

ROTATE VIEW UNDERSTAND

KALEIDOSCOPE

THE WÜRTH GROUP MAGAZINE

one
2017

THE ART OF BUYING

How Würth helps to satisfy
individual customer wishes
with tailor-made solutions

www.kaleidoscope-wuerth.com



SIDEWAYS VIEW

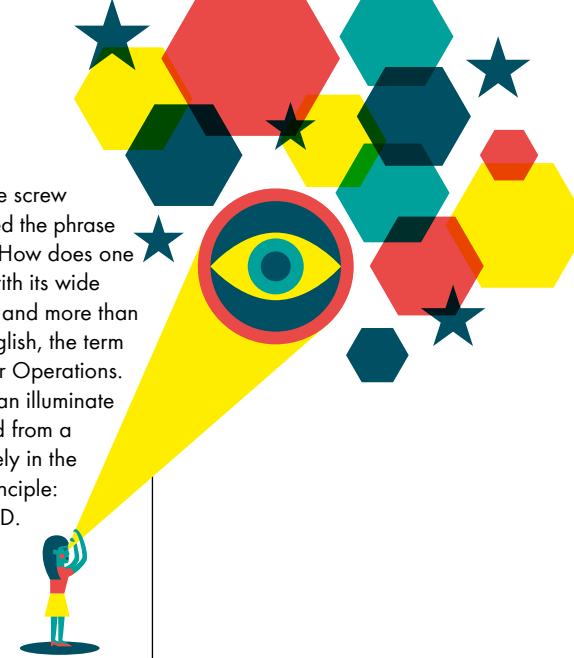
DISPLAY WINDOW UNDER WATER

At a depth of 22 meters on the floor of Lake Constance, you can expect to meet fish or algae, but there is one thing you would not expect: a mannequin. He was submerged close to the Swiss lake shore in early 2016. In his hands he is holding an arrow-shaped, aluminum sign bearing the Würth logo. What is he trying to tell us? He is on a mission: keeping divers in Lake Constance company and showing them the way – namely to the sculpture garden at Würth Haus Rorschach. Works of art from the Würth Collection are displayed there on a regular basis in an integrated exhibition space. Divers need only listen to the silent fellow and follow the two large Würth underwater gas lines – and they will arrive at their destination in short order.



KALEIDOSCOPE

DIE WELT calls us “Würth the screw dealer.” The Handelsblatt used the phrase “tool-selling conglomerate.” How does one describe the Würth Group with its wide variety of business segments and more than 400 separate entities? In English, the term is MRO: Maintenance Repair Operations. Or another alternative: we can illuminate the facets of the Würth world from a variety of perspectives. Entirely in the spirit of the kaleidoscope principle: ROTATE VIEW UNDERSTAND.



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THE ART OF BUYING



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For parties, buying and selling includes the exciting desire to obtain a benefit or advantage from the transaction in addition to merely meeting a need. This simple fact has not really changed since people first started bartering.

For me, being a sales representative is the best profession I can imagine. You interact with people whom you are offering a good or service and in the process you come into contact with the widest possible variety of personalities from the extremely introverted to the overly extroverted. When talking with them, you get to know their wishes and can exchange points of view that ideally will lead to the customer placing an order.

A great deal has changed in the relationship between buyer and seller during my more than 68-year career. Whereas in the past our customers primarily bought products through our sales representatives, Würth has since established a tight network of more than 430 branch offices in Germany alone over the years and more than 1,700 branch offices around the world. At these locations, our customers can pick up products they urgently need right away or have them delivered within a few short hours. For our customers who are more web-savvy, we offer the option of making purchases electronically in our online shop. This platform is continuously being updated and improved.

In the spirit of the tag line CLOSE. CLOSER. WÜRTH!, we want to make the purchasing experience for our customers as simple and convenient as possible when selecting from among the 125,000 products included in our assortment. With sound advice and excellent service in superior quality. ■

THE ART OF BUYING

PHOTOS BY RAFAEL KRÖTZ

Würth supports its customers as they learn the art of buying. They can choose from among a variety of sales channels in order to cover their individual product needs.

Tradition meets innovation: corporate logos from the Würth Group and start-up Wucato

The customer is always right. This is true now more than ever. When customers are looking to make a purchase, they have a variety of options available: going to the store, surfing on the online shop, placing an order via app, browsing through a printed catalog, or meeting with a sales representative who makes a personal visit. With so many options available, it is not always easy for customers to figure out which of these options is the best way for them to shop. One can quickly get lost in this veritably

jungle of options. The customer becomes an artist who must master one discipline: buying. Würth supports its customers when mastering this skill and helps them find the ideal solution for their personal needs. After all, the arts need not be tedious.

Würth offers the following alternatives, among others, which are available to customers in order to meet their individual needs: a multi-vendor platform from the start-up Wucato, the classic option of our branch offices, the modern option of online and app-based shopping, and the personal attention of our sales force in the field. An overview.

WUCATO: ZALANDO FOR THE MIDDLE MARKET

Wucato, as Würth's newest sales channel is known, represents a creative turn of phrase. It is composed of three elements: Würth – Catalog – Online. This young start-up, which traces its roots back to Würth, offers

some 500,000 products from a single source via its online platform. In other words, a Zalando of sorts for the middle market and small conglomerates, but with a product range that is much larger and more varied. "Our products not only include >



Johannes Keller is the managing director of the Wucato platform

Labyrinth made of shelves: the Würth branch office in Fürth shown through a kaleidoscope



Würth Group fastening systems and tools, but products from other suppliers as well," notes Wucato Managing Director Johannes Keller when describing the product assortment for craftspeople and industrial needs.

Currently, twelve employees manage the business activities for WUCATO Marketplace GmbH, headquartered in a spacious office within the district of Stuttgart, Germany. The team is a motley group of experienced former Würth employees and young college graduates. Wucato's second managing director, Christian Berndt, collaborated on establishing Würth's online strategy.

"We are a mix of both worlds," remarks Keller, referring to the support and security provided by the Würth parent company on the one hand and the high level of innovation and decision-making independence typical of a start-up on the other. According to Keller, this arrangement, agile project management, made it possible to develop a platform that is closely aligned with customer needs and to go live in just one year's time.

Web-savvy customers have had the opportunity to standardize and increase the efficiency of their procurement processes with the help of Wucato since December 2016. All ordering and billing processes are bundled together. At the same time, electronic procurement via the e-commerce marketplace also offers companies a high degree of transparency. Johannes Keller: "It is possi-

ble to establish and monitor budgets for individual user groups." Using the broad range of functions is largely intuitive, however customers do receive training from a Wucato staff member.

Goals for the 2017 fiscal year? Johannes Keller smiles mischievously: "Wucato's goal is to have sales securely within the seven-figure range." There it is: ambition à la Würth.

DIVERSITY IN BRANCH OFFICES: CHOICE SELECTION OF FEWER THAN 5,000 PRODUCTS

Würth is proud of this: at more than 430 branch offices throughout Germany, customers can find around 5,000 products that have been organized based on the same principle and that are available for their immediate needs. The product portfolio is truly diverse – including products from the sectors wood, construction, metal, electrical, plumbing, cars, commercial vehicles, and agriculture. Branch office salesman Thomas Wolf from the Würth branch office in Künzelsau-Gaisbach, Germany, who has been in the business for more than 20 years, shares his colleague's belief that this type of buying experi-



Würth branch office: diversified product portfolio, but manageable nonetheless

ence will continue to grow. "When I started at Würth in 1993, there were only 60 branch offices. Today, there are more than 430 and this number just keeps growing." The reason for this is obvious: the items are displayed on the shelves in an organized fashion. A sample is available for every product. According to Thomas Wolf, the most store traffic takes place between 7:30 a.m. and 9:30 a.m. and again after around 4:00 p.m. Some customers only have a single cartridge in their shopping carts, while others have 20 to 30 items.

The salespersons receive training several times a year and have extensive expertise. Wolf provides an example: "Anyone who wants to install an anchor in a public space needs to find a product that is a precise match for the substrate and component thickness and that is designed for the required tensile load. This requires competent advice." Würth also considers the well-being of its customers – free coffee and beverages are available in every branch office. This kind of personal service fosters a feeling of togetherness: ➤

"There are many customers who have been shopping at the same store for decades," remarks Thomas Wolf, "some even for generations."

BUY PRODUCTS ONLINE OR IN THE APP LIKE THE WIND

That sounds like the height of convenience: according to Philip Harm, the Würth online shop offers an entire "bouquet of functions." And Harm should know: he is the team leader for shop management and app development and has been working at Würth in Künzelsau for 15 years now. Customers have been able to order Würth products via the online shop since the late 1990s: this makes Würth a pioneer in the German market. The Würth app was added in 2010. Some 125,000 products are available via these two channels. "This is the classic Würth core assortment," explains Harm.

Speaking of the app: according to Harm, this is the "extended arm of the online shop" and even has a unique selling point compared to the online shop – the Würth instant service. Customers can order products using the app and have them delivered by a Würth branch office within a radius of 30 kilometers.



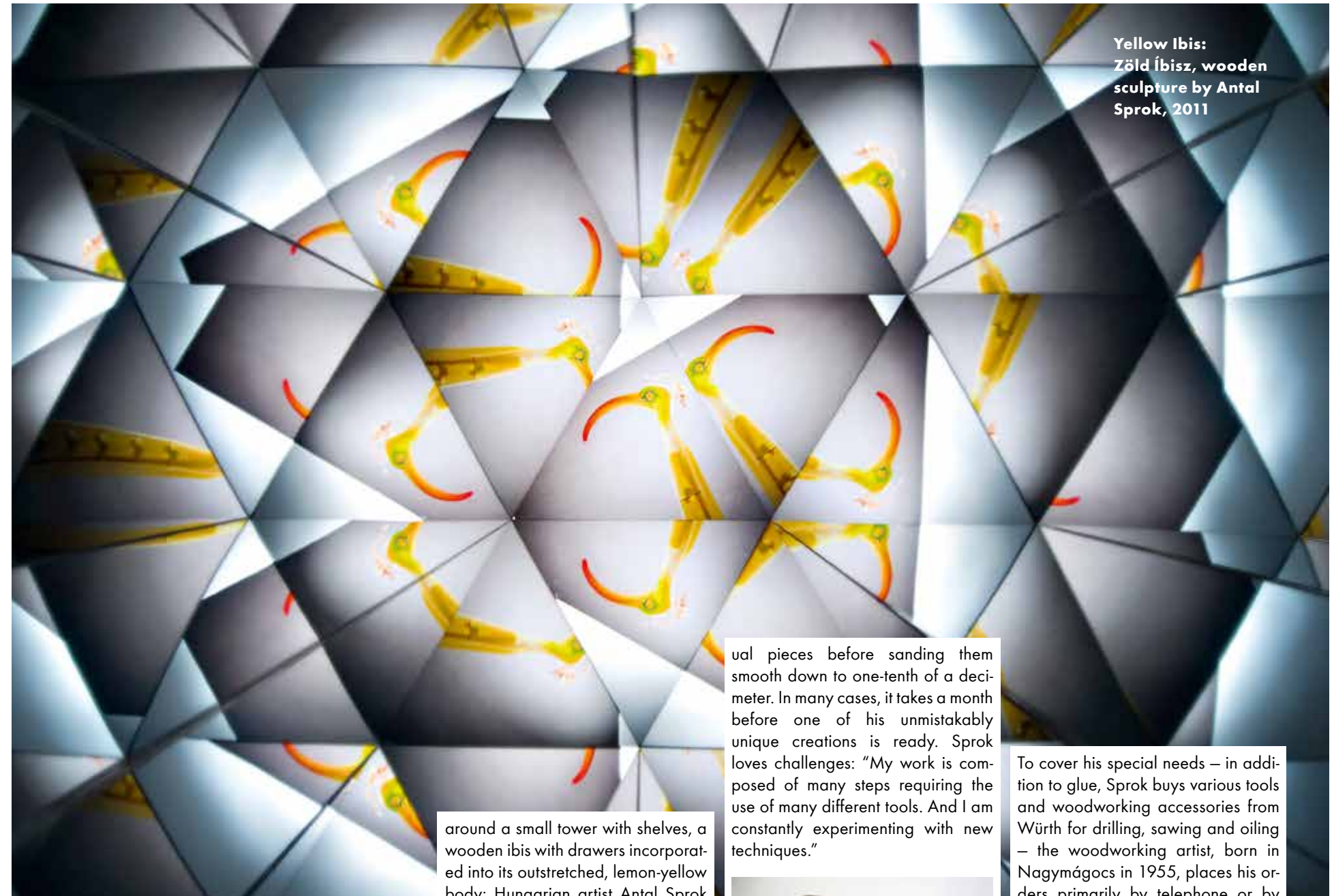
SSC Wind GmbH uses the online shop as one option to order products

It may be the case that customers will continue to make greater use of the online shop, "but when service technicians in the field need additional tools, for example, the app is the right tool to purchase what they need," claims Philip Harm. Practical: the same log-in details are valid for both buying channels; customers will find the same settings and the same authorizations.

SSC Wind GmbH, a provider of technical services in the wind power sector located in the Oldenburg district of Lower Saxony in Germany, is an enthusiastic user of this sales channel in addition to the telephone ordering service and sales representatives. Patrick Kania, technical manager at SSC Wind, appreciates the flexibility offered by the online shop: "We order a lot of products from Würth, for example: electrical tools such as drills, impact wrenches and cordless screwdrivers, or materials such as insulating tape and respirators. All in all, we order some 3,000 items." With such a comprehensive portfolio, he says that it is practical for SSC Wind site managers to independently and autonomously order the products they need.

FANTASY FIGURES MADE OF WOOD AND GLUE

A wooden table underneath a gently creased wooden table cloth, a wooden tree whose root system wraps



Yellow Ibis:
Zöld íbisz, wooden sculpture by Antal Sprok, 2011

around a small tower with shelves, a wooden ibis with drawers incorporated into its outstretched, lemon-yellow body: Hungarian artist Antal Sprok designs and builds unique wooden sculptures and furniture. Sprok, who lives in Budapest, has been a loyal customer of Würth Hungary since it was founded in 1987. "I can only create my works of art using high-quality products, like those from Würth."

The two materials that are most important to Sprok are Würth's wood glue and cold wood glue D3. He uses this glue to assemble the individ-

ual pieces before sanding them smooth down to one-tenth of a decimeter. In many cases, it takes a month before one of his unmistakably unique creations is ready. Sprok loves challenges: "My work is composed of many steps requiring the use of many different tools. And I am constantly experimenting with new techniques."



The "Ars poetica" by artist Antal Sprok: wait and recognize the moment

To cover his special needs – in addition to glue, Sprok buys various tools and woodworking accessories from Würth for drilling, sawing and oiling – the woodworking artist, born in Nagymágocs in 1955, places his orders primarily by telephone or by email with Würth sales representative Adrienn Soltész. "I enjoy the personal relationship with Ms. Soltész. In addition, in-depth advice and reliability are very important to me – and that is what Würth offers."

Antal Sprok's creations are so unusual that they have also found their way into the Würth art collection. □

[kaleidoscope-wuerth.com/buying](https://www.kaleidoscope-wuerth.com/buying)

STATISTICS OF A MODEL FOR SUCCESS

The Würth Group is active in many international business segments on a grand scale. Because of this, we are not dealing with mere trifles but rather awe-inspiring dimensions. You can find a few facts and figures about the company's success here.

ILLUSTRATION BY STAR WORBS

WORLDWIDE, Würth customers are able to cover their **IMMEDIATE NEEDS** at

1,700
BRANCH OFFICES.

With a total of approximately

31,500
SALES REPRESENTATIVES,

Würth has the world's largest sales organization for salaried sales staff.



13
PERCENT OF SALES
FOR 2016 were generated by Würth through e-business.



The **WÜRTH APP** was downloaded roughly
125,000
TIMES in 2016.



Würth has more than
555,000
FANS ON FACEBOOK.



71,391
EMPLOYEES were working at Würth around the world at the **END OF 2016.**

Würth supports more than
550,000
CUSTOMERS IN GERMANY from the trades to construction and industry.
WORLDWIDE there are around
3,400,000
customers.

The **WÜRTH ART COLLECTION** includes more than

17,000

WORKS of modern and contemporary art and is **HOUSED** at

15
LOCATIONS
THROUGHOUT Europe.



Since 2007, Würth has founded or acquired more than

100
COMPANIES.



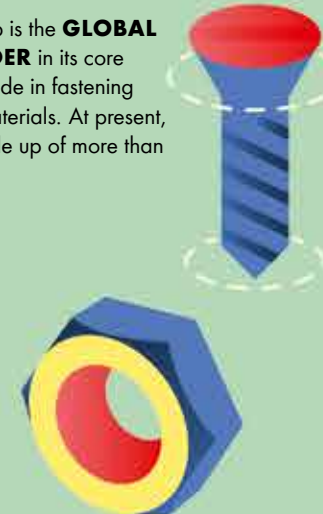
600
MIO

The Würth Group is the **GLOBAL MARKET LEADER** in its core business – the trade in fastening and assembly materials. At present, the Group is made up of more than

400

COMPANIES in over

80
COUNTRIES.



Würth was present at

124

SOCCER MATCHES in the **GERMAN BUNDESLIGA** or the **EUROPEAN QUALIFIERS™** in 2016 with perimeter advertising.



During the year **2016**

2,413

NEW JOBS were created by Würth.



11.8

BILLION EURO was the preliminary operating result generated by the Würth Group **IN 2016.**

BILLION EURO was the **PRELIMINARY SALES RECORD** achieved by the Würth Group **IN 2016.**

Within its core business, the Würth Line, the sales portfolio for craftsmen and industry includes more than

125,000

PRODUCTS: from screws, bolts, screw accessories and anchors to handheld tools, chemical-technical products and personal protective equipment.

The **ALLIED COMPANIES** – companies that either operate in

business areas adjacent to the core business or in diversified business areas – round out the portfolio with products for DIY and hardware stores, electrical installation materials, electronic components, and financial services. They account for more than

40

PERCENT of the sales volume within the Würth Group.



JUMPING TO RELIEVE STRESS

Marco Hüller has worked for Würth Italy since 2006 and is responsible for marketing at branch offices. During his lunch break he jumps rope. While he is at it, he likes to listen to heavy metal or rock music: "That's best for both my physical and mental fitness – and is a great way to relieve stress!"



WE ARE FAMILY

In Bolivia, lunch breaks, which are often quite extensive, are dedicated to family. Marco Landivar, sales manager for Würth Bolivia, picks his daughters up from school in the afternoon and eats lunch with them and his wife. Ideally, there is a little time left over for a siesta with his family ...



SPANISH CAMARADERIE

At Würth Spain, it is common for department heads to go to lunch with their staff. The Spanish say that this strengthens the feeling of community and represents a form of team-building. It seems to work: laughter is common and conversation touches on everything.



TIME FOR DREAMING

Ronnie Gu is the New Channel Development Manager at Würth China. In China, sleeping culture is somewhat different than our own: while in Europe we are used to one long period of sleep during the night, in China sleep is partially spread out throughout the day in order to shorten sleep at night. For this reason, no one is surprised when they see Ronnie Gu sleeping.



BETTINA WÜRTH
CHAIRWOMAN OF THE ADVISORY BOARD OF THE WÜRTH GROUP ON THE TOPIC OF WORK-LIFE BALANCE

"Does it really exist – work-life balance? Sometimes I think that it's a phantom, an invention of the media. But then I see everything that our employees do in order to clear their heads in between the work they perform in the morning and in the afternoons. Only those who don't see relaxation and work as contradictions can achieve balance. The one is what makes the other truly valuable."

HIGH NOON

DIFFERENT COUNTRIES, DIFFERENT BREAKS

Employee stomachs growl at every Würth location around the world. It's time for lunch! However, at a global company such as Würth, there is no such thing as a standard lunch break. A look behind the scenes.

The Würth Family is made up of 71,000 employees who work in more than 80 different countries with roughly 125,000 different products. This is essentially a patchwork family writ large made up of unbelievably diverse cultures. A community in which very diverse personalities come together but that nonetheless functions exceptionally well. This is because everyone is pulling together the world over and each of them puts the Würth corporate culture into practice. In addition, every employee has one more – exceptionally human – thing in common: somewhere between 11:00 a.m. and 1:00 p.m., the stomach starts to growl, concentration wanes a bit and a slight tiredness sets in. In other words: it's time for the lunch. ➤

EXERTION RATHER THAN REST

Time for a gym selfie! Emily Shepherd, logistics specialist at Würth Logistics USA, prefers to spend her lunch break working out in the gym. This way, she keeps herself fit and after her workout lunch tastes even better.



FOOTBALL IN MINIATURE

Typical Brazilian: Ronildo Abreu, Danilo Sousa, Rafael Garcia and Fernando Correia (left to right), do their country, the home of soccer, proud: during their break, the four co-workers from the logistics department gather for a passionate game of foosball.



TAKE A DEEP BREATH TOGETHER

At Würth Norway, employees do what they call "lunch walking" once a week for 15 minutes. They set off in small groups and eat lunch at their workstations after they are done. By the way, the standard lunch break in Norway is only 30 minutes.

However, opinions tend to differ with regard to what that break should entail – just like in any other normal family. Some want to get out and move, others want to simply fill their belly and relax a little. The lunch break is a part of the work day that illustrates the very personal preferences and habits of each and every employee. However, it is also the time when you are perhaps best able to see the great degree of cultural diversity at locations around the world. For example, the standard lunch break in Nor-

SHOW ME YOUR LUNCH BREAK AND I'LL TELL YOU WHERE YOU'RE FROM.

way is 30 minutes shorter than is the case for Germany. In China, taking a nap is normal, whereas in Brazil or America people remain active. However, regardless of where you are, the main point is that you are able to do what makes you feel good during the lunch break. ▣

Do you want to know what staff members from different countries do during their lunch breaks? kaleidoscope-wuerth.com/lunchtime

HELP, I HAVE VERTIGO!

Hamburg-based author Susanne Kaloff is great at standing on one leg. Otherwise, any other type of balancing act in everyday life throws her for a loop big time.

ILLUSTRATION BY ANJA STIEHLER/JUTTA FRICKE ILLUSTRATORS



There are days that are so crazy that it makes me dizzy. Dizziness is the first sign of overload, isn't it? Maybe it was also because I drank two Matcha lattes that morning. Health gurus may recommend that you drink this very healthy green tea on a regular basis, but I don't think they meant two cups on an empty stomach. Anyway, my flightiness could also be due to the fact that I followed up this caffeine shot with a mug of coffee. Putting it mildly, I went crazy. Balance was never really my thing to begin with even though we are warned about extremes. Back to the story, yesterday, pushed along by a dangerous dose of adrenaline and a deadline bearing down on me, I drove with my son to the Hamburg customs office with my tires screeching. I could write an entire book about that office, that's how much time I spend there. Online orders from the USA that you place in the middle of the night out of boredom or insomnia should be prohibited by the health authorities.

Unfortunately, I have passed along this passion for trendy nonsense that can only be found in some hidden second-hand store to my only son. So, on this rainy afternoon we stood in front of the customs official for what felt like a week and ultimately had to pay 19 percent VAT

and 12 percent customs tax on a crumpled vest that looked like someone had pulled it out of the trash can. Just as I was arguing with myself about the point of all of this, I whispered quietly to myself: it can't go on like this, you have to find balance! I don't mean the kind of balance you need for some yoga poses, but instead balance between work and leisure time.

The term work-life balance is of course supposed to describe a state where work and personal life are in harmony. Am I the only one who fails miserably at this? And are work and life even two different things? All of this was going through my head while the industrious customs official was demanding that we pay 86.00 euro with a triumphant expression. Maybe we don't need to balance anything at all, no balancing, no optimizing and we don't even need to wait for the grand moment when we are finally done working. Maybe we just need to remind ourselves that all of life is made up of a series of moments. One after the other. Some are amazing and some make you despair. And, we need to remember that that's okay too: *c'est la vie, chérie.* ▣

SUSANNE KALOFF

For nearly twenty years, author Susanne Kaloff has written for a variety of magazines and newspapers (Grazia, Welt am Sonntag, Emotion, Myself, etc.) about everything that keeps her busy. She lives with her son in Hamburg, which she claims to be the most beautiful city in the world.

WHITE TIGERS INSTEAD OF ORCHIDS

Start-up company Eco-Farming produces delicious fresh water aquaculture prawns in Northern Italy. Demand has long since exceeded supply. The company is growing and flourishing – thanks in some part to support from Würth sales representative Davide Cuccato.

PHOTOS BY FABRIZIO GIRALDI

Just beyond the small Italian health resort of Galzignano Terme, not far from Padua, a narrow gravel road branches off the main street. It leads to Eco-Farming, a vast complex on the grounds of a former nursery. Since 2011, prawns have been raised in the greenhouses that formerly housed orchids.

When you open the door to the start-up company's main building, you are greeted by a gust of warm, humid air from inside. There is a subtle hint of fresh fish in the air, not unpleasant but rather delicate. Life has a funny way of playing itself out: Valentin Kager, an auto mechanic by trade, had previously worked at the former orchid farm as a technician. When this

proved to be no longer profitable, he joined forces with marine biologist Nicola Scalise Luca and industrial engineer Alessandro Mich and the idea for Eco-Farming was born.

The youthful company is flourishing rapidly. But that should be no surprise: conventional shrimp farming has fallen into disrepute since chemicals and antibiotics were used in basins that were much too densely packed as part of conventional shrimp aquaculture during the 1990s. According to the German Fish Information Center and the German Seafood Association, consumer trends are moving toward this type of prawn in any event. These shellfish are already the fifth most popular form of fish and seafood. >



100%

quality is what Eco-Farming's founders expect from products such as the protective clothing they purchase from Würth.

However, raising prawns is a challenge. The crustaceans are sensitive to the slightest degree of impurity or other disturbances. Valentin Kager: "It may be the case that we started four or five years ago. But our first breeding successes were only three years ago. We put the large facility into operation around two years ago." Allesandro Mich adds: "We completed the major part of our work in December 2015. Now that things are up and running, we receive constant inquiries from investors who want to buy the company or acquire shares." However, Eco-Farming has already chosen its partner and is now working with Bozen-based Wörndle Internetservice. Alessandro Mich: "At the moment, we are shipping our entire output to them. Wörndle takes over sales and delivery on our behalf."

Eco-Farming places great value on sustainable production. A variety called Vannam-ei, also known as "White Tiger," is being farmed. Around 70,000 small prawns are delivered by a supplier in Florida twice a month. At that point in time the shellfish are just three weeks old. They first go through an acclimatization phase in small, darkened containers before the prawns are transferred to the larger basins. The water – to which high-quality sea salt is added – is filtered continuously. "When raising our prawns, we don't use any form of antibiotics, pesticides or disinfectants," explains the marine biologist. "This represents a clear difference from frozen imports from Asia."

The shellfish must be of the very best quality in order to be able to obtain the relatively high price of up to 50.00 euro per kilogram at which the prawns are sold – primarily to restaurants in Northern Italy, but also in Austria and Germany. They are prized by the restaurant industry in particular due to their sweet, fruity aroma. This delicate flavor, as well as the firm texture of the meat, is obtained through the use of natural, vitamin-enhanced feed. Prawns are an ideal food – rich in protein and minerals while low in calories and cholesterol.

The entire growing process takes six months. When the shellfish have reached a weight of between 18 and 30 grams, about one-half of the prawns are fished out of the basin and immediately packed into small boxes



15 g/l
salt added to the basins on a daily basis ensures healthy growth for the crustaceans

Practiced trio (from left to right): Alessandro Mich, Valentin Kager and Nicola Scalise Luca

RAISING THE WHITE TIGER PRAWNS TAKES SIX MONTHS

filled with ice. They are then sorted by hand and prepared for shipping. "Currently, we ship between 150 and 200 kilograms of prawns per week," notes Nicola Scalise Luca. "However, by Easter we want to increase this to 500 kilograms."

This expansion in shrimp production is also ultimately thanks to Davide Cuccato, who provides customer support for Würth in the Northern Italian region of Veneto (Venice). As Valentin Kager tells the story, it was Cuccato who worked hand-in-hand with the start-up as a problem solver during a few difficult times



A former greenhouse offers ideal conditions for farming



NATURAL CONDITIONS

When raising the prawns, Eco-Farming forgoes the use any forms of antibiotics, pesticides or disinfectants. This results in a clear difference from frozen shrimp from Asia. The prawns – highly sought after by restaurateurs – are firm and have a delicate, sweet flavor. Delicious!

Now practically a member of the Eco-Farming family: Würth sales representative Davide Cuccato (left)




early on. According to Kager, Cuccato suddenly was at the door one day because he had seen that the lighting system was not working at the Eco-Farming building. "That saved us," says the technician with a smile. "Since then, we buy a wide variety of products from Würth." This includes screws and anchors, for example, as well as tools such as drills and chisels, ladders, protective clothing from Würth subsidiary Modyf and power tools such as angle grinders. The list also contains chemical products such as lubricants, greases, metal cleaners and disinfectants.

Würth sales representative Cuccato has long since become nearly part of the "family" for the start-up. "We have a very friendly relationship," says Valentin Kager, "and we always welcome Davide's help and advice." This is especially the case because Eco-Farming is entirely on its own in the region, "there is hardly anyone whom we can talk to if we have problems or need advice." This makes having a reliable partner who is able to supply everything that is needed from a single source a decided advantage.

Davide Cuccato visits the trio from Eco-Farming twice a month – the three shrimp farmers also shop at the Würth branch office in Monselice (PD) in addition to buying products from the online shop. What about Würth won you over? Valentin Kager laughs: "Our sales rep Davide!" And of course the products. "It may be that we don't buy everything from Würth. But some things have to have the right quality – and we get those things from Würth," concludes the technician with a note of satisfaction.

Würth's extremely committed sales representative Cuccato often lent a helping hand at Eco-Farming after hours or on Saturdays. In return, the trio of young entrepreneurs invite him to parties in the greenhouse now and again. Over the course of time, a relationship has developed between Würth and Eco-Farming that goes beyond a mere business relationship. It is a shared success story that is just now really starting to pick up steam. □

 You can view additional photos of Eco-Farming at: kaleidoscope-wuerth.com/ecofarming

COUNTRY PROFILE

INDIA

Every day, 100,000 vegetarian meals are served free of charge at the Golden Temple in Amritsar, prepared by volunteers who are happy to be paid with karma.

K2, located in the Karakoram mountain range, is the second highest of the eight thousanders, after Mount Everest, at 8,611 meters. However, ascending this mountain, also known as the Savage Mountain, is far more challenging and many mountaineers consider it to be the crown jewel among the highest peaks. Many tragedies have turned K2 into a myth.

New Delhi
The Lotus Temple got its name from its architectural inspiration, the lotus flower. It is an extraordinary example of India's modern architecture and the youngest of the seven major Bahai Temples.

Agra
Although it resembles a mosque, it is actually a mausoleum: the Taj Mahal. In 1631, this sepulchral building was built for romantic reasons: in remembrance of Mumtaz Mahal, the beloved wife of Great Mughal Shah Jahan.

Varanasi is considered the holiest city in Hinduism. Here, the Ganges curves off towards the north. The waters of the holy river are said to forgive all sins.

State of Assam: 70% of all spices come from India, including Bhut jalokia. Rated at 1,001,304 Scoville units, it is one of the hottest chili peppers in the world.

Family affairs: Ziona Chana and his 39 wives and 94 children live in the world's largest single-family house, measuring 37,000 square meters.

Gujarat National Park: this is where one of the 830,866 polling booths is located for only one voter, a temple priest.

India produces 89.6 million tons of steel per year, thus ranking 3rd, ahead of the USA.

For centuries, the inhabitants of Shani Shingnapur have lived without any doors. They believe in the Hindu god Shani, who is supposed to protect them from thieves. Even though the first incidences of theft were reported in 2010, the villagers remain loyal to their doorless way of life. The reason: Shani will punish the burglars.

Aga Khan Palace is a symbol of India's freedom movement. It served as a prison for Mahatma Gandhi and his wife Kasturba Gandhi, who died there at the age of 74.


Reaching your destination faster: At HAHN+KOLB in Pune, the sales reps do not visit their customers by car but rather by scooter. The company is part of the Würth Group and sells more than 60,000 articles in India. The tool trolley with its solid housing and many customizable options is one of the highlights.

Bangalore
The international city of Auroville, which belongs to humanity as a whole, was founded in 1968. The people here dedicate themselves to the Divine.

North Sentinel Island: 50 to 400 Sentinelese live untouched by civilization - next to nothing is known about them. In 1996, any attempts to establish contact were officially abandoned as the Sentinelese attacked any intruders with bow and arrow.

ILLUSTRATION BY MARINA AMREHN

1.3 billion people, more than 100 languages and recent annual economic growth of 7.6 percent: India is characterized by diversity and vibrancy. The Würth Group has been there since 1994 with its headquarters in Mumbai.

 = Würth companies



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

"Same planet – different universe. In India, it is not about seconds, minutes or even hours. It is about the flow of life. This piece of advice is given freely to all of the frenzied Germans who wish to establish themselves in this market with its own peculiarities. But this also means: getting the job done when the time is ripe. This is the case now for Würth in India because economic conditions are favorable for additional investments in our business areas."

EVENTS

MARCH — JULY
2017

28–30 APRIL 2017
**FIA ASIA-PACIFIC
RALLY CUP**

Since 2013, Würth has been the official outfitter and technical adviser to the FIA Asia Pacific Rally Championship (APRC). This partnership was expanded in 2015: Würth and the APRC established the FIA Asia-Pacific Rally Cup. The third cup will kick off in Whangarei, New Zealand at the end of April 2017 and the finale will be held in Pune, India. The winner of each round wins prize money; the second and third place finishers each receive a Würth premium product package.



21–23 JULY 2017
ROCK MEETS RAP

The visitors of this year's Würth Open Air can look forward to two real celebrities: on Saturday night, German rap artist and singer Cro will take the stage, while Sunday will be all about pop and rock music with Sting. Held for the 18th time, the Würth Open Air will take place on the premises of the new CARMEN WÜRTH FORUM for the first time in 2017.

www.wuerth-open-air.de



18 JULY 2017
**GRAND OPENING
OF CARMEN
WÜRTH FORUM**

Whether impressive and large or as part of an intimate small group – the new CARMEN WÜRTH FORUM offers a wide variety of options for holding events in about 11,000 square meters of space. The most modern cultural and congress center in Northern Baden-Württemberg, Germany, was designed by the world-renowned architectural firm of David Chipperfield Architects Berlin.

www.carmen-wuerth-forum.de

ANNIVERSARIES

2017

**20 YEARS
WÜRTH MODYF**

Workwear with exceptional flair: since 1997, Würth MODYF has been offering high-quality, functional clothing for work and leisure time. The abstract term MODYF also describes what the subsidiary truly stands for: modern, dynamic and functional clothing of the highest-quality.

www.modyf.com

**40 YEARS OF ORSY®:
ORDER AND SYSTEM**

Optimizing warehousing with systematically structured processes – that was the original idea behind ORSY® and remains so to this day. What started off as a simple rack at Würth in 1977 has long since developed into a comprehensive logistics concept. Currently, approximately 82,000 ORSY® racks are set up at the facilities of Würth customers all around the world and provide for systematic order, which is exactly what ORSY® stands for – now as it did back then.



**10 YEARS MUSEO
WÜRTH LA RIOJA**

Located in Spain, the Museo Würth La Rioja is celebrating its tenth anniversary in 2017. The building, located in the El Sequiero industrial area, is directly adjacent to the Spanish headquarters, thus promoting the inspiring coexistence between art and day-to-day work. Local Würth entities have opened these types of spaces on a gradual basis starting in 1999. The exhibition program is comprised of pieces from the Würth Collection, which includes more than 17,000 works of art.

www.museowurth.es



**20 YEARS
WÜRTH KENYA**

Würth Kenya was founded in Mombasa in 1996. The sole Würth entity in this East African country is a true gem. Currently, four employees work out of just 19 square meters of space. In keeping with the local customs: the eleven sales representatives drive tuk-tuks to call on their customers.

**25 YEARS
ASSY® SCREW**

Over the past 25 years, Würth's ASSY® screw has made a name for itself and has since established itself as the favorite screw for many craftspeople. It sets itself apart through excellent quality and engineering. Here's to the next quarter century!





THE NAME SAYS IT ALL

A new summit restaurant and the new Nordwandsteig, or north face trail, were constructed on the Nebelhorn close to Oberstdorf between April and December 2016. In the same place where construction workers completed this large-scale project under the harshest of conditions, tourists can now enjoy an amazing view. On the mountain, everything has to mesh perfectly – from teamwork to Würth equipment.

Biting cold. Blinding fog. You're lucky if you can see where you need to put your foot next. The wind howls relentlessly. Until it hurts. When the weather is nice, the Nebelhorn is a fantastic destination for an outing, but on days like this, the mountain becomes a really inhospitable place. Tourists recognize this and generally stay away when the conditions are like that. However, far away from any pleasant hiking trails, men are hanging from ropes extending along a 600-meter vertical wall. Extreme climbers? Adventurers? Wrong! Construction workers from the Tirol-based civil engineering company HTB are fighting both mountain and weather – at a height of nearly 2,224 meters.

steig or north face trail, while at the same time crowning the mountain with a new panorama restaurant. Just in time for the 2016/17 winter season, tourists are now able to walk along the Nordwandsteig for more than a kilometer on their way to the summit restaurant. Once there, they can not only enjoy the fantastic view, but they can even see the cross on the summit. Previously, the view of the cross had been blocked by an old mountain hut.

FOG BY THE SECOND

One of the summiteers is Bernhard Ladner. The 34-year-old was a foreman on the Nebelhorn mountain construction site. He has been pursuing a specialty in special civil engineering for six years. The native of Tirol is a real outdoorsman both professionally and in his free time. He has already worked at extreme construction sites on a number of occasions. Nonetheless, even for him there was nothing routine about work on the Nebelhorn: "Anything but nor- ➤

Scenes like this one were a common sight at the Nebelhorn, which is close to the Bavarian village of Oberstdorf, between April and December 2016. Fifty construction workers have etched a new hiking trail into the mountain surrounding the summit, the Nordwand-

Bernhard Ladner (below) and his co-workers at work, completely outfitted by Würth





When the sun shines, industrial climber Alex Huber relies on UV protection from Würth.





mal," says Ladner. "The name says it all. In a matter of seconds, you are surrounded by fog. You can't even imagine what that's like." The logistical challenges posed by such a mountain are just as unimaginable. More than 1,500 helicopter flights were needed in order to make concrete work on the new summit station possible. On occasions where the weather refused to cooperate, the construction workers needed to demonstrate a high degree of flexibility: "It was possible for us to work in the fog, but if the helicopter can't get through, then even that doesn't help," says Ladner. "Sometimes we had to stop and couldn't get back to work until the weather settled back down."

If a construction worker is hanging from a rope in the snow and fog, everything has to work. In many cases, the men each secured one another at these dizzying heights – they must be able to count on each other. The same holds true for the materials. They need to be just as reliable as their co-workers. Be it gloves, hard hats, work boots or tools: material wear under these conditions can be life-threatening. Work on the mountain is subject to the constant danger of falling boulders or slipping on unstable ground. "Under these conditions, you need equipment you can trust," emphasizes Ladner. Würth supplied a great deal of this equipment to the Nebelhorn, for example: power tools, handheld tools and protective clothing, as well as anchors and screws. And proved itself to be a capable partner in the process. "On the one hand, the products had to be able to withstand a lot, and on the other, we constantly needed fresh supplies – gloves for example. We were always able to count on Würth, both their products and on-time deliveries," says the man from Tirol.

"WHEN YOU'RE 2,224 METERS UP, YOU HAVE TO BE ABLE TO RELY ON WHAT YOU HAVE."

were blue. "When the sun comes out and you look down into the valley – those were the moments you felt rewarded for all of the hard work," says Ladner passionately. Thank God we had our share of good days: this meant we were able to stay on schedule.

Even though things can be brutal on construction sites like the one on the Nebelhorn, at the moment Ladner would not even consider working on more "benign" sites. Doing something that not everyone can do, that seems impossible to many, appeals to him. Ladner is a child of the mountains, he loves his home in the Alps. And that's obvious. To drive that point home, he quotes an old proverb from the Alps: "Life in the mountains is hard but beautiful." 

 Video: Würth on the Nebelhorn kaleidoscope-wuerth.com/nebelhorn

WHEN THE MOUNTAIN GIVES YOU A REWARD

Bernhard Ladner enjoyed work the most when the sun was shining of course, when he could enjoy the view – and had to be careful not to burn his nose. Good thing that Würth also supplied sun protection. Of course, work on the panorama restaurant progressed the most smoothly when temperatures were above freezing and the skies above the Nordwandsteig

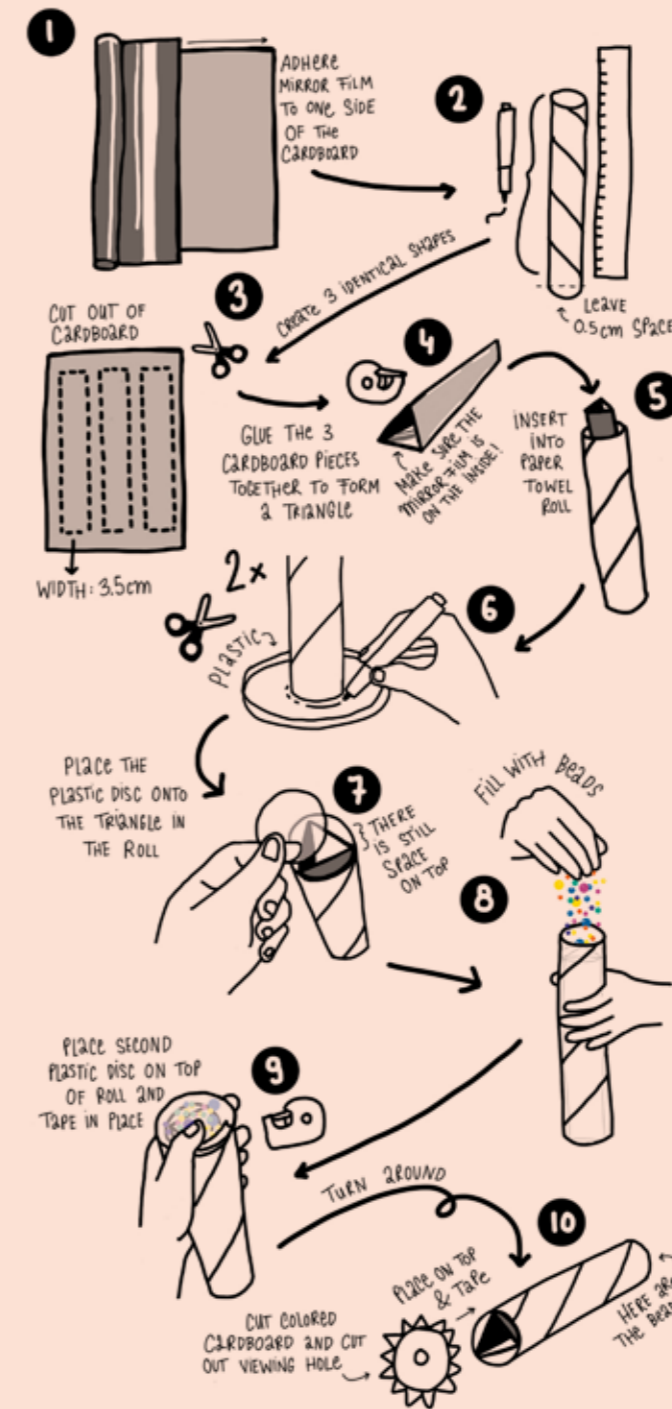
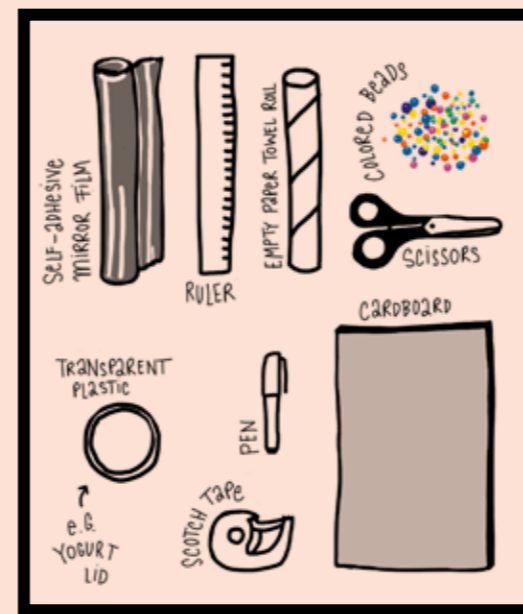


DO IT YOURSELF

SEE BEAUTIFUL FORMS: BE COLORFUL!

"Kaleidoscope" comes from the Greek and means "observer of beautiful forms." Children love this toy with its colorful glass stones that turns normality on its head with a single turn. View your own world again through colorful glasses or give someone else a treat – with our DIY instructions it's easy.

ILLUSTRATION BY MARINA AMREHN



LEGAL NOTICES

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Responsible for the content
Robert Friedmann

Editors
Dr. Janina Lossen, Sonja Rauh,
Maria Theresia Heitlinger,
Stefanie Koch, C3 Stuttgart
Creative Code and Content GmbH

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Art for collecting by

ALEX KATZ

* 1927 in Brooklyn/New York,
lives and works in New York

Oona (2009)
Oil on canvas (168 x 122 cm)
Würth Collection

Alex Katz is an established figure in the international art world. Today, he is just as well-known in Europe as he is in the Far East or the United States. His work is representational and decorative in every sense of the word. His work can be classified as realism and pop art, largely consisting of portraits while also including landscapes and architectural paintings. Oona, the nearly life-size depiction of a woman from three different perspectives, strikes a balance between portrait-like representation and precise placement through the sparse use of fresh colors. She is modern, perhaps a bit stylish. Katz has the same command of the large format as he does of his craft. Every step is planned precisely, from the initial sketches to the composition and on to defining the palette of colors. His paintings are generally created during a single eight-hour working cycle without any interim steps. This wet-on-wet technique for painting lends the pictures transparency and brightness so that they appear to be suffused with light, making even matte colors glow. The resulting work with its mathematically defined composition and classic structure captivates with a combination of cool elegance and its own unique style. When asked as a young artist what he wished to portray with his pictures, he responded: "Something hot done in a cool way." That still describes art made by the painter who has since reached his nineties.

ELIAS ON "OONA"

I like the picture. I think the background is great. Yellow is my favorite color and I love summer. I see three women. I can imagine that they are triplets because they look alike. They are wearing white dresses with shades of gray and all three of them are wearing hats. The hats are brown with a kind of gray line. My mom wears something like that in the summertime and my step-father has a hat like that, too. The sky seems to be above them and maybe the women are at the beach. All three have blond hair. They are wearing lipstick, in a very bright shade of red. All three of them also have the same eye color. Kind of a blue-gray. Their hair goes down to their shoulders. One of the women seems to be offended, the other one is maybe showing off or is somehow conceited. You can tell because the one has her arms crossed and the other is looking annoyed.



ELIAS MÜSSIG
from Kreuzlingen
in Germany,
9 years old

