



# Next

# Generation

## The art of letting go

An interview with Franz Kreuzer

## “Competent partner”

Customers' impressions of K industries

## Unique people

The K industries secret of success



# quality meets passion

# Success comes from working together.

**“Coming together is a beginning.  
Keeping together is progress.  
Working together is success.”**

*Henry Ford*

Dedicated to all partners, employees and friends of the K industries Group.



Every effort has been made to use inclusive language. If any gender-specific terms are used, they apply equally to both genders.



# quality meets passion



Dear business partners,

All of you who know me a bit better will understand: It was not an easy decision for me to hand over the reins at K industries. But no one can remain at the helm of a successful business forever. Under no circumstances did I want to be one of those entrepreneurs who cling desperately to power into old age and discourage their successors. That is why it was a logical step to initiate a smooth generational transition by gradually including my sons in the management of the company. Next Generation.

Martin, Philipp and Joachim have already been working in the company for many years. They are insiders and have had the freedom to make their own decisions and learn new things every day. That trust is now bearing fruit. I am proud of the way they are leading the business and look forward to seeing how they will deal with the new challenges of our times.

What does the future hold for me? I don't see myself as an old age pensioner sailing off into the sunset in the year 2030. Instead, I want to be an active confidant who is ready to provide advice and resources when asked to do so. I also plan to invest a good deal of time in my family and friends.

I am thankful for what has been and look forward to what is to come.

**FRANZ KREUZER**  
MANAGING PARTNER



PHILIPP KREUZER

MARTIN KREUZER

JOACHIM KREUZER

# Happy

## to take on new responsibilities

**You are the next generation. Now Martin and Philipp Kreuzer are joining the management, making the generational transition apparent for all. What emotions does this trigger in you?**

**Philipp:** I feel proud. After many years of working in the business, it's my privilege to follow in my father's footsteps. That is a real confirmation of the work done so far.

**Joachim:** As a brother, of course I am extremely pleased that Martin and Philipp are taking over the management. They are going to be the captains, so to speak. And I am very happy with my role as a partner who is responsible for all legal matters. At the same time, though, I will be something of a brotherly sparring partner for the two new managing directors. I have very positive expectations.

**Martin:** I have a sense of humility as I approach this task, even though I have already been involved in various functions for 25 years. From pipe welding and pickling to having operative responsibilities. Our aim, of course, is to continue on the successful path that especially the last seven years have marked.

**What does the role of managing director mean for both of you? How do you go about preparing yourself for this new task?**

**MKr:** We have been deeply involved in the business now for years. We each have our areas of expertise. As a family, we have developed the business according to our motto “Success comes from working together”. That means all of us, including the entire team. That has been an ideal preparation.

**PKr:** I also see it as a process of development that has prepared us over the course of many years. Little by little we’ve taken on more and more tasks, which includes the associated responsibility. I’ve been at Ki – ALTHAMMER in Heidenheim now for six years and manage the company there. That has been and continues to be an exciting and rewarding task – creating things together with the 65 employees there. Overall, it’s a process. You grow day by day.

**What makes a good managing director, or managing partner?**

**JKr:** Technical knowledge. Commercial knowledge. A certain far-sightedness to recognise how the market is developing. And, of course, empathy! The ability to win people’s hearts.

**PKr:** You certainly need a good nose for business. Making the right decisions at the right time! And, of course, the team you develop. I consider forming a team that is a good fit to be very important.

**MKr:** From my perspective, the most important thing is: Take responsibility and stand by your decisions. Certainly courage as well – being proactive. A managing partner needs to be an all-rounder. You need to have a keen business sense and a feel for the employees. There are a lot of ingredients that go into doing justice to this task.

**You have been connected with the business from an early age. Was it clear to each of you from the outset that you would take over one day?**

**PKr:** Not really for me. It was clear that I wanted to be in a technical profession one day. Early on, though, that didn’t necessarily mean becoming involved in the family business. But that’s how it has turned out and that’s

a good thing.

**MKr:** When I was a child, I once asked: “What does this company

actually do?” The answer was: “Fitter”. But the three of us didn’t understand why you needed such a big shop with offices just to fit little things like door locks! Our imagination as children couldn’t get us any further than that. That all changed radically though over time: At the age of 16 I was doing field assembly in France for the first time. I was fascinated by the fact that the company did projects where the process is basically always the same. Yet it was still exciting nonetheless because every project is unique. It never becomes monotonous. In our entire history, we have never sold the same tank twice!

**Does being the son of the company founder make things easier for you because the trail has already been blazed?**

**MKr:** Just kicking back to enjoy the benefits of being a son was never a factor in our lives. Our employees can definitely confirm that. There’s no doubt whatsoever that we had to work very hard to get where we are.

**PKr:** As a matter of fact, that comes with both advantages and disadvantages. There are two sides to the matter, just like a coin. In some situations, it might make things a bit easier. But in terms of the employees, of course, you still have to earn their respect.

**You always give the impression that you get along quite well. Is there a recipe for success to that? After all, it’s normal to have differences of opinion sometimes...**

**JKr:** Having fun together in our free time and leaving business matters aside!

**MKr:** All three of us are family men. Our outings together as brothers have become a wonderful tradition. They are an opportunity for us to briefly pull back from both the family and the company. The three of us simply enjoy a relaxed time away and that brings us closer together.





**How do you see the role of your father, Franz Kreuzer? He will continue to be one of the partners as well as a managing director for the K industries Group.**

**PKr:** Internally, there won't be much change. We will continue to coordinate our activities well and exchange information with each other. Externally, Martin and I will, of course, have greater visibility. But it's a good feeling to know that our father will continue to be present.

**MKr:** The distribution of roles will remain similar, because although we were privileged to enjoy a completely different type of training and solve challenges differently than was the case years ago, we still have the same objectives. I think it's a great advantage that he will continue to be accessible with all his experience and knowledge.

**JKr:** We have defined how we envision the future distribution of roles in a long-term process. Of course, our father has a firm place in that.

**“A generational transition can only succeed with both letting go and picking up the ball.”**

**In your opinion, are there any good examples of how a transition from one generation to the next can be especially successful?**

**JKr:** Letting go and picking up the ball! Just letting go without someone else picking the matter up doesn't work.

**MKr:** Generally speaking, a transition needs to be prepared well and monitored carefully. I haven't been personally involved in this yet anywhere. But I have an example in mind where one of our customers succeeded very

well – it was truly exemplary. There are also warning examples, however, such as when there is discord in the family. What can happen then is that one large, successful company becomes two medium-sized companies. And then one of these two companies sometimes crumbles completely. That's bad.

**PKr:** You can't know what's happening in someone else's process. Whether it went well or poorly only becomes ev-

ident in the end. As Joachim has said: Letting go and picking up the ball. And those who pick it up also have to be able to run with it. A key factor here is undoubtedly mutual trust.

**Let's take a look into the future: How do you see the K industries Group developing?**

**MKr:** We have seven challenging years behind us now. The development was very good. The K industries Group will continue to be a reliable industrial partner! We have a good command of our repertoire – we can deliver. And if further interesting opportunities should arise, we will take a close look at them. But any other opportunity would need to be a good complement to our group of companies.

**JKr:** Our current constellation is a good set-up. Both in terms of revenue development and the number of employees. We're at a good size.

**PKr:** At the moment, we can manage the group very well from within the framework of our family. Ki – AM-MAG, with its extensive know-how in the area of plant engineering for bulk material handling, has provided an additional forward impetus. But of course, there is always potential for further growth.

**All three of you are fathers. Do you envision a professional future at K industries for your children?**

**JKr:** The fundamental prerequisites for that are ability and desire. With these, the path is wide open.

**PKr:** I see it pretty much the same way. There may even be a gentle, subconscious pressure in that direction. I think it's normal to want to see your children continue on the same path. That would please me.

**MKr:** Ability is the first thing, because without ability, desire doesn't help much. Let's talk about this again in a few years. We'll just have to see what happens.



The art of

# Letting go

FRANZ KREUZER

## Franz Kreuzer reflecting on the generational transition

**Your sons taking over the management has moved the next generation into the foreground. How difficult is the reality of letting go?**

*Franz Kreuzer:* For me personally, it's not difficult at all. I've prepared for it. I'm happy my sons are ready to take on this responsibility. I'm looking forward to a very good collaboration working side by side with them over the coming years.

**Family businesses have their own laws. What are the factors for success to achieve a strong transition from one generation to the next?**

Three things: First, you need a fundamental understanding of entrepreneurship coupled with a certain passion. Second, you need to be able to keep your work life separate from your private life! We are able to enjoy family celebrations or birthdays without mentioning the company even

once. And third, it is undoubtedly an advantage if the youngest family members, and I'm thinking here of the third generation, take an interest. They regularly come along to the company with their fathers and that creates a natural connection to the business.

**Who has it tougher? You, as the one who founded and built up K industries? Or your sons, who don't have**

**to start from scratch, but have to take over a function group of companies?**

It's tough on both sides. The founder has to relinquish control and is then no longer involved in many a process. At the same time, I had and have a team that has always pulled with me over the decades. The subsequent managing directors are most certainly bringing an excellent level of know-how to the table. That includes leadership qualities and capacities for bearing responsibility as well. What they will need to develop, though, is the trust and the resiliency of their team! Maybe it is tougher for the successors when you consider the challenges from without and within. But they will master them with excellence.

**Do you have a tip for other family companies concerning what requires special attention in the transition?**

In general, I believe that a transition process like this needs to be prepared carefully. Also that external consulting is needed. And that all the issues belong on the table, but these differ from one business to the next.

**Full-blooded entrepreneurs like yourself are used to taking care of their companies, their employees and making sure things are running smoothly over many decades. That is hard, challenging work. Where do you see yourself in 2030?**

By 2030, I will have something akin to a supervisory board function. I want to make my contribution behind the scenes. Whether or not my ideas and suggestions are then implemented will be a matter for my sons to decide.

**Will family businesses remain the backbone of the economy?**

I'm sure of it. They provide an indis-

pensable service, create jobs and make an enormous contribution to the national economy, and thus to the public good. The state should do everything it can to sustain and support family businesses; after all, in contrast to family-run companies, larger corporations are experts at finding the islands which allow them to pay the lowest possible taxes.

**“It's not difficult for me to let go.”**

**Was it clear to you from the outset that your sons would one day work at K industries?**

That became evident fairly early on. When it came time to complete work placements during their school years, my company proved to be attractive option. For one thing, there were opportunities to work internationally, meaning travel and getting to know other cultures. And when they chose technical courses of study, it became apparent that Martin and Philipp intended to later take on management positions in the business. In the case of Joachim, it so happened that he initially took care of our legal affairs as a lawyer from outside the company. The result is that they are all enthused about their functions and fill their roles with heart and soul.

**The times are currently marked by unrest. There are global conflicts, crises, unexpected events everywhere you look. How can you succeed in managing a business well against this backdrop?**

That is indeed an extremely difficult challenge for us

as entrepreneurs. We dealt with corona in an outstanding manner. That was only possible due to the whole workforce pulling together and exercising self discipline. But we also owe thanks to our customers who showed understanding and were cooperative. And thanks is further due to our reliable suppliers. We learned that long-term partnerships are worth their weight in gold. I can remember when a CEO called and said: “Although we are in the middle of a major project right now, could you reserve resources for us for a similarly large project in 2024?” That speaks of deeply rooted trust and it feels very good.

**How does the K industries Group need to develop in the coming years?**

On a solid path, just as over the past five years! Continued growth in vari-





ous industry sectors on the international market. And we want to further strengthen the K industries Group, whether through shareholdings or acquisitions. But not at any price – it has to be a good fit.

**When you review the past decades, what are you particularly proud of in your life as a business owner?**

I am especially proud of the ongoing trust of my entire team – in spite of all the crises.

**As the head of a family business, do you feel a special connection to other family-run businesses?**

**Is there a closer level of interaction there? Do you experience a difference in the business relationships when you compare them to those with business partners from larger corporations?**

As a matter of fact, there is a feeling of camaraderie with all the family

businesses and the people who run them. No matter the size or the industry sector: there are similar aims, concerns and opportunities. The “Senate of the Economy” is an organization in which I meet many colleagues and where we have very intense discussions. Ultimately, the issue often revolves about the question of whether and how the business organisation works. Does the management work? Does the family aspect work? How do you define perspectives and objectives? These are crucial questions that go beyond day-to-day business affairs and interaction on them is extremely important. For example: Last year we

were able to acquire a fantastic business, AM-MAG GmbH in Upper Austria. And that didn't

happen as a calculated takeover! Instead, we came on board as “successors in the third generation”! The previous owners did not have the opportunity to pass the business on

**“A family business offers the best perspective.”**

to the next generation. In us, however, they recognised an opportunity for their team to be integrated into a good family-run business relationship. From where I stand, that appears to have been a great success.

**Family businesses are the backbone of the economy, both in Germany and in Austria. Do you see a good future for family-run businesses?**

Absolutely! Especially because a lot of successors are pointedly saying: I don't want to be part of a larger corporation – I want to be part of a family business. There is certainly also a good deal of emotion in that. I sincerely hope that those who have to sell or want to sell can find a family business as the buyer. That usually holds good prospects for both the company and its employees. This stands in contrast to the experiences that many have had with financial investors.

**Do you have a wish you would like to direct to the government in this regard?**

Without question. That the government would create better conditions for family businesses tax wise. For example, that ten percent of revenue would be tax-free if it is used for the further development of the business.

**You also already have a few grandchildren: Do you see any potential successors there?**

I see seven potential successors. They always perk up their ears when company business is being discussed! They are interested and feel an allegiance. We recently bought new writing implements. Two of the grandchildren got some, and by the end of the day, the other five had requested their K industries pens as well.

# What our customers say

**We see our customers as long-term partners. In complex projects, and that applies to the vast majority of them, finding solutions characterised by partnership is key. The aim is always to create a win-win situation. This creates mutual trust and demonstrates reliability.**

**The following pages contain comments from our customers.**



ESSEN, GERMANY

# GNS Gesellschaft für Nuklear-Service

**DR. JENS SCHRÖDER**  
EXECUTIVE BOARD MEMBER

## Why do you trust K industries?

K industries in Heidenheim is a key supplier for GNS. For our CASTOR® casks, K industries supplies the carriers for holding the irradiated fuel elements. These are currently in use many hundreds of times over in the CASTOR® casks for German power plants and will find increasing use in innovative new cask designs for GNS' foreign customers.

## Is there an experience you have had in working with K industries that you especially like to recall?

A major milestone was reached with the production of the first carrier for the new CASTOR® geo24B series for Belgium; we delivered the first cask in 2022. It was also 2022 when K industries began manufacturing the first components for CASTOR® casks for Switzerland. Each target market has its own challenges that we are able to successfully master together with K industries as a competent partner.

## Martin Kreuzer and Philipp Kreuzer are joining the management of K industries as of 1 July 2023. What do you wish the new managing directors?

All the best and long-term business relationships!





TRAUN, AUSTRIA

# Ed. Haas Austria

**MAG. STEFAN KARBINER**  
 HEAD OF PURCHASING / PRODUCTION /  
 LOGISTICS, AUTHORISED OFFICER

**Why do you trust K industries?**

K industries is the legal successor to AMMAG GmbH and thus a partner of many decades for our company in the area of bulk materials technology. The installed systems are characterised by excellent planning, reliability in operation and durability.

**Is there an experience you have had in working with K industries that you especially like to recall?**

I would emphasize the extensive experience and expertise many employees display. This benefits all K industries customers throughout all phases of collaboration – from project development through to after sales service.

**Martin Kreuzer and Philipp Kreuzer are joining the management of K industries as of 1 July 2023. What do you wish the new managing directors?**

We wish the new management team every success as well as the ability to recognise where innovation or redevelopment make sense and where it is more expedient to preserve the tried and tested.





VIENNA, AUSTRIA

# AGRANA Fruit Austria GmbH

EDUARD KALCHER

MANAGING DIRECTOR REGULATORY / TECHNICAL MANAGER

## Why do you trust K industries?

In our shared projects, we experience competent consulting from K industries and receive well thought out solution proposals. Requested planning changes and cost optimisations are just as much a part of the positive package as are the friendly employees.

Long-standing experience pays off!

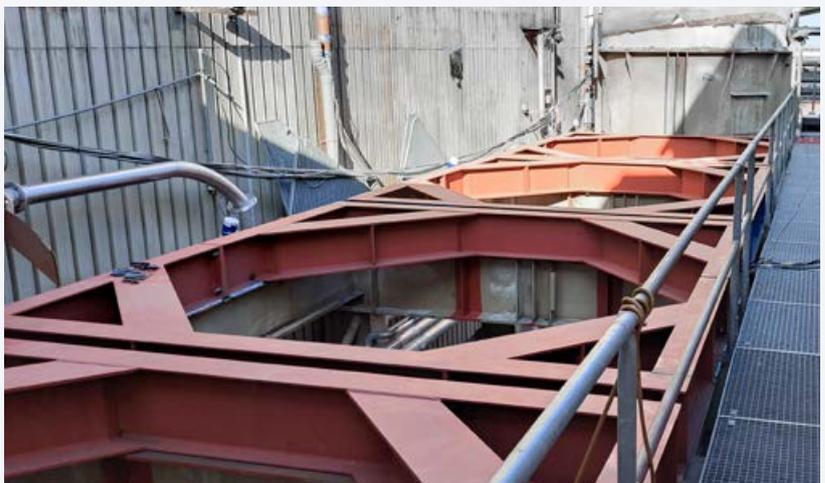
## Is there an experience you have had in working with K industries that you especially like to recall?

Our account manager, who is always there for us.



## Martin Kreuzer and Philipp Kreuzer are joining the management of K industries as of 1 July 2023. What do you wish the new managing directors?

That they will steer the company into the future well using every ounce of technical and business know-how available while continuing to maintain the good foundation of the present.





LEUNA, GERMANY

# TOPAS Advanced Polymers GmbH

DI MARCEL FAHNENSTICH  
OPERATIONS MANAGER

## Why do you trust K industries?

Their positive market reputation for being able to handle projects at our Leuna site served as the basis for increased confidence while working with K industries.

## Is there an experience you have had in working with K industries that you especially like to recall?

It's too early for that as the project is only in the engineering phase at the moment.

## Martin Kreuzer and Philipp Kreuzer are joining the management of K industries as of 1 July 2023. What do you wish the new managing directors?

I wish them both an ongoing cooperation based on trust as well as the strength to face both present and future difficulties with a positive attitude. The changing times we live in represent a major challenge, which Martin and Philipp Kreuzer will certainly master in harmony with the business objectives of K industries. I am thoroughly convinced of this!





# A prime example

This, especially, fills us with

pride

**A long-standing customer, highly respected and one of the largest manufacturers of elemental chlorine-free bleached long-fibre sulphate pulp in Central and Eastern Europe, engaged K industries for the construction of tanks and pipelines.**

Of the seven tanks, two were assembled directly on site, while the five others were delivered already assembled straight from our production shop and were lifted into place.

#### **NOTEWORTHY**

While the tank project was under way, the order was placed for preparatory measures for the associated piping project. This was followed by the order for the entire piping system as well as the associated steel construction in some of the areas.

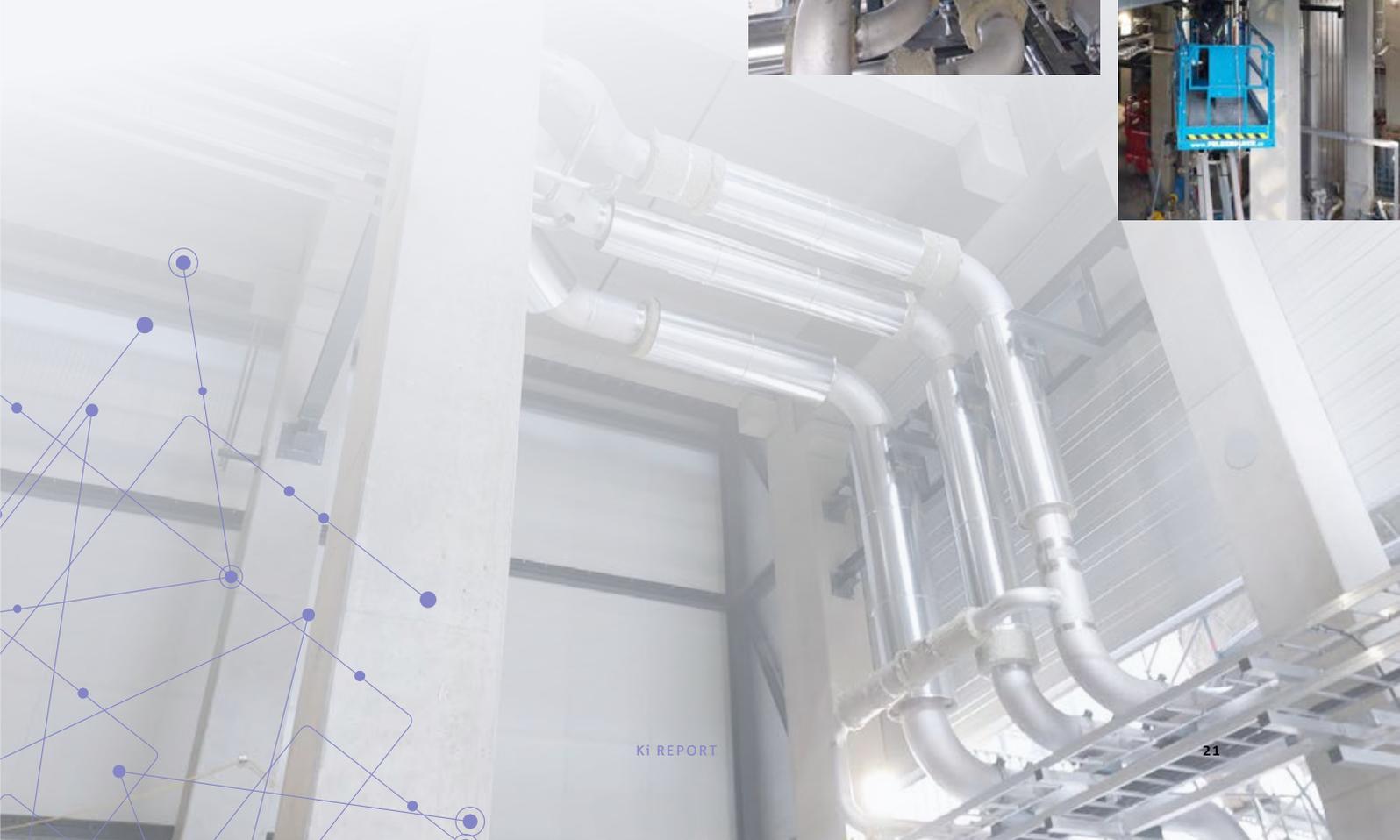
#### **OF SPECIAL IMPORTANCE**

To shorten the pass-through time, the pipes were prefabricated, including a pressure test at K industries. Our people had a great time with this!

**Overall, this is a prime example of perfect interaction with the client. It's also evidence of the broad spectrum of services and the flexibility K industries delivers.**



WHAT OUR CUSTOMER SAY





# Trust over the decades

**It was in the eighties of the last century. That was when AMMAG supplied loading silo systems for the AGRANA potato starch factory in Gmünd.**

This traditional site is the workplace for hundreds of the corporation's employees, with its highly successful international operations.

In 2023, K industries – AMMAG was engaged to dismantle the historic plant – and to install new tanks in its place.

**We were especially pleased to do that because in projects like these, K industries is able showcase the full range of its expertise:**

Production in-house and high demands during assembly because the work must be carried out with millimetre precision at a long-established industrial site. Demanding requirements in areas ranging from food safety to employee and fire protection. Rapid execution and seamless integration in the customer's processes. Uninterrupted communication and cooperation between our project management and the partners at AGRANA.

The production in Gmünd of high quality products that can be subsequently refined by the processing industry is now once again safeguarded for a long time to come.

There is a feeling of satisfaction in knowing that K industries was able to play an important part. AGRANA's trust is an inspiration for us for every coming challenge!



# The K industries secret of success is its outstanding people.

**They both support and help shape the group of companies. For some, only for a certain time. For others, over many years.**

And then there are those who remain faithful to K industries across the generations. Such as Husejin Sivič and his sons Nermin and Jasenko. Or José M. Riego and his sons Felipe and Marcel.

Every person at K industries is an original. We would like to present a few of them for you here.





A significant  
**milestone**  
in the history of K industries.

**The watchword is, “K industries – Next Generation”.  
A summit meeting of the large K industries family.**

An exciting summer festival. And, with powerful symbolism, the day on which company founder Franz Kreuzer handed over a large part of the responsibility to his sons. Here are some photos of that event.

PEOPLE AT K INDUSTRIES



PEOPLE AT K INDUSTRIES

# Combined expertise as a group

**The five sister companies of the K industries Group bring together their combined expertise. Together, we work for the benefit of our clients to develop the best solutions for prestigious customers from various industrial sectors.**

**Key information concerning K industries, Ki – ALTHAMMER, Ki – Steel&Engineering, Ki – AMMAG, and Ki – POWER at a glance:**

## K industries

### INDUSTRIAL PLANT CONSTRUCTION AND SPECIALISED INSTALLATION ST. ANDRÄ, AUSTRIA

K industries GmbH is a family business specialising in industrial plant construction with headquarters in Carinthia, Austria. Core areas of expertise are engineering, production, installation, insulation, tank and apparatus construction, pipeline construction, welding and steel construction, assembly manufacturing, mechanical engineering and environmental engineering. The production facilities are located in St. Andrä, in the Lavanttal region of Austria.

#### FACTS AND FIGURES

**Countries of business:** European region, United Kingdom, North America, Scandinavia

**Workforce:** 250 employees

#### CERTIFICATIONS

- Management system certification to DIN EN ISO 9001:2015 and SCC\*\* 2011
- Approval according to PED 2014/68/EU (AD2000 specification sheet HPO, DIN EN 13445, DIN EN 13480)
- Approval according to DIN EN ISO 1090-2 EXC3
- Approval according to DIN EN ISO 3834-2
- Approval as a specialist company according to WHG (Water Resources Act)
- Re-stamping agreement (TÜV Süd)



**MARTIN KREUZER**

Managing director  
K industries GmbH

## Ki – ALTHAMMER

### CONTAINER, APPARATUS AND MECHANICAL ENGINEERING HEIDENHEIM, GERMANY

K industries – ALTHAMMER GmbH is a family-owned company specialising in the areas of tank, apparatus and machinery construction with headquarters in Baden-Württemberg. The products manufactured include components of the highest precision for the nuclear industry as well as highly complex, customised tanks and tank systems. The production facilities are located in Heidenheim, Germany.

#### FACTS AND FIGURES

**Countries of business:** European region, England, USA

**Workforce:** 65 employees

#### CERTIFICATIONS

- Management system certification to DIN EN ISO 9001:2015
- Approval according to PED 2014/68/EU (AD2000, DIN EN 13445, DIN EN 13480)
- Approval according to DIN EN ISO 1090-2 EXC3
- Approval according to DIN EN ISO 3834-2
- Approval as a specialist company according to WHG (Water Resources Act)
- Approval according to KTA 1401 and KTA 3905 (Nuclear Safety Standards Commission)



**PHILIPP KREUZER**

Managing director  
K industries – ALTHAMMER GmbH



# Ki – Steel&Engineering



# Ki – AMMAG

**INDUSTRIAL SERVICE AND ENGINEERING  
FRANKENTHAL, GERMANY**

K industries – Steel&Engineering GmbH is a family business operating primarily in the industrial services sector. The company headquarters are situated in Frankenthal in the economically powerful Rhine-Neckar metropolitan region, with bases at the sites of major industrial customers. Its main activities comprise maintenance in industrial plant construction, as well as design and engineering.

**FACTS AND FIGURES**

**Countries of business:**Germany  
**Workforce:**80 employees

**CERTIFICATIONS**

- Management system certification to DIN EN ISO 9001:2015 and SCCP 2011
- Approval according to DIN EN ISO 1090-2 EXC3
- Approval according to DIN EN ISO 3834-2
- Approval as a specialist company according to WHG (Water Resources Act)



**MALTE SCHMALFELDT**  
Commercial Manager  
K industries – Steel&Engineering GmbH

**BULK MATERIALS TECHNOLOGY & SPRAY GRANULATION  
GUNSKIRCHEN, AUSTRIA**

K industries – AMMAG is the top address when it comes to bulk materials technology and fluidised bed technology. The bulk materials processing industry appreciates the know-how and innovative force of K industries – AMMAG: More than 13,000 systems for the food and chemical industries have been put into operation worldwide over the years.

**FACTS AND FIGURES**

**Countries of business:**European region, England, USA, Indonesia  
**Workforce:**40 employees

**CERTIFICATIONS**

- Approval according to DIN EN ISO 1090-1
- Approval according to DIN EN ISO 3834-3



**PHILIPP KREUZER**  
Managing director  
K industries – AMMAG GmbH



# KI POWER

## LABOUR LEASING MARIBOR, SLOVENIA

Based in Maribor, KI POWER is the staff pool for the K industries Group. KI POWER ensures that top-qualified skilled workers are always available. They are then deployed internationally in industrial plant construction and industrial assembly, naturally, in their unmistakable K industries outfits.

**Ki - ALTHAMMER GmbH**  
Heidenheim an der Brenz, Germany

**Ki - Steel&Engineering GmbH**  
Frankenthal, Germany

**Ki - AMMAG**  
Gunskirchen, Austria

**K industries GmbH**  
St. Andrä im Lavanttal, Austria

**KI POWER d.o.o.**  
Maribor, Slovenia



**TINA HAT**  
CEO  
KI POWER d.o.o.

# Quality from a single source

**We look at projects holistically and from the customer's perspective. This means we keep the end result in view throughout the entire course of the project as we work in close cooperation with the client.**

**Customers have one contact person. Even though the Ki Group's expertise covers a wide range of areas, it is nevertheless extremely flexible and able to make decisions and implement them very quickly.**

**We have a large number of specialists, allowing us to handle engineering, production and assembly, and added to this is our expertise in the industrial services sector. We aim to offer our customers an all-round service from design through to commissioning, with as few interfaces as possible.**

**Our job is to understand our customers' needs at all times and to implement the solution that's right for them.**

# The K industries life cycle for your industrial plant



# The diversity of our expertise

**Every bit as diverse as the industry sectors of our customers are the areas of expertise covered by K industries, Ki – ALTHAMMER, Ki – Steel&Engineering and Ki – AMMAG.**

**Customer orientation and quality are the measure of all things.**

K industries feels a responsibility that goes beyond the mere order. That's why we view things from the customer's perspective: What does the best possible, most sustainable solution look like? To achieve that solution, we maintain a holistic perspective on the project and eliminate unnecessary interfaces. There is one contact person over the course of the entire project.

Based on our profound understanding of customer expectations, the Ki Group can supply everything from a single source: from engineering to our own products, assembly and commissioning.

The following pages provide an overview of our complete range of expertise that we are eager to demonstrate with skill and passion.



**Paper and pulp industry**



**Wood industry**

**Petrochemical and chemical industry**



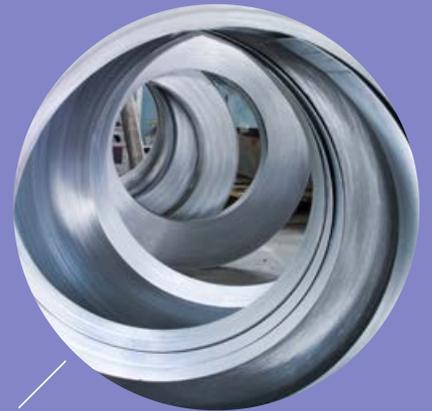
**Environmental technology**



**Energy industry**



**Steel industry**



**Food industry**



EXPERTISE



K INDUSTRIES EXPERTISE

## PAPER AND PULP INDUSTRY

### ENGINEERING, PRODUCTION AND ASSEMBLY OF:

- Large and small tanks of various sizes and materials
- Tubular heat exchangers and pressure vessels for low pressure and high pressure (CE conformity marking in accordance with the Pressure Equipment Directive - PED)
- Flat-bottom tanks, angled-bottom tanks, storage towers

### MECHANICAL ASSEMBLY OF:

- Paper machines, pulp machines, tissue machines

### EQUIPMENT INSTALLATION OF:

- Pulp preparation, heat recovery systems, wood yard equipment

### PLANNING, DELIVERY AND ASSEMBLY OF:

- Ermeto piping for hydraulic and lubrication equipment
- Small and large diameter pipelines





K INDUSTRIES EXPERTISE

# WOOD INDUSTRY

## COMPLETE RELOCATION

of existing plants  
(international)

## ASSEMBLY OF:

- Saw mills
- Short-cycle presses
- Materials handling
- Mechanical assembly of stackers and reclaimers
- Plant assembly for cleaning and chemically processing primary materials
- Engineering & construction of glue plants
- Industrial maintenance



K INDUSTRIES EXPERTISE

## FOOD INDUSTRY

### PRODUCTION AND ASSEMBLY OF:

- Pressure vessels (to PED and Water Resources Act (WHG) Par. 19)
- Anion and cation exchangers
- Fermentation tanks
- Filtration tanks
- Heat exchangers
- Custom skids, prefabricated in our own facilities
- Piping systems and insulation
- Industrial maintenance





K INDUSTRIES EXPERTISE

## PETROCHEMICAL AND CHEMICAL INDUSTRY

### ENGINEERING, PRODUCTION AND ASSEMBLY OF:

- Heat exchangers (finned tubes, glass tubes, ...)
- Large and small tanks
- Pressure pipes
- Reaction columns
- Evaporator columns
- Double jacket tanks
- Cooling coil tanks
- Storage tanks according to WHG
- Reactors
- Industrial maintenance



K INDUSTRIES EXPERTISE

# STEEL INDUSTRY

## PARTIAL PRODUCTION AND ASSEMBLY:

- Construction of lime kilns
- Piping of continuous casting plants
- Equipment assembly for continuous casting plants
- Delivery and assembly of steel structures
- Steel mill components
- Dedusting components
- Blast furnace gas expansion turbines



K INDUSTRIES EXPERTISE

# ENVIRONMENTAL TECHNOLOGY

## PARTIAL PRODUCTION AND ASSEMBLY OF SEWAGE TREATMENT PLANT COMPONENTS:

- Flotation basins
- Tanks
- Digestion towers
- Inclined clarifiers and circular driers
- Piping systems
- Electrostatic precipitators, bag filters, flue gas ducts
- Equipment installation
- Thermal and catalytic post-combustion systems
- Flue gas cleaning systems

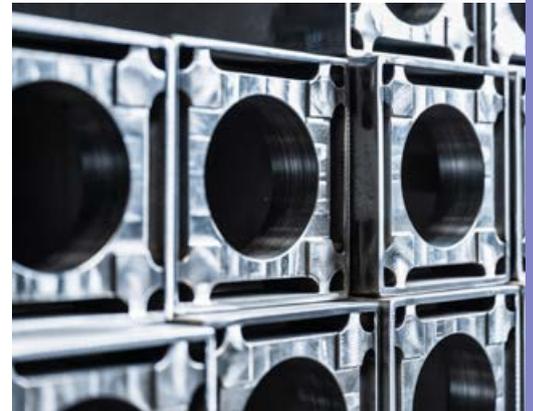
## PRODUCTION AND ASSEMBLY OF:

- Specific tanks (e.g. for salt water treatment)



## SPECIALISED MECHANICAL ENGINEERING:

- Components with the highest precision for safe transportation and for intermediate storage of spent fuel
- Closing elements, spacer plates and additional spare parts





K INDUSTRIES EXPERTISE

## ENERGY INDUSTRY

- Equipment installation
- Handling of fittings

### PRODUCTION AND ASSEMBLY OF:

- Tank piping (high and low-pressure systems)
- Steam pressure reduction stations
- Compressed air tanks
- Insulation
- Heat tracing (steam and electrical)
- Fitting management

### ASSEMBLY OF:

- Cleaning equipment and waste gas flues
- Steel structures
- Recooling plants





**The plant construction business has an international flavour.  
With the team from K industries and the associated companies, we conduct projects on all continents.**

**The K industries Group  
At work on  
all continents**

# Materials

Knowledgeable and experienced  
over the entire spectrum

300048  
400  
7.4301  
5.170  
44

# What can be conceived can be done.



The companies of the K industries Group process a most diverse range of different materials with great passion and profound knowledge.

The various materials processed include:

- **CARBON STEELS**  
(with qualities of S235 to 10CrMo9-10, X10CrMoVNb9-1, ...)
- **HIGH-ALLOYED CHROME-NICKEL STEELS**  
(from 1.4301 to 1.4571)
- **LEAN DUPLEX up to SUPER DUPLEX**
- **NICKEL-BASED ALLOYS (Hastelloy, ... )**
- **TITANIUM**
- **COPPER and NICKEL ALLOYS**
- **ALUMINIUM**

... and every imaginable material combination beyond these, all produced from a single source!



**‘Can’t be done’  
doesn’t exist!**

**Totally focused:**

Aleš Mandl and his welding robot “Elena” are a well-practised, highly efficient team.





# Mission statement – Our values





## 01 Continuity

We plan our future on the foundation of a successful family enterprise.

- We emphasise long-term stability as well as sustainability and are building on the next generation in the family.
- We value our independence and exercise prudent leadership.
- We have the courage to undertake change and shape our future.

## 02 Competence

We place our customers at the focus of our actions to create custom overall solutions.

- We are a reliable partner and deliver innovative services from a single source.
- We offer complex industrial solutions based on international project experience.
- We guarantee deadline, cost and quality reliability.

## 03 Communication

We support, challenge and develop our employees.

- We work with our staff in an atmosphere of dialogue and mutual respect.
- We invest in the continuing training of our employees and in the improvement of the entire organisation.
- We attend to the occupational safety of our staff through comprehensive preventive measures.

## 04 Consistency

We strive for outstanding and sustainable economic success.

- We continue to expand our market share and strengthen globalisation.
- We create a competitive advantage in the market through rapid action and the refinement of our know-how.
- We take responsibility for the success of our customers.

CAREERS



ROBIN  
MACK



NADAR NASRALLAH



SONJA  
KAINBACHER



MALTE  
SCHMALFELDT



HANS  
GROENEWOLD



TINA HAT



CHRISTOPH STACHERL

# Competence and continuity in the management team

## The K industries Group management team has proven themselves for many years at the different locations:

The key players in Heidenheim are **Nadar Nasrallah** (appointed Authorised Officer effective 1 July 2023) and **Robin Mack** as Deputy Site Manager and head of the Mechanical Engineering Department. **Christoph Stacherl** and **Hans Groenewold** are responsible for K industries – AMMAG GmbH in Günskirchen, Austria.

Women's power at K industries: **Tina Hat** manages the business at KI POWER Maribor, Slovenia. **Sonja Kainbach-**

**er**, Head of the Commercial Department, also advanced to Authorised Officer of AUREUS Industrieholding GmbH effective 1 July 2023 – the holding company which serves as a basis for a number of the K industries Group companies.

And, last but not least, **Malte Schmalfeldt** is Commercial Manager and a member of the management at K industries – Steel&Engineering in Frankenthal, Germany.

# Apprentices' power at K industries:

**Over the years, dozens of apprentices have started their carrier path at K industries. The apprenticeships for metal technician, technical draughtsperson and, of course, apprenticeships with a school-leaving certificate provide a solid foundation for future employment.**



**LISA SCHAUER**

Lisa is a qualified metal construction technician and a shining example of how women are also finding their way into the production shops. And she wants to advance – as a forewoman!



**PASCAL RIEGLER**

Pascal is the next person to emerge from the Ki talent pool. He is passionate about metal construction, football and volunteering with the volunteer fire department. He really gives it his all.



**ŽIVKO CVITIČ**

Živko is a great example: With solid training at K industries, he is now the welding foreman and a motivator. “I go to work with a smile!”

**RENÉ SPÖTTLING****APPRENTICESHIPS AT K INDUSTRIES**

## Open doors for young people

### **Apprentice Representative René Spöttling reflects on high demands with great opportunities at K industries and why the metal industry is increasingly attracting women.**

For two years now, René Spöttling has been the key figure for all aspects of training at K industries. He's always on the lookout for mechanical technicians, technical draughtspersons, welding technicians and office clerks. Spöttling says: "Applicants must be ambitious, interested in the subject matter of metal and have endurance and the ability to work in a team."

The industry has changed dramatically in recent years, especially through the use of new technologies. This has also had an effect on gender ratios amongst the apprentices. "In the meantime, women form the majority of our apprentices. Men are in the minority. There is no doubt that metalworking professions are on the rise among women. This is because the lifting required is no longer as heavy as it used to be. Instead of using a

heavy angle grinder, for example, laser welders are used for cutting. Women are very skilful, often even more skilful than men, and they are definitely more ambitious", says the coach.

His words underscore the significance of apprenticeships at K industries. Young people can expect a promising career. "At K industries, the doors are wide open for apprentices. They can pursue further qualifications, for example as a master craftsperson, or move on to other areas. We promote the training of young people at all levels, because the better trained someone is, the better it is for the company as well," emphasizes Spöttling.

# Responsibility in times of change

**We live in an era of uncertainty.**

**The future has become very unpredictable. Yet we must not allow the rapid pace of life in our time to absolve us of our responsibility. Earlier generations, our ancestors, often had it easier. Traditions and values were passed from one generation to the next. The responsibility to maintain these was clearly defined. Today, however, values and norms are changing at a breathtaking tempo! What was considered acceptable yesterday could be obsolete tomorrow. Our challenge in this whirlwind era is not to merely keep pace, but also to take responsibility for future generations. Communicating values such as empathy, tolerance and working together is of critical importance. If we don't invest in taking care of the future today, then who will? It is up to all of us to take responsibility and ensure that we leave our heirs a world that we and future generations can be proud of. We are very conscious of this at K industries.**



