

*Value* MATTERS

WHEN WE *use* SOMETHING

WHEN WE *lose* SOMETHING

WHEN WE *pay* FOR SOMETHING

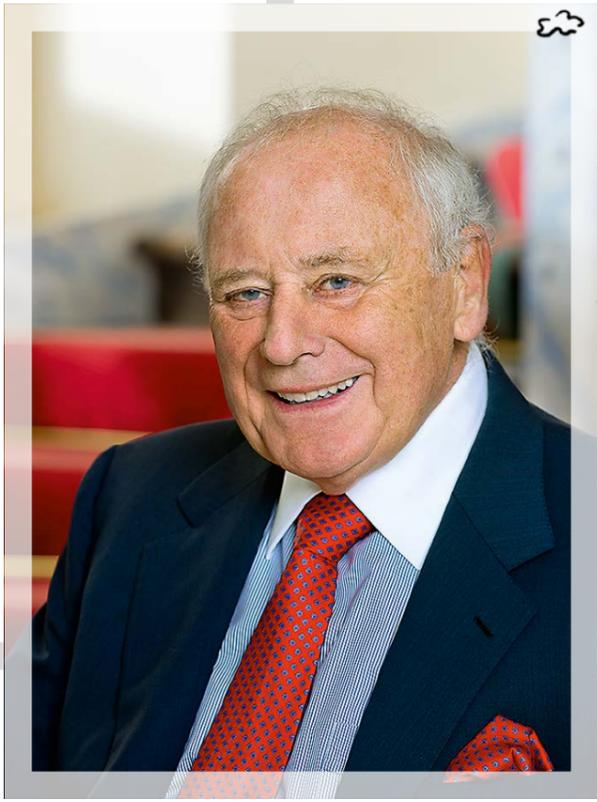
WHEN WE *fight* FOR SOMETHING

INSIGHT 2016

# A *word* WITH REINHOLD WÜRTH

We used an interview as an opportunity to ask Prof. Dr. h. c. mult. Reinhold Würth the following questions. You can find his answers in the illustrations.

- 1 What makes you like someone right away?
- 2 And what would tend to put you off?
- 3 What particular skills would you say an entrepreneur has to develop?
- 4 Which adjective best describes you?
- 5 What sort of person is a typical Würth employee?
- 6 Which strengths would you say Würth has as a company which might not stand out at first glance?
- 7 What are you scared of?
- 8 What do you pray for?
- 9 What is your personal motto for 2016?
- 10 What word really irks you?
- 11 When would telling a lie be justified?
- 12 What did you recently do for the very first time?
- 13 If you could do something completely outrageous, what would it be?
- 14 What would you say makes life worth living?
- 15 What would make you get out of bed at 4 a.m.?
- 16 What is the biggest challenge facing our society?



Prof. Dr. h. c. mult. Reinhold Würth, Chairman of the Supervisory Board of the Würth Group's Family Trusts

# THE *world* COULD NOT EXIST WITHOUT VALUE

What we do and think is what gives things their value. Otherwise, the world would be a collection of atoms colliding without meaning. Bettina Würth and Robert Friedmann on how they understand value at Würth.



## WHAT IS A *value*?

Values like honesty, predictability and straightforwardness are deeply ingrained in Würth's corporate culture. But what is a value? On the one hand, it is a figure, a definition: the value of a coin. We list values like these on our balance sheets. Our blood count values are defined by boundaries that classify them as good or bad. And what about moral values? They are not contained by any upper or lower limits. Values need something to be compared against. We measure them in terms of how they compare to the alternative. Our customers trust us to be honest. And while they cannot measure this honesty, they can certainly feel it. This gives honesty the value that it needs in order for any business relationship to survive. And so an ethical, moral value allows economic value to be created. As a family business, we place great value on raising awareness for this.

Bettina Würth, Chairwoman of the Advisory Board of the Würth Group

## WHAT IS ITS VALUE TO *me*?

This is a question we probably ask ourselves intuitively and without noticing before we make any decision. We hold a silent discussion with ourselves about how much effort we want to put into achieving a particular goal. The value question is one we have to ask before each and every investment. All business management KPIs assess our "value" as entrepreneurs, managers, employees. It does not matter whether we are the ones passing value judgments or having value judgments passed on us. We decide on the level of commitment. The challenge lies in how systematic one is prepared to be.

We set our own high standards when it comes to striking a balance between ethical and financial values. We are promoting speed, and calling for progress and increasing levels of service. All developments come at a cost, meaning that we, as a company, have a responsibility. But responsibility only works on an equal footing between generations, genders and hierarchies. At Würth, we have to continually manage to bring people and markets, work and life together in a way that benefits everyone. Most importantly, however, we have to make sure that nobody feels worthless in this big picture. If we can achieve this, then it is not just diversity, but also development that has a chance.

Robert Friedmann, Chairman of the Central Managing Board of the Würth Group



# Passion FOR PERFECTION

With its product line available throughout Europe, Würth is setting new standards in the field of vehicle processing. Passion for cars stands at the heart of it all.

Perfection, quality and passion. Three indispensable components for achieving optimal results. Würth unites these in the new Würth Perfection Line. The portfolio, available throughout Europe, comprises over 100 products related to vehicle cleaning, care and processing. Many of them are new developments. The Würth Perfection Line not only offers customers a comprehensive, innovative and user-friendly product range, in some countries it also provides support for end-customer marketing. With the aid of the available flyers, banners and videos, the concept makes it possible for the end-customer to be inspired by vehicle processing all over again.

**The products in the new clay range:** The new, highly innovative products in the clay range combine the purifying power of clay with helpful tools such as pads, sponges, gloves, and cloths. They clean the surface of the vehicle quickly and gently – the perfect way to prepare it for a wax and polish.

**The new polishing pads:** The open-pored surface of the polishing pad allows it to absorb a greater amount of polish and is better at conducting away heat. This results in better removal performance, longer-lasting use and a better polish overall.

**The new polishes:** The new polish line with color-coded systems offers the right product for every scratch and makes for a perfect finish. Matching polishing pucks and cloths round off the range.



Würth has further developed its product range in the field of vehicle processing and has optimized the procedure of cleaning, care and processing.

Application videos and more information on the products can be found at [www.wuerth.com/perfectionline](http://www.wuerth.com/perfectionline)



**WÜRTH PERFECTION LINE**

passion needs care



# Discover TRENDS – SHAPE THE FUTURE

Soon, this will be possible thanks to technology from Würth Elektronik eiSos: charging smartphones easily on your tabletop

Würth Elektronik eiSos GmbH & Co. KG is a company with a high degree of innovative power. Alongside successful operations and outstanding logistics, innovative products are crucial when it comes to our customer service. The proof of this lies in the newly opened Design Centers in Berlin and Barcelona.

Würth Elektronik eiSos GmbH & Co. KG, based in Waldenburg, is a manufacturer of electronic and electromechanic components for the electronics industry and has about 6,000 employ-

ees worldwide. The company presides over 15 production sites and is active in 50 countries around the world. The technology provider is constantly working on new solutions to help customers design their work processes more effectively and increase their productivity. The aim is to identify trends and prepare for the future. It was for this reason that Würth Elektronik eiSos opened a Competence Center in Berlin in October 2015. Hardware and software engineers are working on new solutions and support customers in application development. At the same time, students have the opportunity to present their innovative ideas to the company. The first focus of activity at the Competence Center in Berlin is software development relating to wireless energy transfer. The first 34 jobs have already been filled; 100 new positions are planned in the medium term.

Another Design & Application Center opened in Barcelona in November. The focuses of research and development lie in the software development of design tools and cross-platform apps. Thanks to the branch office in the Catalanian capital, there is increased focus on developing customer-specific solutions and applications.



A glimpse into the Competence Center in Berlin



The Design & Application Center in Barcelona not only deepens cooperation with the University of Valencia, it also intensifies cooperation with Catalanian research institutions.

# FROM *Art* TO *Zeal*

The world of Würth from A to Z. What turns us off, what moves us, what is new – what creates value.



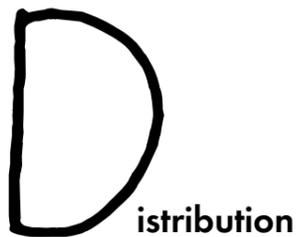
**A**rt  
The Würth Collection is one of the largest private collections in Europe, with over 17,000 pieces. It includes works by the most eminent artists from the early modernist period, as well as medieval masterpieces and classic pieces of contemporary art. The works are presented in the Würth Group's 15 museums and associated galleries.



**B**est quality  
For more than 30 years, ZEBRA® has stood for the highest degree of perfection at Würth. The customer receives a 100% satisfaction guarantee on all ZEBRA® products: If a customer is not satisfied with a product, he or she may return it. And it does not matter whether the product has a technical defect or just does not meet your expectations.



**C**armen Würth Forum  
At the beginning of December 2015, construction officially began on the new convention center in Künzelsau for Würth's company and cultural events. Communities, companies and sports teams also have the opportunity to rent the Carmen Würth Forum.



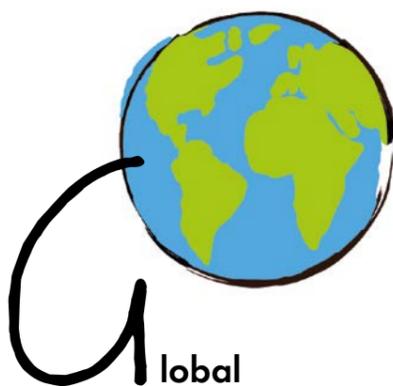
**D**istribution  
Distribution is at the heart of the Group. The biggest distribution organization worldwide, with over 31,000 permanent sales people, guarantees competent consultation and fast delivery to over three million Würth customers from trade and industry.



**E**-Business  
At Würth, e-business means more than just an online shop. Other digital ordering options, such as the Würth App, e-procurement or scanner-supported ordering systems are constantly being further developed, entirely in line with the customers' needs.



**F**amily  
Last year 10 companies were added to the Würth family.



**G**lobal  
The Würth Group has over 400 companies in 80 countries all over the world with over 69,000 employees.



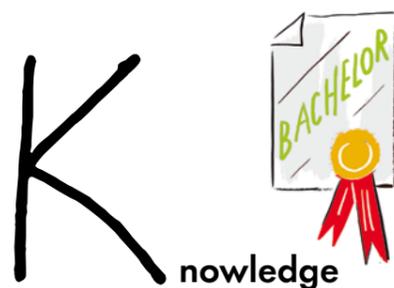
**H**igh Esteem  
The words we consider most important when dealing with one another are "thank you".



**I**ntegration  
Together with Hohenlohe Region, Würth has established an integration center at the company headquarters in Künzelsau. The focus of the work is to help refugees and those seeking asylum to learn German. Würth also made a building available to the regional authorities free of charge in order to accommodate around 50 asylum seekers and refugees.



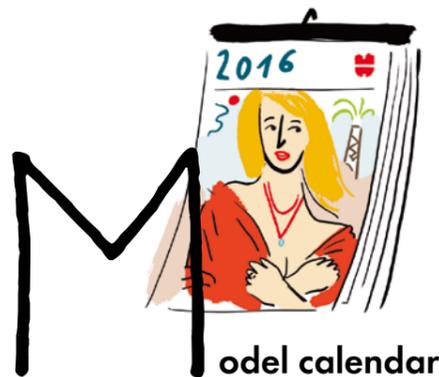
**J**eunesses Musicales Deutschland  
Since 1991, Jeunesses Musicales Deutschland (JMD) and the Würth Foundation have awarded the Würth Prize of JMD together. The prize is one of the German music world's most exclusive awards. It is awarded to artists, ensembles and projects that bring the values and goals of the JMD to life in an exemplary manner.



**K**nowledge  
Würth offers commercial, logistical and technical internships, as well as Bachelor's degree courses in these fields in collaboration with Baden-Württemberg Cooperative State University.



**L**egacy  
Building up the Würth Group is the life's work of entrepreneur Prof. Dr. h. c. mult. Reinhold Würth. Over the years, what was once a screw trader developed into a specialist in assembly technology. The fastening and assembly materials range comprises over 125,000 products at this point.

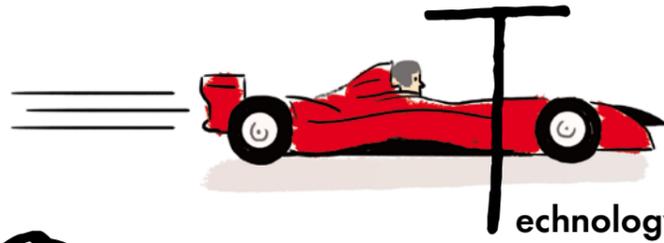


**M**odel calendar  
Private customers can purchase the 2016 model calendar for the first time. In 2016, 985,590 calendars were printed and distributed among Würth customers and others in some 61 countries.

# N

neighborly

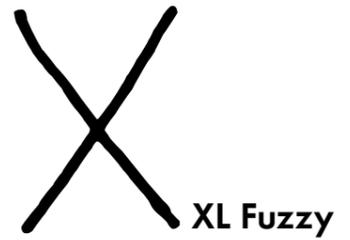
With more than 420 branch offices in Germany, Würth is closer to its customers than any competitor. Customers can cover their immediate demand at approximately 1,600 branch offices all over the world.



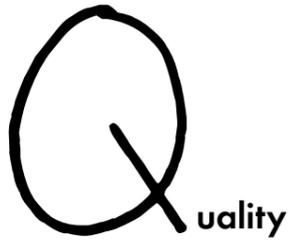
# T

technology

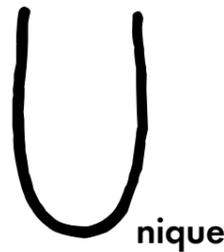
Würth Elektronik eiSos, which develops and manufactures electromechanical components, is a technology partner for ABT Schaeffler Audi Sport in Formula E, an initiative which also serves as an advertising platform and an experience workshop for the eMobility market of the future at the same time.



The microfiber glove is part of the new product range, the "Würth Perfection Line". It is suitable for gently cleaning all surfaces, e.g. cars, caravans and in the home.



Würth – the name stands for high product quality and impressive services. The principle that guides our management, "Würth is quality – everywhere, every time" lies at the heart of our Group. The crucial task is to be a trustworthy partner for the customer.



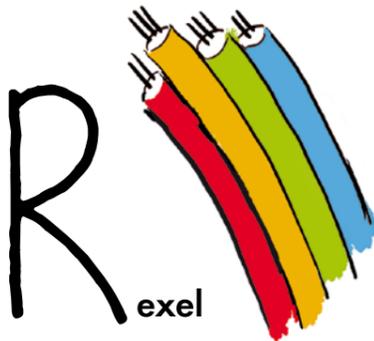
At Würth, there are lots of opportunities for development. The company supports a change of perspective between departments, business fields or foreign companies. Working at Würth means further development in line with one's own interests.



Around 1,200 employees keep fit with the in-house healthcare management program, Fit with Würth. Yoga is one of the 300 courses offered. Spouses and children are also very welcome to join these courses.



The Special Olympics is the world's largest sports organization for people with learning and other disabilities, with almost four million competitors in 170 countries. Würth has been a premium partner since 2008. Since then, around 600 employees have been on hand to assist at the National Games.



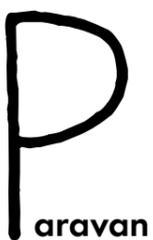
As of 2016, the operative business of the French Rexel Group in the countries Estonia, Poland and Slovakia is part of the Würth corporation. The listed wholesale group is a specialist in the distribution of electrical installation materials.



Demanding and promoting performance is firmly embedded in Würth's corporate culture. The guiding principles that we practice are working with optimism, responsibility and mutual respect.



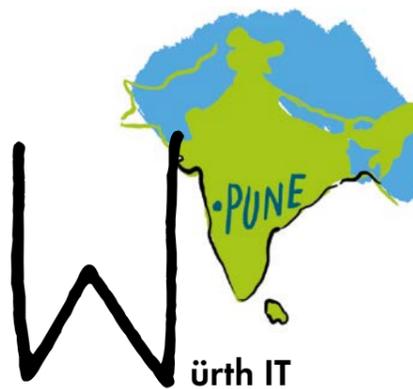
"We don't just want to satisfy our customers. We want to inspire them." (Reinhold Würth)



Paravan GmbH is the world market leader in specially adapted vehicles for the disabled – since 2012, Würth has been a strategic partner. In recent years, Paravan has adapted more than 5,000 vehicles to the needs of their customers. The product portfolio comprises specially adapted cars, electronic wheelchairs, seating collections, ramp systems, wheelchair entry aids, hand devices, a special driving school and SPACE DRIVE II – the world's first revolutionary drive-by-wire system authorized for road use. Meanwhile, numerous international car manufacturers and automotive suppliers use Paravan's innovative technology as a fail-safe drive-by-wire platform for autonomous and semi-autonomous driving.



"100% quality". This was the simple yet clear message that Würth used to present itself at around 120 qualifying matches for the EURO 2016 soccer championships. International soccer is and remains the Würth Group's largest sponsoring commitment.



The Würth Group founded the sister company Würth IT India with its base in Pune, India. The newly established company currently employs 18 people.

"I AM A  
*storyteller.*"

**Prof. Dr h. c. mult. Reinhold Würth once said that his drive for success came from his always wanting to know "what was over the mountain and around the corner". What role has curiosity played, and what role does it continue to play, in your life and work?**

» I think that Reinhold Würth and I are very similar in that way – i.e. curiosity was my first driving force and remains it to this day. Even as a small child, aged five or six, I was already climbing the mountains in my home valley in order to see more clearly what lies beyond them. And I have remained a hiker throughout my life, looking to the horizon, always asking: What is beyond?

**As the most successful mountain climber of all time, you have experienced and survived so many things, achieved so much and created so much – what is Reinhold Messner still curious about?**

» About the next story. I did not just climb mountains and survive many expeditions, I also told stories about them, for example in books, in lectures or at museums like this one. This is also a kind of storytelling. I am a storyteller. And I would like to continue doing this in the future, assuming I am fit and healthy enough to do so.

**The sixth Messner Mountain Museum (MMM) opened recently. How did the idea come about to create this kind of world of museums, spread throughout South Tyrol?**

» When I turned 50, I thought about what I should do over the next few years. I have collected adventures throughout my life and I wanted to introduce my legacy: my experiences, my knowledge. The new museum at Kronplatz is 2,275 m above sea level, making it the highest of the museums. It was built in a ski region and should help to slow things down. The museum tells the story of traditional alpinism, the stories of the great walls.

**Many of the companies that were involved in building the new MMM are Würth customers. What do you associate with Würth and what do you associate with our company?**

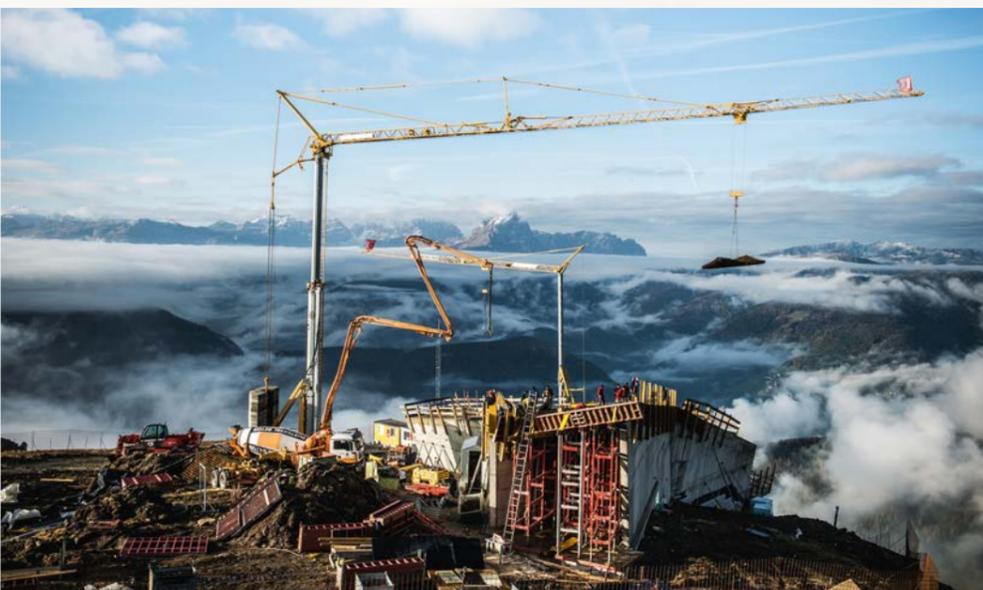
» I have had a solid, personal relationship with Würth for almost 30 years. At Würth, we are always able to buy trade items for our museums at good conditions – it is a truly reliable partnership. We have always used the best South Tyrolean construction companies when building our museums and many of them work with Würth. The enormous glass panels on the new museum at Kronplatz were made, for example, by Stahlbau Pichler, with the best steel and glass specialists in Central Europe. And they work with Würth products and special tools for their special, high-quality applications. There is a triangle between me, the Würth company and the construction companies who build for us.

**Thank you for the interview, Mr. Messner.**

Reinhold Messner was the first person to climb all the eight-thousanders without an oxygen apparatus. The 71-year old is also a successful exhibition organizer. His museums tell the stories of traditional alpinism.



Reinhold Messner trekked through the antarctic on foot in the winter of 1989/90 - 92 days, around 2,800 km over the continent of ice. His sledge carried the Würth logo.



Built in the mountains: The Messner Mountain Museum at Kronplatz in South Tyrol is 2,275 m above sea level and offers a breathtaking view (image above). It is a spectacular place where nature and culture meet (image right).





# Picasso

## AND GERMANY

The promotion of diverse cultural involvement is an integral component of the Würth Group. This can be seen most of all in the extensive Würth art collection, whose 17,000 works are housed in 15 museums and associated galleries in Europe.

Pablo Picasso (1881–1973) is one of the most influential artists of the 20th century. Even 43 years after his death, the fascination that a mere mention of his name inspires remains unwavering. He currently occupies a special role in Germany; before WWI more Picasso collectors and dealers were excited about his works here than anywhere else.

Under the title, "Picasso and Germany. The Würth Collection in cooperation with the Museo Picasso Málaga" Kunsthalle Würth art gallery in Schwäbisch Hall is displaying over 80 of Picasso's works from all of his creative phases. The works enter into dialogue with around 150 works by Cranach (the Younger and the Elder), Beckmann, Ernst, Dix, Grosz, Heckel, Kirchner, Nolde and others, which allows his works to appear in a new and exciting context. Alongside the rich collections of the Museo Picasso Málaga and the Würth Collection, over 40 international lenders assure the sophistication of the selection of works.



Pablo Picasso: The orange-colored blouse – Dora Maar, 1940, oil on canvas  
Würth Collection (image above)  
Pablo Picasso: Crowned girl with a boat, 1939, oil on canvas  
Würth Collection (image left)

# Wonderland OF ARCHITECTURE

The future of architecture becomes reality in the United Arab Emirates – Würth helps make it happen.

Dubai, the sun is baking, a dry wind sweeps the desert. Nowhere else has seen the rise of such spectacular and fascinating buildings in such a short space of time as Dubai. The city has something that is unique in the world: an architecture which has become a landmark.

Ghassan Assaf has been the director of Würth Gulf since its founding in 1999 and has a vivid understanding of the projects' multinationality and pace. "The quick and reliable execution of orders and the depth and breadth of our product range is highly esteemed."

Würth has had a base near Dubai for over 15 years and primarily supports local companies who often have 50,000 employees or more. The fact that Würth is so close to the demands of this multinational hot spot is closely connected to the fact that the approximately 180 employees come from 22 nations and converse in eight languages.



In October 2015, Würth Gulf and Prof. Dr. h. c. mult. Reinhold Würth opened the new company main office in the Jebel Ali Free Zone and celebrated the company's 15th anniversary.

WÜRTH GULF IS INVOLVED AS A SUPPLIER IN ALL OF THESE PROJECTS IN THE UNITED ARAB EMIRATES.



#### Gigantic subway network

The metro in Dubai is the fourth subway network in the Middle East. Special feature: Subway trains operate without a driver. 90 trains transport an average of 1.2 million passengers every day.



#### World's biggest theme park

Ferrari World in Abu Dhabi is the world's biggest covered theme park with 20 attractions devoted to fast cars.



#### The most lopsided tower in the world

The Capital Gate Tower is a multifunctional skyscraper in Abu Dhabi and features in the Guinness Book of Records as the most slanted tower in the world.



PART OF SOMETHING *big*

Technical innovation, reliability and outstanding productivity are what distinguish Liebherr dump trucks. The T 282 C can lift 363 tons – that is about the volume of 1,243 bathtubs.

Würth Revcar Fasteners, founded in 1969, lies in the middle of the Blue Ridge Mountains in Virginia, USA. Revcar has been part of the Würth Group for 20 years. The first joint customer: Liebherr, one of the biggest construction equipment manufacturers in the world.

Coal, ore, copper – Liebherr has been producing large dump trucks for the international mining industry on location at Newport News, USA since the mid-90s. These include, among others, the world’s largest diesel-electric-powered dump trucks. The machines are used as transport tools in large mines, for mining coal, iron ore, copper or gold ore. They are in particular demand in the US, Canada, Chile, Brazil, Spain, Australia and Indonesia. Over 41,000 of Liebherr’s employees work closely with their customers and adapt the machines to all of the mining field’s specific demands. The highest level of service and the best quality cannot be overlooked in the products – that is why Liebherr chose Würth. Würth Revcar Fasteners has been supplying Liebherr with assembly and fastening materials for 20 years. It is not just consumables such as screws, hexagon nuts or washers which are used by Liebherr. Tools and chemical products from our range, among others, are used on the production site in Virginia.

Today, Revcar has 170 employees, who supply customers in the US from five warehouse locations. Sales have steadily grown to over 60 million US dollars. The company makes 75 % of its sales by supplying industry customers. “As we continued to grow, we remain true to our original mission: to provide our customers with consistently good service and products of the highest quality – precisely when they are being used, and at a fair and competitive price”, says Randy Revercomb, Managing Director of Würth Revcar Fasteners.



Employees of Würth Revcar Fasteners



Liebherr supplies the international mining industry with machines for mining raw materials. The small parts for the production of these machines come from Würth Revcar Fasteners.

VALUE IN *figures*



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