Welcome to the eighth edition of move, which contains news of all the latest happenings throughout the Group.

So far, 2014 has been an encouraging year for ElringKlinger. After a record 2013 in which we achieved new highs in both sales and earnings, we have succeeded in boosting consolidated revenue by 15.3 percent to EUR 324.0 million in the first quarter of this year despite the persistently negative effects associated with currency translation. We are therefore looking ahead to the second six months with confidence.

It is now 20 years since Elring GmbH merged with Richard Klinger GmbH on September 1, 1994, to form ElringKlinger GmbH – a major milestone in our company’s history. In this issue we look back over some of the highlights of our past two decades.

In that time we have established a presence at 42 locations around the world. What’s more, ElringKlinger continues to expand: many new structures and extension buildings are either in the pipeline or under construction. In move we give you an overview of exactly where we are investing right now, and where we plan to invest in the future.

The Technology section reports on an exciting project for the Elastomer Technology/Modules division that is currently a high priority in Dettingen/Erms: timing gear plates are being produced for the first time, with large quantities already rolling off the line. Turn to page 36 to find out what these products are all about – and to appreciate their considerable potential for the future.

Of course you, our staff members, have sent us reports of your own experiences. In Brazil, Kellen Daroz volunteered to join a group of clowns bringing smiles to the faces of young hospital patients; this issue features a wide-ranging interview. Needless to say many of you have been throwing yourselves into various activities, such as soccer, running and restoring classic American cars. move reports on the full range of events.

On behalf of my Board colleagues Theo Becker and Karl Schmauder, I hope you will enjoy reading this latest staff magazine. The editorial team look forward to your feedback, and to receiving interesting stories for the next issue: please see page 57.
COVER STORY

08

20 years of ElringKlinger

On September 1, 1994, Elring GmbH merged with the automotive division of Richard Klinger GmbH to form Elring Klinger GmbH. Over the last 20 years, the company has evolved to become a global heavyweight – a good enough reason to look back on the past two decades.

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Laughter is the best medicine.
Effective from May 21, 2014, Hendrik Lötter was appointed as General Manager of ElringKlinger South Africa (Pty.) Ltd. (EKZA) in Johannesburg. In particular, he is responsible for the manufacture of shielding systems, which is currently undergoing ramp-up in South Africa. Until now, the business activities of EKZA have focused exclusively on the distribution of spare parts. Hendrik Lötter began his professional career as a toolmaker, studying Industrial Management alongside his job. He has held executive positions in the automobile industry for many years, working at companies such as Lucas Electrical and CRH Continental.

Peter Walker has held the position of General Manager at ElringKlinger North America, Inc. in Plymouth/Michigan since June 1, 2014. In his previous role of Global Account Manager, he was responsible for clients BMW and Daimler, as well as for the distribution of ElringKlinger’s E-Mobility products. Peter Walker is an automotive engineer with an additional Master’s degree in the field of international sales and marketing. He held various positions at the ZF Group over a period spanning around ten years. He then worked at Gustav Wahler as Head of Sales and Marketing for eight years, before moving to ElringKlinger in January 2013.

On July 1, 2014, Fernando Petrolino took on the role of General Manager at ElringKlinger do Brasil Ltda. (EKB) in Piracicaba. He studied Mechanical Engineering and has an additional Master’s degree in Sales Management. Fernando Petrolino can draw on many years of management experience in the automotive industry, having worked within the Tenneco Group for 15 years. His most recent position prior to being appointed General Manager was Head of Sales and Engineering at EKB.

February 19, 2014

Outstanding supply-side quality: ElringKlinger Automotive Components (India) Pvt. Ltd. has been honored by General Motors India with the “GM Supplier Quality Excellence Award” for the year 2013. The management team at ElringKlinger India was delighted to receive this distinguished award on behalf of all staff members.

June 5, 2014

A new record: after 16 years of supplier awards at ElringKlinger, a company has managed to defend the award as “Supplier of the Year” for the first time. H.D. Lenzen Bandverzinkung GmbH & Co. KG, a manufacturer of galvanized steel strips, continued to impress in 2013 thanks to fair and responsible business relations, a high level of product quality and exceptional reliability in terms of adherence to schedules.

July 1, 2014

Even more fuel cell expertise: ElringKlinger AG has acquired a 75 percent interest in new enerday GmbH, a company based in Neubrandenburg, Germany. The twelve-strong team develops and manufactures high-temperature solid oxide fuel cells (SOFCs) with an output of 350 to 750 watts, which generate electricity from natural gas, liquid gas, bioethanol or diesel, and are used, for example, in houseboats or RVs.
Elring named “2013 Supplier of the Year”

At the beginning of May in Baveno, Italy, Elring was selected as “2013 Supplier of the Year” by TEMOT International, one of the fastest growing and most successful global wholesale trading associations in the automotive aftermarket industry. There was a joyful atmosphere as the coveted prize was accepted on the company’s behalf by Hans-Dieter Schwarz, Head of the Aftermarket division, Gunther Wolf, Elring Sales Manager for Northern/Eastern Europe, and Dieter Pfeil, Elring Sales Manager for Western Europe. “The award fills us with great pride and recognizes our day-to-day work,” said a delighted Hans-Dieter Schwarz.

The decision was clinched by impressive performances in the fields of customer relations, local market development, product portfolio and logistical services. “This award inspires us to carry on our work as a reliable partner of TEMOT International and all the shareholders,” remarked Gunther Wolf. move would like to sincerely congratulate everyone for this distinguished award.

TEMOT International is a leading strategy-oriented organization and forward-looking partner of the automotive aftermarket industry. It was founded in 1994 by five associate companies and has been gradually expanding ever since.

Today, the cooperation consists of 44 shareholders that operate as wholesale traders in the independent aftermarket business in almost all major European countries, as well as in North and South America, Africa and Asia.

The TEMOT shareholders rank among the most innovative and successful automotive aftermarket suppliers in their respective local areas of business. They operate as Tier 1 suppliers and provide a comprehensive range of products, services, systems and concepts. Their core business comprises the trade of spare parts, accessories, garage equipment, tools, engine parts, car paints, chemicals and body parts.

In 2013 and 2014, TEMOT International shareholders registered an average growth of 37 percent and generated total revenue of around seven billion euros. The TEMOT companies directly employ over 25,000 members of staff and collaborate with around 15,500 appointed garages via repair shop concepts. Elring’s successful cooperation with TEMOT International has already spanned many years.

The formal award ceremony (from left)
Janne Rouhunkoski, Business Development Manager TEMOT International;
Dieter Pfeil, Elring Sales Manager for Western Europe;
Kai Guijo Müller, Business Development Director TEMOT International;
Hans-Dieter Schwarz, Head of Aftermarket division at ElringKlinger AG;
Thomas Kobudzinski, Business Development Director Commercial Vehicles TEMOT International;
Gunther Wolf, Elring Sales Manager for Northern/Eastern Europe;
Fotios Katsardis, President and CEO TEMOT International.
20 years of ElringKlinger
1994

MDAX, milestones and team members

On September 1, 1994, Elring GmbH merged with the automotive division of Richard Klinger GmbH to form Elring Klinger GmbH. 20 years on, the ElringKlinger Group comprises the parent company, 36 fully consolidated subsidiaries and one shareholding; it ranks as a global system partner and principal supplier to the automobile industry – and it continues to develop steadily. As move looks back at 20 successful years of ElringKlinger, the importance of “sticking together” – especially during tough times – becomes clear.

With 42 locations worldwide, some 7,000 employees and revenue in excess of one billion euros, ElringKlinger is a truly global business. The preconditions for the company’s evolution were put in place over recent years in particular. In 1996, for example, when the company Huth & Söhne GmbH, which was completely acquired in the 1970’s, was renamed in ElringKlinger Kunststofftechnik. Today, the company in Bietigheim-Bissingen has annual revenue of more than EUR 90 million. The years that followed were similarly characterized by company formations as well as the building and commissioning of new plants in the UK, Italy, the US, Mexico, Brazil, India and elsewhere. “We took some important steps around the turn of the millennium in particular. The management team at the time had a sound instinct when it came to opting for various regions,” recalls Dr. Stefan Wolf, who has been with ElringKlinger since 1997.
2000

ElringKlinger becomes a stock corporation.

2003
Admission to the SDAX index.

The next milestone came in 2000, when Elring Klinger GmbH was merged into the parent company ZWL Grundbesitz- und Beteiligungs-AG and renamed ElringKlinger AG. The road to the stock market opened up in the process; two years later, ElringKlinger AG was listed as registered stock in Frankfurt/Main and Stuttgart. In 2003 the shares were admitted to the SDAX, an index for 50 smaller companies known as “small caps”.

"Taking the leap onto the trading floor was a significant event for the company, and one that gave us a national profile,” explains Dr. Stefan Wolf.

The company’s shares were subsequently included in the MDAX (Mid-Cap DAX) on March 20, 2009. A presence on the capital market has more than financial implications, however: "The listing gave the company a boost as regards recruiting new staff,” reveals Dr. Christof Dietborn, Head of Group HR and Head of Group Legal Affairs.

ElringKlinger shares have performed very well, reaching an all-time high at the end of last year. One share certificate was worth EUR 35.52 in November 2013 – all the more impressive bearing in mind the prevailing financial and economic crisis between 2007 and 2009.
Successfully endured the crisis

Economies contracted in countries such as Germany, France and the US, where the downturn was the longest and most severe since the end of the Second World War. The effects of the slump were equally serious in Japan, South Korea and Italy. Many emerging nations – including China, Russia, India and Brazil – reported slowdowns in growth rates. “Of course we were affected by the crisis at the time, but if we look at other companies in the automotive supply industry, you have to say we got away with nothing worse than a black eye,” says Markus Siegers, chairman of the works council at ElringKlinger AG. “A lot of decisions taken at the time seemed unavoidable and turned out to be the right ones, even though they weren’t always pleasant for the workforce. Despite this, our employees were decidedly loyal to the company, and that made an impression on me.” In common with many companies ElringKlinger was obliged to impose short-time working for a period, whereby regular working hours were temporarily restricted at affected sites. Although the crisis caused revenue to tumble by as much as 13 percent, the upturn arrived sooner than anticipated.

In fact, expansion resumed in 2008 and 2009. A plant opened at Ranjangaon in India, ElringKlinger Engineered Plastics (Qingdao) Commercial Co., Ltd. was established in China and Sevex AG in the Swiss town of Sevelen and its subsidiaries in the US and China were acquired and the holding in Chinese subsidiary Changchun ElringKlinger Ltd. was increased to 88 percent. A minor capital increase in autumn 2010 has brought the level of capital stock to EUR 63,359,990.
New technologies, new premises

The past 20 years have also been characterized by technological developments. ElringKlinger got involved in lightweight construction, for example, at an early stage: the first plastic cam cover module went into series production in 1999. Some ten million are now produced every year around the world. Oil pans, oil suction modules, charge air ducts and transmission modules are also being made from plastic, to name but a few products. With new hybrid structural components for bodywork manufactured from plastic and metal using hybrid hydro-forming technology, ElringKlinger is maintaining a consistent focus. After all, lightweight construction is a key technology in terms of cutting fuel consumption and thus carbon emissions.

In these efforts, ElringKlinger benefits from the expertise of the Hummel Group, a leading specialist in molds for lightweight plastic construction, which is now integrated into the Group.

Lightweight construction is also becoming increasingly important as regards thermal and acoustic shielding systems for exhaust systems, underbodies and near-engine applications. Thanks to innovative composite materials, ElringKlinger has been able to develop highly efficient lightweight construction solutions for all applications, even where very high temperatures are involved.

Another major issue in automotive construction is downsizing. In this area, ElringKlinger is providing made-to-measure cylinder-head gaskets and specialty gaskets to optimize the combustion engine.

In such fields as battery technology and electromobility, ElringKlinger has been mass-producing cell contact systems for lithium-ion batteries and bipolar plates for fuel cells since 2011. In that same year, the company acquired a 66.7 percent stake in Hug, the Swiss exhaust gas specialist, in a clear escalation of activity in the field of exhaust gas aftertreatment.

ElringKlinger is also developing rapidly in terms of the territory it covers. This issue of move has more details on current and forthcoming expansions and building activities; see page 16.
As the products on display at the AGM testified, ElringKlinger is one of very few automotive suppliers in the whole world to have already begun developing and producing high-tech components for every single type of vehicle drive system, from downsized combustion engines through to battery- and fuel-cell-driven electric cars.

Rounding off ElringKlinger’s low emissions portfolio, we also supply particulate filters and complete exhaust gas purification systems for use in ships, buses, trucks, building and agricultural machinery, locomotives and power stations. At the same time, the Group’s Engineered Plastics division supplies high-performance PTFE products to the automotive and other industries.

Speaking on behalf of the whole Management Board, Dr. Stefan Wolf thanked the company’s employees for their work and underlined their “tremendous commitment, capacity to innovate, awareness of cost issues and loyalty to the company”.

The smooth running of the event was down to over 50 ElringKlinger staff who managed the registration desk, the information center, the exhibits and the back office.

Visitors were amazed by the augmented reality app specially programmed and loaded onto an iPad for the AGM. The app showed visitors which ElringKlinger products had been incorporated into the two display vehicles – a Porsche Macan S and a BMW i3.

“Beyond CO₂”, the slogan adopted for ElringKlinger’s 2013 annual report, was also in the spotlight at the AGM. The Group is concentrating its efforts on the development of pioneering green technology that not only helps to reduce CO₂ emissions but also to cut levels of harmful nitrogen oxides, hydrocarbons and particulates.
It is clear from the almost unanimous approval given to every single agenda item at the 109th Annual General Meeting of ElringKlinger at Stuttgart’s Liederhalle Culture and Congress Center on May 16, 2014, that our shareholders are satisfied with the company’s performance. One such item was a resolution to pay a regular dividend of EUR 0.50 per share, compared with last year’s dividend of EUR 0.45. Others concerned the election of Gabriele Sons to the Supervisory Board and proposals to approve the actions of the Management Board and the Supervisory Board. Despite challenging market conditions and unfavorable exchange rates due to the strong euro, ElringKlinger again broke all its previous records in fiscal 2013 with total Group sales up 4.3 percent at EUR 1.175 billion and earnings before taxes at EUR 149.2 million.
ElringKlinger continues to grow. The Group has now established a presence in 42 locations around the world, and building or expansion work is currently under way at nine of these. Since January 2014, projects of this kind have been planned on the basis of our new Factory Setup Guideline. This edition of *move* brings you details of the guideline and takes a closer look at some of the building projects.

<table>
<thead>
<tr>
<th>ElringKlinger location</th>
<th>Building project</th>
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<tbody>
<tr>
<td>ElringKlinger AG, Dettingen/Erms</td>
<td>New car park building, works canteen and modernization work</td>
</tr>
<tr>
<td>ElringKlinger AG, Geretsried-Gelting</td>
<td>New administration building</td>
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<tr>
<td>ElringKlinger Kunststofftechnik GmbH, Bietigheim-Bissingen</td>
<td>Completely new building with extruder tower</td>
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<tr>
<td>ElringKlinger Logistic Service GmbH</td>
<td>New logistics center</td>
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<tr>
<td>ElringKlinger (Great Britain) Ltd.</td>
<td>Expansion of production capacity and construction of a wind turbine to generate electricity</td>
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<td>ElringKlinger Canada, Inc.</td>
<td>Expansion of production capacity</td>
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<tr>
<td>ElringKlinger Automotive Components (India) Pvt. Ltd.</td>
<td>Expansion of production area, storage and administration area</td>
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<tr>
<td>ElringKlinger China Ltd.</td>
<td>Completely new building</td>
</tr>
<tr>
<td>Changchun ElringKlinger Ltd.</td>
<td>Expansion of production and storage area</td>
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**Bricks and mortar**
Overview of current building projects across the ElringKlinger Group.
New guideline for global expansion

When it comes to starting work on a new factory or redesigning existing facilities, the preparations have to be as detailed as possible. Everything has to be planned with maximum precision to ensure that subsequent processes can proceed without a hitch. "The new Factory Setup Guideline specifies a standard multi-stage procedure for planning new factory construction work," explains Wolfgang Rieger, Manager Process and Technology Consulting for Affiliated Companies. The guideline defines a series of key thematic areas and assigns specific roles from the initial and detailed planning stages through to the building approval process and actual construction. It was adopted roughly one year ago and is now being applied for the first time at ElringKlinger’s India site.

Project Engineer Matthias Wurst was closely involved with the implementation of the new Factory Setup Guideline. Together with Joachim Doster and Tobias Heß, students of industrial engineering, he spent two weeks in the Indian city of Pune, where they drafted logistical and layout plans based on the new guideline.

Major expansion in Ranjangaon

Major expansion work is now under way at ElringKlinger’s factory in India, which was officially inaugurated in 2008. The first step in this multi-stage project will involve expanding the current production area by a further 4,000 square meters. The project was launched in response to an order for the production of more plastic cam covers that would have exceeded the site’s existing capacity.

The office space has also been targeted for expansion and will include a new sales office, a conference room and staff facilities. The current utility supply infrastructure (e.g. electricity, gas and water) will also be extended.

And that is not all – not by a long way! The second phase of the project (still awaiting a definitive start date) will see the construction of a new central storage depot on the southern edge of the building. The third and (under current plans) last phase will add a further 4,000 square meters of production area on to the western edge of the currently planned building.
ElringKlinger keen to expand in China

New building project launched in Suzhou

Bigger, better and more attractive: ElringKlinger China Ltd. (EKCI) hopes to attract more customers with a new factory, 27 kilometers from its current site in Suzhou, on a 67,000 square meter plot in the city’s New District. Work began in May 2014 on the new complex, an ultra-modern production facility with its own administration building.

“The new development is a clear reflection of our strong growth in Asia,” observes EKCI’s General Manager Humphrey Chen. He points out that it will help the company respond quickly to market requirements and enhance ElringKlinger’s prestige in China.

Overall, the factory site is around three times bigger than the old one. The construction project will be implemented in two phases. The first of these, due for completion in August 2015, will see the emergence of a new production building including a new administration area, a works canteen and employee facilities (which totals 30,000 square meters).

That will take the total production area to more than 23,000 square meters – occupied predominantly by metalworking equipment, injection molding equipment for plastic components (HFH, PTFE) and a CNC system. There will also be a storage facility for the required input materials and an outgoing goods store for finished products.

In phase two the production area will be further expanded by 17,000 square meters.
Engineered Plastics division expands headquarters in Bietigheim-Bissingen

More space for cutting-edge product innovation

To ensure that ElringKlinger maintains its role as one of Germany’s leading innovators, ElringKlinger Kunststofftechnik GmbH (EKT) is investing now in the future by expanding its central production facility in Bietigheim-Bissingen. The new building will increase overall production capacity by around 30 to 40 percent. As well as the additional production area, the project will see the construction of a 33-meter high, five-story extruder tower, new offices, a conference room and staff facilities. “This project is not just about expanding our production capacity,” explains General Manager Stefan Schmid. “We see it as a clear sign of ElringKlinger’s commitment to Bietigheim-Bissingen.”

EKT has received a “TOP 100” award at the German Summit of Small and Medium-Sized Enterprises in Essen in recognition of its success as one of the country’s leading “creative hothouses”.

“Innovative products are crucially important in our line of work. Looking ahead, only companies that can bring forward-looking solutions to the market will be able to compete successfully,” says EKT’s General Manager Raik Lüder, who believes that one of the most important tasks of his company’s management team is to create the right framework for successful and continuous innovation. Comprehensive professional development and an ongoing exchange of ideas and information are essential to promote creativity, resolve and confidence among employees. They create the scope required for thinking “outside the box” and for developing and vigorously advancing new ideas. “We are always delighted to receive innovative proposals from our workforce. This award is really down to them.”
Successful restructuring of ElringKlinger France

On the right track

Following a difficult period economically, the France-based ElringKlinger sites of Nantiat and Chamborêt have now been operating in the black for eight months. The 2013 restructuring plan has made an impact. Andreas Baumann, General Manager of ElringKlinger Meillor SAS (EKFR), is optimistic about the future.

Persisting weakness in the French car market and falling sales necessitated a reduction in the EKFR workforce over the past year. At the same time the company has had to pay into a support fund in order to finance various measures aimed at regional regeneration and job creation. This initially ripped an additional hole in the budget, but since then has actually been of benefit to EKFR. “We are able to take an active role in determining how the money from the fund is used,” explained Andreas Baumann. As well as Michel Jau, Prefect for the Limousin region of France, Baumann has also been able to establish contacts with other key politicians. Networking within the region, which is considered essential for EKFR’s business, is therefore progressing well. In addition, these topics receive extensive coverage by the regional media.

“We are no longer in the red and continue to make progress towards becoming profitable sites within the Group. Besides this, ElringKlinger France has been able to do a great deal in terms of enhancing its public profile over recent months,” stressed Andreas Baumann. The intention is that the first two apprentices, who start training in September, will send a clear signal both internally and externally. Baumann is certain: “We will be able to further increase the profitability of the company through the investments planned for 2014 and 2015.”

Specialty gaskets “made in Turkey”

ElringKlinger Turkey expands production range

ElringKlinger TR Otomotiv Sanayi ve Ticaret A.Ş. (EKTR), based in the Turkish city of Bursa, is all set to add a new line of business to its portfolio. In addition to series production of shielding components, from the end of 2014 it will begin batch production of the specialty gaskets designed specifically for Ford’s truck ecotorq engine. The introduction of this new product is a model of international teamwork at ElringKlinger. Group employees in Germany oversaw the research and development process before going on to manage pre-series production; UK staff was responsible for the design; an Italian team supplied the necessary tools, and the specialty gaskets will soon begin to roll off the series production line in Turkey. It goes without saying that our team in Bursa were given thorough technical preparation for their new tasks at workshops in Italy and Germany, with the training provided by experienced colleagues. (Bülent Arslanoglu, Nursun Kurt)
ElringKlinger India

Family Day at the leisure park

ElringKlinger Automotive Components (India) Pvt. Ltd. (EKIA) held its 4th Family Day on December 5, 2013. All employees and their families were invited. In a departure from previous years, the event was held at “Sanskruti Resort” leisure park, 15 kilometers from Pune, rather than at the company’s premises.

The children performed a rehearsed dance, tried their hands at pottery or had fun watching a puppet show. Meanwhile, a DJ and an impressive live orchestra had the job of entertaining the grown-ups. In fact, there was something for everybody.

A number of employees received awards at the event from EKIA’s General Manager Dr. Madhu Ranjan – Ajitkumar Badhe and Kishor Kalamkar in recognition of their long service and Sudam Gaje for an idea he submitted to the company suggestions scheme. “Best Employee Award” for 2013 went to Jayanta Rath and Avinash Lashkare. Naturally, all the winners were delighted.

We are already looking forward to EKIA’s next Family Day later this year. (Dnyaneshwar Dalimbkar)

Kids Day in Plymouth

Gaskets and hot dogs

On April 24, 2014, ElringKlinger North America, Inc. (EKNA) took part in the nationwide “Take our daughters and sons to work day”. Children of staff members had the chance to peer over their parents’ shoulders and get a taste of their day-to-day work. A comprehensive supporting program of events was also arranged.

The day got underway in the morning with a joint breakfast at 8 am for the staff and their children. Without further ado, the conference room was then transformed into a painting room where colorful pictures were created, later serving to brighten up the parents’ workspaces. Friendships were soon formed among the 17 boys and girls, who were aged between four and twelve. After a tour of the office rooms, the children were allowed to take a look at various objects under the microscope in the laboratory. This proved very interesting for the older kids in particular; they were able to test ElringKlinger gaskets, which had undergone performance tests beforehand, for possible material changes. The younger EKNA offspring let off steam while playing games, such as sack races and can knockdowns, or in the bouncy castle. And, of course, the day wouldn’t have been complete without a classic American barbecue with hamburgers and hotdogs. In response to the extremely positive feedback from children and parents another event is already scheduled for next year. (Michael Früh)
He was the first man to conquer all 14 of the world’s 8,000-meter mountains, he has crossed the Antarctic and has trekked across the Gobi and Taklamakan deserts. As an extreme mountaineer, risk-taker and conservationist, in fact, Reinhold Messner surely knows a thing or two about motivation and perseverance. Of this the participants at ElringKlinger Group’s 5th Leadership Forum were left in no doubt, after hearing Messner’s talk at the event held on April 12, 2014, in the Schillerhalle, Dettingen/Erms. The Forum’s motto this year was: “Moving mountains”, in other words, surpassing one’s limits, mastering challenges and achieving impressive feats.

As guest speaker, Reinhold Messner emphasized that identifying with one’s goal is always the decisive factor, whether you’re climbing a mountain or pursuing your career. "Motivation," he said, "comes about when people identify with ‘their’ task.” This doesn’t mean, however, that things will always run smoothly. People develop by thinking critically and successfully solving problems. An example of this was the ascent of Mount Everest without an oxygen mask, a task long deemed impossible. Reinhold Messner and his climbing partner Peter Habeler attempted it anyway and had to give up during their first attempt because of bad weather. Even so, it didn’t stop them making a second attempt. So it was that, despite terrible conditions, on May 8, 1978, they became the very first mountaineers to conquer the 8,848-meter summit without the use of supplementary oxygen. What was their key to success? The right preparation, motivation, self-confidence and perseverance – qualities that, in Messner’s view, “make the unthinkable thinkable and the impossible possible.”
The way to the top

The theme of “climbing mountains” also ran through the speech given by CEO Dr. Stefan Wolf. In it, he compared ElringKlinger’s history of success to date with a climbing party’s trek to the base camp. Dr. Wolf explained that while the company had already achieved a good deal, a fact of which its employees can be proud, the future – the mountain summit – still lies ahead. One of ElringKlinger’s major goals is known as “16 in 16”. This stands for the company’s aim of achieving, in 2016, an EBIT margin of 16 percent. Other objectives that remain important involve maintaining and consolidating a position of cost leadership, strengthening and developing a culture of innovation and rapidly identifying and grasping new opportunities.

The other speakers at the forum also pursued the mountaineering theme. Bruno Malinek, for example, spoke about reaching “new heights in shielding technology”. Dr. Christof Dietborn and Frauke Holländer, meanwhile, described how “as a climbing team” we can achieve “the goal more quickly” and also presented the new management appraisal scheme, which is due to be introduced in fall 2014 (more about this on this page).

Needless to say, there was once again time for networking, so that colleagues could catch up with one another and establish new contacts. On that subject, too, Reinhold Messner’s words ring true: “A team is a group of people who are all working for the same goal with equal passion. The more different its members, the stronger the team. Each person should be able to do something that no one else can do.”

New appraisal form

Valuable feedback for your boss

Does your supervisor set aside enough time to deal with any issues you might have? Does he/she give clear instructions and help to create a good working environment?

ElringKlinger employees can provide their boss with feedback on such matters and other aspects of leadership as part of the “Dialog on Leadership Behavior and Cooperation”. The next staff survey for employees at ElringKlinger AG, the domestic subsidiaries and Swiss-based Hug Engineering AG will take place in October 2014. In future, we plan to offer this type of appraisal system for our sites around the globe.

The questions have been revised in order to make them easier to understand and to improve their overall relevance. They are based more closely on the vision, mission and leadership principles of the ElringKlinger Group. Employees with computer access will be able to take part online for the first time. For teams with fewer than three staff members, we intend to conduct moderated feedback interviews, as an anonymous form of appraisal would not be feasible.

Alongside the anonymous appraisal, the feedback system includes a personal evaluation of the supervisor by the employee. This will provide the basis for a comprehensive appraisal report. Supervisors will thus be given valuable information about their own strengths and on how they can organize, motivate and support their team even more effectively. The aim is to further improve the way in which we work together.

In addition to the appraisal report, the supervisors will also be given guidelines that may be useful when it comes to planning specific measures and discussing the results within the team. The HR department will assist all managers in implementing the system. If you have any questions, please feel free to contact Frauke Holländer, HR Development.
Making things move.

Authentic ElringKlinger’s new recruitment campaign is based on the company’s own employees.

Insights
Come and meet our people at www.elringklinger.de/en/you
Our new recruitment campaign has now been launched. Authentic, informative and eye-catching, it presents ElringKlinger as a modern and forward-looking technology group ready to compete for the best candidates.

The declining number of people working in technical fields or studying technical subjects presents a new challenge for recruiting organizations. What’s more, for automotive suppliers such as ElringKlinger, competing with major automobile manufacturers is not easy. Cylinder-head gaskets don’t have quite the same wow factor as a sports car, for example. In this “war for talent”, companies need to reach out and appeal to potential candidates in new and more imaginative ways. As “employer branding” becomes increasingly important, companies have to establish and market their own special identity.

ElringKlinger’s competitive strength lies in its pioneering use of innovative technologies that are defining the future shape of mobility and in the expertise and commitment of our staff. These are reflected in our striking new claim “Making things move.”

“Our new campaign focuses on ‘real’ employees,” explains Andreas Brändle, Head of Corporate Communications.

16 ElringKlinger employees from various divisions were professionally photographed and now feature in our Group’s job vacancy ads accompanied by a series of striking and lavish (product) illustrations. Bora Sakar (Production) represents a typical systems programmer and Manufacturing Engineer Vitali Funk a technology coordinator, while Martin Link (Head of Global SAP Inhouse Consulting Logistics) can be found advertising vacancies in the IT department. The images are complemented by snappy, eye-catching slogans such as “Designing events, not folding flyers” for trainees in Corporate Communications. Potential applicants can find out much more about the jobs performed by Vitali Funk, Martin Link and the others and therefore gain a concrete insight into the working environment at ElringKlinger by visiting our website. Two models were also hired from outside the company as we cannot provide an in-house portrait for every single post within the Group. These photographs can be used wherever required.

“The sheer diversity portrayed in our campaign helps us to stand out from other companies and projects an image of ElringKlinger as an attractive and innovative employer,” observes Recruitment Team Leader Jürgen Conradt.

The final images are put together in modular fashion and can already be found on trade show walls, in flyers and promotional giveaways and even on a bus – as well as in our job ads, of course, and at www.elringklinger.de/en/you
The new terminal devices meet the highest standards.

New operating systems, the latest versions of Office, working with tablet computers or communication and data exchange via Microsoft Lync® – our workstations have seen many changes over recent years. The IT infrastructure has been standardized worldwide, which has considerably simplified our collaboration over different sites and even across national borders.

“The existing telephone systems have been outgrown by the rising demands of modern communication. As a result, our sites are being gradually switched to a new system: Microsoft Lync®,” explains Christian Segor, Head of Global IT Infrastructure. A chat function, web conferences, status information and much more – Microsoft Lync® offers all employees a range of new communication options. At the same time, the system features a fully fledged telephone system that will make communicating simpler, more intuitive and more efficient. Telephone conferences with internal or external participants can be arranged with a few clicks of the mouse; missed call alerts or voicemails are received in Microsoft Outlook®. The creation of groups for reciprocal acceptance of incoming calls and time-controlled call forwarding help to bridge distance and time differences. In future, laptops will serve as a mobile telephone connection, ensuring that individuals can be reached at their office extension even outside the four walls of the company – at a hotel, for example. The choice of the particular terminal device, for example a headset or classic desk phone, is down to each individual. “The cordless headset in particular is extremely popular with colleagues,” Christian Segor acknowledges.

Put through its paces

Within the framework of a pilot project, over 100 staff members at the Dettingen/Erms, Nantiat and Buford sites made use of the range of new terminal devices connected with Microsoft Lync®. The changeover for all other telephone connections will roll out in stages.

move asked some staff members about their ongoing experiences with the new system:

Jens Gräßler, Sales Manager Eastern/Southern Europe, Dettingen/Erms: “Given our extensive communication requirements in sales, Microsoft Lync® telephony is a real asset. What’s more, carrying out video and telephone conferences with customers is a simple and reliable process. It’s a modern system: when you’re traveling on business, you have your workstation right there with you in your laptop bag.”

Bruno Ségard, Head of Administration and Finance, Nantiat: “There have been marked improvements since Microsoft Lync® was introduced. One single system instantly gives us several possibilities, such as telephone conferences and the chat function. This helps us immensely in our day-to-day work.”

Jörg Kosteyn, General Manager ElringKlinger USA, Inc., Buford: “Our IT department did an excellent job of preparing the way for the introduction of Microsoft Lync® in the US. Everything went smoothly. It’s just a shame that our fax machines still have to be operated using the normal phone line.”
Spain may have lagged behind Germany in the soccer World Cup, but they are still the team to beat where the 5S method is concerned. ElringKlinger, S.A.U. implemented the process optimization method at its Reus site early in 2013. Now the cylinder-head gaskets team headed by Filipe Monteiro in Dettingen/Erms is following suit.

“Together with my team in the Cylinder-Head Gaskets division, or 2Z, I have been focusing on the 5S workplace organization method,” says Filipe Monteiro. Among other things, floor markings have been put in place, spaces for movable equipment have been defined, drawers filled and labeled and a materials depot set up as a place to store tools. “We’ve had a measure of success already – set-up times have improved, employees on the assembly line don’t need to walk as far and things are generally better organized and more neatly arranged,” he continues.

The main feature of the project was excellent teamwork. “All 15 of the final assembly employees, one staff member from quality assurance and another from the technical department were actively involved in brainstorming. Whether they were on the early, middle or late shift, they contributed plenty of suggestions,” says the Team Leader in praise of his colleagues, who even gave up the occasional Saturday to implement certain measures. “The workload was heavy, but when you compare our old workplaces to the ones we have now, it’s clear that every minute was worthwhile,” says a delighted Andreas Wagner of the production team.

The next step will be to arrange the entire 2Z production area according to the 5S system, with the support of Divisional Head Armin Diez and Production Manager Florian Maier. Other production areas have also been in touch with Filipe Monteiro with a view to implementing the workplace organization method.

Order, cleanliness and discipline

1. Seiri = Sort
2. Seiton = Set in order
3. Seiso = Shine
4. Seiketsu = Standardize
5. Shitsuke = Sustain

Instead of using several smaller storage locations, work material is now stored centrally.
More than 1,000 participants – mainly repair shop customers of our Aftermarket division – found themselves engrossed in Elring’s second betting game during this year’s FIFA World Cup™.

The challenge was to predict the results of all 64 matches as closely as possible. Valuable extra points were up for grabs with ten bonus points based on soccer and Elring spare parts.

The narrow winner at the end of the tournament was Daniel Hampel from Frechen in Germany. He and his fellow players who finished in second, third and fourth spots can now look forward to their prize of an Apple MacBook Pro and a Sony PlayStation 4 (with FIFA 14). The players who finished sixth to tenth will each receive a tablet. Congratulations to the winners!

The “Gnirle” was sadly wide of the mark several times, and ended up in 646th place.

STAHLGRUBER GmbH is committed to maintaining a close dialogue with suppliers: every year, members of the trading company’s sales department assemble at the offices of one of their suppliers to tour the premises and exchange information. On March 26 and 27, 2014, it was ElringKlinger’s turn to host the national meeting for the first time.

In attendance were 18 sales professionals from STAHLGRUBER and the responsible product manager. As they inspected the two Dettingen plants, groups took the chance to find out more about ElringKlinger’s production processes and quality standards.

STAHLGRUBER GmbH is based in Poing, near Munich. The company is involved in wholesale and retail for vehicle accessories, auto spares and workshop equipment. With some 4,400 employees, around 70 sales outlets in Germany and branches abroad, the company generated sales of approximately one billion euros in 2013. Some 265,000 parts are stored at the logistics center in Sulzbach-Rosenberg, Bavaria; every day, around 66,000 items are picked and packed and dispatched to sales outlets and customers. To supply clients promptly at a local level, STAHLGRUBER maintains a dense network of sales sites across Germany. Each sales outlet holds as many as 40,000 articles in stock.

The event was all about getting to know each other in person, exchanging experiences in informal surroundings and socializing with the team from the Aftermarket division at Dettingen/Erms. A barbecue at the plant, hosted by KOCHWERK Catering GmbH, concluded the first day; the second evening was rounded off with a relaxed gathering at a traditional inn in the Swabian Alb.

Generating revenue of EUR 4 million from Elring products, STAHLGRUBER is one of the top three customers for our spare parts. As well as being a major client, the company’s range of gaskets is sourced exclusively from Elring.

The “Gnirle” was sadly wide of the mark several times, and ended up in 646th place.
Trade shows are the ideal place to discuss innovative product solutions and future development trends with existing and potential customers. Once again, ElringKlinger attended numerous events in the first half of 2014 – with considerable success. move would like to offer you some impressions of those events from around the globe.

**Trade show highlights**

The biggest trade fair for automotive engineering in Japan provided ElringKlinger Marusan Corporation with an ideal platform to showcase its expertise as an automotive supplier: From May 21 to May 23, 2014, more than 70,000 trade visitors travelled to Yokohama to attend the Automotive Engineering Exhibition, which featured a total of 491 exhibitors.

“Experience mobility – Drive the future”: With the ElringKlinger slogan as its trade fair theme, ElringKlinger Marusan presented new products and technologies, including ElroCoustic™ shielding systems for noise and vibration damping. Visitors also showed a lot of interest in the polymer-metal hybrid technology that is being used for car body components. Numerous engineers from top-flight car manufacturers were impressed by the innovative combination of plastic and metal in one component. The company also showcased cylinder-head and specialty gaskets, plastic housing modules and ElroTherm™ shielding components.

The flourishing ASEAN automobile market is dominated by Japanese car manufacturers, who prefer to source components from suppliers with local manufacturing facilities. At this year’s fair in Japan, the company took the opportunity to put the spotlight on its distributor ElringKlinger (Thailand) Co., Ltd., with a very positive response. In the previous year the focus had been on PT. ElringKlinger Indonesia. (Martin Christner)

The team from ElringKlinger Marusan was highly satisfied with how the trade fair went (from left) Tetsuya Sakaki, Shinichi Ichihara, Hiro Obigashi, Kozo Suzuki, Masaki Arai and Martin Christner.
Germany’s Aerospace Center (DLR) presented its research work on battery and fuel cell technology at a joint “Hydrogen and Fuel Cell” booth. One of the products on display was ElringKlinger’s high-temperature fuel cell (SOFC) stack for on-board electricity generation in trucks.

With presentations highlighting the present and future shape of mobility, this year’s MobiliTec exhibition attracted some 35,000 visitors to Hannover from April 7 to April 11. The German Engineering Federation (VDMA) was represented through a forum entitled E-MOTIVE. For the first time, ElringKlinger was there, too, as the VDMA’s stand partner.

Together with a number of other partners, we presented a project entitled “Modular Multi-Use Battery Systems” that aims to establish an industry-wide standard for high-performance batteries in mobile and stationary applications. The project has brought together an extremely wide range of engineers in a single research team. The enormous interest generated by this project was underlined by the visit of Sigmar Gabriel (Germany’s Federal Minister for Economic Affairs and Energy) to the VDMA’s joint booth.

As Head of R&D in the Battery Technology and E-Mobility division, Jan Groshert expressed his satisfaction at the results: “By joining forces with the VDMA, we were able to use MobiliTec as an opportunity to demonstrate our expertise in the field of energy storage systems and to explore potential new applications.”
The 3rd Worldpac Supplier & Training Expo, North America’s leading in-house trade show and training event, was held at the largest convention center in the United States in Orlando/Florida, from May 15 to May 18, 2014. Worldpac is America’s biggest wholesale supplier of aftermarket parts for European vehicles. With over 1,200 customers from the United States, Canada and Puerto Rico, the event was completely booked out. Only the largest suppliers were allowed to present their products and services.

Elring was invited for the first time in recognition of its strong revenue growth over recent years, and we were of course delighted and proud to accept. The main focus of the event was on providing technical training and exhibiting products. The list of customers represented at the event included some of the biggest automobile repair shops in the United States, and there was repeated praise for our products during talks with participants. We also received valuable feedback on how we could tailor our portfolio even more effectively to meet the needs of our end users.

“Do not call me a Subaru.”

One of the biggest attractions on our booth was our German premium sports car engine flown out specially to Florida. We used it to showcase a range of ElringKlinger gaskets and our technical expertise. In fact, the engine served to answer every one of the frequently very detailed questions asked about our gasket technologies and engine repairs. It emerged that many automobile repair shops encounter problems when it comes to repairing boxer engines. Many visitors mistook our demo engine for a Subaru engine. In response, ElringKlinger’s event team produced a small, handwritten sign with the tongue-in-cheek request “Do not call me a Subaru.” Dozens of pictures were made, and the sign was even posted on various social networks. At the end of the event, the Worldpac management team thanked us for demonstrating the engine.

By the way, Elring does of course offer products for almost every single manufacturer – including Subaru. (Joachim Götz)
ElringKlinger is now generating around a quarter of its Group sales from thermal and acoustic shielding components. As a result, Shielding Technology has become the company’s largest division. In Sevelen in Switzerland, a team led by thermoplastics expert Bernhard Scherübl was given the job of further extending the product range for vehicle acoustics. And it has been successful, with ElroCoustic™ variants for several car makers now rolling off the belts of a 1,800-ton press at a specially built production facility. move takes a peek at the Shielding Technology Center of Excellence located at the heart of a picture-perfect Alpine landscape.
Bernhard Scherübl is proud of his team and its successes to date.

Bernd Summer has extensive knowhow in thermoplastics.

“Just a few months ago, the site of this ultra-modern production facility was a soccer pitch,” says Bernhard Scherübl, Head of Fiber Technology and Project Manager for ElroCoustic™, with a grin. In fact it took a lot of work to persuade the owners of resident club FC Sevelen to relocate. But it was worth all the effort involved. As you enter the newly built production premises, your eyes are drawn to an impressive sight: a press with a lifting force of 1,800 metric tons and another semi-automated system with a pressing force of 300 metric tons that will be used predominantly for small batches and prototypes.

“The ElroCoustic™ shielding systems produced on this equipment are used in many areas of the vehicle to cut noise but especially in the underbody,” explains Bernd Summer.

The Development Engineer is responsible for tool procurement and process technology and established the new product line in conjunction with Bernhard Scherübl.

“We had set ourselves the goal of usefully integrating thermoplastic composites into our products. Our first project started in the fall of 2012 and in May 2013 a team was established dedicated exclusively to plastics issues,” says Summer, outlining the organizational process to date.

The large press was procured as the first production orders beckoned. “Once we had installed the equipment and informed our customers about our capabilities, interest in our technology continued to grow,” reflects Plastics Engineer Bernhard Scherübl. Inquiries for ElroCoustic™ underbody shielding from two German sports car manufacturers got the ball rolling. “The components of the ElroCoustic™ C-series essentially consist of a thermoplastic glass compound. One of the two variants is covered with a non-woven on both sides and effectively protects against engine and road noise. The other variant has a foil on one side and absorbs the noise from the floor,” remarks Bernd Summer, adding: “The shielding systems we produced made their mark and opened the door to other volume orders.”

The first large order from a premium German car maker has a planned scope of 300,000 vehicles – an excellent achievement by Mike Freiberg, Global Key Account VW Group, and his team.

The team benefits especially from the ingenious forming tool technology, in which the material is heated and then molded in the press. With each stroke up to six components can be pressed in one process step. The contour is subsequently cut using what is termed a “water-jet” process. “From the very outset our quality was excellent and we have exclusive rights to the tooling concept we developed, which makes us optimistic about tackling future projects,” says Markus Höfler from the Quality Laboratory, who rounds off the team along with Development Engineer Thomas Leitner. The aim is to make the entire process even faster and more cost-effective. “Past experience has shown that sometimes you have to take a risk in order to be successful. Both presses are already being utilized to full capacity. Our success proves that this was the right approach,” says Bernhard Scherübl, disclosing that work on a new production building is set to start before the end of the year.

Numerous projects off the ground in no time at all

Markus Höfler and Thomas Leitner (from left) consider how the processes can be made more efficient in future.
ElringKlinger has many years of R&D experience in the field of high-performance shielding systems for noise reduction. These products meet the increasingly stringent requirements for effective noise reduction and help to improve environmental protection and driver comfort.

Typical areas of use are in underbody protection and engine bay encapsulation and for covers of all kinds, e.g. for the trunk or wheel housings. ElroCoustic™ systems replace components previously made of metal with plastic versions, or are used to substitute parts already made of plastic but with no acoustic properties. The advantage of these designs is that the components are extremely light, can be easily molded and can be produced with a wide range of surface finishes. Other advantages: fewer (add-on) components are required, and both noise emissions and air resistance are scaled back markedly. And they achieve all this without compromising on functionality and durability. The covers are capable of withstanding even the toughest conditions such as stone impacts.

The ElroCoustic™ range includes “C” series components made of composite materials, “F” series components made of foam and “NW” series components made of non-wovens.
For many years now the name ElringKlinger has been associated with cylinder-head gaskets (CHG). An invention by Wolfgang Fritz, Team Leader Design department in the Cylinder-Head Gasket division, shows that there is always potential for further refinements in this area. His innovation proves that even the simplest concept can often have a huge impact.

**Tip-top stopper technology**

For reliable engine sealing

Metaloflex™ metal-layer cylinder-head gaskets have become a permanent feature of modern vehicle engines. As key components they contribute to efficient, safe and economic engine operation. Apart from coating and beading, the "stoppers" used as additional supporting elements on the circumference of the combustion chamber are also crucial functional components.

Over time, various stopper technologies have prevailed. Alongside conventional laser-welded variants, coined (i.e. embossed) stoppers are now the latest generation in this field. And this is precisely where Wolfgang Fritz played his part. His innovation consists of the small radial notches on the combustion chamber circumference that allow beading of the high-strength stainless steels used for the functional layers. The necessary gasket thickness or effective stopper dimension is achieved by partially reducing the material thickness of the carrier layer.

The particular advantages of this concept lie in the very high rigidity of the design, especially in very narrow stoppers. "This means that stopper widths of as little as one millimeter can be achieved," explains Wolfgang Fritz. Our segment stopper offers greater functional potential and at the same time an even more economical solution. The stainless steel can be beaded, so that no additional material is needed.

**Close cooperation with the tool making department**

A special feature of this project was how Wolfgang Fritz collaborated with the tool shop in Dettingen/Erms. “I did my apprenticeship there many years ago, and that experience helped with the development of the segment stopper. Because ultimately you also need the right tooling technology to fabricate every product and implement any idea,” he says.

Serial production of this CHG began in 2009. To date more than 2,750,000 gaskets have been supplied. Refinements of the gaskets due to the increasing demands of new engine designs are already in the pipeline. Wolfgang Fritz, who has been involved in 51 inventions until now, and the team from the Cylinder-Head Gasket division, have yet again submitted appropriate concepts that have been registered as patents.
New production line for truck components

Mega plates for Swedish trucks
Since 2010, ElringKlinger has been venturing into uncharted production territory by supplying prototypes of truck timing gear plates with integrated sealing lip that are ready for installation on customer premises. The factors that make this project so special are the heavy weight of the parts, the complexity of the task and the difficult manufacturing and plate handling processes.
Early 2014 saw the launch of serial production for four engine models, one each for 11 and 16 liter units and two for 13 liter engines (with and without turbo compound); a fifth variant, also destined for 11 liter engines, is in the prototyping phase. ElringKlinger has invested heavily in a completely new production line. Covering an area of 450 square meters, it is large enough to accommodate 36 truck tractors and is set to produce around 75,000 such timing gear plates in 2014.

In eight production steps that include pre- and post-production processes and quality control, six meters of the ultra-fine sealing lip are injected into pre-milled grooves on both sides of the steel plates, during the production process in Dettingen/Erms. All the customer has to do subsequently is mount them. Previously, the customer used industrial robots to spray on the silicone bead during installation. Not only was this time-consuming, it also took up a lot of space. “In addition, this process did not always allow the sealing compound to be applied absolutely uniformly, so our aim was to improve that aspect of the process too,” explains Matthias Müller, Project Manager in Global Account Trucks.

The idea for an integrated seal was born as far back as 2006, and by the end of 2009 some potential solutions had been explored. But a whole raft of tests and optimization trials were necessary before the seal was ready for serial production. Oliver Grahac, Process Engineer for the Elastomer Technology/Modules division, explains just how much work was involved: “We had to set up a dedicated production line for the project with washing and drying facilities and special injection molding machines and then adapt and coordinate the individual production steps accordingly.” And it was not as if the team could draw on much experience from other products: “There are only two manufacturers that use a timing gear plate between engine block and flywheel housing to provide sealing and allow certain variables in the design,” says Matthias Müller.

The handling of the around ten kilogram plates made of six millimeter-thick Swedish steel also presented new challenges for the team. Moreover, the engineers always had to consider that they did not just want to produce one kind of plate. Ultimately, the production equipment had to be capable of being used for all five variants,” explains Karsten Dahl, Team Leader Process Engineering in the Elastomer Technology/Modules division.

And the task in hand was already complex enough, as Oliver Radl, Development Engineer in the Elastomer Technology/Modules division, explains: “The sealing lip has to be applied to each side of the plate in just one process step. But they are not mirror images and run differently on each side.
At the same time we are constrained by very narrow tolerances. There is also a T-shaped cross-section on top and bottom, which calls for a three-dimensional seal design capable of absorbing all installation and fabrication tolerances in this area.

In addition, everyone on the team was concerned about rejects: after all, there is a lot of money at stake for each plate. Werner Rehm, Technology Coordinator in elastomer production, gives an example by way of illustration: “The slightest flaw, such as an adhesion error, means that the component will not work, and the elaborately and expensively produced support plate would have to be scrapped. As a result, avoiding errors is a key aspect of process optimization.”

One of the reasons why the quality of the timing gear plates is such a crucial issue is so that the silicone can be applied consistently using an injection molding process. The plates are produced by a supplier that has also made substantial investments, including ten new machining centers. Produced in a laser cutting process with precisely drilled holes, the plates arrive at Dettingen/Erms on pallets of 80, cleanly separated from one another by paper inserts.

At this stage a robot takes over, removes the paper and prepares the plates for immersion in the cleaning baths. “Oil and grease are removed; the waste water is then filtered and re-used, as is the waste heat,” explains Karsten Dahl. Environmental protection and safety requirements also have to be strictly observed. After a bonding agent has been applied, the plates pass through a drying stage before they are automatically transferred to the injection molding facilities. A mechanical cutting process is followed by quality control, laser marking and protective packaging. The latter is also a new development and can also be used for all plate variants. “It is crucial not to damage the pads on the sides, otherwise the sealing function in the T-section would be jeopardized,” is how Oliver Grahac describes one of the critical aspects. Special cutouts are therefore provided for these silicone pads.

“The project brought all participants closer together. There were times when it was touch and go. But now we are on the last lap,” says Development Engineer Oliver Radl delightedly.

And Matthias Müller adds: “For a successful outcome, the process, material, timeline and price all have to be just right.”
Expanding global automobile markets and increasingly stringent pollutant limits are intensifying the pressure on manufacturers and automotive suppliers to further reduce fuel consumption and emissions. In this context, exhaust gas recirculation (EGR) is one of the key technologies. Against this background, ElringKlinger and technical mesh manufacturer GKD – Gebr. Kufferath AG have entered into a partnership to develop EGR sealing systems with integrated filter sieves. The first projects are already underway.

The benefits of this strategic collaboration are obvious. ElringKlinger has long-standing expertise in high-temperature seals and coatings and performs trials on its own engine test rigs. Düren-based GKD – Gebr. Kufferath AG is the world’s market leader for woven solutions in metal and plastic and has extensive know-how in the field of filter media as well as in the scientific analysis and development of optimized metal meshes. Under the terms of the partnership, the company will supply filter sieves that combine the benefits of high separation efficiencies and optimized, ultra-low pressure losses. ElringKlinger will then integrate these filter media into specialty gaskets and supply the ready-to-install product to car makers.

The jointly developed EGR gaskets with integrated filter protect the turbocharger from soot and other abrasive particles throughout its entire service life. In addition, the gaskets are temperature-resistant to up to around 800°C and can be used in both gasoline and diesel engines with turbochargers. “We are delighted about the collaboration with GKD; it is a win-win situation for both partners. By pooling our strengths, we are creating new product solutions in exhaust gas aftertreatment and are helping to meet the challenges of ongoing technological change,” says a delighted Reiner Drews, Head of the Specialty Gaskets division. In future, both cars and commercial vehicles will be fitted with the jointly developed systems. In July 2014 the first serial production order for the co-developed system was received from a German automobile manufacturer.

The two companies made their first public presentation together at the two-day CTI “Exhaust Systems” conference in Mainz on January 28 and 29, 2014. They then hosted a joint TechDay in Düren on March 31 and April 1, 2014.
Fresh new approach to product presentation – at your fingertips

“Augmented Reality App”

“Augmented reality” helps us to understand technology by making it more “tangible”. Reality is enhanced using digital content such as links, videos or 3D models (for example an engine including gaskets). For ElringKlinger, this presents an ideal opportunity to show which components are used in a particular car model. With the aid of the app, computer-generated components can be projected directly onto the vehicle. In this way the precise location of a component can be identified virtually on a smartphone or tablet display.

The “augmented reality app” was presented for the first time at the ElringKlinger Annual General Meeting. Using an iPad, two apprentices demonstrated just how much ElringKlinger technology is contained inside the BMW i3 and Porsche Macan S, both of which were on display. In no time at all our guests were able to have a look underneath the hood, at the vehicle floor or at the exhaust system. Simple and effective answers to technical questions were provided.

We also intend to use the new technology at Automechanika in September 2014 in order to demonstrate our areas of expertise directly on 3D engine models. We will report back on what the visitors to the trade show thought about the interactive presentation…

Would you like to experience “augmented reality”?
If so, load the free application JUNAIO on to your end device and scan this code. The BMW i3 and the ElringKlinger products that it contains will appear as a 3D model immediately after scanning.
For four weeks, everything revolved around a leather ball. The football World Cup in Brazil captured the imagination of countless fans – ElringKlinger staff included. The move editorial team called upon all colleagues to record their own personal World Cup moment and send it in. Here are the five best snapshots.
The winner takes it all  
John Kapcoe (3rd from left) encouraged American and German colleagues at ElringKlinger North America, Inc. to show their colors. We would like to congratulate him on achieving first place.

World-class fans  
Sebastian Klose, employee at ElringKlinger AG in Dettingen/Erms, and his two children Laura (1) and Jonas (4) supported the German team from their home.
The fourth star
Helin and Yade, the children of Deniz Özcügöz, employee at ElringKlinger Abschirmtechnik (Schweiz) AG, already knew before the final that the German team was destined to win the title.

Friendship among German and Mexican fans
The team at ElringKlinger México, S.A. de C.V. rooted for the German team as well as the Mexican team.
This year’s ElringKlinger soccer tournament, which was held at the Neuwiesen stadium in Dettingen/Erms on July 11, 2014, was another resounding success. The kick-off that 16 teams from various divisions of the company had awaited so eagerly was at 3.30 pm precisely. Employees and the friends and family members of players enthusiastically cheered their teams, echoing the atmosphere of the real World Cup. Sustenance was provided in the form of cool drinks and tasty grilled snacks.

Those present enjoyed some thrilling matches, while the weather also played its part – the bright sun streamed down… along with the perspiration. The “Elastomertechnik Werk 2” team emerged as tournament champions. Management Board member Karl Schmauder presented the cup to Reinhard Müller, Head of the Elastomer Technology/Modules division, to the loud cheers of his team.

Once again, special thanks must be extended to the organizing team headed by Dieter Coconcelli, Peter Essig, Simay Kaba and Thomas Anhorn.

For more photos, please see www.elringklinger.com > Press & Events > Staff Magazine.
Not for couch potatoes.
How fit am I really?

On Health Day in Dettingen/Erms the spotlight was on health care information, health checks and tips for an active lifestyle.

Blood pressure readings, hearing and eye tests, body fat measurements, metabolism tests and a variety of back check-ups: all of these were available on Health Day, held on May 8, 2014, in Dettingen/Erms within the framework of the “healthy + fit” campaign. The event allowed ElringKlinger staff to gain insight into the issue of health and test their physical condition at the individual stations. Dr. Olaf Otto, the company doctor, was on site to provide his expertise, along with staff from various medical insurance companies, a fitness studio and the professional association. The test results from the various examinations were analyzed straight away in a face-to-face meeting, and in addition staff could take away helpful tips for a healthy lifestyle. The experts’ advice also covered ergonomics in the workplace and the correct way to lift and carry objects. Health promotion with a feel-good factor was available at the massage station, where anyone who wanted to was able to get their back muscles kneaded, so that they could then return to their work with fresh energy.

The organizers were very happy with the feedback. Peter Müller, Head of HR Germany, explained that “active health care is not only important for every single member of staff, but also for ElringKlinger as an employer. We are pleased that the Health Day was so well received.”
“If you rest, you rust.”

According to the World Health Organization, people’s health is “a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”. Responsibility for one’s health starts, of course, with the individual, but employers are also capable of making a contribution in this regard. At the Dettingen/Erms site this encompasses in-company integration management, a balanced diet in staff restaurants, an ergonomic workplace layout and social counseling, as well as a diverse range of sports classes and a variety of health initiatives such as the recently organized Health Day. The “healthy + fit” campaign, started in early 2013, serves amongst others to inform ElringKlinger staff about health issues and the range of classes on offer, as well as to encourage them to actively do something for their health in all spheres of life; not only in their free time, but in the everyday work environment as well. Because the old saying “If you rest, you rust.” is as relevant today as it ever was.

Get plenty of liquids

Hot summer sun?
Drink water!

Our bodies are comprised mostly of water – around 60 percent, in fact. The figure for the brain is as high as 80 percent. On a day with normal temperatures, an adult will lose some 2.5 liters of water as a result of egestion and fluid secretions through the skin. This quantity of liquid must be replaced by drinking 1.5 liters of fluids and making up the rest through solid foods. A healthy person therefore needs to drink at least 1.5 liters every day, and preferably more. The rule of thumb for working out how much to drink is 30 to 40 milliliters of water per kilo of body weight. It is important to note, however, that those suffering from chronic illnesses such as kidney disease or a heart condition must consult a doctor to determine the correct amount to drink.

The amount of liquid we need depends on the outside temperature and our level of physical activity, among other things. If the weather is very hot or you engage in strenuous sports, you will soon need extra liters. Dehydration has a number of symptoms, including dizziness, headaches, dryness of the mouth, a feeling of faintness and even disorientation. To stop things getting to that stage, we must supply our bodies with fluid regularly throughout the day. Bear in mind that it’s not possible to drink in advance! The intestines only absorb 500 to 800 milliliters of water per hour, and the rest is simply secreted; gulping down a day’s quota in one go is simply ineffective.

So what should we be drinking? The ideal drink is water, although slightly sweetened fruit and herbal teas are also suitable, as are spritzers. Sugary soft drinks and undiluted fruit juices are not recommended as thirst quenchers, as they contain too many calories.
Iced pea and mint soup with grilled prawns

Ingredients (serves 2):

1 Shallot
1 Clove of garlic
Peppermint leaves (to taste)
200 g (Frozen) peas
8 Prawns

+ 100 g Butter
+ 0.1 l White port
+ 0.5 l Poultry stock
+ 0.2 l Cream
+ Wooden skewer
+ Parsley
+ Thai chili sauce
+ Salt, pepper, chili

Peel and then finely dice the shallot and garlic. Add a little butter to the pan, then brown the diced shallot and garlic. Deglaze with the port and poultry stock, add the cream, and season with salt, pepper and chili. Bring to the boil, mix in the peppermint leaves and peas, puree with the mixer and leave to cool. Place the prawns onto the skewer and marinate with salt, pepper and olive oil. Either grill or lightly fry, then season with chili sauce. Garnish the soup with the whipped cream and the prawn kebab.

Enjoy!

Balazs Meszaros (KOCHWERK Catering GmbH)
A stone pine sapling for every member of staff

ElringKlinger Turkey does its bit for World Environment Day

World Environment Day was launched by the United Nations Environment Program on June 5, 1972, in Stockholm, on the opening day of the first United Nations Conference on the Human Environment. Around 150 countries now take part in this day every year. The aim is to increase awareness of the fact that mankind itself is by far the biggest threat to the diversity and balance of the environment.

The Turkish subsidiary ElringKlinger TR Otomotiv Sanayi ve Ticaret A.Ş. (EKTR) launched a special campaign on World Environment Day 2014: all 75 members of staff were given a young one-year-old stone pine to plant as a gift. It doesn’t stop there: a year on, EKTR employees will be able to submit a photo of their pine sapling and reveal whether they really do have green fingers, as part of the “happiest tree” competition. This is because the environmental initiative was not simply about giving out the saplings, but also about tending to and taking care of them and watching them grow.

EKTR’s Environment Day was very well received by staff. The company plans to take part every year in future and thereby foster greater environmental awareness and sensitivity towards nature. (Seda Cetin, Nursun Kurt)

Almost like business in real life

What is the best way to market a new flatscreen TV? Where are the trends heading? How can a TV be produced as cost effectively as possible? Over recent months, seven trainees from ElringKlinger Kunststofftechnik GmbH in Bietigheim-Bissingen have had to repeatedly ponder this and many other questions. The group took on the role of entrepreneurs as part of “playbizz”, the online simulation from the Baden-Württemberg Vocational Training Institute – and learned a great deal in the process. The “magnificent seven” even managed to finish in 3rd place.

“playbizz” simulates the processes that occur at medium-sized consumer goods manufacturers. Participants in the competition included industrial management trainees Julia Reinhart, Sven Weber and Abdurrahim Acıkýurek, trainee industrial engineers Adrian Kurz, Sven Hildebrandt and Stefan Torlitz as well as Baden-Württemberg Cooperative State University student Julia Jäger (Business Administration & Engineering). The group endeavored to guide their fictitious team successfully through four financial years.

The young entrepreneurs planned material procurement, sales volumes as well as manufacturing and delivery capacities as part of the four-round competition. Marketing and HR policy also played a role in their deliberations. The winning team in the end was the one to generate the greatest profit.

“Teamwork was extremely good right from the start, and we supported each other throughout. Overall we are happy with how we did, because we were taking part in such a competition for the first time and still had a chance to win right through to the end. It was a really great experience,” concluded Abdurrahim Acıkýurek.
Kellen Daroz joined ElringKlinger do Brasil Ltda. (EKB) as a Financial Accountant in 2005 and is a dedicated member of the accounts team. When she finishes work, she puts her entire energy and enthusiasm into another “job” – as a clown! You won’t see her in the circus ring, however. Her alter ego can be found at the hospital, where she aims to put a smile on the faces of children being treated for a range of conditions. *move* spoke to Kellen Daroz about the clowns, their work with children, what motivates them and how people respond.
Putting a smile on children’s faces –
EKB employee Kellen Daroz.

For more information on the
"Plantadores da Alegria" see:

http://plantadoresalegria.blogspot.com.br

https://pt-br.facebook.com/plantadoresdaalegria

“We have been told that you swap your business outfit for a brightly colored one at the end of the day. Can you tell us why?”

“That’s right. Three years ago, I joined a group of clowns called ‘Plantadores da Alegria’. We visit children who are being treated at the ‘Hospital dos Fornecedores de Cana’ in Piracicaba, near São Paulo. We put on our crazy outfits and joke around a lot to try and brighten the children up and make their stay in hospital a little more bearable. Laughing actually strengthens the immune system and has a healing effect.”

“Do you only perform at the hospital?”

“We perform at the hospital on Saturday mornings and Tuesday evenings. We also do occasional shows at children’s homes, churches, and other welfare services. Apart from that, we perform on world children’s day, mothers’ day, fathers’ day and at Christmas. It can involve a lot of hard work, but it’s worth it when you see the children smile.”

“What do you see as the most important aspects of your work as a clown?”

“Our mission is to make people laugh. We aim to spread some positive energy among people who are living through a difficult period of their life. It’s probably the red nose that catches people’s attention first of all when we arrive, but actually, more than anything else, what matters is the heart. We want to inject a big dose of kindness and cheerfulness into our society. We believe it is really important to treat those who are sick with respect and a sense of responsibility. I like to describe what we do as the art of fun.”

“That’s a very impressive level of commitment. What kind of reaction do you get from the public?”

“We get a lot of positive feedback from all around. In November last year our group received an official award from the city council in Piracicaba. We were over the moon! It also helps to spread our message. The local media sometimes report on our work, too.”

“We can describe a typical visit for our readers?”

“It’s very important that we are not regarded simply as solo entertainers. We want to include the children in our performance, and we encourage them to take part. The show is partly designed to be sensitive in response to their situation and partly to get the children involved. Music is a really important element of the show, too, as it creates the right mood for joining in.”

“Can you describe a typical visit for our readers?”

“We meet on Fridays, Saturdays and Sundays. Before many of our performances we collect gifts that we can hand out to the children during our hospital visits. They love receiving little presents.”

“Do you have to do a lot of preparation?”
Conquering the peaks together (from left) Katja and Armin Ehni, Bettina Teml, Karsten Hengsteler, Joe Haussmann, Jens Carle, Robert Rheindt, Petra Janu and Andreas Grupp.

The superb views of the mountains made all our efforts worthwhile.

The call of the mountains

Nine employees from Lenningen with a passion for climbing conquered the peaks of Riezlern in Austria’s Kleinwalsertal valley.

In bright sunshine the team embarked on the Mindelheimer Klettersteig, one of the most beautiful and popular Iron Ways in the Northern Alps at 2,191 meters. Over the hours that followed we performed a demanding ridge walk, traversing cliffs and steel walkways. Finally, we were very delighted to glimpse our final destination, the "Mindelheimer Hütte", through the mountains. At the end of the day, having reached the hut, we rewarded ourselves with a fun-filled “folkloric” evening.

The next day we set out to tackle the Zweiländer-Sportklettersteig, a sports climbing route on the German-Austrian border. This challenging route also confronted us with steep rock faces and other tough stretches, but everyone came through with flying colors. Arriving at the Kanzelwand summit cross at 2,059 meters, we took a well-earned break before descending back into the valley on the next morning. (Bettina Teml)

Excursion to Ehrwald

Mountain biking weekend in the foothills of the Zugspitze

112 kilometers, elevation gains of up to 2,100 meters and oodles of pasta salad, cheese spaetzle, sausages and steak – the ElringKlinger cycling group from Langenzenn faced all this and more on last summer’s mountain biking excursion to Ehrwald in Tyrol. Having pitched our tents on the Friday afternoon, we set out from the camp site next morning on the first leg of the trip. Riding from the foothills of the Zugspitze to Lake Eibsee, once round the lake, along the River Loisach and back to Ehrwald, we covered 56 kilometers and made elevation gains of 1,200 meters. Next day we put in another 56 kilometers, climbing a moderate 900 meters in the process. We followed the River Loisach, crossed the German-Austrian border, passed lakes Plansee and Heiterwanger See... a great experience. (Wolfgang Schulz)
“You really have to watch out that you don’t stand on each other’s feet, or knock somebody over at the drink stations,” observed Steffen Authaler, Sales Director Global Account Trucks, impressed by the numbers participating at this year’s “GöteborgsVarvet” half marathon in Sweden’s second biggest city. A total of 48,202 runners made their way to the start of the 13.5 mile (21 kilometer) route on May 17, 2014. These included Jim Broyles, Senior Account Manager Trucks at ElringKlinger North America, Inc., Oliver Hofmann, Sales Director Global Account Ford and VCC (Volvo Car Cooperation), Mattias Gunnarsson and Johan Lundqvist, who both work for our Scandinavian sales partner KGK as well as some employees from our customers, VCC and Volvo Trucks. The friendly banter about each other’s training had started months beforehand, generating an atmosphere of healthy competition among colleagues and business partners.

“But, at the end of the day, the social side and the impressive setting is of primary interest to us when we take part in this event, which has now become a tradition for us,” explained Oliver Hofmann.
“Once you’ve driven a vintage American car, you don’t want to drive anything else.”

Murat Kutlu, Technical Trainer for the Aftermarket division in Dettingen/Erms is an aficionado of classic American cars of the 1940s, 1950s and 1960s. The qualified master technician and former vehicle appraiser has salvaged many lost treasures in his free time and restored them to their former glory.
Murat Kutlu is familiar with the most sought-after autos around, and has himself driven “most of the premium models”. His first love was the 1948 Chevrolet pickup he purchased as a 19-year-old in 1990. “Actually it was just a heap of scrap metal on wheels,” admits Murat Kutlu. Nonetheless he invested two years in a “frame-off” restoration with his father, who worked as a coachbuilder. “We took the bodywork off the frame and built it up again from scratch,” he recalls.

A great deal of time and enthusiasm went into the pickup, not to mention a lot of color: the exterior was painted yellow while the interior was red, with even the seats clad in bright red leather. A couple of years later Murat Kutlu traded in this magnificent specimen for another Chevy, this time a 1957 pickup. Just recently, Kutlu spotted the souped-up pickup from the early days at a vintage car rally: “She hadn’t changed a bit,” he says.

It was his fourth car that really turned heads, though. “That was a Ford F 100 Panel Truck, built in 1955, with a Pro Street conversion and suitable for drag racing,” says Murat Kutlu proudly. In other words, the panel truck was roadworthy while also taking part in quarter-mile (400-meter) races. With this vehicle he won a trophy and made it into Street Magazine, a publication for classic car enthusiasts.

Car number five, a 1966 Dodge Coronet, ended up as a holiday vehicle in Turkey, Murat Kutlu’s second home. “That one isn’t with us any more – it was eaten away by the salty sea air and had to be scrapped.”

These days, although the 43-year-old has no Oldsmobile to call his own, he keeps in touch with the scene. The Drag Days event at the Hockenheimring in Germany has been a firm fixture on his holiday calendar for many years. Early this August, the circuit will host “Race Your Ride”, a quarter-mile challenge for private vehicle owners. Another rip-roaring spectacular is the dragster duels, the race for high-speed drag racers that demands the quickest response times and fastest acceleration.

In 2014 the motoring enthusiast paid his first visit to Viva Las Vegas, the world’s biggest rockabilly gathering: “That was something you really had to experience,” insists Murat Kutlu; it was like travelling back in time, he says. For four days the gambling metropolis catches the fifties fever, and not just in the music and classic car shows; the real hardcore fans turn on the authentic style, strolling around in pomade and petticoats.

Just now, the father and family man is eyeing a two-door Coronet. “Maybe I’ll get lucky again this year,” he reveals. His wife and two daughters are with him all the way, he adds, having long since caught the American car bug. “It’s all about feeling alive on wheels,” says Murat Kutlu dreamily.
1,066 participants got involved in this year’s Elring World Cup competition; a significant increase in the number of entrants compared to the 2012 European Championship.

2 minutes of hearty laughter a day is just as beneficial for the body and mind as a 20-minute running session.

150,000 is the number of timing gear plates that the Elastomer Technology/Modules division aims to manufacture every year at the Dettingen/Erms site in future. This constitutes a twofold increase in the number of units compared to SOP at the begin.

3.00 meters is the depth of the foundation laid for the new high-volume press in Sevelen, Switzerland.

40,000 square meters of production area will be added to our sites in China and India alone in the years ahead – that’s the equivalent of ten soccer pitches.

About 1,066 participants got involved in this year’s Elring World Cup competition; a significant increase in the number of entrants compared to the 2012 European Championship.
Dear Readers,

What do you think of *move*? The magazine has been bringing you the latest news and reporting on the many and varied happenings in our company since the end of 2010. Our coverage has included human interest and success stories. But what do you think of the magazine? Please take a few minutes to send us your feedback at [www.elringklinger.de/en/move-feedback](http://www.elringklinger.de/en/move-feedback), or return the completed questionnaire to: ElringKlinger AG | Corporate Communications | Max-Eyth-Strasse 2 | 72581 Dettingen/Erms | Germany. Thank you very much in advance for taking part!

1. I think *move* is...
   - [ ] great
   - [ ] good
   - [ ] OK
   - [ ] in need of improvement
   - [ ] poor

2. Do you like the design? I would like to see...
   - [ ] more pictures
   - [ ] the amount is just right
   - [ ] fewer pictures

3. Should the articles be longer or shorter?
   - [ ] longer articles
   - [ ] just right
   - [ ] shorter articles

4. I’m particularly interested in learning more on certain topics; the number of reports on the subjects below should be...

<table>
<thead>
<tr>
<th>Topic</th>
<th>increased</th>
<th>left unchanged</th>
<th>reduced</th>
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</thead>
<tbody>
<tr>
<td>Company policy</td>
<td></td>
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<td>Organizational changes</td>
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<td>Trade shows and special events</td>
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<td>News from our various sites</td>
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<td>Technology/new products</td>
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<td>People/teams in the workplace</td>
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<td>Health issues</td>
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<tr>
<td>Leisure activities (hobbies and sport)</td>
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</tbody>
</table>

5. Do you agree with the following statements concerning *move*?

<table>
<thead>
<tr>
<th>Statement</th>
<th>agree strongly</th>
<th>agree</th>
<th>neither agree nor disagree</th>
<th>disagree</th>
<th>disagree strongly</th>
</tr>
</thead>
<tbody>
<tr>
<td>Articles are trustworthy and backed up with facts.</td>
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<td>The articles are easy to read.</td>
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<td>Complicated issues are clearly explained.</td>
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<td><em>move</em> makes our corporate goals transparent.</td>
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<td><em>move</em> makes me identify more closely with the company.</td>
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6. If I could include a specific topic, my suggestions would be:

   [ ]

7. What I've always wanted to say to the editorial team of *move* (praise, criticism, ideas):

   [ ]

8. I read *move*...

   - [ ] regularly
   - [ ] occasionally
   - [ ] rarely

   ...and how thoroughly? I...

   - [ ] read all the articles
   - [ ] read nearly all articles
   - [ ] read around half of the articles
   - [ ] read some articles
   - [ ] just leaf through

   The *move* magazine is also read at home.

   - [ ] agree
   - [ ] disagree strongly

   I am
   - [ ] male
   - [ ] female

   My place of work is (location):
   and my department is
   - [ ] Production
   - [ ] Administration
   - [ ] Development