YourTube
Technology Motion Knowledge
03 ▪ 2018
№ 1 (31)

REVAMPED STRATEGY:
TMK'S DEVELOPMENT OUTLOOK THROUGH 2027

12

16

30

18

26

28

YourTube Technology Motion Knowledge

№1 (31) MARCH 2018

Chief Editor: Andrey Posokhov / Executive Editor (Russian edition): Mariya Makovetskaya
Project manager: Svetlana Bazylchik / Executive Editor (U.S. edition): Sergei Kalamytsau
Founder: MediaCom, LLC /
Editor's office address:
Russia, 105062, Moscow
Pokrovka Street, Bldg. 2a
Tel.: +7 (495) 775-76-00
Fax: +7 (495) 775-76-01
E-mail: mediacom@tmk-group.com

NEW GENERATION OF SPECIALISTS

At a meeting in Yekaterinburg on improving the secondary vocational education system, TMK Board of Directors Chairman and Urals Federal University Board of Supervisors Chairman Dmitry Pumpyanskiy spoke about TMK's history of providing career guidance for students. For example, TMK has been running the Support Point project for students in grades 7 to 11 in the Sverdlovsk Region for five years. The project gives children the chance to master the basics of various professions. As a result, great progress has been made in the Urals in recruiting students for professions in demand, with subsequent job placement. Mr. Pumpyanskiy also talked about the need to improve education technology.

In February, Mr. Pumpyanskiy took part in a Gaidar Forum panel discussion titled "Leading Companies and Universities: Technology Breakthrough Tasks and Recipes," where communication between the business community and educational institutions was discussed. The TMK Board of Directors Chairman said that the company is developing its own engineering research cluster based on two existing centers and is opening an R&D facility at Skolkovo. It has also created TMK2U Corporate University to give advanced training to its employees. In addition, TMK is pursuing a multitude of outside projects involving scientific and educational institutions in Russia and abroad.

Treatment system recycles wastewater

A unique wastewater finishing treatment system has gone into service in the wastewater treatment facility for the continuous mill in pipe mill No. 1 at Seversky Tube Works. The project was implemented under a multilateral agreement between TMK, the Russian Government, the Sverdlovsk Region Governor and the Russian Ministry of Natural Resources.

The wastewater system is designed to maintain the quality and volumes of circulating cooling water and enable its multiple reuse. Salts and other contaminants are removed from the water by means of an advanced five-unit vacuum evaporator installation with forced wastewater circulation. The distilled product – high quality desalinated water – is returned to the cooling cycle as makeup water. The treatment facility will recycle more than 742 million cubic feet of service water a year, 2.825 million cubic feet of which will be highly purified distilled water.

PRODUCTION LINE IMPROVEMENTS

Seversky Tube Works has completed the next phase of modernizing its production line No. 5 at pipe mill No. 1. A new buck-on unit, state-of-the-art pipe-threaders and a new non-destructive inspection line have been put into service, and all pipe handling equipment has been upgraded.

The production line No. 5 modernization project at the plant will continue until 2020. The finishing line and hydrotester are yet to be upgraded, but thanks to the work that has been completed, labor productivity has already doubled.

Electrodes under contract

TMK and the Energoprom Group have signed a long-term contract for the supply of graphite electrodes for TMK melt shops in 2018–2022. On average the contract will meet about 40% of TMK's annual demand for graphite electrodes and incorporates formula pricing. Deliveries will originate at the Novocherkassk Electrode Plant.

Paryz competition winner

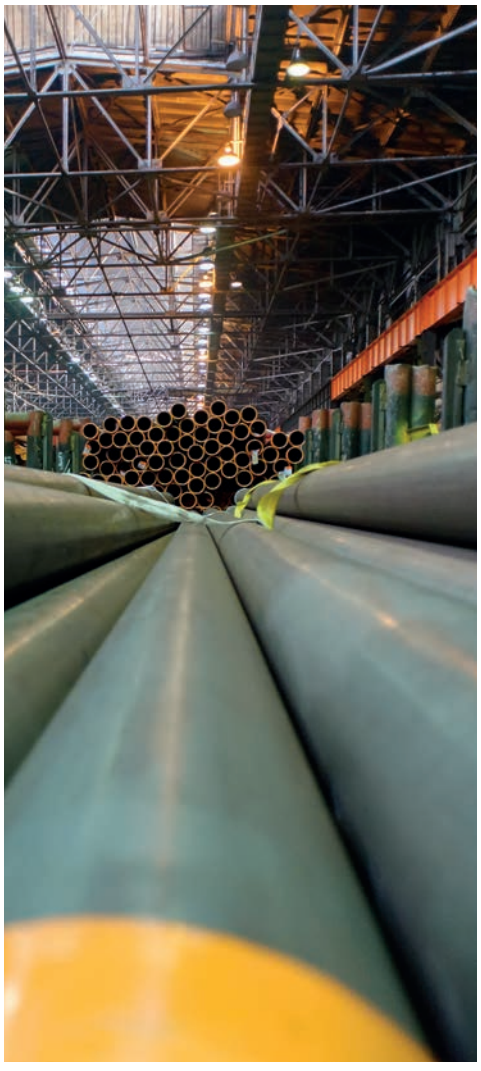
TMK-Kaztrubprom has won a diploma in the annual corporate social responsibility competition Paryz, founded by the President of the Republic of Kazakhstan in 2008. The award was presented to the company during a February meeting of the trilateral Commission on Social Partnership and Regulation of Social and Labor Relations in the City of Uralsk.

PIPES ON THE AMUR

TMK took part in an industry conference titled "Import Substitution in the Oil and Gas Industry," that was held in late February in Saint Petersburg.

The event took place in the lead-up to the Neftegaz 2018 (National Oil and Gas Forum and Exhibition), and was attended by officials from the Russian Energy Ministry, Industry and Commerce Ministry, and the Energy Policy and Energy Efficiency Committee of the Russian Union of Industrialists and Entrepreneurs (RUIE), along with leading oil and gas company chiefs and industry experts. The conference discussed a wide range of topics related to the implementation of import substitution policy in hydrocarbon extraction, transport, and processing.

The TMK specialists presented comprehensive import substitution proposals for liquefied natural gas plants, which are expected to become one of the key elements in construction of the Amur Gas Refinery in Russia's Far East Federal District, whose design capacity is up to 1.483 trillion cubic feet a year. The Amur Gas Refinery will also include the largest helium production operation worldwide – up to 2.119 billion cubic feet a year.

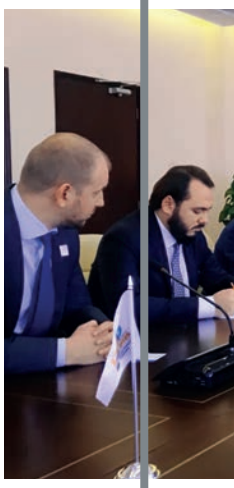


Audit passed

Based on the results of an audit by specialists from TüV Rheinland Kazakhstan, TMK-Kaztrubprom is one of the first vendors to pass the pre-qualification procedure for prospective suppliers dictated by the procurement management standard of the Samruk-Kazyna National Welfare Fund. All participants in the tenders of Kazakhstan companies under the fund's management must go through this qualification process.

STABLE FORECAST

The rating agency Moody's Investors Service has revised its forecast of TMK credit ratings to "stable" and confirmed the company's B1 corporate rating. Moody's believes that this change of the credit rating forecast reflects a significant improvement in the financial and operational performance of TMK's American Division, as well as the Russian Division's operational stability in the face of crude oil price volatility. The updated forecast also includes the expectation that TMK will be able to reduce its debt load and maintain liquidity at an adequate level.



Growth strategy

At the annual meeting of company managers held in Moscow early this year, TMK Board of Directors Chairman Dmitry Pumpyanskiy summed up the 2017 performance results and articulated objectives for the current year. He said that TMK remains the largest pipe company in the world in terms of volume shipped and has expanded its global market share. He praised the work of TMK enterprises, emphasizing that in 2017 TMK had achieved production volumes of new products and sales revenue that were the highest in recent years. Future plans for meeting targets are even more ambitious, with 2018 set to be a year of significant renewal for TMK (further details on p. 8).

The performance results were discussed at the TMK IPSCO annual Leadership Summit in February. The company's key senior executives took part in this event, held at the Houston R&D Center. Participants discussed the state of the global energy markets, presented an analysis of the division's performance results, and articulated focal areas of strategic importance. One of TMK IPSCO biggest achievements for the year, as reported by Company CEO and Board of Directors Chairman Piotr Galitzine, was the doubling of its product shipments against the crisis year of 2016, surpassing EBITDA targets by 50%, and the restart of idled ERW pipe manufacturing plants.

TMK: Q4 AND Y2017

High demand in the North American and Russian markets has benefited the company's bottom line. Year-end results show that TMK increased its shipment volumes in all segments except large-diameter pipe. The highest growth was achieved in the premium threaded connections segment – up 43% compared to 2016 due to a frenzy of activity to produce hard-to-recover hydrocarbons in Russia and the complete recovery of the U.S. market. The American Division doubled its volume shipped, while the European Division reached 190,000 MT – on a par with its 2014 record. TMK earnings for the year were up 32%.

Tubular goods shipments (thousand MT)

Product	2017	2016	Change (%)	Q4 2017	Q3 2017	Change (%)
Seamless tubes	2,676	2,398	11.6	680	651	4.5
ERW Pipe	1,129	1,042	8.4	305	362	(15.9)
Total pipe	3,806	3,440	10.6	985	1013	(2.8)
Including OCTG	1,765	1,401	25.9	453	456	(0.5)

Financial Results ($ million)

	Q4 2017	Q3 2017	Change	2017	2016	Change
Earnings	1,203	1,140	62	43,94	3,338	1,056
Gross Profit	210	239	(29)	872	704	169
Adjusted EBITDA	160	169	(9)	605	530	75
Profitability per adjusted EBITDA (%)	13	15		14	16	

TMK VOTES FOR EXPO

TMK has lent its support to the Russian bid to host the World Exhibition EXPO 2025 in Yekaterinburg. The theme of the bid was Transforming the World: Innovations and a Better Life for Future Generations. Company executives took part in a trip by a bid committee delegation to the Middle East. The delegation was led by the head of TMK's Middle East Division, Vladimir Shcherbatykh. Their meetings discussed the possibility of customizing the goods offered by TMK, creating new product types for a specific customer, providing advanced training for Middle East Division employees and arranging work experience for them at TMK plants.

APPOINTMENTS

Maryam Al Kindi

Appointed Chief Operations Officer (Operations and Technical Department) at TMK GIPI (Sohar, Oman). Prior to this she was Director of Operations in the same company.

Alexey Mitenkov

Appointed TMK Vice President for Digital Transformation, Mitenkov previously served as director of information technologies and intelligent information protection systems at a metallurgical company.

FROM OIL AND GAS TO HOUSING AND UTILITIES

In March, TMK took part in the OGWA (Oil and Gas West Asia) 2018 Exhibition in Muscat, Oman and in the 14th International Housing and Utilities Sector of Russia specialized exhibition and conference in Saint Petersburg.

OGWA is sponsored by the Oman Ministry of Oil and Gas and Oman's major petroleum companies. This year, more than 300 companies participated, including TMK GIPI Pipe Plant, part of TMK's Middle East Division. The TMK GIPI exhibition stand provided extensive information about the company's products and services. The TMK stand was visited by Oman's Deputy Oil and Gas Minister Salim Al Aufi, the economic affairs advisor of HE Mohammed Bin Al Zubeir and representatives of major Middle Eastern oil and gas companies.

In Saint Petersburg, TMK presented new products for the housing and utilities sector: galvanized, ERW, and shaped tubes. While being shown around the exhibition, Saint Petersburg Vice-Governor Nikolay Bondarenko visited the TMK stand. He was shown samples of company products and was given a brief description of ongoing projects at TMK plants to make them more environmentally friendly.

TO BRUSSELS TO GAIN EXPERIENCE

For the first time, TMK specialists have taken part in the international projects of TMK2U Corporate University. Training under the steelManagement-20 program took place at the World Steel Association's Steel University in Brussels. Forty specialists and managers from metallurgical companies in numerous countries enrolled in the course. They studied the process of creating and implementing a strategy for metallurgical company development, reviewed the stages of effective management decision-making and took part in a discussion about innovations at metallurgical companies.

The steelManagement-20 program is an intensive course focused on examining trends in the management of steelmaking and metallurgical companies.

APRIL

Five years ago, in 2013, Tagmet was acknowledged by the Russian Maritime Register of Shipping (RMRS) to be a manufacturer of seamless pipe for offshore subsea pipelines.

16 → 20

International exhibition of piping, pipe, wire, cable, metalware, and the technologies and equipment for manufacturing them (TUBE 2018). Düsseldorf, Germany.

17

TMK's 17th anniversary. The company has held its position as the world's largest tubular goods manufacturer since 2009.

30 → MAY 3

International conference and exhibition dedicated to offshore development (Offshore Technology Conference 2018). Houston, USA.

MAY

TMK Neftegazservice 10th anniversary. This company provides services to oil and gas producers and service companies, including engineering support for running pipe strings and pipe repair.

24 → 26

22nd Saint Petersburg International Economic Forum (SPIEF) 2018. Saint Petersburg, Russia.

29 → JUNE 3

Metallurgy. Litmash-2018, International pipe exhibition. Moscow, Russia.

JUNE

Ten years ago TMK acquired TOO Kaztrubprom (now known as TMK-Kaztrubprom), which specializes in the manufacture of gastight premium threaded connections on casing and tubing for the oil and gas industry.

STRATEGY FOR FURTHER GROWTH

"2018 WILL BE A YEAR OF SIGNIFICANT RENEWAL FOR THE COMPANY," STATED TMK BOARD OF DIRECTORS CHAIRMAN DMITRY PUMPYANSKIY AT A MEETING OF COMPANY MANAGERS AT THE START OF THE YEAR. DIGITALIZATION WILL BE ONE OF THE KEY FACTORS IN THESE CHANGES. HERE ARE THE KEY TAKEAWAYS FROM HIS ADDRESS.

OPTIMISTIC FORECASTS

In 2017, the global economy finally recovered from the economic crisis, achieving a 2.7% growth rate. This trend is expected to continue this year. In the key regions where TMK has a presence – the Russian Federation, USA and Eurozone – growth is also forecast, even at rates outperforming the global rate.

At the end of last year, OPEC and a group of non-OPEC nations confirmed the decision to cut crude oil output until late 2018, in order to draw down inventory and support crude oil prices. This is the reason behind the crude oil price forecasts for this year, which are in the neighborhood of $60-65 per barrel, with some even more optimistic at up to $70 per barrel. World demand for steel pipe may grow by 1.5–2% as global outlays on hydrocarbon exploration and production increase. As in 2017, this year North America is expected to have the greatest growth in drilling, which will have a positive impact on threaded pipe consumption in the region. Demand for OCTG products in the critical Russian market will also rise.

FIRST IN THE WORLD

TMK has affirmed its market dominance and remains the largest pipe manufacturer in the world. In 2017, we shipped 3.8 Mt, modestly increasing our global market share. Overall, the company's earnings performance has been good and the "net debt to EBITDA" ratio has improved. For 2018, we are planning to continue reducing our debt load and to increase earnings by ramping up shipments.

PINPOINT INVESTMENTS

In 2017, pinpoint investments were made at virtually all TMK enterprises. For the most part, these were investments in ongoing modernization and refurbishment projects. The investments totaled approximately $200M.The following key projects are ongoing: construction of the TMK R&D facility at Skolkovo and of the heat treatment line at Seversky Tube Works. The heat treatment line at TMK-ARTROM is already up and running.

The big challenge for 2018 is to complete construction of the coating line at the Wilder facility (Kentucky, USA), which will help increase sales of line pipe in the American division.

KEY MARKET

The Russian market remains our largest and most important consumer. In 2017, TMK's market share in the Russian Federation declined, prompted by the increase in shipments of our products outside the RF. This was due to the recovery of markets that had formerly slumped, chiefly the American market.

A big score for us in 2017 was entering into a five-year contract with Rosneft. This will enable us to operate TMK's four Russian plants that manufacture seamless pipe at full capacity.

THREE MAINSTAYS

While CIS tubular market capacity continued to decline, TMK maintained its presence in all the CIS countries and significantly expanded its volume of deliveries in Belarus, Kazakhstan, and Uzbekistan. These are our three mainstays in the CIS. Overall, the company managed to increase its market share, topping 11%. Shipments of OCTG products grew significantly – up 23% from 2016. Kazakhstan remains our primary market in the CIS.

AMERICA AND EUROPE

In the American market in 2017, consumption of steel pipe grew by 56%, and of threaded pipe by 180%. At TMK IPSCO, deliveries of tubulars, including OCTG, doubled. In 2017, the first deliveries of 13Cr casing to the U.S. were made, and by year's end a tender to deliver 13Cr tubing to Bolivia was won.

The European division had excellent performance results in 2017, with TMK-ARTROM achieving a record in pipe deliveries. But the objective for 2018 is even more ambitious with a new record anticipated, given the launch of a new pipe heat treatment line. The European division trading company TMK Industrial Solutions is increasing sales of industrials to the American market and expanding the customer base.

MIDDLE EAST

Despite fierce price competition from Chinese and local pipe manufacturers, we are continuing to expand our presence in the Middle East and North Africa markets. Last year's sales volume surpassed the previous year's by 28%. Landmark projects implemented included delivery of seamless pipe for the Zohr deepwater project in Egypt, and once again we won the Saudi Aramco tender. In addition, TMK is still the largest supplier of seamless pipe for ONGC subsea pipelines in India.

MARKET INNOVATIONS

In 2017, we were able to achieve the highest production volumes and sales earnings for new product types (NPTs) in recent years. In total, seven TMK facilities produced almost 350 Kt of NPTs, which constituted more than 10% of the company's overall product sales volume. For the year, 25 new product types were launched and put into production.

Today, TMK is represented in all the premium market segments, including the Sakhalin, Caspian, and Pechora Sea offshore projects. Deliveries have begun of chrome-nickel alloy pipe for the Astrakhanskoye gas condensate field and LUKOIL projects in Komi. In 2017, for well site construction of the Kirinskoye gas condensate field, 13Cr casing pipe with TMK UP PF threaded connections were delivered and installed. 13Cr pipe have also been shipped to the U.S. A contract has been signed and production begun of insulated lift pipe for Oil India.

TMK has maintained its global market share and affirmed its leadership.

E-TRADING

In 2017, the Russian division launched a new sales channel for the spot market – the electronic trading platform (ETP) eTrade TMK. In just under four months, shipments from this platform totaled about 20 Kt. Already more than 100 customers are using this service on a regular basis. For procurement purposes, the ETP began operating last summer, but the essential part for us is to bring the platform up to speed for selling tubulars. The future lies in electronic trading.

NEW STRATEGIC PLAN

This past year, the TMK Board of Directors adopted a new long-term corporate Strategic Plan. We break down our strategic development through the year 2027 into two timelines: 2018–2022 and 2023–2027.

There are two key objectives of the Strategic Plan for Timeline I: capitalization growth and debt reduction. As the first year of implementing the new Strategic Plan, 2018 will be a year of new challenges (mainly internal) and of significant upgrades for the company. A corporate milestone – the planned initial public offering by the American division TMK IPSCO on the New York Stock Exchange – should be a watershed event for the company.

Public companies in the U.S. operate under much greater constraints than public companies listed on other global exchanges. These include stringent requirements as to corporate governance and compliance systems, and the presence of significant legal expertise within the company. All of these business elements will be reflected in the public value of the company. TMK's capitalization growth is our strategic mission.

Another important factor in upgrading the company is digitalization. We will have to significantly transform and adapt our technological and production processes to take advantage of the opportunities offered by new technologies.

DIGITAL TRANSFORMATION

We are interested in the technologies that lay the foundation for the digital transformation of manufacturing workflow: electronic communications with customers and within the company, and processes based on big data technologies, the "Internet of things," 3-D scanning and printing and computer pattern recognition.

To one extent or another, we are working on all of these areas. For this year, a plan has been developed to create a TMK integrated information system to provide a digital technologies development platform within the company and to assist with the company's digital transformation. It is essential to examine past successes with similar projects and to reap the benefits of best practices globally.

OBJECTIVES FOR THE YEAR

2018 promises to be a year of stabilization and continued growth for the company, a year of building technological excellence, enhancing economic performance and maximizing the benefit of successfully modernizing our production facilities. **YT**

DEEP-SUBMERSION TECHNOLOGIES

FOR THE FIRST TIME TMK HAS SUPPLIED SEAMLESS LINE PIPE FOR THE CONSTRUCTION OF A SUPER-DEEPWATER PIPELINE (DEPTH OF SUBMERSION – APPROXIMATELY 5,000 FT) AT THE ZOHR GAS FIELD IN EGYPT.

LANDMARK EVENT

The order was fulfilled for Belayim Petroleum Company (Petrobel), which is leading project operations. This is a joint venture between the Italian petroleum giant ENI and the Egyptian state corporation Egyptian General Petroleum Corporation (EGPC).

Under this contract, TMK delivered to Egypt 8 5/8″ x 0.812″ L450QO (ISO 3183) seamless line pipe, to which a three-ply polyethylene coating will be applied, for glycol transport in field development stage 2.

Fulfilling such an order in a region of strategic importance to TMK is an unquestionable success for the company. In the global market there are only a handful of manufacturers capable of meeting the demands of such projects. TMK's main competitors vying for the order included such major market players as Tenaris, Vallourec, and Sumitomo.

MADE TO ORDER

The order was fulfilled at Volzhsky Pipe Plant (VPP) according to Petrobel's specifications. The pipe successfully passed the J-lay tests, maintaining the requisite characteristics under artificial stress-aging conditions. VPP has all the necessary technological capacities to manufacture high-tech products, and the plant's geographical location is efficient from a logistics standpoint.

Zohr is a major gas field of more than 88 sq miles on the shelf of the Mediterranean Sea, off the coast of Egypt. Its total projected gas reserves are about 30 trillion ft^3. Official hydrocarbon production began at the field on January 31, 2018.

The field is being developed by the Italian company ENI (60% stake in the concession agreement), Russia's Rosneft (30%), and the transnational petroleum company BP (10%). Investments in the project have already amounted to $5 billion, with $12 billion estimated as the final figure.

TMK delivered products for the Zohr project on an expedited timeline.

While the pipe products for the Zohr project were being manufactured, a delegation of representatives from the Italian company ENI visited the plant to perform a technical audit. They confirmed that VPP products meet the highest international standards.

As part of fulfilling this order, a low-carbon, low-alloy steel was smelted at the VPP melt shop. The metal was worked in an electric arc steelmaking furnace and ladle furnace until ultra-low sulphur and phosphorus concentrations were achieved, producing a metal with superior working properties. To improve their strength and viscoplastic properties, the pipe was heat-treated.

TMK delivered the products on an expedited timeline. The order was received in June 2017, and by December 2017 the final lot for the order had been delivered to Egypt. Completing the task took about six months, including technical documentation approval and manufacturing process certification. During this time period, 790,000 feet) of pipe was shipped to the customer. The order lots were shipped from the Port of Novorossiysk.

TMK pipe for the Zohr project being loaded at the Port of Novorossiysk.

TMK has worked with Petrobel before. Since 2016, for various projects in Egypt, TMK has supplied this customer with high-strength casing in Q-125 and P-110 grades. All were manufactured at VPP to strict requirements to protect against collapse.

IT'S ALL PART OF THE STRATEGY

"One of the operational focuses of TMK's Middle East division is to access new segments of prospective markets in the Middle East and North Africa with niche high-tech products, including pipe for deepwater projects and insulated lift pipe. Supplying pipe for the

Zohr deepwater gas project is a good example of how to put this strategy into practice," stresses Dmitry Tyrkba, CEO of the TMK trading unit TMK Middle East in Dubai. **YT**

One of TMK's priorities is to access new segments of prospective markets in the Middle East and North Africa.

TORQ SERIES:

TMK UP SF TORQ AND TMK UP QX TORQ FOR OFFSHORE FIELDS AND SHALE DEPOSITS

This year, TMK began producing new TORQ™ series premium threaded connections. The TORQ series underwent development and certification testing for two years at TMK's R&D Center in Houston, USA. TMK will be able to grow its premium connections market share now that this new line is ready for market.

The TORQ connections series has been developed for service under conditions requiring the application of higher operating torques, such as the extended length horizontal laterals when drilling into shale deposits.

"This addition of a new series in the range of TMK premium connections is a response to the ever more difficult conditions for hydrocarbon extraction. In developing it, we had in mind the requirements of the Sakhalin Island oil and gas project and shale projects in the USA, especially the Permian Basin, and the Haynesville, Marcellus, and Eagle Ford fields," TMK IPSCO General Manager for Technology Dhiren Panda said.

Today's methods of shale development in the United States demand that higher operating torques be applied when running casing, which is the result of the longer laterals found in horizontal directional drilling. Some of the laterals are over 7.5 miles long, combined with the use of more advanced technologies, such as casing rotation during running-in and cementing, which means higher torques.

"The TORQ series of connections has been specially developed to meet this requirement and accommodate higher torque values than traditional threaded connections," Dr. Panda said.

The first few lots of products in various sizes were shipped to customers in the Permian Basin and the Haynesville field.

TMK UP SF TORQ

This semi-flush connection has a two-step wedge thread design with a spherical seal configuration in between the two steps. From a technical standpoint, the design of semi-flush connections is more complex: such connections must be resistant to tensile forces to support the entire casing weight and withstand bending, heat exposure, and fracturing pressure. This connection has been certified for the Sakhalin-2 project and its design has been tested for subsequent certification for shale field development.

TMK UP QX TORQ

This threaded connection has a wedge thread design with a conical-spherical seal configuration. In addition to requirements for the high torque needed to rotate the casing in an ERD section, the design must allow it to withstand the compression that occurs when it is being run in hole. Testing for conformity to the customer's stringent requirements confirmed that this connection can be used at operating torques up to 80,000 ft-lbs.

PREMIUM CLASS LINE

A RIBBON-CUTTING CEREMONY WAS HELD TO OPEN AN INTEGRATED SEAMLESS HEAT TREATMENT LINE AT THE TMK-ARTROM PLANT IN SLATINA, ROMANIA.

Attending the event were more than 200 guests: business people, bankers, distributors, TMK product vendors and customers, builders, and local and central government officials. There was much buzz about the event, with all the leading Romanian media outlets talking about the launch of the new production line at the Slatina plant.

The ceremony at TMK-ARTROM was addressed by Romanian government officials, who praised TMK's contribution to the development of the nation's economy. Notably, the Chairman of the Bucharest Chamber of Commerce and President of the Balkan Union of Metallurgists Sorin Dimitriu observed that Russian investments in local manufacturing attest to Romania's favorable business climate.

"In 2017, trade between Russia and Romania grew 12%," Mr. Dimitriu said. "These trade relations need to be developed and consolidated."

Romanian Deputy Prime Minister Paul Stanescu called the opening of the plant's new line an important event for the industrial sector and the country as a whole. "Both the TMK

Dmitry Pumpyanskiy presents Paul Stanescu with a piece of the first pipe that was successfully heat treated on the new line.

(Left to right) TMK Board of Directors Chairman Dmitry Pumpyanskiy, Russian ambassador in Bucharest Valeriy Kuzmin, and Romanian Deputy Prime Minister Paul Stanescu tour heat-treatment shop No. 6.

TMK-ARTROM is Romania's leading seamless steel pipe manufacturer. The plant's products are used widely in mechanical and automotive engineering, hydraulic cylinder and agricultural machinery manufacture, and construction and energy sectors. Most products are produced for export, mainly to the EU and USA.

The company is a part of TMK's European Division and, together with TMK-RESITA Metallurgical Works, comprises an integrated metallurgical center for the manufacture of billets and industrial pipe. The division also includes sales companies in Germany, Italy, and the USA: TMK Europe GmbH, TMK Italia s.r.l., and TMK Industrial Solutions LLC.

plants in Romania – in Slatina and Resita – are hugely important to the Romanian business environment," Mr. Stanescu stated. "For our part we will do everything possible to help these plants continue to develop."

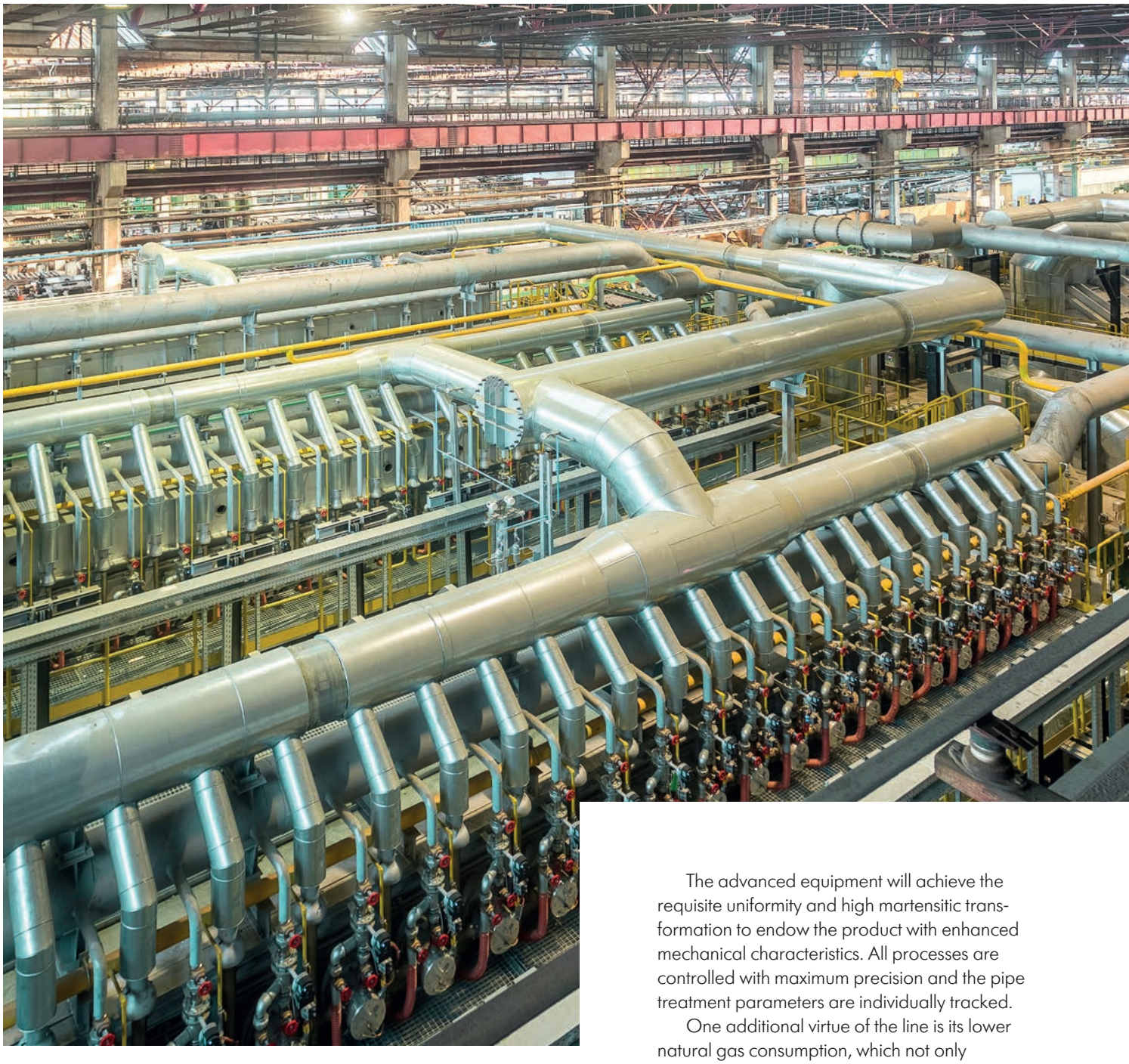
TMK Board of Directors Chairman Dmitry Pumpyanskiy presented Mr. Stanescu with a symbolic gift – a piece of the first pipe that had successfully undergone all heat treatment stages at the new facility.

Mr. Pumpyanskiy commented that TMK's presence in Romania is having a positive effect on preserving, maintaining, and developing Russian-Romanian relations.

"We work closely with the Romanian embassy in Moscow, support the Russian embassy in Bucharest, and fund Russian-Romanian cultural projects," said Mr. Pumpyanskiy.

At the end of the ceremonial part of the event, Romanian government officials, TMK senior executives, and Russia's ambassador to Romania, Valeriy Kuzmin, cut a ribbon the color of the Romanian flag at the entrance to the new shop and signed a memorial panel featuring general information about the investment project, which is now in a place of honor in the new shop.

Small groups accompanied by plant employees then toured heat-treatment shop No. 6. The guests were very impressed with the shop's state-of-the-art equipment and heat-treatment technology. The new equipment, well-considered logistics, and high-quality products were all actively discussed during a luncheon that concluded the day's program.



TECHNOLOGICAL ADVANTAGES

The new line will perform all the essential types of heat treatment: not just quenching, tempering, and normalizing, but also soft annealing and hot straightening. Furthermore, all pipe operations will be performed continuously, which will raise the plant's output to 120 pieces/hour, while the in-line hot straightening unit will preclude the need for additional stress relieving.

The advanced equipment will achieve the requisite uniformity and high martensitic transformation to endow the product with enhanced mechanical characteristics. All processes are controlled with maximum precision and the pipe treatment parameters are individually tracked.

One additional virtue of the line is its lower natural gas consumption, which not only will increase the plant's bottom line but also mitigate its environmental impact. The state-of-the-art equipment will significantly reduce nitrogen oxide and carbon dioxide emissions.

The new heat-treatment shop covers an area of more than 130,000 square feet. It consists of a primary Assel line No. 1, a water treatment plant, and a main power plant, which are housed separately next to the main building. The facility is designed to handle 165,000 tonnes of pipe per year irrespective of the combination of heat treatment operations.

TRANSITION TO THE PREMIUM SEGMENT

One of the most important advantages the plant gains with the new heat-treatment line is expanding the size range of its products that can be quenched and tempered, which includes heavy wall pipe.

Expansion of the product size range (pipe diameters from 2 3/8″ to 10 3/4″ with wall thicknesses of 0.197″ to 2.362″) will perceptibly boost TMK's market advantages in the high value-added premium products segment. This means pipe that is additionally treated after the metallurgical processes and rolling have been completed. The new line will apply heat treatment to long pipe up to 9 7/8″ in diameter with walls up to 2.362″ thick. Virtually no other European manufacturer can offer this. Pipe is mostly cut into lengths before undergoing heat treatment.

According to TMK European Division CEO Adrian Popescu, the opening of the new line and the investments made at the plant have changed the market profile and status of TMK-ARTROM. Whereas previously the plant specialized in producing general-purpose mechanical pipe and only a small fraction of premium-segment products, now it has joined the ranks of premium product manufacturers with just a small fraction of general-purpose products.

Guests touring heat treatment area No. 6

Launch of this line represents yet another step toward strengthening the company's position in the premium products market segment for the mechanical engineering industry.

TMK-ARTROM is now a supplier of high-tech products for mechanical engineering and for manufacturers of heavy equipment and lifting machinery. The company is an authorized vendor for Dacia, part of the Renault group, and TMK-ARTROM products have been Toyota-certified. Customers for the plant's products also include a number of major oil and gas companies.

"The requirements for pipe products are becoming ever more stringent, but the new heat-treatment line, which I would call a small factory, allows us to manufacture pipe of much higher quality than previous technologies," Dmitry Pumpyanskiy said. "We can even virtually anticipate consumer needs for the next 5–10 years."

Mr. Pumpyanskiy said that only three or four such companies exist worldwide, and now TMK-ARTROM has joined this league as a rightful contender. **YT**

YEVGENI YARULIN:

"TO GET ALONG WITH PEOPLE, WORK AT THINGS LITTLE BY LITTLE, AND BELIEVE IN SUCCESS"

ONE YEAR AGO, YEVGENI YARULIN, A GRADUATE OF THE COMPANY'S LEADERSHIP TRAINING PROGRAM, WAS APPOINTED EXECUTIVE DIRECTOR OF TMK-KAZTRUBPROM. THE TMK LEADERSHIP TRAINING SYSTEM ONCE AGAIN PROVED ITSELF TO BE EFFECTIVE.

Founded in 2004, TMK-Kaztrubprom has been part of TMK since 2008. It specializes in premium gas tight connections for casing and tubing. Total number of employees – 187.

In 1997, Mr. Yarulin, who graduated from the Urals State Forestry Engineering Academy with a diploma in production automation, planned on staying in Yekaterinburg. But his parents insisted that their son should begin his career in manufacturing and get a foundation in the basics. Yevgeni thought about it and returned to his native Kamensk-Uralsky, where he was hired as an electrician at Sinara Pipe Plant. By 1999 Yarulin had been appointed foreman of the coupling line, but soon after he was drafted into the army. After army service, he went back to the Sinara plant. It was a time when the plant was beginning to be modernized. A new heat-treatment line was being built at the OCTG shop (pipe mill 4), and shop foreman Mikhail Ignatiev gave the young Yarulin a start in life. "You'll be the foreman of the pipe heat-treatment line, I'm sure of it: you're going to be great!" Yarulin recalls him saying.

This was the moment his career really took off. By 2002, Yarulin was already the senior foreman, and by 2007 he was manager of the modernized heat-treatment line that included the full range of pipe finishing operations. His next step, in 2011, was to become deputy manager of pipe mill 4. A new turning point in his career came in March 2017, when he was appointed executive director of TMK-Kaztrubprom.

A PLANT TO SERVE THE OIL AND GAS INDUSTRY

TMK-Kaztrubprom is an important link in the process chain of manufacturing TMK products of strategic importance: threaded OCTG pipe. The Kazakhstan facility's critical task is to perform the finishing operations on tubing and casing from the company's Russian plants, thread premium connectors, and produce finished products for customers in Russia, Kazakhstan and the CIS countries.

TMK-Kaztrubprom's high-tech products, which are designed for use in fields with challenging geophysical environments, are sought after by the major Russian oil and gas companies that have partnered with TMK.

The Kazakhstan market is the focal area of this local TMK plant. Kazakhstan is one of the world's largest oil producers. Growing oil production and pipeline construction generate a demand for tubular goods. However, there is also stiff competition. TMK is one of several major pipe suppliers in Kazakhstan, but the company's market share in 2017 topped 12%. Its customers include national companies, the Republic's leading oil and gas company KazMunaiGaz, independent producers, and partly foreign-owned companies.

I SEE THE GOAL!

The post to which Mr. Yarulin was appointed came into being on March 1, 2017 in connection with the new objectives set for TMK-Kaztrubprom. The plant needed to be taken to the next level, and efficiency had to be improved. From the outset, Yarulin said, it was clear that success in this venture could be achieved only with teamwork and the full support of all personnel. And this became his mission.

Yarulin began by chatting with the plant workers. He found reasons and time to speak with each of them and held discussions with specialists who had worked at the plant for many years and knew it inside and out. "This enabled me to understand the processes at the plant and see the obstacles, and enabled personnel to feel involved in what was happening. Feedback is a fundamentally important tool in any work. My door is always open to any employee," Yarulin continued.

Contact with personnel was quickly established and common ground was found. At the instigation of the plant's director, a financial and recognition incentive system was introduced whereby competition between teams brought financial rewards for the team leaders, publication of the results on news boards, and incentives for overachievers. Employees became actively involved and showed the spark of leadership. Now teams compete to improve areas such as output volumes, average hourly production, right-first-time products, and workplace safety. Greater attention is being paid to advanced technologies in work process management: the introduction of smart technologies, time management, and task assignment and performance schedules.

THE RESULTS ARE SELF-EVIDENT

The success of these transformations was apparent from the 2017 year-end results. TMK-Kaztrubprom achieved its highest ever manufacturing volume (29,700 tonnes) and shipment volume (28,900 tonnes). Shipments of TMK-Kaztrubprom manufactured pipe to the local market increased severalfold. "Local content is the most important aspect of operating successfully in Kazakhstan," Yarulin said, commenting on the business specifics. "To strengthen our position as a local manufacturer in the Republic, we are working on broadening our size range and extending the amount of local processing to increase the degree of local content in our products. This factor is critical for success in selling to a partially government-owned company."

Steps to reduce the cost of production have been effective. Processing costs have so far been cut by USD 42 per tonne. Steps to reduce manufacturing costs and cut the purchase price of primary and secondary materials and services have been beneficial, as is evident in 2017 financial performance results. Issues affecting the smooth shipment of tubulars were successfully resolved by making equipment repairs to reduce the number of unplanned stoppages. Advanced IT technologies have started to be introduced at the plant.

For its success in achieving major quality results, the plant was declared the winner in the category 2017 Quality Leader of Kazakhstan. And it's not just the business successes of the TMK Kazakhstan team that are evident: TMK-Kaztrubprom won an award

In 2017 TMK-Kaztrubprom achieved record manufacturing and shipping volumes.

in the Paryz annual corporate social responsibility competition founded by the President of Kazakhstan. Its personnel demonstrated a commendable performance at the Horizons 2017 international business forum. Both TMK-Kaztrubprom participants in the international applied science conference took home prizes, and its football team won silver in the corporate-wide futsal tournament.

"Our main accomplishment is that the team was able to believe in their own strength," Yarulin says, "and believe that by working together, we can attain any heights, be it in manufacturing or in public life."

Next year TMK-Kaztrubprom plans to embark on the next phase of completing manufacturing upgrades and introducing new technologies. "For 2018 we set ourselves the ambitious goal of increasing manufacturing and shipping volumes by more than 60% over the 2017 target. A critical factor in meeting this goal will be long-term planning of order placement and increasing production through cooperation between the plants," Yarulin said.

STUDY AND PRACTICE

If a company's success is largely dictated by the professionalism and cohesion of a team headed by a manager, then what is the secret to that actual manager's success? Yevgeni Yarulin believes that first, a manager needs to be working on and constantly improving himself.

"I didn't have extensive experience managing a standalone business unit, so now I have to delve deep into questions of economics, accounting, and business," he reflects. "I've given myself the task of actively grappling with my own shortcomings and creating an environment within the team whereby everyone can achieve extraordinary results."

This young manager has a wealth of TMK-backed learning and self-improvement experience. Yevgeni Yarulin has participated in several corporate training programs He has completed three stages of the leadership development program.

After attending the TMK International Sales Talent Development Training program, Yarulin was placed in the candidate pool for TMK's International Sales Department. And that is by no means all the courses, programs, and seminars he has attended.

A COACHING APPROACH

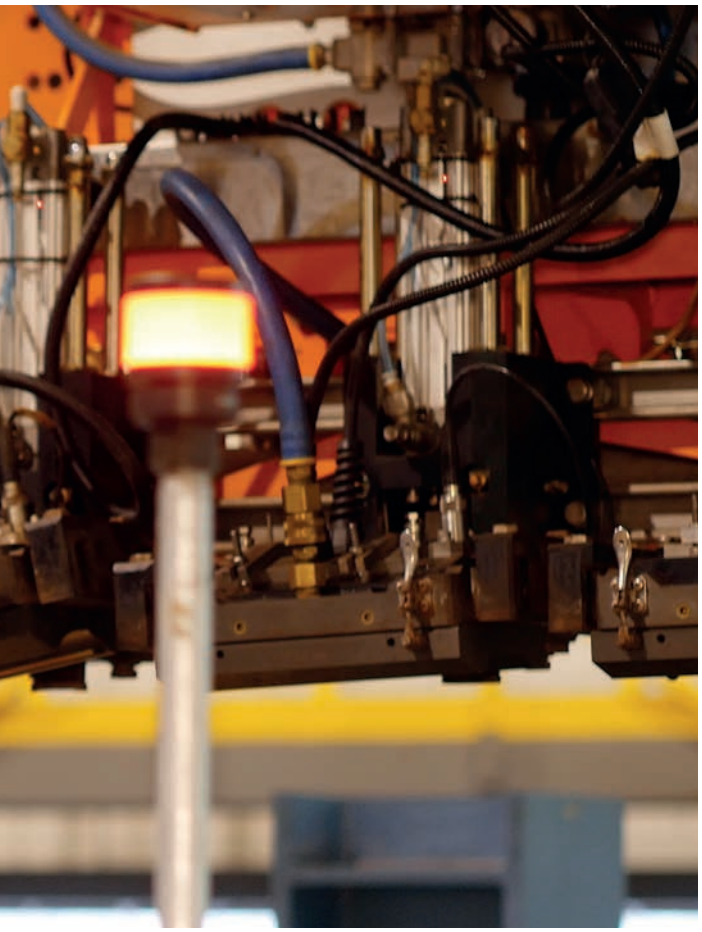
The secret to Yarulin's success as a manager lies also, perhaps, in his athletic accomplishments. In his youth he played elite sports, devoting himself to football and basketball. But he also followed how the coaches worked. These old school specialists were great psychologists, trying to get their message across to everyone and set them up to win. So now, as CEO, Yarulin acts partly as a coach, reaching out to every employee.

Yarulin has not stopped playing sports since being appointed executive director. He plays volleyball for one of the city teams and for fun goes bowling. He is also a keen fly fisherman. In Kazakhstan, friends introduced him to winter fishing.

He is relaxed about his personnel: "The plant provides opportunities to make a good living, receive social benefits, and open up your creative and technical potential. And to be confident about tomorrow." **YT**

PIPE INSPECTION GOES HIGH-TECH

A HIGH-TECH FULL LENGTH ULTRASONIC TESTING (FLUT) LINE HAS BEEN COMMISSIONED AT TMK IPSCO'S KOPPEL FACILITY. THE NEW EQUIPMENT CAN DETECT THE FULL RANGE OF SEAMLESS PIPE DEFECTS: LONGITUDINAL, TRANSVERSE, AND OBLIQUE-ANGLE DEFECTS, AS WELL AS WALL RUN-OUT AND LAMINATION.



The equipment was fabricated by Olympus (Canada), an industry leader in flaw detection equipment. The new line employs the most advanced ultrasonic inspection technology (on phased arrays) used not only in metallurgy, but also in medicine. This inspection method provides a high degree of accuracy and efficiency through the equipment's superior performance. Of all the TMK plants, only Volzhsky Pipe Plant, in TMK's Russian Division, has a similar inspection system.

By commissioning this new FLUT line, TMK IPSCO has joined just a handful of companies that are capable of verifying the compliance of premium-grade products such as T95, C110, and Q125 with API 5CT standards and with the even more stringent requirements of customers.

In recent years oil and gas producers have begun demanding ultrasonic inspection with criteria that is way more stringent than any regulatory documents. The Olympus system will help strengthen TMK IPSCO's market position. According to TMK IPSCO Vice-President and Chief Operating Officer Joel Mastervich, this project is in line with the goal of attracting customers requiring more complex and technologically advanced products. "Customers enjoy the added benefit of a faster delivery time frame. Now customized products will be inspected in-house without any third-party involvement," he said.

The new line will bring TMK IPSCO significant manufacturing and financial benefits. It will considerably reduce the amount of manual prove-up inspections, increase productivity, and, according to current forecasts, save more than $180 per short tonne of product by eliminating logistical and third-party inspection costs. Set-up can be easily accomplished by loading special software that has variable settings for each type of product. This reduces set-up time from 3-4 hours to 10 minutes.

The FLUT line is used to inspect 2 3/8 inches to 5 1/2 inches OD seamless tubing and casing tubes manufactured at TMK IPSCO's Ambridge facility. It is also capable of inspecting pipe up to 13 3/8 inches OD. Hemant Rawat, TMK IPSCO corporate NDT manager, comments: "We anticipate that as the number of operators who have taken the entire training course goes up, the line's utilization factor will reach 60% by the end of 2nd quarter 2018, and 80-90% by the end of 2018."

The plan to install a full length ultrasonic testing line at the TMK IPSCO Koppel facility was started in 2014, when the original order was placed with Olympus. The slump in the oil and gas industry disrupted those plans and equipment delivery was postponed. In the first quarter 2017, as market conditions improved, TMK IPSCO resumed the project. Installation and acceptance testing of the line were completed by April 2017, and for the next two months the line underwent pilot operation. In June the company began accepting orders for regular production. **YT**

Manish Nawal (R&D), representing the group of winners in the Innovation category.

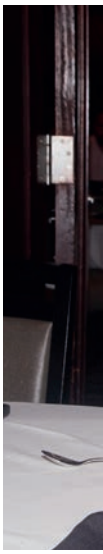
UPHOLDING OUR VALUES

AWARDS HAVE BEEN PRESENTED IN THE TMK IPSCO PROGRAM "LIVING OUR VALUES." THE COMPANY'S EMPLOYEE AWARD CEREMONY WAS A GRAND FINALE TO THE AMERICAN DIVISION'S ANNUAL LEADERSHIP SUMMIT IN HOUSTON, USA.

Pete Sellers, Melynda McConnell and Sharon Barclay with the prize in the People category.

The Living Our Values program was launched in mid-2013 with the goal of recognizing individual employees or teams who had made the greatest contribution to developing the company and whose work had embodied the values of innovation, maintaining a talent pool, safety and sustainable development, customer focus, and outstanding quality. Each year company management determines the best in each category and holds an official award ceremony.

The winner in the Innovation category was a working group made up of five employees of the TMK R&D facility and technical sales managers for their development and certification of the new threaded premium



Piotr Galitzine, chairman of the board of directors and CEO of TMK IPSCO, presented the awards.

Melissa Sprouse and Alif Patel with the prize in the Business Savvy category.

connection TMK UP ULTRA GX for use in steam-assisted gravity drainage systems.

The award in the People category went to employees from different facilities for the successful restart of TMK IPSCO's ERW pipe plants in Catoosa, OK and Camanche, IA.

For safely restarting production at the plant in Baytown, TX the Customer Focus award was given to 18 employees at this plant. Thanks to their efforts, threading and product shipment operations resumed at the plant as quickly as possible after Hurricane Harvey, while most of our competitors were still shut down.

In the Safety and Sustainability category, Jason Ostrander, a TMK IPSCO employee in Koppel, PA was recognized. He had started a workplace safety movement at the plant, and by using Kaizen events he was able to get employees from other departments involved in program. As a result there were noticeable improvements in industrial safety at the plant.

Winners in the Outstanding Quality category were TMK IPSCO employees in Wilder, KY for the plant's restart and for achieving output and overall equipment effectiveness (OEE) records. The OEE metric is used in the lean manufacturing system. It is employed as common denominator for measuring productivity and assessing whether resources are correctly distributed.

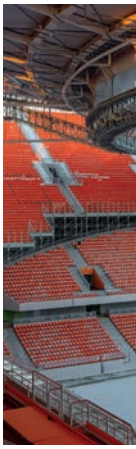
The TMK IPSCO Way! award went to the team for its efforts to resume plant operations in Baytown after Hurricane Harvey, which struck the Texas coast late last August, resulting in catastrophic flooding.

Winners were also announced in the Business Savvy competition, which is held separately from the Living Our Values program. This award went to a working group made up of 22 individuals who had kept up the supply of billets to the hot mill while the melt shop transformer was being replaced at the Koppel facility.

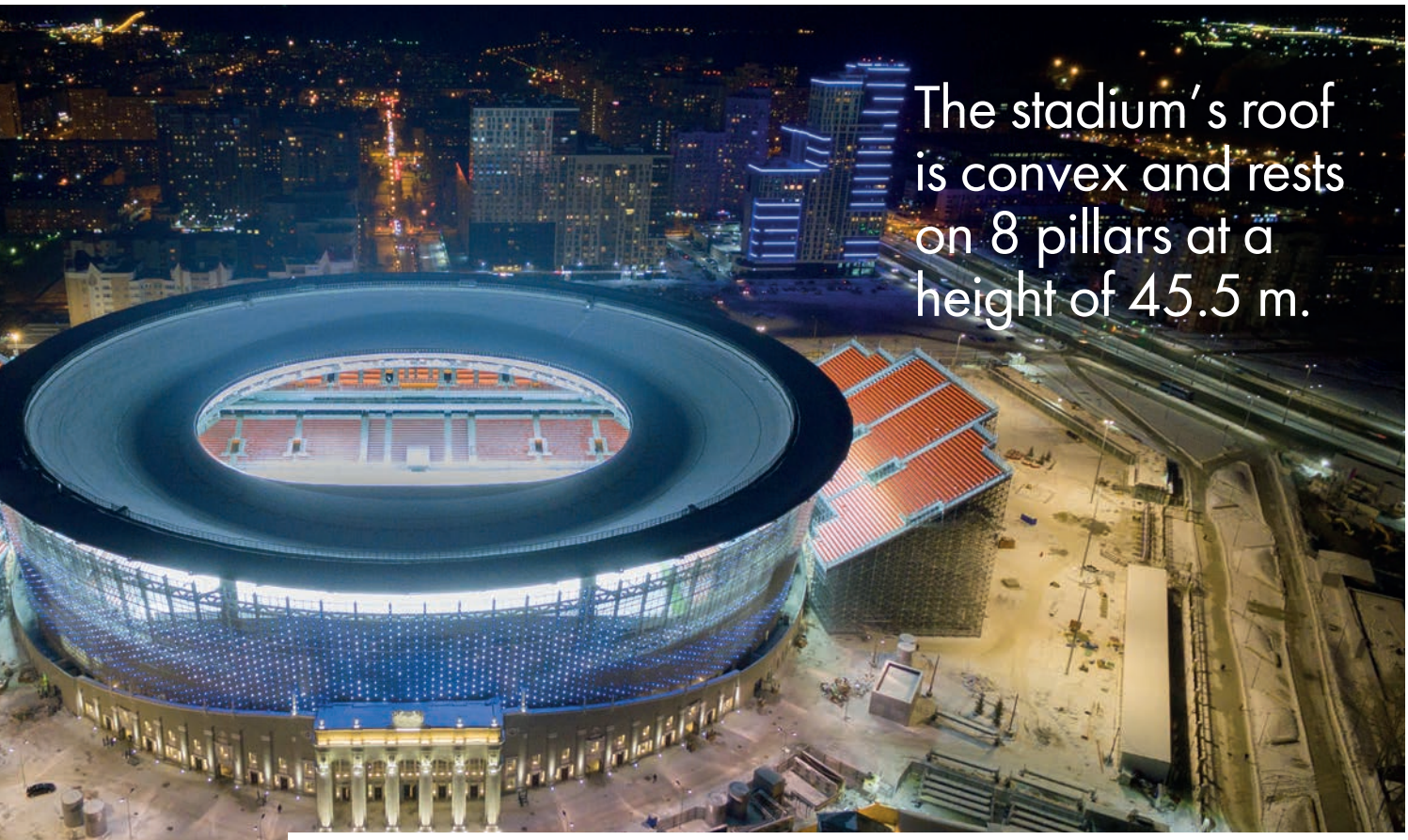
The award ceremony was a worthy finale to the Leadership Summit, during which TMK IPSCO management noted the successes of the company's employees and discussed plans for the future. **YT**

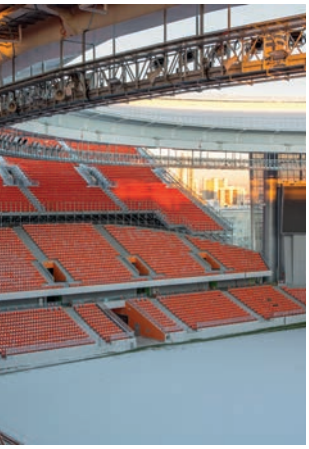
CROWN JEWEL OF URALS SPORTS

One of the greatest challenges facing the construction team was how to make a modern sports facility meld with the stadium's historical facade.



IN TIME FOR FIFA WORLD CUP 2018, THE CENTRAL STADIUM IN YEKATERINBURG, RECHRISTENED YEKATERINBURG ARENA FOR THE DURATION OF THE CUP, HAS BEEN REBUILT. THE RENOVATION WAS PERFORMED BY SINARA DEVELOPMENT, PART OF THE SINARA GROUP.





FROM THE PAST INTO THE FUTURE

The main sports arena of Yekaterinburg, built in the 1950s, has the status of cultural heritage site and is rightfully considered the crown jewel of sports in the Urals capital. So, in renovating the stadium, according to Sinara Group CEO Mikhail Khodorovsky, the company was faced with the extremely challenging task of preserving elements of the arena's historical facade while at the same time meeting modern building codes and FIFA standards.

"We managed not only to preserve the architectural ensemble and meet all regulatory requirements, but also to integrate the sports complex into the Yekaterinburg downtown area that has taken shape over the course of decades," he said.

During renovation, more than 43,000 square feet of historical walls were restored, as were sculptures based on their original design drawings from the 1950s, and architectural details: stone carvings, planters, chandeliers, and the set of banners that is a focal point in the main entrance. The new bleachers are architecturally neutral as a background for appreciating the stadium's historical facade.

INNOVATIONS FOR SPORTS

One of the stadium's important features is the football field itself. It consists of several sandwich-like layers: earth, different sized crushed stone, a grid system for turf stabilization, a waterproof membrane, and in-fill made of peat and sand.

"In creating the playing field we studied other fields around the world," Timur Ufimtsev, CEO, Sinara-Development, said. "Today the supporting structure of most turfs is made of artificial grass in which live grass is planted. For every five blades of grass, one is artificial." This makes the field more resilient, he said. It is the technology that has been used in numerous other arenas and is recommended by specialists.

The stadium roof has a unique design. It is concave and rests on eight pillars at a height of 150 ft. Each pillar consists of outer and inner steel tubes, the space between which contains reinforcement and poured high-strength non-shrink concrete whose formula was specially developed for this project. More than 70,000 cubic feet of concrete were used to build all the pillars, and the roof steelwork weighs a total of 6,000 tonnes.

Stormwater drainage at the sports complex is provided by an ultra-advanced system that requires no pumps. "Since the stadium roof is concave, the water collects at the bottom of it. As the gutters around the inner ring of the overhang roof become filled, a valve is activated and opens. The siphon effect and the differing pipe cross sections cause the water to drain along a gradient into the stormwater system," Mr. Ufimtsev said.

The stadium also features online monitoring of the condition of the roof and pillars. Sensors on the pillars and roof are used to continuously record and monitor the parameters of all the arena's structural elements.

The arena also boasts a unique lighting system without poles, thus improving the field of vision of the field. All the light fixtures are installed along the roof's inner and outer rings. LEDs are used instead of metal halide lamps to save energy. Light-show features can be used during football matches to highlight a specific area of the playing field, project geometric figures onto it, or spotlight a running player.

114,000 SQ. FT

THE OPEN PLAYING FIELD SIZE

"Another attraction of the stadium is its multi-media facade, where more than 6,000 LEDs are installed. Its lighting performs a decorative and esthetic function so that various color effects and lighting modes can be used, and text messages can be displayed on the facade, such as the game score, the name of the arena, and much else," Mr. Ufimtsev said.

Special attention was paid to safety and security. Every beam or part delivered to the site during construction was tested by advanced technical systems. In addition, to ensure the safety of fans and players during games, Yekaterinburg Arena features a video surveillance system with face-recognition capabilities. Images from 1,500 cameras located around the perimeter and inside the stadium are sent to a central monitoring center.

The Yekaterinburg Arena is protected by a state-of-the-art, multifunctional monitoring system.

The stadium can be called unique in many regards.

35,000
SEATS
ARENA CAPACITY

615,000
SQ. FT
THE TOTAL STADIUM SIZE

HIGH-LEVEL PRESENTATION

All stakeholders kept close tabs on the renovation progress. For instance, FIFA inspectors paid several visits, and last summer at the Innoprom exhibition the Chairman of the Board of Directors of the Sinara Group and TMK, Dmitry Pumpyanskiy, presented the Yekaterinburg Arena project to Russian sports officials.

Mr. Pumpyanskiy talked about the arena's renovation progress and its unique features and noted that, in many regards, the stadium is unique not just for Yekaterinburg, but nationwide. Innovative technologies were used to build it and 90% of the materials used were domestically produced.

One other feature of the stadium is its location in the city center. The result is not just a new architectural landmark, but also significant improvements to the infrastructure of the surrounding streets and city avenue architecture. Also, a park area with a 1.2 km running track was created around the stadium, where local residents can enjoy their leisure time even after the World Cup is over.

COMPLETE READINESS

Today the stadium is completely ready to receive visitors. The Yekaterinburg Arena has 35,000 seats, including 2,450 for journalists and 330 for people with disabilities. The highest-level events can be held here.

Russian Football Premier League games will be held here as early as this April or May, and on June 15, 21, 24, and 27 the arena will host the World Cup regular season matches of Uruguay vs. Egypt, Peru vs. France, Senegal vs. Japan, and Sweden vs. Mexico. Following the world championship, the Yekaterinburg Arena will become the home field for the Ural football club.

"The Sinara Group has done a colossal amount of work to fulfill the government contract with the Sports Ministry and open the stadium on schedule," Mikhail Khodorovsky said. "We believe the Yekaterinburg Arena will be one of the most beautiful sights in the city, a major attraction not just for athletes, but for local residents too." **YT**

YEVGENI YARULIN

CEO, TMK-KAZTRUBPROM

1. A 5:30 a.m. alarm, a cup of tea, and a review of the evening and night shifts' output figures.
2. I'm not superstitious, but I do follow certain rules: don't put off until tomorrow what you can do today, and never work just to get noticed.
3. People who have shown by example that limitless power lies within a person and that a person can survive the harshest conditions: Nick Vujicic, Nando Parrado, Ben Underwood, Liz Murray, and many others.
4. I watch the news every day.
5. Time-tested friends.
6. "Change Your Thinking, Change Your Life" by Tracy Brian.
7. Seafood-based cuisines: Mediterranean, French, Italian. Favorite dish – okroshka, which is a cold soup made from cucumber, kvass, radish, dill, egg, and meat.
8. Changing where I live and work: moving from the Russian Federation to the Republic of Kazakhstan.
9. Jerusalem and the Dead Sea.
10. Kamensk-Uralsky. I was born, grew up, and spent most of my conscious life there.
11. To make it so no one in the world would know what war is.
12. Rich Experience Academy.

1. How do you begin your work day?
2. Professional superstitions or superstitious beliefs?
3. Who in the past or present particularly inspires you?
4. Favorite habits or rituals?
5. Whom would you invite to a dinner party? What would you like to talk about?
6. The last book that thrilled you?
7. Favorite ethnic cuisine or dish?
8. Most memorable impression recently?
9. What is the most interesting place in the world that you've visited?
10. Your favorite city, and why?
11. If you were given the chance to change just one thing in this world, what would it be?
12. What does TMK mean to you? Describe it in just three words.

TIMUR UFIMTSEV

CEO, SINARA-DEVELOPMENT

1. Planning: I do a daily briefing and go over my work schedule.
2. I have my own personal hard hat. I've worn it since I first started working at Sinara Development and haven't changed it, even though new, more modern models have become available since then.
3. Herman Gref. It's inspiration enough to see just what Sberbank was and what it has become.
4. I don't have any daily rituals. I love to go hunting in my spare time.
5. I'd enjoy chatting with Vladimir Pozner on a wide variety of topics – from cooking to religion and politics.
6. I do have a favorite book that I periodically return to – "Master and Margarita".
7. Black Karachay lamb.
8. Completion of the Ekaterinburg Arena. You're overwhelmed with emotion when you finally achieve the result you were striving toward for so long.
9. One of my strongest impressions was diving in the Krasnaya Peshchera cave in the Crimea.
10. I do have a favorite place – it's the Phi Phi Islands archipelago. I like it there very much.
11. I wish a drug could be made to cure cancer, so that oncology and the disease itself wouldn't even exist.
12. A company kindred in spirit.