

ROTATE VIEW UNDERSTAND

KALEIDOSCOPE

THE WÜRTH GROUP MAGAZINE

one
2019

FAST AS LIGHTNING

The new, purely electric motor sport series Formula E takes place on international city circuits – Würth Elektronik eiSos serves as technology partner. Electrifying!

www.kaleidoscope-wuerth.com

SIDE VIEW

VESPA LOVE

About 14 million scooters roll across Taiwan every day, accounting for roughly two thirds of the island's entire population. This mode of transport is entrenched in the Taiwanese culture, just like beef noodles and hot pot. That is why there are more scooter workshops here than in almost any other country. The scooter workshop "Chun Yi" is located in the eastern coastal city of Tainan. Equipped with a wide range of Würth tools, the shop offers reliable, all-around service: from tightening loose screws to repairing engine damage. Furthermore, the operators of "Chun Yi" have a soft spot for Vespa scooters, as evidenced by their Instagram account. So whoever wishes to be optimally prepared for the next "Vespa Day" in the capital Taipei should consider a stopover in Tainan!

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KALEIDOSCOPE

The Würth Group is constantly growing: The record sales volume in 2018 came out at EUR 13.6 billion. The Group's more than 77,000 employees from over 400 companies in around 80 different countries ensure that over 125,000 products are available on the international markets. Würth is the global market leader in the sale of assembly and fastening materials. Together with its Allied Companies, the Group continues to conquer new business sectors – with a great passion for trailblazing while at the same time maintaining focus on sustainability and emphasizing social commitment. Discover the many different facets of the corporation – just like the kaleidoscope, which is emblematic of the Würth Group and its magazine: ROTATE VIEW UNDERSTAND.



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ESTEEMED READERS, DEAR CUSTOMERS,



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

As I compose this article, the first two months of the year 2019 are behind us, and the development over these first couple months has not disappointed so far: The German nation is doing better than ever before, unemployment is low, the state generated a total surplus of over EUR 50 billion in 2018. We are living in a time of peace and freedom (for now), democracy works. But nevertheless: When you talk with some citizens, they grumble and complain bitterly, brimming with pessimism. Fear of the future is widespread, and not just in Germany. The state of affairs is similar in the other 27 member states of the European Union.

Just four weeks before the Brexit deadline on 29 March 2019, the political chaos in Great Britain more closely resembles a disaster than a tragicomedy.

I cannot even fathom how one of the oldest parliaments in the world could have caused such mayhem and how they managed to let two and a half years elapse since the Brexit referendum to be left with one month to go before the exit and not know whether they will be leaving the European Union without a deal, whether they will be forced to accept the backstop, whether Great Britain's withdrawal will be postponed by 21 months, or even, as announced on 23 February 2019, whether a second Brexit vote will take place, which the leader of the opposition Jeremy Corbyn is currently advocating – baffling and incomprehensible for an outsider.

By the time you read this issue, we will all know more. Although our British friends were mostly cynics rather

than European proponents during their 46 years as members of the European Union, we will certainly miss Great Britain to some extent. Then again, the further development of the European Union will progress more rapidly without all of the braking from Great Britain – we will draw lessons from the future.

Regardless of our political beliefs, religious affiliation, race, or place of residence, there is not a single country in the world whose citizens are in favor of war, violence and destruction. Peace is sought after everywhere.

Did we not experience an incredible feeling of liberation, joy and optimism after the fall of the Iron Curtain at the end of the Cold War? Everlasting peace is supposed to prevail; the differences between communism and capitalism should be a thing of the past. The capitalist system proved to be superior and defeated communism.

I myself was born in 1935 and as such, I witnessed the end of the Second World War as a ten year old and have experienced the technological, technical, sociological, and social advancement of humankind with much astonishment and some misgivings, helping to shape it in part. As fate would have it, I have been able to bear witness to 80 years of European history, which have brought about more change and improvements in all respects than the time since the year zero. Knowledge, and science broadly speaking, has advanced at a breathtaking pace – the Internet has turned the world into a single village square. Robots and computers, with a direct line to artificial intelligence, are the main reasons behind

the uncertainty and pessimism felt amongst people. Horror movies do not dismiss the possibility of the human race being dominated and enslaved by self-learning computers with their artificial intelligence.

Climate protection represents yet another source of unease as it is only partially understood, which means that one of Stephen Hawking's assertions will most likely come true: Humanity's only chance at survival is to successfully settle on a different planet.

Utopia? We do not know yet: Until we are able to travel at the speed of light, the distances of travel even within

our small Milky Way galaxy are so great that the human race would probably cease to exist – the humans on earth would simply vanish in the blink of a galactic eye. Whether this happens in one thousand, ten thousand or one million years from now does not change the end result. Humankind was merely an interlude.

Back to the year 2019. What can we reasonably expect this year? All signs point to the leaders of the superpowers accepting the nuclear balance on account of the facts: namely, that a nuclear war cannot be won and launching a nuclear missile would be met with an immediate response from a potential opponent. The earth would be left in ruins – this calculation also protected us during the Cold War and has ensured world peace at large over the last 75 years. We in Europe have benefited from this in particular. In my opinion, Pakistan represents the greatest nuclear threat: If IS, the Taliban, Boko Haram, Hamas or another fanatic terrorist organization is able to bring about a revolution in this corrupt country and snatch their nuclear weapons, the disaster would be complete.

Now this is not anticipated for 2019, so we can actually look forward to how this year unfolds. At Würth, the first two months of 2019 passed completely according to plan with eight percent growth, which means we can expect to see new records in sales and operating result if this trend endures.

If we weigh the pros and cons, advantages and disadvantages against one another, then we can continue through the year 2019 with moderate optimism and enjoy the sunny side of life. We could not hope for more for our slice of bliss: Peace in freedom produces a narrative that we must not allow to be jeopardized by extremists – on the right or the left. The European elections are drawing near. It is imperative that we as Europeans all go to the polls and demonstrate our affirmation of the European

Union. Let us take a closer look at the election platforms of the parties: Only a small minority of the German party landscape supports the continued integration of Europe without reservation.

I consider French President Emmanuel Macron to be a true role model and a great European who hopes to forge a common Europe democratically in order to remain independent from the three superpowers USA, Russia and

China. If we make the wrong decision at the European elections, we would strengthen those who wish to destroy Europe, and as a result, Europe would have absolutely no influence in world politics.

In 20 years from now, we would all be tributaries of the three great powers; so let us rally together as Europeans! A strong European Union would neither diminish nor eradicate the cultural characteristics of the provinces or their dialects – on the contrary: The European Union promotes these differences through numerous projects!

Ladies and gentlemen, dear readers, this article arises from a relaxed evening atmosphere and oscillates between unemployment and the cosmos, between cries for war and peace. But is it not liberating to air out the brain a little every now and then and ruminate on the nature of our existence? If we do this, then some petty discussions, misunderstandings and squabbles will appear so banal and insignificant that, after a moment of reflection, we will be able to reconcile with our partner, opponent, different-minded interlocutor.

With the coming spring, I would like to wish you, dear readers, dear customers, optimism, joy and hope for the future. I would like to take this opportunity to thank our customers wholeheartedly for the many orders we have received. At the parent company Adolf Würth GmbH & Co. KG alone, between 35,000 and 40,000 shipments are dispatched every business day in an effort to provide our customers with the highest quality and exemplary service.

My very best wishes to you all.

Yours truly,

Reinhold Würth

FAST AS LIGHTNING

The race for the future does not just take place at charging stations but also on the Formula E racetrack: a kind of Formula 1 for electric vehicles. Würth Elektronik eiSos has served as technology partner since the conception of this popular series and was already able to celebrate winning the world championship with the Audi team.

E LIKE EMOTION





E LIKE ENERGIZING



Flying the flag:
Würth fans cheer
on top driver
Lucas di Grassi.



Dense city traffic:
There is no shortage
of action in Formula E,
as seen here in the
Mexico City stadium.

Did the Statue of Liberty really just wink as race car driver Lucas di Grassi heads for the next chicane parallel to the Manhattan skyline in his Audi e-tron race car outfitted with gear from Würth Elektronik eiSos? Welcome to the new world, welcome to a new formula for success. Formula E has achieved what Formula 1 still hopes to attain: performing in the most high-energy metropolis in the world. The Formula E

THE RACES COME TO THE PEOPLE

racing series, the E-Prix, was the first motor race that was allowed to take place in New York City since 1896.

This alternative racing series made history yet again in Zurich: Circuit races had been outlawed in Switzerland since the mid-50s until the city center was cleared out to make room for the start-up among the worldwide racing series.

Being part of writing motor sport history, there are no control units for this. Just people with visions. Würth Elektronik eiSos was at the starting line in September 2014 as the first racing championship for all-electric race cars, an initiative of the International Automobile Federation FIA, was kicked off in front of the Beijing Olympic Stadium, affectionately known as the Bird's Nest. And after a short hour, they were already standing on the podium – both as the sponsor of the winning Audi Sport ABT Schaeffler team led by Lucas di Grassi and as their partner in technology. Numerous electronic components carry out their work in the complex high-performance electric race cars. Because Formula E runs in line with the concept of bringing the races to the people and not vice versa, the racing circuits are usually located in the city centers and are set up specially for the purpose of the one-day spectacle. Accordingly, the components for the cube-shaped high-power contacts, referred to as REDCUBE terminals, need to be particularly robust and shock resistant since they have to defy curbs, tram tracks or hard cobblestones and with- ➤

stand high temperatures. Würth technology pays off. Last season, the ABT team, which has since been promoted to the official Audi racing team, secured the championship title. Lucas di Grassi has already won the driver title. The expectations are equally high for this racing season, which runs from winter 2018 until summer 2019.

Formula E is a more sustainable version of Formula 1, with increasingly more Grand Prix drivers discovering this type of motor sport for themselves. The main difference between the two series: Formula E's brand essence is devoted to values such as sustainability, efficiency and technological progress. Therefore, these are entirely different concepts, united by a high level of fascination. This is evident in the participating circuits: At the end of the year, twelve racing teams will line up at the start, with Mercedes and Porsche battling alongside Audi and BMW for the e-mobility crown.

Visitors to a Formula E race prick up their ears as the track is cleared for the 22 race cars. But: Almost nothing can be heard besides a high buzzing sound and only a strong draft of air can

be felt. Soundless motor sport is by nature more family friendly. The event's compact format contributes to this, with the entire affair distributed over the course of an entire day, culminating in the 45-minute E-Prix in the late afternoon. The racing combines sports, technology and enter-

GOOSEBUMPS IN LIEU OF ENGINE NOISE

tainment, all under the banner of new mobility. Children can have fun learning and investigating in the eVillage, located at the heart of the race-track, where drivers, cars and innovative future technology are on display. ➤

RACING CALENDAR – THE SECOND HALF OF THE SEASON:

10 MARCH: HONGKONG
23 MARCH: SANYA
13 APRIL: ROME
27 APRIL: PARIS
11 MAY: MONTE CARLO
25 MAY: BERLIN
22 JUNE: BERN
13/14 JULY: NEW YORK



Information from the cockpit: Prof. Dr. h. c. mult. Reinhold Würth and Daniel Abt. In Rome or New York – Formula E makes a stop at the world's metropolises.



E LIKE ENTERTAINMENT



The competition allows more and more technological freedom, turning the race cars into bolted carriers of technology and thus representing a major driver behind electromobility as a whole. A key reason for which Alexander Gerfer, Chief Technology Officer at Würth Elektronik eiSos Group, is involved in Formula E: "We consider the partnership on an equal footing with Audi to be a unique testing lab for trying out components under extreme conditions and advancing new technological solutions." His colleague Oliver Opitz, who is in charge of technical coordination, concretizes this idea using a practical example: "Battery capacity has doubled from 28 kWh to 52 kWh in five years, with the electric motor power increasing by 25 percent during this season. That is quite an amazing development."

A new generation of vehicles was rolled out this year for the first time: longer lasting, even more spectacular. That is the allure, that is the great opportunity that Formula E itself has seized: creating something unprecedented. Project Manager Marion Wagner from Würth Elektronik eiSos, who has been on the ground since the be-

E LIKE EFFICIENCY



ginning, reports several "goosebump moments." At many points throughout the temporary race tracks, at which the race cars whoosh past the stands literally close enough to touch, there is hardly enough room for two of the sleek cars to fit next to one another. The fight for terrain is fiercely contested. This makes for tight tailgating, heightens the risk of conflict when passing, and ignites bitter duels. If your foot never leaves the gas, however, you will scarcely make it to the finish line. The drivers have to ration their power; efficient thinking and technique are decisive factors in this competition.

For the drivers, it is a trial of wits and steering at the same time. Brazilian Lucas di Grassi was one of the first top drivers to commit to the Formula E series. He has not regretted his decision once. The pioneer explains how it is different from other racing series: "In Formula E, the rules ensure that all of the drivers have more or less the same material at their disposal. The best and worst cars are maybe half a second apart, which is what makes the races so exhilarating." In order to liven things up even more, there is a special "attack mode." Whoever is particularly popular among the spectators has an advantage:



Future is a top priority: The Audi factory car is an important carrier of technology.

TWO HELMSMEN

Daniel Abt and Lucas di Grassi are the only driver team that has fought their way through all of the Formula E races in history side by side. Abt, 26, is the scion of the Kemper motor sport dynasty and won the ADAC Formel Masters series in 2009. Brazilian Di Grassi, 34, competed in 18 Formula 1 races for the Virgin Team, after which he was a development driver in Formula 1. He was the Formula E champion in the 2017/18 season.



The Würth Elektronik eiSos team for Formula E: Christopher Becht, Head of Global Technology Partnerships for eMotorsport, Oliver Opitz, Vice President and Technical Coordinator for Formula E, Oliver Konz, Executive Vice President of the Würth Elektronik eiSos Group, Alexander Gerfer, CTO, Marion Wagner, Project Manager for Global Technology Partnerships for eMotorsport (from left to right).

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

In the world of motor sports, things are often taken to the extreme, which is why it is hard to imagine a tougher competitive environment. Formula E plays a special role in all of this: It represents a race for viable future technologies, which are continuously subjected to the acid test at races across the globe. Würth Elektronik eiSos has been involved from the very start; after all, competitiveness and sustainability have always corresponded to the pioneering spirit in our company. The laurels for this are not only reflected in the medals won on the racetrack but also in the knowledge gained, which subsequently flows into our product portfolio. By virtue, every employee and customer is a winner.

Based on an online vote, five drivers receive a substantial power boost for five seconds. That can be enough for a pivotal passing maneuver.

Once again, the sporting aspirations align with the vision of Würth Elektronik eiSos. "We aim to develop solutions of the future and transfer the expertise gained from motor sports to improved power electronics for our automotive division," says Oliver Konz, Executive Vice President of the Würth Elektronik eiSos Group, with regard to the solution-oriented approach of their involvement. Christopher Becht, Head of Global Technology Partnerships for eMotorsport, adds: "In addition to the technology and the knowledge transfer, our objective is also to increase brand recognition for Würth Elektronik eiSos and to position ourselves as communication leaders in the electronics industry."


From the vision to the mission, such solutions are devised in interdisciplinary project teams. The technology is refined together with the team, which is how the auxiliary battery and corresponding battery charger were developed for the power supply in the cockpit. Approximately one and a half years in advance, work is started on new technology to continuously improve performance. In motor sports, the high planning and production reliability has to be paired with a high level of flexibility and breakneck response times.


Anyone who needs to accommodate high-voltage power elements in limited space, as Würth does, bears a great deal of responsibility in any case: After all, even the nicest race car will not run without any power. High tension – in the truest sense of the word. ■

THE WHIRLING LABORATORY

The race car drivers on the Audi factory team sponsored by Würth chase victory at Formula E in this official car. But the Audi e-tron FE05 is not just used for sporting competitions, it predominantly fulfills technological demands. It is the race car of the future, as revealed by a closer look.

ILLUSTRATION JULIA WORBS

 An impressive **95** PERCENT of the power train was completely redeveloped for this season.

 The REDCUBE terminal from Würth Elektronik eiSos has to withstand up to **80** DEGREES CELSIUS. This component ensures a consistent supply of power to the cockpit electronics.



Formula E races will take place on **5** CONTINENTS in this season as well.



An electric race car weighs in at a total of **900** KILOGRAMS, with the battery accounting for a large share of that with 385 kilograms.

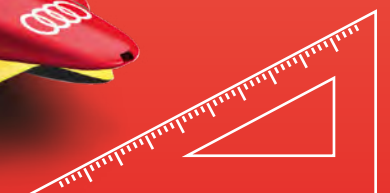
A maximum of **20** PEOPLE are allowed to man a Formula E pit stop on site in order to make the team's two cars operational.



Formula E race cars can reach **TOP SPEEDS OF 240** KM/H.

The electric motor unleashes 250 kW during the qualifying round.

The Formula E race car measures a whopping **5,200** MILLIMETERS long, 1,800 mm wide and 1,250 mm high.



The lithium-ion battery can be charged in just **45** MINUTES. It features a usable capacity of 52 kWh.



The race car can accelerate from zero to 100 km/h in a mere **2.8** SECONDS.



THINK TANK

Würth is building a new innovation center at its location in Künzelsau: Employees from the parent company and several subsidiaries will develop products of the future here together with three universities.

By building an innovation center at the home location in Künzelsau, Adolf Würth GmbH & Co. KG is creating space for ideas, creativity and trend-setting products and systems. The 70-million-euro project is intended above all to shorten innovation cycles for products. Construction work has already commenced; the building is set to be finished by the end of 2021.

In the future, a total of roughly 250 people will develop products and system solutions of the future in collaboration with universities in Stuttgart, Karlsruhe and Innsbruck. The cooperative networking between the developers from Adolf Würth GmbH & Co. KG and those of several subsidiaries is expected to produce great synergistic effects. The subsidiaries involved include: SWG Schraubenwerk Gaisbach, Dringenberg Betriebseinrichtungen in Obersulm, Toge Dübel in Nuremberg, MKT Metall-Kunststoff-Technik in Weilerbach, and Chemofast

Anchoring in Willich. At Würth, innovativeness is deeply rooted in our corporate culture and change is ingrained in our DNA. Prof. Dr. h. c. mult. Reinhold Würth, Chairman of the Supervisory Board of the Würth Group's Family Trusts, launched the initiative to build the center: "My objective is to always keep the company youthful, in a state of becoming – to prevent us from drifting into a state of being where the accountants and auditors reign supreme, where there is no more forward progress, where things are only administered and managed. It is important to me to prevent the company from drifting into the routine of boredom."

Thomas Klenk, Managing Director, Head of Product Management, Purchasing and Export at Adolf Würth GmbH & Co. KG, explains in an interview the company's plans to break with routine in the innovation center. Franz Kühmayer, Austrian expert on trends and the world of work from Zukunftsinstitut, clarifies which working conditions stimulate creativity and why the preconditions for innovation have never been better than at this very moment.

250

The new innovation center will accommodate some 250 employees, researchers and developers: yet another milestone in Würth's company history. "Providing space for the solutions of tomorrow today," that is the vision for this new working environment covering around 15,000 square meters. Innovation should become systematic here.



RESEARCH, NETWORKING, GROWTH

Thomas Klenk, Managing Director at Würth, hopes to bring together different people and disciplines.

The purpose of the innovation center is to demonstrate that we are no longer just a screw dealer from Hohenlohe but that there is much more to Würth than meets the eye. Our customers are surprised time and again when they witness the innovative strength of our company. The laboratories and workshops in the innovation center being erected directly next to our corporate headquarters are intended to open up entirely new possibilities that would have been unfathomable until now. We aim to strengthen our in-house research activities at Würth as well as the cooperation with the ➤

Thomas Klenk,
Managing Director,
Head of Product
Management,
Purchasing and
Export at Adolf Würth
GmbH & Co. KG.

manufacturing companies in our Group. Working within a network in this manner means bringing together different disciplines and people. On the one hand, our own developers will work in the innovation center. On the other hand, we also have numerous Group manufacturers with which we would like to develop products together in the innovation center.

We will collaborate with three universities: with the Karlsruhe Institute for Technology (KIT), which is the technical university for the federal state of Baden-Wuerttemberg, with the University of Stuttgart, and with the University of Innsbruck. These universities will send students and doctoral candidates to our campus, who will in turn work together with our employees and those of our subsidiaries.

We hope to attract highly skilled professionals to the Hohenlohe region with the alluring building and the eclectic research and development environment. The partnership with the universities allows us to reach out to the students directly. This makes it possible for us to identify up-and-coming talent early on, to nurture them and to encourage them to choose Würth.

The most important goal of the innovation center is to shorten innovation cycles. One example: When we introduce a new generation of our ASSY® wood screw, sales increase rapidly by 15 to 20 percent, and continue to develop consistently thereafter. That is why it is crucial not to wait another ten years until the next inno-



Shortening

INNOVATION CYCLES

is the primary goal Würth hopes to achieve by building an in-house innovation center. Furthermore, the optimal working conditions in the new 70-million-euro building should attract young talent to the company, and keep them on board in the long term.



BETTINA WÜRTH
CHAIRWOMAN OF THE ADVISORY
BOARD OF THE WÜRTH GROUP

Long-term corporate development requires clear objectives and well-functioning structures. However, recognizing market trends early on and adapting our company's strategy accordingly is equally important. Würth's innovation center is intended to offer space and possibilities for precisely this purpose. We will work together with employees from various other Group companies, customers, and even external consultants and researchers to create new ideas and find creative solutions. Our goal is to expand our expertise further so as to continue offering our customers innovative products and optimal solutions in the future.

Franz Kühmayer,
Austrian expert
on trends and the
world of work from
Zukunftsinstitut.



strain is unfounded in this case. Innovativeness includes a greatly gratifying component, reflecting courage and whetting the appetite for risk, which makes it an entrepreneurial virtue par excellence.

But how is innovation produced? In this day and age, companies have to be open and outward looking. Ivory towers are passé. This means close contact and dialog with customers, within the company's own organization, including all employees, and partnerships with research institutes. Innovativeness is also a question of our conception of humankind: We are all social and inventive creatures. Recognizing this and initiating suitable methods and steps effectively means supplying oxygen to the company so that it can breathe again.

Thus, bosses who are often primarily busy with supervisory and review work gain extra time

vative leap but to shorten the entire process to about four to five years.

We ran the numbers recently: If we assume that there are 300 to 600 billion dollars to be had in our market segment, we are currently still a small player even though we are among the biggest competitors. Thus, there is enormous potential available. We will be concentrating more heavily on this, and the innovation center plays a major role in our endeavors.

THE HEYDAY OF INNOVATION

Trend researcher Franz
Kühmayer considers innovativeness
an entrepreneurial virtue.

In my opinion, innovation is a notion of longing. It represents our desire to face new issues and capitalize on them, while preparing ourselves for the future. As such, it is a broad term that is related to the continued development of the entire company and is not just limited to a specific product or type of technology.

First and foremost, innovation means fostering a pioneering spirit. Naysayers will always come out of the woodwork since innovation challenges what already exists and can therefore be seen as a source of interference. Understanding innovation as a psychological

to be creative themselves. However, with this comprehensive approach to innovation, simply developing ideas is not enough. This requires the will and the means to implement them.

The space itself is an underestimated factor in this type of organizational development: Meeting places are imperative for this, where lots of people from different walks of life can come together and share their thoughts and ideas. The world is changing drastically. Yesterday has long since been forgotten, and tomorrow is uncertain. But trying new things is easier than ever before thanks to the possibilities afforded to us by digitalization, for example. In a nutshell: We are living in the heyday of innovation. ■

Further information
can be found at:
www.kaleidoscope-wuerth.com/innovationcenter



SPICE OF LIFE

Kumudu Sampath titled his photo "Spice of Life," showing a traditional dish from his home country Sri Lanka. Here the employees are served rice and curry after a sporting event: rice, dal (legumes), vegetables, fish or chicken with pappadam (fried flatbread), all arranged in an appetizing manner on a banana leaf. Eaten with the hands.

Kumudu Sampath, Würth Sri Lanka

EXPANDING YOUR HORIZONS

What's for dinner? Würth employees from around the world show what they dish up. Enjoy your meal!

You are what you eat, goes the proverbial saying. This is true, seeing as our food is closely related to our identity. We can use it to emphasize both our heritage and our solidarity with foreign cultures, but most of all: our concept of what tastes good. Eating is often a way for us to find inner balance, on occasion filling not only our growling stomach but also satiating the hunger in our soul. You can be thousands of kilometers from home and still conjure up a piece of home onto your plate with your favorite meal. Or else you can do the exact opposite: embark on an exploratory expedition with your tongue and palate to taste foreign lands. As long as the enjoyment does not fall short – since ultimately the idea is to savor the moment.

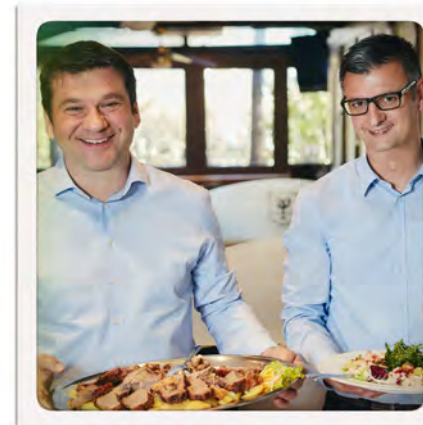
Eating has long since been a lifestyle topic. From the paleo diet and the low-carb diet to veganism and an artfully grilled steak, never before have there been so many options to find your true culinary self. But it always tastes best in good company; during a shared meal, you can exchange views and in doing so, you can often expand

EATING HAS LONG SINCE BEEN A LIFESTYLE TOPIC

your horizons. You will realize: Food connects us, plain and simple. That is precisely why we asked several Würth employees to send us photos of their favorite dishes. Here are our appetizers. ▣

TENDER UNDER THE HOOD

Branimir Akmacic and his colleague Darko Majic like to invite business partners to eat at the restaurant "Zelen Dvor," one of the best locales in Zagreb. Here they opted for marinated shrimp with vegetables. They combine this Mediterranean fare with veal and vegetables, which are cooked under a cast-iron cover ("peka") over an open fire – this makes the food especially tender. Branimir Akmacic and Darko Majic, Würth Croatia



SMALL DELICACIES

Bread and jam for breakfast? Not in China. Symbolic meals are served there, as shown here during the Chinese Spring Festival. The shape of dumplings are reminiscent of gold ingots and are a sign of wealth, explains Summer Dai. The round egg is intended to give people the feeling of togetherness, while the long thin noodles allude to a happy future. And of course the spring rolls symbolize the start of spring. Summer Dai, Würth China



IT TASTES BEST AT HOME

Pelmeni are usually dumplings filled with ground meat, which are boiled in broth or saltwater and served with sour cream. Elena Popova prefers to eat this national Russian dish at home with pancakes and red caviar. The reason: Her mother, of course, makes the best pelmeni in the world. Elena Popova, Würth Russia



CHICKEN SOUP FOR THE SOUL

A typical Panamanian dish is sancocho panameño: chicken stew. Oscar Fabrega swears by this since chicken soup has the reputation all over the world of making people feel better after eating it. The herbs and roots in Panamanian sancocho give it a special taste. The soup is eaten with rice, which you can mix directly into the broth.

Oscar Fabrega, Würth Panama



SOME LIKE IT RAW

Ximena Perla is a fan of ceviche. The traditional dish combines the slight sourness of lemons from northern Peru with the aromas of various fish and mussels. Even the indigenous peoples of Peru ate raw fish with salt and chili. Other ingredients, such as lemon and red onion from Europe, were added later on. Ceviche is often combined with chicharrón (fried fish, seafood or pork).

Ximena Perla C., Würth Peru



FAT THURSDAY

Tłusty Czwartek, "Fat Thursday", is celebrated in Poland in February. Lots of greasy pastries, among other things, are eaten on this holiday. This is said to bring good luck. Pączki, the Polish variant of jelly doughnuts, are popular: fried balls of dough filled with rose jam and covered in powder sugar, icing and grated orange zest. Justyna Sieracka thinks home-made pączki taste best.


Justyna Sieracka, Würth Poland



THE BEST THE SEA HAS TO OFFER

Cazuela de mariscos, a seafood casserole, is a traditional dish from the Caribbean region of Colombia. It contains lobster, shrimp, fish, mussels, octopus, coconut milk, and broth from fried vegetables, with cream, white wine and Parmesan to taste. Karol Andrea Bolaños Díaz and the sales team from Cartagena thought it tasted great!

Karol Andrea Bolaños Díaz, Würth Colombia

 More employee contributions can be found at: www.kaleidoscope-wuerth.com/food

A TURNING MOMENT

THE GODDESS OF NUTRITION

My stomach is rumbling. I hear a light gurgling sound, feel a vague tingling sensation. At first glance, one might think that I'm simply hungry. But in truth it's stage fright, since I have to go grocery shopping in a bit.

ILLUSTRATION BY ARTUR BODENSTEIN

Sometimes I dream that avocados are chasing me. Like pimply, black-green hand grenades, they lurch towards me by the dozens, while I scamper away, a forbidden bag of chips in my hand. Sometimes I am attacked by eggplant bludgeons in my sleep as well, or fired at with rhubarb stalks sharpened to a point. Perhaps, I think to myself in the morning when I wake up from a food nightmare soaked in sweat, I've really spent a little too much time over the last few weeks focusing on nutrition.

But that should come as no surprise: Never before have people defined themselves, and others, so much based on what they eat, on what things they allow to enter their bodies. Nutrition has never been such a big status symbol and at the same time so terribly complicated: Healthy, regional, seasonal, gluten-free, vegan, alkaline, harvested under a full moon, genetically compatible – first you have to manage all that, ideally in that combination. Whenever I went grocery shopping at the store around the corner, I used to only throw food in my basket that would cast me in a radiant light as a consumer. The other customers who took a peek at my basket as they passed ought to look at me in wonder: Almond milk? Quinoa? Psyllium husks? Wow, this woman is a nutrition goddess!

I used to be a dreaded shopping cart gawker myself. If I ran into an acquaintance at the grocery store, I would immediately stare fla-

grantly into their basket and start my analysis scan: Strikingly large quantities of chocolate and a bottle of booze? Oh no, the poor thing was probably just dumped. If I spied vanilla ice cream, orange juice and vodka, on the other hand, the ingredients for the punch bowl all too familiar to me from my college days, I quickly deduced: Someone is planning a party here, and I wasn't invited! Scandalous! I could have been an exceptional detective. One who solved her cases based solely on the consumption habits of the suspects.

Every evening as I cook a wholesome, albeit – just between you and me – joyless, meal with my exemplary groceries, I dream of driving to a remote store where nobody knew me. I would fill my shopping cart with extra-fatty mascarpone and caramel popcorn. Maybe I would even buy one of those yucky, shrink-wrapped cutlets in aspic. Because I'm a vegetarian, I'd probably have to dispose of the evidence in a random neighbor's mailbox. No one would suspect me. After all, I only eat flaxseed and stalks of celery; you can ask anyone at my grocery store. ■



ANJA RÜTZEL,

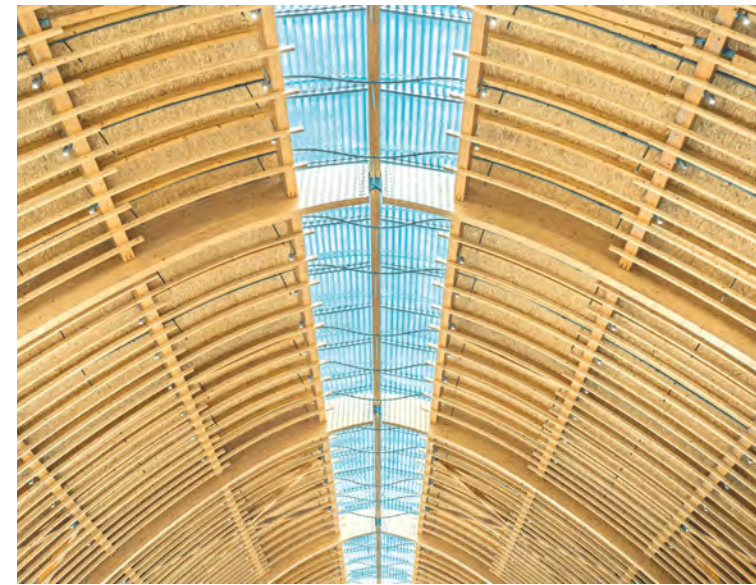
born in 1973, journalist, avowed trash TV fan, and huge animal lover. She works as a freelance author for SPON, SPEX and SZ-Magazin, among others. Her favorite pastime, however, is venturing out into the world and watching exotic animals. She lives in Berlin with her dog Juri.

TOP-NOTCH WOOD

The new terminal at Mactan Cebu International Airport has a roof made entirely of wood – the only one of its kind in Asia to date. The building can withstand earthquakes thanks to the fastening technology supplied by Würth Austria.

PHOTOS BY RUBNER HOLZBAU

The building with an undulating roof reflects the Philippine culture.



Some 4,500 cubic meters of laminated timber were required for the project.

A gargantuan yet somehow delicate looking, curved wooden roof arches over a 65,000 square meter building like gentle waves, with glass walls stretching all the way to the ground. It is an enchantingly bright building with an airy appearance and unique architecture, completed within no time. The new Airport Terminal 2 at Mactan Cebu International Airport in the Philippines, which was inaugurated last summer, has proved to be a real attraction among both visitors and locals.

Light floods the three-aisled entrance hall, which features three adjoining wings, housing 48 check-in counters, the largest duty-free area in a departure area in the Philippines, a spa, restaurants, bars, and other facilities spread out across three floors. The idea is to make sure passengers are as comfortable as possible during their stay. The architects' intention was to reflect the friendliness, openness and warmth of the Philippine culture in the new building. The ambience should resemble that of a resort more >



than a functional building. They succeeded: The Filipinos, especially the inhabitants of Cebu, are said to be very proud of their new airport.

In all of Asia, there is no other airport building whose supporting structure and roof are made entirely of wood. Primarily natural construction materials are used throughout the entire terminal area: The walls in the sanitary facilities are covered in various types of wood and moss from Italy. The polished stone flooring with lustrous mother-of-pearl inlays made of native mussel shells in the entrance hall represents the sand on the Cebu beaches.

Although wooden buildings are traditionally popular in the Philippines, the builders, Philippine syndicate GMR MEGAWIDE Cebu Airport Corporation (GMCAC), selected the Austrian construction company Rubner Holzbau for the task. But why was wood from Lower Austria used? Project manager Anton Wanas from Rubner's headquarters in Ober-Grafendorf explains: "It would not have been possible to use wood from local sources. There would not have been enough tropical wood available for the project without damaging the environment. Moreover, there are no manufacturers there who would have been able to produce the components necessary for this structure." According to Wanas, this contract was the largest of its kind in the company's history.

Measuring 15 meters high and spanning 30 meters wide, the undulating supporting structure of the vaulted roof contains 4,500 cubic

meters of laminated timber. The matching 23-meter-long half arch trusses were planned and prefabricated by Rubner Holzbau in Austria. The components then embarked by ship on their adventurous journey through the Rhine-Main-Danube Canal to the Philippines via Antwerp. The final assembly process took roughly three months under the direction of Rubner Holzbau in the City of Lapu-Lapu on Mactan Island, directly across from Cebu City.

MUSSELS AND MOSS FOR A WELLNESS ATMOSPHERE

Thanks to the new earthquake-resistant and hurricane-proof building, it was possible to more than double capacities to 12.5 million passengers per year. Mactan Cebu International Airport is now considered one of the most modern

After being prefabricated in Austria, the components were assembled on site in just three months.

WÜRTH AUSTRIA

In 1962, Würth Austria was founded in Vienna as Würth's second foreign subsidiary. The headquarters were moved to Böheimkirchen, Lower Austria, in 1999. The company employs more than 800 people, generating sales of EUR 210.8 billion in the 2018 fiscal year. The Würth Line's core product range contains more than 125,000 items: from screws, screw accessories and anchors to tools, chemical products and personal protective equipment.

airports in Southeast Asia. The fastening technology for the terminal was supplied by Würth Austria. Sales representative Werner Kirmann has served Würth customer Rubner Holzbau for more than 15 years now: "Würth scored extra points during this large-scale project with the company Rubner Holzbau not only because of its competitive prices but above all because our products have the necessary internationally recognized approvals and certifications."

Werner Kirmann mentions the impressive quantities of ASSY® screws that grant the airport building stability and elasticity at the same time: Some 40,000 full-thread wood screws with a cylinder head, 32,000 full-thread screws with a countersunk head and 4,000 hexagon metal screws were installed. Kirmann: "The longest screw used was the 80-centimeter-long, full-thread screw with a cylinder head." Many other Würth products were used as well: adhesive sealing tape and construction adhesives, injection mortar, spray paint, along with various tools and screw clamps.

Word of Austrian involvement in the new terminal building's success story at Mactan Cebu International Airport has spread like wildfire. There is already a follow-up order in the Philippines: A new terminal building is currently being erected at Clark International Airport, north of the capital city Manila, and Rubner Holzbau is in on the project once again as the main supplier together with Würth Austria. A strong team – for an even larger construction project. ▣

SRI LANKA

Sri Lanka is one of the few countries in which you can see both the **largest land animal** and the **largest marine animal** on the same day: the **elephant** and the **blue whale**.

In **ancient times**, Sri Lanka was the **world's largest producer of cinnamon** and shipped the spice **all the way to Rome**. Even today, the country is one of the largest cinnamon suppliers worldwide.

There are two **main ethnic groups** on **this island**: the Sinhalese and the Tamils. Both have **their own language** and often have to switch to English in order to understand each other.

Reportedly, the **oldest tree planted by humans** is located in the antique city of **Anuradhapura**. It is **over 2,000 years old** and is said to be an offshoot of the tree under which the Buddha once attained enlightenment.

Selfies in front of Buddha statues are prohibited in Sri Lanka, and **Buddha tattoos** are not allowed to be visible in public. Violations are punished with **fines or even imprisonment**.

Up until 1990, all of the country's electricity was generated by **hydropower plants**. Today, **roughly half** of the required electricity is still produced in this way.

The renowned **"Temple of the Tooth"** is located in **Kandy**, allegedly housing one of the **Buddha's teeth**. It is considered one of the most important pilgrimage sites for Buddhism.

According to legend, someone left a **1.8-meter-long footprint** at the top of **Adam's Peak**. Depending on which religion you are inclined to believe, it was left by either Shiva, Adam or the apostle Thomas.



Nuwara Eliya

Sri Lanka is one of the **largest tea exporters** in the **world**. The region surrounding the city of **Nuwara Eliya** is the **chief tea-growing district**. The island is famous for its **Ceylon tea**, which can be enjoyed here.

The origin of the **Sri Lankan flag** dates back to the year **162 BC**. Its **motif** represents the **three different religions**: The leaves of the Bodhi Tree symbolize Buddhism, the orange Hinduism and the green Islam.



Sri Lanka is often referred to as "the pearl of the Indian Ocean." No wonder, considering the fact that there is a great deal to discover on this tropical island with around 21 million inhabitants: dream beaches, cultural treasures, rich biodiversity, and hearty cooking. The Würth Group has been present in Sri Lanka since 1998. The company now has three branch offices there with over 100 employees.



The world's **first non-hereditary female head of government** was elected in Sri Lanka. Politician **Sirimaavo Bandaranaike** held the office a total of three times between the years 1960 and 2000.

Yala National Park has one of the largest **leopard populations** on the planet. Around **30 specimens of this animal** live here – alongside crocodiles, buffalo, elephants, and bears.





Opening kick with Philipp Lahm in the community center (left): The spectators (right) celebrate the inauguration of the playing field.



OASIS OF HOPE



In the South African township of Philippi in Cape Town, the Würth Foundation has been supporting the social-welfare project “iThemba Labantu” substantially for years on the initiative of Carmen Würth. The Philipp Lahm Sports Ground has now been inaugurated for the 400 children and adolescents cared for there. Carmen Würth gladly contributed her birthday present to the project, which she had received from her numerous guests on her 80th birthday in the form of donations to the Würth Foundation.



Carmen Würth gave the nudge to support the “iThemba Labantu” project.

When the excitement makes the legs shake, the old one-two suddenly stops working. Of course the kids are proud to kick the ball around with Philipp Lahm. It may even be the most exciting day of their lives. But it also makes them nervous. And of course their parents and friends are also sitting on the sidelines, watching and cheering them on. Today is a special day at the “iThemba Labantu” social-welfare center, located in the heart of the Philippi township, one of the largest shanty towns in the South African city of Cape Town. The long-awaited inauguration of the Philipp Lahm Sports Ground serves as a symbol of hope for a better future in a grim environment. German pastor and missionary Otto Kohlstock, the head of the center, says: “Look around; we are an oasis in the middle of the muck.” In English, “Themba Labantu” means: Hope for the people. Hope is nourished here because we found people who truly want to help. Like Carmen Würth, who has been strongly committed to disadvantaged children for years. She says: “Africa is considered the cradle of humankind and thus of love. That is why we want a smile to light up on these children’s faces again.” ➤



Waiting to play: The event is followed closely on the bench.

That is not an easy task in Philippi. An estimated 400,000 people live here under degrading conditions. With unemployment at 80 percent among young people, it is a social hotspot with a high crime rate. Life is a constant battle between drugs, violence and gangs.

During a college trip 20 years ago, Margarete and Klaus Doppler met Pastor Otto Kohlstock, who has been advocating for the poor in South Africa since 1985. Deeply moved by the experi-

problems in the world is poverty. This leads to hopelessness, especially in combination with widespread unemployment, crime, hunger and the lack of a social network, which is essential for children and adolescents in particular." On her initiative, the Würth Foundation has been supporting the project substantially ever since. The hospice evolved into a care center, while a soup kitchen, a training workshop for car mechanics and a solar workshop emerged, among other things.

In the run-up to the 2010 Soccer World Cup, Philipp Lahm and his foundation were also in search of a suitable social project in the region. Together with him, a decision was made to add a sports ground to iThemba Labantu. But the designated site, a reservoir that had decayed into a garbage dump, along with the climate were difficult. It would need very expensive artificial turf. This would not have been possible without the Würth Foundation. On the occasion of her 80th birthday in July 2017, Carmen Würth asked her guests for donations instead of presents. This money benefited the project.

Now everyone is celebrating the opening of the playing field and Philipp Lahm, 2014 world champion, is celebrating with them. "Many children live here in unbearable poverty. By opening the Philipp Lahm Sports Ground, we hope to give them a place other than the street where they can play soccer together," says Lahm. Some 400 children and adolescents come here every day, attending school, working in the

Exotic on the outside, furnished lovingly and with all of the essentials on the inside: the schoolhouse in iThemba Labantu.



Ulrich Roth (left), Philipp Lahm: How the children express their gratitude to Carmen Würth.




THE THEMBA LABANTU ASSOCIATION

More information on this project can be found here:
www.themba-labantu.de

garage and training in the iThemba Labantu FC sports club. Here they are safe.

"This is a pilot project for Cape Town," says Ulrich Roth, board member of the Würth Foundation, "there is a great deal of interest in making it work." An example that should set a precedent for other townships. The misery is rife after all. "The people in Africa are forced to endure too much," says Carmen Würth, "helping them is first and foremost an act of charity." ▣

 More photos and videos can be found at:
www.kaleidoscope-wuerth.com/sportsground

"A SOCIAL NETWORK IS ESSENTIAL FOR CHILDREN IN PARTICULAR," SAYS CARMEN WÜRTH.

ence, Margarete Doppler founded the association Themba Labantu – Hoffnung für die Menschen e.V., with her husband Klaus contributing his professional contacts. Pastor Kohlstock took charge of the Philippi community center in 2003. The new association helped to form a hospice for people suffering from AIDS and a preschool with leisure activities. The children were able to make artwork, play music, act on stage, and play sports. Würth became aware of the project during the 2008 Würth Congress in Cape Town. It was immediately clear to Carmen Würth that she wanted to support this association: "One of the major



The young soccer players eagerly await their first matches – wearing the Würth Foundation jersey.

"AFTER A WHILE, THE NOISES BECOME ABSURD"

In honor of his exhibition "A Look Backwards and Forwards" in Museum Würth, the artist Siegfried Anzinger provides a fascinating glimpse into his studio in Cologne.

PHOTOS BY MARCEL HAUPT



Siegfried Anzinger in front of a selection of his most recent work.

1982

Siegfried Anzinger's participation in documenta 7 in Kassel is what made him famous in 1982.

Small sculptures inhabit the shelves and podiums in his studio.



Nonchalance, wit and irony define the Austrian's creative process.

The studio belonging to artist Siegfried Anzinger is tucked away inside a back courtyard in Cologne. Small terracotta figures stand guard on concrete blocks. They stare into a room filled with canvases huddling closely together side by side, paint cans and brushes piled up in the corners. Anzinger, 65 years old, wears a sweater over a button-down shirt with sweatpants. "I draw here each day for four hours and paint for another four hours. In the meantime, I tease my son and watch a bit of TV. That is everyday life, not pathos," he says laughing.

Siegfried Anzinger participated in documenta in Kassel, was showcased at La Biennale in Venice, and has been a professor of painting at the State Academy of Art in Düsseldorf since 1997. He has acquired loyal followers ➤

With over 100 paintings, drawings and sculptures, Museum Würth traces the different phases of the artist's career.



Practice makes perfect: Countless preliminary sketches precede each painting.



Behind the art of painting: A glimpse into Anzinger's studio quarters in Cologne.



among art lovers. Prof. Dr. h. c. mult. Reinhold Würth appreciates his work as well: The entrepreneur bought his first piece in 1987 at a gallery in Salzburg. More than 30 years later, some 150 paintings, drawings and sculptures of his can be found in the Würth Collection.

An exhibition, entitled "A Look Backwards and Forwards", in Museum Würth will be presenting Anzinger's work until 13 October. "I actually don't like to look back; I was never very interested in retrospectives," says Anzinger as he hangs a selection of his most recent artwork on the white studio wall in Cologne. But he had a change of heart while preparing the exhibition: "Thanks to Mr. Würth, I was confronted with my past. And in doing so, I was able to reconcile with my old work more than I'd expected," he says. He will talk later about why he had to make peace with his work from earlier in the first place.

When asked about his past, he first describes his predilection for the arts: "While others were out demonstrating in the 70s, I preferred to

visit the museum of art history," he recalls. A large portion of this passion was instilled in him by his grandmother, who showered him in art books as a child: "When I was six years old, I already knew who Titian was." He retained his curiosity, studied at the Academy of Fine Arts in Vienna, and moved to Cologne at the start of the 80s. "Originally, I only wanted to leave Vienna for a year, but I stuck around Cologne. A lot happened during that time."

"SOMETHING CALLS OUT INSIDE OF ME: COME ON, BRING ME TO LIFE."

One of the reasons why Anzinger feels at home in Rhineland to this day has to do with his transformation as an artist: "In Austria, expressionism is held in high esteem. Here I get a break from that." While his older works were expressive and gestur-




Shiny color pigments as far as the eye can see.

MUSEUM WÜRTH

The exhibition "Siegfried Anzinger. A Look Backwards and Forwards" will be on display until 13 October 2019.

MUSEUM WÜRTH
Reinhold-Würth-Str. 15
74653 Künzelsau-Gaisbach
www.kunst.wuerth.com

Opening hours
Daily from 11am – 6pm
Admission free
Wheelchair accessible

 A picture gallery with further works of Siegfried Anzinger can be found at: www.kaleidoscope-wuerth.com/anzinger

al, his more recent pieces are considerably more reserved. "Exaggerated gestures were a sign of fear – like someone singing loudly in the forest to keep from hearing the sinister noises. But after a while, the noises become absurd," he says.

When looking at his current work, the diverse selection of motifs catches the eye: wild animals, landscapes, Native Americans, erotic illustrations. However, the artist is more interested in transmitting an artistic idea than the subject itself: "One must not overpower the art of painting with an extravagant motif." His own creative process is reflected in this attitude. In order to achieve his objective, he has to avoid being single-minded: "If I am able to put aside my ego, as if the hand of a stranger were painting, the chances of getting a good result are higher." For Anzinger, this is all about self-discovery. "I surrender myself to the painting process in order to find out what my subconscious has in store for me." He therefore serves as his own source of inspiration. "Something calls out inside of me: Come on, bring me to life."

Anzinger describes himself as a fast painter: He needs two days at most to finish a painting, usually just a few hours even. Nevertheless, countless discarded drafts lay crumpled up below each of his finished pieces. "I wash the paint off the canvas over and over, and paint the motif anew." He refers to his finished work as "the sum of all revisions." Even in this regard, he has changed, although in this case his age is to blame. "When you're 25 years old, you can run up and down the mountain five times," he says, "but when you no longer have the stamina, you have to be smarter to reach the top in the same amount of time. I can't afford to turn down a thousand different dead ends anymore." Anzinger has figured out how to avoid making wrong turns: "The picture tells me when there's no going back. That's when it's finished."

It seems there is a message behind Siegfried Anzinger's art after all: His art is the art of letting go. ■

THE PORSCHE OF YOUR LIFE

At Singer Vehicle Design in Sun Valley, California, the emblematic sports car Porsche 911 is transformed into a customer car – finished according to the individual wishes of each customer.

PHOTOS BY TRISTAN CLAUSELL, LAUREN DONOVAN, MATTHEW FLORIAN, DAVID MAJ, QURRA SALEEM AND THOMAS WESBECHER

Singer Vehicle Design specializes in air-cooled Porsche 911s with a 964 chassis.

ration and customization of the air-cooled Porsche 911 with a 964 chassis. Every finished vehicle that leaves the garage is a work of art, as unique as a fingerprint, a motorized expression of its owner's personality.

IS IT POSSIBLE TO IMPROVE ON A 911?

The dream car that would thrill generations of motorists was born in the year 1964. The Porsche 911 went into production, designed by Ferdinand Alexander "Butzi" Porsche. The model he developed as a thirty year old proved to be a timeless classic; even 55 years later, it is still being produced successfully. As in 1964, the 911 still stands for perfection to this day: a term underscored by its cult character. A design that embodies both the traditional and the modern. The 911 is an icon in the history of sports cars; many fans even call it "the ultimate car." But is it possible to improve on it?

The answer is yes! The customers of exclusive tuning wizard Singer Vehicle Design can customize the 911 to make it their own. Like a home, anybody can buy the vehicle. But it is the modifications added to meet the buyer's wishes, the personality, that are reflected in it. This individualized story installed at the Singer shop is what makes a Porsche 911 so special for each client. Singer Vehicle Design specializes in the resto-

"Everything is important," – the motto at Singer Vehicle Design permeates through the work of every single employee involved in restoring a Porsche 911. This is evident not only in their work but also in the workshop, the equipment and the preparatory measures. Thanks to its specialty services, Singer Vehicle Design can make dreams become a reality. "We just want to make a bunch of people happy and we just want to have fun doing it, without sacrificing quality," says Jay Goddard, Manager of Special Wishes and Client Services. ➤



Jay Goddard:
No sacrificing
quality.



**MILESTONE:
THE 100TH VEHICLE WAS
DELIVERED TO A
CUSTOMER IN JULY 2018.**

At Singer Vehicle Design in Sun Valley, California, the sports car icon Porsche 911 is transformed into an unmistakable means of transport – each sports car is one of a kind. Customers value the high-quality work at the luxury garage.

Every finished car that leaves the garage is a work of art, as unique as a fingerprint, a motorized expression of its owner's personality.



At Singer Vehicle Design's location in Sun Valley, California, several Porsches are eagerly awaiting their next assignment. After the teardown process of each 911 has been completed, the true artisan

**THESE PEOPLE ARE LIKE
FAMILY TO ME, THE CARS
ARE LIKE MY CHILDREN**

work begins. This is the stage where the Singer crew shines in its craft. Technical teams deliver finished parts so that the car can remain in the workshop while various teams install the components one by one until it is on the verge of completion.

In a labyrinth of shelves and storage spaces, a team is found methodically assembling big plastic bins, called "Bill of Materials (BOM) boxes," and filling them with all the pieces needed to complete a single task. Thanks to these BOM boxes, the technicians can access every single screw and nut needed for the entire project. Not a single part is left over in the bin. This pre-planning process is the main contributor to the shop's efficiency. The technicians collect their boxes and work at dedicated stations, where they focus on their craft with methodical precision, before moving on to the next bay and next vehicle.



Over the years, Singer Vehicle Design has received many interesting and specific requests regarding the customizations. One of the more memorable 'special wishes' requests was having Singer Vehicle Design match the color of a client's bathroom tile. The minds at Singer Vehicle Design do not shudder at a request like this. On the contrary, it is seen as an opportunity to do something that has never been done before. "These people are like family to me, the cars are like my children, these clients I talk to every week," says Jay Goddard.

In just a decade since its formation in 2008, Singer achieved a milestone: It delivered its 100th vehicle to a customer in July 2018. More than 150 additional vehicles are waiting to be restored and handed over to their owners around the world. Perfection is by far the most time- ➤



Up to 4,000 hours can go into restoring a Porsche 911.

WÜRTH USA

Würth USA is more than a supplier. Würth USA has been a leading provider of vendor managed inventory (VMI) solutions for the transport, maintenance and repair industry since 1969, serving more than 25,000 customers in the USA, including Singer Vehicle Design since 2011. The most popular Würth products used at Singer include the Bonds and Seals construction glue, hose clamps, electrical connectors, and zinc hardware. "The more products Würth can supply, the easier our life is," says Jay Goddard, Manager of Special Wishes and Client Services at Singer.



Careful planning is the key factor that contributes to Singer's efficiency.

consuming aspect of restoration process. While an average vehicle donated by a customer can cost as much as USD 60,000, after Singer's restoration work, which can easily take up to 4,000 hours, its value can exceed USD 650,000.

Singer Vehicle Design does not change the original. The 911 experts reimagine the sports car icon, down to the smallest detail. Singer has defined a league of its own in the field of specialized body shops, from implementing a seamless restoration process and sourcing only the best-quality equipment and components, to their

THE SINGER MOTTO: EVERYTHING IS IMPORTANT

artisans in the workshop, who carefully go about their work with deliberation and precision. Anyone who sits in a Porsche 911 restored by Singer in Sun Valley, California, and hears the purr of the engine, sees and feels the lustrous leather interior, can appreciate why "everything is important." ▣

More photos and videos can be found at: www.kaleidoscope-wuerth.com/singer

RECIPE



BOBOTIE

Bobotie is a ground meat casserole from South Africa, which was originally brought by immigrants from Malaysia. To prepare it, the seasoned ground meat is baked with an egg-and-milk crust and bananas. The recipe for this popular national dish can be found at: www.kaleidoscope-wuerth.com/bobotie

PHOTO BY NILS KRÄMER

Back:

Art for collecting by

ROBERT DELAUNAY

* 1885 in Paris

† 1941 in Montpellier

Eiffel Tour (1926)

Oil on canvas

Musée d'Art moderne de la Ville de Paris

Ever since Robert Delaunay, we "have not been able to see the city from a naturalistic perspective," wrote art critic Theodor Däubler in 1911 with regard to the painter's first Eiffel Tower paintings. "Entire rows of houses cringe as if they had been bent. It is as if we were driving past them in sharp curves on an express train." Delaunay himself, born in Paris in 1885, referred to the work simply as the "barometer of my art." He found in it "the entire poetry of modern life." And that is not all: For him, the Eiffel Tower and the universe were one and the same. The artist dedicated more than 20 paintings to his favorite motif, illustrating the landmark and surrounding buildings from different perspectives. Most of them portray the Eiffel Tower from a bird's eye view in sharp, colored lines, architecturally intact, firmly anchored in the ground. And yet everything appears to be caught in motion. Our gaze skims silently across the Eiffel Tower, as if we were sitting on a blimp. The geometric ornamental patters of Champ de Mars unfurl behind it. The tower's delicately intertwined net of metal struts blends harmoniously into the green of the park, combining nature and technology to create an esthetic whole. The "Tour Eiffel" painting can still be seen in the exhibition "From Henri Matisse to Louise Bourgeois - The Musée d'Art moderne de la Ville de Paris as Guest of Kunsthalle Würth" until 15 September 2019.

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FELIX AND THE EIFFEL TOWER



FELIX
from Kupferzell,
Germany
9 years

I like the picture. Especially the colors, they're so bright! But you can still recognize the Eiffel Tower right away. It looks pretty, standing there on its four legs, with a round arch at the bottom and lots of spikes on top in the tower. I know the Eiffel Tower because my grandma sent me a photo of herself in front of the Eiffel Tower during a visit to Paris with her friends. She also told me that it was only supposed to last twenty years. Now it's been there for over one hundred years. High as a skyscraper, even if it's no longer the tallest building in the world by far. The tallest is 828 meters. The painter must have painted the Eiffel Tower from the air because you look at it diagonally from above. I'm sure you have a great view of the city from up there.

