

Acker Allebrodt Althaus Arens Axmann Bäcker Barbera Baria Barth Becker Behrens Belegu Bender Berg Bergemann Berger Besting Bienek Bille Bilsing Birkholz Bitdorf Blechschmidt Blum Böcher Bock Bode Bödefeld Bogdanski Böhmer Bonotti Bonuccelli Borowski Bracht Bracone Brinkers Brunthaler Buhs Buttgereit Casado Cristaudo Galindo Christiani Coskun Decker Dell'Amico Dicke Dietel Dietze Dimcevski Dinter Djordjevic Dohrmann Donadel Dourdis Droste Eckert Eichler Eickelmann Elsner Extremera-Mayo Faber Fabich Fantini Farina Feil Feldmann Fenner Ferraro Feszter Fillinger Fisbach Fischer Fissel Flehmer Florath Flüchter Frank Fröhlich Fuhrmann Führt Gallucci Gärtner Gaßner Gentile Gerbeth Gerndorf Gertler Ghelfi Ghersini Gimmerthal Giovannelli Görne Görner Gradtke Gräve Gräwe Groß Grün Gumlich Gundrum Haase Hackert-Kösters Haidar-Ahmad Hampel Hansing Hantsche Hardenacke Hartmann Heimes Heinrich Heise Hengstenberg Henke Herfter Hesse Heuel Hilleke Hirt Hoberg Hochstein Höffer Höninger Hoppe Horn Hübner Huck Hundt Hunold Huperz Ioannidis Issel Jagiella Janke Janosz Jantz Jaspers Joao Jördens Jostes Jung Junghanns Kaden Kalinofski Kaloth Känner Kaufhold Kebben Keseberg Kieserling Klagges Klazidis Klein Klima Kneffel Koc Koch Kochanek Kohfeld Köhler Komander Konze Korth Kostas Köster Kranauge Kratz Krawietz Kremer Kriegel Krönitz Krumm Kruse Kühl Kühr Kunath Kunstleben Kuschel La Rocca Lange Lemke Lennep Lerbs Lieck Lilischkis Limper Löher Lohmann Lomnicki Lösel Lübke Luig Lupo Mai Mangani Mantzaris Masur Mau Mavrofridi Mehlich Meiburg Melde Menconi Mengel Menke Menzebach Meurer Mey Meyneken Michel Mirco Mittag Müller Nagy Nau Naumann Nelles Neu Noack Nocera Nöh Nowak Nudo Nürnberg Obermüller Ohm Pace Pagana Pagliaro Pankonin Patan-Acker Peckhaus Peelen Pfau Pfüller Piontkowski Piwnik Poggel Pompa Postelt Potthoff Prange Qakolli Raabe Radon Rath Rauterkus Reineke Reinicke Reuber Reuß Rinke Rinscheid Rogge Roll Rosenberg Rosenthal Rötz Ruhrus Rummler Rusche Rüsche Russo Saathoff 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**aquatherm**

**VALUES and VISIONS**

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**„If you want to build a ship, do not call people together to procure wood and prepare tools - but rather teach them to long for the endless immensity of the sea. Then they build the ship on their own!“**

Antoine de Saint-Exupéry (1900-1944), French writer and pilot



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# INVITATION

## Dear employees, dear partners, dear friends,

a lot of people say that we are „different“ at aquatherm. But what exactly does that really mean, „to be different“?

The questions of our own identity occupy each of us: Who are we? What are our lives about? What makes us different from others? How does our environment characterise us?

With regard to companies, we speak in this context of a corporate identity. This describes the set of uniquely identifying values which differentiates one company from another.

When we were informed by the Munich strategy group (MSG) at the end of 2011 of our outstanding placement in the ranking of the „most innovative companies of the German medium-sized companies (SMEs)“, this award triggered a conscious examination of the above-mentioned questions on aquatherm's corporate identity. We were aware that „Innovation“ has been a constant companion and a key driver of our successful business development today more than ever.

But what, beyond this value, do we have?

An exciting and, at the same time, challenging question. Preoccupation with the identity is an enlightening as well critical process where the intersection of self and external image are the result. The voluntary exercise is now to focus these images in a final core where everything comes together. Management literature provides various terms for this core. We have come to an understanding on the term „vision“. We can orient our actions to this at any time independent of the temporal effect and it combines all the values that make aquatherm a somewhat different company.

On the following pages, we want to invite you you to accompany us on the colourful and, for us, very valuable way to the vision of aquatherm because that is the way we are!

# RELIABLE

[to justify the trust placed in us every day]

When customers make the decision in favour of a premium product, what do they expect? This question always needs to be answered in relation to the respective products. The essential element is the basic reliability of our products and staff. This means that justifying the trust placed in us by our customers every day. aquatherm succeeds due to our own high requirements for the safety of our products which we consistently meet by exclusively manufacturing in Germany and taking environmentally friendly standards into account.

**duo 1500**

**ecodrive** inside



# LEADING

[the aspiration to become better and better]

„Participation in the economic competition is like a bicycle race: If you cannot keep up the pace, you will fall back and at the end fall over. So we will all have to pump the pedals.“ (Horst Köhler (\*1943), German president ret.). The ones in the front are always the ones pursued. He has to defend his lead daily with new performance in all areas, expand it and in doing so determine the future direction himself. We, as the worldwide leading manufacturer and provider of polypropylene pipe systems, know the situation. We confront this situation with comprehensive, innovative and trend-setting action; no more and no less.



# DETERMINED

[decisively to do that which we do in the service of something greater]

**The most modern machinery, the most functional buildings, the most innovative products and sufficient capital - all these important entrepreneurial resources alone will never make a top company. These are only the accompanying factors. It is ultimately about people namely the right people who as determined employees work with proactivity, conscientiousness and passion daily in the service of our company.**



# INDEPENDENT

[design our existence to be self-reliant in its own right]

„We are a family business,“ with these words the company founder and active Chairman of the Advisory Board of Gerhard Rosenberg likes to present „his“ company aquatherm and added, „we have made our existence more independent in its own right.“ Also In the future, we want to confirm this value together as entrepreneurs as well as employees: We act responsibly in the interest of our company. We characterise the daily coexistence through family-like closeness. We take on the business challenges and promote each other in order to master these.





# CONSCIENTIOUS

**„It is up to each person as to what he makes of himself.“**

On 23 April 1993 - he still knows the date exactly - **Peter Axmann** came to aquatherm. One week earlier than planned, because there was so much to do - one hears this often from our employees.

Prior to this, he had tried the job of bricklayer because he likes handwork if there just wasn't the dependence on the weather. After a forced break of half a year, Peter had to realize that he wanted to work more than just in the summer. „I felt the walls closing in,“ so he joined the Bundeswehr [German armed forces] and spent time as a non-commissioned officer, until he finally could retrain to become an industrial mechanic for machinery and system technology. Despite the retraining, the labour market did not look good so Peter applied at aquatherm, where he was offered a job in the production of pipes which Peter gratefully accepted but with the intention of only staying until something better came along. „I had been told that the company was growing and prospering and that it was up to each person what he makes of himself“

This statement proved to be game changing. A few months after the beginning of his job, Peter joined the lab as a shift surveyor where he made daily tests and measurements on site in the production department. For three years, he did this job, even when quality in detail was becoming increasingly important and awareness among all employees had to be intensified so that aquatherm could meet the high demands of the market. „You stand there in front of the same colleagues who were previously told that a tenth doesn't matter and now you have to say that it does: ‚But it does matter.‘ And that gives you grey hair“ Dieter Tusche, so he told us, was a blessing, because he always had a sympathetic ear for all the problems.

Peter was able to observe the build up of the company and today's laboratory continuously expanding his own knowledge which included the purchase of new machines for quality measurement (which the competition considered unnecessary) and in the constant development of innovations.

## PEOPLE

For Peter it is obvious that you should only produce what you would buy and therefore stand by your own product.

**„Quality management means checking on all quality so that a high-quality product comes out at the end.“**

He now handles the whole range of tasks and can jump in anywhere where others are missing due to his many years of experience: from the granule acceptance to the pipe inspection and documentation to the test equipment monitoring. You rarely find such an allrounder in the today's task specialisation - although an experienced workforce is often required - mainly because they have seen everything. For example, at that time when the new fibre pipes were being checked, Peter remembers: „What a job that was! That was a giant test because we had to check 40 specimens for each dimension.“ Today, competitors see our products, copy, and save themselves this madness. But as there are enormous differences to competing products as Peter's test results show, he still enjoys it. „I love to come to work. That is why it is not important in what area I am placed in the laboratory.“ The wheel must turn. But still when 350 silo wagons come annually and the number is growing, „then I sometime ask myself: Where does it go each year? But this is a good sign because the company is alive.“

Conscientiousness is what is really kept alive at aquatherm. Peter sees it like that, too.

„Conscientiousness is when a company wants to endure, one of the most important points - and quality management means that everyone, no matter where you sit or what you do, pays attention to quality, so that at the end a high-quality product comes out, because we all live from this.“

# „Do what you can, with what you have, where you are!”

Theodore Roosevelt (1858-1919), 26. President of the United States of America

**PETER TORMA** Managing Director of Inno-Comp, supplier for polypropylene  
**HUNGARY**

„It is an honour for us to send you a statement about our relationship with aquatherm as our trading partner.

Inno-Comp sees aquatherm as a company that is always endeavored to provide excellence. This is evident upon first glance in the company’s new slogan ‚state of the pipe’ which communicates excellence and innovation in everyday business affairs. Moreover, in our mutual partnership of more than ten years we experience aquatherm as being the best in the field when it comes to quality, reliability and fairness. We look forward to continuing this positive business relationship with aquatherm which can be considered to be a good model for excellent European cooperation.

Many thanks for the good teamwork.”

# PASSIONATE

## „I am always proud. It's a family.“

It is as if aquatherm has infected **Elmar Peelen**. His original apprenticeship was actually to become a car mechanic, but, after advanced training to become a state-certified technician, he changed to the plastics business. His entry in our industry was in 1996, where he was already active as an exclusive sales agent for an industrial representation to aquatherm. Three years later he changed directly to us, impressed by a training course of Friedolf Führt and by the entire company. It was important to him to get to know the company in advance because „you can only sell something sensibly or even transact with it if you are really completely convinced,“ he explains „this is very important in life. If you are give in here, you will lose credibility with the customer. Basically you have to be honest and reliable - and of course have super products“

He is really convinced that the various application options and steady growth ultimately affect each other mutually. He initially presented this conviction only in North Rhine-Westphalia and with the regional manager position, his area was expanded to Rhineland-Palatinate, Saarland, Lower Saxony and Bremen. Elmar is supported by the consultants

in his sales territory. In each state, he shows processors the versatility of our products and compares this range to art where each dab of colour stands for something which he can explain even if others only see a colourful image. The realisation comes shortly after and he often hears a surprised „that's also possible with this?“

Elmar particularly likes the fact that many customers identify the quick growth as unbelievably fast. „I am always proud when I hear that. The company is like family. As you can tell yourself: It is great to belong here. I'm also still as enthusiastic as on the first day; the applications are so exciting. There is no end to the possibilities.“ So, real passion. But how do we „infect“ the customers with this as well?

Elmar is above all, taking the path of product quality, which because our systems are installed in walls and floors, must be very good. Product innovations, even revolutions, long-lasting materials and continuous further development are good and are repeatedly proven cornerstones. However, other competitors also produce plastic pipe systems so there has to be a unique selling point. And here



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we are again with the keyword family. „You have to score with the atmosphere of the company. You go through life together with the customer.“ It’s about honesty, reliability, continuous effort and to find common solutions.

In Elmar’s sales area alone, there are about 100,000 potential customers, so you have to keep at it. „Each of us,“ he says gravely, „must have the incentive to achieve the most we can. Everywhere you look, there are a lot of market competitors. But you go through life together with these. Everyone has a right to exist and the decision lies with the customer. But very few people actually go out and strike camp. Because people talk to people and when nice people talk to nice people, friendships are formed. Such a construct is very important.“

### **„Each of us must have the incentive to achieve the most we can.“**

Meanwhile Elmar has learned a lot, experience alone is like ongoing training. „All of life is tinkering,“ he sums up this mutual maturation process. He knows, for example, that it is the little things that strengthen the trust of customers, which do not necessarily cost anything that may still be important at the moment. Because a person is judged on this, Elmar is convinced. This is also the reason why he might spontaneously stop by a customer on the way to another one just to see him again and say hello.

He always looks for our products in hotels and is proud when he finds them. Even worse are examples where the wrong product was used such as a radiator in front of a floor-level window. „Wall heating belongs there! There is nothing more beautiful than hidden heating. It hurts so much that I’d most like to rip it out myself. On a Sunday,“ he laughs and waves his hand. We have not yet infected some of the architects.

Elmar’s enthusiasm and passion is clearly evident, he is especially grateful to the senior boss for this. „But he has a damned good nose and in my view, he can size somebody up and assess them in seconds. And he is so popular. He can give a talk to God knows how many people but can also to talk to someone on the construction site; they all understand him.

And the decisive factor: They love him. With him, a guy comes across who is something else. He can simply convince people. And I wouldn’t want to have had his problems from the past. A lot of people have forgotten that. Because I can only take my hat off to him and wish him all the best. He has worked this out himself with a lot of risk-taking. It doesn’t just fall into your lap.“

## „Great vision without great people is irrelevant.“

James C. „Jim“ Collins (\*1958), internationally known American management expert

### **DIETER KOCHANEK** employee since 01 July 1973 **PERSONIFIED PASSION**

Dieter Kochanek is already a bit of a legend at our company. He started work on the morning of 1 July 1973 at the very beginning and even before the company founder, Gerhard Rosenberg. Since that time, he has worked tirelessly with self-sacrificing passion travelling all over the world, responsible for the most varying tasks but always in the service of and for the benefit of aquatherm.

The past tense „was“ is not quite right here. After his official and well-deserved retirement, Dieter continued to be available to the company on a reduced hour basis. Whenever there was a fire to put out somewhere or an experienced helping hand was needed for the processing of our products.

And so it was not surprising that Dieter did not keep his former handwork colleagues waiting when the senior boss needed help at the Hanse Hotel site in Attendorn.

For this enthusiasm which he has always lived with more passion for our company than normal, we can all say just „thank you.“ But typical for Dieter, he does not want to hear the thanks: „It was all kind of natural for me!“



athfarm  
ANAGEMENT



# PROACTIVE

## „That was a totally interesting time.“

**Markus Acker** knows what the word „proactive“ means. Our current idea manager was confronted with an allergy during his apprenticeship as a toolmaker which was triggered by machine oils and he was forced to retrain short-term. With the help of the employment office, he went to Cologne to undergo training to become a technician for machine tools for 2 ½ years. Back in the Sauerland region, it was difficult to find the right job and he tried to find employment somewhere because doing nothing was never an option for him.

One of his former neighbours was our long-time employee Remo Mirco. He noticed Markus' situation and the next steps to aquatherm went quickly. Thus a variable and exciting time at our company began for Markus: At that time, in 1995, he was one of about 100 employees. Markus first started work in the injection moulding where he worked in three-shift operation. „At the time my wife also worked three shifts so we had time together every six weeks of a shift, otherwise only ‚hi‘ ‚and ‚bye‘ - that was very interesting.“ When a position opened up in the assembly which also included welding equipment maintenance and was unofficially part

of the distributor construction (in much different smaller dimension), Markus changed departments again. „That was a totally interesting and funny time in which I learned a lot.“

He was able to quickly get enthused for the next stage and took on a new challenge in the QA Department and laboratory. But in a company which works with plastic, his „machine tool technician heart“ was not happy. An in-house design department was unthinkable here at the time. So Markus decided, though he was torn, to change companies to work as a designer. The 11 months away from aquatherm were different for him: „What I missed was the personal touch and sense of family and that was not comparable to the new job.“

„I left on amicable terms,“ says Markus, but „even I could not find it in my heart to apply there again.“ Instead, he received the information from an employee who told him of the expansion of the training centre. That was in 1999. Markus began again almost from scratch. He was not a qualified utilities technician, but he had system skills from his past work. So he began, some with training, partly

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self-taught and always with a lot of self-initiative to generate guidelines for training courses and develop lecture notes. He brought overhead projectors, computers and PowerPoint to the training centre and conducted the training internally and externally from Munich to Rügen.

At some point, this no longer filled his day out and his job was transferred to the engineering. Together with the new employee, Andreas Buhs, he started the reorganization and structuring of the „Software“ Department. This resulted in him giving up the training and dedicating himself exclusively to software support, the computation of surface heating, pipe networks in plumbing and heating applications as well as the technical hotline. Thereby, he spent the next ten years of his life; a time in which he had „gained experience and learned a lot every year.“

### „Every idea has equal value.“

In retrospect, sometime in 2008 there was an important impetus: A colleague from the pipe production told him about an idea to optimise a cross-border working process but where he could not find a contact to talk to about it. Out of interest Markus „googled“ and discovered the Betriebliche Vorschlagswesen [employee suggestion system] (BVW) which was a non-issue at aquatherm. Thus passed two more years until the position of an idea coordinator was created by the management as part of the aquatherm future offensive. Without hesitation, Markus applied for the position and once again faced a new challenge. For three months, he established the idea management, researched and exchanged ideas with other companies. Guidelines and regulations were set up together

with the management, changed again until the final framework was in place. „You’ve really only got one chance to start such an idea management. The worst case would be if it would die out. If you have to start over again, it is inconceivable difficult.“

Today, the aquatherm idea management (AIM) under the maxim of inventor Thomas A. Edison „If there is a way to make something better, then find it.“ is an integral part of our company. Every idea is equally important to us. If, they for example, save costs or energy, optimise procedures and processes or improve working conditions and the work together.

„Every idea is based on the initiative of dedicated employees. I’m really just the catalyst.“ Over 400 ideas in 2.5 years have already been submitted to aIM, even if the number of people submitting ideas has remained constant and has not increased. aquatherm can be proud of the implementation rate and especially the average processing time in comparison to other German companies. Such values in combination with hard-working idea donors continuously lead to the fact that the aquatherm employees have a way to implement their own personal initiatives. This is a way to shape the future, sometimes of our company and sometimes of the personal life, as Markus has often done in his „career“ at aquatherm.

**„If there is a way to make something better,  
then find it.“**

Thomas A. Edison (1847 - 1931), American inventor (Electricbulb, typewriter, film camera) and entrepreneur

**JOE SMITH** of Ferguson Enterprises Inc. in Tamarack, West Virginia  
**USA**

„I have worked with many pipe and fitting manufactures. None have provided the value position we can now offer as an aquatherm partner. The aquatherm Piping System is second only to their leadership and people who work to deliver the best piping system in the world.“

# FAMILIAR & CLOSE

## „I was happy to do it.“

„Behind every successful man is a strong woman!“ This wisdom is well known and its statement is also acknowledged unequivocally at aquatherm.

While our senior boss produced his innovations, there was initially only one person who represented the office: His wife, **Anne Rosenberg**. She took care of the phone, the accounting, pay slips, banking, mail, visitors etc. In the city of Attendorn, later in Düsseldorf, she trained in the Administration and in the carpentry business run by her brother, she taught herself carbonless accounting. Her education made her a perfectionist. If debits and credits at aquatherm did not agree, the current senior boss had to help balance the books - but if it was only a few pennies, it was sometimes said: „Just erase it - you can enter a different number“

At that time, in the first years of the company, the Rosenbergs had four children; Maik had just been born as Anne Rosenberg continues to take care of the phone calls. „If big companies called, they did not know what a small company we were. We had always represented something that did not exist. We had everything in the house with us. Then I

sometimes placed Maik in the cot and thought: ‚I hope he don’t cry now‘“, she says confidently and laughs, „because I was still very young. When you’re young, you can do a lot.“

She managed to pursue her hobbies, for example, in addition to caring for the growing company and of course - just like her husband- to make fixed times with the children. Monika Klein soon joined the office for support and the basement of the house was converted into an office and warehouse. Accounting still sometimes lasted into the night and the next day Mrs. Rosenberg had to open the gates or rather the garage door at seven o’clock for the employees. When Christof was born, the company already had several employees and was located in the industrial area of Biggen. Ten years of switching between the company and family - if it can be separated so exactly. „It was often exhausting but also always nice.“

The staff was somehow a little more part of the family. „If I baked anything, everybody got a piece of cake. Today there are far too many. I bring my cookies at Christmas or the Quarkmutzen at



## COMPANY

Carnival but only in some of the departments. I'm sorry for the others but I cannot just bake."

In addition to the company, the Rosenbergs now have a large family with all the kids, partners and grandchildren, there are 14. „I want to spend as much time with my grandchildren as possible.“ She is not at the company every day as before. „Our three sons continue living our values and take responsibility“, she says with pride.

The success of the company is now on a solid foundation, but that does not happen by itself. Mrs. Rosenberg must still live with the fact that first topic at the dining table revolves around aquatherm. „I do not like this. They don't even know what they ate!“ And yet, she is also still interested in topics related to the staff: „Even if I don't know everyone personally.“ But everyone knows Anne Rosenberg, she is affectionately known in employee circles as „Aunt Anne“ and if the applause at this year's annual graduation ceremony can be judged, Mrs. Rosenberg is still the representative of the personal and family-like culture in the aquatherm family which she has significantly influenced.

„Today this can no longer be quite the same again. You don't have to thank me forever - I have enjoyed doing this and so it is good.“

**„Everything great in our world only happens because someone does more than he should.“**

Hermann Gmeiner (1919-1986), Austrian Social pedagogue, founder of the SOS-Kinderdörfer [children's village]

**DOCTORS WITHOUT BORDERS** a private, independent organisation for emergency medical aid in conflict areas  
**INTERNATIONALLY ACTIVE**

„Dear Sir or Madam,

Your Christmas donation has arrived! I want to thank you cordially for your wonderful support. Doctors without borders can do so much with your donation: For example we can supply 20,000 displaced persons with the most important medications for three months.

Thank you, that you are on our side and we can count on you I wish you and your loved ones a Merry Christmas and a healthy and happy year 2013!“

JTZ

ender ein aus Rohren  
des System zur Erstel-

Mehrschicht-Extrusions-  
iertes Polypropylenrohr.  
hre verwendeten Werk-  
ch um einen Kunststoff,  
sonderen Belange des  
it.

### VORTEILE

- zertifiziert und
- schweißbar
- Korrosionsbeständig  
gegenüber Chemikalien
- kurze Verarbeitungszeit
- dreischichtiges  
verstärktes
- ...



# RESPONSIBLE

**„I am a contact person for all employees at all times.“**

His parents, says Michael Berger, did a lot right; otherwise he would not be where he is now. With such a positive attitude, the director of our factory in Radeberg looks back on his career. Born in 1969 in Freiberg, he began an apprenticeship as a maintenance mechanic after attending high school and then briefly worked in an industrial firm up to his military service, „I got my hands dirty“, as he says. Returning from the army, he did not go back to the firm but studied mechanical engineering in Dresden. A good degree was important to him in order to create a basis, but it should not determine his entire career. He moved although he had completed this course of study with a good mark, into the sanitary wholesale trade where his father was Managing Director. aquatherm was familiar to him from that time.

Unfortunately, the economic situation worsened in late 90's which doomed the wholesale. Michael's site was fortunately acquired by another company who made him the team leader of seven employees. He was employed there until 2004 up to the point where he was ready for a new challenge.

At the beginning of the next year, aquatherm was looking for a successor for Armin Blechschmidt at the Radeberg site and Michael seized the chance to score points with his product knowledge and technical understanding and experience - even the location was known to him from product training. After a pleasant interview, he went „into the second round“ at Attendorn where he had „two exciting days“, he recalled gladly. The position was certainly Michael's - his former residence in Langenau, about 70 km from Radeberg, was still a problem. A move could not be prevented. „It was necessary, in such a position of responsibility to be able to react quickly in case of emergency and be on site,“ Michael says. Sure, that this job was worth it in the long run, he moved with his partner to Radeberg.

Michael was always cheerful even during the two-month training period in Attendorn. Today, he knows that it was worth it. „We have never regretted the step“, he said with satisfaction and added, „on the contrary. I still enjoy it because you never know what to expect from one day to the next.“ Challenges are alright for him, compared to his

## COMPANY

previous team leader position. With just under 60 employees which he found in Radeberg, it was a big step, but this makes the job so exciting. „All the employees always have helped me, I have found a super team here“

He accepts this trust gratefully and returns it. „I am a contact person for all employees at any time, you can talk to me about anything. Whether it is an official or a private problem. There is never a day where I don't go through the whole company and personally welcome all those who are there. It is still possible at a small unit like this one in Radeberg and this is the point which makes it a family business. The proximity to the employee is alive here. This is positively accepted by the majority of the workforce and also reflected“

In doing so, he lives the same values as the family Rosenberg who run aquatherm as a family business in the truest sense of the word. This has occurred to Michael positively from the outset. „All employees are integrated into the concept of „family“. This is certainly special, because that speaks for the high degree of responsibility towards the employees and their families. This is not only expressed but actually lived. A part of the responsibility is also with each employee. Whose actions always affect the business environment and ultimately our success.“

### **„The proximity to the employees is alive here.“**

Michael does not really perceive the constant responsibility as such, but actually rather as a challenge which he is happy to take on. „Responsible action is when I do that what is necessary and correct - while always thinking of the individual as well as the large whole. This conflicts once in a while but we ultimately find a good solution and only in this way it can continue.“

**„We are not only responsible for what we do but also for what we do not do.“**

Molière (born Jean-Baptiste Poquelin) (1622-1673), French actor, manager and dramatist

**KLAUS WILKMANN**, accountant, tax consultant and lawyer  
**HTR HANSA TREUHAND + REVISION KG [HTR HANSA TRUST + REVISION KG]**

„The guiding principle of any corporate leadership should be characterised by responsible action!“

The management is responsible for the employment situation of highly motivated and qualified employees. It is responsible for maintaining the company's value and its development in the future, advocating that the company is perceived by its environment and that the services provided and prepared products are accepted. Both in the internal leadership as well as in the appearance to the outside, this expression of responsible action can only succeed with sustainable commitment while respecting ethical and policy values.

An important component of a responsible approach to leadership is taking risks. The company can only evolve with balanced, endowed financing and invest in new products. So, existing jobs remain future-proof and new ones are created. The philosophy of corporate leadership to equip the aquatherm group of companies with above-average resources makes the company sustainable in the long term.“

# PROMOTING AND STIMULATING

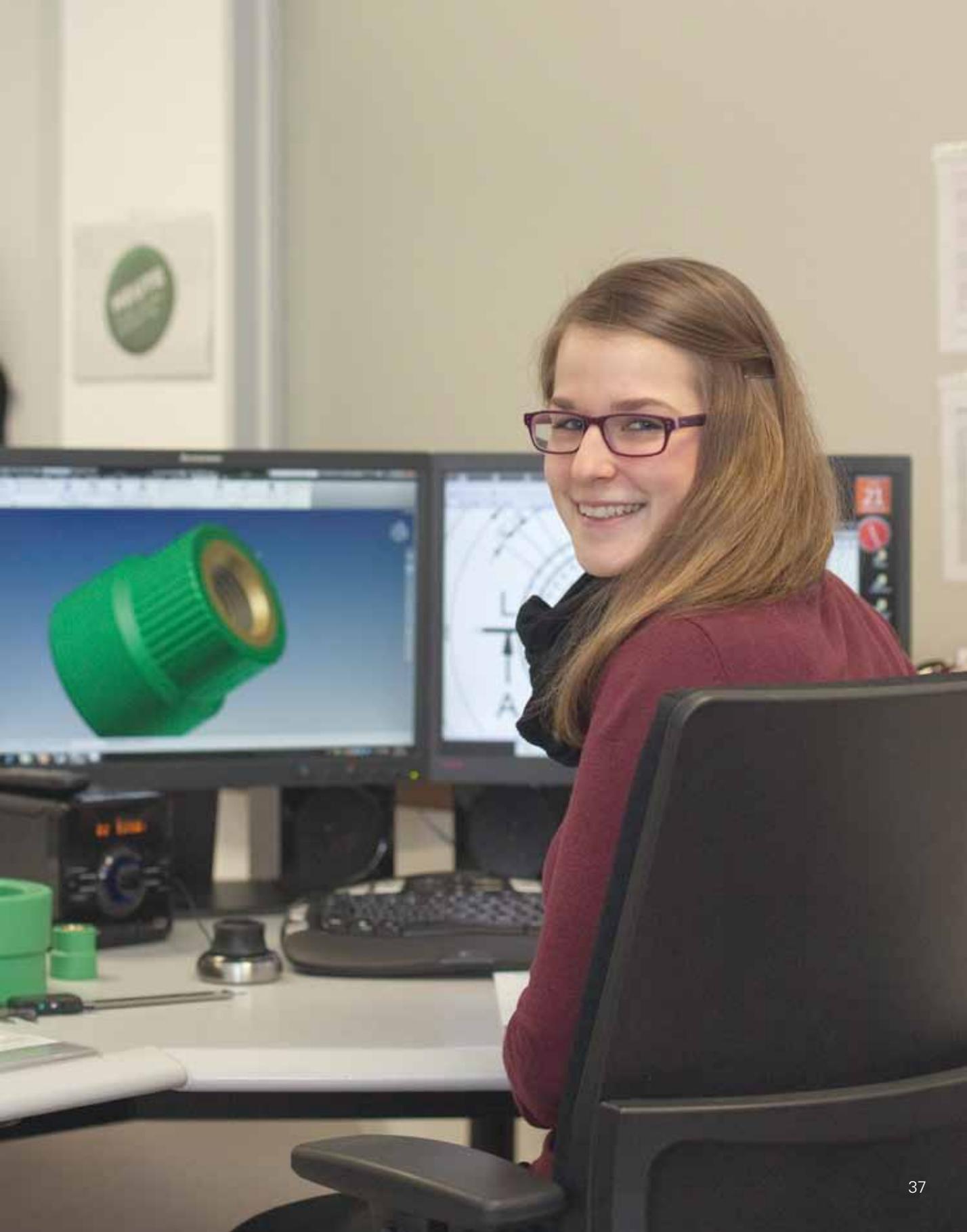
## „If you have any questions, just come by or call.“

Formerly **Annemarie Müller** wanted to be a kindergarten teacher then her mother saw her daughter in a hospital job. A course in the ninth class disclosed the dream job for the girl from Finnentrop: Technical draughtswoman. „I did not know that such a job existed,“ she says, but from then on there was no alternative. Not only because she enjoyed it so much, but also because she had what it takes - her teacher praised her very good spatial sense, an important basis for this profession.

Once she set this goal, she did not lose sight of it. Still, it was initially difficult to find an apprenticeship, perhaps also because it is still rare to find „women in male professions“ in the conservative Sauerland. A year of vocational technical school in the area of „Information and telecommunications technology“ and an internship as a physiotherapist followed a voluntary social year. At this point she would also have continued until August next year with the school but then she was notified by the employment office in July that aquatherm was accepting technical draughtsman apprenticeships.

One day after the call, she had her interview which was surprisingly friendly and personal for her. „I felt good here straight away,“ she notices sincerely.

After her first initiation and successfully completing the „apprentice test“, Annemarie had finally achieved her goal and has kept at it ever since. She benefits from knowing what she wants, learns in a disciplined manner and is rewarded. She copes well - both at school and in the field. In the recently founded design team, she feels challenged and appropriately promoted. „If you have any questions, just come by or call, that is what everyone here offers.“ In this way Annemarie can learn a lot which is important to her. She goes by train to school in Siegen in order to use the time for going through her cards. A „three“ on her school report is not good enough for her. And at aquatherm, she is cared for better than many of her classmates who are at other companies. „They just have to copy and file drawings in their first year. I have never had to copy anything or get coffee which are the typical tasks we think of when looking at training. But if I say, ‚No, I don’t have to do that



## COMPANY

kind of work' I always hear, 'you have it good'". One reason is that aquatherm takes on comparatively few apprentices at one time but employs 95 % of them. Independent work is not only possible but an important foundation which laid early on in the training.

So far her training has been very varied and challenging for Annemarie. She generates the drawings in her own office while receiving the instructions and tasks from Sabrina Vollmer, Frank Menzenbach and Uwe Hunold. In order to understand what she is drawing, she spent several weeks with the „men“ in the tool construction and injection moulding part of the training where she was still accepted and integrated from day one as a young woman. There, she was able to see how many tools can produce different parts, „you really have to reflect a lot when you draw something like that.“ In the coming training years, she will work in other areas at aquatherm to understand „the big picture“.

If the training is done, Annemarie would like to continue; perhaps with a trainer certification or via a technician training. She has shown the necessary ambition for this and apparently she has also found the right company with aquatherm that promotes and stimulates her intentions and skills.

**„If you do what you’ve always done, you’ll get what you’ve always gotten.“**

Henry Ford (1863-1947), American founder of the car manufacturer Ford Motor Company

**GEORGE TENG** aquatherm representative in China  
**CHINA**

„I have pretty some short statements for your choices:

**1st slogan:** From family business to business families!

Reason: aquatherm contemporary achieve for international business as main driving force and share the success to a lot of private companies around the world, thus all families grows up together!

**2nd slogan:** Impossible is nothing!

Motion for the recent project of heat pump you show me, I directly thought this sentence in different way of adidas at presentation but just speak out.

**3rd slogan:** Always one step ahead!

This is how I position aquatherm in PP-R pipe industry.

**4th slogan:** We think what you think!

This is also my experience with you and your team.

These 4 slogans consist my short statements from emotional and rational view of aquatherm indeed!“



# INNOVATIVE

## „We are already pretty far there.“

**Marco Lenneper** came to aquatherm after his training in the early 1990s where he met Remo Mirco in the laboratory who had been working alone until then. But they did not stay alone for long. The staff base grew along with the tasks. So Marco was kept busy in the laboratory / quality assurance area until 2005, when a new product innovation was on the agenda. Registers for cooling and heating were to be developed which would later be the aquatherm climasystem and today's aquatherm black system and Marco was the right man for the job with all his experience in the laboratory.

Together with the senior boss, Uwe Hunold and Dieter Tusche, he began to build a first production plant from a welding machine in the tool construction. The basic principle of the large machine that is located today in the register production is based on a small box with a red handwheel. Soon, the registers were being produced which were mechanically resilient and resistant so that production was quite tedious at first. First small hand samples were welded together deep into the night for measurement. „When something like this is displayed at a big exhibition, of course, a week

later a call comes and we needed new registers,“ said Marco. Together with Paolo Bracone, who came from the pipe manufacturing for support, he processes the first small orders. It always followed the same plan: Crank manually and weld on one side, remove register, rotate completely and crank and weld on the other side. „That was something strange,“ Marco recalls. „Production time with two people was easily a quarter of an hour. It was a sight!“ Production site: „Down in the basement, all the way through to the back. Where there is no daylight,“ he says and laughs.

After the first orders, the climate system production was fully operational. In 2007, the team developed the first automated production line and benefited from the experience of the previous two years. „At that time, the offer was, of course, much smaller and sparser, perhaps we had 80 or 100 different items. There are now nearly 1,000. The plant was specially built for us by a special machine manufacturer from the Olpe district, „but it was based on the manual aquatherm machine. The crank was gone, but development did not stop and piece by piece, so many process innovations were added that the one-

## PERFORMANCE

time labour-saving equipment became more and more impractical and a new process was needed. The plant managed the change from round to square, from green to anthracite-coloured pipes but it still needed a lot of manpower and the demand for more and more different widths soon became a problem. We needed a machine that covered the range fully automatically. „We tried to delay this step because almost daily new challenges and solutions came in. There were also so many points when developing the first plant that we wanted to allow as many new ideas as possible to flow into the new plant.“

### „Yes, we are really good.“

While searching for a manufacturer of special machines in Germany, the team found one in Bremen. After a meeting on the initial development there followed discussions, phone calls, sketches and eventually it all ended up in a technical drawing which needed further improvements but then became the basis for the first draft of the new machine. From then on, Marco was often in Bremen, checked every step and worked on further improvements until the next meeting. At some point, three or four lorries unloaded the parts at aquatherm. „From the first pencil stroke to the final acceptance, the process lasted about a year. But this is a system that is unique throughout the world. Of course, initially we had growing pains“. There were more phone calls, but now there is a remote maintenance available with which the machine could be accessed from Bremen to solve software problems directly or diagnose mechanical issues. Usually that happens quickly because Marco has specific contacts. „The project has been assigned to two people. These two ordered the material for

it, assembled it, loaded the machine onto the lorry, unloaded here, set it up, started it up and are still both my contact partners. That is, when I call there, they know exactly what it's about. They know the machine. That makes our job very easy.“

The plant produces 95% of the range of products now. By the way, only one minute is needed per register. The rest is still taken care of by the old machine from Olpe. Nevertheless, the look is to the future. „We are now in an area in which we spoke of two years ago saying: ‚We want to be there someday‘. We are even farther, so it is really getting better and better.“

The products are not only manufactured but also directly tested by 100% and packed in the register production. Only finished pallets with stickers leave the hall; some even already splitted for the construction site into rooms or areas of use. The product itself is constantly under development. Connection types, item numbers with a system and the flow barrier system are examples of product innovations. In parallel, the processes are being more and more optimised. Our registers have had their current stage of development since 2010. „This is a top quality product what we deliver. We are already pretty far with this.“ He thinks for a moment; his conclusion remains. „Yes, we are really good.“

**„The biggest competitive edge is the ability to learn faster than the competition.“**

Peter F. Drucker (1909 - 2005), American economist of Austrian origin

**FRANK EUTENEUER** Metternich Haustechnik GmbH  
**WINDECK-ROSBACH**

„The good thing about aquatherm is the staff who are courteous, flexible and on top of things. Of course the pipe product convinced us, all dimensions available, all from one source, no steel and good connection technology.

In the case of problems, a solution is always found, many thanks to the people who serve us.“

# TREND-SETTING

## „We have truly ventured into everything.“

It is now well known that the underfloor heating is the foundation of our company aquatherm. At the time when Gerhard Rosenberg was just beginning, **Gerhard Lübke** was employed at Vigener, a specialised wholesale business and was responsible for the planning of simple heating systems. Gerhard knew Mr. Rosenberg, but underfloor heating was not an issue at Viegener. „We were quite sceptical,“ he adds.

Slowly the heating systems and heat protection regulations were adapted to the underfloor heating, but the systems were still uncharted territory and were perhaps only installed in one of every 30 houses. The senior boss, however, had made up his mind and appeared at Vigener in the office - to win over Gerhard's former supervisor. „I need someone to calculate the underfloor heating for me. If you do not want to do it, your colleague will,“ he reportedly said. The supervisor who was addressed did not want to - but Gerhard Lübke risked the entry into the garage. „Compared with today that was adventurous,“ he says, „we honestly had as good as no idea about underfloor heating. There were no standards, there were no guidelines, there were no

calculation notes, there was nothing. It was a simple calculation for the performance of a building, but we had to do the rest by ourselves. Partly by hand, partly with this mighty Triumph Adler typewriter for there was no programmable calculator.“

On this basis, many heating systems were delivered, but there was only one type of system. The pipes of polybutene granules, which came from Texas, were under the screed. This is secure, but the quality of the pipe could not be assessed, its expansion and durability were unclear. The first wet systems came into play with Valutherm. aquatherm was one of the pioneers who laid the pipes in the screed. The new term “Valutherm” was a mixture of the terms VPE pipe, aluminium and aquatherm.

„Then we installed it in Listernohl neat to Attendorn to see if that worked,“ Gerhard admits, „you need some guinea pigs whenever you try something new.“ The next step was the first coated plates where the paint was applied in the basement. „When painting, the stuff glistened like a sparkler. Once the bottom of one of the stacked buckets leaked. It lay all around down there and the room



## PERFORMANCE

sparkled and blinked.“ Gerhard has fond memories of those times. Gradually, the growing company developed other systems, these were improved and production methods changed. After the difficult period during the recession in the early 1980s, things went rapidly upwards. The senior boss contacted a PU pipe manufacturer (cross-linked polyethylene) in Israel to find an alternative to PB pipe. Since the terms of this license and patent provisions for this pipe were not clear in Europe at first and then seen in a critical light, the manufacturer withdrew and our company changed from polyethylene to polypropylene. The starting point of our own production was in the Biggen industrial area.

The development of a weldable plastic system did not have to wait long because PP also provided the best conditions. Cross-linked PE cannot be welded, polybutene is difficult, since the melting and welding points lie close together.

### „We simply said: That should work.“

Other improvements such as the stabi-composite pipes with an integrated perforated aluminium layer to minimise expansion and larger dimensions followed. Later, the composite pipe which represents the standard today came along. Because many ideas for new dimensions and systems came from exports, aquatherm remained the trend-setting leader and the ideas bubbled out. If drinking water can be transported than cooling water, for example, can also be transported. If you can lay pipes in screed, that also applies to floor tiles.

„We have ventured in everywhere where buildings need to be heated“ Even when improvisation and chance came into the picture as in the development of the sports floor heating.

„When in 1998, a sports gym enquired, we looked at the design and energy requirements and simply said that should work. We acted like we were the top dogs around the planner. We had never made a system and our long years of experience had just started but it worked!“ says Gerhard with a wink and tells about more of the many possible applications which we have developed over the years and frequently as a pioneer: The ice surface cooling, lawn and sprung floor heating and finally the registers of the aquatherm black system. „If you know what you’re doing, and we know better than everyone else, then the technique is the same everywhere,“ he says. You just have to reason properly. The material offers many options.

Gerhard Lübke feels great since he started working for this company. It has always been fair, he says looking back on his career. He reveals his personal strategy here also: „Every four or five years you have to put yourself to the test to see if it is what you want. With new systems, I always had to strain my brain, it was always about what you can do with it. There were always new areas. It has always just fit.“

# „Whatever you can do or whatever you are dreaming of - start to do it! The audacity there is genius, power and magic.“

Johann Wolfgang von Goethe (1749-1832), German poet

**HAI THAI VU** aquatherm representative for Cosmopolitan Trading Co. Ltd.. in Bangkok  
**THAILAND**

„After a decade of co-operation with aquatherm, our spelling your name is:

## **A**chievement

We fortunately witnessed your various milestones have been achieved that changed the plastic piping world - the faster, the XXXL dimension development, and now the SDR9.

## **Q**uality

We dug for your quality faults but seemed like lottery has a better chance.

## **U**nique

We found you are different from other German partners, you are better.

## **A**ppreciation

We feel our success is appreciated by you.

## **T**imely

We are convinced that you are a time clock.

## **H**omogeneity

We see not only the Fusiolen that is homogeneous, but also your whole organization.

## **E**fficiency

We heard other German saying you are efficient.

## **R**eliability

We trust you have our back.

## **M**ighty

We see your passion is larger than life, that is why you are the PP-R leader.

We are proud to be a part of aquatherm-family and we believe in the values and determination of you.“



# COMPREHENSIVE

## „You were used to the pace.“

**Dieter Tusche** is an electrician, actually. For the Attendorn resident, he started in the profession, but after his military service, he wanted to change. Because he could not find anything suitable, a former colleague, Gerhard Rosenberg, who was forming his own business at the time, came into play. Dieter worked a few months in his old field in Olpe, then the time of change started for him at aquatherm. To be exact on 28 April 1975 while it was still in the nucleus, the famous garage in Ennest. Dieter built underfloor heating and readied it for shipping, worked until late at night with temporary workers so that the order situation could be reduced. With the move into the Biggen industrial area in 1978, the road to our own pipe extrusion was paved and Dieter's tasks again demonstrated his versatility. „I had never extruded a pipe before,“ he says honestly, „because we had to fight incredibly hard to get it.“

In principle, everything that followed was uncharted territory. Dieter was one of the first on the machines, but had never operated any of them previously. So it went with the first injection moulding machines, the distributor and tool construction and each time almost the entire workforce worked on it to

meet and master these challenges. If something is feasible in principle, it should not fail just because you do not have specialists on hand. Machines were built at aquatherm whose experts grew together with the development. And because Dieter was there so soon, he was eventually versed in every area of expertise. „I have always pulled out of the projects when they were running. There was always something new directly afterwards.“ Soon the Plant 2 was built and Dieter was appointed as a foreman and finally to manager. The drive always came from customers who wanted more: more numbers or other dimensions as in the climate system, new connection options. Every stage of development as a result of another one has brought aquatherm to its comprehensive range of products today covering more and more areas.

Dieter is still involved today with ideas and innovations and has been from the very beginning. With his experience, he can often assess whether something works or not. Previously much more had to be tried out. „There have always been some tense moments,“ he says, „for example, when our first plastic flush valves were not tight although the

## PERFORMANCE

senior boss had already sold them. Some evening have been late ones. „But it is also easier now because of the many solutions which were found at the last minute.

This story shows the same principle that was applied at the first underfloor heating. „As fast as possible has always been our theme,” says Dieter, „Orders which were received by ten clock in the morning, went out on the same day. We have won a lot of customers that way.“

### „The company is a part of me, part of my life.“

The rapid set-up of the Attendorn site almost went by like a film. „It didn't feel that fast; we were used to the pace.“ Today, the company has arrived. The foundation is solid. There are more specialists who refine and expand the products. Today, it is more specialised, not everyone does everything. For Dieter, this means that he is talking about new developments with the experts, rather than fighting to find the know-how himself. „I can't even bypass some of them today; they have so much experience in the meantime“ he nods and thinks that's a good thing. He still wants to understand everything, but just to have a say on improvement proposals.

His field of activity has changed. The administration takes place in front of the computer rather than in the plant. He has been relieved of a lot of the work. „Every time period has something beautiful;“ so he has never taken other jobs into consideration despite many offers to leave aquatherm. „The company is a part of me, part of my life, I grew old here,“ he summarises and acts satisfied probably because in retrospect everything worked out.

Every development brought problems but there was a solution for every problem because it was viewed and processed from so many sides. And out of a group of eager self-taught autodidacts, an organised company was formed which implements versatile and large-scale projects. A man like Dieter deserves to sit back and often times also go home at a reasonable hour almost on time.

**„If you do not try, you'll never know if you can do it.“**

Hans Kammerlander (\*1956), Austrian extreme mountaineer and skier

**MATS RYDÉN** aquatherm representative at Retherm Armaturjonsson in Västra Frölunda  
**SWEDEN**

„Price is more and more an issue with worldwide competition. With technical development you can keep the focus on solutions and service instead of only price.

With pipes for large and more technical systems it has been possible to increase the market and create a special segment with PP pipe solutions.

aquatherm has resources and if you really want something aquatherm is a good partner.“

# ENVIRONMENTALLY FRIENDLY

**„The in-plant recycling works here at almost 100%.“**

Compared to some of our colleagues the professional life of **Markus Walfort** has been amazingly straightforward as so often is in people who have found a niche for themselves. In the case of Markus, the decision that was crucial was to leaving the mining industry in his home town of Gelsenkirchen behind and instead to attend a very special and versatile training to become a physics laboratory assistant.

He began his training in July 1983 in Marl at the Chemischen Werken Hüls [Chemical Works], EVONIK today, with approximately 15,000 employees at that time. Plastics such as PVC, polyamide, polybutene and polypropylene granules were produced in this plant in addition to process and fine chemicals. Since the end of his training in 1987, he has worked extensively on the further development and optimisation of these materials. Since that time, he has also known aquatherm. His employer at the time was one of our suppliers of polypropylene granules which even then was made to our specifications and using our suggestions for improvement. „Our senior boss helped develop it from the beginning,“ Markus discovered.

Polypropylene (PP) was often used for very simply constructed bulk goods such as cannisters, bags or yoghurt cups. Nevertheless, the relatively new material which had first been developed in the mid-1950s, was very versatile. „I have been working now almost 30 years for and with polyethylene and polypropylene materials and exempt many of the other, more complex technical polymers because PP still allows so many variations and changes due to its molecular construction and its structure.“

The things that Markus learned in his training and the subsequent years on polymerization and the application properties of polyolefins would assist him in 1994 when aquatherm began having problems with another supplier. The quality of the delivered granules did not meet our specifications, so Gerhard Rosenberg decided to hire Markus permanently to iron out these problems.

At that time, aquatherm did not have the structure of a large chemical company that Markus was used to but the rapid development through commitment, discipline and ambition impressed him even more. „I still remember my first meeting with the senior



## PRODUCTS

boss today. That was in June 1994, it was very warm and Mr. Rosenberg was wearing a pair of shorts, a plaid shirt, wore clay-smearred construction shoes and strode into the basement of building 2 through the former injection moulding area. I did not know the gentleman who spoke to me....“ he says with a grin.

Because of Markus' areas of responsibility, he also looks out for our environment. „I'm interested in everything and try to understand how things are related. Of particular importance is the impact of our existence as a production company on our environment here.“ Even so, we won't lose sight of the political and the legal consequences for us. „The environmental aspects relevant for our company are, e.g. waste reduction and separation, energy efficiency, recycling, air, soil and water pollution control, noise reduction, the substitution of hazardous materials or the construction of new buildings,“ mentioned Markus, but also says: „Our material fusiole PP-R is very environmentally friendly in comparison to our competitors, resource-saving and thereby a good recyclable, high quality raw material.“

With regard to the standards and guidelines by which we make our products, they are the same ones which are relevant to packaging materials for foods, cosmetics or medicines. „We can only use registered and approved additives and pigments in our materials,“ says Markus. „Our pipeline systems are, from an ecological aspect, well positioned compared

to other materials. aquatherm always works efficiently and economically taking responsibility in terms of our environment.“ Our ecological footprint is not too deep on our planet. Our product range is lacking in the usual suspects such as chlorine or phthalates, bisphenol-A or heavy metals. Only energy and cooling water are required for the manufacturing, production waste must be disposed rarely but rather can be reused many times. „The in-plant recycling functions here at almost 100%. We don't give away anything and not much remains for disposal.“

With the successful ISO 14001 certification for environmental management in 2012, and the additional ISO 50001 for energy management in early 2013, we have committed ourselves above and beyond the legal requirements to maintain and protect the delicate balance of our immediate environment.

Markus can thus live very well with our corporate philosophy which also does justice to his own high standards on this topic. If more people would follow his example, to make sure that the little things, for example better waste separation, ideas for process optimisation and efficient use of energy and resources are followed, then aquatherm would not be quite as lonely on the side of the environmentally friendly companies.

The green colour of products and buildings is by chance, right?

**„If you know what to do, do it!“**

Mitobe, Samurai

**BRYCE CHRISTIAN**, Managing Director of aquatherm Australia in Sydney  
**AUSTRALIA**

„We see aquatherm as a true Mittelstand German Family Company; that is a company excelling in leading its international market sector by constant innovation and by being relentless in providing reliable, informed and passionate customer service.

German quality coupled with lead time efficiency and informed trade orientated field Technicians cause aquatherm to being viewed, here in Australia, as the pre-eminent provider of PP-RP Pipe System technologies.“



# SAFE

## „From 100% we make 1,000%.“

„We have a lab, we have an own granulation and we have a secret formula. We can also theoretically process the standard material PP-R and that would be enough. But we have just the proprietary formula and therefore out of 100% material we get, we make 1,000%. That's my slogan which I take with me to training or customers.“

**Thomas Wacker** is a fan of our products. He has developed his own opinion over the years of our company which absolutely matches the aquatherm values. The native Attendorn resident has been with us since 1990. It almost did not happen: After graduating, he began his training as gas/water installer at a workshop which he remained faithful during his time as a journeyman. He was soon working alone because the orders declined. When his former boss died, the opportunity presented itself to Thomas to take over the operation. Due to the difficult situation, he decided for the sake of his young family to call Helmut Potthoff who he asked for a job in the field service or as a company handyman at aquatherm. Soon Thomas was hired: „Earlier you were presented to the senior management; it was like a works meeting. The

boss came in in his grey coat and everyone new had to introduce themselves to the employees. I am Thomas Wacker nicknamed Settchen and since then my name has been Settchen for the senior boss; he never uses my name Thomas. That normally doesn't happen, but this is the way it is here in Attendorn.“

He started first in Dispatch, a year later, Packaging was added then Thomas moved to Assembly where he took over the management. During this time the company grew up around him and he learned like so many long time employees how clear progress can be seen if more and more halls are newly constructed. „I don't know it any other way; it is consistently being built.“ This rapid development benefited Thomas, but he began to miss his original profession. He spoke with Erich Kausch who then worked in the new hall and soon had his new position as „company plumber“. At each new construction expansion, he was responsible for the installations. In 1992, the new building at the site Radeberg was built. For Thomas, this meant steady employment in the East for almost two years. „When the senior boss called, we were ready. Overtime was never a question.“ Thomas was busy

## PRODUCTS

everywhere alone with Andreas Simon and a few colleagues. Radeberg was soon followed by Italy providing a few weeks in the South.

### **„This is simply better and safer.“**

Later, he was also conducted training until an industrial accident forced him to stop working for almost a year. More and more, his area became limited exclusively to training until 2005. Firestop, which today is the aquatherm red pipe was introduced as the successor to Indupipe. The management declared the new system as Thomas' area of responsibility because he had had experience with the fire brigade - even if this didn't actually help him with sprinkler systems. He then fought his way through regulations, approvals and inspections, the official authorities had to observe some procedures at aquatherm because they did not know how to deal with plastic. Thomas learned the properties and the well-thought-out design of the Firestop system. He helped develop components and is now more familiar with the system than anyone else.

It is particularly special that the aquatherm red pipe is among our products. The „fighting fires using sprinkler systems“ application is primarily concerned with the protection of human life. „You simply must rely on it because you don't have a second chance in an emergency!“ We reach the 1,000% sought by Thomas using intensive inspections by the quality assurance from the acceptance of the raw material to the direct on-site inspection during production and continuous controls in the laboratory.

Through active consulting and training, the customers who at first could not warm up to the material PP for sprinkler pipeline systems, were conveyed

by the benefits such as the simple processing of relatively lightweight material. The reputation of the low-maintenance system improved steadily, the market is increasingly recognizing the potential of our product and relies on security from our company. „This is simply better and safer than the traditional steel pipes;“ says Thomas full of inner conviction. „We have recently obtained many exciting and prominent projects and there will be more and more. This confirms our course!“

The way there was not always easy and together with Thomas, we are still far from the goal: „Maybe I am a bit stubborn, which is part of a Sauerland resident but I'm fine here. I'm doing the job which I enjoy and I still go to work gladly. There was never a time where I did not want to. Never!“

## **„In the midst of the difficulties lies the opportunity.“**

Albert Einstein (1879-1955), major German physicist and founder of the theory of relativity

**ALI BIDI** founder and Managing Director of aquatherm representation „Gelisim Teknik“ in Antalya  
**TURKEY**

„I have to thank you for the fantastic cooperation this year.

aquatherm made sure that we could win customers and major projects with its reliability.

Through the fast order entries and fast information on delivery times and inventory in the aquatherm warehouse, a quick order placement is possible for our customers.

Quality is of course what clinches the deal when purchasing aquatherm products for our customers. We have more than one hundred competitors on our domestic market. The QA department is very knowledgeable. We always immediately get answers when we forward questions on the service life or the like from our customers.“

# 100 % GERMAN QUALITY

## „Made in Germany' should be more highly regarded.“

**Volker Köhler** has been active as international product consultant for aquatherm since June 2010. In our industry, he started much earlier, in 1992, with the training to become a heating and ventilation fitter including a master qualification with which he worked several years in a workshop. „Good thing“, as he himself pointed out, „without technical experience on a construction site - including, I am firmly convinced - the tasks that I am doing now would not be possible.“ He still continued to advance himself in the next years with technical consulting, he was a product consultant for Germany-wide questions until he recognized the possibilities at aquatherm and he grabbed them. „In the beginning, a certain scepticism was present, because finding a technician who has gained his experience in the building industry, who has technical knowledge, who can make a presentation from the cuff and can be articulate and additionally speaks a foreign language - that was a special challenge; you have to learn all that and for this you have to be a bit called.“ Ultimately he chose to be all that and he feels comfortable in this role.

Now Volker shares the task area with Jürgen Bäcker, Matthias Konze and Giancarlo Lupo. Although there is no fixed country division, everyone remains roughly with his existing contacts so that Volker is addressed in the middle of the Chilean Pampa by an engineer, who he has met two years earlier on a project. „There you see how small the world is“, he says. Because he can really have a say. There are a total of about 20 countries which Volker has visited for aquatherm since 2010. Even though there have been efforts to connect nearby countries and to limit the time to travel at no more than ten days, it can quickly turn into 14 days with as many flights through three time and weather zones. A stay is now confined to three or four days in order not to expect too much of the worldwide business partners and also to increase the number of visited partners. „The partners must also play along which must fit well into their time frame and not just into mine.“

He hasn't put his foot in his mouth so far in terms of cross-cultural blunders despite different mentalities.



## PRODUCTS

Nevertheless, it is one of the challenges of his job to cope as well in Chile as in Norway, Vietnam or Ethiopia. And it is not a matter of where you take off your shoes before the meal but just arriving and getting along.

**„To travel around the world with such a product in the baggage makes me satisfied and proud.“**

„You only notice how small you are standing somewhere in a huge airport and there is no one there at your side. You have to deal with the situation and cannot grab anyone by the hand.“ Especially with new partners, this is a journey into the unknown, but even in popular destinations, there can be unforeseen experiences. Like a monsoon in the Philippines which led to a delay, re-booking and a 40-hour day or the start of winter in Chile -including closure of the airport. „The only possibility was to take the bus from Temuco to Santiago de Chile. This bus ride alone lasted 12 hours and it was not a bus to recommend. You hear repeatedly in the news of the accident of Germans somewhere in Panama and ask ‚How did they get there?’ and as I was sitting in the bus, I thought ‚Oh, so that’s how it happens’;“ he says with a wink. Seriously, however, he adds: „If you fly around the world and see so many cultures and countries, you realize: We have won the lottery if we are born and raised in Germany.“

Are we Germans confronted with prejudice? Not really, Volker says it is the German virtues which are known and appreciated worldwide: Reliability, accuracy, punctuality, expertise and innovation.

„If I present and promote a German product alone at a trade fair in Saudi Arabia as a German, it makes all the difference and is partly due to the key factor that you can sell material or get a project.“ We can assert ourselves well against cheap imitations especially because aquatherm focuses on high-quality building standards. German products stand for quality even though they are more expensive. „The ‚Made in Germany’ seal of quality should also be more highly regarded in Germany;“ says Volker. aquatherm, we are the proof that 100% German quality prevails at the end and permanently stands for success. „To travel around the world with such a product in my luggage makes me satisfied and proud.“

**„Those who are crazy enough to think they can change the world, are the ones who do it.“**

Steve Jobs (1955-2011), American businessman and co-founder of Apple Inc.

**JORDAN HARDY**, Chief Financial Officer of aquatherm NA in Lindon, Utah  
**USA**

„aquatherm is unlike any other business I have worked with here in the United States or Canada. aquatherm’s commitment to the long term and its ability to empower its partners with unparalleled support and products is unlike anything I have experienced in business. Once aquatherm brings you on as a partner, they are 110 % committed to you - even at the expense and cost to themselves to ensure both parties long term interests are achieved.“

# FACTS & FIGURES

REPRESENTATIVES & PARTNERS

IN **75** countries

Canada

United States of America

El Salvador

Chile

Portugal

Spain

France

Great Britain

Iceland

Faeroe Islands





# EMPLOYEES 2012 449

ATTENDORN  
334



RADEBERG  
64



ENNEST  
34



FIELD SERVICES D/Ö  
17



AGE

## EMPLOYEES in 40 YEARS



Apprentices  
ca. 50  
Employees

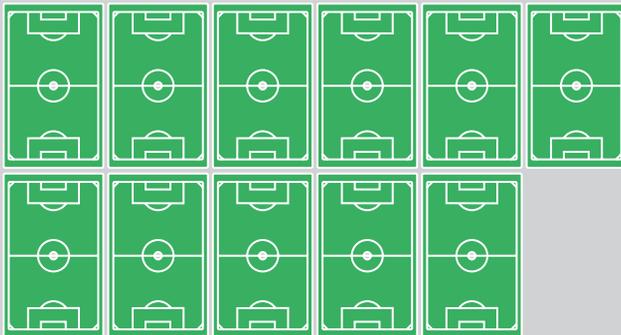


ca. 750  
Retirees  
ca. 30

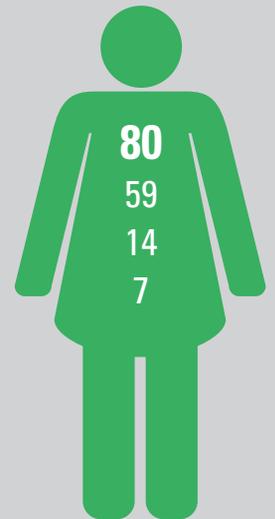
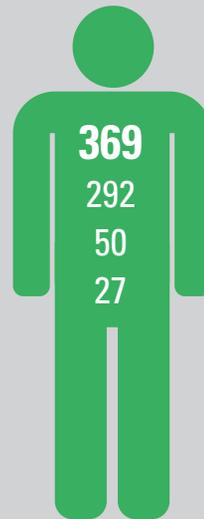


30

Building area 80.000 m<sup>2</sup>



TOTAL  
ATTENDORN  
RADEBERG  
ENNEST



5



16



49

3

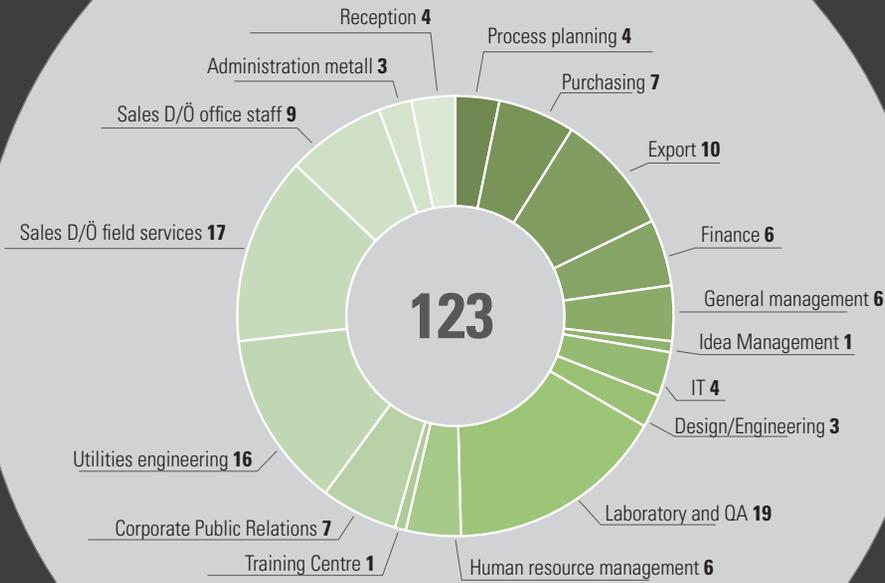


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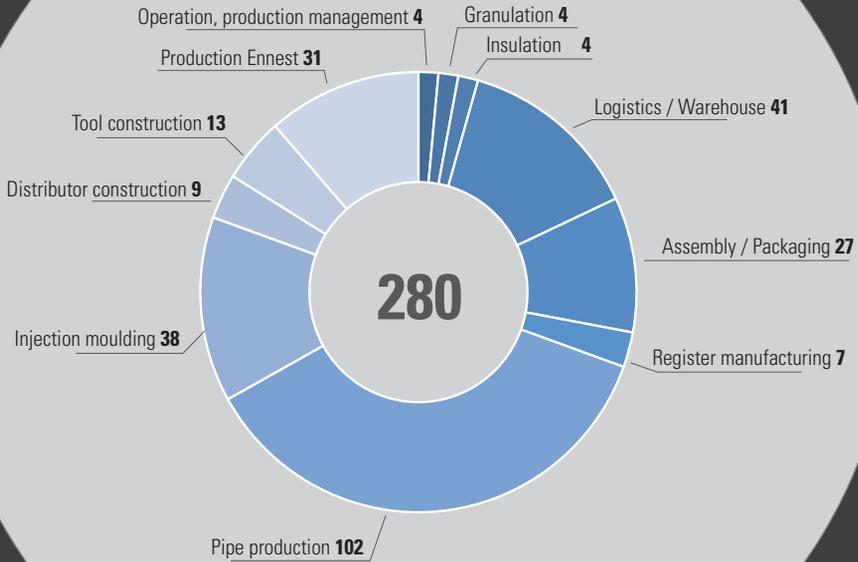


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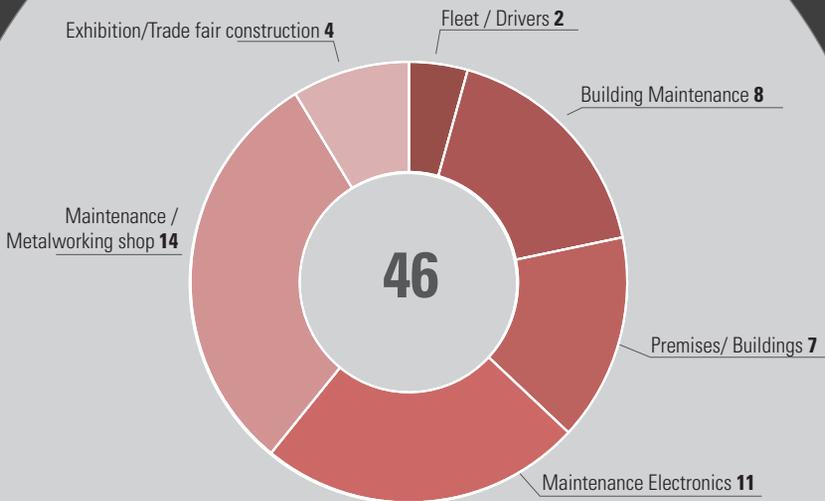
# STAFF BY DEPARTMENT



TECHNICAL SALES  
AND ADMINISTRATION

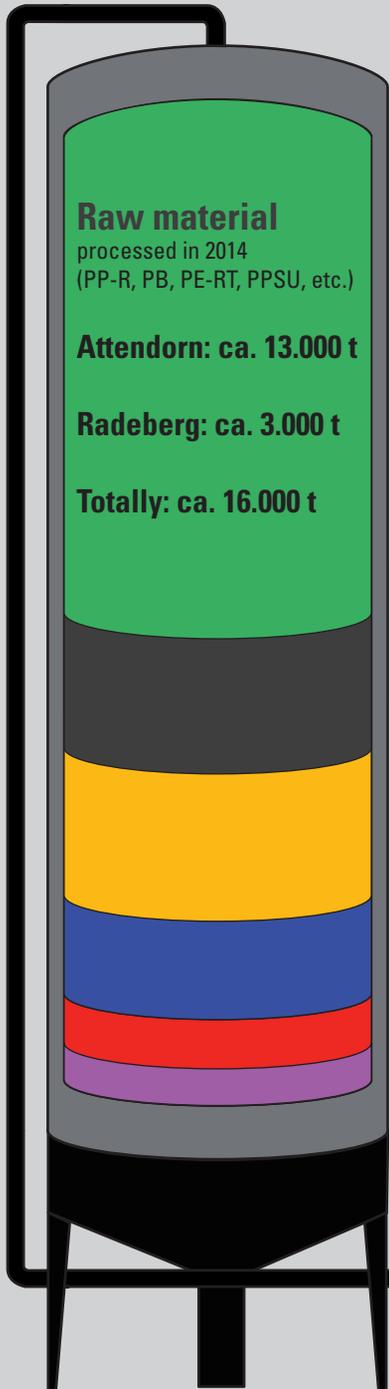


PRODUCTION

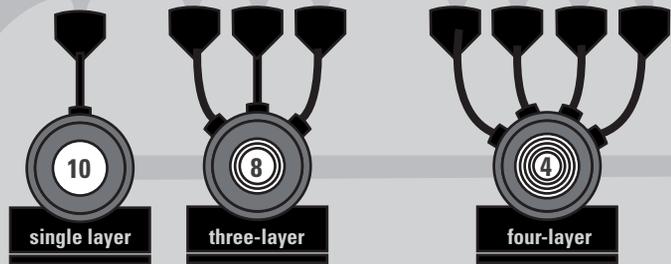


MAINTENANCE  
GENERAL SERVICES

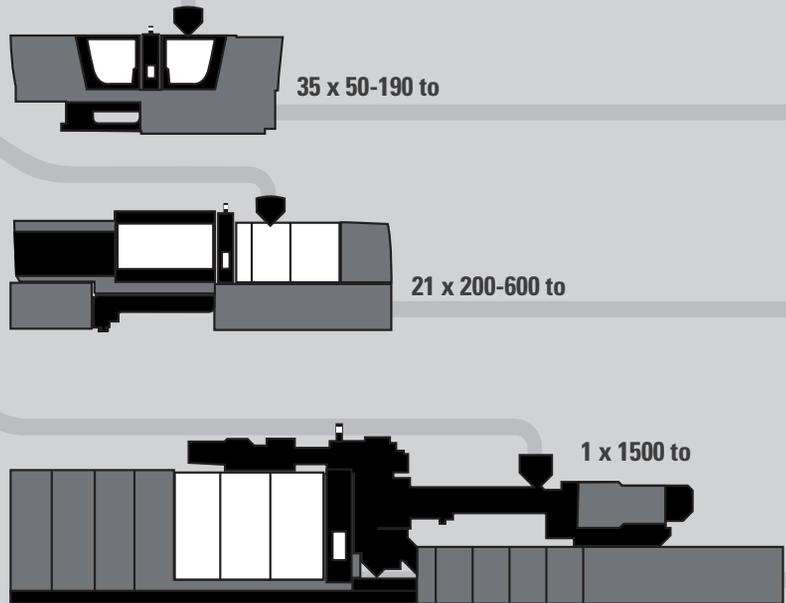
# 340 PRODUCTION DAYS



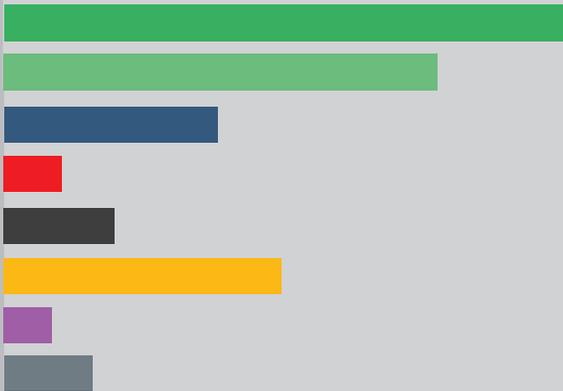
## 22 EXTRUSION LINES



## 54 INJECTION MOULDING MACHINES

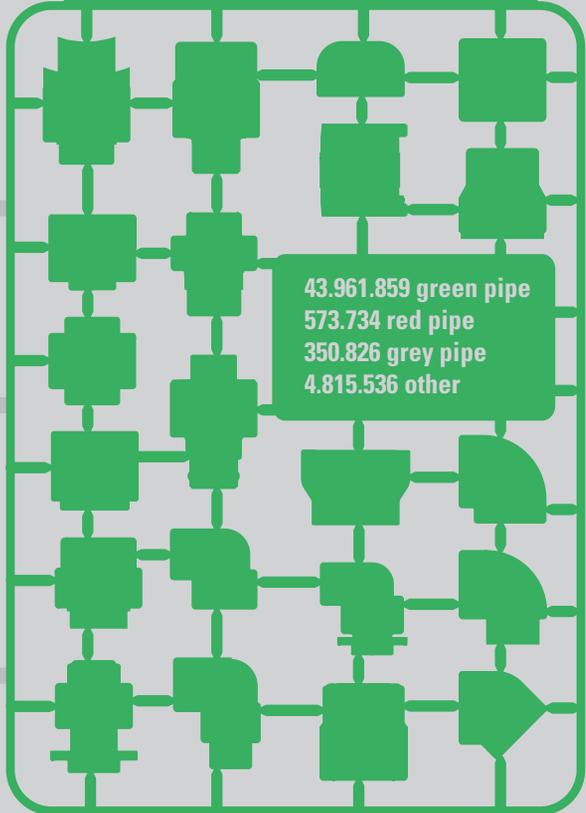


### 40 MILLION PIPE METRES IN 2014

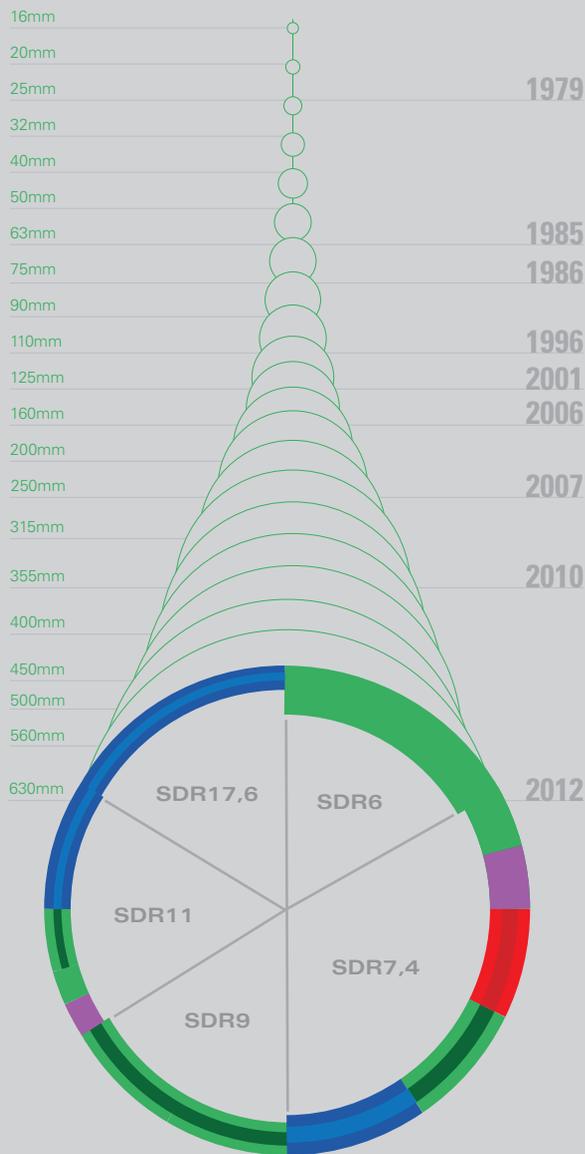


<b>aquatherm green pipe</b>	19.682.686 m
<b>aquatherm green pipe composite pipes</b>	15.368.178 m
<b>aquatherm blue pipe</b>	3.087.957 m
<b>aquatherm red pipe</b>	417.579 m
<b>aquatherm black system</b>	897.278 m
<b>aquatherm orange system</b>	6.591.528 m
<b>aquatherm lilac pipe</b>	16.159 m
<b>aquatherm grey pipe</b>	358.667 m

### 50 MILLION MOULD METRES IN 2014

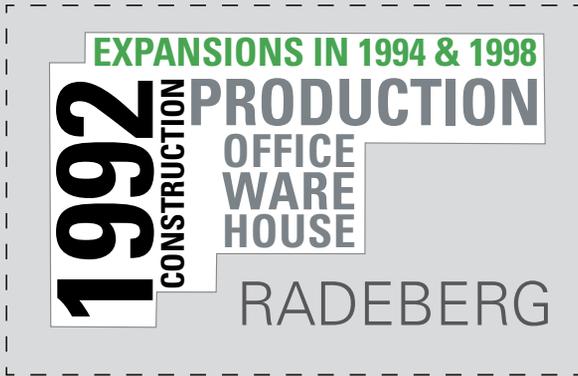


### DEVELOPMENT OF PIPE DIMENSIONS



# DEVELOPMENT

## BIGGEN INDUSTRIAL AREA



## TIMELINE





# The aquatherm brand

## As you can see us from the outside

Brand, what is that anyway?

Brand comes from branding, brands stake off a territory - often through a concise, unambiguous trademark or logo. The stronger the brand, the better the definition, the more secure the territory is and remains. And brand is a trust account that is either paid in or paid out at every touch with a company. Thus, the risk is reduced for the customers so they know what they can rely on.

This brand is, above all, the sum of all the prejudices which have arisen from the time of its founding up to today on the market. From the first market launch in 1973, over decades of strategic marketing and advertising to today's statements of all multipliers worldwide, many words about aquatherm have been lost. These were placed in context with the quality of services, assessed for consistency and then carried to the markets with the opinions of customers, partners and competitors.

Particularly in medium-sized family companies, the historical development process is significant for the further development in the direction of brand identity and reputation. For only he who knows his roots, can plan his future. Origin makes the future - this is very clear!

Brand is thus the condensed expression of specific corporate performance which is based on the long-term corporate vision and values. These services brought to the market in the past are the origin for the daily new expectations of a brand and thus to the aquatherm company.

The author of this article on brand is the South Westphalian communication agency „Des Wahnsinns Fette Beute“ [Madness of Juicy Spoils] which as an interdisciplinary agency for market leaders, DWFB now offers the full spectrum of brand communication.

# THE AQUATHERM LOGO

1976



**aquatherm®**

Logo development by the graphic artist Johannes Köhler from the year 1986.

The middle spot contains the first letter of the company name. The two outer areas represent the welding of pipe and fitting.



1986



**aquatherm**

2012



**aquatherm**



**Dear employees, dear partners, dear friends,**

thank you for accepting our invitation to travel through the colourful world of aquatherm this far. Did we promise too much when we initially spoke of something a little different, our special aquatherm?

The many facets of our identity, which we have been able to tell in the previous 73 pages in words, pictures, facts and figures is everything that our company aquatherm is. Actually incredible what can be achieved in 40 years, when the right people come together and are driven by the claim to be the best that they can be.

The result is something special, something big, the result is aquatherm!

These people have followed a higher idea, a shared vision without ever having to unify these into words. We may now take this step into an exciting business process.

All products and services, all the people, the entire company turn around a central core in the value model (right side) our aquatherm vision:

**“aquatherm – state of the pipe”.**

We work for no more and no less - we promise no more and no less!

It's that simple!



Dirk  
Rosenberg

Maik  
Rosenberg

Christof  
Rosenberg

Gerhard  
Rosenberg

PEOPLE

PRODUCTS



COMPANY

PERFORMANCE





**aquatherm**

state of the pipe

We are „state of the pipe“  
because we act independently and decisively while always being reliable  
which makes us the leading manufacturer of polypropylene pipes.  
That's how we were, are and will remain!



**aquatherm**

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