



KLINGER GROUP PRESENTATION

KLINGER GROUP

At a glance.

Pioneers in gasket technology, Klinger was founded in 1886 and is still an independent family owned business. Today, Klinger is a group of independent yet globally aligned companies offering state of the art Sealing, Fluid Control and Fluid Monitoring Solutions.

Turnover in
2013:

**400
Mio.** €
Sales



2.300
Employees
worldwide



**Exporting-
Countries
in the world**

80



19

**International
Manufacturing
Sites**



30 companies
worldwide

60 Represented
in countries
worldwide



MISSION

A preferred supplier of high end Sealing, Fluid Control and Fluid Monitoring systems.



MISSION

We offer safe and reliable products for high end sealing, fluid control and fluid monitoring systems.



VISION

- » Be a principal contributor to our customer's fluid handling efficiency.
- » Be a best-in-class partner for global and local customers.
- » Be recognized for being a progressive, fair and rewarding employer.

VALUES

A preferred supplier of high end Sealing, Fluid Control and Fluid Monitoring systems.

1. Serve our customers with expertise, integrity and passion.
2. Combined technology leadership with service excellence.
3. Develop industry and region specific solutions.
4. Foster innovation and exceed current industry standards.
5. Invest in people and have them learn from the best.

Customer
Value

Business
Excellence

Global
Regionality

Innovative
Edge

People
Spirit

GUIDING PRINCIPLES

A preferred supplier of high end Sealing, Fluid Control and Fluid Monitoring systems.

QUALITY DRIVEN.

Expanding a business over generations requires a passion for excellence. We are dedicated to deliver trusted products and services worldwide .

EXCELLENCE IN ACTION.

The quality of our products and services reflects the power and heritage of KLINGER. We are passionate about people, process, product and service excellence.

CUSTOMER FOCUSED.

We put the customer's needs at the center of our activities, above all in terms of quality, service and innovation. We deliver the best of our firm to every customer.

GROWTH COMMITTED.

Commitment to growth is commitment to constantly learn and re-invent yourself. We understand the importance of emerging markets and have proven ourselves as trusted global performer.

FAMILY CHARACTERIZED.

The KLINGER Group acts like a family in terms of mutual respect, social responsibility, integrity and short decision making processes.

BRAND MISSION

A preferred supplier of high end Sealing, Fluid Control and Fluid Monitoring systems.

QUALITY DRIVEN.

We give quality a name around the globe.
Because we stand for value and reliability.

CUSTOMER FOCUSED.

We exceed our clients' requirements.
Because specific needs demand tailored and individual solutions.

INNOVATION.

We foster innovation.
Because progress is the basis for growth.

PARTNERSHIP.

We see ourselves as a competent and strong partner.
Because expertise, integrity and passion put us in a leading position on a global scale.

TRUST.

We share family values.
Because close and long term relationships are the most trustworthy.

PORTFOLIO

A unique product portfolio for the worlds' most demanding industries.

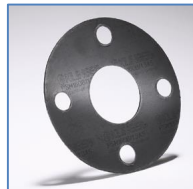
Soft
Sealing



Metal
Sealing



Graphite
Sealing



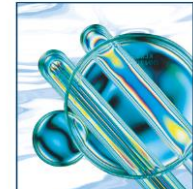
Elastomer
Sealing



Valves



Instrumentation



Industry



Infra-
structure



Transport



Oil &
Gas



Chemical



Pulp &
Paper



Energy



Food &
Beverages



Pharma

COMMERCIAL APPROACH

Our vertical integration model allows more flexibility and better customer service.

| MANUFACTURING | DISTRIBUTION | SERVICES |
|--|--|---|
| <p>Manufacturing at 19 sites globally:</p> <p>Sealing</p> <ul style="list-style-type: none">• Soft Gaskets• Metallic Gaskets• Graphite Sheets• Packings <p>Fluid Control</p> <ul style="list-style-type: none">• Ball Valves• Piston Valves• Butterfly Valves <p>Fluid Monitoring</p> <ul style="list-style-type: none">• Glass Level Gauges• Magnetic Level Gauges | <ul style="list-style-type: none">• 19 globally positioned Klinger owned distribution companies.• A global network of external agents exists.• Representative offices and/or technical support established in emerging regions such as Russia, South East Asia and Africa. | <ul style="list-style-type: none">• Extensive range of application related services is offered through every Klinger location.• Representation in 60 countries worldwide.• Our services include gasket cutting, installation support, staff training, product re-testing and 24/7 on-site assistance. |

GLOBAL PRESENCE

We offer trusted products and services worldwide through one global network.

MANUFACTURING
19 Sites

SERVICE &
DISTRIBUTION
19 Sites

ON-SITE
SERVICES
60 Hubs



MAKING HISTORY

For over 125 years.

1886 – 1928

- 1886 Richard Klinger opens a small shop floor in Vienna.
- 1890 Invention of the reflex level gauge glass.
- 1893 Start of the plant in Gumpoldskirchen (south of Vienna).
- Creation of the „Klingerit“ gasket ring which will conquer the world.



1928 – 1957▶

- Karl Klinger establishes several production site in Europe & Overseas.
- Set-up of European sales and distribution network with 24/7 service.
- Introduction of PTFE sealing material and asbestos free sealing rings Klinger©SIL.
- Series production of the KLINGER Ballostar ball valve.

MAKING HISTORY

For over 125 years.

... 1957 – 1984

- Hubert Klinger-Lohr opens a „Klingerit“ factory in Sidcup/UK.
- 1959 Patent for ball valve KH.
- Dedicated automotive strategy opens new business field for Klinger.
- Klingerit-1000 developed for cylinder head gaskets in combustion engines.



..... 1984 – 2011▶

- Thomas Klinger-Lohr takes over and implements a decentralized organization structure.
- Opening of modern production plants for valves and gauges.
- Invention of Klinger Quantum and further extension of R&D activities.
- Further representations in Russia, Thailand and China.

MAKING HISTORY

For over 125 years.

... **2011 – 2014**

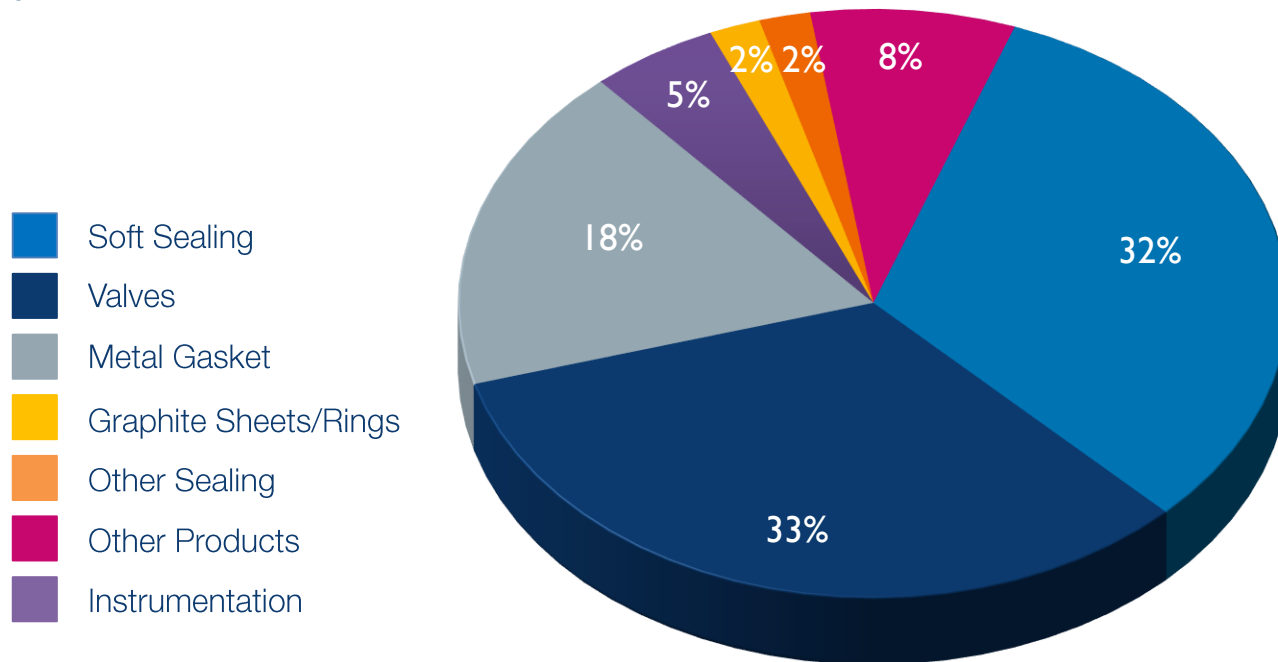
- New group management with Heinz Scharl, Peter Müller and Christoph Klinger-Lohr.
- Strategic acquisitions in target segments and regions (Oil & Gas, Marine, US, Africa).
- Focus on growth outside of Europe.
- Introduction of Group Innovation and Talent Management Programs.



▶ **Success.
Vision.
Future.**

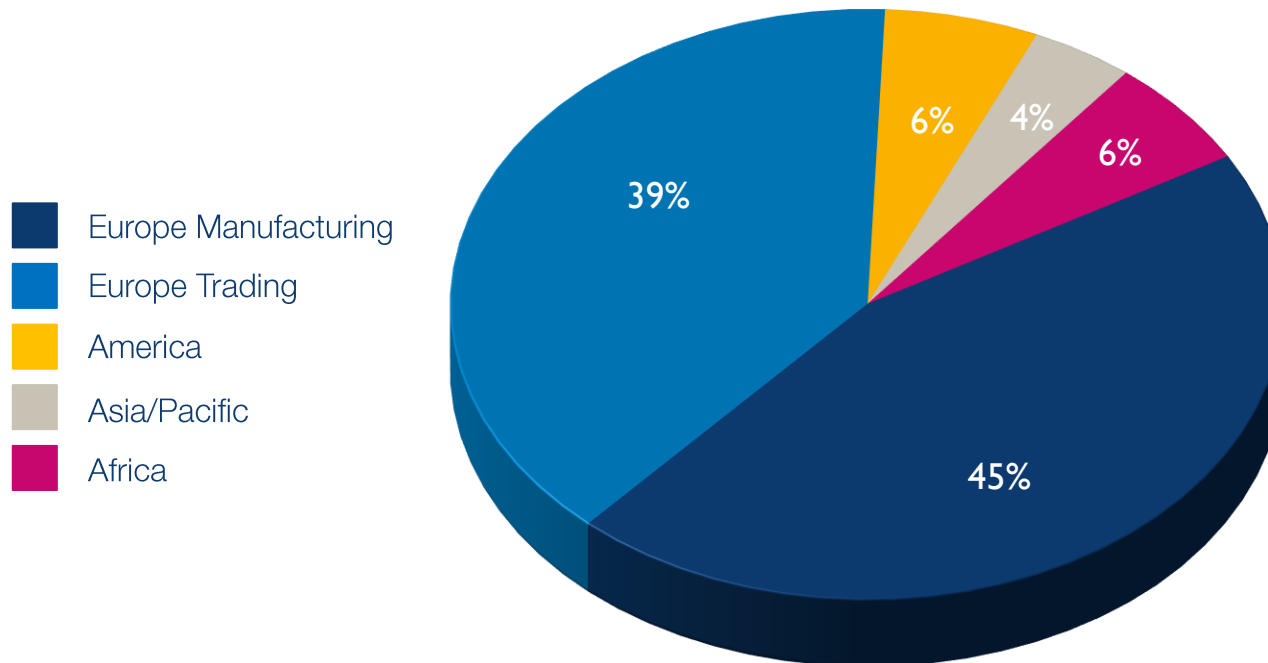
BUSINESS PERFORMANCE

Turnover
per Product:



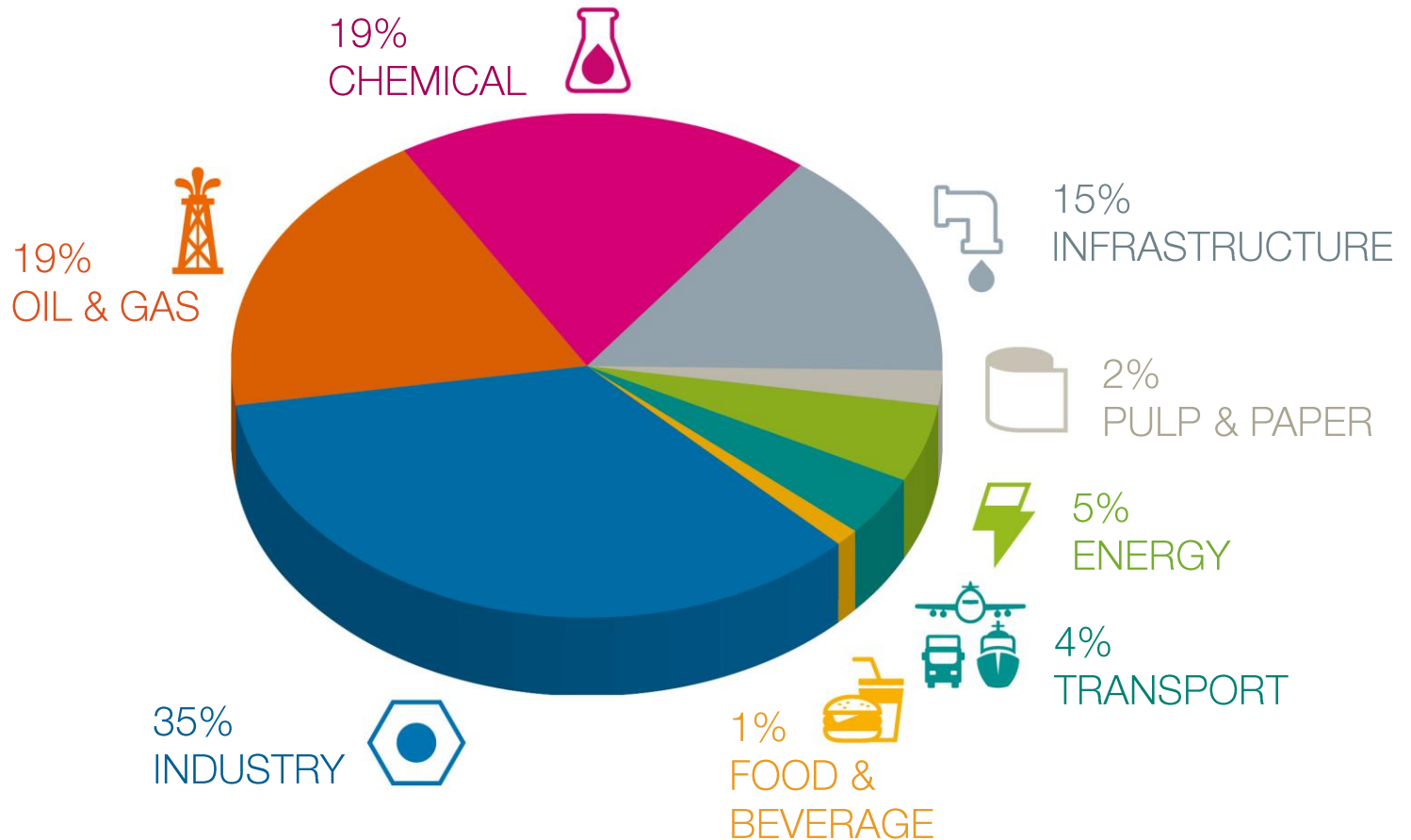
BUSINESS PERFORMANCE

Turnover
per Region:



BUSINESS PERFORMANCE

Turnover
per Market:



LIVING SUSTAINABILITY

Delivering efficient and reliable solutions.



ENSURING LONG LASTING PRODUCTS AND SOLUTIONS

Our company takes a long-term perspective on the development of products and services. We are committed to pioneering sustainable solutions to address global challenges and to achieve this safely and durably at the lowest impact on resources.

We are determined to grow in ways that ensure a sustainable future for generations to come, so our customers can be certain of the quality, reliability and dependability of our products.

LIVING SUSTAINABILITY

Achieving a competitive advantage through sustainable products.



PROVIDING SUSTAINABILITY THROUGH QUALITY

We believe in providing technically advanced products with long-term sustainability benefits and outstanding quality. We adhere to diverse principles and guidelines to help us achieve this level of excellence. We successfully use the following systems:

- ISO 9001 quality management system
- ISO 14001 environmental management system
- OHSAS 18001 occupational health and safety management system

LIVING SUSTAINABILITY

Providing a great and safe working environment.



PROTECTING AND ENCOURAGING OUR PEOPLE

We have a wide and diversified employee base and value the uniqueness of individuals including the various perspectives and talents. Our group strives to build the best work environment to allow employees to achieve their full professional potential by investing in training and development.

It is our collective goal to protect the human and labor rights of our people and therefore ensure their health and safety.

LIVING SUSTAINABILITY

Sustainable business is smart business.



SUPPORTING THE COMMUNITY

We aspire to make a lasting, positive contribution to the communities and environments in which we operate. We maintain open dialog with stakeholders and communities. Our community is our key to success.

Our group companies engage in social activities that improve and resolve problems in response to the specific needs of local communities.

INCREASED PERFORMANCE

Our Strategy. Our People. Our Asset.

1

HUMAN
RESOURCES

We . . .

- win as a team through open communication, respect and our shared values.
- attract, develop and retain the best employees in every field of our business.
- empower our employees to fulfill their potential and creativity.
- foster a corporate culture of performance, passion, integrity and diversity.

INCREASED PERFORMANCE

Our Strategy. Leadership in product and service innovations.

2

HUMAN
RESOURCES

INNOVATION

We . . .

- promote collaboration and sharing of ideas across our business.
- have a structured approach to recognize innovations, test ideas and share learnings and best practices within our Group.
- encourage our people to challenge established practices and achieve continuous improvement.
- develop new service offerings and innovative distribution channels.

INCREASED PERFORMANCE

Our Strategy. A strong brand with a long tradition of trust.

3

HUMAN
RESOURCES

INNOVATION

MARKETING &
COMMUNICATIONS

We . .

- offer trusted products and services worldwide with one global network.
- commit to product quality and our rich heritage differentiates us from competitors.
- provide a solid platform for future growth and marketing and communication leadership.
- cover our customers' needs with our multi-brand strategy seamlessly.

INCREASED PERFORMANCE

Our Strategy. Delivering trusted solutions to global accounts.

4

HUMAN
RESOURCES

INNOVATION

MARKETING &
COMMUNICATIONS

GLOBAL ACCOUNT
MANAGEMENT

We . . .

- deliver thorough and sound solutions to every our customer challenge.
- create value-adding propositions for our global customers.
- coordinate sales and support activities for large global accounts.
- accelerate our international expansion and build the business for the future.

INCREASED PERFORMANCE

Our Strategy. Global sourcing for total quality standards.

5

HUMAN
RESOURCES

INNOVATION

MARKETING &
COMMUNICATIONS

GLOBAL ACCOUNT
MANAGEMENT

PURCHASING

We . . .

- increase our customer satisfaction and our Group's competitive advantage through worldwide sourcing while respecting best performance and safety conditions.
- establish close partnerships with the most innovative and best performing suppliers.
- implement rigorous selection criteria for new suppliers to apply total quality standards.

INDUSTRY EXPERTISE

Delivering our know-how to EPCs, Integrators and Operators



INDUSTRY EXPERTISE

Specific solutions for every industry need



INDUSTRY EXPERTISE

Oil & Gas.



OIL & GAS

Where zero leakage is just the start.

- On- and Offshore Exploration
- Processing & Refining
- Transportation & Storage

INDUSTRY EXPERTISE

Energy.



ENERGY

Empowering power houses.

- Combined Cycle
- Wind, Solar & Hydro
- Nuclear

INDUSTRY EXPERTISE

Industrial.



INDUSTRIAL

Harshest environments? We never refuse a challenge.

- Primary Metals
- Mining, Minerals and Cement
- Engineering & Construction



INDUSTRY EXPERTISE

Infrastructure.



INFRASTRUCTURE

Treating our resources with technology-based respect.

- Water Treatment
- Waste Management
- District Heating & Cooling

INDUSTRY EXPERTISE

Transport.



TRANSPORT

Keep the engine the only part which is running.

- Marine
- Automotive
- Aerospace
- Defense

INDUSTRY EXPERTISE

Pulp & Paper.



PULP & PAPER

White like fresh fallen snow is not just a phrase...it is an attitude.

- Pulp & paper production
- Packaging industry
- Tissue & board production

INDUSTRY EXPERTISE

Chemical.



CHEMICAL

For sealing and fluid control systems, downstream must not be downhill.

- Chemical Processing
- Petrochemical
- Pharmaceutical

INDUSTRY EXPERTISE

Food.



FOOD & BEVERAGES

Only the good stuff ends in the bottle.

- Food
- Brewing & Beverages
- Bottling



INDUSTRY EXPERTISE

Pharma



PHARMA

Only the good stuff ends in the bottle.

- Food
- Brewing & Beverages
- Bottling

KEY ACCOUNTS

We deliver trusted products worldwide for major international accounts.

