FOCUS
Special 50th Commemorative Issue

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A Celebration of Our Past... And Our Future

For a few memorable hours in September, we paused to pay tribute to a remarkable past and to enlist your ongoing support in the pursuit of a bright future.

In a very real sense, we are carrying the torch that was lit by Dr. David Pall 50 years ago, and which continues to burn brightly at Pall offices, factories, laboratories — and customer sites — around the world. Throughout this period, change has been our steadfast friend as we’ve grown from a one-man shop to nearly 8,000 people in 23 countries stretching around the world. Together we’ve parlayed an initial $3,000 investment into an industry-leading enterprise, with a billion dollars in sales this fiscal year. And we’ve gone from a developer and provider of filter media and elements to a specialty materials and engineering company with the broadest-based filtration and separations capabilities in the world.

But in a more fundamental way, very little has changed over the last half-century at Pall. The commitment to quality, innovation and hard work that drove Dr. Pall and his colleagues from one creative horizon to the next remains the touchstone of how we do business today. Indeed, throughout our history, we’ve dedicated ourselves to applying innovative technologies and scientific research to solving complex customer problems. We’ve taken prudent risks along the way, and never shied away from a good challenge.

Most of all, though, we’ve succeeded because of our strong commitment to our customers. Dr. Pall perfected the art of listening — and responding — to real customer needs. We’ve continued to raise the bar; we’re more determined than ever to do what’s right for our customers and for their businesses.

The recent expansion of our own business to include high-end separations represents an important new chapter in our continuing success story. With the addition of separations to our traditional fluid clarification business, we dramatically increased the size of our potential marketplace worldwide. Just as important, though, we enhanced our ability to provide customers with ‘cradle to grave’ support for their manufacturing processes. As a result, we’ve become much more than just a supplier of quality filtration products; we’ve become a valued partner to our customers, providing real added value along with a significant competitive advantage.

These are just some of the strengths...values...advantages that we take with us into the future. My vision of Pall over the next 50 years — and hopefully yours, as well — is of a company every bit as bold and entrepreneurial as the one Dr. Pall founded and nurtured over the years. I see us continuing to push the envelope of what’s possible, continuing to push the boundaries of scientific, technological and service achievement.

Clearly, our 50th anniversary is as much a celebration of our future as it is our past. It’s a chance for all of us to reflect on those values that have brought us to where we are, and to further refine them so they take us to where we want to go. As successful as we’ve been in the past, it’s the future of Pall that now deserves — and demands — our undivided attention.

The worldwide market potential for filtration and separations products is something in the order of $12 billion and is increasing steadily. This means that our competitors are selling $11 billion worth of products and services that should be ours. This is the size of our target of opportunity. The vision, technology, skills, and determination that have built Pall into the industry leader provide a rock-solid foundation for future growth. But you will drive our success so that we can realize our full potential.

Thank you all for our first 50 years, and above all, join in the excitement and challenge of our future.

Chairman and Chief Executive Officer
50 Years of Innovation and Growth

It began as Micro Metallic Corporation, one of thousands of new ventures spawned in the aftermath of World War II. It had but a single product for a single market. But that didn’t keep Dr. David B. Pall, scientist extraordinaire, from dreaming — and laboring with a missionary zeal.

It seems only fitting that 50 years later, Pall Corporation is about to realize another major milestone: one billion dollars in sales. Under our current leadership team, we are headed toward the 21st Century with a renewed vision and an unparalleled set of technologies and resources to get us there.

Fortifying us on this journey is the knowledge of what we’ve accomplished in the past. For the last half-century, Pall Corporation has time and again been an active participant in events that have shaped history, events that have made a difference in peoples’ lives. The roll call includes man’s first walk on the moon, resolving serious safety problems with jet aircraft, assisting in the Three Mile Island Cleanup, protecting lives during Desert Storm, helping to build the $10 billion Eurotunnel, promoting a safer blood supply worldwide, and improving the outcomes of patients.

If validation of these efforts were needed, it came in November of 1990, when Dr. Pall was awarded the National Medal of Technology by President George Bush for the outstanding contribution made to improving the well-being of the United States and its economy through the commercialization of technology.

“The common thread running through each decade, each year, is a palpable spirit of adventure that has enabled us to pool our knowledge and experience to break meaningful new ground, to exploit opportunities where we knew we could do something for the customer that no one had done before.”

Pall’s ascent to the top of its field is truly a casebook study in resourcefulness and resolve. It’s the story of how thousands of people over the years have applied their talents and skills to developing imaginative new products, to finding new ways to serve the customer long before “customer service” became a cliché.

It’s with a tremendous sense of pride and accomplishment that we bring you this 50th Anniversary Commemorative issue of FOCUS. It traces the growth of Pall from a tiny one-person shop behind a shoe-shine parlor in Brooklyn to the broadest-based filtration and separations company in the world in terms of technology and markets served.

The common thread running through each decade, each year, is a palpable spirit of adventure that has enabled us to pool our knowledge and experience to break meaningful new ground, to exploit opportunities where we knew we could do something for the customer that no one had done before.

Above all, Pall Corporation has always been up to the challenge — and that quality makes us more confident than ever about the future of this company as we stand on the doorstep of the 21st Century.

Deanna Morton, Editor-in-Chief
Economic recovery of war-torn Europe began, with a giant helping hand from the U.S. The energy and spirit that produced America’s incomparable fighting machine started to fuel a post-war economic boom. Shifting their emphasis from defense build-up, manufacturers started producing consumer goods en masse. Meanwhile, the housing industry blossomed, and countless new jobs and businesses were created. Among them was a tiny enterprise in New York with an unusual new material.

For two years, he labored in his spare time, nurturing a dream. The dream was to start his own business based on a product he had invented—porous stainless steel. For David B. Pall, a Ph.D. in physical chemistry, the vision seemed well within reach. His new engineered material would provide industry with a filter material vastly superior to anything previously developed. It would find a ready market, he was certain, in the field of chemicals where the trend toward higher operating temperatures, closer tolerances and more corrosive fluids had created the need for more durable filter materials.

The dream came to life in 1946 with the incorporation of Micro Metallic Company (renamed Pall Corporation in 1957). The firm consisted of a single individual—Dr. Pall—working out of his cluttered garage. When this space became too cramped, he moved his bootstrap operation to more spacious quarters behind a shoe-shine parlor in Brooklyn.

Disappointment soon set in, however. As sometimes happens with new engineering materials, users—in this case, filter manufacturers—shunned the product, and Dr. Pall realized he was attempting to grow a business on a hollow foundation. It would be some time before the dream would take flight.

A DREAM GROWS IN BROOKLYN
The Rocky Road to Success

It might be called the best of times, the worst of times. Here are the recollections of some early shapers of Pall’s history.

Bram Appel (a college friend of David Pall who served as his earliest advisor and benefactor. He is currently a director of Pall Corporation):

“I had $3,000 at the time, and that was the investment that started the company. Our first real facility was in the basement of a broken down building that had once been a candle factory in East New York. The furnace was tended by a man whose nickname was Tiny and was as you might expect, about 6 foot 6 inches tall and weighed 300 pounds. The operation was primitive by any standard.

“The next few years were not easy. David (Dr. Pall) had originally planned to sell sheets of porous stainless steel to chemical manufacturers. This, of course, didn’t work, so we had to develop a facility to manufacture our own end products.

“Our low point financially came shortly after we purchased our headquarters in a burnt-out ice house in Glen Cove, New York. I arrived one month from Canada, where I lived, to find our bookkeeper, through an error, had issued checks that overdrew our account by $7,000. I went straight to the bank to meet payment on those checks, but being from Canada, there were problems. Eventually, a friend of my brother-in-law was coerced into loaning us the money, and we managed to keep the company afloat.

“I don’t want to leave the impression that all was a disaster. True, David was overworked to an extreme and there were pressures in all directions. But products were being developed and we were shaping our future by gradually establishing positions in a number of key industries, particularly aerospace.

“Before long, David persuaded his next door neighbor, a young accountant, to join him at Micro Metallic. The neighbor was Abraham Krasnoff. It was Abe’s breadth of vision, action and marketing expertise, coupled with David’s technical genius, that transformed a modest company into a global enterprise in 1989.”

(Continued on page 5, column 3)
Dr. David Pall (founder of Pall Corporation, and Chairman of the Board from 1946 to 1992):

"My naivete and that of Mr. Appel make our original venture look like the height of folly. We did no market research prior to developing a product, there was no specific application in sight, we had no money for advertising, and no marketing or sales personnel. A great deal of what came to be known as ‘sweat equity’ (20-hour days were not uncommon), an eagerness to learn, a considerable contribution by lady luck, and some borrowed money, carried Pall through its birth period."

The solution from Pall was a new sintered wire cloth filter known as Rigimesh media. The Rigimesh filter was the first to offer an absolute filtration rating based on a glass bead test developed by Dr. Pall. The unique material not only provided the needed particle removal properties, but compacted a very large filter area into a small volume, which reduced filter size and weight.

The Boeing 707 problem was soon resolved with the help of the Rigimesh material, prompting a Western Union telegram from a major airline congratulating Pall for "its outstanding action in avoiding the further grounding of 707 aircraft due to hydraulic system problems."

The accolades did not end there. For its work under pressure, Pall quickly gained credibility and a growing reputation in the field of aerospace fluid clarification. This led to a market leadership role in the 1950s, which it has never once relinquished.

Abraham Krasnoff (who became the company’s Chief Executive Officer in 1969 and held the post until his retirement in 1989):

"Not long after we met in 1950, David Pall invited me to join his fledgling company which, at the time, had about 20 employees and less than $250,000 in sales. From the start, he was an excellent teacher, an inspiring leader and, with his boundless energy and enormous scientific skill and keen intellect, an innovator and problem-solver of the highest order.

“We lived through good years and some frighteningly bad years, such as in the mid-60s when our principal business, the aircraft industry, went into a steep, steep decline. Even during this period, David never stopped innovating. He responded by becoming an expert in, and leading the company to, many different product areas. He was always working on some major advancement.”
Naivete yielded to experience, and ‘sweat equity’ to steady growth, for Dr. Pall’s fledgling enterprise.

Leaving the awkward years behind, the company became focused on developing a line of porous stainless steel laboratory devices (filter funnels and aerators), as well as process filters for a growing range of industrial applications, including petroleum refining and film manufacturing. Through the latter half of the 1950s, it made giant strides as a custom metal filter producer for the aerospace industry and parts of the chemical process market.

Pall was no longer a boiler room operation. By the end of the 1950s, it had grown to a 400-member organization occupying 72,000 square feet of well-equipped plant space. It also boasted a talented team of 53 scientists and engineers who were working hard to build the credibility of this young and ambitious company.

The growth was reflected in product sales, which escalated from $33,000 in the first full year of operation to $6.7 million for the fiscal year that ended July 31, 1960. In fact, Pall continued to turn a profit every year after the first.

This early period also saw the growth of a business philosophy—a powerful strategic compass that could be counted on to point the company in safe and prudent directions. Briefly, it called on Pall to:

• Develop products requiring a high degree of technical skill to meet complex customer needs.
• Engage in activities within our realm of expertise.
• Build and maintain a superior technical and management organization.
• Seek expansion in technology-driven areas where continued change is likely.

That philosophy governs Pall to this day.

### An Investment That Really Pays Off!

On November 21, 1957 Pall stock was publicly traded for the first time. Some 20,000 shares were offered at $5.00 per share. But, as it turns out, the big news had more to do with long-term potential than first-day results.

Consider: if you had bought 100 shares of Pall Corporation stock that first day (total investment: $500), and reinvested the dividends only, your investment would be worth $1,164,208*.

That translates into a torrid annual growth rate of 22 percent.

*Calculations assume: No brokerage commissions (paid from this source). No taxes paid on dividends (paid from other source). Dividends reinvested (fractions too).

### Pall’s Contribution to the Space Program

“The first few attempts by the U.S. to launch a satellite on a Vanguard rocket (in the mid-1950s) were spectacular failures. The challenge of getting a satellite into space was finally given to (famed German rocket scientist) Wernher von Braun. I got a call one day from the head of Reliability for the Army, who reported directly to Dr. von Braun. He said they wanted to avoid any more failures, and asked if they could have a meeting with us. At that meeting, in addition to myself and the head of Reliability, were Dr. Pall and Bill Moog. Bill and his brother founded the company that made the servo actuators which controlled the direction of flight of the rocket. Pall filters were important parts of those actuators. At the meeting, the space people asked us what kind of filtration we would recommend, and we said the finest we could manufacture. Bill acknowledged this was a lot finer than he would normally recommend, but conceded that in this case, ‘cleaner is better.’ So, the U.S. went with Pall’s recommendation for the launch of the first U.S. satellite, Explorer 1, in January of 1958, with Pall protecting the hydraulic system of the Jupiter C rocket. To the relief of everyone, that launch and others that followed were hugely successful.”

John Farris
Vice President, Government Programs, and a 40-year Pall veteran.
Counterculture became the emblem of a decade divided by war in Vietnam and racial confrontation. The greatest changes in American morals and manner since the 1920s characterized these years of unrest, mass marches and politicized campuses. Conflict also erupted in the Middle East and one African nation after another asserted its independence. For Pall, too, it was a period of tremendous change and soul-searching, culminating in a new business direction that put the company on a sound course for the future.
Changing Pall’s Direction

In 1964, Pall’s aerospace business — both military and commercial — fell from the radar screen, and the company began a difficult period of self-examination and renewal. It attempted, unsuccessfully, to add non-fluid clarification products to its aerospace and process lines through acquisitions.

During this time, an idea was conceived that would change forever the shape of Pall Corporation — disposable filters. The company concluded that the right direction was the development of proprietary disposable filters for distribution to large markets. Thereupon began a daunting series of tasks: developing unique filter media, putting them into useful forms, building production capacity and, just as complex, developing new marketing expertise and distribution systems.

The wrenching period of readjustment began in the mid-60s and stretched to 1972. During that time, Pall kept a viable balance sheet and managed to maintain a low level of earnings while it underwent its transformation.

“The chemistry was soon working: sales grew to $26 million and Pall and its people were charged with a new sense of purpose.”

FUELING AN ENGINE KNOWN AS INNOVATION

From its earliest years, Pall has been powered by the spark of innovation.

In the early 1960s, Pall became aware of the urgent need to more effectively remove water and oil from compressed air. Most manufacturers are dependent on compressed air for some parts of their operations. The problem is that compressed air, essentially a mixture of oil and water droplets, is also a source of contamination and even health hazards. Prior to the 1960s, the problem had been poorly addressed.

Pall worked to fill the void. In 1966, its engineers developed the first high-efficiency filter for air and oil mist removal. This was followed by a series of products with ever higher removal efficiencies. And in 1986, Pall Profile filters—combining extremely high-efficiency with long service life — became the market leader.
Pall Lands in Europe... on the Wings of a Chemist

In these times of megabuck acquisitions and high-powered partnerships, Pall’s entry into the global arena in 1962 seems, in retrospect, almost too simple. Here’s how Dr. David Pall remembers it:

“We had a chemist working for us back in those days named Cyril Keedwell. He came to me one day and said his wife desperately wanted him to go to England with her while she visited her parents for a brief period. He told me he had a two-week vacation due him, but would also like to take a four-week leave of absence.

“I thought about this for a long time and finally said, ‘Cy, I want you to do a job for me while you’re there. I want you to find a company. It has to be small because we can’t afford a big one. I want a company that will give us a toehold in Europe.’”

Cy Keedwell performed flawlessly. He found a small engineering company in London named Lloyd and Hillman Ltd., whose principal product line was sensing devices and associated hardware for temperature and rate of flow measurements. A merger was consummated in March of 1962 — and Pall had an international presence.

Lloyd and Hillman’s sales doubled in the first year of the merger. With the creation of Pall U.K. (Sales) Ltd. right after the merger, Pall began selling its complete line of filters and dryers in Europe through a growing distributor network.

Pall’s European-based business flourished under the leadership of Maurice G. Hardy (who became Chairman and CEO of Pall Corporation in 1992), and in 1966 Pall Europe Ltd. was formed to more aggressively develop the company’s enterprise across Europe.

RUSSIA TURNS THE TIDE FOR A YOUNG PALL GERMANY

“Pall Germany began in 1965 with a small sales office, but it wasn’t until four years later that we got our first really big break. We were at a chemical industry exhibition in Frankfurt. A Russian delegation led by a prominent pharmaceutical professor was also there, and they listened carefully to the presentation we made on applying our filter technology to critical pharmaceutical applications. Before we knew it, the Russians had placed an order through an OEM for retrofitting every pharmaceutical plant in the country, from Minsk to Vladivostok, with Pall filters. The value of this order was over a million Deutsche marks and was more than all our other sales for the year combined. It was a great entry for us into the pharmaceutical filtration market as well as into Russia. It also enabled us to leave the cramped quarters we had been using and move into a larger building in a suburb south of Frankfurt.”

Gerhard Weich, Group Vice President.
Distributors: One of Pall’s Core Assets

Since the earliest days, distributors have been important to the growth and success of Pall. With their inside knowledge of specific industries and geographic markets, they’ve been a valuable and highly dependable asset for Pall. As such, they’ve been warmly welcomed as members of the corporate family and given intense support. In return, they’re expected to be honest, loyal and enthusiastic sales representatives for Pall, working exclusively assigned territories and markets.

We insisted on growth-minded distributors who would invest profits and expand sales coverage, year after year,” says Nicholas Nickolaus, retired Senior Vice President of Pall.

In the early 1960s, as Pall’s markets expanded, so did its distributor network, both in the U.S. and overseas. In Europe, distributors became the key to penetrating a huge and diverse marketplace in which Pall was anxious to build a presence. Recalls Derek Williams, Executive Vice President, and Chief Operating Officer, who joined Pall in 1971: “In order to effectively serve the European market, we looked for companies to become dedicated Pall distributors. We only considered people with integrity, whom we thought would be with us for a long time. We realized then — and now — that the key to success is being surrounded by successful people.”

In the U.S., Pall’s earliest distributors were in the aerospace market. When Pall entered the Industrial Hydraulics (IH) marketplace in the mid-60s, it began dealing with distributors who not only sold but stocked its products.

Today, Pall products are sold through distributors who specialize in specific markets, such as hospitals, aerospace and nuclear power plants, as well as through its own sales force. The vehicle for a given region depends on the easiest and quickest route to market — and the one that makes most sense for the customer. In the U.S., Pall products are sold mostly through a seasoned team of distributors, while in countries like the U.K., France and Japan, direct sales forces are the primary sales mode.

Why use distributors instead of just increasing its own sales capability? The distributors have knowledge of their local markets, and a closeness to their customers that is very hard to duplicate. Moreover, most Pall distributors are intensely motivated and entrepreneurial. They have a lot at stake...and a lot to gain if they’re successful.

So does Pall, and it has steadfastly recognized and rewarded its distributors over the years with the strongest support in the business. Pall distributors know that if they remain dedicated and productive, they too will grow — and prosper.

### PALL’S WALK ON THE MOON

Astronaut Neil Armstrong’s epic walk on the moon proved to be “one small step for man” — and another remarkable success for Pall Corporation. That’s because a porous metal heat exchanger developed by Pall served as a virtual lifeline for Armstrong throughout his mission. Residing in the backpack of his spacesuit, the device served as a mobile air conditioning unit, lowering the temperature inside his spacesuit.

That was not the end of Pall’s rendezvous with history on July 20, 1969. Our bacterial filters were part of the Lunar Module, which carried Armstrong and fellow astronaut Edwin Aldrin from the mother ship to a soft landing on the moon’s surface. In this case, Pall filters played a protective role, screening the gases that were vented from the Lunar Module as part of the process to equalize cabin pressure with the near-vacuum conditions that existed on the moon.

Pall’s success with the manned space program continues to this day. Our products reside in multiple areas of the U.S. space Shuttle as well as the eagerly awaited Space Station, which is now being built for launch in 1998.
The slumbering Asian giant came to life as China began to normalize its relations with the West and Japan emerged as a world economic power. In the United States, the spectacle of Watergate and a President who purported to be above the law at once riveted and shook the American public. The economy also took its blows: an Arab oil embargo sent prices soaring and a combination of inflation and recession gave rise to the condition known as “stagflation.” Despite these often turbulent times, Pall continued to grow, and by the end of the decade had claimed its rightful place on the Fortune 1000.
Becoming the Technical Leader in Fine and Ultrafine Filtration

In the 1970s, new horizons were opening up to Pall. Pall filters were now meeting a new generation of applications and needs in fields as diverse as purification of pharmaceuticals and protection of sensitive hydraulic components. As a result of its growing expertise and product capabilities, Pall became the acknowledged technological leader in fine and ultrafine disposable filtration.

This new thrust helped to reenergize Pall’s aerospace filter business, which had experienced difficult times in the mid-60s. Pall had long been the leading supplier of fine hydraulic oil filters for aircraft through metal filters. With the advent of disposable filters, a robust new worldwide market opened up in both the commercial and military sectors. This market was enhanced by the conversion of many hydraulic systems to disposable filter use.

By 1973, about 60 percent of Pall’s aircraft business was fine filtration disposable filters, and aerospace sales began to show significant growth for the first time in nearly ten years. Not just aerospace, but the success of the entire company was now inextricably linked to the development, manufacture and sale of disposable filters.

PALL LISTENS...
AND A NEW FILTER IS BORN

It was over lunch with his stockbroker that Dr. Russell Patterson, neurosurgeon at New York Hospital, offhandedly discussed a problem he was noticing. Patients put on heart-lung machines during neurosurgery were developing postoperative neurological problems. The source of the problem, according to Dr. Patterson, was tiny air bubbles in the circulating blood. It was the same culprit that often ran amok during open-heart surgery.

After listening intently, the stockbroker had a suggestion: why not call Pall Corporation, the experts in filtration technology?

Dr. Patterson took his advice and called, totally unaware that his conversation would help launch a new class of filter products with the remarkable ability to reduce postoperative complications. In a short period of time, these products would become staples in hospitals around the world.
The Health Care Industry Becomes a Major Growth Story

As the new decade unfolded, Pall set its sights on a new target—the hospital market. For the first time Pall marketed disposable filters to purify liquids or gases being administered to hospital patients or, in the case of open-heart surgery, to remove harmful particles from the patient’s own blood.

Pall created a new sales company in 1971 to focus on the new opportunity. It introduced the Ultipor blood filter for the removal of microemboli (small particles) from transfused blood, and extracorporeal blood filters to protect patients during open-heart surgery from gas bubbles as well as solid microemboli in the circulating blood. These products won quick acceptance and usage among prominent surgeons.

Pall gained even greater visibility within the hospital market following its introduction in 1976 of an intravenous filter. This product automatically eliminated air from intravenous fluids while protecting the patient from bacteria and other contaminants. These innovations soon translated into significant sales growth. Pall’s hospital sales rose from $400,000 in 1971 to $1.5 million in 1973 to $10 million in 1978. On the heels of this success, Pall began distributing its products in Europe, Japan, and South America.

Global Growth Outpaces Domestic

Pall was becoming a global enterprise faster than most people realized. For the fiscal year that ended July 1978, sales overseas comprised about 40 percent of the total volume of $88 million. The company was now growing faster internationally than domestically.
The Pall Difference: Scientific and Laboratory Services

For nearly 35 years, it has stood as one of Pall’s most powerful tools, a worldwide bridge with customers capable of solving complex contamination problems.

That tool is Pall’s Scientific and Laboratory Services (SLS). Created in 1962 as the Contamination Service Group, its name and mandate were significantly changed in 1976 to reflect the growing importance of this organization to the success of the company. In addition to providing first-rate customer support, SLS technical experts were called on to support and uncover novel new applications and markets for Pall technologies through the development of “technical marketing positions.”

SLS flourished under the new charter and ongoing leadership of Erwin Kirnbauer, Senior Vice President, Pall Corporation. The group evaluated the performance of new products under development by Pall’s R&D units and investigated new markets for which only limited information was available.

Above all, though, “SLS has continued to work hand in hand with customers, providing technical, scientific and laboratory assistance needed to solve complex filter application and contamination control problems. SLS activities are often initiated in response to a customer request, or through the Pall Scientific Liaison Program which was created to provide proactive technical support to customers with advanced filtration questions and requirements,” said Erwin Kirnbauer.

SLS adds further value to the customer relationship through its global reach. Support is provided through a network of 400 scientists and engineers (many with Ph.D. degrees) deployed at some 20-plus well-equipped laboratories throughout the Americas, Europe, Australia, and Asia. These labs, unsurpassed in the industry, allow for such sophisticated activities as particle counting, contamination analysis, gas and liquid chromatography, light and electron microscopy, hematology and biochemical diagnostic testing, among many others.

Whether the problem is in Korea or Germany, Brazil or the United States, SLS has proven its ability time and again to deliver a timely and intelligent solution for customers.