

HAN N S.

Operational excellence: when complexity becomes a strength

Boarding the future: how HOERBIGER is tapping into future markets

Modern work: technology is meant to make work easier, more transparent and more effective



Editorial

Dear readers,

Welcome to the second issue of HANNS. A Pioneers Magazine for 2026.

This issue focuses on today's and tomorrow's growth markets. With our cover story, "Boarding the Future," we show how HOERBIGER is strategically applying its technological strengths to new applications and future markets. From emissions reduction and hydrogen to energy storage, industrial automation, and semiconductor manufacturing, one thing is clear: growth does not happen by chance. It is the result of long-term decisions, technological excellence, and a willingness to break new ground. On the next page, CEO Thorsten Kahlert explains why growth is far more than just a business metric for HOERBIGER.

One growth market with particularly great potential is the semiconductor industry. After all, without modern computer chips, many of the technologies that are currently transforming entire industries – above all, artificial intelligence (AI) – would not exist. With its new Positioning Division, HOERBIGER is strengthening its presence in this dynamic, future-oriented market. In this issue, we speak with Hanna Brands, Global Modern Work & AI Lead at HOERBIGER, about how AI is already changing our daily work lives and what opportunities this presents.

Do you have any feedback for us? Or perhaps ideas for topics you'd like to see covered in future issues of HANNS? Write us – we appreciate your feedback, ideas, and suggestions. You can find previous issues of HANNS. A Pioneers Magazine on our website. And while you're there, be sure to visit our Newsroom, where you'll find the latest news and exciting in-depth reports from the world of HOERBIGER.

We hope you enjoy reading this issue.

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Boarding the future:
how HOERBIGER is opening up future markets



Operational excellence:
when complexity becomes a strength



Modern work and AI:
an interview with Hanna Brands

WHY "HANNS"?

With the invention of the steel plate valve in 1895, the Austrian engineer Hanns Hörbiger (1860–1931) not only laid the foundation for today's HOERBIGER Group but also created one of the key technologies for industrial development.



"I was impressed by the passion of the PI team."

Michael Albiez, CEO of Physik Instrumente (PI) and member of the HOERBIGER Executive Board responsible for the new Positioning Division, shares his first personal assessment after 100 days.

Michael, you have been CEO of PI for around 100 days. How does it feel?

Very intense and, at the same time, incredibly rewarding. I deliberately used this time to see and listen to as much as possible: at the German PI sites, in the USA and in Asia. What impressed me most was the openness with which my new leadership team and I were welcomed everywhere, and the passion of the PI team for the company and the technology. This trust and this positive energy were tangible from day one. That's energizing – and it makes us eager to shape the future together.

What priorities did you and your leadership team set in the first few months?

We started by listening – both internally and externally, especially to our customers. This was important in order to understand that customers greatly value our technological expertise and place a high level of trust in the PI brand. In particular, our piezo technology and the expert knowledge of our teams are recognized as genuine strengths. At the same time, we now also know where we can take action to align even more consistently with our customers. In parallel, as a team we began developing a shared understanding of our priorities and strategic direction: clear responsibilities, agile teams, and all of this with one hundred percent customer focus.

What does PI specifically bring to the HOERBIGER Group?

In my view, there are two things. First, PI opens doors for HOERBIGER to markets where the Group has not previously had a presence and which are structurally growing – such as semiconductor manufacturing, photonics, life sciences, medical technology, and aerospace. These are industries where the future is currently being shaped. Decisions made today in these industries will determine what technology looks like in ten years. Second, PI brings genuine mechatronic expertise – the interplay of high-precision mechanics, sensor technology, electronics, and software. This knowledge is a unique selling point for PI.

What do you think PI can learn from HOERBIGER?

What HOERBIGER has built up over decades is impressive: an operational excellence that is deeply anchored in the company's DNA. A global footprint with strong, locally rooted teams that create proximity to customers and markets worldwide. And tremendous resilience, which makes it possible to succeed even in economically challenging times. So there is quite a lot we can learn from HOERBIGER.

"Growth means opportunities for all of us."

A challenging environment, major strategic steps, and ambitious goals: with the integration of PI and its consistent focus on profitable growth, HOERBIGER is continuing its transformation. In this interview, CEO Thorsten Kahlert discusses the first half of 2026, the goals and priorities for the current year, and why growth makes HOERBIGER an attractive employer.

Thorsten, how did the first half of 2026 go?

The first half of 2026 went according to plan. With the successful completion of the PI acquisition at the end of March, we closed the largest acquisition in HOERBIGER's history and thereby significantly accelerated HOERBIGER's transformation. I am particularly impressed by the competence and dedication of our teams worldwide. We continue to see that our core businesses are performing steadily despite a market environment that remains challenging.

What is the Executive Board focusing on in the current fiscal year?

There are three key topics for the year. First and foremost is PI: successfully managing the integration, maintaining our business strength, and strategically driving growth in attractive future markets – these are our top priorities.

At the same time, we are consistently investing in our core business. We aim to return to organic growth by expanding our market share and tapping into new growth areas.

And we remain committed to very strict cost discipline as a key lever for ensuring financial stability and building the Group's resilience in a challenging market environment.

What goals have you set for 2026?

The market environment remains challenging, with high volatility, geopolitical uncertainties, and limited predictability. Nevertheless, we are resolutely pursuing our strategy of profitable growth. For the fiscal year 2026, we are aiming for low single-digit revenue growth with stable profitability.

Why do you think growth is so important?

For us, growth is not an end in itself. It is a necessity. As a group owned by a foundation, we are independent of the capital market and can consistently align our decisions with a long-term perspective. But that also means we must finance everything we invest in – whether in innovation, acquisitions, or our employees – through our own resources. That is why profitable growth is our most important goal. It secures our independence and our long-term viability, and makes us a stable, attractive employer.

Can you explain why growth makes HOERBIGER an attractive employer?

Sure, because that is something that is very important to me personally. Growth is not just a financial metric. Growth means opportunities – for every single person in the company.

Imagine a company that is not growing. It is stagnating. What happens then on the P&C side? Little to nothing. Positions are filled, structures are rigid, and anyone who wants to advance their career has to leave the company. That is the opposite of what we want at HOERBIGER. When a company grows, new tasks, new roles, and new areas of responsibility are constantly emerging. Our North Star 2030 puts it very clearly: HOERBIGER aims to be a top employer where people can grow both personally and professionally. This is only possible if the company itself grows as well. Growth equals opportunity – this is not just a textbook formula; it is a reality we live by every day. And ultimately, it is one of the strongest reasons why people join HOERBIGER and why they stay.

Proven strength. New ambition.

Last year, HOERBIGER performed very well in a highly challenging market environment despite a slight decline in revenue, thereby demonstrating the robustness of its business model. At the same time, the Group sharpened its strategic focus through targeted portfolio adjustments. With the acquisition of Physik Instrumente (PI) earlier this year, the new Positioning Division was established, enabling HOERBIGER to expand its expertise to include high-precision positioning and motion technologies and gain access to dynamic future markets. The core business remains a central pillar of success and is being consistently developed further.

You can read more about the Group's development and strategic milestones in the current HOERBIGER Yearbook at: www.hoerbiger.com/yearbook2026



Ten years ago, a large portion of HOERBIGER's business came from markets that are now under significant transformational pressure. The oil industry is undergoing fundamental changes, the automotive industry is in the midst of a transition to electromobility, and many industrial value chains are being redefined by digitalization, automation, and sustainability requirements. This raises a crucial question for HOERBIGER: where will tomorrow's growth come from?

Boarding the future:
how HOERBIGER is opening up future markets

The answer to tomorrow’s growth prospects is not a single product, a single technology, or a single market. It lies in a consistent strategy that combines existing strengths with new opportunities. HOERBIGER leverages its technological expertise, innovative strength, and targeted acquisitions to tap into new growth markets step by step. Behind this development lies a clear conviction: securing the Group’s long-term prosperity requires active transformation.

HOERBIGER embraced this change early on and pursued it consistently – and the results are already visible: within five years, HOERBIGER has succeeded in increasing the share of megatrend markets in its revenue from around 5 to 25 percent. By 2030, this share is expected to grow to 35 percent. A key driver of this is the combination of organic growth through innovation and targeted entry into new markets – for example, through venture projects or acquisitions. In recent years, all business areas have launched initiatives to leverage the strengths developed over decades and apply them to new applications and markets.

Leveraging experience for new routes

In the Compression Division, it can be clearly seen how existing expertise enables access to new markets. Traditional business remains an important growth driver. Globally, demand for energy efficiency and emissions reduction is on the rise. Solutions such as ECP, eHydroCOM, EmissionShield, and the Emissions Recovery System (ERS) help customers operate their compressor systems more efficiently and reduce emissions. This market is driven by stricter regulatory requirements, rising energy costs, and the desire for more sustainable industrial processes.

But HOERBIGER goes one step further. Technologies and expertise from established applications are specifically applied to new challenges. A particularly impressive example of this is the hydrogen economy. With solutions for hydrogen compression such as the HCP 500, HOERBIGER is addressing a key component of the energy transition. Growth here does not arise from a radical new beginning, but rather from the consistent advancement of expertise built up over decades.

In the Flow & Motion Control segment, new markets are being actively explored – not only as a continuation of existing efforts, but deliberately going beyond them. The project named “Highjump” has yielded many new application ideas and impressively demonstrates the breadth of the spectrum for piezo applications. Compression is thus evolving from a traditional component supplier into a technology provider with a growing presence in various future markets.

AUTOMOTIVE

Maintain flight altitude

The Automotive Division operates in an environment that is currently undergoing fundamental change. In a consolidating market for vehicles with internal combustion engines, Automotive is performing very strongly in its traditional synchro business. The focus is on gaining market share through VA/VE (Value Analysis and Value Engineering) and cost leadership. The goal is to clearly differentiate itself from the competition and win additional volume.

At the same time, the Division is successfully entering the market for electrified drive trains. With shifting elements and the eCoupling technology, Automotive enables efficient solutions for hybrid and electric vehicles, thereby addressing an industry trend. Its strength lies not only in technology itself, but above all in the ability to scale it up to industrial levels. Growth in this area stems from the combination of innovation and excellent industrialization.

Further growth areas are emerging through comfort systems in the premium segment. Actuation systems for the chassis, as well as comfort solutions – for example, for commercial vehicles – meet the growing demands of vehicle manufacturers for comfort, functionality, and differentiation.

POSITIONING

Touchdown in the nanometer range

Some growth markets can be accessed using existing technologies. Others require a deliberate move into entirely new areas. With the acquisition of Physik Instrumente (PI), HOERBIGER has taken precisely this step. The newly established Positioning Division is tapping into industries that differ fundamentally from the Group’s traditional business areas – both technologically and in terms of their growth dynamics.

PI is a leader in high-precision positioning and motion systems in the nanometer range. These technologies are indispensable in a wide range of future-oriented markets. In the semiconductor industry, for example, they enable the precise positioning of wafers and optical components – a fundamental requirement for the manufacture of modern chips. They also play a key role in photonics, as well as in medical technology, where the highest precision enables new applications in diagnostics and therapy. Added to this are sectors such as industrial automation and satellite communications, where precise motion control is crucial.

For HOERBIGER, the establishment of the Positioning Division represents a strategic diversification into markets characterized by structural growth and high technological entry barriers. At the same time, the Division is also shifting the company’s perspective: while traditional markets are heavily cost- and volume-driven, Positioning focuses on innovation, speed, and technological excellence. The integration of Physik Instrumente has thus not only opened up new business areas but has also contributed significantly to substantially increasing the HOERBIGER Group’s share in megatrend markets.

ROTARY

A hub for all media

In the Rotary Business Unit, growth opportunities are particularly evident in specific applications. Rotary’s core products, rotary unions, play a key role in many future-oriented and growth markets, such as industrial automation, renewable energy (wind power), online commerce (paper and cardboard production), aerospace, and the defense sector.

An important future market is the business of electrical slip rings. They enable the transmission of power and data in rotating systems and are therefore a key technology for modern industrial plants. They are indispensable in semiconductor production – particularly in wafer manufacturing. HOERBIGER has strategically expanded this market. The acquisition of several slip ring product lines from LTN underscores the importance of this business segment. The integration of Diamond-Roltran is providing additional momentum. The resulting maintenance-free Roll-Ring slip rings achieved market success shortly after their introduction – particularly in demanding applications in the aerospace and defense sectors. Rotary is thus increasingly positioning itself in technology-driven growth markets.

Rotary sees the so-called mid-market as a key area for organic growth: the goal here is to leverage its existing expertise in premium products to develop solutions for lower price segments. These best-cost products have enormous market potential.

SAFETY

Safety check for new markets

New technologies create new opportunities. At the same time, new risks arise. This is precisely where the Safety Business Unit comes in. Its business benefits from a megatrend affecting nearly all industries: the growing demand for safety, availability, and plant protection.

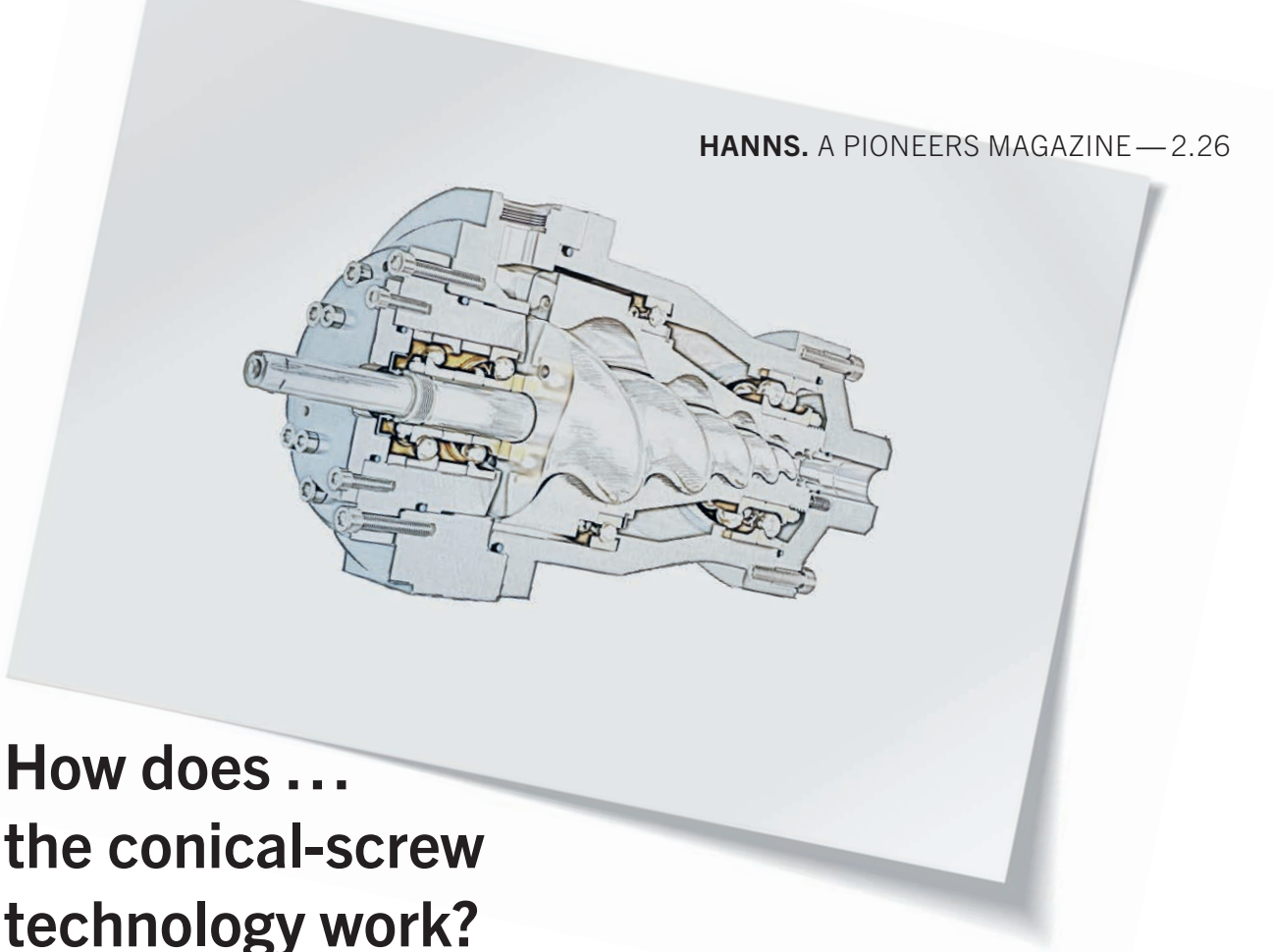
Growth is driven by several simultaneous developments. Regulatory requirements are becoming stricter worldwide. At the same time, awareness is rising regarding every company’s most valuable asset: the health of its employees. Added to this are new technologies that necessitate new safety concepts.

A current example is Battery Energy Storage Systems (BESS). They play a central role in the energy transition, as they enable the storage of renewable energy. At the same time, battery systems present new challenges, such as thermal reactions and increased safety requirements. In numerous other industries as well – such as the food, chemical, pharmaceutical, and hydrogen industries – explosion protection is essential for safe plant operation.

Safety develops specialized solutions that are specifically tailored to these applications. The Business Unit thus remains true to its core mission – the protection of people and equipment – while simultaneously tapping into new markets in line with global megatrends.

Ready for takeoff

The examples from the business areas show that HOERBIGER’s future is not shaped by a single market or a single technology. It emerges where existing expertise meets new challenges – in hydrogen applications, semiconductor factories, battery storage systems, automated production systems, or high-precision positioning solutions. Some of these markets were tapped through innovation based on existing business. Others emerged through targeted acquisitions. What they all have in common is a clear principle: growth markets do not arise by chance. They are the result of long-term decisions, technological excellence, and consistent execution. For HOERBIGER, the transformation of the industry is the foundation for tomorrow’s growth.



How does ... the conical-screw technology work?

With its Emission Recovery System (ERS), HOERBIGER is making further progress in climate protection. Based on the company's proprietary conical-screw technology, the ERS recovers natural gas that escapes from compressor seals, compresses it, and returns it to the process. We spoke with Christian Hold, Head of Business Venture Conical Screw, and asked him what role the conical screw plays in this system, where the ERS is used, and how it contributes to climate protection.

Christian, how does the Emission Recovery System (ERS) work?

Christian Hold — The ERS captures natural gas that normally escapes from compressors and feeds it back into the process. This means that methane is no longer released uncontrollably into the atmosphere or flared off but is recovered and utilized. As a result, the amount of harmful emissions is significantly reduced because the gas remains in the cycle.

And what is the function of the conical screw in this process?

CH — The conical screw is the heart of the ERS. Two conical rotors rotate inside one another and compress the gas between them. The system can flexibly handle different pressure ranges and process parameters and efficiently refine the gas further.

You'll have to explain that to us in more detail. How does the ERS recover escaping natural gas?

CH — The system specifically captures gas that escapes from compressor seals. This gas is compressed between the conical rotors and then fed back into the process. Because the system is hermetically sealed, no additional emissions are produced.

And what happens to the compressed gas then?

CH — The compressed gas is fed directly back into the plant without any detours. This creates a closed loop, allowing customers to directly meet their emissions reduction targets.

Fascinating. And how exactly does the ERS contribute to climate protection and CO₂ reduction?

CH — By recovering methane, greenhouse gas emissions are avoided. In test operations to date, this corresponds to a reduction of more than 1,850 metric tons of CO₂ equivalent. That's comparable to the annual electricity consumption of about 1,000 households. In this way, the ERS measurably improves the carbon footprint of facilities.

Those are impressive figures. Who is interested in this technology?

CH — Our customers come from across the entire gas value chain, for example from gas and biogas production, transport via pipelines, and LNG applications. The first systems have already been sold in North America; there is an initial order in Europe and growing demand in the Asia-Pacific region, such as in Australia and New Zealand. The system is particularly in demand among companies that want to reduce their emissions and prepare for future environmental requirements.



This is where the Rotary Business Unit comes into play. With the Deublin N12 series, Rotary provides a key component for the extruder. The rotary union ensures that steam reliably enters the rotating system. This keeps the temperature and process conditions constant. This is crucial for the uniform drying of the larvae and for the high quality of the feed – two important factors for the entire breeding process. The collaboration between the Peruvian agricultural authorities and Deublin has been in place since 2018. Following an on-site analysis, the solution was jointly implemented and has since been continuously maintained and improved.



Precision in motion: How DXOMARK uses PI hexapods to make image quality measurable

DXOMARK measures image quality under realistic conditions, making results truly comparable for the first time across devices and use cases. This is made possible by precise motion simulations from Physik Instrumente (PI), which accurately replicate real-world use in the lab.

Today's cameras must perform reliably under a variety of conditions, for example, in low light, during motion, or in safety-critical applications, such as Advanced Driver Assistance Systems (ADAS). At the same time, expectations for image quality are constantly rising. This is precisely where DXOMARK comes in. The company develops testing methodologies and complete laboratory solutions that make the image and video quality objectively measurable. These solutions combine hardware, software, and rigorous test protocols, ensuring results are repeatable and independent of the operator.

"Measurement is only as good as the conditions you create. We work with PI because their hexapods let us replicate real-world motion with the repeatability our methodology demands, and that is ultimately what makes our evaluations meaningful to the industry," explains Laurent Chanas, Head of the Analyzer team at DXOMARK.

The challenge is twofold. Cameras must be tested under identical conditions to ensure comparability, while the motion patterns of real-world use must be simulated as faithfully as possible, whether that means the micro-movements of a human hand or the vibrations transmitted through a vehicle chassis. To produce meaningful evaluations, thousands of images are captured and analyzed across criteria including resolution, color accuracy, exposure, and optical image stabilization performance.

To meet these complex requirements, DXOMARK relies on motion systems from PI. Hexapods, specifically the H840 and H860 models, position and move cameras with high accuracy across six degrees of freedom, allowing complex real-world motion patterns. This makes it possible to define test scenarios that are both realistic and perfectly repeatable.

"It is crucial that we work closely with the customer to fully understand the requirements and translate them into a precise motion solution," says Emmanuel Pascal, Head of PI France.

Through this close collaboration, the systems are tailored specifically to DXOMARK's laboratory workflows and integrated into existing test environments. Even demanding motion sequences, from subtle stabilization inputs to highly dynamic vibration profiles, can be reproduced with consistency.

The result is a new standard for image quality evaluation: measurements that are repeatable, objective, and directly comparable across products and test sessions. For camera and module manufacturers, this means access to reliable data that supports targeted development and faster iteration. For end users and industry buyers, it means benchmarks they can trust.



When complexity becomes a strength – operational excellence in the supply chain

Every year, around 90 million vehicles roll off assembly lines worldwide – that's nearly three vehicles per second. About one in four of these is equipped with components from HOERBIGER. Behind this lies a highly complex system of precision manufacturing and logistics processes along global supply chains. The Automotive Division's largest customer project demonstrates how this interplay works in practice.

The heart of the project is a dual-clutch transmission (DCT), which is used in modern hybrid drive trains. The concept combines a classic dual-clutch transmission with an integrated electric motor, thereby enabling particularly efficient and smooth gear shifts. The performance-defining synchronizer system was developed by HOERBIGER in close collaboration with the customer.

Since 2023, HOERBIGER has been supplying the series components for this application to the customer's transmission assembly plants – for up to 1.5 million transmissions. That amounts to up to 30 million components per year. To manufacture these extremely high volumes in accordance with automotive standards, capacities were specifically expanded and processes were consistently optimized for series production performance.

Six plants, one system

The foundation for this is a closely integrated production network comprising six plants in Germany, Poland, and China. Each location contributes specific expertise – from toolmaking, stamping, and forming, to complex machining and heat treatment, all the way to proprietary friction lining technology and highly automated series production with fully automated "end-of-line" quality inspection.

At the plants in Schongau, for example, components for friction systems and shift sleeves are manufactured. A friction system manufactured entirely in-house in Schongau goes through a total of 16 precisely coordinated production steps. Ultimately, the components from all locations converge at the customer's transmission plants and are assembled there into synchronizer systems ready to be installed into the transmissions. "Our strength lies in perfectly coordinated collaboration – across plants, countries, and functions – as well as in close cooperation with our suppliers. End-to-end digitalization, defined lean standards, and continuous improvement processes along the value chain help us efficiently manage complex processes, create transparency, and ensure a stable supply of consistently high quality," says Andreas Veit, Chief Operations Officer (COO) of the Automotive Division.



At the forming press in Schongau: Fabian Schmidt, Plant Manager, and Roland Müller, Tooling Expert, ensure the precise manufacturing of key components for series production.

Operational excellence – every day

For HOERBIGER, operational excellence means high throughput with a clear goal: just-in-time delivery with 100 percent quality. The employees are key to success: teams from different countries and functional areas work closely together, optimize processes, and ensure that complex requirements are transformed into robust series production processes.

For the customer, this means an optimally designed product with superior performance – manufactured according to operational excellence criteria and at globally competitive prices. Operational excellence thus makes HOERBIGER a market leader and a reliable partner.

“Those who learn to manage AI today will remain employable tomorrow.”

Hanna Brands is in charge of implementing modern work methods and artificial intelligence at HOERBIGER. Her task is as simple as it is complex: to serve as a translator between IT and users and to explain technology in a way that ensures it is understood and put to use.

Since June 2025, Hanna Brands has served as Global Modern Work & AI Lead at HOERBIGER, overseeing the group-wide implementation of modern work methods and AI-powered tools. Previously, she worked as a New Work Advisor and member of the executive board at the consulting firm Blackboat, where she had already advised HOERBIGER in a consulting capacity. Her professional career began at Fielmann AG, where she held various positions in corporate communications over a period of seven years. Hanna holds a Bachelor of Science in Business Administration from Elmshorn University of Applied Sciences and has pursued advanced studies in the fields of New Work, internal and change communication, and negotiation skills.

Hanna, you first got to know HOERBIGER as an external consultant. What made you decide to switch sides?

It was the way people worked at HOERBIGER: a dialogue among equals, regardless of hierarchy or role. I was also fascinated by the team's international character. It's the first position in my career where I work with people from very different cultures on a daily basis. That's great and offers me a steep learning curve. And even in the first few days, it was clear how much HOERBIGER values employee development.

Your title is “Global Modern Work & AI Lead.” It’s a job title that needs some explanation.

It certainly does. Modern work is meant to make work easier, more transparent, and more effective – whether in the office or remotely, across teams and locations. My role is to bridge the gap between IT and users and explain technology in a way that ensures it's understood and put to use. Added to this is the field of artificial intelligence (AI): we systematically identify use cases where AI can replace manual tasks and free up time for more challenging work.

“Modern Work” often means new tools, new processes, and new habits. Change isn’t always met with enthusiasm. What’s your strategy for getting employees on board?

I listen to find out where barriers exist. Skepticism almost always has a rational basis, and it's important to understand that before making your case. At the same time, I work closely with those who want to pioneer change and use them as advocates. I find one phenomenon particularly noteworthy, though: in our personal lives, we embrace digital tools with great enthusiasm. In a professional context, however, we approach the same tools with skepticism. And this is even though continuous innovation is a given when it comes to HOERBIGER products.

You’re currently rolling out Microsoft Copilot at HOERBIGER. Let’s be honest: how enthusiastic are your colleagues about AI?

More so than you might think. Unlike with traditional IT topics, the added value of AI becomes apparent quickly through trial and error. There are friction points, for example when the machine generates content that isn't accurate. But the overall attitude is positive.

Why did HOERBIGER choose Microsoft Copilot rather than one of the many alternatives on the market?

Because it's the solution that integrates most reliably into our reality. HOERBIGER has been working with M365, Microsoft's cloud solution, for years. So, Copilot builds directly on the tools our employees already use every day. Another important factor is security: Copilot processes content within our existing Microsoft environment, under the authorization and compliance rules we've already established.

HOERBIGER works closely with Microsoft. What makes this partnership so valuable?

Microsoft has offered us the opportunity to participate in an exclusive program for mid-sized companies. The partnership works both ways. Microsoft wants to understand the needs we have as a mid-sized industrial company, and we learn how a technology company of this magnitude thinks and operates. This gives us deep insight not only into current technology, but also into what's coming next. Through our close contact with the experts and regular discussions about the effective use of these tools, we stay on the cutting edge of development. And at this pace, that's the decisive advantage.

AI is rapidly transforming the world of work. How should colleagues deal with this?

The most important point, in my opinion, is that you must be able to assess what the technology can do – and what it can't. Only those who can do that are also able to evaluate how AI is changing their own work environment and where its use is truly worthwhile. You acquire this ability to judge through active use, patience, and the courage to try things out for yourself. Those who learn to work with AI today will remain employable tomorrow. The feeling of never quite being up to date is part of the process.

What has recently surprised you in a positive way – or totally annoyed you – when using AI?

I was positively surprised by the quality of Anthropic's Claude models, which currently noticeably outperform those from OpenAI. We're testing them on a limited scale, and the associated agent handles entire tasks. The autonomy of these systems is growing rapidly. Less encouraging is the pricing policy of the major providers. It's understandable that they need to recoup their investments. For companies, this creates significant challenges in cost management.

If you had to formulate three basic rules for working with AI – what would they be?

First: Stay curious and be patient. If you're just starting out, you'll need practice with prompts. The first results are rarely the best. Keep trying, rephrase, and ask questions. If you give up too soon, you'll miss out on the true potential. Second: Use only the tools that have been approved by your organization. Data security and privacy should be top priorities in a business environment. And finally: Double-check every result before you use it. Whether it's an email, document, or presentation: question the result and its sources. AI is a powerful tool, but it still makes mistakes. The responsibility for what we use from AI lies with us.

Finally, on a personal note: you’re rarely seen without a laptop. What do you do when you're offline?

When I do disconnect, it's on my yoga mat. Or over a good meal with family and friends.



HOERBIGER *inside*

Precision in space

When satellites transmit data via laser or space telescopes capture razor-sharp images, the highest level of precision is essential. Even the smallest vibrations or movements can cause a satellite's laser to miss its target or images to become blurred.

To prevent this, tilt mirrors from PI (Physik Instrumente) provide fine alignment. As satellites travel through orbit at speeds of up to 28,000 km/h, these highly dynamic mirrors move through minute angles, correcting deviations in real time. This keeps laser beams precisely on course and stabilizes optical systems even under the demanding conditions of space. At the heart of the technology are piezoelectric drives, which can execute movements faster and more precisely than many conventional systems. They enable the highly accurate alignment of laser systems and telescopes in satellites and space missions. In this way, an almost invisible mirror becomes a critical building block for communication, navigation, and research in space.



An idea goes global — the exhibition in Vienna's Seestadt

In 1895, Hanns Hörbiger filed a patent for a frictionless steel-plate valve. An invention that significantly accelerated industrialization and laid the foundation for today's HOERBIGER Group. What began as an idea became an entrepreneurial success story, shaped by pioneering spirit, technological vision, and long-term thinking.

The new exhibition at the Christiana Hörbiger Forum at the HOERBIGER site in Vienna's Seestadt brings this story to life. In an engaging way, it takes visitors on a journey through the company's history: from the early days of the Hörbiger family to HOERBIGER as a global technology group.

The focus is on carefully curated objects and milestones. Each represents a key moment: technical breakthroughs, bold business decisions, international expansion, or the people who shaped HOERBIGER. Together, they paint a picture of how the company has evolved over generations, always navigating the tension between innovation, responsibility, and global presence.

The exhibition was initiated and funded by the HOERBIGER Foundation, the owner of the group. As the guardian of the family and corporate history, it pursues a clear goal: to keep HOERBIGER's heritage alive. Not merely as a retrospective, but as a source of guidance and inspiration.

The exhibition was conceived and implemented in close partnership with the Technische Museum Wien, as well as the renowned museum and exhibition designer Stefanie Muther and her team. It is designed as a temporary exhibition and will be on view in Vienna through at least spring 2027.

Young ideas with a big impact

At the "Jugend forscht" regional contest in the Voralpenland region — which HOERBIGER has supported as a partner for more than 20 years — 54 young talents showcased their curiosity, creativity, and a wealth of scientific curiosity through a total of 35 projects. The topics ranged from sustainable energy storage to robotics and medicine. Four projects were named winners, including a self-developed blood-drawing device that automatically detects veins, as well as a promising approach to organic batteries.



Group-wide collaboration in Poland

Deublin has commissioned a new production facility at the Automotive Division's site in Bolesławiec, Poland. The new site strengthens global manufacturing capacity, enables shorter response times, and ensures more reliable delivery to customers. With eight production sites worldwide, Deublin is further expanding its presence in key markets and laying the foundation for future growth.

Certification for training program

The Academy for Continuing Education at the Vienna University of Technology (TU Wien) has officially certified HOERBIGER's "Reciprocating Compressor Training Program." The seal of quality confirms the high standard of the training program for reciprocating compressors, which is offered uniformly at all locations worldwide. The idea originated in the market: customers are increasingly demanding recognized continuing education credentials, in some cases as a prerequisite for professional qualifications. With this certification, HOERBIGER is responding to this trend. The first companies are already integrating the training into their own programs, and demand is rising.

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Enabling change. For a better tomorrow.

From a steel plate valve to a global technology group: the new HOERBIGER Chronicle

Over 130 years of company history in about 130 pages: the HOERBIGER Chronicle is now available in a completely revised new edition. It recounts the journey of the Hörbiger family of entrepreneurs and the HOERBIGER Group: from the invention of the steel-plate valve in 1895, through challenging times, to today's global technology group. Numerous historical photographs and documents bring the story to life and reveal a side of HOERBIGER that many have not yet seen.



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