



POSSEHL

THE ENTREPRENEURS' GROUP

Business Report



2021

L. Possehl & Co. mbH is a Group of medium-sized industrial companies managed in Hanseatic tradition.

Possehl is a diversified, globally active technology group. With around 13,000 employees in more than 30 countries, we recently generated consolidated sales of more than € 4.4 billion.

This makes the Possehl Group one of the most important privately managed companies in Germany. The name “Possehl” stands for entrepreneurship, diversity, innovation and responsibility – and has done so for 175 years.



THE ENTREPRENEURS' GROUP

Editorial

Dear Readers,

The 2021 financial year was neither an ordinary nor an easy year. Unfortunately, we had to give up hope very early that we would quickly get the Corona pandemic under control, and the efforts associated with the pandemic were no less challenging for all concerned than in the previous year. Looking back, we can now say that we have coped well with the pandemic as a corporate Group so far. This is due in particular to the high level of commitment of all Possehl employees worldwide. Thanks to their outstanding dedication, Possehl has held its grounds well and at the same time we have pushed ahead with the further development and implementation of our long-term growth strategy.

With a turnover of 4.4 billion euros and consolidated sales adjusted for precious metal price effects of 2.5 billion euros, as well as consolidated earnings before taxes of 155 million euros, we exceeded our planned figures. At the same time, we can state that the result we achieved was again close to the good years of 2018 and 2019. We have made considerable progress in many of our ten divisions. This applies in particular to the Identification Solutions and Cleaning Technology divisions, both of which achieved double-digit growth and were able to further expand their good market positions. The high precious metal prices continued

to support our precious metal business in 2021, and a sustained intact construction industry was the basis for another good year for our Special Purpose Construction division. Demand for our Intralogistics solutions remained high due to growing online trade. In other areas of the Group, the economic recovery is still somewhat delayed. These include our Tyre Technology and Electronics divisions, which are equally affected by the unstable automotive economy. The Printing Machines division too still had to contend with the effects of the Corona crisis last year. Moreover, many advances in innovation are not directly reflected in figures. Examples include electromobility in Cleaning Technology and the development and expansion of our Digital division. These innovations will only pay off in the longer term.

For all our Group companies alike, the worldwide supply restrictions were strongly felt. Without these restrictions, we would certainly have recorded an increase in turnover, as demand in many of our markets was and is high. Accordingly, the order backlog with which we are entering the new year is well filled

” 175 years of company history are a great success and a major source of motivation for us.

DR JOACHIM BRENK, CEO

in many of our divisions. The current development has once again encouraged us to rely on our own production capacities in order to continue to be well equipped against fluctuations in the supply situation.

In the first pandemic year 2020, we had already kept our modernisation and expansion investments at a high level, one reason being that our very good liquidity and asset situation allowed us to do so. In 2021 and in the coming years, we have and will expand our future and modernisation budget once again. After the new construction and expansion of our domestic locations in Tyre Technology, we are building a modern stainless-steel competence centre for our Group companies in Croatia in the next two years. In addition, the Cleaning Technology division is investing a double-digit million euro sum in a new logistics centre at its main site in Bad Oldesloe in order to meet the steadily increasing demand for our cleaning solutions.

In addition to modern production facilities, digitalisation is both a key growth driver and a guarantee of success for our business, even if this is not always obvious – for example in the construction sector. Digitalisation holds great potential for the further development of our Group of companies. Growth, the implementation of Group-wide joint projects, the focus on system solutions – we can manage all of this better with digital solutions. In many cases, we can also become more efficient and faster in our cooperation with our customers with the help of digital channels and platforms. Digital transformation also offers great opportunities in the further development of our internal processes and workflows. We have recognised that German SMEs are facing very big challenges in the field of digitalisation. As a global and strong Group of companies, we can also offer our companies the necessary support and expertise in this area. With the establishment and further targeted expansion of our latest Digital division, we are creating added value for all Possehl companies and investing equally in a promising business field. In addition to expanding our existing activities, we acquired a stake in cluetec GmbH, a specialist for digital transformation, professional portals and mobile apps, at the beginning of the new year.

This year, the Possehl Group will celebrate its 175th anniversary, an event we are very proud of. Concomitantly, it is a great proof of consistency, adaptability, creativity and thus also of sustainability. For what proof of sustainable management is more impressive than such a long and successful company history? Future challenges will certainly be no less demanding. We therefore want to set the course now to ensure that the Possehl Group will continue to develop successfully in the future.

We look back on another challenging and demanding year. We owe our highest appreciation and special thanks to all our employees worldwide for having mastered this year so well.

Dear Readers, Possehl is financially well equipped for the future and our corporate portfolio is competitive, strong in growth and future-oriented. This is why we are entering the new year with a healthy degree of optimism and confidence, always keeping a watchful eye on the many risks and, unfortunately, crises as well.

Yours sincerely,

Dr Joachim Brenk

Mario Schreiber

Dr Henning von Klitzing

Mark Meulbroek

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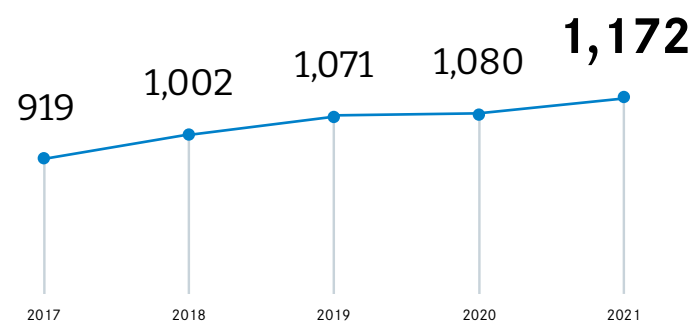


Maintaining our **values** and driving **innovation**

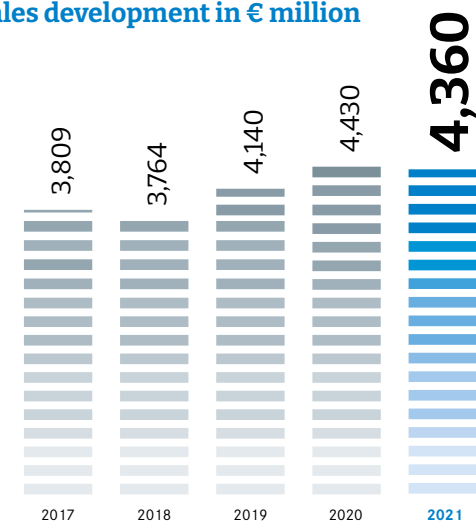
Our Group at a Glance

2021 was a successful business year for Possehl in which the Group of companies largely left the effects of the Corona pandemic behind. With an EBIT of € 177 million, the earnings level of the pre-crisis year was reached again.

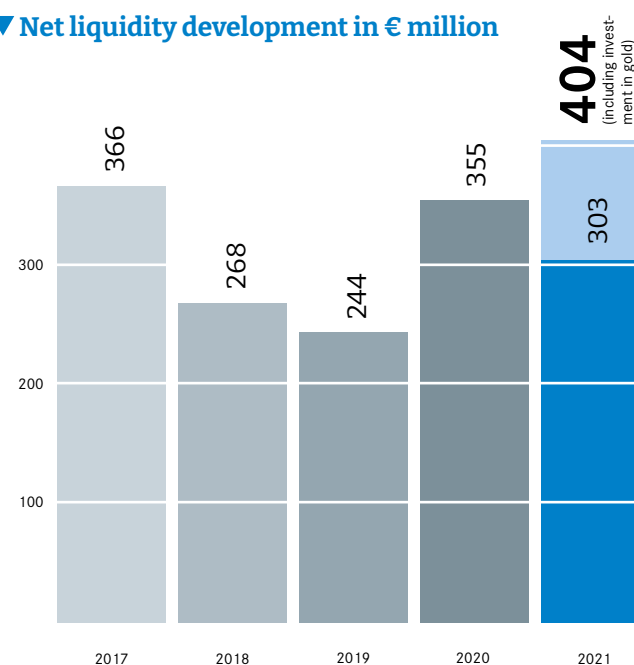
▼ Equity development in € million



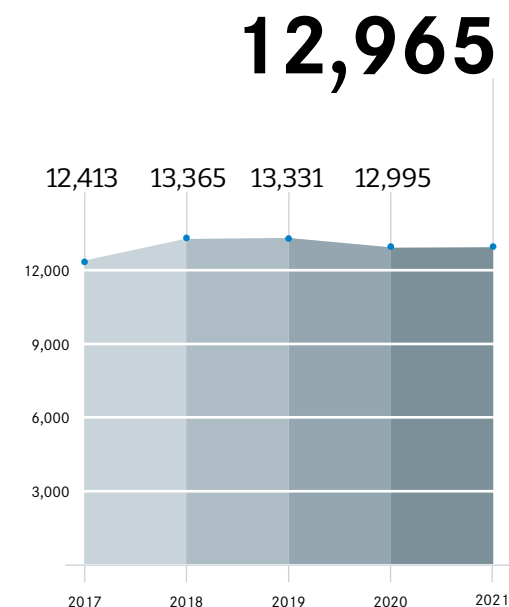
▼ Sales development in € million



▼ Net liquidity development in € million



▼ Employees (annual average)



€
177
million
EBIT

Key Figures

		2017	2018	2019	2020	2021
Earnings						
Sales	in € million	3,809	3,764	4,140	4,430	4,360
thereof sales from precious metal trading	in € million	1,466	1,266	1,537	1,919	1,907
Sales adjusted for the proceeds from precious metal trading	in € million	2,343	2,498	2,603	2,511	2,453
Earnings result from ordinary operations (EBIT)	in € million	175	181	173	140	177
Earnings before taxes	in € million	158	162	153	120	155
Consolidated net profit	in € million	100	107	93	65	103
Dividends	in € million	18	19	20	21	30
EBIT ratio*	%	7.5	7.2	6.6	5.6	7.2
Return on equity before taxes	%	17.2	16.2	14.3	11.1	13.2
Net assets						
Balance sheet total	in € million	1,619	1,788	1,854	1,859	1,950
Economic equity	in € million	919	1,002	1,071	1,080	1,172
Equity ratio	%	56.8	56.0	57.8	58.1	60.1
Working capital	in € million	600	706	715	645	766
Financial position						
Net financial assets	in € million	366	268	244	355	303
Cash flow from operating activities	in € million	121	91	184	254	75
Investment in property, plant and equipment and intangible assets (excluding goodwill)	in € million	71	108	115	91	90
Depreciation of property, plant and equipment and intangible assets (excluding goodwill)	in € million	58	61	68	73	75
Employees						
Employees, annual average		12,413	13,365	13,331	12,995	12,965
thereof domestic		6,708	6,985	6,913	6,872	6,704
thereof abroad		5,705	6,380	6,418	6,123	6,261

* Sales adjusted for the effects of sales from precious metal trading

Key data

4.4

€ billion sales

155

€ million EBT

1.2

€ billion economic equity

>200

Group companies

~13,000

employees

175

years

Corporate Bodies

Executive Board

Joachim Brenk

CHAIRMAN OF THE BOARD
DR.-ING.

Member of the Executive Board since 2009.
Chairman of the Board since 1 August 2017 and responsible for the divisions Intralogistics, Printing Machines and Precious Metals Processing.

Henning von Klitzing

MEMBER OF THE EXECUTIVE BOARD
DR. RER. POL., LAWYER

Has been working for the Possehl Group since 2006. Member of the Executive Board since 2013 and responsible for M&A.

Mario Schreiber

VICE CHAIRMAN OF THE BOARD
DIPLOM-BETRIEBSWIRT (MBA/MASTER
IN BUSINESS ADMINISTRATION)

Has been working for the Possehl Group since 2004. Member of the Executive Board since 2013 and responsible for the divisions Cleaning Machines, Special Purpose Construction, Electronics and SME Investments.

Mark Meulbroek

MEMBER OF THE EXECUTIVE BOARD
DIPLOM-WIRTSCHAFTSINGENIEUR
(MBA/ INDUSTRIAL ENGINEERING)

Has been working for the Possehl Group since 2010. Member of the Executive Board since 2021 and responsible for the divisions Tyre Technology and Identification Solutions.

Supervisory Board

Uwe Lüders

Chairman
Dipl.-Volkswirt (MBA/Economics)

Claus Bunk

Vice Chairman
Sales Project Manager at
Böwe Systec GmbH

Chairman of the Works Council of
Böwe Systec GmbH

Chairman of the Group Works Council of
L. Possehl & Co. mbH

Marcus Both

Insurance Broker at
Lubeca Versicherungskontor GmbH

Hanno Brügger

Personally liable shareholder of
H. & J. Brügger KG

Thomas Fischer

Chairman of the Supervisory Board of
Mann + Hummel GmbH

Henning Groskreutz

Chief Authorised Representative of IG Metall,
Administrative Office Lübeck-Wismar

Astrid Hamker

Shareholder and Member of the Advisory Board
of the Piepenbrock Group of Companies

Michael Hinrichsen

Insurance Broker and Authorised Signatory at
Lubeca Versicherungskontor GmbH

Liane Papaioannou

Chief Authorised Representative of IG Metall
Administrative Office Pforzheim

Dr Astrid Petersen (as of Jan. 1, 2022)

Member of the Management Board of
TÜV NORD AG

Max Schön

Entrepreneur
Chairman of the Possehl Foundation's
Management Board

Angelika Strait-Binder (until Dec. 31, 2021)

Personally liable shareholder of
J. G. Niederegger GmbH & Co. KG

Anton Zehentner

Chairman of the Works Council of
Heimerle + Meule GmbH

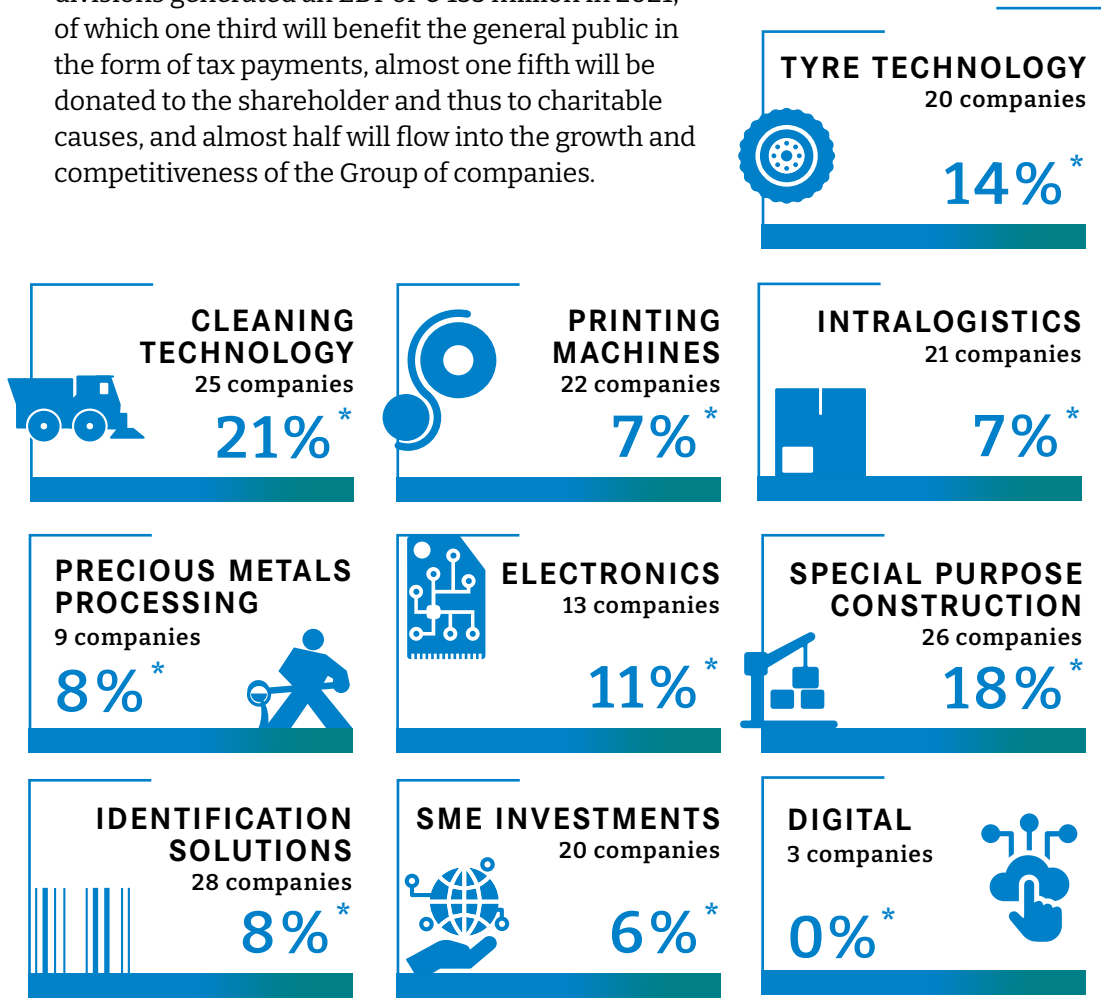
Fleet Manager and Team Leader
Logistics/Shipment at Heimerle + Meule GmbH

Member of the Group Works Council of
L. Possehl & Co. mbH

The Possehl Business Model

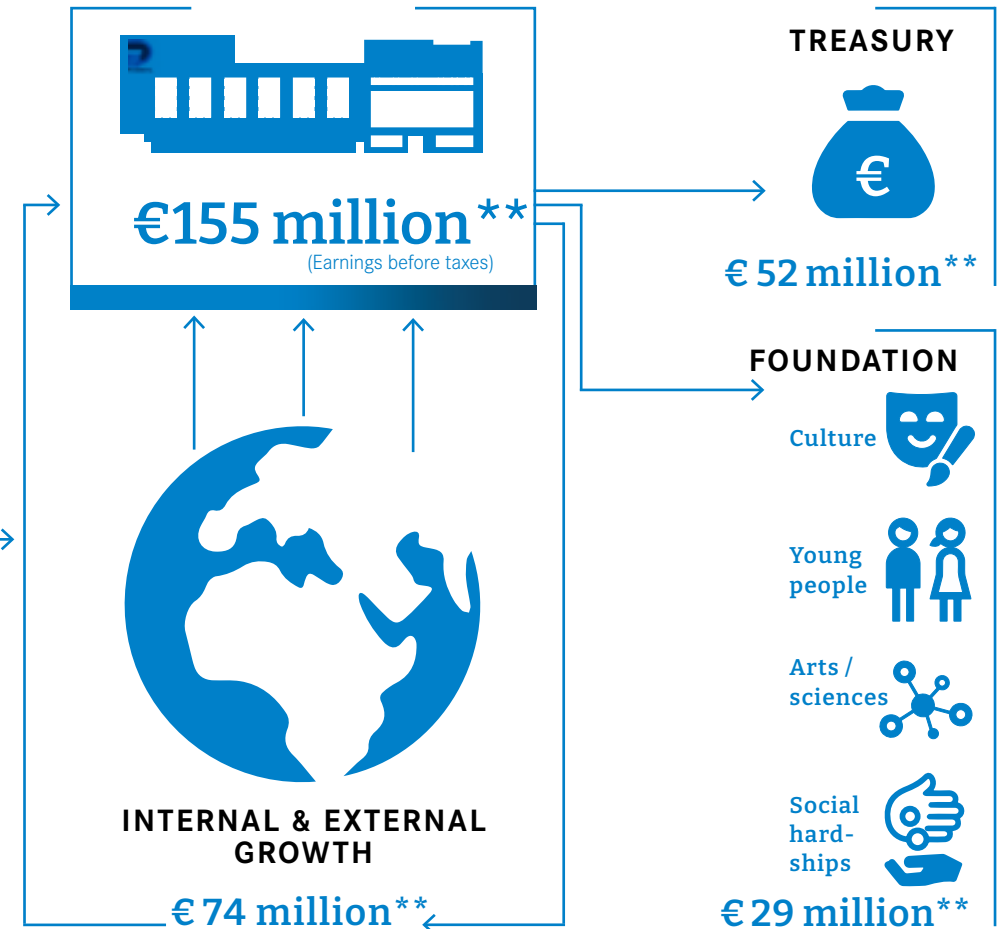
Ten independent and operationally autonomous divisions generated an EBT of € 155 million in 2021, of which one third will benefit the general public in the form of tax payments, almost one fifth will be donated to the shareholder and thus to charitable causes, and almost half will flow into the growth and competitiveness of the Group of companies.

Divisions



*Share of the adjusted Group sales in 2021

Company and Foundation



** Figures for 2021

Targets and Strategy

Growth and value enhancement

It is our aim to constantly increase our Group's earnings and enhance our corporate value sustainably.

To achieve this, we need suitable entrepreneurs, who enjoy a high level of entrepreneurial freedom within the framework of our corporate values, to manage each of our many companies. In addition, it is our objective to offer owner- and family-run businesses attractive succession solutions in order to win new companies for our Group.

Ability to pay dividends

It is our aim to pay our proprietor, the Possehl Foundation, an attractive regular dividend, also in economically difficult times.

We achieve this through long-term income and investment planning and a conservative interpretation of accounting flexibility. When taking major decisions, we always include our capability of fulfilling our dividend promises on a sustained basis into our considerations. We rely on our companies' sustainable profitability without pursuing any exit strategy.



Stability

It is our aim to secure the entrepreneurial activities of our individual companies by ensuring the strength of the Group as a whole.

We achieve this by maintaining a diversified and broadly-based portfolio stretching across various business sectors and industries with companies subjected to different economic cycles. We will continue to broaden our base in the coming years. Despite pursuing a strategy of diversification, we aim at understanding each and any of our business models since we can only develop products and services we fully understand.

Social responsibility

In our aim of achieving our targets, we are always fully aware of our social responsibilities

We feel obliged to fulfil our shareholder's high standards in this respect. This is why people in their individuality always play a key role in all our decisions. Within our business environment of medium-sized companies, we communicate at eye-level, openly and honestly. Both employee representatives and works councils as well as union representatives are regularly welcome to discuss business matters with our managements.

M&A Strategy

We are always on the lookout for new companies that fit into our operation: **competitive enterprises with a good market position** and **positive development prospects**. We maintain their entrepreneurial freedom and support them on a strategic and financial level. Our **companies continue to grow** because we give them the opportunity to concentrate on their key distinguishing feature, which is to achieve good results based on their special know-how and many years of experience.

Our philosophy: Best-owner approach

We only acquire companies which we are convinced will profit from Possehl as the best owner in the long term.

This best-owner approach also corresponds to the mind-set and the business actions undertaken by our founder Emil Possehl.

We can assure family business owners that, when selling their companies to us, their life's work is in good hands. Our approach is to continue what they have built up over many years or generations.

Our offer

#1 Transaction security

We finance our acquisitions from liquid funds; our operative companies will not be burdened with any financing costs resulting from the acquisition.

#2 Prospect

We ensure long-term support and development of the businesses we take over.

#3 Safeguarding of identity

Our companies can preserve and develop their own culture.

#4 Security

We actively support our companies whenever they need us.

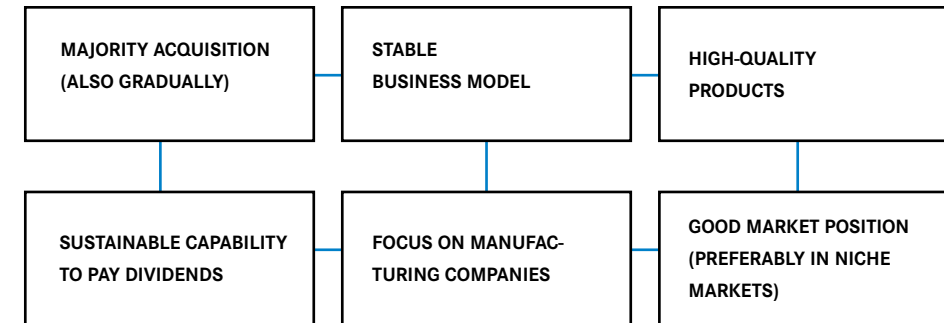
#5 Sustainability

Together, we develop new business models in future-oriented industries.

Both our long-term perspective and buy-and-hold strategy fundamentally distinguish us from classic financial investors.

DR HENNING VON KLITZING

Our acquisition criteria



In general, we would consider the following acquisitions:



Leadership Philosophy

Lean structures and fast decision-making processes

A good opportunity waits for no man, and matters of great urgency do not allow any delay. And why should they? Today, modern lines of communication enable fast and efficient information exchange processes within organisations. The same goes for us: At the Holding Company, we are always available and approachable for our companies, directly and without much ado, to help solving problems in a fast and straightforward manner. All of our companies adhere to this principle.



Venturing into new territory

Given the highly dynamic development in the markets, our companies, in return, need to become even more agile and, in particular, rise to the challenge of digitisation in the years to come. We encourage our companies to seize opportunities, once identified, with a "controlled approach to risk". In doing so, we also accept the fact that, with hindsight, certain decisions may prove to have been wrong. However, at the end of the day, this is what entrepreneurship is all about. The most important thing is that the overall performance is right.



Clear targets and honest feedback

As is to be expected, our companies' freedom of action is linked to certain conditions. We attach great importance to transparency, clear agreements and exact feedback received from our managing directors in the course of informal dialogues as well as at our annual meetings. In general, we give preference to personal discussions rather than exchanging emails or receiving excessive key data "monstrosities" or stylish presentations.

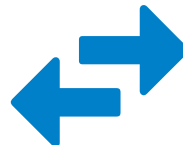
Cooperative leadership

Nobody knows his own waters better than the captain himself, who negotiates them on a daily basis. We know this because in our current positions as sparring partners and advisors in the Holding company, we ourselves have gained many years of experience in different managerial positions in operative units in the past. For this reason we place great trust in our companies' managements. We strive to make them as strong as possible while giving them as much leeway as possible in their day-to-day operative development. Instead of relying on setting targets, we give preference to exchange and inspiring new momentum to encourage mutual trust, which is particularly helpful during difficult phases.



Regular communication

Information provides security. This is why our managers closely communicate with each other on a regular basis. Our division managers are in constant contact with our operative managements to discuss short-term developments. In addition, regular meetings take place between the managing directors and our Executive Board on a quarterly basis, followed by annual planning meetings in autumn. Parallel to this, the management of the Holding Company maintains regular on-site contact with the managing directors to exchange information.



Bottom-line accountability

It is part of our leadership philosophy that our companies develop independently, which includes operating under their own profit responsibility. Each company must be economically viable. Cross-subsidisation is not intended. As a general rule, cross-corporate actions, such as measures regarding cyber security, digitisation clusters, benchmarks, joint purchasing of licences or innovation competition, are optional in character and mostly based on the initiative of individual Group companies.

Acquisitions

2012

- HF NaJUS, a.s.,
Dubnica nad Váhom/
Slovakia
- manroland
web systems GmbH,
Augsburg

2014

- LSS Etikettering A/S,
Randers/Denmark
- Nüthen Restaurierung
GmbH + Co. KG,
Erfurt
- SAVO-TECHNIK
ROTATIONSGUSS
GmbH, Valluhn (60 %)
- TPS Technical Systems
GmbH, Wackersdorf

2016

- Arba Processing Group,
Emsdetten
- Optimus Sorter Group,
Beuningen/The Netherlands
(70 %)

2018

- Goss International Group,
Durham/USA (51 %)
- Hänsel Group,
Hanover (70 %)
- Jöst Bauunternehmen
GmbH, Frankfurt am Main
- von Oertzen GmbH,
Ammersbek
- Weston Beamor
Holdings Ltd.,
Birmingham/United Kingdom
- GWS Group, Waalwijk/
The Netherlands (51 %)

2020

- SAVO-TECHNIK ROTATIONSGUSS GmbH,
Valluhn (acquisition of 20 % of the shares)
- Hänsel Group GmbH, Hanover
(acquisition of 15% minority shares)
- Optimus Sorter Holding B.V.,
Beuningen/The Netherlands
(acquisition of minority shares)
- The Watermill Press Ltd.,
Bradford/United Kingdom (85 %)
- Foundation Possehl Online
Solutions GmbH, Augsburg
- Foundation Possehl Analytics
GmbH, Augsburg

2011

- Logopak-Gruppe,
Hartenholm
- Mickan Generalbaugesellschaft Amberg mbH &
Co. KG, Amberg

2013

- Cooksongold Group,
Birmingham/United Kingdom
- Düring Schweißtechnik
GmbH, Königsbrunn
- GABLER Maschinenbau
GmbH, Lübeck
- GABLER Thermoform
GmbH & Co. KG, Lübeck
- MGG Micro-Glühlampengesellschaft Menzel
GmbH, Wentorf

2015

- Novexx Solutions-
Gruppe, Eching
- PK Rohstoffe GmbH,
Duisburg
- Thiendorfer Fräsdienst
GmbH & Co. KG, Thendorf
- P+S Pflaster- und
Straßenbau GmbH,
Wülknitz

2017

- B&K Wäge- und
Anlagetechnik GmbH,
Hamm (30 %)
- Eidos S.p.A.,
Chieri/Italy
- Mesabi Control
Engineering Ltd.,
St. Paul/USA
- nordrohr GmbH,
Reinfeld
- Nordvalls Etikett AB,
Sjöbö/Sweden

2019

- Etipack S.p.A., Cinisello Balsamo
- JACBO Pfahlgründungen GmbH,
Schüttorf
- Red Ledge Ltd.,
Holmfirth/United Kingdom (51 %)
- SGA Conveyor System AB,
Kinna/Sweden (75 %)
- VSI Sanierungs- und Baugesellschaft mbH,
Kaiserslautern
- INNOBIT GmbH, Kaiserslautern
- datakamp System GmbH & Co. KG,
Buxtehude (62,21 %)

2021

- LARI TRYCK AB,
Bjuv, Sweden

Possehl Foundation

For over 100 years now, the Possehl Foundation has been based in "Beckergrube" located in Lübeck's Old Town, just like L. Possehl & Co. mbH, which was founded in 1847. Promoting "everything good and beautiful" in Lübeck, the Foundation's work is committed to maintaining the beautiful cityscape, supporting young people, fostering arts and sciences, and relieving the hardship of those in need.

The founder Emil Possehl

Emil Possehl, the first-born son of Lübeck-based merchant Ludwig Possehl, was born in 1850 in Lübeck's "Beckergrube". It is in his childhood home where the businesses of his father's company L. Possehl & Co., who traded with iron, coal and sheet metal, were conducted. In 1873, Emil Possehl joins his father's business and, a few years later, following the acquisition of companies in Russia, Sweden and Norway, finds himself a globally active industrial magnate. The turnover of goods increases 50-fold. In 1901 he is elected to the Lübeck Senate. Emil Possehl's donations during his lifetime are expressions of his creative drive: He financially supports the project of building a new theatre in "Beckergrube" and funds the construction of a zeppelin. When he draws up his will in 1925, his fortune amounts to 100 million Deutsch Marks. As his marriage remains childless, he bequeaths his company assets to the Possehl Foundation.

The Foundation and the Company are closely associated

On 17 May 1919, the Possehl Foundation was legally approved by a decree of the Senate and has been promoting "everything good and beautiful" in Lübeck ever since. At the same time, the legal structure chosen by Emil Possehl of making the Possehl Foundation the sole shareholder of the Company has created the prerequisite for a sustainable corporate management. The Company and the Foundation have now been closely associated for over 100 years, which is also helped by their spatial proximity: Right from the beginning, both the Company and the Foundation have been headquartered in Lübeck's "Beckergrube". The most important factor, however, is their joint commitment to continue Emil Possehl's entrepreneurial thinking and acting in the founder's spirit. He always preferred to invest his money in entrepreneurial activities. Hence, the Group of companies constitutes the basic assets of the Possehl Foundation. In order to enable the Possehl Foundation to reliably and sustainably promote charitable projects, it is inevitable for the Company to generate a constant dividend also in times of economic downturn. Both the Company's and the Foundation's actions are guided by long-term objectives.



To my beloved hometown,
the Hanseatic
City of Lübeck.

EMIL POSSEHL

€ 470 million
Donations for charitable
causes since 1950

Today, the Foundation's Management Board has 18 members. Founder Emil Possehl had stipulated that the Board shall be composed of "members of the Senate, the authorities and the clergy as well as merchants, teachers, lawyers and other liberal professions". Representatives of the professions named by Emil Possehl are still working as members of the Foundation's Management Board in an honorary capacity today. The members are involved in several working groups and juries, and regularly visit the organisations and facilities funded by the Foundation.

DONATIONS MADE BY THE POSSEHL FOUNDATION

For the intended purposes of the Foundation:

- Maintaining the beautiful cityscape
- Charitable organisations
- Fostering the arts and sciences
- Supporting young people
- Relieving the hardship of those in need


www.possehl-stiftung.de



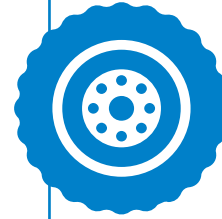
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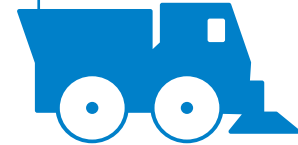
Safeguarding stability and diversification

Overview

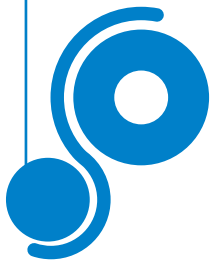
All **10** divisions
at a glance



TYRE
TECHNOLOGY



CLEANING
TECHNOLOGY



PRINTING
MACHINES



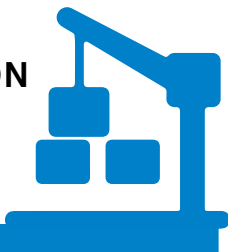
INTRALOGISTICS

PRECIOUS METALS
PROCESSING



ELECTRONICS

SPECIAL
PURPOSE
CONSTRUCTION



IDENTIFICATION
SOLUTIONS



SME INVESTMENTS

DIGITAL



COMPANIES

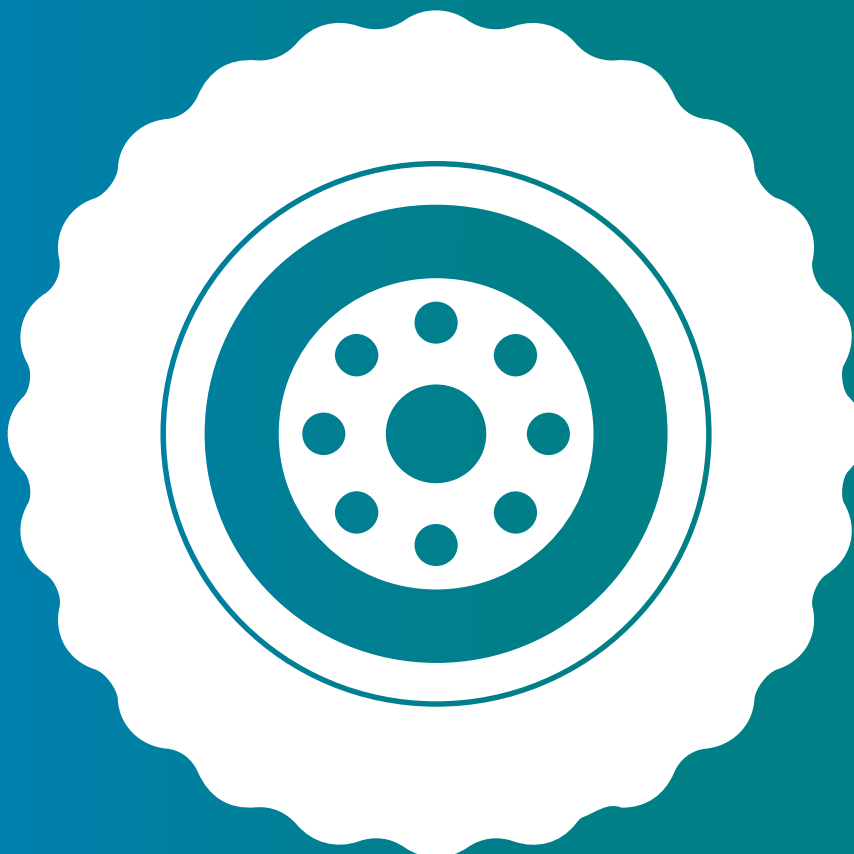
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NUMBER OF EMPLOYEES
(ANNUAL AVERAGE)

2,336

SALES IN € MILLION

344



TYRE TECHNOLOGY

Harburg-Freudenberger is one of the worldwide leading suppliers of process technology for the rubber and plastics industries, especially the tyre industry. The HF TireTech Group predominantly develops and produces tyre building machines and heat presses, whereas the HF Mixing Group develops and manufactures machines and accessories for the rubber and plastics industries. The HF FoodTech Group, which was founded at the beginning of 2021, offers industrial solutions for the food and feed industries as well as the pharma industry.



TYRE TECHNOLOGY

Global market leader for tyre production systems with a long tradition

Twenty companies and three business units are currently united under the umbrella of the HF Group, which, together with the leading company Harburg-Freudenberger Maschinenbau GmbH, has been a wholly-owned subsidiary of L. Possehl & Co. mbH since 2004. With Harburger Eisenwerke AG founded more than 160 years ago, the group with its business units HF Mixing Group, HF TireTech Group and HF FoodTech can look back on a longer history than most other mechanical engineering companies in the market.

By continuously investing in R & D activities promoting the development of innovative machines and software solutions, Harburg-Freudenberger is constantly expanding its comprehensive know-how, which made the company a worldwide leading developer and manufacturer of special machines for the rubber, tyre and food industries. With its subsidiaries Farrel based in the US and Pomini in Italy, the group of companies is also a major supplier for the plastics-processing industry. The customised machines are designed for longevity and ultimate reliability.

Both internal growth and various strategic acquisitions in the past years ensured that the HF Group developed into a leading global key player in the tyre industry. By acquiring the US-based company Mesabi Control Engineering Ltd. in 2017, another step forward was made in the future-oriented fields of digitisation and machine control. The founding of the FoodTech product segment

at the beginning of 2021 further expanded the group's business activities. The company already has and will continue to invest several tens of millions of euros in the new-building and expansion of its offices and production facilities at the two main sites in Hamburg-Harburg and Freudenberg in the course of the current financial year. These two major investments are a continuation of previous investments in the new-building and expansion of the company's business sites in the US, Croatia and Slovakia, which makes the group not only one of the most significant but also one of the most modern suppliers for the rubber and plastics industries.



SCOPE OF ACTIVITIES/ PRODUCTS

- Mixers and mixing room equipment
- Tyre building machines
- Heat presses
- Masterbatch compounders
- Screw extrusion presses and refinery plants
- Production plants
- Conveyor systems
- Container construction



CUSTOMER GROUPS

- Tyre manufacturers
- Plastics industry
- Technical rubber goods industry
- Oil mill and food industries



BUSINESS SITES

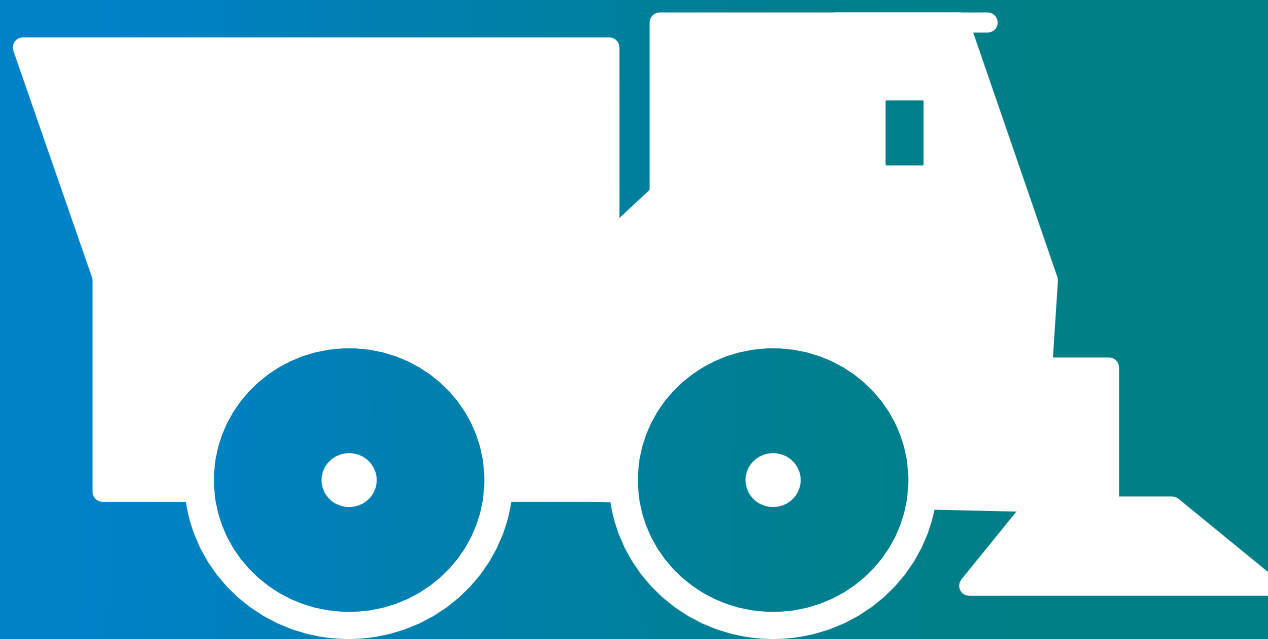
Germany Hamburg, Freudenberg, Cuxhaven, Hanover, Hörter | **USA** Ansonia, Park Ridge, Saint Paul, Topeka | **China** Hong Kong, Qingdao | **France** Houilles | **United Kingdom** Rochdale | **India** Bangalore | **Italy** Rescaldina | **Croatia** Beliše | **Malaysia** Kuala Lumpur | **Poland** Olsztyn | **Slovakia** Dubnica nad Váhom | **Thailand** Bangkok



SALES IN € MILLION
503

NUMBER OF EMPLOYEES
(ANNUAL AVERAGE)
2,290

COMPANIES
25



CLEANING TECHNOLOGY

Hako is a pioneer in European cleaning technology. The transition into the Possehl Group took place in the years between 2004 and 2007. Today, Hako's around 2,300 employees worldwide ensure excellent cleaning results for clean cities and municipalities as well as perfectly maintained green areas around the globe.



CLEANING TECHNOLOGY

Leading manufacturer of professional cleaning machines

Providing innovative cleaning machines, multifunctional implement carriers and transporters as well as a comprehensive package of product-related services, the company based in Bad Oldesloe/Germany sees itself as a system and service provider. As a leading global manufacturer of high-performance technology for professional indoor and outdoor cleaning as well as grounds maintenance, the Hako Group serves a broad range of target groups with its brands Hako, Minuteman and PowerBoss. The company runs production sites in Germany, Poland and the US. The "Cleaning Technology" product range comprises sweepers and vacuum sweepers, scrubber-driers, small devices used to clean buildings, as well as cleaning chemicals and floor care products.


www.hako.com

In addition to providing customised solutions for a wide range of applications, Hako offers comprehensive global after-sales services for increased efficiency and optimal cleaning results. Hako's close-knit global sales and service network is one of the key factors that contribute to the company's success. With around 2,300 employees worldwide, the Hako Group generated annual sales of more than half a billion euros for the first time in 2021.

The "Municipal Technology" segment offers outdoor cleaning machines as well as compact multifunctional implement carriers with articulated steering, and manufactures commercial vehicles. Thanks to ground-breaking innovations providing superior efficiency, eco-friendliness and ease-of-use, Hako is the leading supplier in this market segment for compact implement carriers and transporters.

At the end of 2018, Hako acquired the medium-sized company von Oertzen, adding high-pressure cleaners and high-pressure extinguishing technology to its portfolio.



SCOPE OF ACTIVITIES/ PRODUCTS

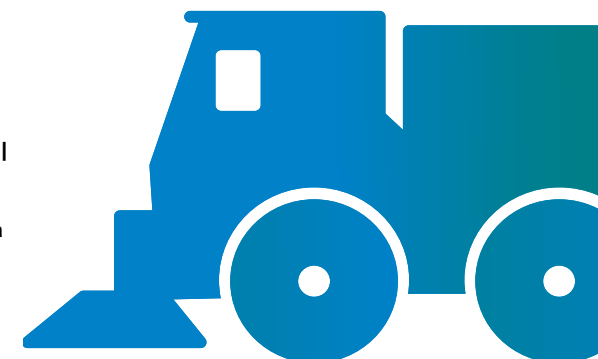
- Cleaning Technology
- Municipal Technology

CUSTOMER GROUPS

- Services & Facility Management
- Trading companies
- Public sector
- General industry

BUSINESS SITES

Germany Ammersbek, Bad Oldesloe, Glindow, Trappenkamp, Waltershausen | **China** Hong Kong, Macao, Shanghai | **USA** Pingree Grove, Shoreview | **Poland** Krakow, Świeżyno | **Australia** Silverwater | **Belgium** Erpe-Mere | **Finland** Vantaa | **France** Plaisir | **United Kingdom** Crick | **The Netherlands** Andelst | **Norway** Oslo | **Sweden** Halmstad | **Switzerland** Sursee | **Spain** San Fernando de Henares



SALES IN € MILLION

182

NUMBER OF EMPLOYEES
(ANNUAL AVERAGE)

1,220

COMPANIES

22

PRINTING MACHINES

manroland Goss web systems GmbH is the leading supplier of web-fed offset printing solutions. The product portfolio comprises highly efficient, customised solutions for the industrial web offset printing of newspapers, magazines and advertising matter. In the field of digital printing, the company offers post press processing systems. In addition, the division is present on the market with in-house developed packaging printing machines and operates as a manufacturing partner for various industries. At the business site in Augsburg, the company also runs a modern industrial park.



PRINTING MACHINES

High-quality, customised web-fed offset printing solutions for the global printing industry

In August 2018, manroland web systems and Goss International, the two leading manufacturers of web-fed offset printing machines, merged into the joint venture manroland Goss web systems. In addition to its headquarters in Augsburg, manroland Goss web systems operates subsidiaries on four continents. Possehl holds 51% of the shares in the business while America Industrial Partners holds a 49% interest. manroland Goss web systems GmbH is the leading supplier of web-fed offset printing solutions for the segments of newspaper, publishing and commercial printing. With the acquisition of GWS Printing Systems at the end of 2018, the joint venture further expanded its business by tapping into the used-machines market including product-related services.

The two companies manroland web produktions-gesellschaft mbH and Industriepark Augsburg GmbH are also part of the Printing Machines division. Both companies are 100 % owned by Possehl. With a floor space of 150,000 square metres, the industrial park company (Industriepark Augsburg GmbH) is a key provider of office, production and warehouse space in Augsburg. The production company (manroland web produktionsgesellschaft mbH) offers a broad portfolio of manufacturing services for various industries, including the rotary and prismatic production of components, surface treatment, as well as measurement technology and electrical assembly.

Of the 1,220 people employed by this division on an annual average, 1,018 are employed by the joint venture, 263 by the production company, and 28 are allocated to the rental and service business.

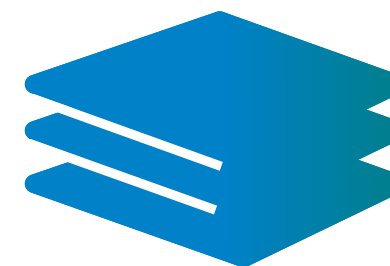


www.manrolandgoss.com
www.manroland-wp.com
www.grapho-metronic.com
www.gws.nl
www.industriepark-augsburg.de



SCOPE OF ACTIVITIES/ PRODUCTS

- o Web-fed offset newspaper printing
- o Web-fed offset commercial printing
- o Packaging printing
- o Digital printing (post press processing)
- o Manufacturing services
- o Rentals and services



51 %

manroland | GOSS

grapho metronic

100 %

manroland
web production

100 %

INDUSTRIEPARK
AUGSBURG
Ein Unternehmen der Possehl Gruppe

BUSINESS SITES

Germany Augsburg, Munich |
China Beijing, Shanghai |
United Kingdom High Wycombe, Preston |
USA Exeter | **Australia** Regents Park |
France Creil | **India** New Delhi |
Japan Sayama | **Canada** Mississauga |
The Netherlands Waalwijk | **Singapore**

CUSTOMER GROUPS

- o Newspaper and magazine publishers
- o Printing industry
- o Packaging industry
- o General industry



SALES IN € MILLION

161

COMPANIES

21

NUMBER OF EMPLOYEES
(ANNUAL AVERAGE)

889

INTRA-LOGISTICS

The division provides highly advanced hardware and software solutions to mailrooms around the world. Their customers include banks, insurance companies, telecommunication businesses, bulk mailing service providers and public authorities. Due to booming international online sales, the division's second foothold of manufacturing parcel sorting and conveyor systems for the logistics and postal industries, is constantly growing in significance.



INTRALOGISTICS

Leading supplier of intelligent automation solutions

Böwe Systec is one of the globally leading full-range suppliers for highly automated mailrooms, and, with its main product inserting machines, is the market leader in Europe. The company's product portfolio also includes mailing systems for plastic cards, efficient software for controlling and monitoring document management systems and processes, as well as providing the entire range of product-related services.

By acquiring a 70 % majority share in Optimus Sorter Holding B.V., a Dutch-based company specialising in sorting and conveyor systems for the logistics and postal industries, e-commerce providers as well as retailers and wholesalers, the Bowe Group successfully expanded its scope of activities in the past years and benefits from a booming global market. The remaining shares were purchased last year, so that Optimus Sorter is wholly owned by the Possehl Group. Today, this business segment, further expanded by the acquisition of a majority interest in the Swedish conveyor system specialist SGA Conveyor System AB, is the division's main pillar.

At the beginning of 2019, another majority shareholder was added to the division's portfolio by acquiring a majority stake in the software specialist Red Ledge, whose automation solutions are used in postal and parcel sorting centres as well as in production and warehousing facilities.

The Bowe Group is now divided into three divisions:

- Bowe Systec
- Bowe Intralogistics
- Bowe IQ

Around 380 of the company's just under 900 employees work at the company's Augsburg-based headquarters, while the remaining employees work at one of the numerous sales and service companies based in Europe, Japan and the US as well as the production companies in the Netherlands and Sweden.



www.bowe.com
www.optimussorters.com
www.sga-conveyor.se
www.redledge.co.uk



SCOPE OF ACTIVITIES/ PRODUCTS

- Enveloping machines
- Card mailing systems
- Personalisation systems
- Letter and parcel sorting systems with logistics applications

CUSTOMER GROUPS

- Banks/ insurance companies
- Public authorities
- Logistics companies
- Bulk mailing service providers
- Telecommunication businesses

BUSINESS SITES

Germany Augsburg | **United Kingdom** High Wycombe, Holmfirth | **The Netherlands** Apeldoorn, Beuningen | **Sweden** Kinna, Nyköping | **Belgium** Vilvoorde | **France** Noisy-le-Sec | **Ireland** Dublin | **Italy** Rome | **Japan** Tokyo | **Austria** Vienna | **Portugal** Sintra | **Switzerland** Volketswil | **Spain** Madrid | **USA** Raleigh



BOWE
GROUP

SGA
CONVEYOR SYSTEMS AB

OPTIMUS
SORTERS
MEMBER OF BOWE SYSTEC GROUP

REDLEDGE

COMPANIES

9

SALES IN € MILLION

2,095

NUMBER OF EMPLOYEES
(ANNUAL AVERAGE)

989

PRECIOUS METALS PROCESSING

The Heimerle + Meule Group is an internationally operating group of companies that is active in the precious metals business. The broadly diversified product and service portfolio requires comprehensive know-how in different markets and covers various application areas including the jewellery and watch-making industry, automotive suppliers from the electronics industry, and dental companies.



PRECIOUS METALS PROCESSING

A traditional and Europe-wide leading group of companies in the precious metals sector

Heimerle + Meule, one of the oldest gold and silver refineries in Germany, stands for reliability, trust and competence in the precious metals business. For more than 175 years, these principles have been the company's basis for long-term successful customer relationships. Founded in Pforzheim in 1845, the company has developed into a leading European full-range supplier in the precious metals processing sector. Equipped with sufficient leeway for its own economic initiative, Heimerle + Meule GmbH has been part of the Possehl Group since 1951. With the acquisition of the Cookson Precious Metals Group in 2013, the enterprise expanded and was transformed into the Heimerle + Meule Group.

In the process of expanding the supplier business for the jewellery industry, the UK-based family business Weston Beamor was acquired in early 2018, which contributed to the fact that the company is perfectly lined up for a bright future in the international precious metals market. In addition to the Pforzheim-based parent company and a branch office in Austria, the company currently operates six subsidiaries in the UK, France, the Netherlands, Spain and Portugal.

All of the companies enjoy leading positions in their regional markets. The Heimerle + Meule Group is a reliable partner in the precious metals recycling sector for both national and international jewellery enterprises and industrial companies as well as dental laboratories and runs four production sites including two modern precious metals refineries recovering fine metals (gold, silver, platinum and palladium) to the highest levels of purity. From its offices in Birmingham, the company conducts online trading of precious metal products in many European countries.



www.heimerle-meule.com
www.cookson-clal.com
www.cooksongold.com
www.sempsajp.com
www.westonbeamor.com



BUSINESS SITES

Germany Pforzheim |
United Kingdom Birmingham, Witham |
France Paris | **The Netherlands** Amsterdam |
Portugal Porto | **Spain** Madrid



SCOPE OF ACTIVITIES/ PRODUCTS

- Precious metals recycling
- Semi-finished precious metal products/jewellery
- Chemical industry/electroplating
- Precious metals trading/investment products
- Industrial recycling
- Dental products

CUSTOMER GROUPS

- Jewellery industry
- Electrical engineering industry
- Dental laboratories
- End consumers

COMPANIES

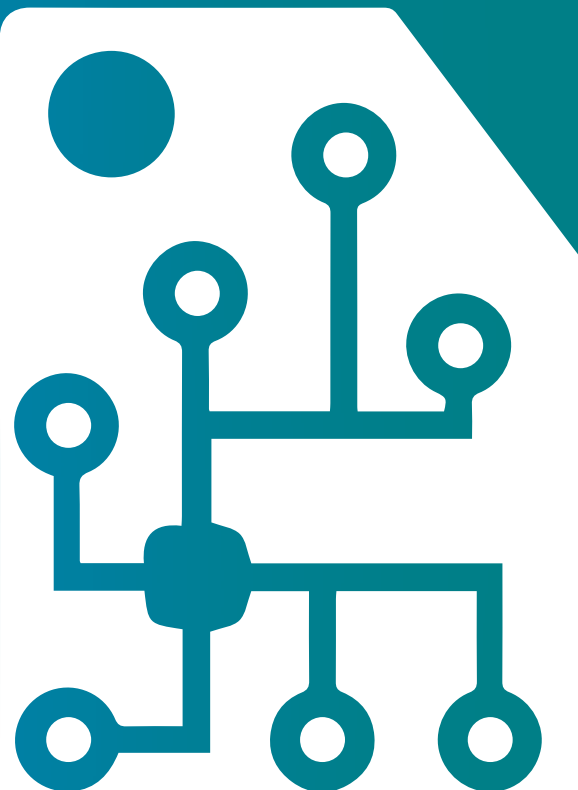
13

SALES IN € MILLION

268

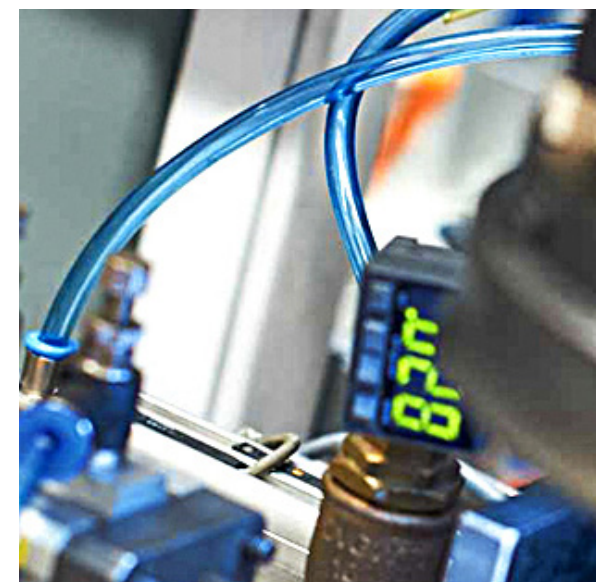
NUMBER OF EMPLOYEES
(ANNUAL AVERAGE)

1,645



ELECTRONICS

Developing and manufacturing highly complex electromechanical components for the automotive supply and semiconductor industries requires absolute precision. A major supplier in the two segments “Automotive” and “Semicon”, the division comprises nine international subsidiaries in addition to its two German-based production sites.



ELECTRONICS

Leading manufacturer of semiconductor component carriers and electromechanical components

Possehl Electronics has been developing highly complex precision components for the microelectronics and automotive industries for decades. Focussing on their customers' high demands, the division's experts develop and industrialise smart production concepts that meet the highest technological standards. Possehl Electronics employs some 1,700 people at eleven business sites around the globe.

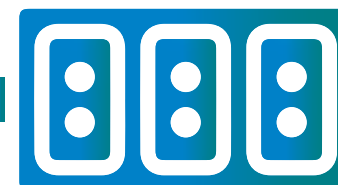
As a major supplier for the automotive electronics industry, the company's product range in the "Automotive" segment comprises technologically advanced punched and bent components produced in large batches as well as highly complex mechanical and mechatronic assemblies. The products find their use, for example, in the production of navigation, braking and exhaust systems as well as in electronic control systems for automatic transmission. The components produced by Possehl Electronics are independent of the type of drive and can thus also be used for all-electric vehicles.

The "Semicon" segment comprises the production – mainly at the Asian sites and in the Netherlands – of lead frames used for manufacturing semiconductor chips and other electronic components, which are used in the semiconductor, LED and automotive industries as well as in the field of industrial automation and for safety and control systems.


www.possehlelectronics.de


SCOPE OF ACTIVITIES/ PRODUCTS

- Lead frames
- Electromechanical components
- Connectors



CUSTOMER GROUPS

- Automotive suppliers
- Semiconductor/electronics industries
- LED manufacturers

BUSINESS SITES

Germany Niefern-Öschelbronn, Wackersdorf |
China Dongguan, Hong Kong |
Malaysia Malakka | **Mexico** Puebla |
The Netherlands 's-Hertogenbosch | **Singapore** |
Czech Republic Dýšina | **USA** Rock Hill



COMPANIES
26

SALES IN € MILLION
452

NUMBER OF EMPLOYEES
(ANNUAL AVERAGE)
1,739

SPECIAL PURPOSE CONSTRUCTION

The companies allocated to this division primarily operate in selected niche markets in four different business segments focusing on surface treatment, construction and civil engineering, the restoration of buildings, as well as construction chemicals. Their customer groups include both the public and private sector, the construction industry and airports. Over the past years, due to numerous acquisitions, the division reported substantial growth and further expanded its business portfolio. Today, this segment is one of Possehl's many mainstays.



SPECIAL PURPOSE CONSTRUCTION

Specialised construction services for selected niche markets

SCOPE OF ACTIVITIES/ PRODUCTS

- Roads and other surfaces
- Construction and civil engineering, including turn-key construction
- Building restoration
- Construction chemicals

CUSTOMER GROUPS

- Public sector
- Airports
- Logistics companies
- Trading companies
- Construction industry
- General industry

Roads and other surfaces



Possehl Spezialbau: The business, which has been part of the Possehl Group ever since its founding in 1956, provides special construction services focusing on the high-quality, value-preserving repair of roads, industrial floors and airport surfaces.

www.possehl-spezialbau.de



Thiendorfer Fräsdienst/P+S Pflaster- und Straßenbau GmbH: The business joined the Possehl Group in 2015. Specialising in the reconstruction of asphalt surfaces, the company uses state-of-the-art milling technology to rework surfaces and constructs complete roadways to the latest standards in road engineering.

www.thiendorfer.de

www.punds-bau.de



Innobit: Since 2019, the company has been strengthening the product area of renovation and maintenance of surfaces through the use of thin-layer asphalt.

www.innophalt.de



BUSINESS SITES

Germany Amberg, Bremen, Dorsten, Duisburg, Erfurt, Essen, Frankfurt am Main, Kaiserslautern, Klettbach, Schüttorf, Sprendlingen, Thiendorf, Wülknitz |

The Netherlands Oosterhout, Nijmegen | **France** Poissy |

Croatia Jastrebarsko |

Austria Griffen |

Slovenia Maribor

Building restoration



Bennert: The specialist company providing preservation and maintenance of historical buildings is one of the largest and most efficient enterprises specialised in monument preservation and building restoration in Europe and has been part of Possehl's portfolio since 2008.

www.bennert.de



Nüthen: Acquired by Possehl in 2014, the company specialising in the preservation of historical monuments provides a wide range of services, from classic conservation and restoration work to efficient solutions in the field of brick work, plastering and paint work as well as various services involving special technologies.

www.nuethen.de

Construction and civil engineering



DFT Deutsche Flächen-Technik Industrieboden: The wholly-owned subsidiary of Possehl Spezialbau specialises in manufacturing seamless industrial floor systems and works in close cooperation with general constructors and architects. Every year, the company's employees lay around 1 million square metres of industrial floors all across Europe.

www.dft-bremen.de



JACBO has been successfully active in the field of special civil engineering since 1995 and offers pillar foundations for all requirements across Germany. From detached family homes to industrial buildings and road infrastructure, JACBO ensures safe foundations for any kind of engineered structure. The company joined the Possehl Group in 2019.

www.jacbo.com



Jöst Generalunternehmen:

The product portfolio of the general constructor primarily comprises turn-key and shell construction. The company, which is well-known in the Rhine-Main region, has been part of the Possehl Group since 2018.

www.joest-bau.de



Mickan Generalbaugesellschaft:

As one of the largest general constructors in Bavaria's mid-tier market, Mickan provides the entire range of construction services – construction & civil engineering both above and below ground, turn-key construction – for public and private clients. The company joined the Possehl Group in 2011.

www.mickan-bau.de

Construction chemicals



cds Polymere: The company develops and manufactures PC mortar and epoxy resin coatings used for maintenance and repair work in both industrial and road construction. The products are used, for example, to create and build outdoor surfaces, bicycle paths, machine foundations and aviation areas.

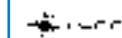
www.cds-polymere.de



Euroquarz: The Euroquarz Group, acquired in 2009, specialises in extracting silica sands and quartz gravels from their own raw material deposits for subsequent processing and refining for a variety of applications. In addition, the group's subsidiary PK Rohstoffe operates in the field of reprocessing, reutilisation and recycling of waste material from the steel and iron industry.

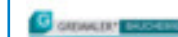
www.euroquarz.com

www.pk-rohstoffe.de



Pagel Spezial-Beton: For more than four decades, Pagel has been developing and manufacturing mortar casting and concrete repair systems, selling its products around the world. The company also joined the Possehl Group in 2009.

www.pagel.com



Gremmler Bauchemie as a joint venture: Founded in 1986, the company offers a wide range of reactive resin systems and liquid plastics. The products are used for hard-wearing coatings and sealing of industrial floors or ballast bonding in railway tracks.

www.gremmler.de

SALES IN € MILLION

196

NUMBER OF EMPLOYEES
(ANNUAL AVERAGE)

907

COMPANIES

28

IDENTIFICATION SOLUTIONS

Founded as a spin-off in 2017, the division pools the Group's activities in the fields of print & apply and labelling systems. The product range comprises logistically integrated labelling systems as well as comprehensive software solutions and consumables. This business segment, especially due to expanding its corporate portfolio, has grown steadily over the past years. The Identification Solutions division stands for the successful spin-off of business activities from our mid-tier segment on the one hand, and for the consistent implementation of our buy-and-build strategy on the other.



IDENTIFICATION SOLUTIONS

A showcase for a long-term successful buy-and-build strategy

The identification and labelling of products, and subsequently ensuring complete tracking & tracing of goods, is already of high relevance for many branches of industry, such as the food, automotive and pharma industries, and will continue to gain in importance over the coming years. In establishing the Identification Solutions division, Possehl, applying the buy-and-build principle, succeeded in positioning itself competitively in this global growth market through systematic acquisitions and has continuously expanded its market position.

Our eighth division within the Possehl Group comprises the two company groups Logopak Systeme and Novexx Solutions as well as the companies Eidos and Nordvalls acquired in 2017. In 2019, Etipack, another renowned manufacturer of industrial labelling solutions based in Italy, joined the Possehl Group. The labelling business was expanded further by the majority acquisition of the UK-based company The Watermill Press Ltd. in 2020. In 2021, Lari Tryck, a Scandinavian family business, was added as a further company for the labelling sector. With its sophisticated product portfolio, highly diversified know-how and extensive software competencies, the division offers a wide range of individual solutions in the fields of development, production and sales of logistically integrated labelling systems serving as an interface between production and logistics, as well as digital thermal transfer printers, self-adhesive labels and thermal transfer films.



www.novexx.com
www.lss-dk.com
www.eidos.eu
www.watermillpress.co.uk
www.logopak.com
www.nordvalls.se
www.etipack.it
www.datakamp.de
www.laritryck.se



BUSINESS SITES

Germany Auenwald, Buxtehude, Düsseldorf, Eching, Hartenholm, Ostfildern | **The Netherlands** Breda, Lijnden, Utrecht | **United Kingdom** Bradford, York | **Italy** Chieri, Cinisello Balsamo | **Sweden** Bjuv, Göteborg, Sjöbo | **China** Shanghai | **Denmark** Randers | **France** Rungis | **India** Bangalore | **Poland** Warsaw | **Spain** Castellar del Vallès | **Turkey** Istanbul | **USA** Wilmington

Moreover, the division has outstanding competencies in the field of software solutions. In addition to its own firmware, it develops software packages for label designing and database connection. Most recently, the division's know-how in this particular business segment was strengthened even further by the majority acquisition of datakamp System GmbH & Co. KG. Operating with 907 employees in 13 countries, the division achieves annual sales of around €200 million.

SCOPE OF ACTIVITIES/ PRODUCTS

- Labelling systems
- Consumables
- Software solutions

CUSTOMER GROUPS

- Food industry
- Pharma industry
- Chemical industry
- Logistics



NOVEXX
SOLUTIONS

Logopak

LSS
ETIKETTERING A/S
LABELLING SYSTEMS SCANDINAVIA

NORDVALLS

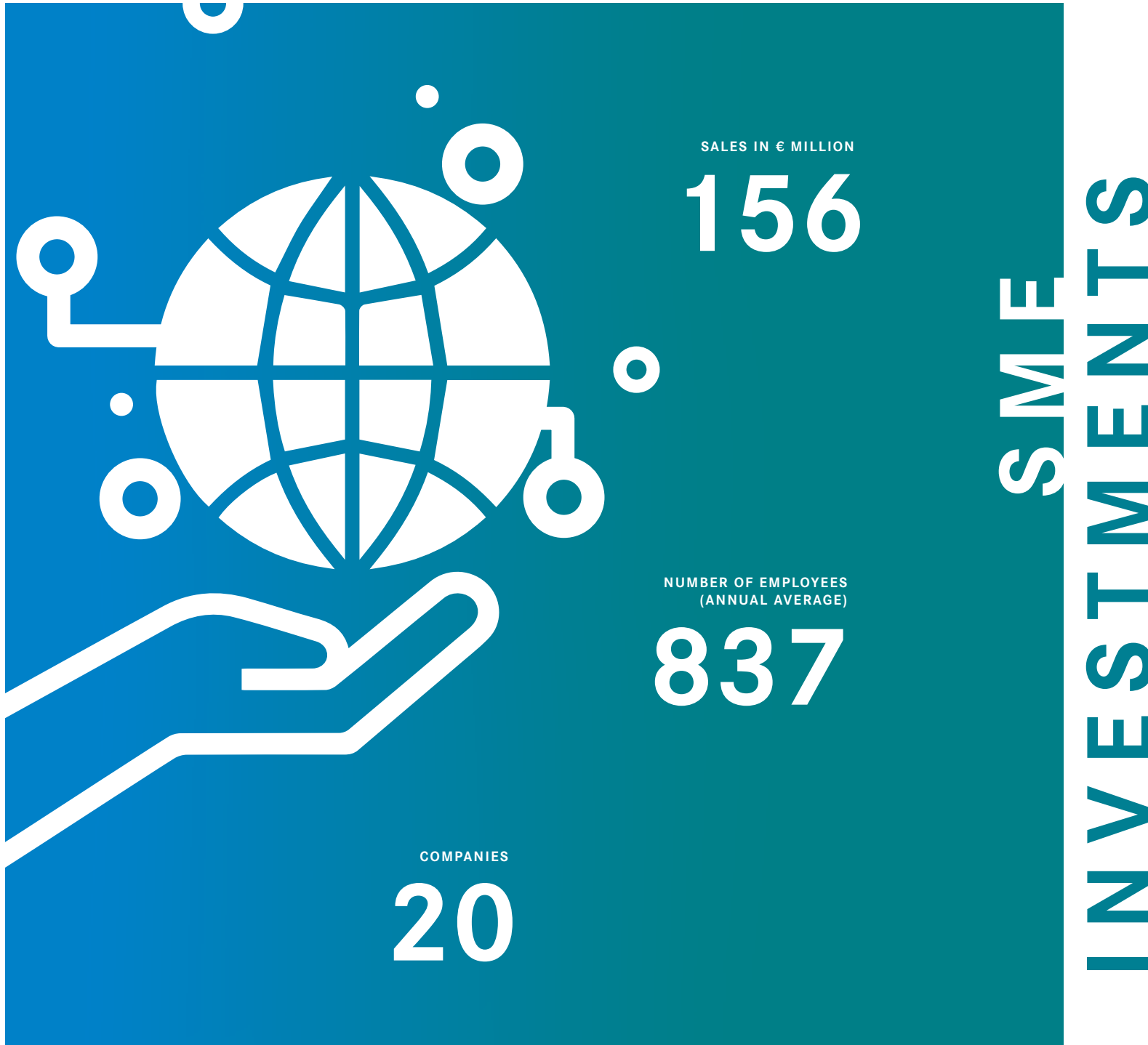
EIDOS
Labelling & Marking Digital Printers

ETIPACK
LABELLING & LOGISTICS SYSTEMS

Watermill
YOUR PRODUCT IDENTIFICATION PARTNER

datakamp
System GmbH & Co. KG

LariTryck
en del av NORDVALLS ETIKETT AB



Focussing on German industrial enterprises, the division offers mid-tier companies the reliable prospect of successful long-term development under the umbrella of the Possehl Group. Furthermore, the division describes itself as “a platform fostering the development of new and independently operating divisions”. We achieved this in 2017 with our Identification Solutions division and again at the beginning of 2021 with the spin-off of the FoodTech Group.

SME INVESTMENTS

A reliable long-term perspective under the umbrella of the Possehl Group

SME companies (small and medium-sized enterprises) are one of the most important pillars of the German economy. With their innovative drive and high degree of flexibility, they make an important contribution to the country's economic dynamics. Being able to develop long-term perspectives is a decisive factor for German SME companies, which are often owner-managed businesses generating annual sales of between €10 and 70 million in niche markets. This, however, requires the right mix of visionary planning and flexible acting. Within the Possehl Group, the SME Investments division offers suitable companies safe conditions for steady growth. We target companies already operating in a stable market environment, which have both a good market position and reputation and conduct business in a sustainably profitable manner.

It is very important to us that the companies preserve their identity as mid-tier businesses and that the sole responsibility for operational decisions remains with the companies' managements after being incorporated into the Group's portfolio. At the same time, they profit from being a member of the financially sound Possehl Alliance, which pursues the philosophy of long-term investments in their portfolio companies and developing new independently operating divisions for the Possehl Group through applying the buy-and-build strategy. After spinning off the FoodTech Group, the portfolio of our SME segment comprises the companies and groups of companies mentioned above.

SCOPE OF ACTIVITIES/ PRODUCTS

- Mechanical and system engineering
- Technical products
- Services

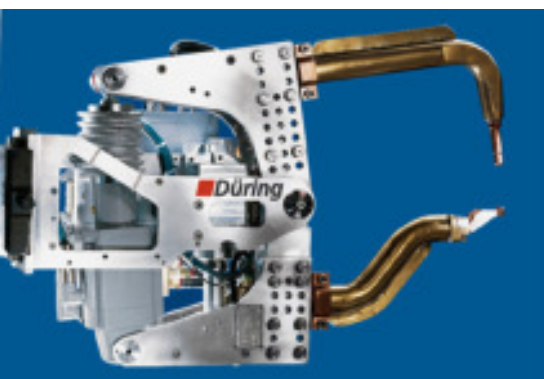
BUSINESS SITES

Germany Bremen, Emsdetten, Hamburg, Königsbrunn, Lübeck, Reinfeld, Valluhn | **China** Shanghai, Taicang | **Brazil** Itatiba | **Denmark** Esbjerg | **Austria** Pinsdorf | **Poland** Olsztyn | **Switzerland** Mägenwil

 <p>Schwarte Group GmbH www.schwarte-jansky.com</p>	 <p>Gabler Maschinenbau GmbH www.gabler-naval.com</p>	 <p>develogic GmbH www.develogic.de</p>	 <p>Gabler Thermoform GmbH & Co. KG www.gabler-thermoform.com</p>
 <p>SAVO TECHNIK Rotationsguss GmbH www.rotationsguss.com</p>	 <p>Kleine Wolke Textil-gesellschaft mbH & Co. KG www.kleinelwolke.com</p>	 <p>Düring Schweißtechnik GmbH www.duering-welding.com</p>	 <p>Possehl Umweltschutz GmbH/ nordrohr GmbH www.possehl-umweltschutz.de www.nordrohr.de</p>

CUSTOMER GROUPS

- General industry
- Municipalities
- End consumers



COMPANIES

3

NUMBER OF EMPLOYEES
(ANNUAL AVERAGE)

23

DIGITAL

At the beginning of the year 2021, we founded Possehl Digital GmbH, the tenth independently operating division within the Possehl Group. With this new division, we consistently pursue and implement our Group-wide innovation and digitisation initiatives.

DIGITAL

Possehl founds a new division

The proliferation of digital value chains has gained substantial momentum in recent years. Not only large enterprises but also SME companies need to face this trend. In addition to know-how and experience, they need qualified staff specially trained in digital technologies in order to actively take advantage of the opportunities provided by digital transformation processes. We already started to build up this expertise within our Group two years ago. Furthermore, within the framework of our most recently held Digital Conference 4.x, already the third of its kind, we have strongly boosted cross-divisional cooperation in individual clusters. By founding our tenth division "Digital", we have taken the next logical step forward, which we will implement wisely but with determination and a long-term perspective, as one has come to expect from Possehl. This means that we will build onto what we already have and supplement it bit by bit.

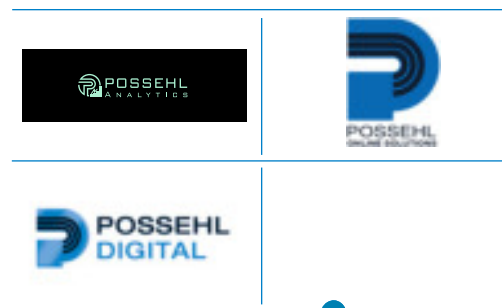
With Possehl Online Solutions and Possehl Analytics, we have made two spin-offs from manroland Goss. Together with the digital expertise in the Possehl Holding, these two companies form the foundation of the new division and thus provide the basis for sustainable internal and external growth in the future.

What the business models of our two new companies – though very different – have in common is their comprehensive know-how in mechanical engineering as well as a young and dynamic team, hence the successful combination of start-ups and industrial experience.


www.possehl.digital

SCOPE OF ACTIVITIES/ PRODUCTS

- Data-driven business models
- Marketplace solutions and brand shops
- Consulting services



BRANCHES OF INDUSTRY

- Mechanical engineering
- General industry

BUSINESS SITES

Germany Augsburg, Lübeck



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A solid financial foundation is the basis for long-term success

Consolidated statement of financial position

as of December 31

in € '000	2021	2020
Assets		
A. Noncurrent assets		
I. Intangible assets	127,416	141,422
II. Property, plant and equipment	468,257	441,257
III. Financial assets	19,243	23,649
	614,916	606,328
B. Current assets		
I. Inventories	492,980	340,570
II. Receivables and other assets		
1. Trade receivables	423,580	435,138
2. Other receivables and other assets	64,136	53,750
	487,716	488,888
III. Other securities	367	366
IV. Cash and cash equivalents	333,823	407,474
	1,314,886	1,237,298
C. Prepaid expenses	14,322	10,170
D. Deferred tax assets	5,638	5,202
Total assets	1,949,762	1,858,998

in € '000	2021	2020
Equity & Liabilities		
A. Equity		
I. Subscribed capital	30,678	30,678
II. Other reserves	642,990	606,301
III. Changes in equity due to currency translation	-4,563	-15,247
IV. Retained earnings	503,816	463,118
V. Minority interests	-965	-4,604
	1,171,956	1,080,246
B. Difference from the consolidation of equity	512	929
C. Provisions		
1. Pension provisions	141,409	135,973
2. Miscellaneous provisions	263,932	274,225
	405,341	410,198
D. Liabilities		
1. Bank loans	31,369	52,380
2. Trade payables	150,211	130,644
3. Miscellaneous liabilities	178,238	171,314
	359,818	354,338
E. Deferred income	12,135	13,287
Total equity and liabilities	1,949,762	1,858,998

Consolidated income statement

from January 1 to December 31

in € '000	2021	2020
Net sales	4,360,451	4,429,623
Changes in finished goods, work in progress and capitalized own work	99,612	-77,809
Other operating income	67,325	52,714
Cost of materials	3,164,926	3,108,572
Gross profit	1,362,462	1,295,956
Personnel expenses	767,078	735,107
Depreciation and amortization	97,071	95,357
Other operating expenses	324,578	327,620
Net investment result	3,370	1,317
Net interest result	-21,431	-19,993
Other financial results	-292	724
Earnings before taxes	155,382	119,920
Income taxes	47,155	49,294
Earnings after income taxes	108,227	70,626
Other taxes	4,925	5,381
Consolidated net profit for the period	103,302	65,245
of which attributable to non-controlling interests	4,307	2,766

Consolidated cash flow statement

from January 1 to December 31

in € '000

Consolidated net profit for the period

Appreciations/depreciations on non-current assets

Changes in accruals and provisions

Other non-cash expenses and income

Change in working capital

Gains and losses on the disposal of non-current assets and the sale of consolidated companies and business units

Interest expenses/income

Income from investments

Income tax expense/income

Income tax payments

Cash flow from operating activities

Proceeds from the disposal of intangible assets and property, plant and equipment

Proceeds from the disposal of non-current financial assets and the sale of consolidated companies and business units

Payments for investments in intangible assets and property, plant and equipment

Payments for investments in non-current financial assets and for the acquisition of consolidated companies and business units

Payments for the acquisition of funding assets

Interest received

Dividends received

Cash flow from investment activities

Payments to shareholders (including minority interests)

Change in bank loans

Change in other financial receivables/liabilities

Proceeds from subsidies/contributions received

Interest paid

Cash flow from financing activities

Cash-relevant changes

Net change in cash and cash equivalents due to exchange rate differences and valuation changes

Net change in cash and cash equivalents due to changes in the Group of consolidated companies

Cash funds at the beginning of the period

Cash funds at the end of the period

Composition of cash funds

Cash and cash equivalents at the end of the year

Bank liabilities due on demand at the end of the year

2021

2020

103,302

65,245

97,367

95,268

-11,758

12,944

4,499

13,450

-129,510

38,384

-9,007

-1,786

21,431

19,993

-3,370

-1,317

47,155

49,294

-45,407

-37,372

74,702

254,103

11,031

6,909

1,928

3,505

-90,408

-90,972

-11,186

-31,306

-3,526

-3,729

1,069

1,224

1,751

263

-89,341

-114,106

-24,042

-23,396

-14,810

1,912

-2,257

-1,856

856

1,298

-12,120

-12,192

-52,373

-34,234

-67,012

105,763

3,858

-3,630

104

10,793

379,738

266,812

316,688

379,738

333,823

407,474

-17,135

-27,736

List of shareholdings

as of December 31

I. Consolidated Group companies

Name	Registered in	Share of capital (in %)
Tyre Technology		
Harburg-Freudenberger Maschinenbau GmbH	Hamburg/Germany	100.00
Harburg-Freudenberger (France) S.A.R.L.	Houilles/France	100.00
Harburg-Freudenberger Belišće d.o.o.	Belišće/Croatia	100.00
Pomini Rubber & Plastics S.r.l.	Rescaldina/Italy	100.00
HF NaJUS. a.s.	Dubnica nad Váhom/Slovakia	100.00
HF Rubber Machinery. Inc.	Topeka/USA	100.00
Mesabi Control Engineering. Ltd.	Saint Paul/USA	100.00
Possehl Inc.	Park Ridge/USA	100.00
Farrel Corporation	Ansonia/USA	100.00
Farrel Limited	Rochdale/United Kingdom	100.00
Farrel Asia Limited	Hong Kong/China	100.00
Harburg-Freudenberger Machinery (China) Co., Ltd.	Qingdao/China	100.00
INDUS UTH HF Mixing Systems Pvt. Ltd.	Bangalore/India	66.66
HF Mixing Group Services (S.E.A.) Sdn. Bhd.	Kuala Lumpur/Malaysia	60.00
HF Mixing Group Service (Thailand) Ltd.	Bangkok/Thailand	100.00
Cleaning Technology		
Hako GmbH	Bad Oldesloe/Germany	100.00
Hako Service GmbH	Bad Oldesloe/Germany	100.00
von Oertzen GmbH	Ammersbek/Germany	100.00
PlasTec Technology GmbH	Trappenkamp/Germany	100.00
Hako Benelux Holding B.V.	Andelst/The Netherlands	100.00
Hako B.V.	Andelst/The Netherlands	100.00
Hilco Chemie B.V.	Andelst/The Netherlands	100.00
N.V. Hako Belgium S.A.	Erpe-Mere/Belgium	100.00
Labor Hako S.A.S.	Plaisir/France	100.00
Solvvert S.A.S.	Plaisir/France	100.00
Hako Espana S.A.	San Fernando de Henares/Spain	100.00
Hako Polska Sp. z o.o.	Krakow/Poland	100.00
Hako Technology Sp. z o.o.	Świeszyno/Poland	100.00
Hako Machines Ltd.	Crick/United Kingdom	100.00
Hako Ground & Garden AB	Halmstad/Sweden	100.00
Hako Ground & Garden A/S	Oslo/Norway	100.00
OY Hako Ground & Garden AB	Vantaa/Finland	100.00

Name	Registered in	Share of capital (in %)
Hako Schweiz AG	Sursee/Switzerland	100.00
Minuteman International. Inc.	Pingree Grove/USA	100.00
Minuteman PowerBoss Corporation	Pingree Grove/USA	100.00
Multiclean. Inc.	Shoreview/USA	100.00
I & B Cleaning Equipment Ltd.	Hong Kong/China	100.00
Hako (Macau) Company Ltd.	Macao/China	96.00
Hako Cleaning System (Shanghai) Co., Ltd.	Shanghai/China	100.00
Hako Australia Pty. Ltd.	Silverwater/Australia	100.00
Printing Machines		
manroland web systems Holding GmbH	Lübeck/Germany	100.00
manroland Goss web systems GmbH	Augsburg/Germany	51.00
grapho metronic Mess- und Regeltechnik GmbH	Munich/Germany	100.00
manroland Goss web systems UK Ltd.	High Wycombe/United Kingdom	100.00
manroland Goss web systems France S.A.S.	Creil/France	100.00
manroland Goss web systems (India) Pvt. Ltd.	New Delhi/India	100.00
manroland Goss web systems Australasia Pty. Ltd.	Regents Park/Australia	100.00
manroland Goss web printing equipment (Beijing) Co., Ltd.	Beijing/China	100.00
manroland Goss web systems Americas LLC	Durham/USA	100.00
manroland Goss web systems UK Solutions Ltd.	Preston/United Kingdom	100.00
manroland Goss web systems Singapore Pte. Ltd.	Singapore	100.00
manroland Goss web systems Japan Corp.	Sayama/Japan	100.00
manroland web systems Canada Inc.	Mississauga/Canada	100.00
Goss International Trading (Shanghai) Co., Ltd.	Shanghai/China	100.00
GWS International B.V.	Waalwijk/The Netherlands	100.00
GWS Agencies B.V.	Waalwijk/The Netherlands	100.00
GWS Printing Systems B.V.	Waalwijk/The Netherlands	100.00
Print Invest & Consult B.V.	Waalwijk/The Netherlands	100.00
Industriepark Augsburg GmbH	Augsburg/Germany	100.00
manroland web Industriepark Betriebsgesellschaft mbH	Augsburg/Germany	100.00
mrws Grundstücks-gesellschaft mbH	Augsburg/Germany	100.00
manroland web produktionsgesellschaft mbH	Augsburg/Germany	100.00

I. Consolidated Group companies

Name	Registered in	Share of capital (in %)
Intralogistics		
BÖWE SYSTEC GmbH	Lübeck/Germany	100.00
BÖWE SYSTEC (Schweiz) AG	Volketswil/Switzerland	100.00
BÖWE SYSTEC AUSTRIA GmbH	Vienna/Austria	100.00
BÖWE SYSTEC AB	Nyköping/Sweden	100.00
BÖWE SYSTEC BENELUX B.V.	Apeldoorn/The Netherlands	100.00
BÖWE SYSTEC NEDERLAND B.V.	Apeldoorn/The Netherlands	100.00
N.V. BÖWE SYSTEC S.A.	Vilvoorde/Belgium	100.00
BÖWE SYSTEC S.A.S.	Noisy-le-Sec/France	100.00
BÖWE SYSTEC S.A.	Madrid/Spain	100.00
BÖWE SYSTEC Comércio de Equipamentos Para Escritório S.A.	Sintra/Portugal	100.00
BÖWE SYSTEC S.p.A.	Rome/Italy	100.00
BÖWE SYSTEC Ltd.	High Wycombe/United Kingdom	100.00
BÖWE SYSTEC (IR) Ltd.	Dublin/Ireland	100.00
BÖWE SYSTEC North-America Inc.	Raleigh/USA	100.00
BÖWE SYSTEC JAPAN Ltd.	Tokyo/Japan	100.00
Optimus Sorter Holding B.V.	Beuningen/The Netherlands	100.00
Optimus Sorter Technology B.V.	Beuningen/The Netherlands	100.00
Optimus Sorter Projects B.V.	Beuningen/The Netherlands	100.00
Red Ledge Ltd.	Holmfirth/United Kingdom	51.00
SGA Conveyor System AB	Kinna/Sweden	75.00
Precious Metals Processing		
Heimerle + Meule GmbH	Pforzheim/Germany	100.00
Cookson Precious Metals Limited	Birmingham/United Kingdom	100.00
Cookson Drijfhout B.V.	Amsterdam/The Netherlands	100.00
Cookson Métaux Précieux S.A.	Paris/France	100.00
Sempsa Joyería y Platería. S.A.	Madrid/Spain	100.00
Koutadly - Consultadoria Económica e Participações. S.A.	Porto/Portugal	100.00
Weston Beamor Holdings Limited	Birmingham/United Kingdom	100.00
WB The Creative Jewellery Group Limited	Birmingham/United Kingdom	100.00
Gecko Trading Limited	Witham/United Kingdom	100.00

Name	Registered in	Share of capital (in %)
Elektronics		
Possehl Electronics Deutschland GmbH	Niefern-Öschelbronn/Germany	100.00
Possehl Electronics Wackersdorf GmbH	Wackersdorf/Germany	100.00
Possehl Electronics Czech Republic s.r.o	Dýšina/Czech Republic	100.00
Possehl Electronics Puebla S. de R.L. de C.V.	Puebla/Mexico	100.00
Possehl Electronics Nederland B.V.	's-Hertogenbosch/The Netherlands	100.00
Possehl Electronics France S.A.S.	Roche la Molière/France	100.00
Possehl Electronics Hong Kong Ltd.	Hong Kong/China	100.00
Possehl Laminates Ltd.	Hong Kong/China	100.00
Dongguan Possehl Electronics Co. Ltd.	Dongguan/China	100.00
Possehl Electronics Singapore Pte. Ltd.	Singapore	100.00
Possehl Electronics (Malaysia) Sdn. Bhd.	Malakka/Malaysia	100.00
Possehl (Malaysia) Sdn. Bhd.	Malakka/Malaysia	100.00
Possehl Connector Services SC. Inc.	Rock Hill/USA	100.00
Special Purpose Construction		
Possehl Spezialbau GmbH	Sprendlingen/Germany	100.00
cds Polymere GmbH & Co. KG	Sprendlingen/Germany	100.00
cds Polymere Verwaltungs GmbH	Sprendlingen/Germany	100.00
Possehl Aannemingsmaatschappij B.V.	Oosterhout/The Netherlands	100.00
Possehl Spezialbau Ges.m.b.H.	Griffen/Austria	100.00
Possehl Posebne Gradnje d.o.o.	Maribor/Slovenia	100.00
Possehl Posebne Gradnje d.o.o.	Jastrebarsko/Croatia	100.00
Thiendorfer Fräsdienst GmbH & Co. KG	Thiendorf/Germany	100.00
Thiendorfer Fräsdienst Verwaltungs GmbH	Thiendorf/Germany	100.00
P+S Pflaster- und Straßenbau GmbH	Wülknitz/Germany	100.00
Innobot GmbH	Kaiserslautern/Germany	100.00
DFT Deutsche Flächen-Technik Industrieboden GmbH	Bremen/Germany	100.00
Jöst Bauunternehmen GmbH	Frankfurt am Main/Germany	100.00
JACBO Pfahlgründungen GmbH	Schüttorf/Germany	100.00
EFG Equipment B.V.	Nijmegen/The Netherlands	100.00
Bennert GmbH Betrieb für Bauwerksicherung	Klettbach/Germany	100.00
Nüthen Restaurierungen GmbH + Co. KG	Erfurt/Germany	100.00
Nüthen Verwaltungs GmbH	Erfurt/Germany	100.00
EUROQUARZ GmbH	Dorsten/Germany	100.00
PAGEL Spezial-Beton GmbH & Co. KG	Essen/Germany	74.00

I. Consolidated Group companies

Name	Registered in	Share of capital (in %)
PAGEL Spezial-Beton Beteiligungs-GmbH	Essen/Germany	74.00
PAGEL Technische Mörtel GmbH & Co. KG	Essen/Germany	100.00
PAGEL S.A.S.	Poissy/France	70.00
PK Rohstoffe GmbH	Duisburg/Germany	100.00
Mickan Generalbaugesellschaft Amberg mbH & Co. KG	Amberg/Germany	100.00
Mickan Generalbaugesellschaft Amberg Verwaltungs-mbH	Amberg/Germany	100.00
Identification Solutions		
LOGOPAK Systeme GmbH & Co. KG	Hartenholm/Germany	100.00
LOGOPAK Systeme Verwaltungs GmbH	Hartenholm/Germany	100.00
LOGOPAK Vertriebsgesellschaft West mbH	Düsseldorf/Germany	100.00
LOGOPAK Vertriebsgesellschaft Süd mbH	Auenwald/Germany	100.00
LOGOPAK International Ltd.	York/United Kingdom	60.00
LOGOPAK Corporation	Wilmington/USA	100.00
LOGOPAK Systems AB	Göteborg/Sweden	100.00
LOGOPAK B.V.	Lijnden/The Netherlands	100.00
LOGOPAK East Sp. z o.o.	Warsaw/Poland	50.00
LOGOPAK SISTEMAS S.L.	Castellar del Vallès/Spain	60.00
LSS Etikettering A/S	Randers/Denmark	100.00
RK Danmark ApS	Randers/Denmark	100.00
Nordvalls Etikett AB	Sjöbo/Sweden	100.00
The Water Mill Press Ltd.	Bradford/United Kingdom	85.00
Novexx Solutions GmbH	Eching/Germany	100.00
Novexx Solutions B.V.	Utrecht/The Netherlands	100.00
Novexx Solutions S.A.S.	Rungis/France	100.00
Novexx ETIKETLEME SISTEMLERİ T.A.S.	Istanbul/Turkey	100.00
Novexx Solutions (Shanghai) Co., Ltd.	Shanghai/China	100.00
NOVEXX SOLUTIONS INDIA PVT. LTD.	Bangalore/India	100.00
Eidos S.r.l.	Chieri/Italy	100.00
Etipack S.p.A.	Cinisello Balsamo/Italy	100.00
Etipack B.V.	Breda/The Netherlands	100.00
bema Etikettiertechnik GmbH	Ostfildern/Germany	100.00
Altrapack Hungary Kft.	Budapest/Hungary	60.00
Printheadshop.com B.V.	Midwoud/The Netherlands	100.00
datakamp System GmbH & Co. KG	Buxtehude/Germany	62.21
datakamp Verwaltungs GmbH	Buxtehude/Germany	100.00

Name	Registered in	Share of capital (in %)
SME Investments		
Possehl Mittelstandsbeteiligungen GmbH	Lübeck/Germany	100.00
Possehl Umweltschutz GmbH	Lübeck/Germany	100.00
nordrohr GmbH	Reinfeld/Germany	100.00
Kleine Wolke Textilgesellschaft mbH & Co. KG	Bremen/Germany	100.00
KWV GmbH	Bremen/Germany	100.00
Kleine Wolke AG	Mägenwil/Switzerland	100.00
DMA Maschinen und Anlagenbau GmbH & Co. KG	Höxter/Germany	100.00
DMA Maschinen und Anlagenbau Verwaltungs GmbH	Höxter/Germany	100.00
Düring Schweißtechnik GmbH	Königsbrunn/Germany	100.00
Düring do Brasil Ltda.	Itatiba/Brazil	100.00
Düring (Shanghai) Welding Equipment Co., Ltd.	Shanghai/China	100.00
Düring (Taicang) Welding Equipment Co., Ltd.	Taicang/China	100.00
Gabler Maschinenbau GmbH	Lübeck/Germany	100.00
GABLER Thermoform GmbH & Co. KG	Lübeck/Germany	100.00
Thermoform GABLER GmbH	Lübeck/Germany	100.00
develogic GmbH	Hamburg/Germany	80.00
SAVO-TECHNIK ROTATIONSGUSS GmbH	Valluhn/Germany	80.00
PMB Prozesstechnologie GmbH	Lübeck/Germany	100.00
Schwarte Group GmbH	Emsdetten/Germany	100.00
Schwarte Group GmbH	Pinsdorf/Austria	100.00
Schwarte Group Sp. z o.o.	Olsztyn/Poland	100.00
Schwarte Group A/S	Esbjerg/Denmark	100.00
Hänsel Group GmbH	Hanover/Germany	85.00
Hänsel Processing GmbH	Hanover/Germany	100.00
hebold systems gmbH	Cuxhaven/Germany	100.00
Digital		
Possehl Digital GmbH	Lübeck/Germany	100.00
Possehl Online Solutions GmbH	Augsburg/Germany	100.00
Possehl Analytics GmbH	Augsburg/Germany	100.00
Investments		
Lubeca Versicherungskontor GmbH	Lübeck/Germany	100.00

II. Non consolidated Group companies

Name	Registered in	Share of capital (in %)
Hako Group East Asia Ltd.	Bangkok/Thailand	100.00
Hako Vietnam Services and Trading Company Ltd.	Hanoi/Vietnam	100.00
Düring MX S.A.	Puebla/Mexico	100.00
Etipack America. Industria. Comércio e Representacoes Ltda.	São Paulo/Brazil	60.00
Possehl Connector Services. Inc.	Rock Hill/USA	100.00
manroland web systems Southern Africa Pty.. Ltd.	Cape Town/South Africa	100.00
manroland Goss web systems International LLC	Durham/USA	100.00
manroland Goss web systems Asia-Pacific LLC	Durham/USA	100.00
Shanghai Electric Finance Americas LLC i.L.	Durham/USA	100.00
Goss Holding UK Ltd.	Preston/United Kingdom	100.00
Goss International France S.A.S. i.L.	Montataire/France	100.00
Goss International Sistemas de Impressao Ltda. i.L.	Barueri/Brazil	100.00
Nordvalls Etikett GmbH	Lübeck/Germany	100.00
develogic Norway AS	Bergen/Norway	100.00
Aristo Grundstücksverwaltungsgesellschaft mbH & Co. Objekt Halle KG	Mainz/Germany	95.65

III. Associated companies

Name	Registered in	Share of capital (in %)
Gremmler Bauchemie GmbH	Essen/Germany	50.00
WST Quarz GmbH	Hünxe/Germany	50.00
Roots Multiclean Ltd.	Coimbatore/India	26.00
Roots Multiclean Inc.	Huntsville/USA	26.00

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Imprint

Publisher: The Executive Board of
L. Possehl & Co. mbH
Coordination: Lutz Nehls
Concept and
Design: Berichtsmanufaktur GmbH,
Hamburg
Photography: Possehl Group
Translation: Marita McEwen-Read,
Institut für Sprachen und
Kommunikation, Ahrensburg

Note

This Business Report ist published in German and
English. For futher information about the company
please visit the website at
www.possehl.de

As at May 2022

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