

ROTATE VIEW UNDERSTAND

KALEIDOSCOPE

THE WÜRTH GROUP MAGAZINE

one
2018

KNOT-FREE MATERIAL

Building with wood is in vogue.
Hardly any other material is
as universally compatible and
expressive. Würth has the right
products for the job – along with
a wealth of expertise.

www.kaleidoscope-wuerth.com



SIDE VIEW

WÜRTH FAN FOREVER

Sergio Duran, 26, is an ardent fan of Würth. The bicycle mechanic has been working with Würth-brand tools at PROBIKE in Barcelona for ten years now. The Spaniard expresses his enthusiasm for German workmanship in a very special manner: He flaunts an enormous Würth open-end wrench on his forearm. And it is not just painted on, but rather tattooed together with the Würth logo. The tattoo extends from his wrist to his elbow: a statement for all eternity. Würth sales rep Ramon introduced Sergio to the product portfolio from Künzelsau once upon a time – quite successfully as one can see. Sergio has even posted a photograph of the motif on his Instagram account, taken by photographer Victor Mora.

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KALEIDOSCOPE

The Würth Group is growing and thriving, both sustainable and profitable. To paint a picture: It is like a tree, deeply rooted at its headquarters in Künzelsau, but branching out extensively with its more than 125,000 products and over 400 companies in some 80 countries. Würth is the global market leader in its core business, the trade in assembly and fastening material. Thanks to the Allied Companies, new business fields are constantly sprouting out of the ground, ensuring that Würth continues to ramify its operations. A growth market: Wood, a raw material we will be presenting to you in greater detail in this issue of Kaleidoscope. Dive into our corporate universe on the following pages and discover its many different facets. Just like the kaleidoscope, which is emblematic of the Würth Group and its magazine: ROTATE VIEW UNDERSTAND.

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**DEAR
READERS,**

**PROF. DR. H. C. MULT.
REINHOLD WÜTH**
CHAIRMAN OF THE
SUPERVISORY BOARD OF
THE WÜTH GROUP'S
FAMILY TRUSTS

First of all, I would like to extend a heartfelt thanks to all of our customers, as well as to our employees, for the excellent cooperation in the year 2017. My corporate group was able to set new records both for its sales, with EUR 12.7 billion, and for its operating result, with EUR 760 to 770 million. Our roughly 74,000 employees truly performed great work in 2017. Our customers must have been satisfied with our offer, our product quality and our service as well. Otherwise, we would not have grown by 7.5 percent. Thank you very much!

We are now in the middle of the year 2018 already, with relatively mixed feelings: On the one hand, experts are predicting an even better economic situation for 2018 than was the case in 2017. On the other hand, from a political standpoint, we in Germany are faced with an unbalanced, ambivalent situation as of 08 February 2018, the likes of which I have not experienced in my 80 years.

The fact that it has not been possible to form a government even five months after the federal elections is truly a mockery of the German citizens. If you observe the negotiations to form the Jamaica Coalition, or now even the Great Coalition, it is hard to shake the feeling that the top politicians are more interested

in their own offices and preferences than in a functioning and efficient federal government that does not just advocate the dreary mantra "keep it up" but rather that is willing to serve the country and its citizens, even if this requires new personnel, as in France for instance. In mid-February, we as citizens are all anxious to see whether a government can be formed or whether new elections will be held.

As a staunch European myself, it is of great importance for me that the European Union continue to develop as a geopolitical power. We have four centers of power in the world: USA, China, Russia and the EU. If the EU were to be dissolved, what would countries such as Belgium or Estonia, or even Germany for that matter, do in the geopolitical arena? Sooner rather than later, these small countries would be forced to ally themselves with the other three superpowers or, in an extreme scenario, risk being swallowed by them. For this reason alone, I refuse to believe that anyone would want to dissolve the EU. On the domestic front: The great battle cry of the EU-skeptics in Germany argues that we would become the paymaster of the EU. Is that really so terrible, as long as we remain within reason? After all, we redistribute our income among the districts across the federal states and throughout the

"OUR ROUGHLY 74,000 EMPLOYEES TRULY PERFORMED GREAT WORK IN 2017."

Federal Republic, with the strong states, cities and municipalities making equalization payments to the weak states and municipalities. If my information is correct, the state of Baden-Württemberg alone pays three billion euro to the federal capital Berlin as part of these equalization payments – so who cares?

Why shouldn't we enter into this grand barter deal, as described below? We would agree to assume the role of "European Ministry of Finance", knowing that we would be supporting Greece and other countries with German taxpayers' money. However, if the trade-off for such an endeavor is being able to live in a European Union characterized by peace and freedom, without wars or conflicts, then that would be German money very well spent indeed.

Furthermore, Germany profits tremendously from the euro. All eurozone countries profit from the international valuation of the euro in the context of the European Central Bank. Due to the relative weakness of Greece, Italy and Spain, the euro exchange rate remained low compared to the dollar and yen, which greatly benefited the German export industry. An alternative would be to reinstate the German Mark (DM). By how much do you think the DM exchange rate would have shot through the ceiling? The advantages enjoyed by the German export industry would have melted away in an instant. Thus, there are evident advantages and disadvantages, which balance each other out. We should lend Emmanuel Macron our full support in creating a European-wide ministry of finance (which might initially only administrate segments of the countries' financial budgets).

Esteemed readers, this brings me to the end of my jaunt through politics. Let us focus on our work, seeing as the financial situation in 2018 really is showing its best side. First of all, we were able to generate a sales volume of more than one billion euro in January 2018, with an 11.0 percent increase in sales (adjusted: 9.8 percent) – good prospects for a burgeoning 2018. The current labor shortage is a limiting factor for many companies' growth.

Without a doubt, companies that can provide for new employees by drawing from their trainees are at an advantage. However, we need skilled workers today, which is why one of the first tasks of a new federal government will surely be passing an immigration law that allows foreign skilled workers to immigrate relatively easily if there are no German applicants available for a certain position. The problem behind all of these issues remains the sluggish and stodgy bureaucracy.

Esteemed readers, I would like to wish you all the very best and lots of success for 2018 from the bottom of my heart. I would especially like to thank all of our customers for our working relationship, which, in some cases, has lasted for over three generations. You can be assured that we will do our very best in 2018, too, to meet your demands and needs quickly, reliably and properly.

Yours truly,



Reinhold Würth

As of February 2018





KNOT-FREE MATERIAL

Wood. That is the (building) material that more and more people favor when building their own homes. It is natural, sustainable, renewable – and it meets the demands of a generation for which environmental awareness is a matter of course. Würth lends a hand in making these modern living dreams a reality.

PHOTOS BY LÊMRICH AKA ALINA EMRICH & KIÊN HOÀNG LÊ

They are currently sprouting out of the ground like young saplings in the month of May: Every few months, new, spectacular wooden high-rises are designed – and each time the respective builder claims that his or hers is the tallest in the country, or even in the entire world. A publicity stunt with no end in sight. These buildings are not just located in the Alpine region, where wood has traditionally been used as a popular construction material, but also in urban environments: By 2021, the “Wildspitze” is set to be erected in Hamburg’s HafenCity quarter, allegedly Germany’s tallest

wooden building with an 18-story tower measuring roughly 64 meters in height. However, there are also other contenders, including: the “HoHo Wien” in Vienna (total height of 84 meters), the sustainable wooden high-rise “Haut” in Amsterdam (73 meters), a student dormitory in Canadian Vancouver (52 meters), or the “Skaio”, an ecological housing project currently underway in Heilbronn (34 meters).

What sparked this trend, this return to using wood as a building material? For Markus Kuhbach, International Division Manager for Wood at Würth, the reasons are obvious: “Building with wood captures the spirit of the times. It is a renewable, natural and sustainable raw material, which is congruent with our customers’ ➤



"Wood is a one-syllable word, yet behind it lies a world full of fantasy and wonder." (Theodor Heuss, President of the Federal Republic of Germany from 1949 to 1959)

environmental awareness." The demand for wood construction is on the rise at Würth, too. Würth's wood expert names a few of the advantages: Wood is quite resilient when it comes to weight and force. It is a health-conscious building material with a great feel-good factor. "It is ideal for creating visual accents," says Kuhbach. He adds, the possible applications for wood are diverse – provided it is combined with the right expertise. "A wooden nail can last just as long as a metal one. Think about the many historical buildings from past centuries," points out Würth's manager for the Wood division.

Speaking of nails. Würth has an immense product range for construction with wood. First and foremost, Würth offers the ASSY® screw, which has been "the screw for the woodworking and building trade" for more than a quarter century. That is the title of the 145-page Würth catalog, a sort of screw bible for professionals. This reference work includes screws for carpentry, terrace construction, particle boards, and for connecting wood to concrete. In addition, it contains screws for transport anchors, brackets, joist hangers, and piano hinges, just to name a few, in all conceivable sizes and with a wide array of threads and properties. The secret to Würth's ASSY® screw is its asymmetrical and symmetrical thread, which sinks into wood faster than normal threads. Furthermore, it ensures that the stress exerted on the wood fibers is kept to a minimum.

The largest screw produced by Würth is the ASSY® Plus Fit, External TX Timber Screw made of galvanized steel and measuring a whopping 1.5 meters in length, which is a superb solution for mounting purposes due to its quick installation and extremely high load-bearing capacity. Kuhbach points out that, "Without this model, it would not be possible to connect large timber cross sections with one another." The words "Whatever you are building – we can hold it together" are written on the cover of the catalog.

"Yes, building with wood offers lots of great opportunities, but it also requires professional support," says Markus Kuhbach. For this reason, Würth offers training seminars as part of

its regular woodworking specialist days, which are in high demand. "There, the possible applications of the ASSY® screws are outlined for the participants," explains Kuhbach. Issues such as the technical properties of reinforced wood are discussed, in addition to information regarding approvals for the screw models or how to handle wood safely.

In some instances, wood can even be more economical than concrete. Markus Kuhbach mentions one example: "In order to construct a bridge out of concrete, you first need to set up a shuttering, i.e. a casting mold, on the construction site into which the fresh concrete can be poured. In contrast, a wooden bridge can be fully assembled at the processing plant before being moved into position on site using a gantry crane. This saves time and money, as the roads do not have to be closed for days or even weeks on end."

BUILDING WITH WOOD CAPTURES THE SPIRIT OF THE TIMES.

Incidentally, handling wood properly also saves money. Markus Kuhbach knows that, "The better you take care of it, the longer it lasts." This applies both to woods such as ash, oak, cherry, alder, walnut or Swiss pine, which are primarily used in interior spaces, and to conifers such as fir, spruce or Douglas fir, which are suited for the outdoors. The danger here: Wood can rot and it has to be protected against weathering.

Würth offers a unique range of professional wood care products: its "surface repair kits". These kits consist of a case that can be customized with an individual selection of products, e.g., with a touch-up box containing twelve (wood) color tones that look like watercolors. A touch-up kit and retouching wax in various ➤



The smell of various types of wood excites the senses, which is why it is also used in perfumes.



ROBERT FRIEDMANN
CHAIRMAN OF THE CENTRAL
MANAGING BOARD OF THE
WÜRTH GROUP

"You're barking up the wrong tree!"
This idiom is used when someone is on the wrong path. However, this nineteenth century expression is also a prompt to reorient oneself. To face challenges without hesitation and to consciously accept failure: This is often how the best and most innovative solutions are discovered. At Würth, we deliberately foster this culture of learning from our mistakes. It does not testify to weakness or inability, but rather to curiosity and an eagerness to experiment. This is how we have gotten the ball rolling – in the right direction – for many of our most successful product developments. That being said, barking up the wrong tree can actually serve to spur us on: It is the only way for us to learn something new.

THE BEAUTY OF WOOD

Building with wood: Dr. Johannes Welling explains what to look out for when using this material. The Director of the Thünen Institute for Wood Research, a federal research institute, focuses on wood physics.

Building with wood is in vogue – more and more wooden high-rises are cropping up in urban spaces. Does this observation coincide with the experiences of your institute?

Yes, over the past few years, there has been a marked increase in prefabricated construction, a substantial portion of which relies on wooden construction. Wooden high-rises with five or more stories are designated as lighthouse projects for the residential building sector. They are both striking and appealing to the public, with the majority of the projects involving conventional single-family houses and apartment buildings.

What advantages does wood offer as a construction material?

Wooden constructions are relatively light, can be erected quickly and with a high degree of prefabrication, and generally present ecological benefits as compared to a similar functional unit.

What should be taken into account when using wood?

The wood being used should come from sustainable forestry. In particular, a sufficient amount of dried construction timber should be used. Appropriate constructive measures have to be taken in order to prevent water, wood's greatest enemy in the construction industry, from penetrating the material. The construction work is best left to a professional.

Which types of native wood are currently in high demand?

In Germany, along with Central and Northern Europe, softwood from native forests is predominantly used in the construction sector. Spruce is the first choice here,

followed by pine, Douglas fir and larch, the last three primarily in outdoor spaces. Domestic hardwoods flaunt their advantages in interior construction. Beech and especially white oak have dominated the market for years now. Demand for decorative woods such as walnut, cherry and light maple is also quite high. Meanwhile, tropical woods are rather seldom nowadays.

Which types of wood should not, or must not, be used?

A strict trade ban is only in place for a few protected wood species, such as Brazilian rosewood. However, it can be verified that many tropical woods are now being cultivated legally and sustainably, which means that using them contributes substantially to conserving the forests. In interior design, e.g., for windows, parquet, furniture and other high-end applications where tropical woods are still being used, the EU Timber Regulation (EUTR) and the Act on the Trade of Illegally Harvested Timber (HolzSiG) apply.

According to HolzSiG, the distributor, i.e. the market participant, is obligated to exercise due diligence in order to prevent illegally harvested timber from being put into circulation. Unauthorized felling and harvesting of protected wood species or a failure to provide a proof of origin may be considered illegal acts. Legality must be proven based on proper documentation. Imported products may be inspected to verify whether they actually contain the type of wood declared in the import papers.

As a rule, the EUTR is immaterial to building with wood in the construction sector, as wood from native forests is primarily used for this purpose. In this case, the municipal procurement directives requiring proof of sustainable farming are more relevant.



"Wood is a renewable, natural and sustainable raw material, which is congruent with our customers' environmental awareness," says Markus Kuhbach.

degrees of hardness and in every shade imaginable help fix scratches or minor damages. Surface repair spray and clear varnish are also included in this range. This is all optimal for kitchen counters, tabletops, parquet flooring or steps.

Kuhbach also swoons over another property offered by wood: Wood has a wonderfully aromatic smell, each type having its own distinctive scent. That is why woods have always been

an important component in the base note of perfumes. The great French perfumer Serge Lutens, for example, was overpowered by the beguiling aroma of wood during his first visit to Morocco in 1968: "I smelled there the sweetness and the richness of the wood, a mix of air, sun, dust and evaporation, spread out across the wood: The cedar wood being sawed up in tiny carpenter shanties as I passed by."

The element of smell often plays an important role when it comes to selecting a certain type of wood for construction. The aromatic fragrance of the Swiss pine is the most well known, having a positive effect on sleep and well-being and at the same time deterring clothes moths. Swiss pine has a sweet, fresh and spicy scent. This effect can last for many years. Upscale wellness hotels take advantage of this property and furnish their guest rooms with Swiss pine. Googling "hotel room with Swiss pine" returns an enormous selection of such accommodations.



MARKUS KUHBACK

Division Manager for Wood at Adolf Würth GmbH & Co. KG, Künzelsau, 52. Training in window construction and as an administrative assistant at Adolf Würth GmbH & Co. KG, followed by the position of product manager in the Wood unit. Several years working at Würth Canada as a sales representative. More than 16 years as national Division Manager for Wood, and now for the international division as well.

Hotel-Restaurant Anne-Sophie in Künzelsau is a prime example of how wooden furniture can improve one's state of well-being – (almost) everything here is made of wood. This four-star hotel, initiated by Carmen Würth, suffered severe water damage during the flooding in May 2016. Würth customer Dieter Ertl Einrichtungen & Innenausbau, based in Igersheim, restored the hotel to its former glory: wall paneling in the wellness area, reception, lobby, and waiting area along with the bar. The 54-man company had completely furnished and arranged the hotel in the first place. A modern look and stylish design with a rather traditional wooden flair, primarily in knotty oak. And Würth products were always

WÜRTH'S SURFACE REPAIR KITS ARE IDEAL FOR WOOD CARE.

put to good use: wood glue, screws, furniture fittings, and drawer guides. Dieter Ertl, a carpenter of 40 years, swears by this material, which has accompanied him his entire career: "Due to its natural structures and grains, its cracks and knots, wood offers incredibly versatile design possibilities." The concept is well received by the guests: "A place crafted with a love for heart, body and soul," is just one of the many comments left on the hotel's evaluation portal. Wood provides grounding – how lovely! ▣

➤ More information about wood:
www.kaleidoscope-wuerth.com/wood

DID YOU KNOW?

Be it a small wood screw or a razor-sharp circular saw, the Würth Group always has the right equipment on offer. And all around the globe at that. Find out more about the company and the trendy construction material wood.

ILLUSTRATION BY TANJA MEYER/JUTTA FRICKE ILLUSTRATORS



12.7

BILLION euro was the sales record achieved by the Würth Group according to the preliminary annual financial statement.



At
9,550

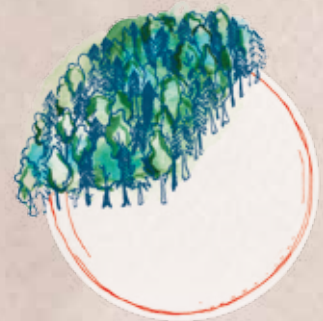
YEARS of age, the "Old Tjikko" is probably the oldest tree in the world. This unassuming spruce tree is located in Sweden.

31

PERCENT of the earth's surface is covered by forests. That corresponds to roughly

4

BILLION hectares.



More than

17,500

WORKS of modern and contemporary art are included in the Würth Collection. Würth has museums at

14

different **LOCATIONS** across Europe.



19.3

PERCENT: E-business sales increased by this factor in 2017 compared to the previous year.



760

MILLION euro was the preliminary operating result generated by the Würth Group in 2017.

551
PATENTS and
6,984

TRADEMARKS are currently held by the Würth Group.



74,159
EMPLOYEES work at Würth worldwide. Of those employees,
32,295
are in the **SALES FORCE**.
(As of 31 December 2017)

84

METERS is the planned height of the "HoHo Wien" high-rise. That would make it the tallest wooden high-rise in the world, provided it is completed by 2018 as scheduled. Its

24

STORIES are to accommodate a hotel, a restaurant and office space, among other things.



1,255
JUNIOR EMPLOYEES in more than
40

VOCATIONAL TRAINING PROGRAMS were working for the Würth Group in Germany at the end of 2017.



70

TREE STUMPS were split in just one minute by Dirk Braun, the reigning world champion in wood chopping. The German managed this feat of strength in 2015.

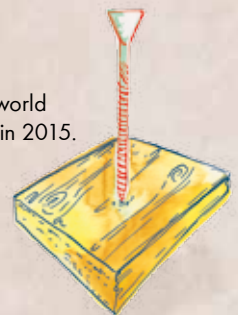


A 150-year-old beech tree has approximately

800,000
LEAVES.

2.1
BILLION

ASSY® screws were sold by Adolf Würth GmbH & Co. KG in 2017.



A large beech tree absorbs

24
KILOGRAMS OF CO₂ every day. That corresponds to the amount emitted by a small car over

150
KILOMETERS.

The

115
-METER California redwood "Hyperion" is currently the tallest known tree on the planet. By comparison: The Big Ben clock tower in London is "only"

96.3
METERS tall.

The average dwarf willow grows to

3
CENTIMETERS in height, making it the world's smallest tree.

I SPY WITH MY LITTLE EYE ...

Each and every Würth employee enjoys his or her very own view from the window. A few of them allowed us to sneak a peek through their windows.



Johann Wolfgang von Goethe once wrote: "Would you roam forever onward? See the good that lies so near." Now, if we are honest, this adage is no longer in line with what many of us desire – namely, to discover new countries and cultures, live new adventures or relax on a dreamy beach. The linguistic genius would surely not have said "no" to all of these possibilities; albeit, in those days, if one had the longing to roam the world, traveling by horse took much longer and was more dangerous than today with the airplane. If we have an itch to soak up some rays of sun in the winter, we just hop on over to Bali; if we crave a round of skiing, no problem. Many people even sacrifice their vacation days for the entire year to go on their dream trip.

But would it not be better to listen to Goethe sometimes? To discover "the good" that oftentimes really does lie "so near"? Frequently, a look out the window is enough. ➤

DEBORAH GROSS

WÜRTH
MANAGEMENT AG,
RORSCHACH
(SWITZERLAND)

"We in Rorschach have the good fortune of enjoying this stunning view. Sometimes with more sun, sometimes less, but always looking out over this incredible expanse of water."



OLIVIA CALUZI

WÜRTH ITENSIS AG,
CHUR (SWITZERLAND)

During the coldest days of the year, Olivia Caluzi had a constant "winter wonderland" right next to her desk. A view of the snow without freezing your tail off – what more could you ask for?



JEREMY MITCHELL
WÜRTH LOUIS AND
COMPANY,
WEST JORDAN (USA)

Jeremy Mitchell titled his photograph "Life Elevated." Without question, his panorama of the mountain range is mesmerizing.



YILMAZ GÖCGÜN
WÜRTH BRANCH OFFICE
IN ARNAVUTKÖY (TURKEY)

If you glance out of Yilmaz Göcgün's window, you might think that you are far away from any large cities, in the middle of nature. You'd be wrong: His office is located next to the construction site of Istanbul's new airport.



BETTINA WÜRTH
CHAIRWOMAN OF
THE ADVISORY BOARD
OF THE WÜRTH GROUP

The working world of tomorrow will be more dynamic, global and automated. Artificial intelligence, globalization and digitalization call for new basic conditions. However, the desire employees have for a secure and well-paid job has not changed. This tension poses a challenge for us as an employer to provide the right level of security and flexibility.

We have to permit changes, make room for creativity and foster entrepreneurial thinking. At the same time, however, our focus is on people and we are responsible for ensuring that our company remains stable and robust in the long term. If we succeed in doing this, we will have created the foundation for healthy growth and will continue to be an attractive employer in the working world of tomorrow.

LAURA DONAVAN

WURTH USA INC.,
RAMSEY (USA)

The US-American Würth employee describes her view, and at the same time the attitude of the company, in a nutshell: "We have a global perspective."

**MARKUS BECKERT**
SONDERSCHRAUBEN
GÜLDNER, NIEDER-
STETTEN (GERMANY)

This image was taken by Markus Beckert during the winter of last year. The sight of the Hohenlohe Plateau certainly beckons onlookers to take a leisurely stroll through the snow ...

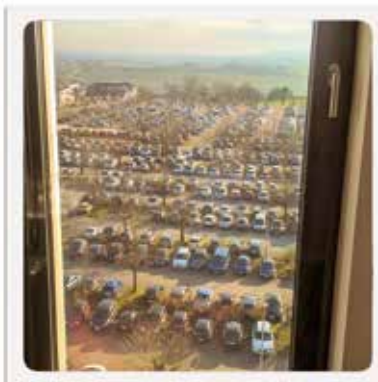


Simply enjoying the view. It is not always necessary to have the most magnificent view. Instead, it is a matter of letting the world outside inspire you: sending your thoughts on a journey in order to spark your own imagination.

**SOMETIMES INSPIRATION
IS WAITING JUST BEHIND
THE WINDOW PANE.**

We asked Würth employees to grant us a look through their windows. One thing became evident: Within the Group, and even at every location, there is a multitude of small worlds with their own unique vantage points. Each work space is different, offering an individual perspective. It is definitely worth taking a closer look. ▣

🗨 Sneak a peek through more windows:
www.kaleidoscope-wuerth.com/outlooks

**CAROLIN FILEK**
WÜRTH HANDELS-
GESELLSCHAFT M.B.H.,
BÖHEIMKIRCHEN
(AUSTRIA)

There is surely a great deal of movement behind the many windows: Caroline Filek has a view of the logistics building in Böheimkirchen.

**SUSANNE
SOMMERSCHUH**
ADOLF WÜRTH GMBH
& CO. KG, KÜNZELSAU
(GERMANY)

Susanne Sommerschuh gazes out across a full employee parking lot, amidst the picturesque rural surroundings of Künzelsau.

A TURNING MOMENT

THE ROUTINE CHECK-UP

For many people, everyday life means one thing in particular: Habits and rituals that make it easier to cope with the daily grind. However, we recommend variety. You just might be surprised!

ILLUSTRATION BY ANJA STIEHLER-PATSCHAN/JUTTA FRICKE ILLUSTRATORS



Eventually it happens. You create a routine for your life. You know how to upset the people with whom you share a bed and a table, how to appease them once more, and even how to delight them. You prefer Italian food and only opt for Chinese on occasion. You no longer listen to the radio but rather acquiesce to the songs you already know. You already know that you like them.

That is comforting. You notice how complacent your life has become. But this can also be dangerous. Because now it will just be business as usual, most likely for quite some time. Marvels that turn your world upside down, knock your socks off or make your heart race are few and far between. Routines are fantastic. We certainly could not live without them. But no one can bear to live in a routine forever.

There is plenty of evidence to suggest how damaging that can be. People who only take the fastest route to get from A to B will start to believe at some point that everywhere else is just like in their own filter bubble. And they never grow to reach their full potential because nothing ever befalls them that could encourage them to evolve. That is regrettable for the world. It could sorely use inhabitants who interact with one another instead of just living side by side. It is even more regrettable for yourself. After all, life would become so much more passionate

and exciting if you were to subject yourself to a stimulating climate every now and again.

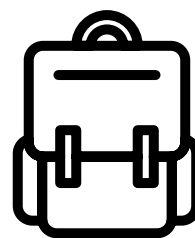
This is why you should dare to look beyond your own nose, quite literally. Try not to always eat lunch in the same restaurant where everybody knows your name, but rather five streets up, even if there are only vegan burgers or hellishly hot curry. With the people with whom you share your table and bed, change sides in bed and places at the table in order to gain a new perspective. Ask a 16-year-old what kind of music he likes and listen to it attentively. Take a different route to work than usual, talk to colleagues about whom you did not know very much, besides the fact that they exist. Sit down in a church, even if you are not religious. Or visit concerts at which you are the oldest person in the room.

These are all minimally invasive actions that do not require you to overcome any particularly difficult barriers. If things go well, you will learn that life is full of pleasures in which you did not previously allow yourself to indulge. If not, at least you will learn that things were perfect just as they were. Having this confirmed from time to time can also be reassuring. ▣

PETER PRASCHL

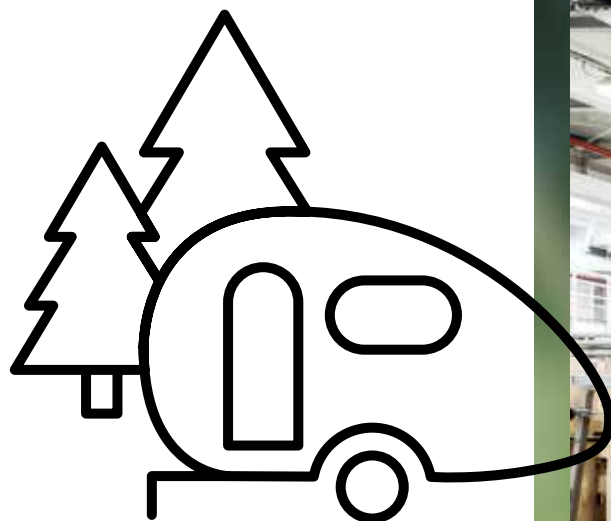
Peter Praschl, born in Linz, Austria, in 1959, has lived in Germany since 1988. He is an author for the newspaper "Welt am Sonntag" (culture) and a columnist for "GQ" (cooking), "Nido" (children) and the film magazine "Cargo" (videos that nobody watches but him). Praschl lives in Berlin with his wife and two daughters.

TRAVELING MADE EASY



KnausTabbert is one of the largest German manufacturers of travel trailers and campers. The company has developed a revolutionary lightweight design concept, made possible in part thanks to Würth products.

PHOTOS BY KNAUSTABBERT/CHRISTIAN HAASZ



Jandelsbrunn in Bavaria: a small municipality with nearly 3,300 inhabitants surrounded by snow-capped mountain peaks. The forests of a national park can be found just a few kilometers away. An ideal setting for the headquarters of KnausTabbert. The company's recreational vehicles are developed and manufactured here, an apt location for their purpose amidst a picturesque vacation landscape.

KnausTabbert has been in the business of manufacturing recreational vehicles for many years now: Alfred Tabbert founded his namesake brand at the beginning of the 1950s. Decades later, his company merged with the company of Helmut Knaus, the inventor of the "swallow's nest", a rustic, egg-shaped travel trailer that was extremely popular among travelers during the period of the economic miracle. Today, KnausTabbert GmbH has around 2,200 employees on its payroll, working at the Bavarian headquarters, in Hessian Mottgers and in the

Hungarian city of Nagyoroszi. Fully-assembled vehicles roll off the production line at all three locations, with the promise of freedom above all else – after all, the idea of caravanning has not changed over the decades. Whoever purchases a travel trailer or a camper always has a home while on the go and is flexible enough to set out in search of nice weather or give in to their wanderlust whenever the mood strikes. Wherever the road takes you: Your bed and kitchen are already there.

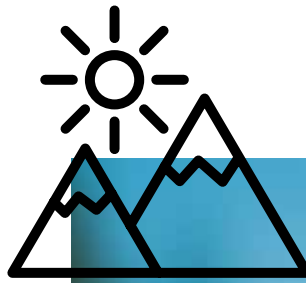
RECORD AND SUPERHEROES

This level of independence is more sought after than ever – the caravanning industry is booming. Last year in Germany alone, roughly 63,000 travel trailers and campers were registered – more than ever before. KnausTabbert is among the front runners with its sales figures, offering recreational vehicles for all tastes under its four name brands: KNAUS, TABBERT, WEINSBERG and T@B. There are 16 models available just ➤



KnausTabbert builds
a total of around
21,000 vehicles per year
at its three locations.





for the travel trailers, with around 130 different layouts. The portfolio ranges from the price-conscious bestseller WEINSBERG CaraOne to the TABBERT Cellini, a luxury camper with leather seats, teak-accented furniture and extendable walls to enlarge the interior. "We listen closely to our customers and react quickly to the latest trends and demands on the market," says CEO Wolfgang Speck.

An example of this is the compact T@B camper. With its tear-shaped exterior, it has been a cult object for years and is reminiscent of the original caravan TABBERT Ideal from 1955. The teardrop camper offers space for two occupants and is geared towards people who prefer flexible and uncomplicated travel. The T@B has developed a real cult following. Fittingly, KnausTabbert advertises using brochures in the style of superhero comics.

WHY WOULD WE NEED A WAREHOUSE?

KnausTabbert GmbH has been working to satisfy the high demand on the market, producing approximately 21,000 vehicles in 2017 alone. In Jandelsbrunn, both travel trailers and campers are produced. This requires a great deal of manual labor: screwing, gluing, wiring and drilling. The teams along the assembly lines on the large factory floors work like a pit crew in Formula 1, albeit at a less hectic pace as their work is much more complicated.

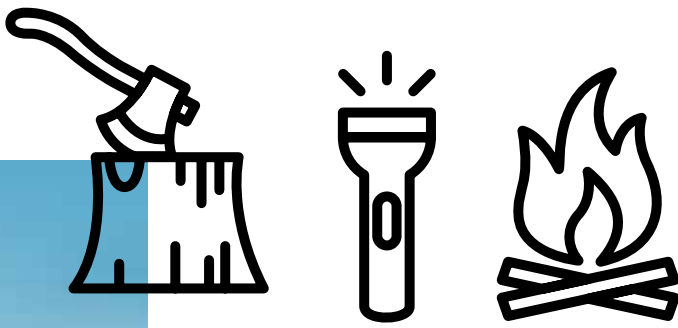
The chassis of the recreational vehicles consists of a galvanized sheet-metal frame and the wheels. The chassis is delivered in individual components and assembled. "We build everything else on top of it," says production manager Herbert Krinninger. KnausTabbert manufactures the furniture for the interior in-house, from the bed to the closet and kitchenette.

A recreational vehicle is assembled from the inside out. It is not until the very end that the side panels are fastened and the roof is placed on top of the caravan – a roofing ceremony so to say in the mobile home. Having the right tool is imperative for this process. "My employees often have to cope with the confined spaces inside the vehicles," explains Krinninger. "This is one of the reasons why we use Würth's cordless screwdrivers. They are compact and have a convenient light integrated onto the front."

From the closet to the roof: KnausTabbert manufactures most of the vehicle components in-house.



A seasoned team:
Würth sales rep
Alfons Friedl (l.) and
production manager
Herbert Krinninger.



"Wherever wood is involved at KnausTabbert, you can usually find ASSY® screws from Würth, too." The screws exert very low splitting forces and are therefore ideal for screw connections on the edges, where the wood must not split under any circumstances.

But not just the cordless screwdrivers are from Würth. Each year, roughly 80 million parts are delivered from Künzelsau to KnausTabbert GmbH's three locations – from cable ties to caulk guns and screws. "A KnausTabbert vehicle contains about 2,000 of our parts," estimates Würth sales representative Alfons Friedl. He has been attending to KnausTabbert for twelve years and visits the headquarters in Jandelsbrunn twice a week. He has earned the reputation of "Würth minister" there, a nickname that reflects their trusting partnership.

A KNAUSTABBERT VEHICLE CONTAINS ABOUT 2,000 WÜRTH PARTS.

"Würth is a valuable partner for us, delivering everything from a single source – directly onto the assembly line," says Krinninger. He means this quite literally as there is no screw warehouse in Jandelsbrunn. The production line managers order the material themselves, after which Würth delivers their orders within 24 hours. Alfons Friedl even sends an employee to his customer, who refills the shelves in the production lines, and sometimes lends a hand himself. "This service saves us a load of work," praises Krinninger.

WOOD PROVIDES STABILITY

A travel trailer or camper often remains in use for decades. During this time, it has to withstand the elements, while being light enough for the customer to save gas on the road. Wood plays an important role for the more cost-effective vehicle models because it satisfies these requirements. The natural material is used for laminated floor panels, for example. Even in vehicles that are made primarily out of plastic, wood is employed as a stabilizer, providing support for the window frames, for instance. Alfons Friedl knows that,

THE REVOLUTIONARY ANCHOR

New ideas for the lightweight design are being cooked up in KnausTabbert's research and development center in Jandelsbrunn. That is where the "frame technology" was developed: a self-supporting frame structure for building travel trailers. As a result, the side panels and furniture in the recreational vehicles no longer have to fulfill a load-bearing function and can be manufactured using lighter materials.

A further innovative concept lies in the furniture: In collaboration with Würth, KnausTabbert has integrated COLDMELT® technology into the caravan construction method. The development is based on the protected WoodWelding® technology of WW WoodWelding GmbH from Switzerland. It makes it possible to use lightweight sandwich composites in furniture construction, binding them together reliably without adhesives or long application times.

The namesake component is a type of plastic anchor, which is inserted into a drill hole and melted using ultrasonic vibrations. This causes the two outer sides of the plastic anchor to bind with the substrate material, cooling down in a matter of seconds. Afterwards, it is possible to insert a screw to fasten fixtures or to connect the lightweight panels to one another. CEO Wolfgang Speck sums up the advantages by saying, "The resulting connection is extremely stable and durable, while at the same time being very light."

This partnership went even one step further: Würth and KnausTabbert developed a screw that is compatible with the anchor, specially designed for the purposes of caravan construction to hold together the innermost parts of a travel trailer. Thus, a pinch of innovative spirit always leaves Jandelsbrunn and Künzelsau along with the recreational vehicles as they embark on their journeys across the globe. ▣

Information on COLDMELT® technology:
www.kaleidoscope-wuerth.com/knaus

COUNTRY PROFILE

ICELAND

The best time to see the **northern lights** in Iceland is between **September and April**.

Glima is a type of wrestling and is a traditional Icelandic **national sport**.

The **telephone book** in Iceland is sorted by **first name** because surnames are rarely used in everyday life.

Girl power: The **first democratic female president** in the world was elected in Iceland.

In the **summer**, the **average temperature** is a only **13° Celsius**. In return, it rarely drops below **-2° Celsius** in the **winter**.

Crime rate: According to the "Global Peace Index" rating, nowhere else in the world is as peaceful as Iceland.

Björk is one of the few international stars from Iceland. The singer has sold more than **20 million albums**.

The **Great Geyser** is the **oldest known geyser in the world**, becoming the namesake for all other hot springs of its kind. There are **26 active geysers** in Iceland.

Reykjavik is the **northernmost capital** in Europe. Roughly **60 percent** of Icelanders live there.

Grindavik

The **Blue Lagoon** near **Grindavik** is a geothermal spa with **water temperatures** of up to **42° Celsius**.

Iceland uses **geothermal energy and hydropower** to cover its **entire electric energy consumption**.

ILLUSTRATION BY MARINA AMREHN



3 QUESTIONS DIRECTED AT RÓBERT HEIMIR HNÍFSDAL HALLDÓRSSON SALES AND MARKETING MANAGER AT WÜRTH ICELAND

Which places would you recommend to someone who would like to visit Iceland?

I would suggest the classic tour to someone visiting Iceland, the "Golden Circle Trip". This tour runs from Reykjavik past the geysers and Gullfoss waterfall. It is stunning!

In your opinion, what foods are characteristic of Iceland?

Lamb dishes are typical in Iceland. We have the best mutton in the world. Otherwise, we eat lots of fish – and I would also consider the Icelandic hot dog, which is called pylsur, to be a traditional dish here.

Which Würth products are the most popular among your customers?

The ten most commonly purchased Würth products in Iceland are:

1. Bond + seal (all colors)
2. Brake cleaner 500 ml
3. SoftFlex gloves
4. Adhesive lubricant HHS 2000, 500 ml
5. Instant adhesive
6. Black insulating tape
7. Cutting disc 125 × 1.0 mm
8. Blue cleaning paper
9. Rust-off plus 300 ml
10. Perfect zinc spray

HAVE A NICE FLIGHT!

Launching off of the take-off table: Small mistakes here can make the difference between victory and defeat.



Whoever strives to shine as a ski jumper needs two things: strength and quintessential technique. During their training in Oberstdorf, however, the athletes of the German Ski Association (DSV) do not just vault off of the ski jump, they also spare us a few moments fit for Hollywood. Incidentally, the DSV women enjoyed a true Hollywood happy ending at the 2018 Olympics ...

PHOTOS BY RALF LIENERT



F. l. t. r.:
Katharina Althaus,
Ramona Straub,
Gianina Ernst and
Luisa Görlich

It is a vision of grace when the ski jumpers glide down the hill, hurdle themselves off of the take-off table, conquering the skies and then touching down on the ground again with apparent ease. However, what appears simple and elegant, is in fact a highly complicated process. To a layperson, one jump looks just like the next, but professionals know that subtle differences in jumping technique can dictate the deciding centimeters. There is only one solution: hard training.

“DIRTY DANCING” IN FRONT OF THE CHANGING ROOM

We meet the jumpers of the German Ski Association (DSV) at the beginning of their training day in Oberstdorf, Germany. It is just before nine. The weather gets in the way on this January day. The conditions are lousy: The strong wind together with the heavy snowfall could quickly throw the jumpers off course and reduce visibility. The risk of an accident is too high: “We have to

make sure that we still make something of today. We can’t train on the jumping hill just yet,” says Andreas Bauer, coach of the German national team, to the athletes. They do not get discouraged and instead use the time to prepare themselves: They tighten the screws on their boots, stretch and wax their skis.

Now it’s time to head outside – but not to the jumping hill just yet, rather to the area in front of the changing rooms. As an alternative, practice drills are on the agenda. The ski jumpers are reminiscent of the exercises from the classic film “Dirty Dancing”: They jump from a squat position into the outstretched arms of coach Peter Leiner, holding an elegant flying pose in the air. Body tension is one of the challenges, the other being perseverance. The weather still does not permit any real jumps.

NOT “TOO CLOSE TO THE EDGE”

Finally! The wind and snow let up in the early afternoon. Now the jump training can begin. ➤



NOT JUST A NICHE SPORT ANYMORE

With Svenja Wüsth, Carina Vogt and Katharina Althaus, the DSV has the world's best on its team. "We can use their technique as an example," says Andreas Bauer. With Vogt's victory at the 2014 Olympics in Sochi, Althaus' silver medal this year in Pyeongchang, and the fantastic performance by the team in the World Cup, the ski jumpers are attracting more and more attention.

Rocketing towards the earth: Adrenalin is part of the DSV athletes' everyday lives.

High spirits despite the weather: national coach Andreas Bauer (l.) and coach Stefanie Walk (r.)



The skiers polish up their skis before heading onto the jumping hill.

With just three attempts per athlete, every detail counts: In order to improve performance, the attempts are recorded on video from various angles. Be it the approach, takeoff, flight phase or landing: The video analysis is intended to help explore the reasons behind changes in performance, resolve errors and optimize movements. National coach Andreas Bauer does not take his eyes off the team, providing his athletes with advice after each jump via radio.

Ulrike Gräßler, for example, came too close to the edge, meaning that she took off too late: "In the elevator on the way to my next jump, I go through the movements again in my head. While doing so, I think about the exercises the coach gave me to practice. Next time, I want to take off at the right time," says the 30 year old.

Other problems have to be solved off of the hill. Gianina Ernst was lacking in jumping power last season. She was often unable to push off of the take-off table hard enough. That is why she has been working diligently in the weight room: "I have been practicing lots of hurdle drills and jumps with weight," explains the young athlete. This has paid off: "I can already notice an improvement."

"SKIERS ARE MADE IN THE SUMMER"

The example of Gianina Ernst clearly illustrates: The preparation for the season consists of two phases – jump training on the hill and personalized strength training. In the winter, the DSV women head out to the jump hill twice a week, depending on the weather. However, the groundwork has to be laid beforehand. National trainer Andreas Bauer is convinced that: "Skiers are made in the summer." Training camps, strength training, technique drills, regenerative jogging, and much more is scheduled during this time. Andreas Bauer: "From the beginning of December onwards, we travel together from one competition location to the next, where it is impossible to squeeze in anything else. Then, either things work out or they don't." At the start of 2018, during the Olympics in Pyeongchang, things went well for the DSV: Katharina Althaus caused a sensation, jumping her way to second place with nerves of steel. Her teammate Carina Vogt won fifth, Ramona Straub eighth and Juliane Seyfarth tenth place. A result that made national coach Andreas Bauer "mega proud". Four DSV women among the top ten bears testament to the greatness of his squad.

"DEMAND AND PROMOTE PERFORMANCE"

A company like Würth can identify with the attitude of the DSV athletes, with their constant drive to achieve perfection, which is why it has sponsored the DSV for about 16 years now. Dieter Münch, Head of Marketing/Advertising at Würth: "Demanding and promoting performance not only applies in high-performance sports but also represents a fundamental element of Würth's corporate culture."



F. l. t. r.: Juliane Seyfarth, Katharina Althaus, Luisa Görlich, Gianina Ernst

After a long and arduous day on the jumping hill, the DSV ladies are done with their training – almost. They review their jumps once more with their coach. In addition, they discuss another important component that rounds off the full sporting package: the material. "It is a science in and of itself," explains DSV athlete Ramona Straub. It is not just about having the fastest skis: "You have to find the right balance for your own particular jumping style. It is a tedious quest."

It is late as the DSV women finally strike out for home. As we have seen, a ski jumper requires more than "just" strength and impeccable technique – this sport also calls for a great deal of patience and discipline. ■

📷 For more pictures and videos of the training, visit: www.kaleidoscope-wuerth.com/dsvladies

NEWSBOX

SHAKEN BUT NOT COLLAPSED

The world's largest outdoor shake table for simulating earthquakes, operated by the University of California in San Diego, puts construction elements to the acid test. Even in this simulated extreme situation in July 2017, the ASSY® screws from SWG Schraubenwerk Gaisbach GmbH (Production Unit), a company of the Würth Group, proved to be a reliable connecting element. They deliver optimal results when used in wood construction, providing the residents of the building the best chance to escape uninjured in the event of a catastrophe.

www.swg-produktion.de/en



OUTSTANDING RISK MANAGEMENT

During the "Excellence in Risk Management Awards" ceremony that took place in November of last year in London, Matthias Beck, Head of Group Insurance/Risk Management, accepted the award for the category "Innovative Insurance Programme of the Year". It awarded the Würth Group for the introduction of a worldwide credit insurance solution. This solution takes into account both central coordination efforts and the local service requirements in the respective countries.

www.wuerth.com



STRONGER PRESENCE IN THE MIDDLE EAST

Würth Elektronik eiSos is one of the leading manufacturers of electronic and electromechanical components in Europe. At the start of 2018, the corporate group added a new company to its ranks in Israel: Würth Elektronik now has direct sales in a total of 43 different countries.

www.we-online.de/web/en/wuerth_elektronik



A LITTLE SLICE OF HEAVEN IN THE MIDDLE OF PARADISE

Games, fun and culture – with a view: Rocky Ridge is a 26,000 m² recreation facility north-west of Calgary, a large city near the Canadian Rocky Mountains. The facility was opened to the public on 15 January 2018. Its location inside a natural park affords Rocky Ridge spectacular views of the Olympic city and the mountains. It is tucked away in the landscape amid the reconstructed wetland and the park area, providing entertainment for any fancy: a leisure pool and water slide, an ice rink, a hockey stadium, a fitness center, a theater, and much more. The “Calgary YMCA” is behind the project. This non-profit organization sees to the welfare of Calgary’s inhabitants, while around 86,000 ASSY® screws measuring between 140 and 530 millimeters in length from SWG Schraubenwerk Gaisbach GmbH (Production Unit) see to the necessary stability of the wooden building.

www.swg-produktion.de/en/newsblog

TWO STARS FOR BORIS ROMMEL

The restaurant “Le Cerf” at Wald & Schlosshotel in Friedrichsruhe-Zweiflingen is proud to receive a second star in the Michelin Guide to Germany. Resident chef Boris Rommel, who has been satisfying the most gourmet tastes together with his team since February 2016, has made a rapid ascent. Hotel Manager Jürgen Wegmann is thrilled: “I surmised that we would be awarded a second star. The fact that it happened so quickly has caused a bit of a stir.”

www.schlosshotel-friedrichsruhe.de/en





A homage to art: The beautiful, flowing dress provides a modern contrast to the woman in the painting.

Top and jacket: Men
Dress and ring:
Temporary Wardrobe



TRÈS CHIC!

Can a work shoe serve its purpose while at the same time offering a fashionable design? We decided to venture an experiment presenting the Würth MODYF safety shoe à la New York Fashion Week and contrasting style and safety. The conclusion: Our shoe, unusual outfits and the quaint charm of the Jagdschloss in Friedrichruhe make for a stylish package.

PHOTOS BY JULIA KELTSCH
STYLING BY JEANNA KRICHEL
HAIR & MAKE-UP BY SUZANA SANTALAB
MODEL ELENA/TUNE MODELS

The Jagdschloss, built in 1712, is part of Wald & Schlosshotel Friedrichruhe and carries its visitors away to former, stately times.

Socks: American Apparel





All-rounder: The S1P
slipper not only provides
protection, it looks
great while doing so.

Dress: Men
Socks: American Apparel

Dress: Men
Earrings: Temporary
Wardrobe
Bag: Saint Laurent



The Jagdschloss in Friedrichsruhe and the surrounding area appear as if out of a dream.

Dress: Thomas Lempertz
Top: Men
Necklace: Temporary
Wardrobe

AWARD-WINNING

The trendy Würth MODYF safety shoe S1P Stretch X won the 2018 German Design award in the category "Workshop and Tools". The German Design award is an international competition that honors innovative product and communication designs. The laceless slip-on Stretch X won the jury over with its unique design and remarkable mix of material, along with its high level of comfort and flexibility.

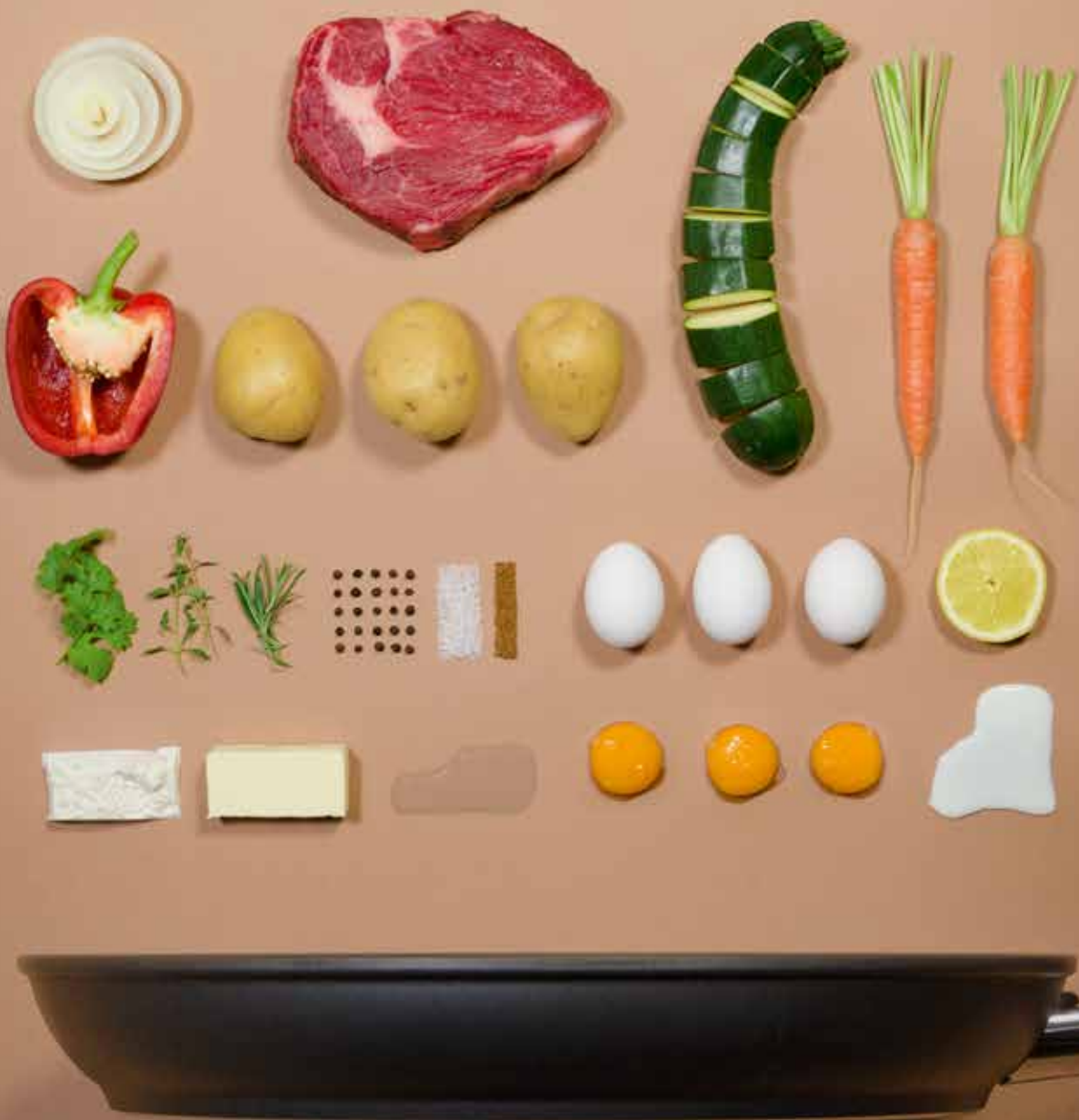
Further images and information on MODYF and Wald & Schlosshotel Friedrichsruhe:
www.kaleidoscope-wuerth.com/shoe
www.schlosshotel-friedrichsruhe.de/en
www.modyf.de

FAVORITE RECIPE

BŒUF DE HOHENLOHE À LA BORIS ROMMEL

Add a touch of “haute cuisine” to your dinner table with this dish by gourmet chef Boris Rommel.
The recipe is available at: www.kaleidoscope-wuerth.com/recipe

PHOTO BY CHRIS BINDER



Back:

Art for collecting by

ANDY WARHOL

* 1928 in Pittsburgh, Pennsylvania

† 1987 in New York

Cologne Cathedral (1980)

Silkscreen and acrylic

with diamond dust on canvas

Würth Collection

Even 30 years after his death, the popularity of US-American graphic artist, painter and photographer Andy Warhol (1928-1987) remains unwavering. With his silkscreens of soup cans, plane crashes and banknotes, Andy Warhol became an icon of the pop art movement while he was still alive. To this day, his pictures go for premium prices, such as his piece "The Last Supper" from 1987 – Warhol's last work.

Andy Warhol was born on 06 August 1928 in Pittsburgh, Pennsylvania. After an apprenticeship as a window dresser, he studied at the Carnegie Institute of Technology in Pittsburgh from 1945 to 1949. From 1949 onwards, he lived in New York. In 1962, Andy Warhol set up his studio, "The Factory", in which employees and friends could collaborate on "producing" art.

The first series emerged with Campbell's soup cans and Coca-Cola bottles. His numerous portraits of famous personalities, including Elvis Presley, Jackie Kennedy, Marilyn Monroe and Mao Tse-tung, have enjoyed lasting popularity. Warhol died on 22 February 1987 in New York. Only after his death did it become known that the artist had maintained close ties to the church throughout his entire life. This sheds a new light on his silkscreen "Cologne Cathedral" from 1980.

FEE IN DIAMOND DUST

I could tell right away that this painting was of the Cologne Cathedral. I have never been to Cologne, but my piano songbook has a picture of the Cologne Cathedral in it, which is why I recognized it at once. I think it rains a lot in Cologne, which is why the artist sprinkled diamond dust over the picture. But the glitter also shows that the Cologne Cathedral is a precious antique. The many windows on the cathedral represent how life always opens a window. The picture changes if you move closer or farther away. I like that. It reminds me of the Mona Lisa, which does that, too. And I think the colors are pretty. They are so intense and clear. They really put you in a good mood. It has a little turquoise, which I like in particular because turquoise is my favorite color.

FEE RÜGER

from Kupferzell,
Germany,
10 years old



