



# 2022

THE ANNUAL REPORT  
OF HANSA-FLEX AG

**HANSA**  **FLEX**

**COVER IMAGE**

Installing and replacing hydraulic hose lines underground at a depth of 1,350 m at temperatures of up to 46 °C, presents a number of challenges. This work requires a high degree of personal responsibility, safety awareness and work planning.

“Without the past  
there is no future.”

THOMAS ARMERDING / CEO

**2022 - HANSA-FLEX'S ANNIVERSARY YEAR**

The history of HANSA-FLEX begins six decades ago in a small garage in Achim, near Bremen. In 1962 businessman Joachim Armerding starts producing and selling hydraulic hose lines, laying the foundation for today's HANSA-FLEX AG with 4,472 employees in 40 countries.

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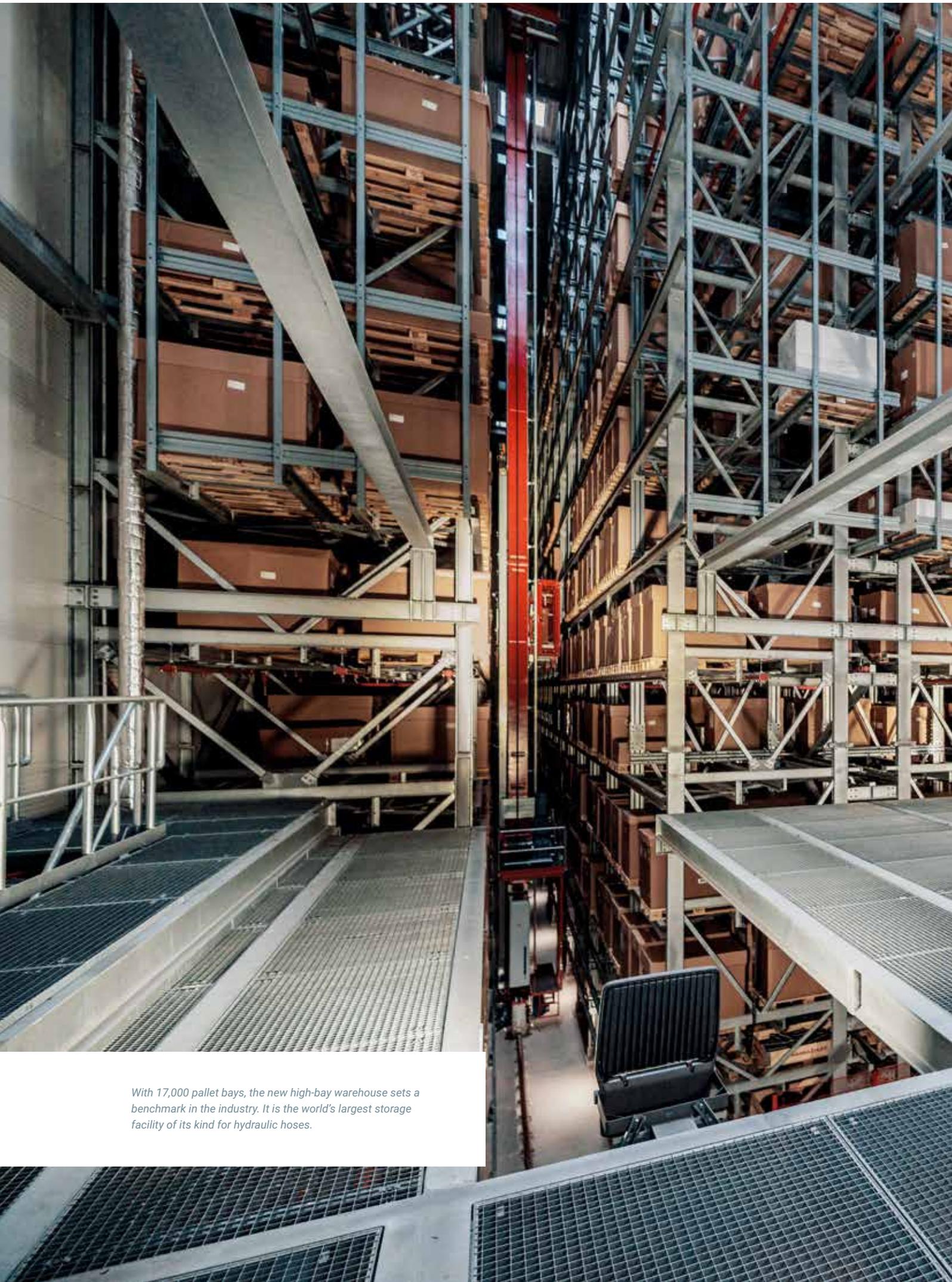
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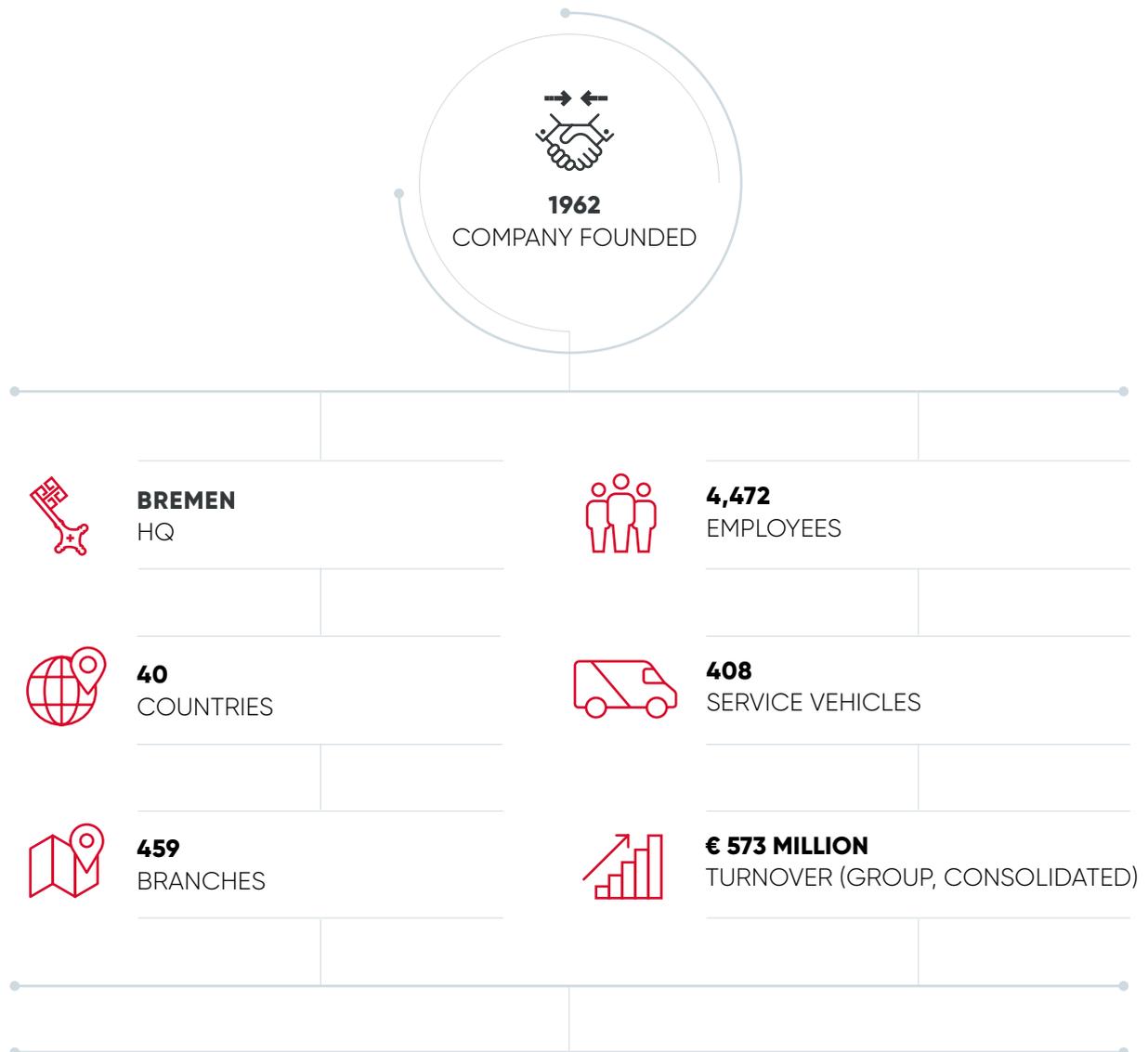
*With 17,000 pallet bays, the new high-bay warehouse sets a benchmark in the industry. It is the world's largest storage facility of its kind for hydraulic hoses.*

# 01

**PROFILE**

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#### Certifications

Quality management • ISO 9001:2015 / Environmental management • ISO 14001:2015 / Occupational safety management • ISO 45001:2018 / Water conservation (WHG) / EcoZert – Awarded sustainability

#### Classification organisations, approvals (extract)

DB – Deutsche Bahn, DNV GL • ClassNK • MED – Marine Equipment Directive • BGHM – BG Holz und Metall • DVGW – Deutscher Verein des Gas- und Wasserfaches • LR – Lloyd's Register • RINA

#### Management Board

Thomas Armerding, Christian-Hans Bültemeier, Florian Wiedemeyer

#### Supervisory Board

Tim Hollweg, Gisbert Loosen, Jörg Buschmann

# HYDRAULICS WITHOUT LIMITS

## FROM INDIVIDUAL SOLUTIONS TO ALL-ROUND SUPPORT

HANSA-FLEX offers a 360° full service for the planning, operation and optimisation of mobile and stationary hydraulic systems from a single source. Fast, reliable and personal for companies in all sectors – from one of the world's leading system partners for fluid technology.



## HYDRAULICS CAN BE FOUND ALMOST EVERYWHERE – SO CAN WE

HANSA-FLEX products and services are required wherever hydraulic systems transmit energy and generate movement. Whether in traditional mechanical engineering, construction machinery and vehicle equipment or in agriculture and forestry. Whether in logistics, municipal technology, mining, wind power or hydraulic applications in automobiles, aircraft, ships and rail vehicles: **the areas of application for hydraulics are just as numerous and varied as HANSA-FLEX's customers.**

In addition to its core business in hydraulics, HANSA-FLEX has for many years offered all-round pneumatic solutions, together with a wide range of industrial hose lines and the related services. A growing number of customers in particularly sensitive sectors such as the food and chemical industries as well as comprehensive national and international certifications confirm the high quality and reliability of our products, services and processes.



**ENERGY**



**CONSTRUCTION**



**WASTE DISPOSAL AND  
RECYCLING**



**CHEMICALS +  
PHARMACEUTICALS**



**TRANSPORT +  
LOGISTICS**



**MINING AND TUNNEL  
CONSTRUCTION**





### Shiplift

*Each trough of the Scharnebeck double ship lift has a hydraulically operated retaining system that holds it securely in position during the entry and exit of the ships.*



**AGRICULTURE AND FORESTRY**



**PLANT AND MECHANICAL ENGINEERING**



**FOOD INDUSTRY**



**RAIL TRANSPORT**



**METAL, PLASTICS, GLASS AND PAPER**



**SHIPPING INDUSTRY**

# MILESTONES IN OUR COMPANY'S HISTORY



The 1960s

## 1962

Joachim Armerding founds the firm of Joachim Armerding Industribedarf, laying the foundation for what would later become HANSA-FLEX AG.

The company operates from the garage of his house in Achim near Bremen, where he assembles the first hose lines on his 'green workbench', which can still be seen in the company's head office today.

## 1969

In the mid-1960s the company's annual turnover exceeds 100,000 Deutschmarks for the first time.

Friend and companion Günter Buschmann joins the company as a shareholder and opens the second branch in a former joiner's workshop in Osnabrück.

The 1970s

## 1970

In the 1970 financial year the annual turnover exceeds a million Deutschmarks for the first time. The demand for hydraulic lines becomes ever greater and the customer network grows continuously.

## 1972

The first newly built head office is inaugurated in Bremen-Mahndorf. In the same year the third and fourth branches open their doors in Elze, Lower Saxony, and Duisburg, North Rhine-Westphalia.



The 1980s

## 1980

The first specialist branch not within the field of standard hydraulic applications is established in Höxter in the form of the metal hoses division.

HANSA-FLEX now assembles metal hose lines, which are primarily used in the food and chemical industries.

HANSA-FLEX networks its various locations and is ahead of its time. All existing branches are equipped with a standardised IT system.

The sharing of important customer information and checking the availability of goods in real time make the company the digital pioneer of its day.



## 1986

Thomas Armerding and Uwe Buschmann, sons of the company founders, join the company as employees and get to know the business from the bottom up – a forward-looking step to ensure HANSA-FLEX's continued quality and focus as a family-run company.

## 1989

The new head office and a manually operated central warehouse are established at Am Panrepel 44 in Bremen-Mahndorf. There are now 26 branches in Germany.

This strategic investment was to pay off quickly, as reunification paved the way for further branches in the new federal states.



The 1990s

**1995–1999**

In the mid-1990s the second generation of the founding families takes up leading positions: Thomas Armerding and Uwe Buschmann are appointed managing directors and set themselves the task of rapidly expanding the branch network.

The first foreign subsidiary outside of Europe opens in Iskenderun, Turkey, in 1997.

In 1999 HANSA-FLEX is represented in the Americas for the first time with the opening of branches in Billings/Montana, USA, and Blumenau, Brazil.



The 2000s

**2001**

Launch of the Rapid Hydraulic Service with 26 vehicles in Germany.

In the same year, the cylinder repair division in Königshofen and the sealing technology division in Eisenberg commence operations and strengthen HANSA-FLEX's development into a comprehensive system supplier in the field of hydraulics.

**2004**

With the introduction of the X-CODE HANSA-FLEX sets new standards in spare parts procurement. The alphanumeric code identifies all product features associated with hydraulic connecting elements. This is the first solution of its kind on the market.

**2009**

The company's Asia HQ is opened in Shanghai. Purchasing, training and production in the region are organised from here.

From this time on the central warehouse supplies all branches in the Far East. The first branch in China is established in 2003.



The 2020s

**2010**

The second central warehouse in Geisenfeld opens, supplying branches in the south of Germany and southern Europe.

This strengthens HANSA-FLEX's logistical performance and ensures the rapid availability of a large number of products.

**2012**

HANSA-FLEX celebrates its 50th anniversary. There are 384 branches and 269 Rapid Hydraulic Service vehicles worldwide. Over 3,000 employees now serve our customers around the world.

Joachim Armerding establishes the HANSA-FLEX Foundation. This aims to assist young people during their training through the provision of material support and scholarships.

**2019**

The third generation of the founding families now plays an active role in the company in the persons of Thorben Buschmann, Alina Armerding and Cedric Buschmann.

**2022**

The new building is inaugurated during a large summer party marking the company's 60th anniversary.

Colleagues from all over the world come to visit.

# SUCCESS ACROSS THREE GENERATIONS

HANSA-FLEX has been on a steady growth course ever since it was founded by Joachim Armerding. He created a stable foundation for a success story that has now lasted six decades and is already being passed on to the third generation.

Joachim Armerding and his business partner Günter Buschmann established HANSA-FLEX as a strong brand on the German market. Thanks to the high quality standards of the company's products and services, HANSA-FLEX hydraulic hoses became increasingly popular. Gradually more and more branches were established, first in northern Germany then in the rest of the country. By the end of the 1980s HANSA-FLEX had grown into a company with operations throughout Germany and more than 20 branches.

In the mid-1990s the sons of the founders, Thomas Armerding and Uwe Buschmann, became the second generation to assume the management of the company. They set the course for globalisation, and the company once more experienced significant growth. Accordingly, by the end of the last millennium HANSA-FLEX was represented on three continents with 120 branches. In addition to international expansion, Thomas Armerding and Uwe Buschmann also pushed ahead with the development of new business fields. This enabled them to increasingly position HANSA-FLEX as a system supplier.

In the persons of Alina Armerding and Thorben and Cedric Buschmann, the third generation is now ready to lead the company into a successful future. To mark the company's 60th anniversary at the 2022 summer party, the Armerding and Buschmann families made a very special commitment to their personal ties with HANSA-FLEX. Together they planted a family tree in front of the new corporate headquarters in Bremen. The roots of the tree symbolise the past, as well as growth, the family and the future. At the same time they signify security, stability and change for the family. The spreading branches represent the way the company has grown by opening up new markets and fields of activity, as well as the establishment of additional national subsidiaries.

In order to drive forward the development of HANSA-FLEX as a resilient and sustainable family business, the next generation will continue the forward-looking corporate strategy of past decades.



It was on this celebrated green workbench that HANSA-FLEX founder Joachim Armerding assembled the first hydraulic hose lines in his garage in Achim near Bremen.

from left: Uwe Buschmann, Thomas Armerding

▼ **THE SECOND GENERATION**



◀ **THE THIRD GENERATION**

from left:  
Thorben Buschmann  
Alina Armerding  
Cedric Buschman



▲ **THE FIRST GENERATION**

from left: Joachim Armerding  
Günter Buschmann



▲ On the occasion of the company's 60th anniversary, a family tree was planted in front of the new building of the company headquarters in Bremen.

# A FAMILY WITH 4,472 MEMBERS



## Thomas Armerding talks about HANSA-FLEX as a family business

### **WHAT DISTINGUISHES HANSA-FLEX AS A FAMILY BUSINESS?**

We focus on mutual cooperation, both within the company and in our dealings with customers and suppliers. Respect, team spirit and readiness to help characterise our actions in all areas of the company, wherever we are located across national boundaries. We have short and fast decision-making processes and flat hierarchies. Added to this is Hanseatic reliability: those who work with us can count on us.

### **MORE THAN 4,400 EMPLOYEES AT 459 LOCATIONS WORLDWIDE – CAN A CORPORATION OF THIS SIZE STILL BE A FAMILY BUSINESS?**

Definitely. We are a genuine family business in three respects. Firstly, HANSA-FLEX is still wholly owned by the founding families of Armerding and Buschmann. Secondly, the second and third generations of the founding families are actively involved in the company. Thirdly – and this aspect is crucial for me – on our journey from a one-man operation to a globally positioned system partner for hydraulics, we have succeeded in retaining and further developing the essential features of a family business.

### **HOW DO YOU ENSURE THAT THESE HANSA-FLEX VALUES ARE NOT LOST?**

The most important thing is to put them into practice every day. This also means communicating these values throughout the company. For this purpose we have – at joint workshops with the workforce, the management and the owning families – developed a Mission Statement which, together with our Code of Conduct, defines the framework for our actions. With regular initiatives the mission statement group contributes to anchoring our family business values even more robustly in all areas of the company. Another important aspect is interaction. For example, we offer our employees the opportunity to work at locations abroad as part of a travel year, which strengthens international cohesion and mutual understanding. In addition, we are also networked with other family businesses and have, for example, launched a joint initiative against xenophobia under the slogan “Made in Germany. Made by diversity.”



## **COVID PANDEMIC, WAR AGAINST UKRAINE, DISRUPTED SUPPLY CHAINS: AS A FAMILY ENTERPRISE, HOW HAVE YOU DEALT WITH THE CHALLENGES OF RECENT TIMES?**

First of all, we have sought quick and unbureaucratic solutions for the HANSA-FLEX family - in other words, for our employees - in order to minimise the impact of the changed underlying conditions. An invaluable advantage for our customers was the fact that we at HANSA-FLEX have been able to combine the speed and flexibility of an owner-managed company with the professionalism of an international group, and can provide the best possible support in a difficult environment.

## **CAN YOU ILLUSTRATE THIS WITH AN EXAMPLE?**

In spite of disrupted supply chains around the world, we have largely remained able to supply our customers, and have thus contributed to their ability to continue their operations. This high delivery capability is no coincidence. Service is HANSA-FLEX's top priority, which is why we keep above-average stock levels at all times compared to the rest of the industry. From a business point of view, such high stock levels are often problematic because they tie up a lot of capital. As an independent family business, we have been able to make a conscious decision to sacrifice part of our profits in favour of service. This would not have been possible in a company controlled by financial investors.

## **WHERE ELSE IS THIS SPECIAL APPROACH AS A FAMILY BUSINESS EVIDENT?**

I don't want to talk too much about this, because as a family enterprise social commitment goes without saying for us. We support a number of charitable institutions as well as projects in the areas of sport, education and intercultural communication. Our Christmas donation this year went to the Ukraine Solidarity Foundation, which we helped to initiate and which promotes the reconstruction of Ukraine with a focus on initiatives to help families.





◀ *What distinguishes HANSA-FLEX as a family business: the focus is on mutual cooperation, both within the company and in our dealings with customers and suppliers.*

## **HOW DOES A FAMILY BUSINESS TAKE DECISIONS?**

Very much by means of dialogue – we don't do anything on our own. As in every family, we don't always all agree. That's also positive, because it enables us to look at issues from different perspectives. In the end we always reach a consensus that everyone can support. Of course, those board members and managers who are not part of the owning families are also actively involved in the decision-making process.

## **SPEAKING OF THE BOARD OF MANAGEMENT - WAS YOUR PATH TO THE BOARD PREDETERMINED?**

Not at all. After completing my civilian national service, I first did an apprenticeship at the Sparkasse Bremen bank and then spent a year abroad. After that I went through various departments at HANSA-FLEX to really get to know our family enterprise. It's not enough just to bear the name Armerding or Buschmann to make a career at HANSA-FLEX. As with all employees, in the case of family members competence and commitment are just as essential.

## **HOW DO YOU SEE THE FUTURE OF HANSA-FLEX AS A FAMILY ENTERPRISE?**

The challenge is to keep the values of our family business fit for the future, and adapt them to new social, economic and technological circumstances without losing their core relevance. When I look back over the last 60 years, I believe we have really succeeded in this. In this respect I am also optimistic about the future - not least because our third generation is committed to the company and ready to take on responsibility.

## AT HOME ON ALL CONTINENTS THE HANSA-FLEX LOCATIONS

**40**  
 COUNTRIES

**459**  
 BRANCHES

### HEADQUARTERS

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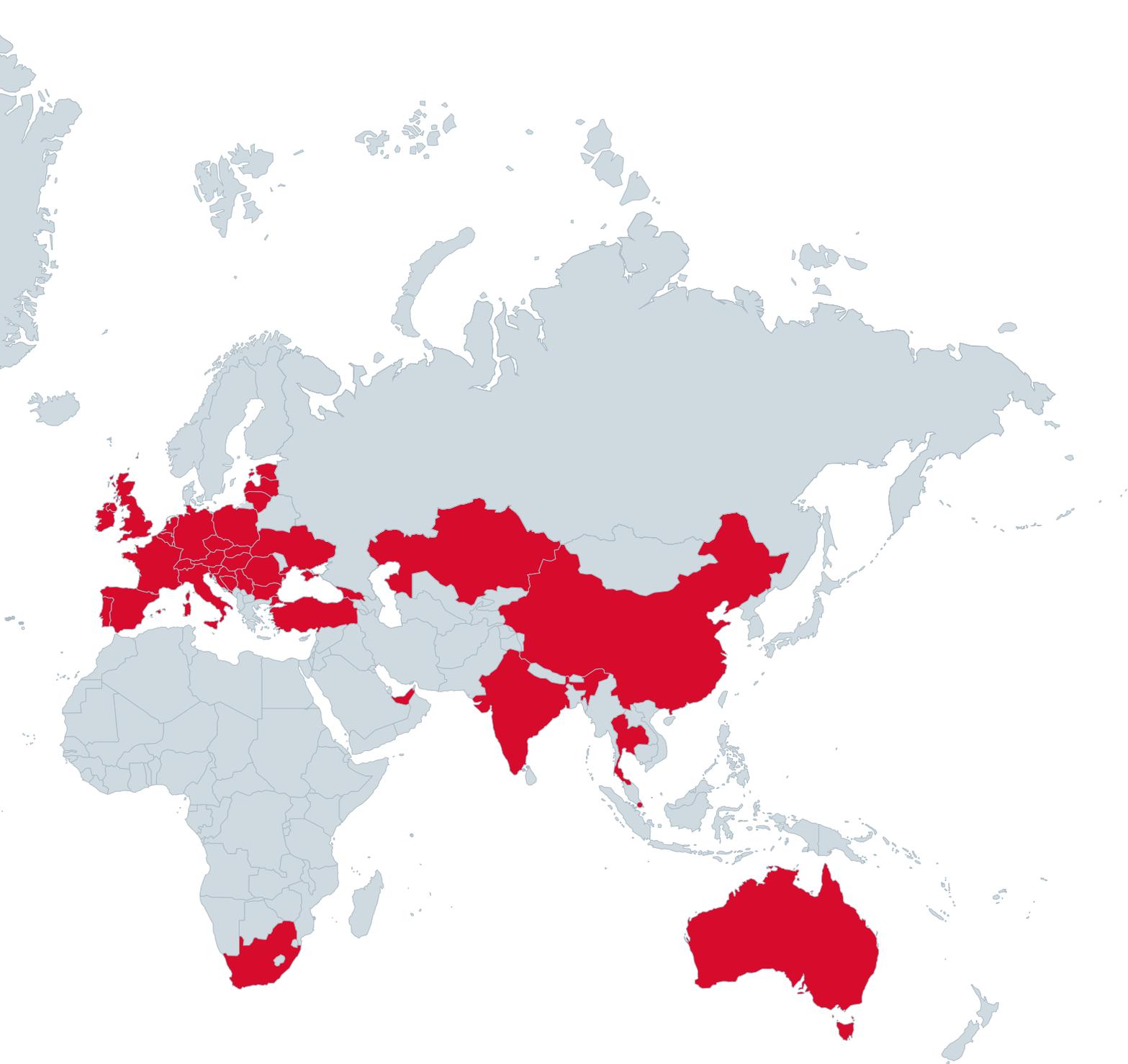
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 HANSA-FLEX Romania P.R.L.  
 077145 Pantelimon / Ilfov





In addition to our own branches we work with well-established partners in many other countries and deliver our products to almost any desired location worldwide.

[hansa-flex.de/en/branch-finder](https://hansa-flex.de/en/branch-finder)

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	Serbia HANSA-FLEX Hidraulika d.o.o. 11250 Beograd-Zeleznik		South Africa HANSA-FLEX (SA) (Pty) Ltd. t/a 1620 Spartan		Hungary HANSA-FLEX Hidraulika Kft. 1238 Budapest XXIII
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	Slovenia HANSA-FLEX-Nova, Hidravlični sistemi, d.o.o. 2000 Maribor		Türkiye HANSA-FLEX Hidrolik Sanayi ve Ticaret Ltd. Şti. İstanbul-Tuzla Şubesi, Orhanlı Mahallesi		



*When hydraulic components fail unexpectedly, fast action is required. With 400 vehicles our Rapid Hydraulic Service is available worldwide 24/7 and 365 days a year to ensure minimum downtimes.*

# 02

**JOURNAL**

P. 22-39





## CONTINUITY WITHOUT COMPROMISE

### THE RESTRUCTURED BOARD OF MANAGEMENT OF HANSA-FLEX AG

Since the start of the year Florian Wiedemeyer, previously Head of Accounting and Controlling, has been the new Chief Financial Officer of HANSA-FLEX AG. Former CFO Christian-Hans Bültemeier has taken over the Operations department from Uwe Buschmann.

At the beginning of 2022 a long-planned change took place on the HANSA-FLEX AG Board of Management: after more than 36 years with the company, Deputy Chairman of the Board and co-owner Uwe Buschmann took his well-deserved retirement at his own request. Previous Chief Financial Officer Christian-Hans Bültemeier took over responsibility from him for the Supply Chain, Production, Purchasing and Technology departments. At the same time Florian Wiedemeyer from the Accounting and Controlling department was appointed to the Group's top management body as the new CFO.



**LIS HYDRAULICS**  
HANSA-FLEX GROUP

## HANSA-FLEX ACQUIRES A PROMINENT POWER UNIT PRO- DUCER IN BELGIUM

The Belgian engineering and power unit specialist L.I.S. Hydraulics has been part of the HANSA-FLEX Group since the end of 2021. The well-known company based in Genk was founded in 1989 and employs 15 highly qualified and experienced staff.

L.I.S. is contributing strong technical know-how in power unit engineering, cylinder repair and industrial services as well as modern machinery to our national subsidiary HANSA-FLEX Belgium. Another mainstay is dealing in high-quality hydraulic components from leading manufacturers. L.I.S. is one of three service partners of the Bosch Rexroth Group throughout Belgium, and has an established customer base and strong over-the-counter sales in a top business location.

L.I.S. will continue to operate with the entire existing workforce and under its own name as a "HANSA-FLEX Group company". The two founders also remain actively involved in the operational business. As a result of the takeover, HANSA-FLEX Belgium's workforce has grown from 30 to 45 employees. The company, which was founded in Ghent in 1995, is now represented at 6 locations throughout the country.



### HANSA-FLEX CHINA RECEIVES AWARD

## "LITTLE GIANT"

Our national subsidiary HANSA-FLEX China has been honoured as a "Little Giant" and has been awarded a prize of RMB 3,000,000 (around 430,000 euros). The "Little Giants" are small and medium-sized enterprises (SMEs) with strong innovative capabilities. The award is conferred by China's Ministry of Industry and Information Technology with the aim of supporting SMEs in the development of innovative products and services.



## **A CELEBRATORY ATMOSPHERE IN BREMEN**

At the beginning of June there were two very good reasons to celebrate in Bremen. Firstly, the company's long-planned summer party was finally able to take place after previously having been cancelled due to the pandemic. Secondly, the new extension to the HANSA-FLEX head office in Von-Thünen Street was opened with an official celebration at the party. More than 2,500 guests attended the international event, including many representatives from the 40 national subsidiaries who had come to Bremen for the simultaneous Global Summit.

## HANSA-FLEX SPONSORS

# YOUNG E-RACING DEVELOPERS

The reengine racing project was launched in 2012. At the time it involved a 60-strong team of trainees from various companies, including 13 trainees from HANSA-FLEX. Since then the programme for young designers to develop electric racing car prototypes has been run under the auspices of the Deefholt Dynamics e.V. association of the Private University of Applied Sciences in Vechta/Diepholz. In 2022 we are once more supporting the resourceful young developers with 5,000 euros.



# 25 MILLION X-CODES

The year 2022 was a year of anniversaries for HANSA-FLEX. As a company we celebrated 60 years of passion, we published the 200th issue of our popular customer magazine “Hydraulik-presse”, and we recently attached the 25 millionth label with an individual X-CODE to a hydraulic hose line.

HANSA-FLEX revolutionised the service business in the hydraulics sector with the launch of the X-CODE on 1 June 2004. The simplification of the spare parts business by means of the X-CODE is an unparalleled success story that continues to the present day. By the end of 2009 the X-CODE had been used 4,275,714 times. In 2022, eighteen years after its introduction, the 25,000,000th X-CODE was issued. On average this means around 1.4 million labels a year, around 3,800 per day.

## HANSA-FLEX SPONSORS 60 YOUTH TEAMS TO MARK ANNIVERSARY

# 2022 CLUB SPONSORSHIPS

To celebrate this year's anniversary and the slogan “60 years of passion”, HANSA-FLEX has provided 60 children's and youth teams with sportswear. Clubs from all over the world were able to register with their children's and youth teams until 30 April 2022, and then win sets of kit or other sportswear worth a total of 1,000 euros per club. This popular sponsorship initiative will also be continued in 2023. Applications can be submitted from April to [www.your-new-jersey.com](http://www.your-new-jersey.com).



# ON THE ROAD WITH ZERO EMISSIONS:

## COMPANY BIKE LEASING AT HANSA-FLEX

Since early 2022 HANSA-FLEX has been offering its employees the opportunity to lease a company bicycle in an uncomplicated and low-cost way. Environmental awareness and sustainability are integral parts of our corporate mission statement. With this company bike leasing scheme HANSA-FLEX is thus making an active contribution to the mobility revolution and CO<sub>2</sub> reduction, while environmentally friendly mobility on two wheels has also been shown to promote fitness and health. Even if the name “company

bike” suggests otherwise: the private use of bicycles is expressly permitted and encouraged. Whether it's a comfortable e-bike, an ultra-light racer, a family-friendly cargo bike, a dynamic mountain bike or a traditional Dutch bicycle: staff can choose their dream bike individually from a dealer of their choice. Two bikes per person are even possible, so that other household members can also benefit from this sustainable offer.



## **HANSA-FLEX INVESTS 4.0 MILLION EUROS IN ITS OWN HOSE FITTINGS PRODUCTION FACILITY IN INDIA**

HANSA-FLEX AG has invested in the construction of a new fittings plant in Pune, close to the company's existing headquarters in India. The expansion of the company's base in India is an important step towards increasing the depth of production in the hose fittings sector on a global scale. This location complements the existing capacities in Germany and China, and will lead to more flexible production and a strengthening of the supply chain. The investment decision was taken in September 2021 and production in Pune began as early as the end of the first quarter of 2022 – followed by 24-hour operation in three shifts from mid-2022. With well over 350,000 hose fittings produced per month, production in Pune is expected to play a key role in supplying customers with products of tried-and-tested HANSA-FLEX quality not only on the strong growth market of India, but also at HANSAFLEX locations worldwide.

## CLICK & COLLECT: ORDER ONLINE, COLLECT AT THE BRANCH



**Quick, easy and without shipping costs: thanks to our new Click & Collect service, HANSA-FLEX customers now have the option of picking up online orders at a branch of their choice.**

"With Click & Collect we are linking our online shop and our unique branch network. This gives our customers direct access to the benefits of both these worlds, and enables them to get their orders even faster than before," explains Claudia Kleesiek, Product Manager for the HANSA-FLEX online shop. With this new service the company is responding to the trend that more and more customers are ordering online and using the online shop as a source of information. In addition to technical data and drawings, information on the use of the products is also provided there.



## HANSA-FLEX NOW ALSO A MEMBER OF THE VTH

Since July 2022 HANSA-FLEX has been a member of the Verband Technischer Handel e.V. (VTH). The VTH is the only trade organisation which represents the technical trading sector and acts as the professional association for dealers in technical products in Germany, Austria and Switzerland. Around 230 wholesalers for industrial and technical supplies, together with all the associated services and processes, are members of the VTH. The association offers its members unique platforms for specialist interaction on individual product groups. HANSA-FLEX intends to use its membership to develop further through active participation in the association's work. This includes, for example, specialised training courses and interaction with other market players and suppliers.



## HANSA-FLEX RECEIVES CREFOZERT 2022 CREDIT- WORTHINESS CERTIFICATION

Creditreform, Europe's largest provider of credit ratings and risk management, has once more certified HANSA-FLEX as having outstanding solvency and creditworthiness. "The fact that we are among only two percent of German companies that meet the very strict CrefoZert criteria confirms our claim to quality, safety and reliability," explains Florian Wiedemeyer, Commercial Director and CFO.

*Markus Bauer, Sales Manager Creditreform Bremen Dahlke KG, and Florian Wiedemeyer, HANSA-FLEX Commercial Director and CFO, at the award ceremony in Bremen.*

## AT LAST BAUMA RETURNS

From 24 to 30 October key players and innovators as well as interested target groups got together at bauma in Munich to discuss the latest trends in the construction, building materials and mining machinery sectors. HANSA-FLEX was, of course, on hand too. The leading global trade fair was supposed to take place in April in its usual three-year cycle, but was postponed until Octo-

ber due to the pandemic. We were all the more pleased to meet friends and business contacts from all over the world in person once more. There was a great deal of interest in the PARA clamp, HANSA-FLEX's in-house development for virtually tool-free pre-assembly of hose lines. Visitors were able to try out this patent-pending innovation for the first time at the HANSA-FLEX stand.



## Stiftung

### SOLIDARITÄT UKRAINE

## CHARITABLE CHRISTMAS DONATION TO UKRAINE

In line with the slogan "Donations instead of gifts", HANSA-FLEX has for some years now dispensed with Christmas presents to business associates. Instead it supports charitable organisations worldwide. The 2022 Christmas donation of 40,000 euros went to the "Solidarity Ukraine" charitable organisation. The aim of the newly established foundation is to support the reconstruction of Ukraine, with a focus on educational and health facilities. The Solidarity Ukraine Foundation is a joint initiative by the two Bremen-based companies HANSA-FLEX and Buhlmann Rohr-Fittings-Stahlhandel. With the help of Ukrainian contacts and a reliable local partner as well as a board of trustees with close ties to Ukraine, the foundation is able to provide fast and direct assistance where it is needed and to closely monitor the implementation of its projects. More information can be found online at: [www.stiftung-solidaritaet-ukraine.de](http://www.stiftung-solidaritaet-ukraine.de)





▲  
*The acquisition of new equipment, such as tools or components in the service vehicle, can also be organised through short decision-making channels.*



# THE FIRST POINT OF CONTACT FOR TECHNICIANS

## Thomas Kamps is a Rapid Hydraulic Service coordinator

**The technicians from HANSA-FLEX's Rapid Hydraulic Service are always on site quickly. Their first priority is always to get machines and systems up and running again in the shortest possible time. To ensure that they can concentrate fully on their core tasks, they are supported by coordinators who deal with technical questions, organise work equipment and handle other matters.**

When Thomas Kamps started at HANSA-FLEX in 2015 as a technician in the Rapid Hydraulic Service, coordinators didn't exist yet. The position was only created in 2017/18, and was initially met with some scepticism on the part of the technicians. "We naturally asked ourselves at first why it was now necessary to have coordinators," Kamps recalls. In retrospect, however, the coordinators quickly proved to represent valuable support for the technicians. Since May 2020 Kamps himself has been a coordinator with responsibility for 19 Rapid Hydraulic Service locations in the Osnabrück-Oldenburg region.

### **ENABLING TECHNICIANS TO CONCENTRATE ON THEIR REAL WORK**

The coordinators relieve the workload of the technicians, especially in the background. Previously, for example, the technicians had to submit their holiday applications to several departments themselves and have them signed off. Now the coordinators handle the planning of holidays and deployment. This saves the technicians time and effort. In addition, decisions can be made faster and more flexibly by the coordinators. The acquisition of new equipment, such as tools or components in the service vehicle, can also be organised through short decision-making channels. "The coordinator doesn't tell the technician 'do this, do that', nor is he a scheduler. Instead he acts as a direct contact person who relieves the technicians of administrative tasks, among other things, so that they can concentrate on their core tasks," explains Thomas Kamps. HANSA-FLEX currently has nine coordinators for the Rapid Hydraulic Service throughout Germany.

Another task of the coordinators is to enter into dialogue with customers in the event of complaints, questions about quotations, service reports or invoices, and to clarify the relevant issues. The early defusing of potential internal conflicts also falls within the coordinator's area of responsibility. As a former technician, Thomas Kamps knows the internal issues from his own experience: "There can be disagreements with a branch, for example, especially if there are delays in obtaining materials or incorrect bookings are made, but it can also involve misunderstandings among the technicians. In the final analysis these are usually just little things, but if many little things accumu-

late they can develop into something bigger, and that's what we have to avoid.

### **ALWAYS ON HAND**

The recruitment and onboarding of new technicians is also part of a coordinator's diverse range of tasks. Thomas Kamps accompanies new employees on their trips for the first few days. He introduces them to the operating processes, and explains how to use the service tablet and the various software applications. Just as his technicians are always available to their customers, Kamps is also always there for his technicians: "I'm even available in the evenings, because new technicians in particular often still have questions at this time, and I can normally help quickly and without complications." A hotline on which technicians can seek advice at any time, especially on technical questions, has recently been added. "It's important for the employees that they always have a contact person who can help them, no matter what the issue is. With us people aren't left to their own devices," emphasises the trained agricultural machinery mechanic. Thomas Kamps doesn't have a typical daily routine. Nor does he have a fixed office. From Monday to Thursday he is on the road in his region, and always

appears where he is needed at any given time. Friday is the only day with a fixed routine. Every Friday the coordinator meetings take place – digitally via Teams – with the coordinators of the North and South sections of the Rapid Hydraulic Service and the head of the service. They exchange information about what is going well and where optimisation is still needed. Information about new technologies or changes in the safety field is also collected here to be passed on to the technicians.

### **REGULAR ACTIVE DISCUSSION**

Once a month Thomas Kamps holds a meeting with each individual technician. In addition to the relevant business facts and figures, the current situation of the technician is always discussed. It is important to Kamps that the technicians feel at home in the company. This also means talking to them about their career wishes and goals, or even about private matters. Thomas Kamps appreciates the trust that his technicians place in him: "My technicians know that they can always speak openly with me and receive reliable feedback. We have a good relationship and I am very happy about this, because it is important for a positive and long-term cooperation."

**"It's important for the employees that they always have a contact person who can help them, no matter what the issue is. With us people aren't left to their own devices." /**

Thomas Kamps

# THE FOCUS IS ON SUSTAINABILITY

Conserving resources and protecting the environment: the subject of sustainability is increasingly becoming the focus of the business world.

**For its part HANSA-FLEX has been committed to sustainable operations for many years now. Firmly anchored in the company's mission statement, environmental protection and social responsibility are put into practice every day. At the same time our family enterprise is implementing a range of projects in order to create a roadmap for a green future.**

HANSA-FLEX has since 2021 covered its own energy requirements almost entirely with green electricity, which has improved the company's carbon footprint by 20 %. At the same time the company's initial photovoltaic systems are currently being put into operation. However, the family-owned business is going many steps further. It is one of the first four companies in Germany to receive the EcoZert seal of approval, which certifies sustainable action in accordance with the ESG environmental, social and governance guidelines. In addition to ecological factors, these also include social and corporate criteria such as compliance in the assessment.

The company's CO<sub>2</sub> balance sheet, which lists the majority of annual emissions from the areas of heat, energy and transport, is also informative. "This overview helps us to identify where there is potential for savings and to define concrete steps," explains Christian Herm, who, as Head of Organisation at HANSA-FLEX, is responsible for the subject of sustainability. Converting the entire vehicle fleet to e-mobility and other alternative drive systems is one such measure. In Germany the necessary charging infrastructure is already being established. In another pilot project the diesel-powered underfloor generator in the vehicles of the Rapid Hydraulic Service is being replaced by a battery that supplies the equipment in the mobile workshop with power.

**"This overview helps us to identify where there is potential for savings and to define concrete steps."**

*/ Christian Herm*

At the Global Summit there is discussion with international management personnel of sustainability strategies aimed at reducing CO<sub>2</sub> emissions worldwide. Another important part of HANSA-FLEX's strategy for success is to involve employees and their families in shaping a more sustainable future. For instance, as part of the "PRINT&PLANT" campaign we got together in 2014 to plant more than 3,500 saplings, and after nine years a small mixed forest has already grown on the 3.5 hectare site just outside Bremen. A striking example of how time and the necessary initiative can bring about great changes.





COMMISSIONING OF THE FIRST  
PHOTOVOLTAIC SYSTEMS



**20%**

IMPROVED CARBON FOOTPRINT  
THANKS TO THE USE OF GREEN  
ELECTRICITY



CONVERSION OF THE VEHICLE  
FLEET TO E-MOBILITY

Environmental  
protection & social  
responsibility



**9,100**

TREES HAVE SO FAR BEEN PLANTED  
IN THE HANSA-FLEX FOREST



CONVERSION OF THE DIESEL-  
POWERED UNDERFLOOR  
GENERATORS IN THE SERVICE  
VEHICLES TO BATTERY POWER

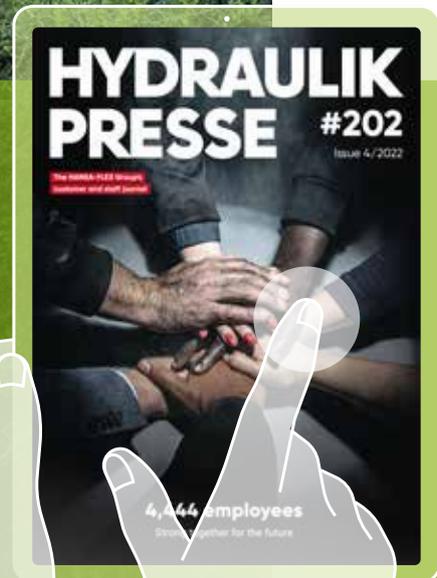


With the tree planting campaigns in its own woodlands  
HANSA-FLEX aims to permanently expand the green lung  
around Bremen and fulfil the environmental protection  
concept anchored in its mission statement.

**"As a family enterprise we take our responsibility for future generations seriously, and apply a range of measures to make our contribution to climate protection [...]."**

THOMAS ARMERDING / CEO

MORE THAN   
**12,5**  
**TONS**  
**CO<sub>2</sub>** IS BEING SAVED  
BY THE SWITCH FROM  
PRINT TO DIGITAL



# "HYDRAULIKPRESSE" GOES DIGITAL

**Less CO<sub>2</sub>, more up-to-date reporting, multimedia content and new services: in future "Hydraulikpresse", the HANSA-FLEX customer magazine, will be published exclusively online. The switch from print to digital is part of the company's rigorous sustainability and digitalisation strategy.**

"As a family enterprise we take our responsibility for future generations seriously, and apply a range of measures to make our contribution to climate protection. We promote energy efficiency in hydraulics on the part of our customers and, among other things, consistently focus on paperless processes. For example quotations, delivery notes and invoices are transmitted digitally wherever possible," explains Thomas Armerding, Chairman of the HANSA-FLEX Management Board. Until the end of 2022 "Hydraulikpresse" was published with a print run of over 40,000 copies, which were distributed to 35 countries. Even though FSC-certified paper was used, the production of the required 14 tonnes of paper still generated approx. 12.5 tonnes of CO<sub>2</sub>, which is avoided by the digital customer magazine. In addition, there are CO<sub>2</sub> and energy savings in printing and shipping.

Apart from reducing the carbon footprint, the switch to a digital format brings further advantages for the readers of the customer magazine, which with over 200 issues is now a central part of our corporate communications. The reports and features can be illustrated with additional pictures, and it is also possible to include videos and interactive content. Further articles as well as related product and service offers are therefore only a (mouse) click away. In addition, all articles remain available and can be browsed with ease at any time. The new "Hydraulikpresse" thus fits seamlessly into the company's digitalisation strategy and responds to numerous customer requests. Whether it's a customer magazine, newsletter, website or social media: customers can compile information in line with their individual requirements. However, HANSA-FLEX is not yet saying goodbye to printed paper completely: for the time being the annual report with a review of the year and company figures will continue to be sent by post once a year as usual, but will also be available digitally.

Digitalisation  
strategy

ONLY A MOUSE CLICK  
AWAY – EVERY ARTICLE  
READILY AVAILABLE

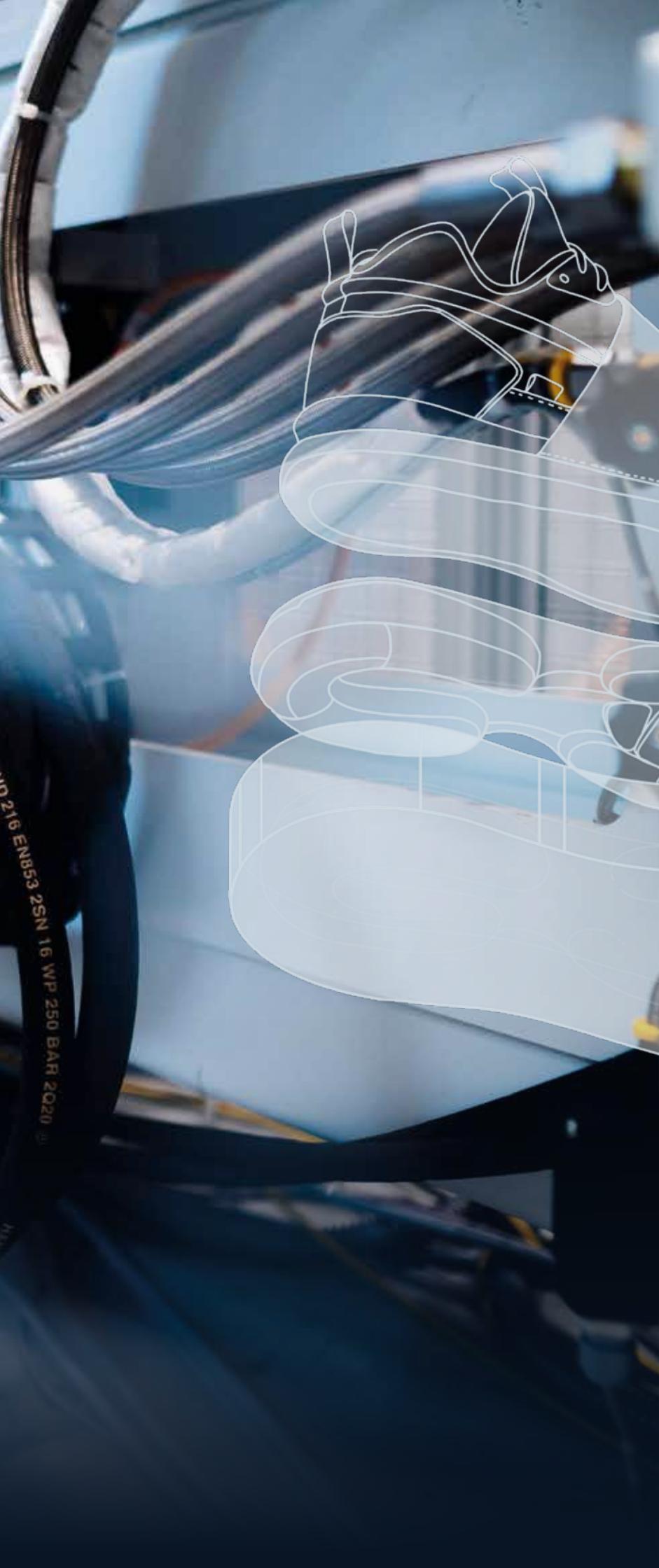


INTERACTIVE  
CONTENT +  
MORE IMAGES





# THIS IS HOW SHOES ARE MADE



Desma relies on components from HANSA-FLEX for first-class shoe machines





**Desma Schuhmaschinen GmbH is based in Achim, the same town where HANSA-FLEX founder Joachim Armerding's green workbench once stood. There Desma designs and manufactures efficient and economical production systems for leading shoe producers all over the world. The company sources its hose lines for hydraulics, colour components and other elements from HANSA-FLEX. This means that the two companies have been linked for many years not only by their common origins, but also by a close partnership.**

There are various methods for soling a shoe. For example, the sole can be sewn or glued to the upper by hand. However, in mass production the direct soling process is much faster and thus more cost-effective. This is Desma's core expertise. The company is the market leader in this field and the company name has even become a generic term for the process – just like "Kleenex" for paper handkerchiefs. On Desma's direct soling machines for industrial production, everything is automatic: the soles are produced by injection moulding, for example from polyurethane. The shoe upper is lowered into a mould, and the liquid sole material is then introduced. As a result the sole bonds directly to the upper and thus adheres many times better than with the conventional gluing process. It also means that the rotary tables, as the machines are called, can be used to apply soles to safety shoes, trainers and even elegant business shoes in a matter of seconds. Desma's customers can also obtain the aluminium moulds required for different shoe models directly from Achim in the company's "Mouldshop".

#### **DREAM TEAM FOR PREMIUM QUALITY**

Andreas Katenkamp has been a HANSA-FLEX sales representative for 30 years and the main contact for Desma for 20 years. He and Maximilian Comes, Team Leader in Desma's Scheduling department, have grown into a real dream team over the years. "When I started

◀ *In the so-called direct soling process, the shoe upper is lowered into a mould and the liquid sole material is introduced by injection moulding.*

at Desma in 2009, HANSA-FLEX was one of several suppliers. But I soon realised that HANSA-FLEX had a similar philosophy to ours, and that's why I kept extending the cooperation with Andreas Katenkamp," recalls Comes. The philosophy that unites the two companies is founded on reliability, speed, top quality and customer orientation. "In 20 years there has been maybe a single complaint, so this really is a top quality performance on the part of HANSA-FLEX," says Comes, confirming his satisfaction. "Reliability of supply is another very important point for us. Since our customers often have very tight production time windows, they need to be able to rely on their machine being ready for use on time. That's why we have to be able to depend one hundred percent on HANSA-FLEX. And that, too, has worked flawlessly for 20 years. HANSA-FLEX is way ahead of the competition in this respect."

#### **STRONG WHEN IT COMES TO SPECIAL SOLUTIONS**

HANSA-FLEX has also been able to impress the customer time and again with its high degree of flexibility and expertise in special solutions. For example, together with colleagues Katenkamp and Comes have developed a colour component hose line especially for the Desma direct soling systems. The line has to transport components needed for dyeing shoe soles and dose them accurately to the nearest gram. It consists of a 9-12 m long hydraulic hose line with an inner diameter of 20 mm as well as two dye hoses and two air hoses with an outer diameter of 6-8 mm.

**"Special hoses are used for the component lines because normal hoses would be damaged by the high temperatures and contact with various production materials."**

Andreas Katenkamp  
(HANSA-FLEX)

"The main challenge was to pull the air hoses through the very long and narrow protective hose," explains Andreas Katenkamp. HANSA-FLEX developed its own method for this and has since taken over the assembly of the colour component lines, of which Desma needs 200-300 per year. Another challenge

was the choice of material. "Special hoses are used for the component lines because normal hoses would be damaged by the high temperatures and contact with various production materials," Katenkamp continues. In addition, Katenkamp has developed a special fitting that serves to take the strain off the line, because with 9-12 m long lines there must be no traction on the line, otherwise the dosing will no longer be precise.



*On Desma's direct soling machines for industrial production, everything is automatic: at the rotary tables, as the machines are called, a wide variety of shoe types can be soled in a matter of seconds.*

### **WORLDWIDE AVAILABILITY**

As a result of the close cooperation, Desma now obtains virtually all the components required for its line technology from HANSA-FLEX. Supply lines to the rotary tables and line components for other Desma automation solutions also come from HANSA-FLEX. Many components such as plug-in hoses and nipples are individually assembled for each machine, as the dimensions depend on the individual spatial situation in which the machine will later be located. Another advantage of the partnership is HANSA-FLEX's worldwide sales network. This means that Desma service technicians can obtain the hose lines for their customers anywhere in the world directly from HANSA-FLEX.

*A colour component line specially developed for Desma consists of a 9-12 m long hydraulic hose with 20 mm internal diameter as well as two colour and two air hoses with a 6-8 mm external diameter.*



# COMBINED SUCTION AND FLUSHING VEHICLE WITH WATER TREATMENT FROM FFG UMWELTECHNIK

## FLUSH HOSE DRIVE

for coiling and uncoiling  
the hose

## LIFTING AND SWIVELLING FUNCTION OF THE BOOM

with an attachment for  
height rescue equipment

## HYDRAULIC CABLE WINCH

mounted practically on  
the boom

## SUCTION HOSE DRIVE

for coiling and uncoiling  
the hose

## HYDRAULIC CONTROL UNIT

for the operation of the boom  
and reels

The elephant multi 11.003 MSR series recycler is a product of the elephant S-line from FFG Umwelttechnik. The vehicle is a highly innovative water treatment unit with a self-explanatory control system and a system designed to provide maximum efficiency.

**OPERATING HYDRAULICS**  
in a load-sensing version

**HYDRAULIC DRIVE**  
for coiling and uncoiling  
the hoses

**HYDRAULIC PUMP DRIVE**  
as a hydraulic variable  
displacement pump





*At an investment volume of over 23 million euros and creating 18,000 m<sup>2</sup> of additional space, the new building in Bremen is the largest construction project in the company's history and represents a decisive commitment to Bremen as a business location.*

# 03

## SUPERVISORY BOARD & BOARD OF MANAGEMENT

P. 42-45



# REPORT BY THE SUPERVISORY BOARD

Dear Employees, Dear Customers  
and Business Associates,

**We are looking back on a year which was dominated by Russia's war of aggression against Ukraine. The full consequences of this war for Europe and the world are still far from clear. We are therefore all the more grateful to all those who have helped to support our staff in Ukraine and in the countries to which some have been displaced.**

The economic environment has also been severely affected by the war. We are all keenly aware of the current high energy costs and inflation. And these factors will continue to shape our actions and our room for manoeuvre in the future. In addition, the Covid 19 pandemic continued to challenge us in the year under review. Delivery bottlenecks and a high level of absence due to sickness had to be overcome.

Due to the cost pressures that we and our suppliers are facing and the increasingly obvious consequences of climate change, we intend to focus even more on the sustainability of our business operations. Green electricity, photovoltaics and the expansion of e-mobility at our branches are the keywords here. The fact that we were awarded the Ecocert certificate for sustainable business practices in 2022 is therefore an incentive for us not to slacken in these efforts.

Despite these difficult conditions we were able to grow our turnover by 74 million euros on the previous year to a total of 573 million euros. We would like to thank our Board of Management, executives and employees for the extraordinary efforts they have made to achieve this.

HANSA-FLEX AG's diversified positioning along the entire value chain has proved extremely advantageous and clearly sets us apart from the competition. Our business activities across all industries and sectors in the areas of spare parts, original equipment and service, as well as in over-the-counter business and e-commerce, enable us to react quickly to challenging situations and to adapt to them. This gives us an inner strength and resilience that helps us to overcome crises.

The fact that we are able to successfully compete in a difficult economic and political environment is due not least to the confidence of our customers. They appreciate the quality of our services and the reliability of our ability to deliver, which we ensure by increasing our stock levels.

In 2022 HANSA-FLEX AG employed a total of 4,472 people worldwide. The number of employees therefore rose by another 264 compared to the previous year. Nevertheless, it is becoming increasingly difficult to recruit qualified personnel. The shortage of skilled workers is also making itself clearly felt in our company. Productivity and efficiency therefore need to be increased. Digitalisation and automation are playing a central role in this, and can be used to support the workforces.

The tireless and committed efforts of you, our employees, have made it possible for HANSA-FLEX AG to successfully overcome the challenges of the past year. Our special thanks go to you, your families and loved ones - we wish you all the best.



**Tim Hollweg**

Chairman of the Supervisory Board und Managing Partner  
CCC Com Credit Contor Maklergesellschaft mbH & Co. KG



**"HANSA-FLEX AG's diversified positioning along the entire value chain has proved extremely advantageous and clearly sets us apart from the competition."**

Tim Hollweg

# REPORT BY THE MANAGEMENT

| Dear Readers,

**After the two pandemic years, there were hopes that 2022 would finally be a more normal business year. In spite of this, from February onwards Russia's aggression in Ukraine once again created an extraordinary economic environment – in addition to the unspeakable suffering of many millions of people in the war zone. Fortunately, our almost 50 employees in Ukraine are well so far (some of them have fled to Poland and Germany) and we are very happy that we, as a family business, have been successful in integrating them socially and professionally.**

Due to the war the Covid-19 pandemic hardly featured in the media any more, but in Germany it continued throughout the year to cause an almost constant high level of absence due to illness, which could only be offset by the high level of motivation and competence of our remaining staff. We would like to take this opportunity to express our thanks for this great effort! In addition, many job vacancies could not (and still can't) be filled because the labour market is in a state of great change, partly due to demographic developments. We are working on strategically adapting to these changed conditions.

In the course of the year HANSA-FLEX proved well able to protect itself against the challenges in the global supply chain: our warehouses are currently very well stocked, and we are using this as a selling point to acquire new customers. In most cases we were successfully able to pass on to our customers the price increases imposed by our suppliers. These were due mainly to shortages of raw materials and primary materials caused by the

pandemic and the war. In spite of the various problems which many of our customers had in procuring other scarce production materials (microchips, pumps, motors, vehicle bodies etc.), we nevertheless managed to successfully continue the previous year's growth course of our group.

In our opinion it is worth noting that during the course of the year we commissioned our group's first production facility for hose fittings in India. In Pune we are already producing more than 350,000 units per month, which are currently still primarily distributed worldwide. In terms of the future, however, we aim to grow in the Asia-Pacific region in particular, so that it also makes good sense to produce in this region. Despite various local lockdowns, the construction of another production facility in China is proceeding according to plan, and is scheduled for completion in 2023.

Our positive development last year was ensured by our now more than 4,472 employees worldwide, who were often pushed to the limits of their capabilities in order to make what we achieved possible. We would like to take this opportunity to thank all of them and their families for their extraordinary commitment. It is only with their support that we can successfully continue on our path of global growth.

On behalf not only of our Ukrainian colleagues but also of all HANSA-FLEX employees around the world, we hope that the hostilities in Ukraine will soon cease!

Please stay healthy!



**Thomas Armerding**  
CEO



**Christian-Hans Bülte-meier**  
COO



**Florian Wiedemeyer**  
CFO



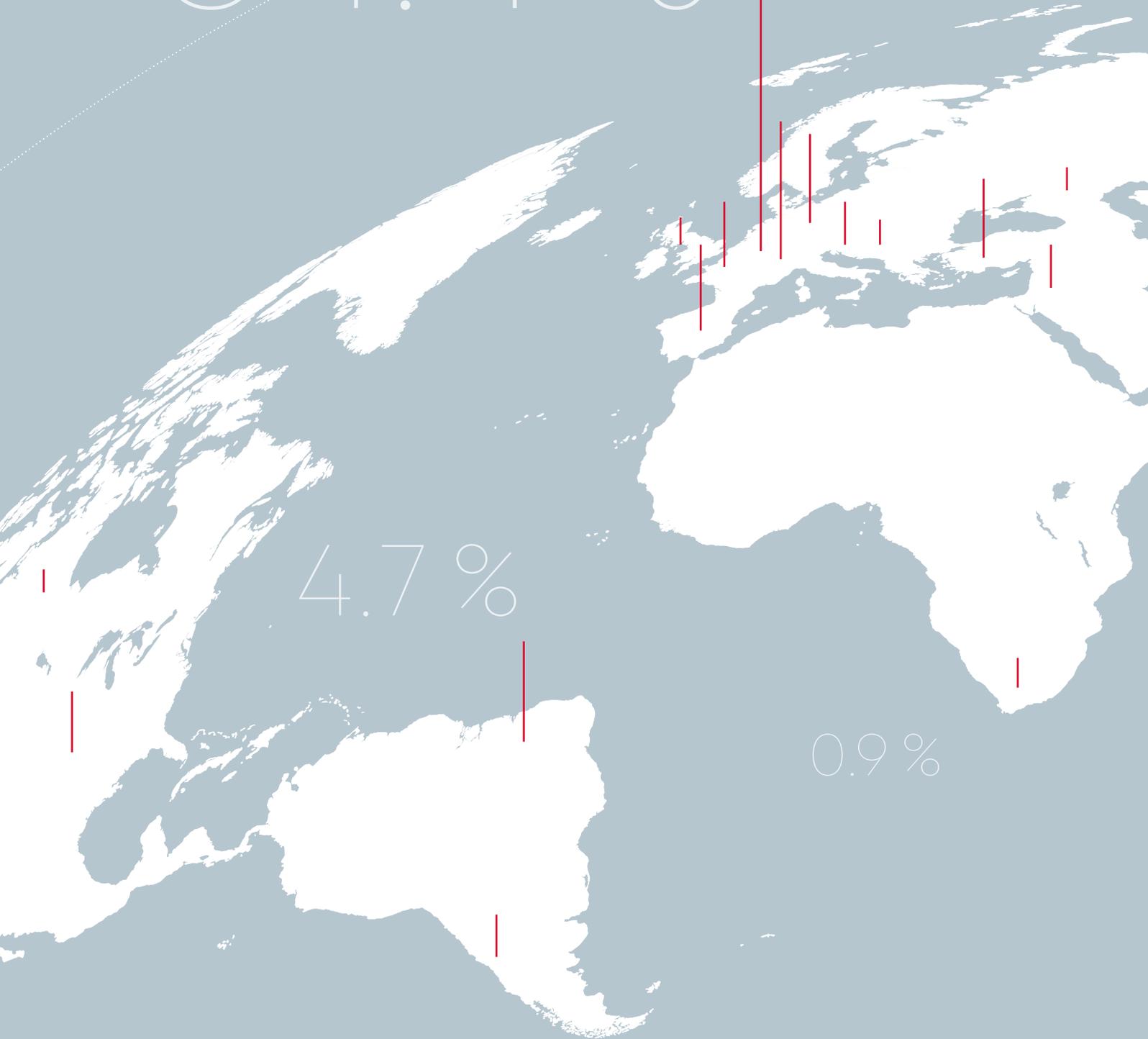
**"Our positive development last year was ensured by our now more than 4,472 employees worldwide, who were often pushed to the limits of their capabilities in order to make what we achieved possible."**

31.7%

54.4%

4.7%

0.9%



# 04

## FIGURES

P. 48-53

7,400,856

4.3%

4%

€ 573 million

€ 363 million

€ 305 million

## KEY PERFORMANCE INDICATORS



**155,331**

**ACTIVE CUSTOMERS**  
(WITH SALES IN 2022)



**88,877**

**RAPID HYDRAULIC SERVICE  
DEPLOYMENTS** (IN 2022)



**7,400,856**

**HOSE LINES**  
ASSEMBLED (IN 2022)



**20.7 %**

**RISK RATIO**  
TOP 100 CUSTOMERS\*



**2,317,269**

**UNIQUE X-CODES**  
MARKED ON HOSE LINES (IN 2022)

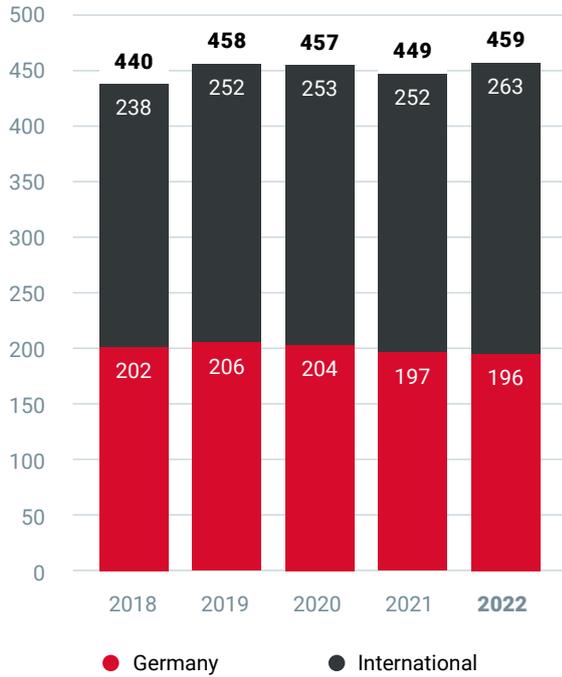


**1,332,743**

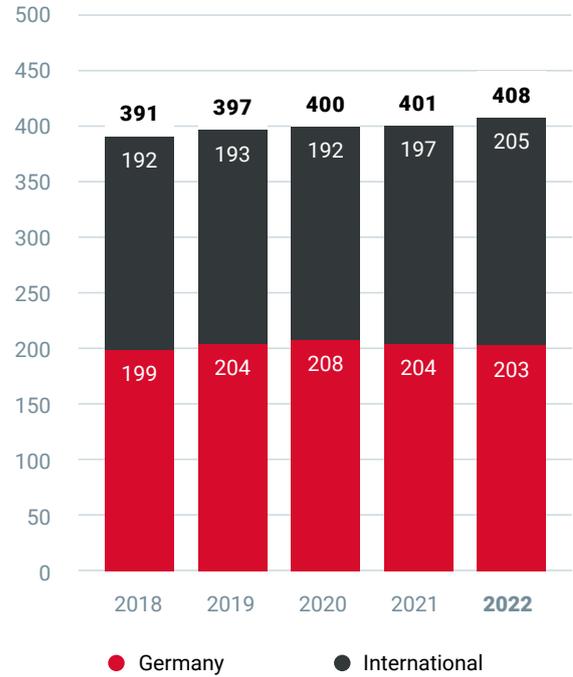
**LISTED ARTICLES**  
(TRADE GOODS)

\* This proportion provides us with a relatively robust, crisis-proof business with a broad customer base – from skilled tradesmen to large corporations.  
(In 2022 the top 100 customers accounted for less than 21% of total sales.)

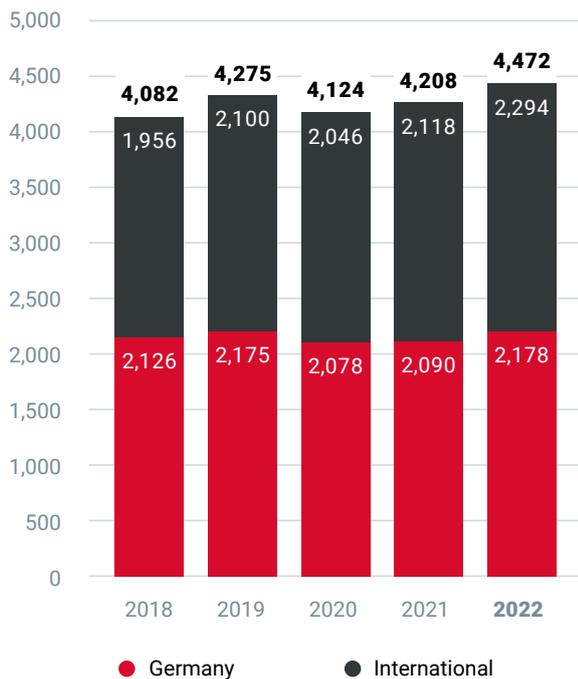
## BRANCHES WORLDWIDE



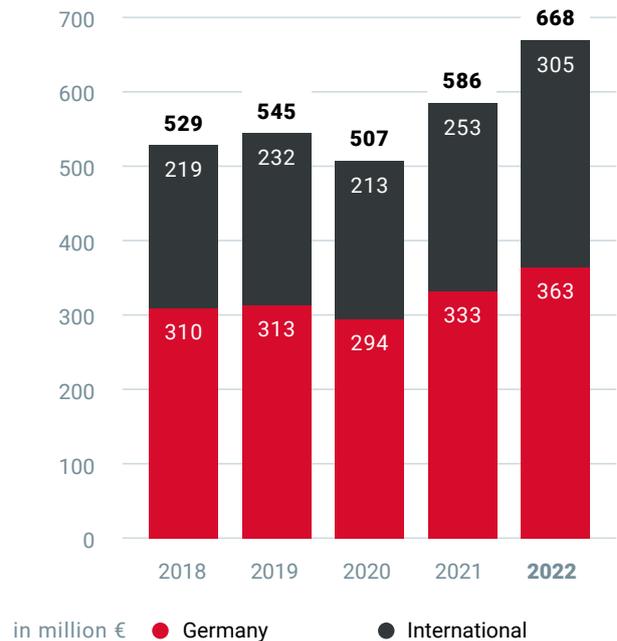
## SERVICE VEHICLES WORLDWIDE



## EMPLOYEES WORLDWIDE

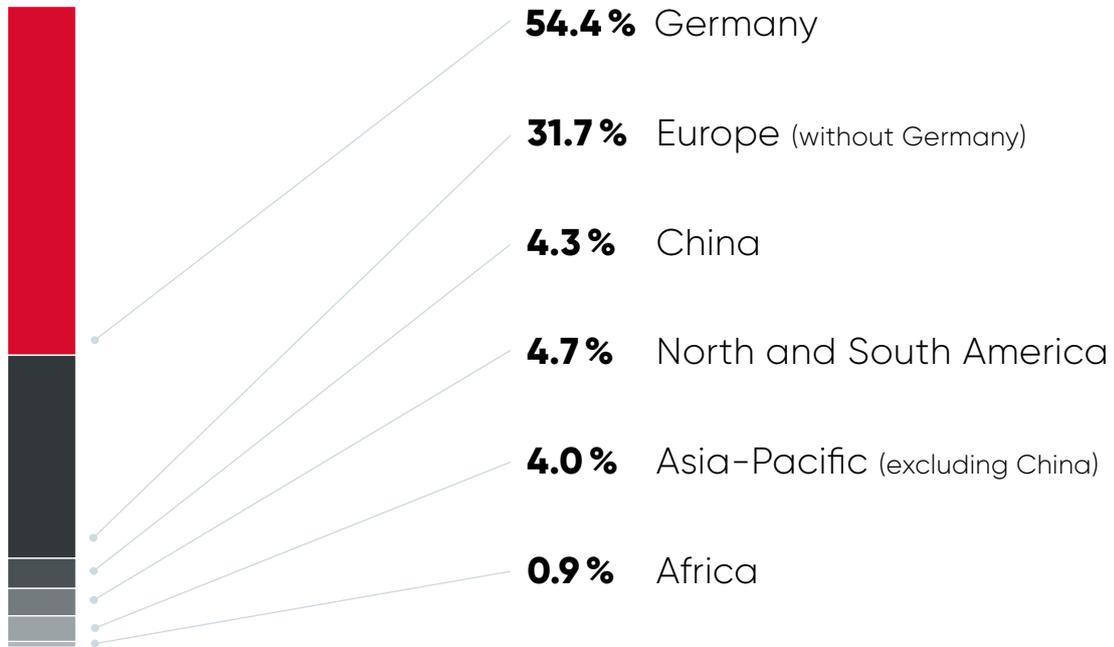


## REVENUE DEVELOPMENT GROUP (non-consolidated)

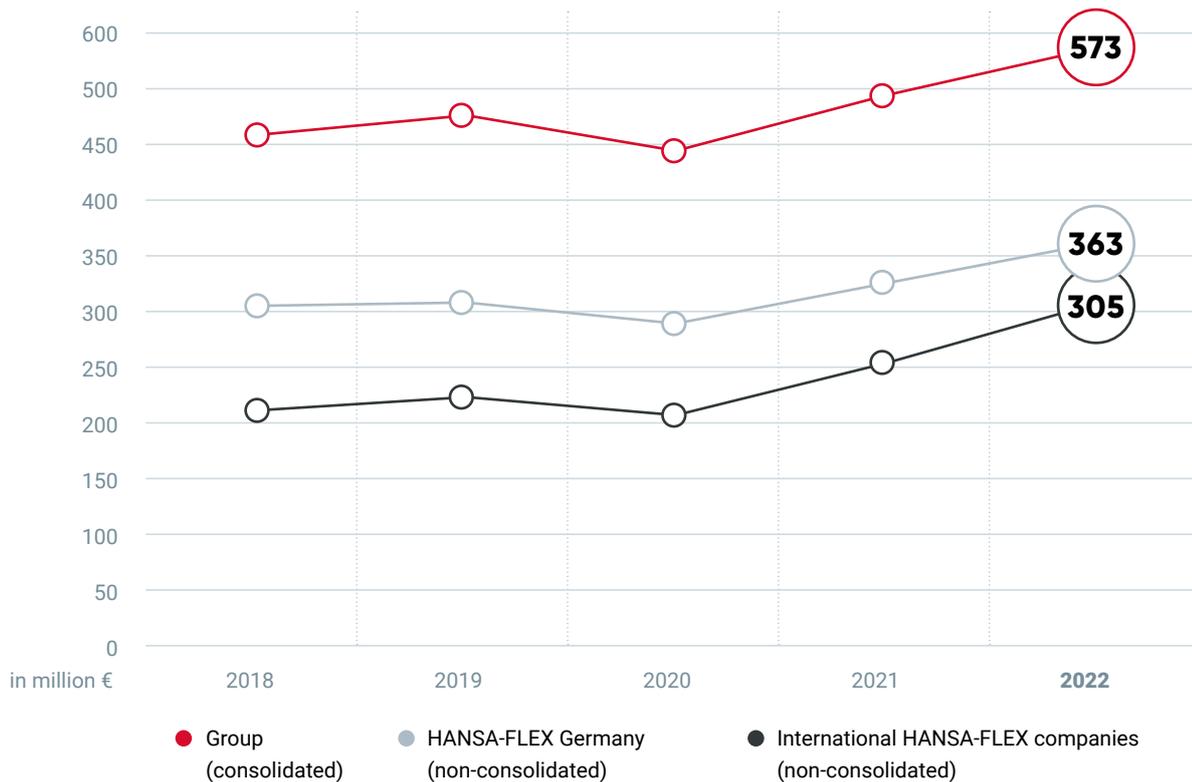


in million € ● Germany ● International

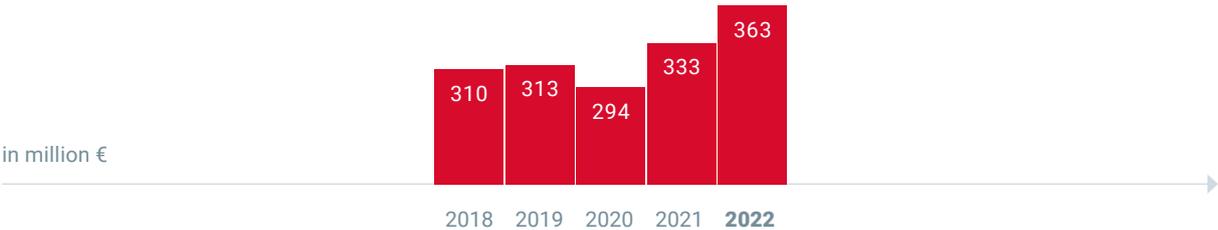
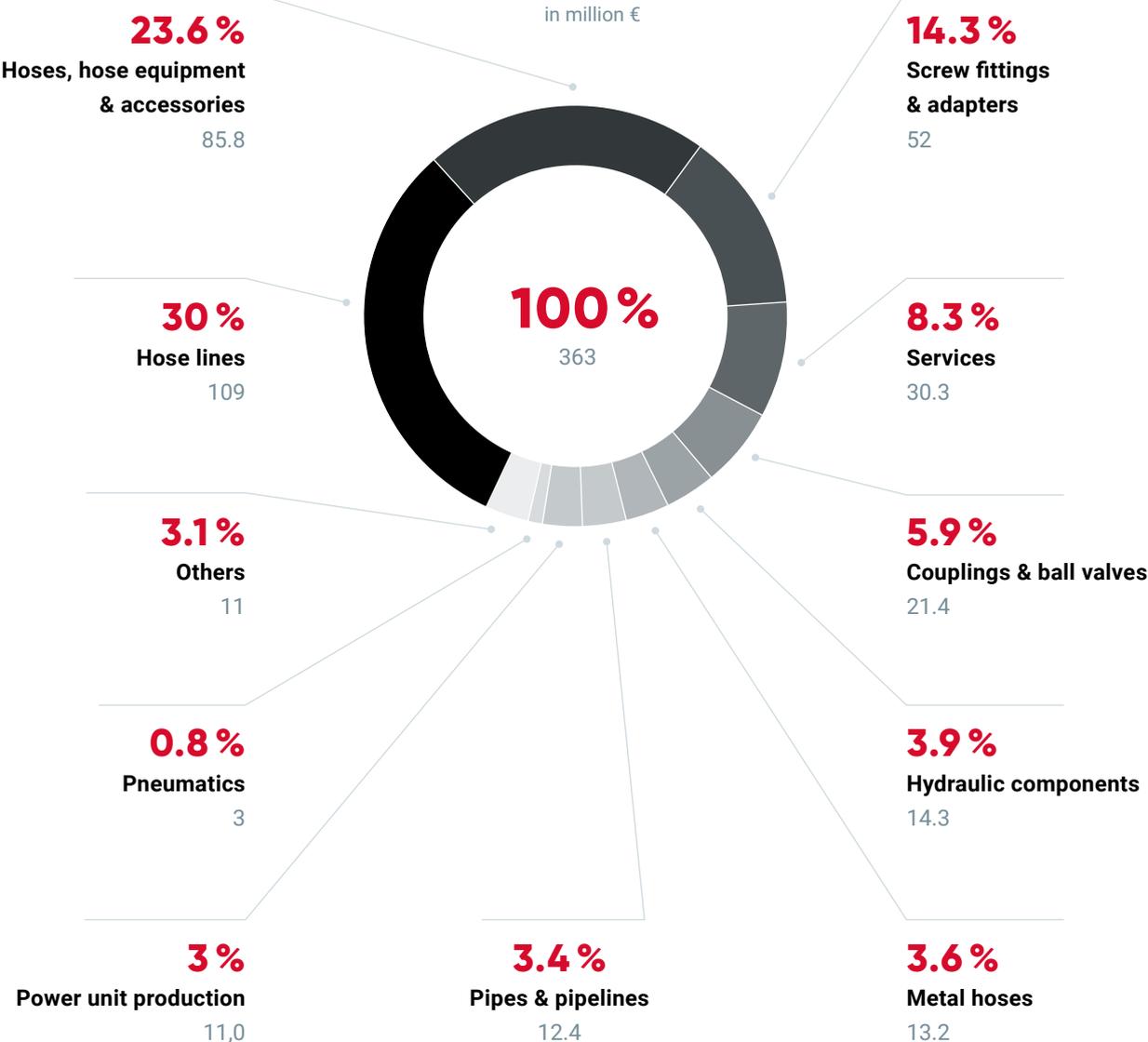
## GLOBAL REVENUE DISTRIBUTION (NON-CONSOLIDATED)



## REVENUE DEVELOPMENT HANSA-FLEX GROUP



# PROPORTION OF REVENUES BY PRODUCT GROUP (Germany)



## CONSOLIDATED PROFIT AND LOSS STATEMENT

Summarised statement in k€	2022	2021	2020
	Interim		
1. Sales revenues	573,068	499,273	440,114
2. Change in inventory and capitalised company-produced assets as well as other income	17,881	10,607	8,783
<b>Overall revenues</b>	<b>590,949</b>	<b>509,880</b>	<b>448,897</b>
3. Cost of materials	(225,789)	(196,377)	(172,409)
4. Personnel costs	(183,299)	(163,994)	(149,003)
5. Depreciation and amortisation of intangible assets and property, plant and equipment	(16,503)	(15,030)	(13,316)
6. Other operating expenses	(126,494)	(102,083)	(86,662)
7. Income from investments	0	0	0
8. Other interest and similar income	630	449	590
9. Depreciation on financial assets	110	0	0
10. Interest and other expenses	(3,689)	(2,830)	(3,017)
<b>Profits on normal business activities</b>	<b>35,695</b>	<b>30,015</b>	<b>25,080</b>

The HANSA-FLEX consolidated balance sheet and income statement include the individual consolidated financial statements of HANSA-FLEX AG and all its relevant direct and indirect majority shareholdings in Germany and abroad.

## CONSOLIDATED BALANCE SHEET

Assets in k€	2022	2021	2020
	Interim		
<b>A Fixed assets</b>			
I Intangible assets	6,867	8,140	8,210
II Property, plant and equipment	102,371	89,363	75,718
III Financial assets	8,063	3,669	6,607
<b>Total fixed assets</b>	<b>117,301</b>	<b>101,172</b>	<b>90,535</b>
<b>B Current assets</b>			
I Stocks	216,405	142,943	125,697
II Receivables and other assets	82,321	65,090	58,897
III Liquid funds	27,550	30,193	29,669
<b>Total current assets</b>	<b>326,276</b>	<b>238,226</b>	<b>214,263</b>
<b>C Accruals and deferrals</b>	<b>1,914</b>	<b>2,017</b>	<b>1,292</b>
<b>D Deferred tax assets</b>	<b>744</b>	<b>869</b>	<b>861</b>
<b>Total assets</b>	<b>446,235</b>	<b>342,284</b>	<b>306,951</b>

Liabilities in k€	2022	2021	2020
	Interim		
<b>A Equity</b>	<b>165,741</b>	<b>155,496</b>	<b>136,769</b>
<b>B Reserves</b>	<b>22,514</b>	<b>23,553</b>	<b>21,338</b>
<b>C Liabilities</b>			
I Amounts owed to banks	150,071	81,004	86,251
II Trade payables	41,487	24,008	16,337
III Other liabilities	64,807	57,847	45,726
<b>Total liabilities</b>	<b>256,365</b>	<b>162,859</b>	<b>148,314</b>
<b>D Accruals and deferrals</b>	<b>1,615</b>	<b>376</b>	<b>530</b>
<b>E Deferred tax liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total liabilities</b>	<b>446,235</b>	<b>342,284</b>	<b>306,951</b>

# APPRENTICESHIPS AT HANSA-FLEX: PRACTICAL AND BROAD-BASED



HANSA-FLEX has traditionally attached great importance to vocational training. The company provides targeted training for its own requirements in 12 occupations and also offers four sandwich courses. In the process the company is breaking new ground in many respects, with all apprenticeships at HANSA-FLEX including the basics of hydraulics. In addition to their familiar logistics operations, for example, warehouse logistics specialists also carry out the assembly of hose lines, measure samples, assist with quality assurance and bend pipe lines.

The training branch in Bremen-Arsten provides a practical introduction to the profession. All apprentices spend two weeks here – regardless of their occupational profile – and live together in the HANSA-FLEX apprentice flat-share during this time. The apprentices in Bremen-Arsten learn the basics of hydraulics in practice in a fully equipped workshop area and in a replica of a Rapid Hydraulics Service vehicle. Whether it's sales and advice over the

counter, customised hose assembly or the creation of service orders: the apprentices can then put the knowledge they have acquired into practice at the associated HANSA-FLEX branch. Experienced personnel support the apprentices during the entire process. Recently four young people from Cuba were even trained here to set up a hydraulics facility in their home country. Apart from the stay at the training branch, the varied training programme also includes orientation days and seminars at HANSAFLEX headquarters in Bremen and at the International

Hydraulics Academy (IHA) in Dresden. In addition, there are online training courses and events at the branches.

HANSA-FLEX's attractiveness as a training company and employer is reflected in its 90 % apprentice retention rate. Employees have access to a wide range of career development opportunities – not only in Germany, by the way, but also worldwide. After completing their apprenticeship they have the opportunity to spend a year at a HANSA-FLEX subsidiary abroad – an offer that is very much appreciated by our employees.



*The training branch in Bremen-Arsten offers all apprentices a practical introduction to the profession.*



**90 %**  
RETENTION RATE

**12 + 4**  
VOCATIONAL TRADES + DUAL COURSES  
OF STUDY



Benefits  
& vacancies

## FLUID SERVICE

# 2,500

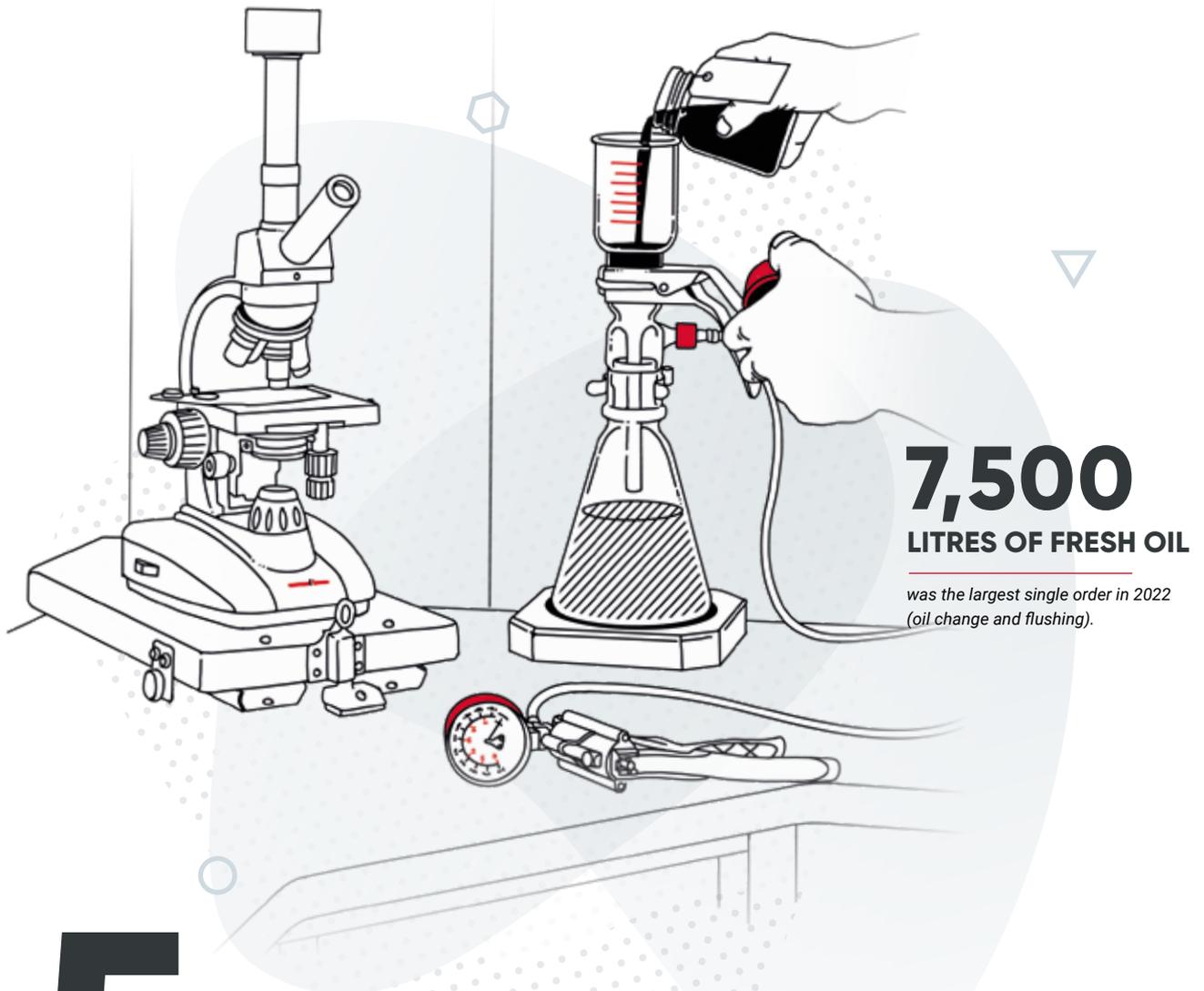
### OIL ANALYSES

were processed by the Fluid Service in 2022.

# 815

### CUSTOMER ORDERS

were fulfilled in 2022.



# 7,500

## LITRES OF FRESH OIL

was the largest single order in 2022 (oil change and flushing).

# 5

### SERVICE TECHNICIANS

are in operation for the Fluid Service in Germany.

# 29,000

### LITRES OF HYDRAULIC OIL

were sold in 2022.

# LEGAL NOTICE

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Enrico Kieschnick

## Printed by

BerlinDruck • Achim  
www.berlindruck.de



## ONLINE AVAILABILITY

The HANSA-FLEX 2022 Annual Report is also available as a PDF download.



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