

Portrait of KAEFER, August 2020

KAEFER: When it counts, count on us!

Bremen, 1918: the businessman Carl Kaefer had the idea of improving the efficiency of cold stores on ships by cladding the walls with peat back. Throughout the last 100 years, KAEFER has grown from a niche insulation business in Bremen, to a global leader in technical industrial services with an annual turnover of € 1.7 billion. Specialised in Insulation, Access, Surface Protection, Passive Fire Protection, Interior Outfitting as well as mechanical and other services, KAEFER serves a client base around the world at over 5,500 job-sites.

A recognised partner

KAEFER is a worldwide partner of customers on new build and maintenance projects, in a wide range of industries. Organised to optimally address project-specific needs, KAEFER is composed of three main divisions: Industry, Marine & Offshore, and Construction.

Sample projects performed by KAEFER's Industry division:

- > 1,300,000 man-hours of refractory and electromechanical work were executed at ArcelorMittal's coke plant in Brazil during the hot repair of coke oven batteries.
- > One of the biggest infrastructure projects undertaken in South Africa in recent years: For the new build power station Medupi, the KAEFER team has been providing insulation and scaffolding services for all six boiler units in more than 18 million man-hours so far.
- > The Ichthys LNG Project is among the most significant oil and gas projects in the world. Working for multiple clients on the project, KAEFER in Australia has provided insulation, painting, passive fire protection and scaffolding across four major contracts with up to 700 workers on site at peak. The team at KAEFER in Thailand has also been busy on the Ichthys project, contributing 150,000 m² of passive fire protection work.

Sample projects performed by KAEFER's Marine & Offshore division:

- > Visual turnkey interior outfitting of the Texas Barbecue Club, the 1,000 seat Bliss Theatre and the exclusive VIP Horizon Lounge of the Norwegian Bliss cruise ship of Norwegian Cruise Line.
- > In 2019, Equinor awarded KAEFER Energy in Norway the Johan Sverdrup contract for services within insulation, scaffolding and surface treatment. It is awarded under an already existing framework agreement for operations and the contract has an estimated value of more than NOK 700 million. This includes both ordinary operations and maintenance work, and work associated with Phase 2 of the project. The Johan Sverdrup field comes as an addition to the offshore maintenance portfolio KAEFER Energy already has for Equinor; the fields Troll, Asgard and Kristin.

Sample projects performed by KAEFER's Construction division:

- > Building and outfitting in extreme conditions: German Antarctic Research Station 'Neumayer III' and Indian Antarctic station 'Bharati'.
- > Responsibility for a comprehensive range of interior outfitting services at the newly built Merck Innovation Centre in Germany. The innovative building was awarded with LEED Platinum, the highest possible accolade, for consistent excellence in execution.

Our values

KAEFER is a family-owned company, run on family principles and common values across all entities, countries and regions. Trust is the foundation of our business activities. This environment is bolstered by respect for the individual, which allows for true dialogue and mutual advancement. Collaboration, collegiality



and continuously striving to achieve mastery in our profession help us to make the right decisions in complex situations. This is further supported by reliability and a focus on results that allow us to exceed the expectations of our clients. Yet in all cases, we remain modest and grounded, never forgetting the pursuit of our mission.

KAEFER employees are at the core of its competitive edge and success. Individual career developments around the world are tailor-made to the highest standards, ensuring that all employees are well trained and motivated. At KAEFER we empower our employees and they empower KAEFER.

KAEFER's diverse scope of services is also paired with a defined sustainability mindset – economically, socially, environmentally, and culturally. Its customers, business partners, subcontractors and stakeholders can expect KAEFER to do business to the highest ethical standards, fulfil its obligations and act as a fair and lawful partner to meet its self-imposed requirements with regard to compliance.

Securing the future

As global pressure on natural resources continues to grow, we at KAEFER believe we have an important part to play in building a sustainable, energy-efficient future. KAEFER's mission also reflects the scale of our ambition – to be the most reliable and efficient provider of technical industrial services.

Over the past 100 years, KAEFER employees around the world have been working together ambitiously to develop high quality solutions for our clients, based on trust and a common set of values and norms. We are proud of our track record that involves delivering what we promise and never letting a customer down. In 2018, we have updated our Code of Business Conduct with contemporary topics that have become increasingly relevant to all of us. As a result, KAEFER is strongly committed to risk management and compliance, which we define as a set of guidelines, rules, and procedures that are designed to prevent, monitor, and resolve conduct or practices that go against legal, ethical, and business standards.

In everything we do, we follow our culture to be RED – recognised, efficient and different. With the KAEFER Lean Journey, the company formalises its philosophy of continuous improvement by assuring that consistent evaluation of processes, practices, and perspectives are made throughout all levels, divisions, and regions of the company.

KAEFER's departments dedicated to Operations Excellence, Innovation and our Competence Centers fulfil this aim by cooperating with universities, independent institutes, and KAEFER's own diverse operational units. This assures that KAEFER not only maintains and refines its in-house expertise, world-class technical skills and specialised know-how, but also promotes innovation to continue to be a global leading company in its industry.

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About KAEFER:

KAEFER's mission is clear: to be the most reliable and efficient provider of technical industrial services. Specialising in Insulation, Access, Surface Protection, Passive Fire Protection, as well as Interior Outfitting, KAEFER's business is carried out in its Industry, Marine & Offshore and Construction divisions with an annual turnover of around €1.7 billion. Headquartered in Bremen, Germany, and working on more than 5,500 job-sites all around the globe, the company is led by Co-CEOs Dr Roland Gärber and Steen E. Hansen. Further information can be found on www.kaefer.com.