



A PRODUCT OF THE BUHLMANN GROUP

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GLOBAL



**UMBRELLA BRAND RELAUNCH: WE KNOW HOW.
BUHLMANN GROUP'S NEW UNIFIED DESIGN**

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Dear readers,

You may have already noticed that the cover design of our customer magazine has been updated. And it's not just the **GLOBAL** which looks different, the entire BUHLMANN Group has been given a makeover to feature a modern corporate design, a new logo, and an overall more uniform feel. Learn more about this restyling in this issue and join us in embracing the future with a new look and a one-brand strategy!

Our new logo features an open design. This was chosen to symbolize the expansion of our product portfolio and highlight that our services go far beyond tubes, pipes, and accessories. It also serves to show that we are opening up and striving to give you an

insight into the way we work. The picture on the cover is an apt example: For more than 30 years, Lahbib Mahria has been dedicated to ensuring that our products leave our warehouse quickly and reliably and are delivered safely to our customers. He is just one of the many people in our company who are committed to serving you. Read on for more authentic insights into the BUHLMANN world. Enjoy reading!

Yours sincerely,

Jan-Oliver Buhlmann

A new unified design for the BUHLMANN Group



Implementing our new design strategy

After more than a year of planning and preparation, the time has finally come to present our new corporate design. With a lighter, more open feel and a uniform public image, the BUHLMANN Group is ready to take on the future.

This relaunch set out to serve two goals: first to create a modern design which clearly demonstrated that BUHLMANN has much more to offer than just pipes and pipe accessories and, second, to ensure a uniform brand identity. All parts of the company can now be easily identified as belonging to the BUHLMANN

Group. For some of our companies, only the logo has changed. For others, this relaunch means a change of name. And for others still, this means a new corporate name.

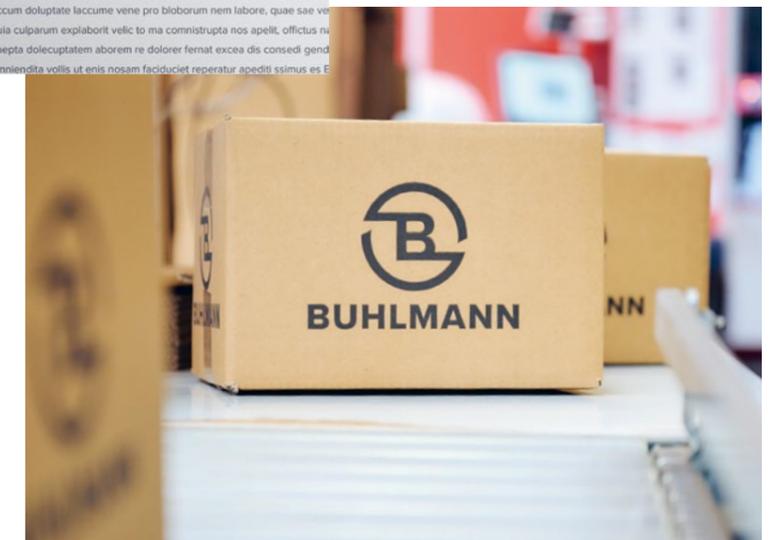
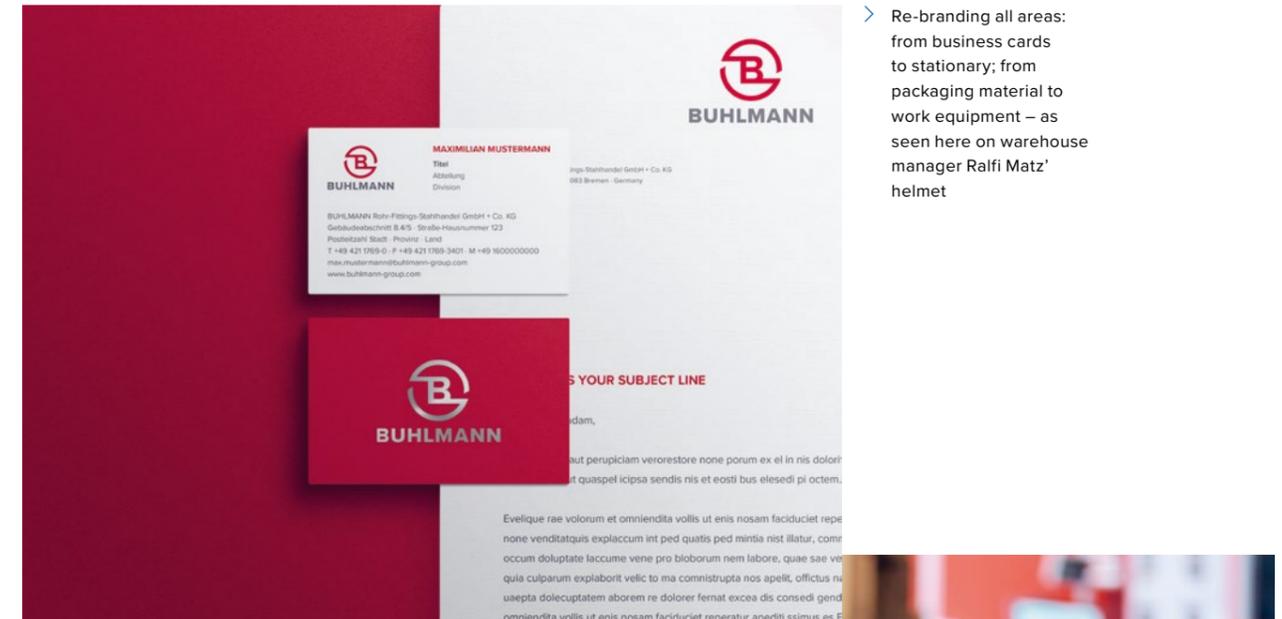
But what really matters for our partners and customers is that they will continue to get the same first-class service. They will still be supported by their long-term contacts. Our bank details are also unchanged.

Of course, the e-mail addresses of those companies where the name has changed

will also be updated. In some cases, the telephone numbers are also new.

Since the implementation of this brand relaunch is an ongoing process, the changes will take place over time, and we will keep our customers and partners up to date. As you can see, our website, correspondence, our social media channels, and this magazine have already undergone a makeover. And are now more personal, more approachable, and more open. We hope you love the new look as much as we do!

Re-branding all areas: from business cards to stationary; from packaging material to work equipment – as seen here on warehouse manager Ralfi Matz' helmet



Our brand design in the course of time

1950ies through 1970ies	1980ies	from approx. 2000	2023

we know how.

“A SHARED SPIRIT OF OPEN-MINDEDNESS”

Jan-Oliver Buhlmann on the new brand design



CEO Jan-Oliver Buhlmann; family owner in third generation

The logo is just the exterior symbol of the new BUHLMANN brand presence. Our CEO, Jan-Oliver Buhlmann, explained what this is all about and why now is the right time to take this step.

GLOBAL // Mr. Buhlmann, why a new brand strategy and why now?

Jan-Oliver Buhlmann // The BUHLMANN Group has enjoyed considerable growth over the past years, both in terms of subsidiaries and holdings as well as the orientation of our product portfolio. The new brand presence has been created to reflect both aspects of this growth. In other words, this is about estab-

lishing a shared “roof” for the BUHLMANN family and being able to welcome our customers and partners in a shared “building” which guarantees quality, reliability, and safety regardless of the product, service, or site.

The BUHLMANN B has changed...

The (B) is now more dynamic and premium-looking and the closed circle has been opened up. With this, we aim to communicate that we are a growing and cosmopolitan company. Whereas a ring previously represented our product, the pipe, our openness to new things is now symbolized. In recent years, our portfolio has developed far beyond pipes and pipe accessories. And

this is evident in our new logo. The word BUHLMANN stands alone. After all, “Tube Solutions” restricted us too much: we have so much more to offer!

Speaking of standing alone: Will the name BUHLMANN apply to everyone in the future?

Yes, the name is to be standardized. This is going to be a big change not only for our employees who, to date, have not worked under the name BUHLMANN, but also for our customers and partners. Which is why it is so important that we communicate this process well internally and externally. An umbrella brand relaunch is a complex process and can only succeed if we all pull together. That’s why we are attaching great importance to our information policy and are also writing to our customers directly.

Will there be lots of changes for our customers and partners?

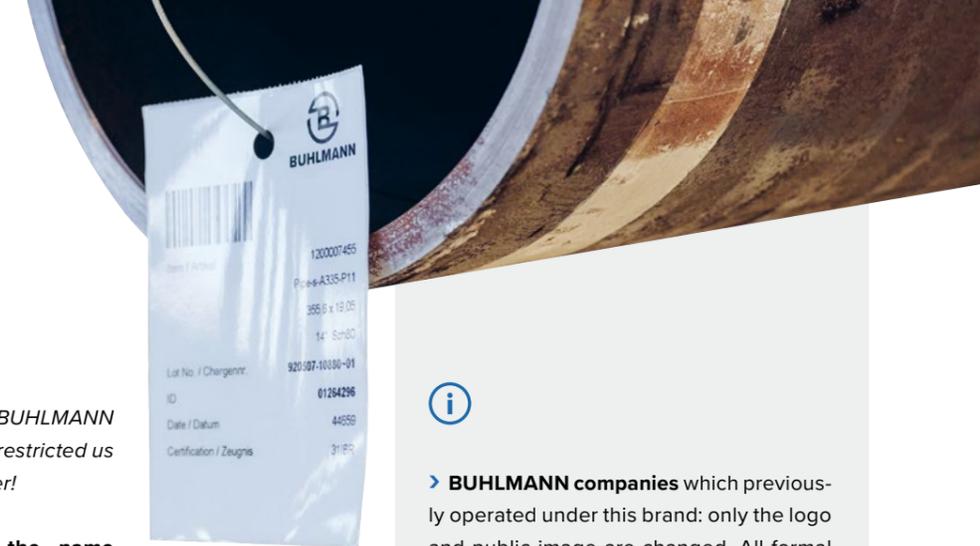
Only the name will change for our existing customers; everything else will stay the same. This also goes for official company data such as account and register numbers. And, of course, our company contacts will also remain unchanged.

We will present a uniform look in terms of products and services to our new customers; all they have to do is contact their nearest site. To stick with the metaphor of a house, we had lots of different doorbells with different nameplates in the past. We want to change this. Not only do we want to make things simpler for our customers and partners, but we also wish to foster a greater sense of unity. We want to embrace the future together with a shared spirit of open-mindedness. A relaunch of this nature is not just a visual overhaul, it also relates to content. The new brand identity resonates a future-oriented, dynamic, and approachable company that is structurally and economically positioned for the future, both externally and internally. The name BUHLMANN now stands alone. The affix “Tube Solutions” has been replaced with the claim “we know how”.

Will it be clear what we trade in without the words “Tube Solutions”?

The problem was that this wording failed to illustrate the spectrum of products we offer. It wouldn’t have been feasible to implement a new affix for each field, for example BUHLMANN Valves or BUHLMANN Stainless Steel. This is because this doesn’t correspond to our site and company structure and it would also serve to segment the Group further. And we want to achieve exactly the opposite. Future acquisitions will fit easily under the BUHLMANN Group umbrella. Everything from a single source – pipes and accessories, project planning, certification, and material testing – with a single name. Together with the expertise which we offer our customers in every sector. Period.

Questions by Gabriele Wiesenhavern



› **BUHLMANN companies** which previously operated under this brand: only the logo and public image are changed. All formal company data, in particular account and register numbers remain the same.

› **Barthel, Hellebeuk, R-S Matco und NRG Special Products:** These companies will continue to operate under their current company names, but will appear under the BUHLMANN brand. In practice, this means, for example, that the BUHLMANN logo will appear at the top of the letterhead in the future, but the familiar company name will continue to appear in the footer. This means that all formal company data, in particular account and registration numbers, will remain unchanged. However, the mail addresses will change to name.surname@buhlmann-group.com.

› **DYLAN:** The new brand launch means a change of legal name for the previous DYLAN sites. These will be known as follows:

- › DYLAN Staal becomes BUHLMANN Netherlands B.V.
- › DYLAN Beheer becomes BUHLMANN Beheer B.V. (this will take place later)
- › DYLAN België becomes BUHLMANN Belgium B.V.
- › DYLAN UK becomes BUHLMANN UK Ltd.

Thus, in addition to the brand change with a new logo and design, there will also be a formal name change. But again, the formal company data, especially account and registration numbers, will remain unchanged. However, the mail addresses will also change here to firstname.lastname@buhlmann-group.com.

A trip to Papenburg



From left to right: Thorsten Eden (Tourguide), Franziska Reuter (Procurement Duisburg), Rüdiger Jonitz (Warehouse Bremen), Matthias Neuwirth (Procurement Duisburg), Franziska Fleischer (Finance Bremen), Marco Steffes (BIT), Damian Raczka (Procurement Duisburg "hidden behind Marco and Hendrik"), Hendrik Wülbers (Sales North), Juliana Strenge (HR Bremen), Silke Vosberg (RepcO, Bremen), Laura Schweers (HR Bremen), Franz Poppenburg (IT Bremen), Michèle Ludwig (Sales North) and Steffen Bannier (Warehouse Bremen)



View of the Carnival Jubilee in construction



The smaller Silva Nova is being constructed at the same time.

Suddenly you feel small. Tiny in fact! Everything here is supersized. We are standing in the largest covered shipbuilding dock in the world. The 75-m-high gate to the Ems river is one of the largest of its kind. The crane which goes by the apt name of "Kaiseradler" (Imperial Eagle) stretches into the sky. With the capacity to lift up to 800 tonnes, it is truly impressive. The same goes for the giant of the ocean, the Carnival Jubilee, which is currently under construction here and should be completed by fall 2023.

The Silver Nova is being built in another smaller dock. The Meyer Werft shipyard is not yet building as many ships as before 2020, but nonetheless is still working hard. BUHLMANN has been delivering materials to Papenburg for more than 50 years now. These are used to construct special ships, freighters, and, of course, cruise ships. A truck collects materials from the warehouse in Bremen at least once a day and it's great to experience firsthand what happens when the goods arrive: our pipes, bends, T-pieces, reducers, and fittings as well as parts which are

developed specially for Meyer Werft are integrated somewhere in these colossal feats of engineering. Not that they can be easily identified; construction is now too far advanced for that. However, the group of BUHLMANN employees who took the trip to Papenburg all agreed that it is a very special feeling knowing that we played a role in the creation of this small floating town.

The team from BUHLMANN is an eclectic bunch: the employees from Sales and Purchasing, the warehouse, HR and Cor-

porate Communications not only had the chance to see how our goods have been put into use, but also gained an insight into one of our oldest trade partners. For the Head of Sales North, Torsten Cordes, who organized the trip, this is a particularly important aspect: "This gives us a better understanding of our customers and their needs and allows us to see the fruits of our work directly. What's more, this is also about showing appreciation for those involved in our company. This means that even those who are not in direct contact with Meyer Werft can get to

know this customer and the product and get themselves and others excited about it." The Meyer Werft visitor center is fundamental here. It brings the 228 years of shipbuilding operations to life with films, model buildings, and all kinds of exhibits. As is the tour guide, Thorsten Eden. He is a walking encyclopedia and tireless answerer of all questions.

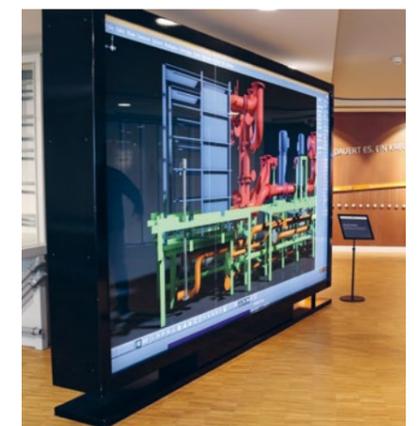
As part of our trip, he explained to us how 15 to 20 million individual parts come together during the three years of construction to form a cruise ship with 17



Pod propeller for LNG engines: in October 2023 the propulsion system will take Carnival Jubilee to Galveston, Texas, starting point of the Caribbean cruises



Model of cooling pipes



The visitor center displays the inside of the ocean giant vividly



✓ The Meyer family history is also a part of the visitor center



✓ Almost identical in construction: the Carnival Mardi Gras



Construction plans displayed at the visitor center



✓ Research vessels like this model as well as ferries and roll-on & roll-off ships are also constructed in Papenburg. The first cruise ship was "Homeric" in 1985.

One room at the visitor center is dedicated to models of ships which were constructed here.



decks. The ships are built in part in the adjoining halls and then put together in modules: he compared it to building with Lego! Looking at the almost 70-m-high and 344-m-long hulk in front of us with a gross tonnage of 182,800, this comparison seemed a little off the mark! Lego belongs to the past; it is vacation dreams for thousands of people which are being constructed here.

And speaking of construction: the lowest three decks of this ship type are almost identical according to Thorsten Eden. The shipping companies determine how they are fitted out according to their requirements. For cruise ships, the clients can select waterslides, viewing gondolas, roller coasters, ice skating rinks, or an entire "Central Park" with trees and lawns. Whether the vacation on board should

be family-friendly, offer relaxed luxury for adults, or resemble a week-long mega party at sea is up to the customer.

AWARD FOR NUCLEAR PROJECTS

Outstanding Supplier Partnership

The Nuclear Projects department was awarded the Bronze Award at the annual Hinkley Point C Excellence Award. A great honor, according to Director Jan Paul Godhoff, who accepted the award in West-super-Mare, England.

GLOBAL // What exactly is the award that is given every year around the construction of Hinkley Point C (HPC)?

Jan-Paul Godhoff // HPC is a nuclear power plant under construction in Somerset, England since 2017. Thousands of employees and numerous – mainly local – companies are involved in the construction. This award provides a platform for NNB to recognize contributing employees and partners for their outstanding performance in this project. This year, a total of 13 awards were presented, divided into two themes "Project Delivery Awards" and "People & Behavior Awards".

Is it common that suppliers get awards in project business?

It is more usual to receive awards for outstanding performance with framework contract partners than in the project business. Occasionally, there are awards for excellent performance on major projects, but this is very rare.

How does one get nominated for this award?

All employees of NNB are given the opportunity to nominate colleagues, teams, or suppliers for each of the 13 categories and to receive recognition for their contribution to the project. After the nominations, shortlisting of the finalists is done by the MEH (Mechanical, Electrical and Heating) Directors Committee in an anonymous election.

Who won the first and second place in the "Outstanding Supplier Partnership" category?

A total of more than 700 companies were nominated for the HPC Excellence Award across all categories. Among the 13 categories, "Outstanding Supplier Partnership" is the only category in which suppliers were nominated regardless of the service or product they provide. There was no special category for piping related activities. Therefore, just being among the three finalists in this category is a great success. "Somerset Passenger Solutions", a British logistics company, received first place and the British waste management company "Biffa" won second place in the category. Furthermore, as mainly only British local companies were nominated in the first place, it is a big honor for us to be included in the finalists.

So then it is a very special honor...

Yes, we are very proud and honored to have received this award! Our commitment to provide the best possible service and product quality makes us a reliable and preferred partner. This award recognizes all our efforts and inspires us to continue to strive for excellence. My special thanks goes to the entire team and our valued suppliers for their efforts, without whose support this wouldn't have been possible.



✓ Jan-Paul Godhoff, Director Nuclear Projects, and Dr. Diana Toma, Team Manager

About the HPC project itself: What is the status of the construction work?

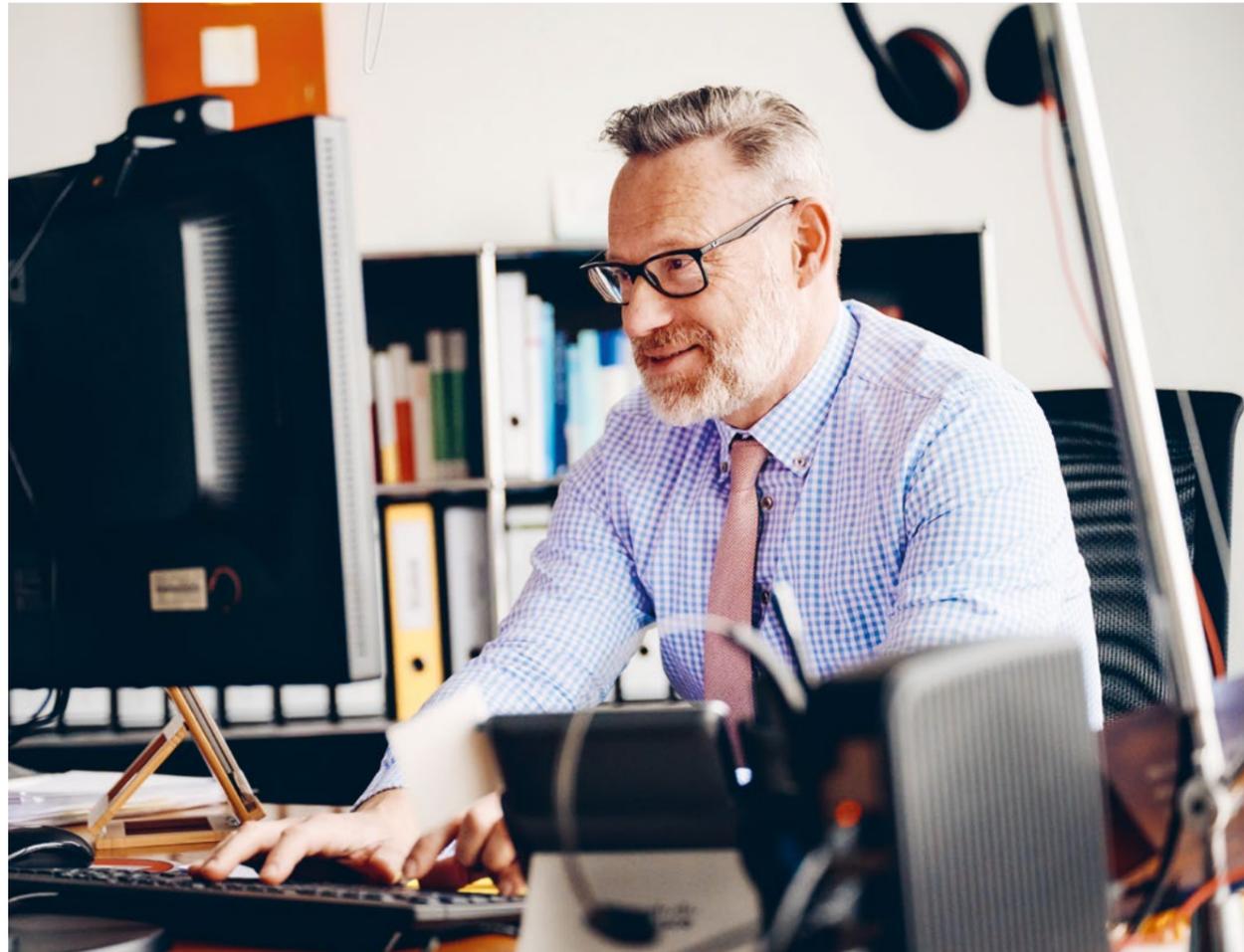
The first of the two nuclear reactors arrived at HPC in February 2023. It is the first new reactor at a UK power station in more than 30 years. The 132-meter-long, 500-ton reactor pressure vessel will be installed in the reactor building after the dome is lifted into place. The construction cost of the power plant has been increased to 32 billion pounds and start of operation is scheduled for September 2028.

What about other projects in the nuclear field?

Due to our performance and the resulting confidence of NNB in us, we have been able to book further sub-projects with them in the last few months such as the second major order for BoP (Balance of Plant) or also the delivery of about 36 kilometers of Instrumentation pipes according to RCC-M standard. Furthermore, initial discussions have taken place with NNB regarding Sizewell C which is a target project for us. Similar to HPC, Sizewell C is another nuclear power plant consisting of two reactors, which is planned to be built in Suffolk, England. We are also receiving more and more enquiries from customers other than NNB in the nuclear sector, as this field has taken on a greater role in the energy supply in recent months. Here we have already been able to record our first successes and we are confident to book further orders in the nuclear sector in the coming months.

Questions by Gabriele Wiesenhavern

“If in doubt, we keep our hands off a deal”



Stefan Silva, Director BUHLMANN Legal Department

Lists of sanctions, the Dual-Use Regulation, and alike: International trading is subject to complex rules which, in turn, are changing continuously as a result of international conflicts. Stefan Silva, Director of the Legal department, took the time to explain how our company avoids legal risks.

GLOBAL // Who determines who and what is sanctioned and how do you keep up to date?

Stefan Silva // Sanctions are agreed upon by the governments of the respective countries, the EU, and the UN. In Germany, the Federal Office for Economic Affairs and Export Control (BAFA) is responsible for monitoring exports. It publishes lists of individuals, companies, and products for which sanctions apply.

For our company, the sanctions issued by the USA, the UK, and Switzerland are also important. And things can get particularly complicated when, for example, US and European sanctions are not identical.

And what about the Dual-Use Regulation?

This is independent of sanctions lists and regulates that certain goods, which can also be used for military purposes, require approval in order to be exported out of the EU. There are, however, exceptions in the form of general approvals for some countries, e.g., the USA, the UK, Japan, and Switzerland. The tariff numbers help us to check whether the goods require approval. If the customs tariff number contains a reference to the Dual-Use Reg-

ulation, we have to look at the exact wording and, if necessary, check together with the Technical Services department whether the goods are to be classified under this regulation and are thus subject to approval or not.

Let's take a look at the sanctions lists. How do you stay up to speed?

We get general information from the media and the daily press: For example, when new sanctions are issued in connection with Russia, then this comes to our attention. There are also legal newsletters. The customs and BAFA websites also include important information. A key aid which helps us to check new and existing business contacts is the software that is integrated into the ERP system. This searches for matches with sanctions lists.

And then an alarm sounds? Or how should we imagine this?

All debtors, creditors, and delivery addresses in the system are color-coded. These are either ranked as uncritical or there is a match with a sanctions list and a colored warning is issued. The Legal department then has to check the nature of the match and whether this is relevant for our business.

Does a warning equate to a ban?

Not necessarily. In the United Arab Emirates, the letters “FZCO” are comparable with the designation Ltd. This means we almost always get a warning due to American sanctions lists which include some companies with this identifier. Yet that doesn't automatically mean that this company is subject to sanctions. This must be checked on a case-by-case basis. If we have established that the company in question matches with a sanctions list due to its name or location, we make a note of this in the system. This makes it clear that the company has been checked and deemed uncritical. Transactions are possible with this company without cause for legal concerns unless another match arises later on.

Surely the software is updated regularly?

The updates are carried out by the program supplier. We would not be able to check all changes to the relevant sanctions lists continuously.

However, company constructs are not always straightforward and transparent...

That's true. For example, the software is unable to recognize whether the parent company of the relevant company is included on a sanctions list. Equally, it cannot see whether there are shareholders or investors on sanction lists. As such, the software cannot be the sole safety measure.

What else do you recommend to minimize risks?

It is important to work with external partners, for example credit underwriters: These service companies have large international compliance departments which deal in detail with sanctions lists and, for example, ensure that credit limits are canceled. Incidentally, our purchasing and sales staff also have an excellent understanding of the market. They often know through years of experience where a person or company from the sanctioned foreign country may be in the background.

What happens to stock which is purchased before a sanction is implemented? Can it then not be sold?

Transition periods are in place for such cases, for example for material from Russia. As of this fall, there will be EU sanctions in place for even primary material which originates from Russia. This means that even if the products come from China for example, they can no longer be sold in the EU.

What happens if a mistake is made despite all these safety measures? Who notices this?

The customs office checks this, both for individual exports and within the scope of more extensive foreign trade audits. If irregularities are identified, they are reported to the police, as this may be a criminal offense which can incur heavy fines or even imprisonment. Banks would also notice payment transactions with sanctioned contractual partners and would then stop them.

Has BUHLMANN ever breached a sanctions list?

No. However, in the past, orders have not been placed after checking their legality under export law. At the end of the day, economic sanctions are always a politically motivated means of applying pressure. In most cases, however, we agree with them or can at least understand them. Nevertheless, we do occasionally wonder why this or that product or person is listed and why other comparable products or persons are not. Yet trying to evaluate this is a waste of time. Our motto: if in doubt, we keep our hands off a deal.

Questions by Gabriele Wiesenhavern

A visit to BUHLMANN in China



Shanghai is not only geographically far away from the rest of our locations. For Europeans, it represents a foreign and exotic world, culturally and politically completely different from all other company sites. Managing Director Edwin Chen described how he and his ten colleagues live and work there.

Translating the syllables shàng, “upon” and hai, “sea”, already reveals a lot about the location of the metropolis of 25 million people in the Yangtze River Delta. And the fact that some of the employees travel up to an hour by subway, the Shanghai Metro, to reach the office hints at the size of the city. Shanghai and its suburbs cover an area of over 6,340 square kilometers. Just for comparison, the city of Bremen is spread over 326 square kilometers.



Edwin Chen is responsible for the sites in Singapore and Shanghai. After six years in China, he spent five years in Germany. Currently he is mainly based in Singapore.

Shanghai is one of the 1st Tier Cities, a Chinese classification of cities indicating economic importance and standing in the country. Beijing, Shenzhen, and Guangzhou are also among this Tier. “The pace of life in the 1st Tier Cities is not comparable with German or European cities. Shanghai is also known as “the city that never sleeps,” said Edwin Chen, who finds Germany quiet and tranquil by comparison.

are also located here, and there is always a lot going on – even by Shanghai standards.

In terms of work, a solid customer base has developed since the opening of the Chinese BUHLMANN site in 2009: “We have been working with major names like BASF and Covestro since our establishment. The dynamics of the business have changed over the years, and we now have a good mix of customers between end-users, engineering companies, and manufacturers,” said the Managing Director.

The subtropical, humid climate also offers a different world: the sunniest month is December, the rainiest June, and the hottest is July with temperatures well over 30°C (86 F).

The BUHLMANN office is located in one of the office towers in the Xuhui district on the west side of the city, at Zhongjin International Plaza, No. 331. “A popular shopping area,” said Edwin Chen about the neighborhood. The district has transformed itself into a financial center, offering a variety of large shopping malls and department stores such as the Grand Gateway Shanghai and the Pacific Sogo. Many museums and cultural highlights

Company CEO Jan-Oliver Buhlmann is also very familiar with the site, since he worked here for two years following its founding. Edwin Chen looked back fondly: “Our days in China still frequently pop up in our conversations. Having been here himself and been involved in a lot of the foundation processes sure does help give him a better perspective of how China operates, compared to someone who has never been here or only briefly.”



Shopping street Nanjing Lu in the eastern part of Shanghai



Team, front row from left to right: Zhimin Tang, Zoey Lu, Fred Huang, Lynno Lin, Dora Zhang, second row: Sven Wang, Scott Cai, Amber He, Castiel Gu, Andy Zhang



View of the Xuhui district, where the BUHLMANN offices are located

Financial district with the famous Oriental Pearl Tower



The lockdowns enforced in China due to the pandemic were severe, and Edwin Chen and his team went through difficult times, which, as he says, took a mental toll on the colleagues. “Very tough conditions and regulations were enforced by the government. However, it is very comforting to see them doing their utmost to ensure that there is minimal impact on the operative business of our company.” He added that, ironically, BUHLMANN China had one of their highest sales volumes during this time. “That was also a challenge we faced due to a high order

backlog, while adapting to the remote working setup.”

Edwin Chen, who was born and raised in multicultural Singapore, can be aptly described as a mediator between continents and cultural gaps. As he says, he has learned the importance of respecting individual cultures and their differences. “It is important to be able to understand the mindset and practices of the people you are working with. And that in the business context, we are ultimately all working toward the same goal. The trick

is to be able to learn how to work with our differences and keep an open mind, in order to accomplish our common objectives.”

Steering the fortunes of a company that is part of a group of companies with German roots and navigating the field of tension between political poles is no easy task. “It’s about always being sensitive to the situation and the environment. We are prepared for change and also very adaptable,” said Edwin Chen – a bridge builder between the worlds.

Help for Ukraine

The Russian war on Ukraine started more than a year ago. And, sadly, peace is not yet in sight. The people of Ukraine still need require short-, medium-, and long-term support. At BUHLMANN, we remain committed to this cause and will continue to help war-torn Ukraine and its people. What we have done to date:

2022



February 24

Start of the war



February 25

Business activity in and around Russia ceases and the closure of the site in Moscow is initiated.



May 5

The fourth aid transport heads off to Ukraine loaded with food and other care packages of BUHLMANN employees



March 11

First transportation of aid with donations from BUHLMANN (sleeping bags, fleece blankets, power banks...)



March 4

Donation to the "We help children" foundation, which provides on-site assistance to children in need



May 7

Families who have fled Ukraine are invited to enjoy a day at the zoo in Hanover



July

www.robota-germany.com the free online job platform for refugees from Ukraine is launched



August 24

Official creation of the Ukraine Solidarity foundation



December

Organization and donation of 12,000 Christmas cloth bags; filled by families from Bremen



October 25

The eighth transport of relief supplies is sent on its way. On board: first aid kits, life jackets and more



October 18

Donation of an ambulance for the Ivano-Frankivsk region

2023



January 16

Cooperation with Bremen's state government: 17 heated tents for the Odessa region together with generators, fan heaters, two field kitchens, and 168 pallets of donations from citizens and companies in Bremen.



February and March

Donation of two generators to the University of Kiev as well as a Sprinter and two field kitchens for the Ivano-Frankivsk region; Donation campaign at the vocational school Ammerland