how does this partnership express itself?

FG: Let me give you an example. As you have already guessed from our portfolio, our products and services complement each other and in some cases, overlap. When we have a joint customer, I can always rely on KLINGER to bring me on board right from the start. We discuss who should handle which portion, allowing us to complete our share of the order in a timely and satisfactory manner. In a nutshell, I would say that although we are not a part of the KLINGER Group per se, we are treated as part of the family.

KN: Do you believe that you are awarded more complex orders because you are a partner of the group?

FG: I would not say that the orders are more complex, but rather the shared topics. On the one hand, we engage in joint customer-centric activities with the KLINGER Group. Take, for example, the district heating conference we co-host with KLINGER once a year in Vienna. This gives our Swiss customers valuable insights into the workings of the district

heating facilities at WIEN ENERGIE.

On the other hand, we also participate in international meetings of the two companies and thus facilitate 'lessons learned' and case studies together. This makes sense and is highly beneficial as we – both the KLINGER distribution companies and GYSI – face similar challenges, market characteristics and approaches. Working together, exchanging experiences and talking about our projects allows us to learn from each other and discuss concepts which the other side has implemented successfully.

KN: In a time when everything is moving faster by the minute and where companies mainly set themselves apart from each other by means of pricing – how do partnerships help in such an environment?

FG: The fast pace you just mentioned is definitely facilitated by digital media, and direct contact with a customer, to a certain extent, hindered by it. We therefore have to take into consideration these changes to the purchasing process and have implemented our own web shop for this purpose. Nevertheless, we have found that projects requiring intensive consulting activities will always require personal communication with the customer.

Regarding the differentiation in terms of pricing as the only factor, we counter this with additional services. As I already mentioned, we are not a pure distribution company. We also automate, repair and train. This allows us to provide a full package from one source, something which "price-only" competitors cannot or do not want to do. And for our full-service solutions, I can always rely on my "other" family, my colleagues at KLINGER. And vice-versa.



ACHEMA 2015

Full System Control with KLINGER



The world forum for chemical technology and the process industry in Frankfurt

The ACHEMA fair at Frankfurt am Main in Germany, which will take place from June 15 to 19, 2015, is the world forum for chemical technology and the process industry. The main topics of the ACHEMA 2015 are energy efficiency, materials and materials testing as well as safety technology. The trend-setting fair reflects the central objective: No energy, material or production losses. On the one hand, this increases efficiency; on the other hand, it protects both the environment and people working in the field from harm. Enabling full system control, the KLINGER Group will be prominently represented

to showcase its latest products, solutions and innovations.

With its industry-specific valve and gasket portfolio, the KLINGER Group offers major components for smooth processes. This year's fair presence will focus on innovative products and benefits offered by a global network of manufacturing, distribution and service hubs.

"We offer a broad and high-quality product portfolio for different applications and industry segments", states Dr. Christoph Klinger-Lohr, Director Business Development, and adds, "trust

plays a major role in this regard. Our products may not be the first thing you encounter in a plant but nonetheless, they have essential importance as they are system-relevant. This is why our motto for this year's ACHEMA is 'Full System Control'. Customers can fully rely on KLINGER to deliver high-quality and durable products – a fact which is also reflected by our expertise and training schedule for sealing and fluid control applications."

The globally operating KLINGER Group will be represented at the ACHEMA with the companies KLINGER Fluid Control, KLINGER Schöneberg, KLINGER

Germany, Kempchen, KLINGER Convey and KLINGER Italy. The underlying motto "Full System Control" will be visible in all the exhibits and also extend to the networking areas of the fair booth.



KLINGER Italy's new LED Illuminator

The products and solutions on display will be characterized by their focus on the "Total Value of Ownership" approach. This implies a shifting away from a product-only focus towards complete solutions, resulting in efficiency increases and lower lifecycle costs. "We have an encompassing understanding of sealing, fluid control and monitoring systems across a wide range of industries. Independent of their utilization in either commodity or high-end applications, our solutions stand for system integrity", summarizes Dr. Klinger-Lohr.

In order to provide you with some ideas as to what you can expect from the KLINGER Group at the ACHEMA 2015, we would like to take the opportunity to present a few product highlights: For example force-compensating sealing materials such as the "Compensil" from KLINGER Dichtungstechnik, characterized by an especially high adaptability to different bolt loads.

Furthermore, we will feature innovative rubber-steel gaskets from KLINGER Germany. KLINGER Italy will take to the stage with its revolutionary LED illuminator. Featuring a stainless steel body and LED 12 Volt technology, it is significantly lighter and smaller than standard illuminators, while at the same time boasting a longer shelf life and light emission characteristics.

Having hopefully piqued your curiosity, we look forward to seeing you at the ACHEMA 2015!



HIGH ACHIEVER

SPECS Corporation passes 1 Million euro mark in South Korea



SPECS Corporation, the KLINGER Partner in South Korea

Next to a passion for the industry, a large portion of the KLINGER Group's success can be attributed to its worldwide presence. To slightly alter a well-known phrase, KLINGER may act globally, but with its manufacturing and distribution partners in a country near you, KLINGER definitely thinks locally. One such partner is the SPECS Corporation in South Korea. And they have achieved outstanding results.

KLINGER UK and the SPECS Corporation have been partners for more than 10 years. Together, they have continuously put in every effort to meet the requirements and provide valuable service to Korea's EPC (Engineering-Procurement-Construction) contractors. The result speaks for itself: For the year 2014, sales generated from projects in Korea have amounted to more than 1 million euros.

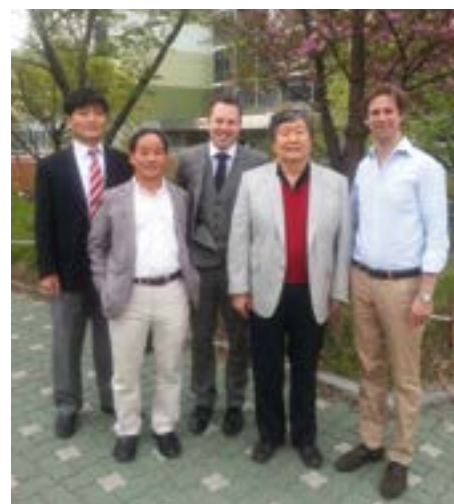
Established in 1970, SPECS has since continuously expanded its market share

by focusing on four major organization sectors, which are highly relevant for the Korean market: These are sealing, fluid control, system and the marine division. Thanks to its strategically placed offices as well as manufacturing and warehousing facilities in Seoul and Busan, they are the perfect partner for both KLINGER in South Korea and the local EPC contractors.

Reaching the one million mark has been no mean feat, as the Korean EPC market is one of the most competitive in the world. The strong partnership between KLINGER and SPECS, however, has seen KLINGER become a key supplier of quality sealing products to EPC contractors in Korea. Here at KLINGER UK, we very much look forward to the continuation of this partnership and working together for many years to come.

"Mr. Paul Lee and his dedicated team have excellent market and product knowledge at their disposal", states

KLINGER UK's Managing Director Alan Bates, reflecting on the secret of SPECS' success, and adds, "over the years, they have established an excellent relationship with our projects team. SPECS is most certainly a key member of the KLINGER family and the company to get in touch with for the Korean market."



from left: Antonious Rhee, Don Park, Oliver Bache, Paul Lee, Christoph Klinger-Lohr

KLINGER MARINE

Individual products tailored to highly diverse industry requirements



The marine industry comes with its very own specific set of challenges which operators have to master on a day-to-day basis. The KLINGER Group can already look back on a long tradition in this segment, especially via KLINGER Denmark. Following the entry of a new partner into the KLINGER family – Westad Industri, a Norway-based manufacturer of high-performance butterfly valves – the global gasket and valve manufacturer is now even better prepared to serve the marine industry. What Westad Industri contributes to the group, is expertise in the field of liquefied natural gas (LNG) and liquid petroleum gas (LPG). With selected companies from the KLINGER Group, a special industry force – KLINGER Marine – has now been formed in order to create and provide specific solutions for applications in the engine room and for cargo handling.

The underlying motivation behind KLINGER Marine is to offer products from one source, thus ensuring that both the highest levels of quality are maintained and that provision, no matter how specific the item in question, can be carried out quickly and efficiently. Taking into consideration the various fields of activity which are all part of the marine industry, from FPSOs to bulk carriers and from LNG tankers to container vessels – all of which have specific requirements due to the media they work with and the environmental conditions they are exposed to – it becomes obvious why combining the individual expertise of different companies into a partnership makes sense. In future, KLINGER Marine will fully cover the potential scope of supply for this industry and will provide a wide range of gaskets and valves for different purposes and media, such as for example fuel, steam, condensate, chemicals and exhaust gas, to name but a few. The broader picture, however, is not just to be a one-stop-shop for a

customer's maritime needs: KLINGER Marine will also be involved in R&D activities to ensure that innovative products will also be at hand to meet the requirements of this industry in the future.

The new KLINGER partnership for the marine industry will make its first public appearance at the Kormarine trade fair in Busan, South Korea, which will be held from October 20 to 23, 2015.



COURSEWORK

TechTrain Days 2015 at KLINGER Fluid Control

When it comes to safety in engineering, one company you definitely want to contact for the construction, production and worldwide distribution of both valves and borosilicate gauge glasses, is KLINGER Fluid Control.

Aware of the industry's urgent need for top-quality products which guarantee leakage-free operation, the Austria-based company recently held an intensive four-day training course – the 2015 TechTrain Days – at its headquarters in Gumpoldskirchen. Addressing both sales engineers and technicians, the session allowed its participants to experience and exchange views on the various products and services, which covered, amongst others, KLINGER KVN piston valves and KLINGER KHA and KHE as well as KH(SV)I ball valves. A special focus was placed on application possibilities, the design features as well as specials, which all underline why KLINGER products are trusted worldwide. Furthermore, based on a previously carried out customer survey, requested new products and achievements were also on the agenda.



Following three days of intense hands-on training, the participants also had the opportunity to visit the nearby city of Vienna.

As the feedback from the KLINGER Fluid Control Managing Director, Manfred Stockinger, shows, the four days were definitely time well invested:

"For us, this was a very good and productive meeting. We want to thank all attendees for their active participation. Our discussions were both open and constructive. Furthermore, it was great to get direct customer feedback as well as learn about the needs and expectations of our partners in the various markets."



A KLINGER BALLOSTAR® BALL VALVE Model with AUMA Gear



Gerhard Gruber, Technical Sales Support



Hands-on training during the TechTrain Days in Gumpoldskirchen

GOING KAIZEN

KLINGER Italy to introduce lean production



Adhering to the motto "there's always room for improvement", KLINGER Italy has taken the Far Eastern path to productivity enlightenment with its first internal "Kaizen". For those unfamiliar with the term, "Kaizen" (改善) is Japanese and means a "change for the better". Applied to a working environment, it aims at improving a certain aspect – in the case of KLINGER Italy, its lean production capabilities.

How does a "Kaizen" work? First off, the underlying philosophy states that in order to get better at something as a team, everybody has to contribute. As a consequence, the entire staff, from assembly workers and up to the executive management, were involved right from the start. Second, in order to be effective, the "Kaizen" must be continuously applied to the various processes that cross organizational boundaries in the supply chain, i.e. purchasing, production and logistics. Having set the agenda, intensive workshops, amounting to a total of 64 hours, were subsequently held from March onwards. These were used to define the path the "Kaizen" would take, and involved all the KLINGER Italy colleagues from the technical, quality and production departments – in all 16 people, divided into 2 groups.

Having fully mapped out the "where-to", the next step covered the implementa-

tion of a set of analysis tools to obtain the necessary data. This included the management method for the control and continuous improvement of processes and products PDCA (plan-do-check-act), the workplace organization method 5S (separate, set, scrub, standardize, set up), a cause-and-effect relationship analysis by means of 5 WHYS and, last but definitely far from least, as a means of problem-solving, a Root Cause Analysis to identify the origin of potential faults or problems. All in all, the internal Kaizen will take about two months to complete.

Seen from a business administration point of view, this begs the question whether the whole exercise is really worth the effort.

It definitely is.

If carried out correctly, i.e. one step after the other, continuously and in a circular fashion, KLINGER Italy will be able to identify substantial areas in which they can further improve their production and warehousing activities by implementing a lean production culture. The expected outcome? "After completion of our Kaizen, we will be able to significantly reduce our energy, raw material and maintenance costs," states Raffaele Pittaluga, Managing Director of KLINGER Italy, and adds, "needless to say, this will also result in further improvement of the already good work conditions, another increase in the high quality of our products and therefore to the company in its entirety". Last but not least, the "Kaizen" is sure to be a memorable experience for all participants and will serve to strengthen inter-departmental ties and activities within the company.



