



ON THE WAY TO THE FUTURE

FOR A HEALTHIER,
CLEANER, SAFER
WORLD

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From Düren to the whole world

We embody tradition

Almost one hundred years ago, GKD - Gebr. Kufferath AG began weaving wire. Today we are **the globally recognized technological leaders** and sought-after experts when it comes to developing and producing solutions made of technical weave and spirals. Our customers use GKD's wide range of products all over the world in industry and architecture.

We combine tradition with internationality

GKD has always been family-owned and will remain so in the future. A medium-sized company, the board is comprised of **fourth-generation** family members. Our family-run philosophy extends far beyond the founding Kufferath family. Other families have also been faithfully working at GKD for several generations, both at the headquarters in Düren and at our international sites in Chile, South Africa, India, China, and the USA. It is because of this, our structures and product portfolio, that we exhibit the interconnections of a global concern in many respects.

We live change

GKD is constantly evolving and has been for almost 100 years. We have consistently broken new ground and faced head-on the challenges of the time in order to grow continually as a company. This has made us successful. The **change of generations** at board level scheduled for 2025 is a milestone for us. We have been preparing for it for several years and it will carry our company into a new era.



Strategy 2025

We accept the challenge

Globalization, digitalization, sustainability and social responsibility. In addition to these global trends which are impacting business activity, there are social, political, and macroeconomic developments stepping to the forefront that strongly influence our lives and also pose challenges to us as a company.

As such, more important than ever that corporate success go hand in hand with ethical and sustainable action. As an owner-run family business in its third and fourth generation, it has always been our aspiration to act with foresight. Innovation drives us, we are constantly evolving, facing up to the latest challenges, and we assume responsibility – for ourselves and for humanity.

As a company, we need to be immensely **flexible** in the short to medium term, remain agile, adapt to rapidly changing conditions, have the courage to try new things – and plan for the long term. With our Strategy 2025 we are laying the foundation for corporate success. Our goal is to increase our competitiveness so that we can secure our long-term future viability.

We take responsibility for our future

Never losing sight of our employees around the world, our customers, and the environment, we want to utilize our tradition and contribute to a sustainable future with innovation. As such, we have outlined a set of guiding principles to build on this. We want to actively shape and improve the world for future generations. This drives us and manifests in our global corporate vision **FOR A HEALTHIER, CLEANER, SAFER WORLD.**

Strategy 2025

We have our finger on the pulse

In order to achieve our goals and face head-on today's challenges, we launched our Strategy 2025. It focuses on **digital transformation** of the company, process harmonization, and networking our international sites.

The transformation process forms the basis for our competitiveness and future viability. It allows us to make full use of our potential as a company in a profitable way. Within the transformation process, both our products, the production and business processes are subjected to constant examination and improvement in the context of our responsibility and sustainable action.

It's not just us as a company and our employees who benefit from this **long-term**, but also our customers. The transformation will allow us to operate even closer to markets and customers in the future, to tap new markets, improve our quality, work more cost effectively with our goals in mind, and grow in an application-oriented manner.

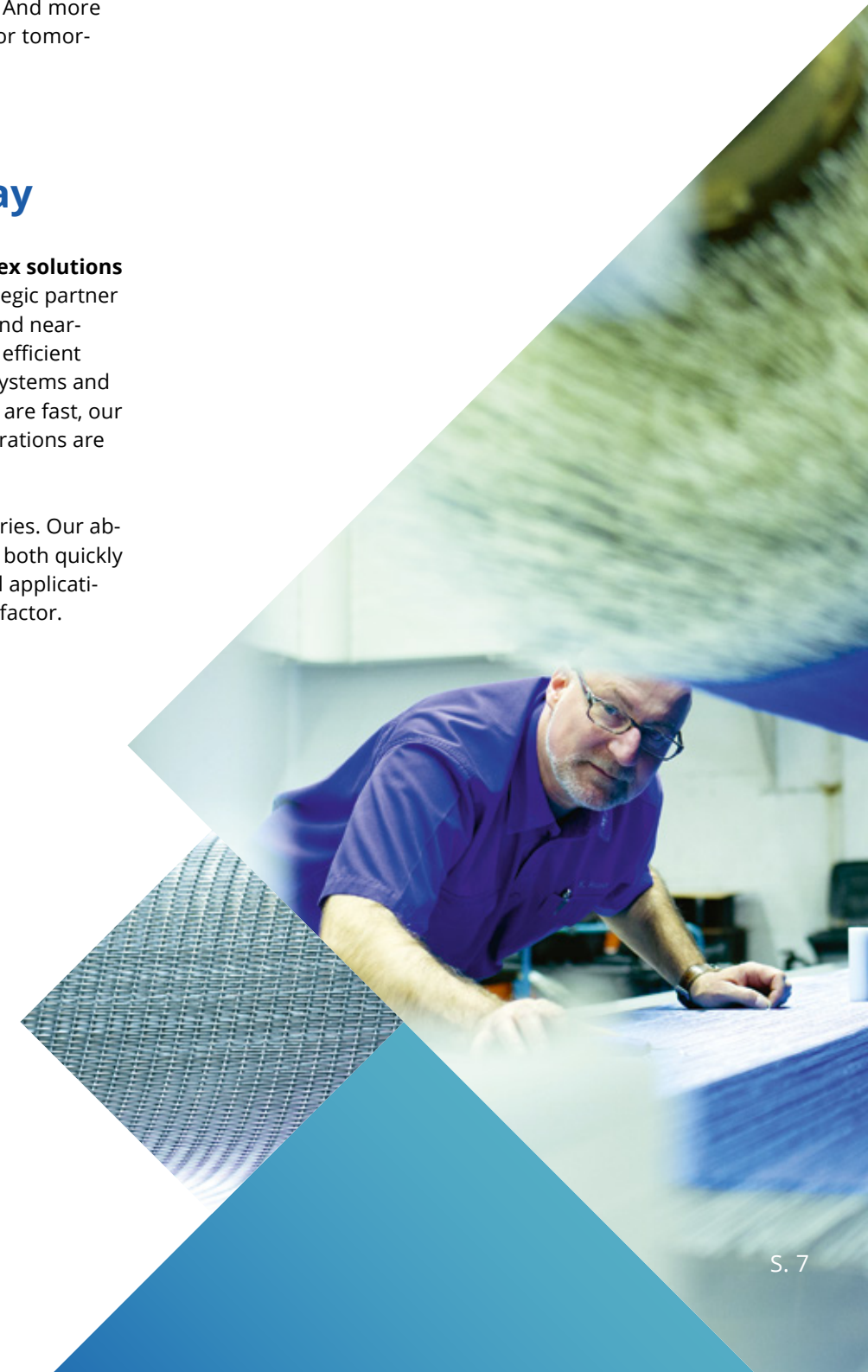
Custom, holistic solutions – that's what we stand for

GKD has set ambitious goals to further strengthen its position as **the world's leading technical weaver for industry and architecture** with the statement „We create exceptional solutions“. And more than that: we are developing solutions for tomorrow's problems, today.

We work in a Solution-oriented way

We produce **custom, technically complex solutions** for each of our customers. We are a strategic partner and consultant – authoritative, reliable, and nearby. We develop and produce precise and efficient mesh, process belts, components, filter systems and architectural fabrics. Our response times are fast, our product standards are high, and our aspirations are constantly growing.

We are the solution experts in our industries. Our ability to create customer-specific solutions both quickly and effectively for a large number of final applications has been and remains a key success factor.





We are close to markets and customers

We are constantly on the lookout for new areas of application and innovation opportunities that fit in with us and our customers. Our proximity to markets and customers also enables us to identify and solve challenges early on. We want to remain true to our values here and align our business more closely with the needs of our customers. Our primary objective is to secure **the greatest possible benefit for our end customers**, which is why we work closely with OEMs and partners. We promote the growth and success of our customers and offer them individual solutions that are tailored to their production processes.



We address new global macro trends

We, as a company, will focus on topics that move humanity and **make the world a healthier, cleaner, safer place** in the future. We are actively investing in the fields driven by global macro trends in order to advance them with our product solutions and create visible progress. These include the medical, medtech, and pharmaceutical industries, the food industry, as well as product applications such as sustainable packaging or optimizing the processes used on raw materials extraction with a positive environmental contribution. All this feeds into our vision and enables our company to work together with the relevant businesses in each respective market to identify and solve problems early on.

Corporate responsibility for people and the environment

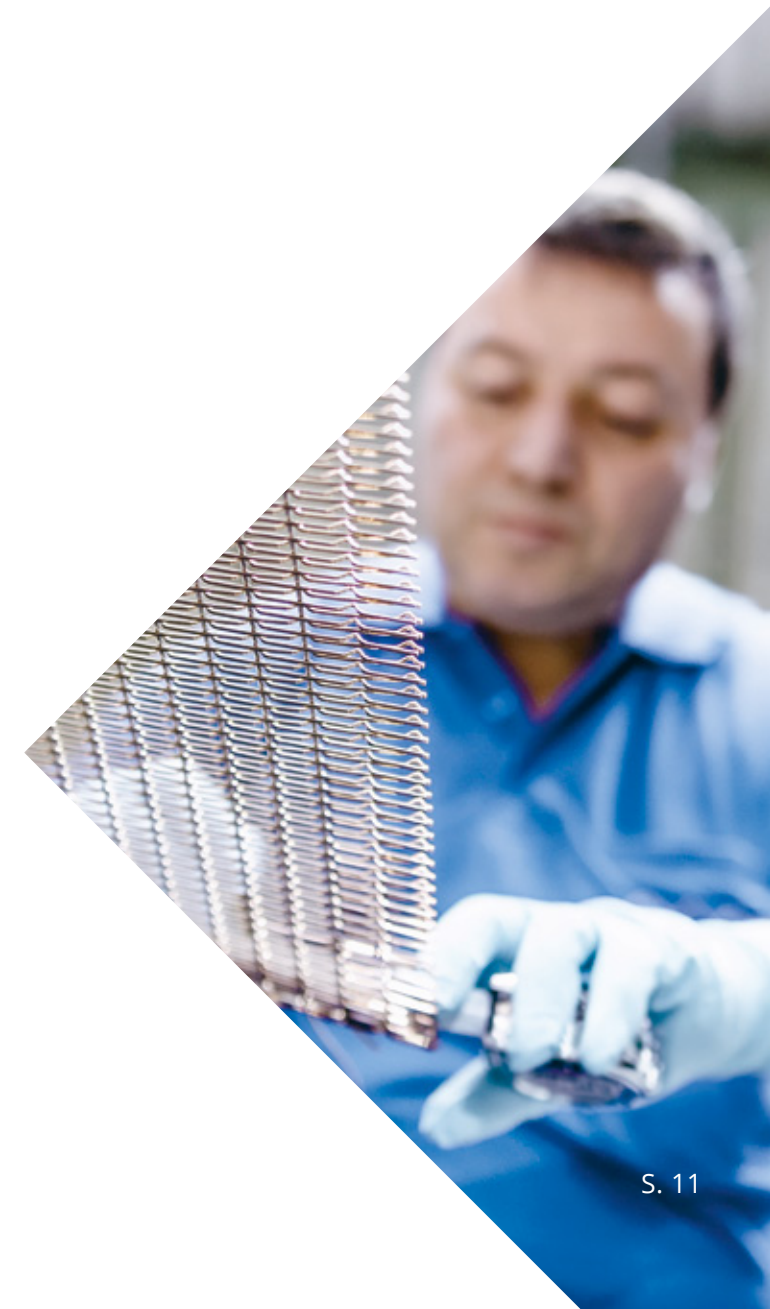
We are pursuing our vision

Our identity is marked by tradition, innovation, and sustainability. We have the high technological standards and deep market penetration of a hidden champion – an SME leading the global market. We strive to deliver customer benefits **through innovation and conservation of resources**. At the same time, this approach helps us achieve sustainable development of our planet for future generations. This drives us and is also reflective of our global corporate vision **FOR A HEALTHIER, CLEANER, SAFER WORLD**. Everything that we do revolves around meeting customers' needs, recognizing ever-increasing demands from the market for performance and quality, and always evolving in this direction at an early stage. Our solutions and products improve people's quality of life, help preserve resources, and make many processes more reliable.

We take responsibility

Just like society as a whole, we want to push the issues of sustainability, health, and energy efficiency to the forefront in our business operations. **We see it as our duty and responsibility to make our contribution in this field.**

We assume responsibility for the environment, society, employees, customers, and suppliers. Alongside our constantly evolving machine and technology park, our highly qualified and motivated employees are our most valuable asset. Thanks to efficient and stable processes, they are in a position to develop innovative products and services for growing markets and thus makes customers happy.



We drive sustainability and innovation

In our solutions, we always focus on innovation and sustainability. Together with customers and research facilities, we are constantly developing new products and system solutions. They are the springboard for new business opportunities and will thus become key drivers for profitable growth. Our **innovativeness is what drives our constant evolution**. It describes the ability for movement and speed, the courage to take new paths, and constantly reinvent ourselves. In short, it is the key to our solution competence.

And it is the reason why our customers see us as a partner for continuous improvement. They value us as a source of ideas, developers, and implementers for complex and high-quality components made of metal, synthetic, and hybrid mesh.

We observe sustainable business practices

The achievement of our strategic goals will always be in line with our aspirations in the areas of **environment, energy, and health protection**. This is the only way to actively implement our corporate vision.

In adopting this approach, we consistently support the notion that conscious handling of resources and business success are not conflicting objectives. On the contrary, we demonstrate on a daily basis that economic activity can and must be sustainable and that sustainability is economically viable. This productive interaction motivates all of us at GKD to deliver top performance.

We are outwardly and inwardly sustainable

Technical weaves have already proven their value over centuries in a large number of applications. **Many problems faced by humanity and the planet we all live on can be solved using metal, synthetic, and hybrid meshes, as well as the products manufactured from them.** Our products play a significant role in permanently aligning and shaping the processes and fields of application of our customers in a sustainable manner. Sustainability is also the key focus in terms of our own internal business processes and their ecological footprint. We have been certified to the leading standards for many years in the areas of energy, environment, and occupational health & safety. Indeed we have been consistently promoting the topic within the company for several years.

We act because we want to, not through of a sense of obligation. We see sustainability as our social responsibility to society and our planet. In the course of our strategic alignment, we are focusing on the **topic of Corporate Social Responsibility (CSR)** and want to push it further. In the coming years, we will make our activities in this area transparent and visible to external stakeholders with the help of a sustainability report.

Strategy needs goals

In order to push our strategy forward and to realize our vision, we have defined strategic goals that guide us and that we push forward on a daily basis.

We understand and meet customer requirements

The customer is the central focus for GKD even in times of corporate transformation. Digitalization and standardization of our processes, together with our culture and our customer-oriented mindset, will help us in this regard in the short term. For us, working close to the market in a customer-focused way means orienting products with consistently excellent performance in terms of **quality and service** to the needs of our customers and taking their requirements into account as early as the development stage.

We are able to offer customer-specific solutions quickly and effectively for a wide range of final applications. Our complementary range of services is no less important. Customers expect us to **move fast and display the requisite expertise** in the areas of delivery reliability, consulting, service, and repairs. That is why expansion of digital services, including making our products more "intelligent", will also be a key factor in the future. What is more, project business is one of our strengths, where consulting competence and speed in project planning and implementation are important.



We will continue to draw on strong partnerships in the future

To enable us to expand our expertise and evolve further, it is critical for us to continue forging **strategic alliances** with leading market players in the future. After all, both companies benefit when we establish strong ties with our customers by developing joint products and building on **competitive advantages**. It's a win-win situation for us and our customers, allowing us to be more successful together.

Our customers possess the relevant knowledge of the respective market and its needs and requirements; our solution expertise enables us to transfer this to our product. Once we have achieved the status of key supplier or even strategic partner, we grow with our customers.

We open up new markets

It's not enough for us simply to remain in the markets and industries we are familiar with. **We love a challenge**. That's why, with our solutions, we are striving to cater to newly emerging markets and industrial sectors, driven by statutory and regulatory changes. To this end, we keep a close eye on EU research funding projects, for example, which currently focus on topics such as **phosphorus recovery** or **fuel cell technology**.

We develop new products

In newer product segments, focus is on **solution expertise in the sense of product development**. Being able to make use of technological advantages, such as the ability to produce digital simulations of products based on the respective application process, offers us an edge in terms of both quality and speed.



We are constantly improving our production and process excellence

The **stability and efficiency of our internal processes** represent the prerequisites for delivering high-quality products and services, as well as securing the customer satisfaction associated with this. Only if we have this in hand can we achieve the best possible performance on the market. Ensuring this stability and efficiency is one of our primary strategic objectives.

Through certification and continuous further development of our integrated management system, which encompasses all of our processes, we have an instrument for monitoring our success. What is more, we can continuously submit it for external audits and evaluation. This results in ongoing optimization potential and measures. At the international level, we are seeking to harmonize our processes as a way of achieving greater comparability and being able to use synergies effectively.

As a manufacturing company, we also have to **keep a close eye on our production processes**. We recognize the importance of optimally functioning planning and control processes in order to keep capacity utilization as smooth as possible. The efficient flow of production processes with as few unplanned downtimes as possible, as well as optimized setup times, reduced transit and waiting times, and maximum equipment effectiveness are also extremely important for us. We rely, too, on the experience and expertise of our employees here. They repeatedly identify opportunities for further refining and optimizing our processes – whether in day-to-day business or through our continuous improvement process.





We are continuously increasing our market-oriented innovative strength

Innovation and development are in our DNA. We therefore see ourselves as leaders of innovation in our markets with the ability to constantly produce products with unique selling points and convincing competitive advantages.

When it comes to industrial mesh, customers in sectors such as automotive or aerospace are placing increasing emphasis on stable processes that are proven, documented, and monitored. **Our "Excellence in Processes" project**, as well as the associated certification to IATF 16949 that is being pursued, is just one example of how we are refining and professionalizing our products and services based on market requirements. However, an increase in process excellence of this kind cannot work without more intelligent and more digital processes – ranging all the way to topics such as predictive maintenance. As such, we will focus intently on these topics in the coming years, as well as on developing more "intelligent" products for customers.

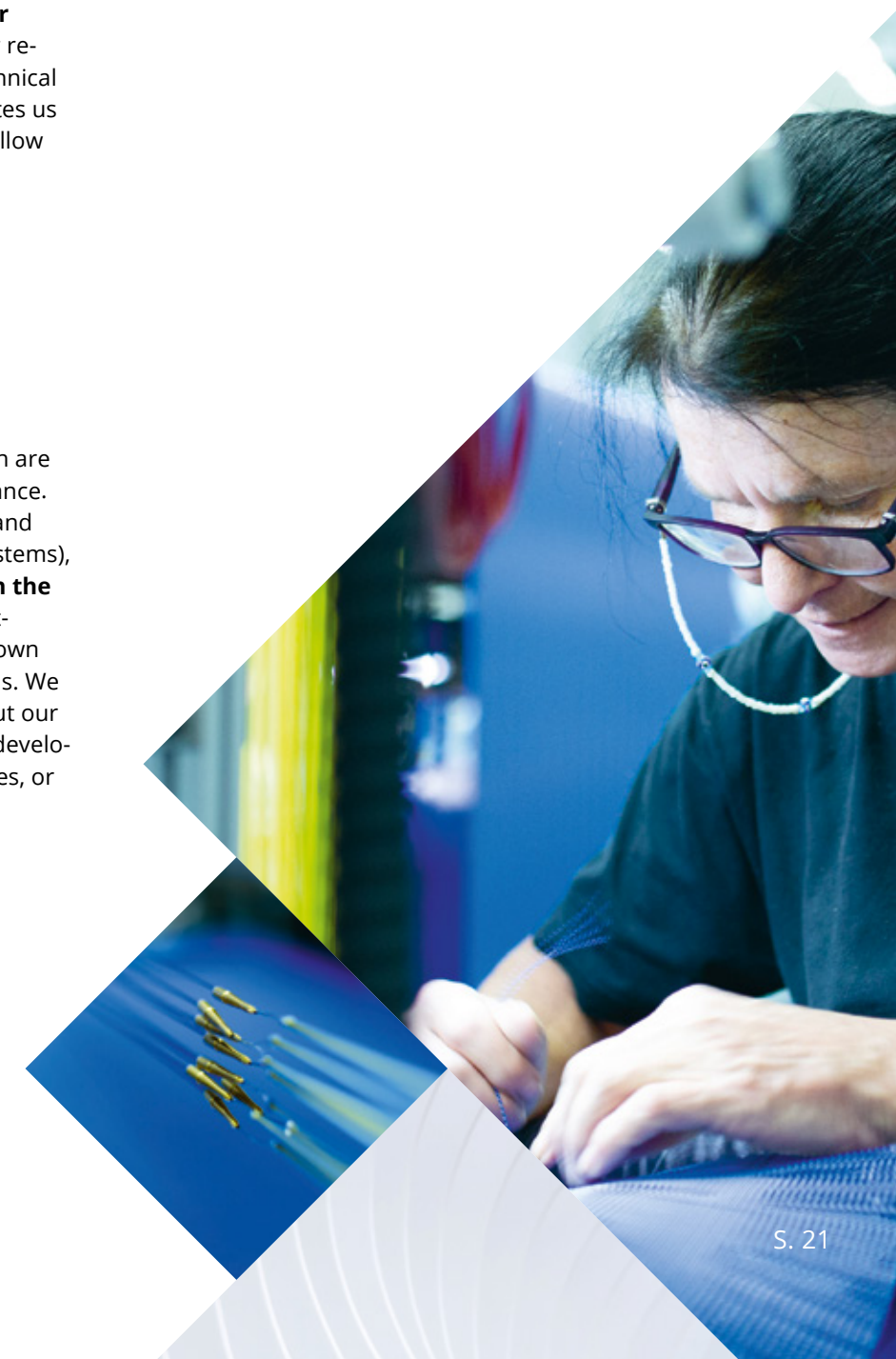
We see one of our strengths in long-standing business relationships with our regular customers. For them, we want to expand our offer in the future with additions to our product groups in order to become a full-service partner and to win new customers for ourselves in the process. Furthermore, we are effective and strong when it comes to aspects of competitiveness or a deep understanding of customer needs.

We see innovation as a driver

Innovation as a driver of product and manufacturing development is and always has been our strength. We want to **uphold and improve our performance** in terms of converting customer requirements and market opportunities into technical solutions and revenue. Success always motivates us to try something new. As such, we don't just follow technical progress, we shape it.

We secure the foundation of our growth

Our skills, our technologies, and our motivation are the foundations of our expertise and performance. Only when we **continuously develop**, refine, and invest in our capital (people, machines, and systems), we can secure both **innovation and growth in the long term**. Indeed, our company would be nothing without the people who each make their own contribution to progress at GKD on a daily basis. We would not be able to operate effectively without our machines and technologies, which have been developed and optimized over years and even decades, or without our increasingly advanced systems.



We draw on quality and performance

In a business as capital-intensive as ours, the quality and performance of our machinery is tremendously important. In fact, it is critical both for our **competitiveness and the diversity of our product portfolio**. Besides the expertise of our employees, our production platform is a basic prerequisite for our success. We are not referring solely to our machines in the production environment here, but also our IT systems, which are becoming increasingly relevant for effective control of our processes. That is why our priorities are on continuous **investment in machines, machine technology, digitalization**, and on working to strategically enhance our IT.



Entrepreneurship with a strong culture

In the last few years, our transformation process has **set the course for the future** and we are now on the way to making our visions and goals reality. In parallel with our strategic alignment, we have established our corporate culture, which provides the framework for working together in a **constructive and goal-oriented way**, which has created a common understanding at all management levels.

We can significantly influence the success of our company if our **actions and conduct are oriented toward clearly defined values** and a shared culture and if we continually scrutinize our actions on this basis. Development, commitment, reliability, and respect – the pillars of our culture – are what drive us, within the company but also in our dealings with external partners, suppliers, and customers.

Values help us to strengthen the customer-supplier relationship and to define rules of conduct for specific actions in day-to-day business, which must meet legal requirements and ethical standards. As a fair and upstanding partner, we are aware of the responsibility we have to employees, customers, suppliers/ service providers, business partners, and society – and we commit ourselves as a company to always act correctly and responsibly.





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