

INNOVATIONS INTELLIGENTLY INTEGRATED



Körber Group key figures

in EUR million	2010	2011	2012	2013	2014
Operating business					
Incoming orders	1,747	2,016	1,965	2,252	2,320
Sales	1,677	1,943	2,004	2,194	2,342
EBITA ¹	141	229	229	222	258
Return on sales (EBITA) ¹	8.4%	11.8%	11.4%	10.1%	11.0%
Net income after taxes ²	114	159	151	137	150
Cash flows from operating activities	210	193	138	218	163
Capital expenditure on tangible fixed assets	41	53	48	54	58
Research and development expenses	95	104	99	120	129
Research and development ratio	5.6%	5.3%	4.9%	5.4%	5.5%
Balance sheet indicators as of December 31 reporting date					
Equity	1,190	1,339	1,470	1,578	1,727
Total equity and liabilities	2,037	2,109	2,194	2,352	2,535
Equity ratio ³	58.4%	63.5%	67.0%	67.1%	68.1%
Employees as of December 31 reporting date					
Employees ⁴	9,233	9,595	9,553	11,190	11,950

¹ Earnings before interest, taxes and amortization of intangible fixed assets

² Includes scheduled amortization of goodwill in accordance with the HGB

³ Equity as a percentage of total equity and liabilities

⁴ Including unconsolidated companies

INTELLIGENT INTEGRATION OF THE IDEAS AND KNOW- LEDGE FROM SEVEN BUSINESS AREAS FOR THE BENEFIT OF OUR CUSTOM- ERS – THAT IS WHAT SETS KÖRBER APART.

We don't think in terms of individual building blocks – we see the bigger picture. Each of our Business Areas develops innovative solutions for our customers, more and more often through interdisciplinary cooperation. Drawing on a base of over 100 production, service, and sales companies, our employees focus their combined expertise precisely where it is needed. At locations around the world, we combine the efficiency advantages of a Group with the strengths of highly specialized, flexible enterprises. This enables us to develop forward-looking products and services and makes us a technology leader in all of our markets.

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Focused expansion of pharmaceutical expertise

March // Werum – the world’s leading designer of manufacturing execution systems (MES) for the pharmaceutical industry – became part of the Business Area Pharma Systems in March 2014. This focused acquisition adds software products and solutions to our existing expertise, which covers all aspects of pharmaceutical product packaging.



Acquisition of Inconso expands offering

April // Inconso AG, one of Europe’s leading consultancy and software companies, joined the Körber Group in April 2014 as part of the Business Area Logistics Systems. This means that the Business Area now offers an end-to-end portfolio in the field of intralogistics/logistics, from customized hardware and software through to system integration. The entire range of products and services can be seamlessly combined and supplied from a single source as well as being available individually.

Reaching for the stars: Technology innovation

May // To extend its technology lead in a demanding market even further—that is the goal of the Business Area Tissue. In line with this, Fabio Perini presented its new high performance rewinding machine »Constellation« for the production of toiletpaper and kitchenrolls to selected customers in 2014. The new technology guarantees customers exceptional end product quality, production flexibility, and—compared with current industry standards—significant cost benefits in manufacturing. The »Constellation« will be available on the market in 2015.



A strong customer promise and launch of a new brand image

November // The Business Area Automation presented its new corporate image in November 2014. Its central promise to customers is »Performance. Sustained.« This highlights the goal for all companies in this Business Area: to be effective technology leaders and service-driven partners to their customers, dedicated to helping them achieve long-term success.

Strategic acquisition: Garbuio Dickinson

June // An important strategic investment for Hauni Maschinenbau AG: The Italian company Garbuio Dickinson, which specializes in machines for preparing and processing tobacco (»primary processing«), has been part of the Business Area Tobacco since June 2014. Together with other companies of the Business Area, the intention is to strengthen the position in the crucial primary market. New technological solutions—to be developed by pooling their R&D expertise in a focused manner—are critical to achieving this goal.



Record orders for Machine Tools

December // Confirmation of its employees' expertise and of its international status as a leading-edge technology developer: Orders in the Business Area Machine Tools rose to a new record in 2014. Its clear focus on customers, proven yet innovative products, and broad-based portfolio, all helped achieve its aim of increasing market share.



Foreword by the Chairman of the Group Executive Board

Ladies and Gentlemen,

The Group's history is rooted in innovation, and it was thanks to our innovations that we overcame the challenges of the fiscal year 2014. Our aim is to continue to shape the future by offering our customers innovations integrated intelligently.

The Körber Group is again looking back on a successful fiscal year. We lifted sales by 7 percent year-on-year to EUR 2.34 billion. Earnings rose by 16 percent to EUR 258 million. Both figures are the highest ever recorded in the Group's history.

We are proud of what we have achieved. Our performance shows that we made the best possible use of 2014 despite sometimes difficult conditions in our markets. We also drove forward the Group's development to ensure its long-term success in the future. Our strategy – which is geared towards sustained and profitable long-term growth – is the foundation for this. It combines a clear alignment of our traditional strengths with a focus on new markets, sectors, and technologies, and with our pronounced closeness to customers in seven market-driven Business Areas. Our strategy also creates security for our sole shareholder, the non-profit Körber Foundation.

»Ideas are the hottest currency in the competition of the future.«

The Körber Group operates in a wide range of industries and areas of technology around the world. We bring together our professionals and their comprehensive expertise to offer our customers innovative, tailored products and solutions, or to develop them together with our customers. The examples in this Körber annual report show how this type of intelligent integration works. These range from »gentle« layer grippers in logistics to intelligent cooperation between production locations in machine tool manufacturing. Our employees focus on one thing in particular: We don't just want to satisfy our customers – we want to inspire them and make them more successful – with further innovations, intelligent services, and integrated solutions. This is why we do everything we can to connect and leverage the knowledge, the experience, the expertise, and the ideas of our employees across the entire Group in the best possible manner.

»We don't just want to satisfy our customers – we want to inspire them!«

In the past year, we positioned the Group well for the future. Strategically important acquisitions made in 2014 support us on our way to growth. Werum and Inconso – two strong software companies – are driving forward our transformation from a classic engineering company to an integrated technology group. Werum is a leading provider of production control and monitoring software for the pharmaceutical and biopharmaceutical industries. The acquisition expands the Group's Business Area Pharma Systems, which specializes in inspection and packaging technology, as well as the manufacture of high-quality packaging for pharmaceutical products. Inconso, a leading consulting and software company for logistics solutions, strengthens our Business Area Logistics Systems' market footprint with an expanded range of warehouse management software. Garbuio Dickinson, an Italian company with a long track record, expands the Business Area Tobacco's service capacity and, in particular, our research and development activities in the area of tobacco processing. Garbuio Dickinson is one of the leading manufacturers of primary equipment. All the acquisitions were made with the benefits to our customers in mind: The wide range of offerings and the growing links between machines, materials, software, and people enable us to match innovative products and services with efficient processes.

»Long-term thinking goes hand in hand with sustainable, solid growth.«

Our journey into the future will be defined by new ways of working together, as well as by intelligently integrating what we do and how we do it. The foundation is our common Group identity, which we have described in our five Corporate Values: Our aim is to achieve customer satisfaction by anticipating the needs of our customers and inspiring them with our products and services – both today and in the future. Innovation is what drives our customers and us as a Group. More than ever, ideas are the hottest currency in the competition for the future. This is why we promote innovative thinking by connecting people and knowledge within our workforce and learning from each other. For us, focusing on the future means that long-term thinking goes hand in hand with sustained, profitable growth. We take responsibility as a reliable, solid partner. We stand behind what we do and find answers to the questions of today and tomorrow – for our customers and our employees.

»We are Körber – the future is ours to create!« For us, this means turning constant change into business opportunities. And we successfully demonstrated this in the past fiscal year. We would therefore like to thank our customers, business partners, and service providers who worked together with us – once again or for the first time – in an atmosphere of trust. A special thanks goes to our nearly 12,000 employees around the world who put our customers at the heart of their day-to-day work.

»Our aim is to ensure our customers' long-term success with intelligent, integrated innovations.«

After an already challenging market situation in 2014, we are now concentrating on successfully tackling the challenges of this year. We are doing everything in our power to ensure our customers' long-term success with innovations integrated intelligently.

Hamburg, March 2015



Richard Bauer
Chairman of the Group Executive Board
Körber AG



Richard Bauer
Chairman of the Group Executive Board

Hildemar Böhm
Member of the Group Executive Board

Stephan Seifert
Member of the Group Executive Board

Christopher Somm
Member of the Group Executive Board

OUR STRATEGIC DIRECTION

The name Körber is an international byword for powerful innovations, technological advances, and unique expertise – all unfailingly focused on achieving success and satisfaction for our customers. We are global market leaders in all of our Business Areas. Our knowledge and experience in process technology, precision engineering and controls, but also in the area of printing and processing technology, are in a class of their own.

We operate globally but never lose sight of local requirements. And this benefits our customers across the world. They value our reliability and the fact that we develop specially tailored solutions for them.

The Körber Group is built on strong foundations – our common Fundamentals and Corporate Values underlie our activities throughout the Group. They provide a touchstone as we continually update our strategy with its goal of long-term profitable growth.

VISION

Körber is creating the future! – We are technology leaders, strong together, and inspire our customers and partners as sector experts in all business fields.

MISSION

As an international technology group with a strong regional presence, we create measurable benefits and added value for our customers. As a solid, reliable partner, we develop and supply pioneering, innovative solutions and perfectly tailored services worldwide with and for our customers.

OUR STRATEGIC GROWTH TARGET

We have set our sights high with our clearly defined long-term growth target for 2025. We will generate this growth by consistently inspiring our customers. Our aim is to more than double total sales compared with 2013 through organic growth and strategic acquisitions.

OUR GROUP-WIDE CORPORATE VALUES

Customer Satisfaction

We are Körber – We add value for our customers...

...by inspiring our customers and partners as industry experts. We are a solid, dependable partner who supplies innovative, cutting-edge solutions and highly tailored services worldwide with and for our customers.

Innovation

We are Körber – We create innovations...

...by putting our experience, expertise and creativity to work for our customers. We defend our technological leadership through tireless innovation and the improvement of our products, services and business processes.

Connecting People and Knowledge

We are Körber – We connect people and ideas...

...by recognizing and leveraging the full breadth of our know-how and experience. We encourage and require everyone within our international Group to share ideas and experiences in order to apply all our knowledge to developing efficient, best-practice solutions.

Responsibility

We are Körber – We take responsibility...

...by putting our corporate values at the heart of everything we do. We keep our promises and act reliably toward employees, partners and customers. Our success depends on close, long-term relationships with our employees and business partners.

Focus on the Future

We are Körber – We strive for sustained and profitable growth...

...by viewing long-term success and financial independence as a motivating challenge. Together, we develop profitable, sustainable solutions. We count on our employees worldwide and support everything they do with modern, attractive work conditions.

OUR BUSINESS AREAS

AUTOMATION

The Business Area Automation develops, produces, and markets high-quality, innovative products and services for international markets in its Business Units Motion Technology, Sensor Technology, Energy Technology, and Electronic Manufacturing Services. All of these are renowned for their cutting-edge technology that sets new standards, guaranteeing their customers long-term competitive advantages. → [PAGE 12](#)

MACHINE TOOLS

The Business Area Machine Tools comprises the world leaders in precision machines for grinding, eroding, laser finishing, combined finishing, and gauging. With its eight brands—Studer, Schaudt, Mikrosa, Walter, Ewag, Mägerle, Blohm, and Jung—it offers what is in each case the broadest knowledge of applications, the largest product portfolio, and the most comprehensive range of services in the international market. → [PAGE 20](#)



LOGISTICS SYSTEMS

The Business Area Logistics Systems offers its customers high-quality, intelligent and efficient logistics solutions along their entire value chain. These range from project planning and consulting services through software, materials handling, palletizing and warehousing technology, down to comprehensive systems integration for production, distribution, and transport logistics. Our four companies—Aberle, Aberle Software, Inconso, and Langhammer—offer a mix of expertise, experience and the highest standards of quality and service for designing customized logistics solutions that ensure sustained long-term market success for their customers. → [PAGE 16](#)

PHARMA SYSTEMS

The Business Area Pharma Systems offers solutions for safe, efficient processes in the manufacture and packaging of pharmaceutical products as well as pharmaceutical traceability. This Business Area's unique combination of process know-how and cutting-edge technology makes it one of the leading systems providers to the pharmaceutical and biotech industry. It brings together leading international companies—Dividella, Mediseal, Rondo, Seidenader, and Werum—which operate development and production locations in Germany, Switzerland, the Czech Republic, and the USA. → [PAGE 24](#)

TISSUE

The Business Area Tissue is synonymous with innovation, state-of-the-art technologies, and end-to-end solutions for processing and packaging machinery and equipment for toilet paper and kitchenrolls. Fabio Perini is the industry market leader thanks to its outstanding technological innovations and its unswerving focus on customers. → [PAGE 28](#)



TOBACCO

The Business Area Tobacco, comprising the Borgwaldt, Decouflé, Garbuio Dickinson, Hauni, and Sodim brands, is the world's leading provider of technologies, technical services, and consultancy services to the international tobacco industry. The companies in this Business Area support clients in locations around the world in the areas of tobacco processing, filter and cigarette manufacture, smoke measuring and analysis equipment, as well as flavorings. → [PAGE 32](#)

CORPORATE VENTURES

The Körber Group plans to continue its growth in the coming years, including through strategic investments. The focus is on key future technologies and markets. The Business Area Corporate Ventures offers the ideal framework for those companies that represent new territory for the Group. It is also the perfect environment for companies in special markets. At the moment, one company belongs to the Business Area: Winkler+Dünnebier (W+D), a leading technology partner for the envelope manufacturing and mailing industry that also develops custom applications for the tissue and hygiene sectors. → [PAGE 36](#)

AUTOMATION

COMPLEX TECHNOLOGY – SIMPLE HANDLING



»Usability« – making complex products and processes simple to use – is a keyword of our times. A project to simplify machine automation in the Business Area Automation together with Hauni shows that this approach is also important in engineering.



High-speed processing and full automation are core objectives in many engineering applications. The aim is to make the production processes of the future faster and more efficient. However, this also shifts the goalposts for machine design. More and more powerful control systems and drives are being designed – and installing these more complex components places greater demands on the engineers involved. →

»The development of automation technology cannot be an isolated task any more.«

→ »We deliberately take a different approach,« explains Ralf Prechtel from LTI Motion from the Business Area Automation. »Our SystemOne CM Automation System is exceptionally simple to install. Its time-saving system for connecting components, single-cable technology, and central data pool offers unparalleled usability. It also features a compact design and is fast and cost-efficient.«

Reverse process

The automation experts at LTI Motion work closely together with their engineering customers to optimally exploit the strengths of this technology and find appropriate solutions. Collaborative projects are even easier to implement within the Körber Group, since everyone involved is familiar with the other company's expertise and strengths. In some cases, the process is even reversed: Engineers look for a project that could particularly benefit from LTI Motion's Automation System. The question »where will SystemOne CM's strengths have the greatest benefit?« becomes the decisive criterion in these areas.

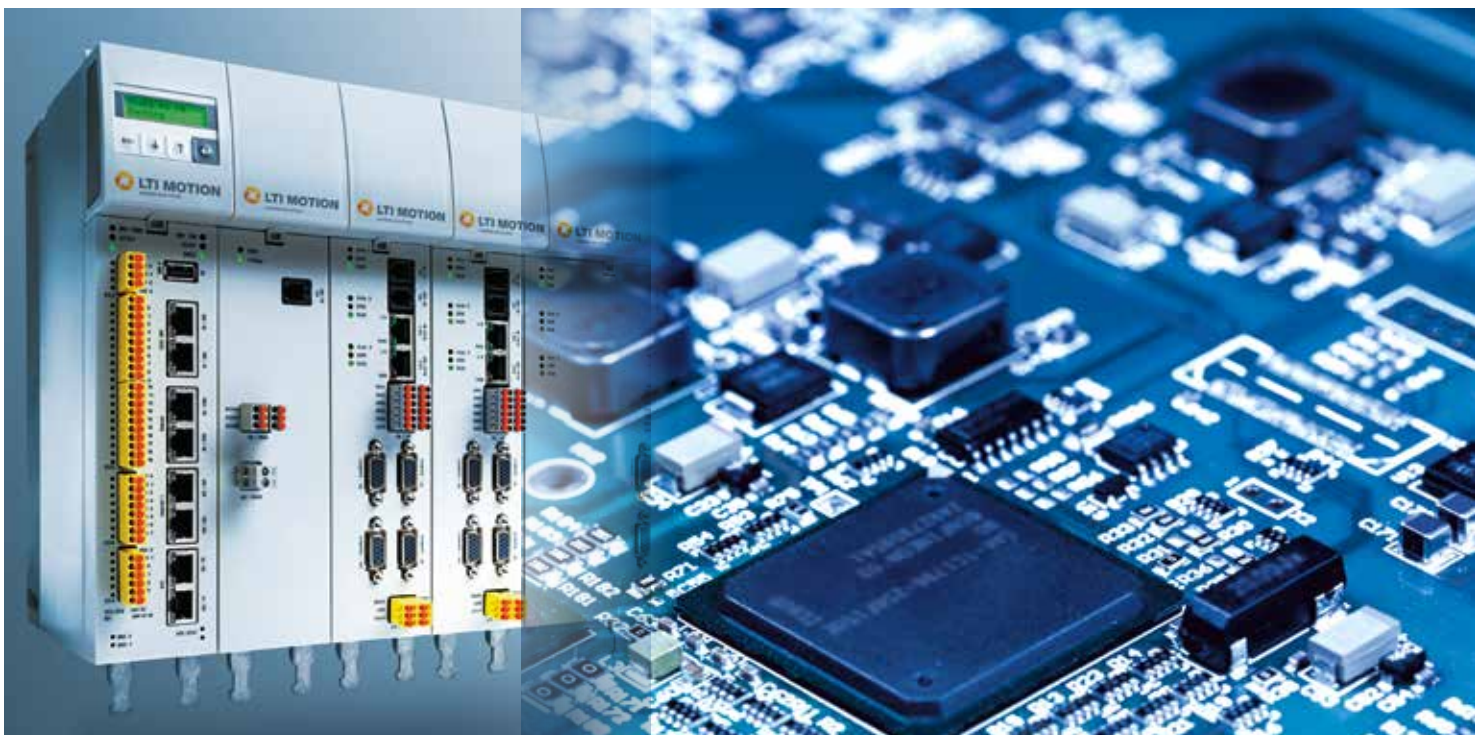
Customers benefit

After asking this question, the experts at Hauni from the Business Area Tobacco decided to develop a machine to feed cigarette filters into cigarette makers. »We quickly found that this was the right decision,« confirms Bernhard Brinkmann from Hauni. »We found an optimal solution for the drive of the new filter feeder in close cooperation with, and the direct support of, LTI's engineers.« Ultimately, the customer benefits from this cooperation: The new machine is flexible, efficient, and can be integrated into a range of production processes. »Many factors play a role, but SystemOne CM's Automation Technology makes an important contribution,« explains Prechtel.

Which solutions are needed?

This approach serves as an example for the entire Business Area Automation. The aim is not only to intensify cooperation with other Körber Group companies, but overall to focus more on the customer's point of view as a way of driving forward the development of complex automation technology. A number of initiatives have been launched to this end.

SystemOne CM: The most compact multi-axis controller on the market.



The rollout of a new, overarching customer relationship management system (CRS) for Sensitec, LTI Motion, and LTI ReEnergy lays the foundation for capturing customer needs in a common database and making this available for the innovation process. In addition, a global industry management (GIM) system was launched at LTI Motion that systematically records trends in the most important strategic markets. What automation solutions will be needed in the future? The GIM team's answers to this question show the way forward.

New brand positioning sends strong signal

The new brand positioning of the Business Area Automation clearly shows just how ambitious its goals are. Its core message »Performance. Sustained.« promises customers ongoing high performance in rapidly changing areas of technology. To achieve this, it leverages its specific expertise in improving performance in forward-looking markets such as wind turbine construction, solar technology, or mechanical engineering. It is also further intensifying cooperation. The development of new automation solutions cannot be an isolated task any more in the era of Industry 4.0. Körber Automation is optimally positioned to meet this challenge. □

COMPANIES AND SITES OF THE BUSINESS AREA AUTOMATION

- Baltic Elektronik GmbH, Grevesmühlen/Germany
- Dressel GmbH, Unna/Germany
- Heinz Fiege GmbH, Röllbach/Germany
- Körber Automation GmbH (previously Lti GmbH), Lahnau/Germany
- LTI AUSTRiA GmbH, Wels/Austria
- LTI Deutschland GmbH, Lahnau/Germany
- LTI DRiVES Co., Ltd., Hsinchu/Taiwan
- LTI DRiVES GmbH, Granges-Paccot/Switzerland
- LTI DRiVES GmbH, Rüti/Switzerland
- LTI Drive Systems (Shanghai) Co., Ltd., Shanghai/China
- LTI ITALiA S.r.l., Milan/Italy
- LTI Motion GmbH, Lahnau/Germany
- LTI REEnergy A.S., Van/Turkey
- LTI REEnergy Co., Ltd., Hsinchu/Taiwan
- LTI REEnergy (Shanghai) Co., Ltd., Shanghai/China
- LTI ReEnergy GmbH, Unna/Germany
- LTI USA Ltd., Mechanicsburg/U.S.A.
- Sensitec GmbH, Lahnau/Germany
- Sensitec GmbH, Mainz/Germany



The Business Area unveiled its new branding at the SPS/IPS/Drives-fair in November 2014.

Wind turbine construction – a future market for LTI ReEnergy's inverter technology.

TRANSPORTED BY WAVES



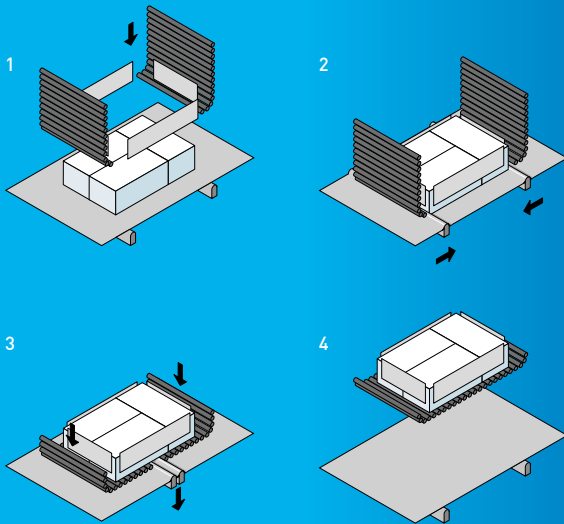
Is it possible for robots to handle delicate products not just extremely quickly but also very gently? This is a key question for logistics experts – because the answer helps to determine the efficiency of a whole production process. The Business Area Logistics Systems has developed a technology that can handle large product packages more carefully than ever before.



The rolls of kitchen towel zoom off a German manufacturer's production line at top speed. They are then grouped together into different-sized bundles before a gripper system deposits them onto pallets. Up to 180 bundles have to be processed every minute. The whole process is perfectly synchronized – otherwise, the precisely calibrated production flow would quickly grind to a halt, putting the efficiency of the entire kitchen-roll manufacturing process at risk. →

»We aim to form lifetime partnerships in which we continually improve our customers' logistics.«

The Wave



The layer is optimally positioned on the conveyor lane (1), the wave is generated from both ends of the conveyor lane and at the same time the track-guided carbon roller mat is slid under the layer (2), the carbon roller mat lifts the products inside the adjustable frame slightly (3), and transports the product layer with the help of the robot arm (4).

→ Just a normal logistics problem? When you look more closely at the palletizing solution involved, you discover a very unusual process. First of all, the delicate bundle of kitchenrolls is lifted very gently by two waves traveling towards each other, created by a flexible chain conveyor. At the same time, two carbon mats slide under the product layer to form a base. This prevents the packages from slipping out and ensures that they are not damaged when the gripper robot lifts them up as a whole without exerting any pressure – it's the gentlest process imaginable.

Taking inspiration from nature

»Ultimately we got the idea from looking at nature,« reveals Enrico Pes, Managing Director of Langhammer, a company from Körber's Business Area Logistics Systems that specializes in machine tools for transport and palletizing systems. »The waves roll under the package with minimal resistance. Nothing can get stuck or damaged.« In addition, format parts on the gripper fit around the package from all sides and position it exactly right on the pallet. »This intelligent combination of innovative conveyor element and gripper is the crucial factor,«

emphasizes Pes. »Conventional clamp grippers need to use different format parts for different products, but that is unnecessary with this system. It makes the process much simpler and more flexible.«

Managing vast storage depots

This technology is called »The Wave«. It is a good example of the innovative solutions for different industries that have been developed and patented by the Körber Business Area Logistics Systems – and that supply perfectly tailored solutions in every case. The same is also true of the software solutions and services provided by Inconso AG, which was acquired by the Körber Group in 2014. With its headquarters in Hesse, Germany, the company designs control center software for managing distribution centers, for global supply chain networks, and for monitoring transport logistics. The example of a Swiss company, one of the Business Area's customers, illustrates how critical this is. Selected storage depots belonging to Switzerland's largest dairy processing company are managed using inconsoWMS X software. »This allows the entire logistics chain to be planned, managed, controlled, and optimized

more efficiently. All the elements and operations along the logistics chain are transparent, which is crucial to keeping costs down,« explains the customers' Head of Supply Chain Management.

Over 200 customers are already using Inconso's software solutions. These include major automobile manufacturers, e-commerce and trading companies, pharmaceutical and chemical groups, and food producers. How is a single software company able to master such a breadth of operations? Veit Liemen, Head of Sales at Inconso, explains how it works: »We have industry experts for all of these areas. We also continue to work hand in hand with our customers over many years after our software has been installed. We aim to form ›Lifetime Partnerships‹ in which we continually improve our customers' logistics.«

Every product is different

Aberle – a general contractor that is not tied to specific machinery or manufacturers – sets equally high standards for its highly complex automation projects. These often involve vast warehouses with thousands of storage bays, providing just-in-time deliveries and demanding maximum reliability – for example in the case of an automotive supplier in Bremen (Northern Germany) producing complete cable harness sets for a particular automobile model. A complex material flow system is in operation in their warehouse – complex because the cable harnesses must be configured into sets to accommodate the individual features specified by automobile buyers. A set is drawn down every minute – and every product delivered is different.

Logistics cooperation for greater security

Aberle developed the material flow concept for the new cable set storage facility and organized the fitting out of an automated small parts warehouse, including pallet conveyor system, portal robots, and order picking stations.

»It took us only eight months to design and test the logistics workflow,« reports Aberle project director Christian Wolbring. System reliability in emergency situations or if breakdowns occur is paramount, which is why there are several dif-

ferent control systems and safety circuits.

»If there is a breakdown in one part of the facility, the rest can keep on operating without any problem,« says Wolbring. This is also true of the two portal robots that were installed, supplied by Langhammer, a sister company from the same Business Area. They run along a track that connects the two work areas. If one robot breaks down, the other can also serve the second work area. This project demonstrates the kinds of opportunities for customers when companies in the Business Area work closely together. Stephan Schlottoff, Vice President Sales at Langhammer, confirms this: »We worked as a team to come up with this tailor-made solution. We can supply customers with end-to-end solutions that are customized to their requirements if they wish. This offers a critical advantage, particularly in the complex area of logistics.« □



COMPANIES AND SITES OF THE BUSINESS AREA LOGISTICS SYSTEMS

- Aberle GmbH, Leingarten/Germany
- Aberle GmbH, Sindelfingen/Germany
- Aberle Logistics GmbH, Siegen/Germany
- Aberle Software GmbH, Stuttgart/Germany
- inconso Aktiengesellschaft, Bad Nauheim/Germany
- inconso Beteiligungs GmbH, Bad Nauheim/Germany
- inconso S.A.S.U., Lyon/France
- Körber Logistics Systems GmbH, Bad Nauheim/Germany
- Langhammer GmbH, Eisenberg/Germany
- Langhammer GmbH, Freiberg/Germany

MACHINE TOOLS

FULLY FOCUSED ON CUSTOMER SUCCESS



Customer success is the key – and this goal is the focus of the Business Area Machine Tools' systematic strategy. It covers all business processes, from intelligently cooperating production locations to employee training. The result: outstanding technological services for customers.



How can we ensure the highest engineering standards despite increasingly complex components, flexible quantities, and often fully automated processes? What can ultimately secure customer success? These are the questions asked by the specialists in the Business Area Machine Tools, says Stephan Nell, CEO of the United Grinding Group: »But no single company can give any good answers any more. This is why we offer a network of experts and production facilities with in-depth practical knowledge of hard fine machining.« →

»Every individual should constantly ask whether what they are doing has significant benefit for our customers.«

The Business Area Machine Tools' work is not based on trends and buzzwords, but on one major goal: to make its customers even more successful.



→ This network is crucial, both in the construction and development phase as well as during production itself. The production facility concept is a good example of what this looks like in reality. It classifies the Business Area's locations into three categories: production sites, systems providers, and manufacturing locations. These differ in terms of processes and aims. While the production sites tend to focus on standardized machines, the developers at systems providers work on solutions for customers. The manufacturing locations mainly produce machine components—a kind of internal supplier for the production locations and systems providers.

Intelligent division of labor

»Our customers benefit from the advantages of this intelligent classification across the board,« says Michael Horn, COO of the United Grinding Group. »For example, the resulting specialization ensures higher quality, even faster reaction times to change requests, and shorter overall delivery times. Each step of the production process creates direct added value for our customers.«

The Business Area's PuLs® (»precision and passion«) program takes the same approach. The

engineers aim not only to avoid any form of waste resources within the company—from production to administration—but also to further increase customer satisfaction. »PuLs® is based on a specific way of thinking that we teach our employees in training programs,« explains Horn. »Every individual should constantly ask whether what they are doing benefits our customers or not. In this way, we seek to ensure continuous improvement and set benchmarks in customer satisfaction across all of the Group's companies.«

New developments for lower production costs

This focus on customer requirements enabled the toolmakers to develop outstanding innovations for very different industries. Blohm Jung's GreenCap® clamping technology radically simplifies the grinding process for aircraft turbine blades, for example. It reduces the costs of this complex process by around half since users do not have to cast the turbine blades in metal blocks, which are used to clamp the parts in the machine. The process of casting and melting out, as well as the operation and maintenance of the melting furnace do not add



any value and are very cost-intensive. Green-Cap® uses a less expensive plastic casing instead. »It features a patented external design,« explains Stephan Nell. »This produces a positive connection between the piece and the clamping device. At the same time, the use of plastic significantly lowers our customers' tool and energy costs.«

The toolmakers unveiled a further innovation for 2014: one of the most challenging grinding applications called noncircular crankshaft grinding. Schaudt's CrankGrind® performs this extremely complex process at high speed. The dual cross slide grinding machine features two grinding wheels that can be operated independently of each other, meaning that adjacent main and pin bearings can be machined simultaneously. This significantly reduces the machining time per crankshaft.

COMPANIES AND SITES OF THE BUSINESS AREA MACHINE TOOLS

- Blohm Jung GmbH, Göppingen/Germany
- Blohm Jung GmbH, Hamburg/Germany
- Ewag AG, Etziken/Switzerland
- Fritz Studer AG, Biel/Switzerland
- Fritz Studer AG, Steffisburg/Switzerland
- Mägerle AG Maschinenfabrik, Fehraltorf/Switzerland
- Schaudt Mikrosa GmbH, Leipzig/Germany
- StuderTEC K.K., Tokyo/Japan
- UGC, Beijing Branch Office, Beijing/China
- UGC, Chongqing Branch Office, Chongqing/China
- UGC, Guangzhou Branch Office, Guangzhou/China
- United Grinding GmbH, Hamburg/Germany
- United Grinding GmbH, India Branch Office, Bangalore/India
- United Grinding GmbH, Moscow Office, Moscow/Russia
- United Grinding Group AG, Bern/Switzerland
- United Grinding (Shanghai) Ltd., Shanghai/China
- United Grinding Mexico S.A. de C.V., Queretaro/Mexico
- United Grinding North America, Inc., Fredericksburg/U.S.A.
- United Grinding North America, Inc., Miamisburg/U.S.A.
- Walter Ewag Asia-Pacific Pte. Ltd., Singapore/Singapore
- Walter Ewag Italia S.r.l., Bregnano/Italy
- Walter Ewag Japan K.K., Anjo City/Japan
- Walter Ewag Máquinas Ltda., Sorocaba/Brazil
- Walter Ewag UK Limited, Kenilworth/United Kingdom
- Walter Maschinenbau GmbH, Tübingen/Germany
- Walter Maschinenbau GmbH, Garbsen/Germany
- Walter s.r.o., Kurim/Czech Republic

Focus on the entire value chain

The Business Area's machines are designed for use in a variety of industries – from automobile production through aviation and aerospace technology down to precision engineering. In all cases, the focus of attention is on the entire value chain for the technology. »The idea is to produce every component in the shortest possible time, in the highest quality, and using the fewest possible resources,« says Nell. »But there are very different ways of achieving this. Sometimes, accessibility and ease of maintenance of a machine, or simplified operation plays a particularly important role, for example. We look at all of these factors and always ask ourselves the key question: how does this benefit our customers?« □

PERFECTLY NETWORKED SUPPLY CHAINS



»Track & Trace« systems are becoming more and more important in pharmaceuticals production. These solutions allow companies to seamlessly track where, how, and when a product originated – a highly complex issue. New software solutions have been introduced in the Business Area Pharma Systems to address this, and users at all levels are reaping the benefits.



Approximately ten percent of all medicines sold worldwide are fakes. To combat the problem, many governments have reacted by introducing legislation mandating pharmaceutical product traceability. Track & Trace software creates a seamless record of a product's ingredients, its production time and location, the supply chain, and the sales channel. →



Safety and flexibility are the key issues in the pharmaceutical industry.

»Werum and Seidenader work together to offer one-stop shopping for combined Track & Trace solutions.«

→ Specialists from Seidenader and Werum IT Solutions from the Business Area Pharma Systems have particular expertise in Track & Trace solutions because of these companies' specific fields of business. In Markt Schwaben in Upper Bavaria, near Munich, Seidenader develops high-tech solutions for automating quality control in pharmaceuticals production. The entire data management process is critical. »Our Track & Trace software is used particularly in pharmaceutical packaging lines. This is where we generate the data for seamless tracking and tracing all the way down to the supply chains and sales channels,« explains Christian Frenz, Product Manager at Seidenader. »In order to do this, the software solution is linked to higher-level systems such as manufacturing execution systems (MES), which manage the entire operations of a pharmaceutical production facility.«

Developing a common platform

This is exactly where Werum IT Solutions' expertise comes in. Based in Lüneburg, near Hamburg (Northern Germany), it is the global market leader in production management systems – known as MES – for the pharmaceutical industry. Werum's solutions are used at the majority of

the top 30 pharmaceutical companies in the world. The company has been part of the Körber Business Area Pharma Systems since March 2014. It was a real stroke of luck, emphasizes Christian Frenz: »We had already worked with Werum before. But working as a team is much simpler now, and we have greater opportunities to offer customers optimal solutions,« adds Jürgen Laskowski, Senior Head of Global Projects with responsibility for Track & Trace solutions at Werum. »It's an ideal situation for customers. Since Werum's system can be seamlessly integrated with Seidenader's Track & Trace software, we can gradually build up an end-to-end manufacturing execution system.«

What this means in practice becomes clear through the example of Track & Trace projects: Experts from the two companies collaborate on a combined solution to comprehensively document and manage the path taken by pharmaceuticals – everything is integrated, from individual production machines right through to overall site management. Customers are already experiencing the benefits of this collaboration between Seidenader and Werum. Specialists from the two companies visit locations together and explain their integrated solutions

for this challenging range of tasks. In the course of 2015, standard interfaces will be introduced, increasing integration even further. This will result in a whole series of benefits for users. Installation costs at new production facilities will be lower, for example. »Every pharmaceutical company has its own safety standards and production requirements that must be taken into account when software is introduced. This makes integration more difficult. Our joint customers benefit from our one-face-to-the-customer approach, in which a dedicated contact person takes care of everything, including software qualification at Werum and Seidenader,« explains Jürgen Laskowski at Werum.

A network that suits customers perfectly

The companies in the Business Area Pharma Systems cooperate in many different ways. Their teamwork as part of an internal network aligns perfectly with the overarching requirements of pharmaceutical industry customers. Another example of this is the cooperation between Dividella and Rondo. These two companies have their headquarters in Switzerland and are specialists in the development and production of high-quality packaging. Their individual expertise is tightly integrated, which means that Dividella's customers can handle a physical sample of a packet long before the engineers build the necessary packaging facility. First of all, a computer model is created at Dividella. Then the relevant data are sent to Rondo, where it is checked whether the packet requested can be manufactured efficiently. The sample packets are then produced at Rondo.

Jürg Kessler from Dividella confirms that this type of cooperation is an integral part of operations. »Together, we create around 500 sample packets a year in this way. Our customers receive perfect packaging solutions for their pharmaceutical products. Not only can these be produced efficiently; transportation costs are lower, for example, and the packaging can be adapted to suit patients' needs.« As a result, productivity in the packaging process doubled and transport costs were halved at one

major pharmaceutical producer. Material costs for product packaging fell by approximately EUR 1 million per year.

Keeping the entire value chain in view

From MES solutions and quality control, via precisely tailored packaging solutions, down to Track & Trace – the Business Area Pharma Systems stands for integrated solutions. The specialists keep the customers' entire value chains in view. »A whole range of expertise is needed to achieve this in an increasingly complex production environment. And that is exactly what we at Körber combine in order to fulfill our customers' requirements,« says Jörg Tafelmaier, CFO of the Business Area. □

COMPANIES AND SITES OF THE BUSINESS AREA PHARMA SYSTEMS

- Dividella AG, Grabs/Switzerland
- Körber Medipak Systems AG, Winterthur/Switzerland
- Körber Medipak Systems GmbH, Hamburg/Germany
- Körber Medipak Systems NA Inc., Clearwater/U.S.A.
- Mediseal GmbH, Schloss Holte-Stukenbrock/Germany
- Mediseal GmbH, Shanghai Representative Office, Shanghai/China
- Rondo AG, Allschwil/Switzerland
- Rondo obaly s.r.o., Ejpvovice/Czech Republic
- Rondo-Pak Inc., Norristown/U.S.A.
- Seidenader Maschinenbau GmbH, Markt Schwaben/Germany
- Werum IT Solutions America Inc., Cary/U.S.A.
- Werum IT Solutions America Inc., Parsippany/U.S.A.
- Werum IT Solutions America Inc., San Francisco/U.S.A.
- Werum IT Solutions GmbH, Hausach/Germany
- Werum IT Solutions GmbH, Lüneburg/Germany
- Werum IT Solutions GmbH, Sankt Augustin/Germany
- Werum IT Solutions GmbH, Allschwil branch, Allschwil/Switzerland
- Werum IT Solutions K.K., Tokyo/Japan
- Werum IT Solutions Pte. Ltd., Singapore/Singapore
- Werum IT Solutions SARL, Toulouse/France

TISSUE

TEAMWORK



Continually improving production processes is particularly challenging in the area of tissue products. Sensitive products demand the highest engineering standards. Even so, it is possible to improve performance, as clearly demonstrated by developers from three Körber Business Areas. It all comes down to teamwork.



Modern engineering often deals with micro-meters, intervals of only seconds, and vast outputs. This is why engineers are constantly pushing the limits of physics. The mass production of paper tissues is no different: large production machines fold, stack, and package several thousand tissues a minute. If you want to further improve these machines, you have to know every fiber of the sensitive product—experience is vital. →

»We observe the market, develop product ideas and then design the appropriate engineering technology.«



Innovative packaging technology ensures fast retooling and reduces material consumption.

→»But extremely large quantities aren't the only issue,« explains Gabriele Canini from Fabio Perini, a company in Körber's Business Area Tissue. »These days, completely different products are also manufactured in quick succession on the same machine. The change-over has to be very fast. This makes further improving tissue production an increasingly challenging task.«

A challenging list of requirements

Nevertheless, this is what the Flowtos tissue machine achieved thanks to Körber's combined expertise. Experts from Fabio Perini, Hauni from the Business Area Tobacco and W+D from the Business Area Corporate Ventures worked together closely on developing the machine. The project was launched by the experts at W+D, who formulated a particularly extensive list of requirements: the new machine should allow retooling within the shortest possible time, it should be extremely easy to maintain, and simple to operate – and it should always deliver high output and top quality.

Intelligently integrated technologies

A servoaxle system developed by Hauni proved to be key component to start with. These enable each axle to be controlled individually, making product changes easier. An innovation at the end of the line adds flexibility: The paper tissues are packaged using flow wrap technology – stacks of tissues are wrapped in plastic packaging in virtually a single movement. The size and thickness can be varied almost infinitely during this process. The tissue experts at Fabio Perini then constructed the final packaging unit for producing larger packages of tissues. »The process in this form is new,« confirms Canini. »We based it on a machine used to package paper napkins. Its components offered the ideal platform for further development.«

The finished machine produces different sized bundles of between six and 56 packages – an enormous variation. »This is certainly the most flexible and most efficient product line in this area. And another thing is just as certain – we could only achieve this outcome by working as a team, with everyone contributing their expertise,« says Canini about the project. »Sharing technology across the Group is a very uncomplicated process, and this directly benefits our customers. We also benefit: We

worked together very closely over a number of months and everyone has learnt a lot.«

Individual production solutions

What's more, everyone involved can use the experiences gained from working together for new projects. Similar production solutions are on the agenda in the Business Area Tissue and are key to its success. Customer demands are increasing as consumer products become more and more diverse and individual. A similarly flexible production line for away-from-home products was delivered to a U.S. manufacturer. Its production output is exceeding all expectations. The customer has already calculated that the higher output means that it will see a faster return on investment.

Trendsetter in tissue production

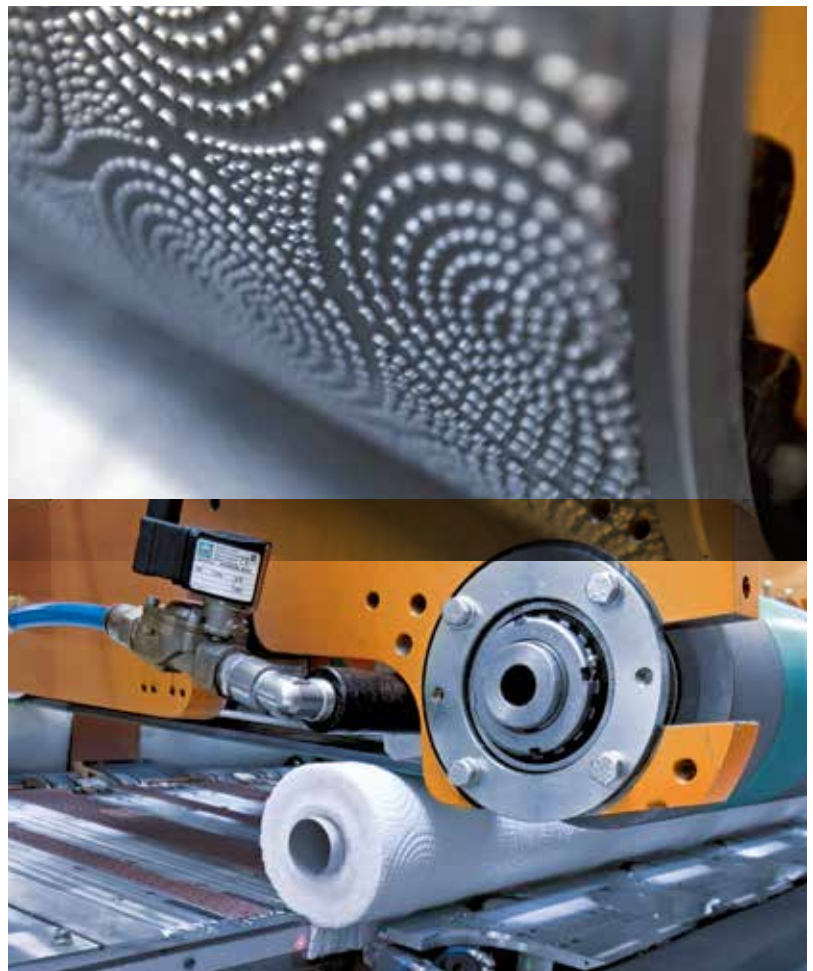
»We plan to continue this path over the coming years – to be a trendsetter and drive forward the development of tissue production, and to enable our customers to increase flexibility and output,« confirms Stefano di Santo, the CEO of Fabio Perini. This also involves constantly pushing the limits of classic engineering, seeing things from the customer's point of view, and anticipating new consumer products. The MILE 7.2 machine with embossing technology is a good example of this: on the one hand, it eliminates the use of glue in the production of toilet paper rolls and on the other, the embossing technology allows the paper to be embossed with any design – twin benefits for users.

»We observe the market, collect product ideas and then develop the appropriate technology. This means that our customers can start producing new consumer products faster«, explains di Santo. □

COMPANIES AND SITES OF THE BUSINESS AREA TISSUE

- Engraving Solutions S.r.l., Lucca/Italy
- Fabio Perini (Shanghai) Co., Ltd., Shanghai/China
- Fabio Perini Germany GmbH, Neuss/Germany
- Fabio Perini Japan Co. Ltd., Shizuoka/Japan
- Fabio Perini Ltda., Joinville/Brazil
- Fabio Perini North America, Inc., Green Bay/U.S.A.
- Fabio Perini S.p.A., Lucca/Italy
- Körber Engineering (Shanghai) Co. Ltd., Shanghai/China

Cutting-edge solutions make new product ideas a reality – such as the specific paper properties produced by innovative embossing technology and glue-free roll sealing.



TOBACCO

BEYOND INDIVIDUAL MACHINES



The »intelligent factory« – which aims to make production more versatile in the future – is a challenging goal. To increase the range of cigarettes that can be produced, engineers from the Business Area Tobacco are looking for production solutions that go far beyond individual machines. An impressive example: a new type of filter production.



»The underlying idea is simple,« explains Kirsten Brinck, Head of Development at Universelle Engineering in Schwarzenbek, near Hamburg. »Any production process is faster and more flexible when the required product components are available next to the machine at all times – fully automatically.« This is made necessary by the growing complexity and specialization of cigarette production. Manufacturers need to process a growing number of cigarette sizes, filter materials, and types of tobacco in a single production facility. →

»Manufacturing is becoming an intelligent system.«

→What is the fastest way to get different basic filter rods from storage to a multifilter maker for processing? Can time be saved by completely decoupling production processes? The Business Area Tobacco's developers have long viewed cigarette production from a holistic perspective after asking these and other questions. Alongside the machines, the associated logistics systems are also attracting attention.

The road to intelligent production

The filter processing solution above is a significant step towards intelligent production. The engineers at Hauni from the Business Area Tobacco developed a fully automatic high bay warehouse together with the intralogistics solutions specialists at Aberle, part of Körber's Business Area Logistics Systems. Filter rods are automatically transported from here to various multi filter makers, which call these down independently. Storage times? Quantities required? Machine loading? Everything has been optimized and can be managed at any time using the automated central storage system.

»We are bringing together storage and retrieval machines, materials handling technology, and machines to create a system that is greater than the sum of its parts. Manufacturing is becoming an intelligent system,« confirms Brinck. This success is also the result of synergies leveraged within the Körber Group. Aberle's logistics

expertise and Hauni's production knowledge complement each other perfectly.

A new benchmark for flexibility

But this is only one side of the coin – the Business Area Tobacco is also developing machines for the production processes of the future. This is clearly demonstrated by Hauni's new KDF 5MF multifilter maker. The machine processes a wide range of basic filter rods, combining them to make filters from up to four segments. It only takes two to three hours to change production over from one filter size to another – including retooling the machine, cleaning, and all quality checks before restarting. This is a new benchmark in this area of production.

Tests conducted by a filter manufacturer confirmed the strength of this approach in practice. After completing the test phase, the customer immediately commissioned a number of machines for various locations. »We don't know yet what types of filters the market will want in the future,« says one of the customer's representatives. »But the KDF 5MF is the perfect foundation for any new market trend.«

High-quality core components for the latest generation of machines are manufactured at Hauni Hungaria in Pécs.



Small machines – optimal integration

All of the companies in the Business Area Tobacco benefit from this and similar innovations – new technology is often incorporated into a wide range of products. One example is control technology: a number of systems initially constructed by Hauni engineers are now used in Decouflé and Universelle machines. This has enabled French based Decouflé to continuously expand its already successful Nano line. The small machines are a highly productive solution, in particular for special products and small quantities. In contrast, the refurbishing specialists at Universelle use Hauni's state-of-the-art control technology to overhaul, refurbish, and modernize tobacco machinery. As a result, users benefit from a uniform human-machine interface (HMI) across old and new models in a single production facility, for example.

Perfect platform

Ultimately, »intelligently integrated« and adaptive production usually requires more than the expertise of a single company: engineering, automation, and logistics have to be connected, experts have to share and complement each others' expertise. Cooperation within the Körber Group offers the ideal basis for this. □

COMPANIES AND SITES OF THE BUSINESS AREA TOBACCO

- ASL Analytic Service Laboratory GmbH, Hamburg/Germany
- Baltic Metalltechnik GmbH, Grevesmühlen/Germany
- Baltic Metalltechnik GmbH, Hamburg/Germany
- Borgwaldt Flavor GmbH, Hamburg/Germany
- Borgwaldt KC GmbH, Hamburg/Germany
- Borgwaldt KC, Inc., Richmond/U.S.A.
- Decouflé s.à.r.l., Chilly-Mazarin Cedex/France
- Decouflé s.à.r.l., Moscow, Moscow/Russia
- Decouflé s.à.r.l., São Paulo/Brazil
- Dickinson Legg, Inc., Richmond/U.S.A.
- Dickinson Legg Limited, Winchester/United Kingdom
- Garbuio Dickinson Group Holding S.r.l., Paese (Treviso)/Italy
- Garbuio S.p.A., Paese (Treviso)/Italy
- Hauni do Brasil Ltda., São Paulo/Brazil
- Hauni Far East Limited, Hong Kong/China
- Hauni Far East Ltd., Beijing Representative Office, Beijing/China
- Hauni Far East Ltd., Kunming Representative Office, Kunming/China
- Hauni Hungaria GmbH, Pécs/Hungary
- Hauni Japan Co., Ltd., Tokyo/Japan
- Hauni (Malaysia) Sdn. Bhd., Shah Alam/Malaysia
- Hauni Maschinenbau AG, Hamburg/Germany
- Hauni Primary GmbH, Schwarzenbek/Germany
- Hauni Richmond, Inc., Richmond/U.S.A.
- Hauni Singapore Pte. Ltd., Singapore/Singapore
- Hauni South Africa Pty. Ltd. Africa Branch Office, Cape Town/South Africa
- Hauni St. Petersburg Ltd., Moscow/Russia
- Hauni St. Petersburg Ltd., St. Petersburg/Russia
- Hauni Teknik Hizmetler ve Ticaret Ltd., Izmir/Turkey
- Hauni Trading (Shanghai) Co. Ltd., Shanghai/China
- ISIS S.r.l., Paese (Treviso)/Italy
- PT Garbuio Dickinson Indonesia, Jakarta/Indonesia
- SODIM SAS., Fleury-les-Aubrais/France
- Universelle Engineering U.N.I. GmbH, Schwarzenbek/Germany

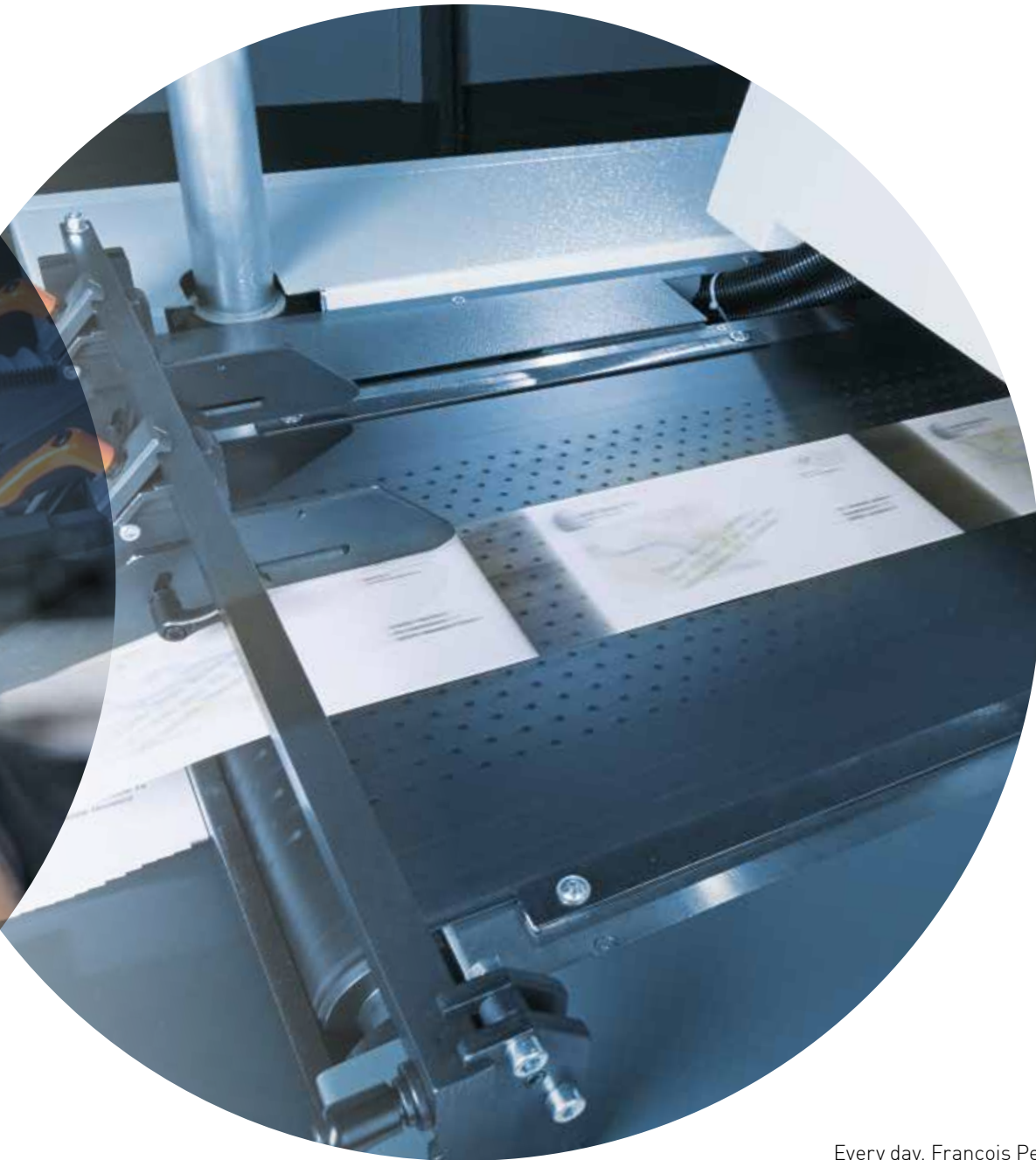
All sizes and designs:
Hauni offers maximum
quality and expertise
in all areas of filter rod
production.



TECHNOLOGY FOR PERSONALIZED PRODUCTS



Markets are changing – but while this might sound like a purely negative factor for many sectors, it is part of Winkler + Dünnebier's (W+D) business model. Engineers at the company, which belongs to the Business Area Corporate Ventures, develop production solutions for the mailing industry that can process the smallest quantities efficiently. The strength of its technology becomes clear at a company that produces envelopes.



Every day, François Peres can see that we live in fast-moving times. He has to configure the settings for the printing presses at a French company at shorter and shorter intervals. Many customers need printed envelopes – in small, highly customized quantities – almost overnight. »These customers send out their mailings to specific target groups. That is obvious from the daily production workflow. Our machines run large numbers of different print orders one after the other.« →



The W+D 234d can handle a wide range of envelopes and mailers.

»Our engineering solutions are as highly personalized as the products in our customer industries.«

→A 234d digital printing press from Körber Group company W+D is now used for smaller print runs. It can handle a wide range of envelopes and mailers flexibly and fast. The ability to switch from one letter format to another is also important for W+D's customer. With an offset printing press, François Peres and his colleagues often used to need an hour for retooling it – 80 percent of the total time required to complete the order. »But thanks to the W+D 234d, we have been able to reduce this unproductive part of the process significantly and that makes smaller print runs more productive for us.«

Focus on system solutions

Customized production technology for personalized end products – the 234d digital printing press is a prime example of W+D's expertise. The company regularly produces system solutions for the envelope and mailing industry as well as for tissue and hygiene article manufacturers. These enable customers to design, print, and insert mail products in a single process, for example, or to perfect the production of paper tissues.

For an example of collaboration between two other Körber companies in this area, please go to page 28.

Service business strengthened

Personalized customer care is particularly important in markets that are undergoing rapid change. Otherwise, efficient production solutions would hardly be possible. That is another reason why W+D's experts are further strengthening their service offering with their »Focus« program. The services offered range from supplying customers with genuine spare parts, through comprehensive process consulting, down to refurbishing existing machinery and selling second-hand equipment. There is a lot going on in other areas of W+D's service organization, too. For example, a web shop where spare parts can be ordered around the clock. In addition, the sales structure for customers is changing. In future, every lead will receive end-to-end support from a single source: a tailor-made service for customized production solutions.

A special machine for the luxury segment

At the same time, sales and development at W+D are growing closer together. What challenges will future production tasks pose for customers? Experts find ideas and answers through close collaboration with customers. The example of a customer from the W+D business field Hygiene Solutions illustrates just how sophisticated the resulting assignments can be. A Swiss company commissioned W+D to develop a special machine that manufactures exclusive toilet paper. The product contains zinc which makes it very gentle



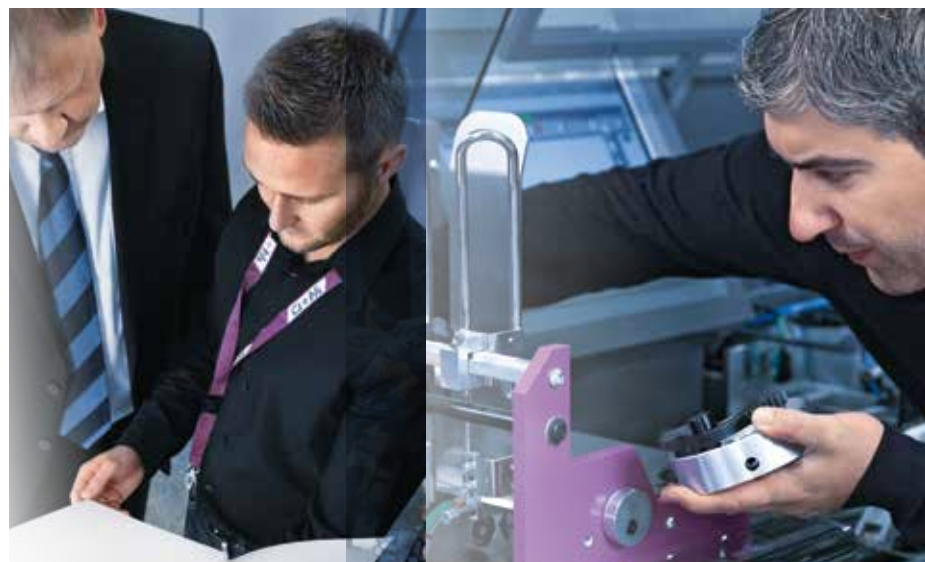
to the skin, as well as being especially soft. Consumers can also moisten the surface with lotion, while the surface in contact with their hand remains dry. And – in contrast to other moist toilet paper available in shops – this one is fully biodegradable.

Combining expertise and customer wishes

The Swiss company had originally presented this concept to manufacturers of conventional toilet rolls, but they were unable to come up with a suitable production solution for these unusual ideas. Engineers at W+D were the first to successfully combine their technological expertise with the customer's product requirements in an intelligent and productive manner. »It's an excellent example of the way our business is changing,« explains W+D's Frank Eichhorn. »We design engineering solutions that are as flexible as the products in our customer industries are specialized. That is the way forward for us.« □

COMPANIES AND SITES OF THE BUSINESS AREA CORPORATE VENTURES

- POEM PreOwnedEnvelopeMachines GmbH, Neuwied/Germany
- Winkler+Dünnebier GmbH, Löhne/Germany
- Winkler+Dünnebier GmbH, Neuwied/Germany
- W+D Asia Pacific Sdn. Bhd., Petaling Jaya/Malaysia
- W+D Engineering (Shanghai) Co. Ltd., Shanghai/China
- W+D North America Inc., Lenexa/U.S.A.
- W+D UK Ltd., Kingston upon Thames/Surrey/United Kingdom



Personalized customer care is particularly important in markets that are undergoing rapid change. Services include supplying original spare parts and comprehensive process consulting.

KÖRBER WORLDWIDE



NORTH AMERICA

Mexico

Queretaro

U.S.A.

Cary

Clearwater

Fredericksburg

Green Bay

Lenexa

Miamisburg

Mechanicsburg

Norristown

Richmond

Parsippany

San Francisco

SOUTH AMERICA

Brazil

Joinville

São Paulo

Sorocaba

The Körber Group unites leading-edge technology companies with over 100 production, service, and sales entities. At locations around the world, Körber combines the advantages of a global organization with the strengths of highly specialized, flexible mid-size enterprises that offer their customers solutions, products, and services in the Business Areas Automation, Logistics Systems, Machine Tools, Pharma Systems, Tissue, Tobacco and Corporate Ventures.

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Czech Republic

Ejpvovice

Kurim

France

Chilly-Mazarin Cedex

Fleury-les-Aubrais

Lyon

Toulouse

Germany

Bad Nauheim

Eisenberg

Freiberg

Garbsen

Göppingen

Grevesmühlen

Hamburg

Hausach

Lahnau

Leingarten

Leipzig

Löhne

Lüneburg

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Sindelfingen

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Russia

Moscow

St. Petersburg

Singapore

Singapore

Taiwan

Hsinchu

Turkey

Izmir

Van

AFRICA**South Africa**

Cape Town

Körber Group

Consolidated income statement

Fiscal year ended December 31, 2014

in EUR thousand	2014	2013
Sales	2,342,332	2,193,751
Change in finished goods and work in progress	15,392	-4,164
Other own work capitalized	3,821	5,049
Total operating performance	2,361,545	2,194,636
Other operating income	154,962	122,844
Cost of materials		
Cost of raw materials, consumables, and supplies, and of purchased merchandise	768,058	715,680
Cost of purchased services	119,306	104,528
	887,364	820,208
Personnel expenses		
Wages and salaries	659,247	587,920
Social security, post-employment, and other employee benefit costs	135,286	122,764
of which in respect of old age pensions	23,369	21,705
	794,533	710,684
Depreciation, amortization, and writedowns	93,044	80,206
Other operating expenses	528,383	510,934
Income from long-term equity investments	256	4,455
of which from affiliated companies	256	4,455
Income from other securities and long-term loans	25	0
Other interest and similar income	15,019	10,579
of which from affiliated companies	928	538
Writedowns of long-term financial assets and securities classified as current asset	1,346	2,303
Interest and similar expenses	2,625	4,166
of which to affiliated companies	21	59
Result from ordinary activities	224,512	204,013
Extraordinary income	0	10,586
Extraordinary expense	0	11,466
Extraordinary result	0	-880
Taxes on income	74,386	66,135
Net income for the fiscal year	150,126	136,998
Minority interest in net income	-905	-581
Consolidated net retained profits	149,221	136,417

Körber Group

Consolidated balance sheet

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Consolidated income statement |
Consolidated balance sheet

For fiscal year 2014

in EUR thousand	2014	2013
Assets		
Fixed assets		
Intangible fixed assets	306,654	99,071
Tangible fixed assets	350,482	344,284
Long-term financial assets		
Shares in affiliated companies	12,483	9,870
Other long-term equity investments	3,462	3,408
Other loans	8,641	8,567
	24,586	21,845
	681,722	465,200
Current assets		
Inventories	587,742	527,323
Receivables and other assets	563,331	505,694
Securities	420,213	519,142
Checks, cash on hand, and bank balances	215,623	246,221
	1,786,909	1,798,380
Prepaid expenses	6,388	5,302
Deferred taxes	59,988	83,349
Balance sheet total	2,535,007	2,352,231
Equity and Liabilities		
Equity	1,720,253	1,576,046
Minority interests	7,211	2,010
	1,727,464	1,578,056
Accruals	295,546	300,035
Liabilities	508,593	472,504
Deferred income	3,404	1,636
Balance sheet total	2,535,007	2,352,231

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