

2025



The Sustainability Report for BILSTEIN GROUP companies



Marc T. Oehler,
Chief Executive
and managing
partner BILSTEIN
GROUP

Dear Reader,

Is climate change still relevant? And more broadly, are environmental, social and governance (ESG) issues still important? Or is the economic survival of the steel sector and steel-processing industries the be-all and end-all? These are the kinds of questions we might ask ourselves when reflecting on a year like 2025. The United States of America – the world's largest economy – is turning away from climate protection and from diversity and anti-discrimination laws; in Europe, climate protection laws are being weakened; and in other parts of the world, there is still a reliance on fossil fuels, for example for energy generation or steel production. Does this mean all our efforts over the past few years were in vain? Or even worse – have all the climate laws and social standards accelerated, or potentially caused, the current crisis being faced by the European and specifically German steel industries?

My response to this is, "No!" Personally, I continue to believe in the need to fight climate change and press ahead with our climate protection measures.

The same goes for our social goals and (corporate) governance topics – ESG exists for a reason! Nevertheless, adjustments are needed, and fast.

We cannot and must not close our eyes to the current economic pressures and social upheaval we're facing. Large swathes of traditional industry – here in Europe, and in the USA too – currently find themselves deep in crisis. And there is no sign of a recovery in the short term. In this context, sound judgement is required – and a close look at the causes and effects. We can only prevent climate change if the issue gains wider acceptance in society and is associated with positive economic prospects. The death of industry, the loss of hundreds of thousands of jobs and massive wealth inequalities cannot be the goal of climate protection measures. Climate protection has to be worth it! And this is only possible if political intervention is stripped back and economic principles like carbon pricing are implemented in a targeted way.

We are (finally) seeing a rethink here, both within the EU and in the German government. And I firmly believe that this will provide positive impetus to the economy, especially in traditional industry segments. The same can be said for the cuts to bureaucratic red tape, the decrease in reporting obligations through revisions to the EU Directive on corporate sustainability reporting (CSRD), and the streamlining of steel imports via simplification of the Carbon Border Adjustment Mechanism (CBAM). All these things are steps in the right direction and show that politicians are finally taking companies' concerns and the issues they're facing seriously. Whether they're taking it seriously enough remains to be seen. There is no doubt that more can and must be done.

At the BILSTEIN GROUP, we remain committed to our aim of making our production, logistics and administrative processes in Germany carbon neutral by 2035, provided there is sufficient capacity in carbon-neutral energy sources by then. The same applies to making our raw material procurement carbon neutral or at the very least switching to low-carbon steel production.

Internally we are still working intensively on a range of projects to continue to optimize our company and operations. And even if the current economic challenges continue to grow – we won't take our foot off the accelerator. Everything we are doing is in the interest of our customers, suppliers, our employees and other stakeholders.

I hope you enjoy reading our latest Sustainability Report.

Kind regards, Marc T. Oehler,

January 2026



Management Board resolution of 17 May 2021 on sustainability and climate neutrality in the BILSTEIN GROUP:

The BILSTEIN GROUP Management Board hereby resolves that, by 2035, the (German) companies in the BILSTEIN GROUP will make their production, logistics and administrative processes carbon-neutral – provided that sufficient carbon-neutral (renewable) energy sources are available by then (i.e. electricity/hydrogen as a substitute for fuel gas). Furthermore, by 2035, depending on the availability of raw materials and customer expectations, the BILSTEIN GROUP commits to transition a large proportion of its raw material procurement to steel grades that have either been produced in a way that is carbon-neutral or that results in a significant reduction in CO₂ emissions compared with today.

2035

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Sustainability: a core belief

If we don't protect our climate, there won't be any future. For this simple reason, the decarbonization of our production processes by 2035 remains the central aim of our sustainability- and growth-focused company strategy. Even in today's challenging market environment, this is the only true path.



Georgio Alexopoulos,
Chief Sales Officer
(CSO)

Doing business sustainably is a non-negotiable – it is essential for survival in this sector, now and in the future. The biggest contributor to our own carbon footprint is the raw material we purchase, where we have no direct influence over the carbon footprint. We are already placing orders with established steel manufacturers for fixed quotas of low-carbon hot-rolled strip that we use to make BILCO₂, our cold-rolled strip with a significantly smaller carbon footprint. A multi-year agreement with the Swedish start-up Stegra, formerly known as H2 Green Steel, will provide us with additional volumes of low-carbon steel. This innovative company's manufacturing methods result in a reduction of up to 95 per cent in CO₂ emissions compared with conventional steel production using blast furnaces. Our aim is to ensure that more than half the raw material we procure is climate-neutral or low-carbon steel by 2028/29.

At the same time, we are seeing lots of customers being more cautious with investments given the current economic environment. Products with very low CO₂ emissions are inevitably more expensive, since both green energy and low-carbon hot rolled strip drive up costs. But these additional expenses are unavoidable if we want to save the planet and ensure generational equity. 🌱



Meik Forell,
Chief Financial Officer
(CFO)

Steel looks set to remain an indispensable material. However, steel production is among the sectors with the highest industrial CO₂ emissions. In this context, the issue of sustainability is of critical importance for the entire industry. The transition to low-emission or even climate-neutral steel production has already begun. While there may be periods in this journey when progress seems slow, the goal remains unchanged.

In our logistics processes and digital systems, we are already able to meet requirements that will soon become industry standard. To become an industry leader in fulfilling demand for low-carbon cold-rolled strip products, we have implemented a transparent and intuitive solution for our customers: the carbon accounting model. This approach to calculating the carbon footprint of steel products is well established across the supply chain and forms the basis for our product BILCO₂, our cold-rolled strip with a significantly smaller carbon footprint.

To ensure we remain optimally positioned going forward, we are also continuously introducing new solutions within our systems and processes, including innovative AI solutions with our new partner Vanilla Steel. 🌱



We have to be realistic about the current economic situation – and about climate change too! That's why sustainability remains a fixed, important part of our company strategy, despite all the uncertainties at present. We are forging our own path to climate neutrality in what are very dynamic circumstances.

For some time now we have been very focused on the energy efficiency of our processes. We're using state-of-the-art technology like systems for recovering and converting waste heat, in our annealing processes, for example. We are continuing to expand our comprehensive heat recovery system and energy monitoring. And we are particularly focused on reducing the CO₂ emissions that occur in our thermal processes through the burning of natural gas. We're working hard to enhance the technology we've implemented and potentially use processes and energy sources that are free from fossil fuels or reduce emissions significantly. Since we are not connected to a hydrogen pipeline here in Lennetal, we are focusing our efforts on alternative solutions to decarbonize our thermal processes while still making significant strides forward in achieving climate-neutral production. 🌱



Michael Ullrich,
Chief Technology
Officer (CTO)

About us

The BILSTEIN GROUP has developed and manufactured cold-rolled strip solutions since 1911, including highly innovative specialist steel products that occupy niche spaces and set new trends. As a full-range provider, the company has an extremely wide-ranging portfolio and supplies high-quality cold-rolled strip steel in a variety of grades to customers worldwide. The basis for this extremely high product quality are the company's increasingly automated and digitalized manufacturing activities, which result in above-average levels of process reliability and product quality while ensuring resource-efficient production. The combination of these two factors is representative of the entire future strategy of the company.

The heart of the brand

The heart of the brand comprises three factors: closeness to customers and employees, the highest quality standards, and specialist technical expertise. It is what unites all of the companies in the BILSTEIN GROUP:

BILSTEIN

The BILSTEIN portfolio encompasses a range of specialist products and services for customers in the automotive and mobility industry. In particular, the BILSTEIN AHSLA grades meet particularly high demands in terms of component strength, which goes hand in hand with weight and cost benefits. BILSTEIN steel is used to make components such as fuel pressure regulators, seat rails, airbag housings, needle roller bearings, deep-drawn and fine-blanked parts, clutch plates, and much more.

HUGO VOGELSANG

HUGO VOGELSANG offers specialist cold-rolled strip products for customers in the sawing and cutting industry, including high-grade and tempered steel. Thanks to innovative control systems, the products comply with extremely tight tolerances. Products can be individually tempered in line with customer requirements and adapted specifically to the application in question. Among other things, HUGO VOGELSANG cold-rolled steel is used to make circular saw blades, chainsaw links, band and gang saws, doctor blades, knitting needles, knives, hand tools and spring elements.

BILSTEIN CEE

Based in the western Czech Republic, in Králův Dvůr, the cold-rolled strip manufacturer BILSTEIN CEE is the BILSTEIN GROUP's base in Eastern Europe. Its broad portfolio includes soft iron grades, micro-alloys and carbon steel grades. The company also has an adjoining hardening plant.

BILSTEIN COLD ROLLED STEEL

The US-based BILSTEIN COLD ROLLED STEEL cold-rolling plant has been part of the BILSTEIN GROUP since 2017, serving customers across North and Central America from its location in Bowling Green, Kentucky. The heart of the company's set-up is a state-of-the-art wide-strip rolling mill. BILSTEIN COLD ROLLED STEEL caters to the needs of the international automotive and tooling industry, as well as other sectors

BILSTEIN STEEL FIBER

In December 2022, the BILSTEIN GROUP launched its highly innovative steel fibre STABILIS and the associated production and sales company BILSTEIN STEEL FIBER GmbH, and in doing so established itself in an entirely new market segment. The development of this new type of steel fibre for reinforced concrete, an important composite material, is serving a fast-growing segment in the construction industry.

BILSTEIN MEXICO

On 19 February 2024, the BILSTEIN GROUP founded a new sales company, BILSTEIN SPECIALTY STEEL MEXICO. S. de R.L. de C.V. – BILSTEIN MEXICO for short – with a base in Mexico City. After successfully procuring a license to import, BILSTEIN MEXICO will serve as both a supplier and exporter for the Mexican market – and is ideally placed to capitalize on the exciting growth market that is Latin America.

BILCUT GmbH

From 2027, BILCUT GmbH will serve as the BILSTEIN GROUP's sales arm for high-speed laser-cut shaped blanks for structural components, with the new technology filling an important gap on the market.



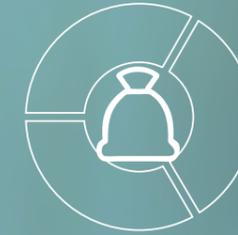
> 1,200
EMPLOYEES



> 1,200
CUSTOMERS
WORLDWIDE

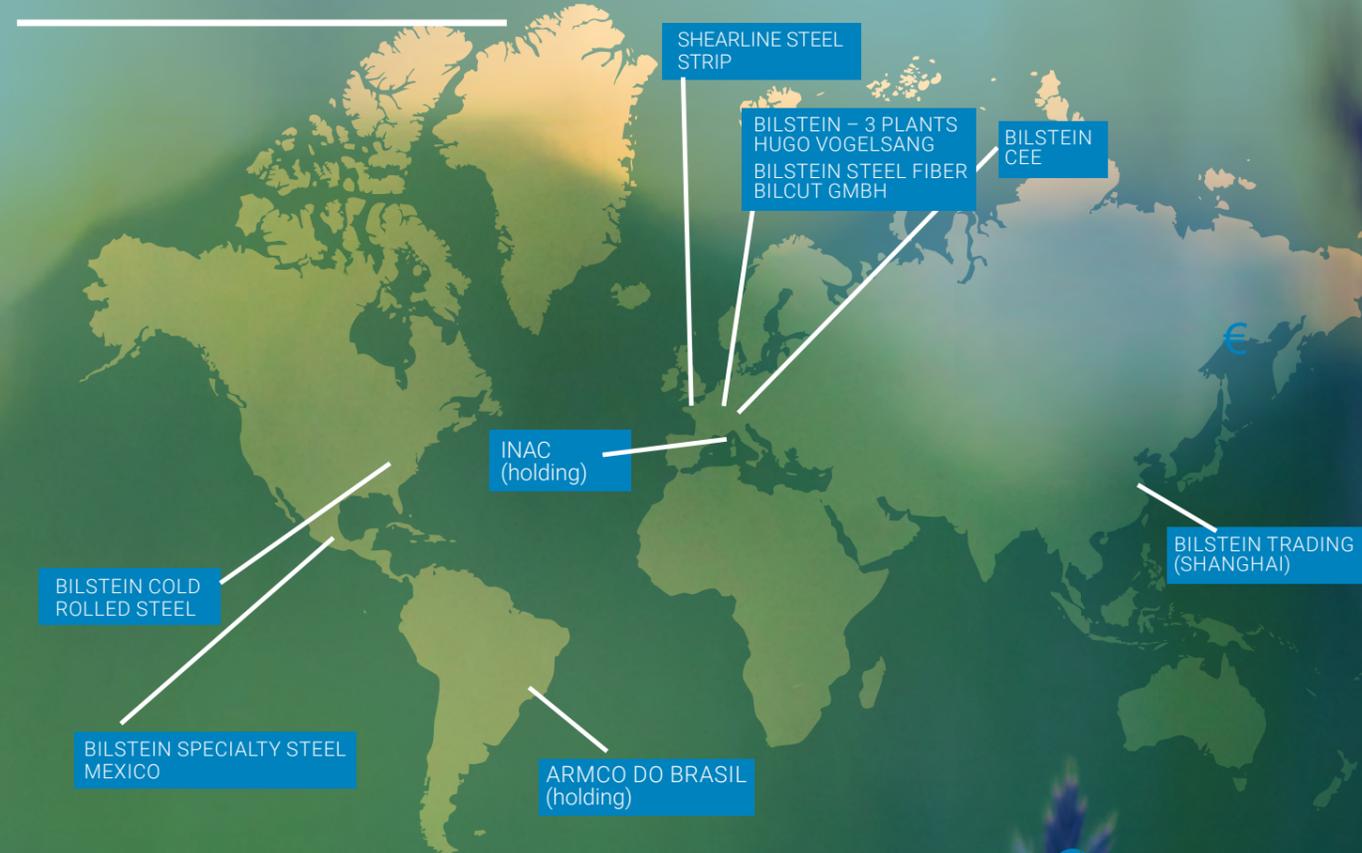


approx. 450,000
TONNES IN ANNUAL
PRODUCTION



approx.
600 MILLION
EUROS IN
REVENUE

9 LOCATIONS IN 6 COUNTRIES;
2 HOLDINGS IN 2 COUNTRIES



BILSTEIN GROUP



What makes us who we are

Seven supporting pillars, a strong foundation and a roof that covers it all – this is a house built for the future.

THE ROOF

All BILSTEIN GROUP companies worldwide reside under the same roof:

The BILSTEIN GROUP is a **full-service provider** offering an extensive range of grades and dimensions. Moreover, our **international positioning** shapes the entire company.

Thanks to the opportunities afforded by this shared roof, the BILSTEIN GROUP is one of the strongest international partners for cold-rolled strip applications.



The compass

Strong social, ethical and environmental values dictate all decisions and actions at the BILSTEIN GROUP.



The vision

To be the preferred partner for our global customers, thanks to our individual cold-rolled strip solutions, service and sustainability.

INTERNATIONAL POSITIONING

FULL-SERVICE PROVIDER

THE SUPPORTING PILLARS

PRESENCE

The BILSTEIN GROUP aims to achieve broad market coverage and high customer penetration through a number of market initiatives.

SERVICE

By digitalizing and standardizing its processes, the BILSTEIN GROUP will be able to uphold its outstanding levels of service quality in the dynamic environment of the future.

INNOVATION

With innovative projects like BILCUT® and STABLS, the BILSTEIN GROUP is building out its business model and penetrating new growth segments and regions. Innovations ensure ...

VALUE CREATION

... creating added value in the cold-rolled strip supply chain. This provides stability to the underlying business model of the BILSTEIN GROUP.

DIGITALIZATION

Digitalization and AI projects ensure high standards and make our processes more efficient and flexible.

SUSTAINABILITY

Whether it's focusing on the decarbonization of our in-house processes, accelerating the production of cold-rolled strip with a significantly reduced carbon footprint (BILCO₂) or investing in the innovative Swedish steelmaker Stegra – for the BILSTEIN GROUP, investments in sustainable projects are investments in the future viability and success of our company.

STATE-OF-THE-ART PLANT TECHNOLOGY

Keeping pace with rapid technological change – this is the goal of our focus on cutting-edge plant technology and behind all our related investment decisions. This applies to the German locations of BILSTEIN and HUGO VOGELSANG, as well as the design and construction of state-of-the-art plants at BILSTEIN COLD ROLLED STEEL in the USA and BILSTEIN CEE in the Czech Republic.



Das Kaltband.

OUR PEOPLE

Our people, meaning our employees, are the beating heart of our firm. After all, it's our people who breathe life into the BILSTEIN GROUP by showing up for the company and working hard day in, day out.

THE FOUNDATION

Bespoke cold-rolled strip solutions and high-quality service throughout the product life cycle – this is the underlying foundation of the BILSTEIN GROUP. Our new slogan succinctly articulates this: cold-rolled strip.

Transformation: the only path to a better future

The European steel industry – and therefore the entire cold rolling sector – is facing huge challenges. Fundamental change is no longer avoidable. But these challenges also present an opportunity for the BILSTEIN GROUP to help shape a sustainable future.



Even disregarding the current crisis and economic difficulties, the European steel industry is undergoing fundamental change. The transition to a carbon-neutral industry is a key driver of this change, and is a particularly big challenge for companies involved in the steel supply chain. Currently, the energy-intensive processes involved in steel production make up 30 per cent of all industrial CO₂ emissions – so, clearly, "business as usual" is no longer option.

The two trends setting the course: carbon neutrality and electric vehicles

The transition to a carbon-neutral industry remains a key driver of the BILSTEIN GROUP's strategy. While the massive decreases in sales volumes across the European steel industry, and the associated cost-cutting measures that entails, might trump everything else right now, sustainability and climate protection remain important strategic pillars of future success for the BILSTEIN GROUP.

At the same time, the revolution underway in the automotive sector, with the uptake of electric vehicles, is of course having a massive impact on the business model of traditional cold rolling players, including the BILSTEIN GROUP. "Electric vehicles are the future – and they are already having a huge impact on the entire steel value creation chain and the BILSTEIN GROUP," explains Marc T. Oehler, Chief Executive and managing partner of the BILSTEIN GROUP.

“Our strategy is focused on aligning the BILSTEIN GROUP's supply chain with the goals of carbon neutrality and the transition to electric mobility. To do this, the BILSTEIN GROUP is looking at adding value across its supply chain and introducing different technologies and materials; there are plenty of innovative ideas in the pipeline. The goal is to successfully support the transformation already underway in the automotive sector to electric vehicles, but also to tap into new business segments.”

Michael Ullrich, CTO, BILSTEIN GROUP.

The BILSTEIN GROUP has been firmly focused on these two trends for many years, and will remain so – regardless of the current storm the steel industry is weathering.

Opportunities for innovation: the BILSTEIN GROUP's approach

How can we procure the volumes of low-carbon raw material we need? How can we make our internal production processes carbon-neutral? How can we work together with customers to increase demand for carbon-neutral steel, even in difficult economic circumstances? These are the questions driving the BILSTEIN GROUP's strategy, in addition to the desire to support and help shape the huge changes underway.

"In anticipation of combustion engines becoming obsolete, we have developed new, more sustainable processes like high-speed laser cutting," explains Marc T. Oehler. "And our steel fibre, STABILS, has opened up access to new application areas and market segments. These are all exciting new projects that we'll continue to pursue – although we'll be paying more attention to budgets than timelines in these current challenging times."

Signs of the times: adjusting to the new normal

In addition to tackling these long-term strategic goals, the company is also having to reckon with the fact that the structures established over a decades-long growth phase are no longer meeting the demands of the economic slump facing the European steel industry right now.

"In Germany we were set up to produce significantly more than half a million tonnes of high-quality cold-rolled strip per year. We will be able to use 60 to 70 per cent of this capacity in the medium to long term, even if the economy recovers. The way things look now, we're talking about a maximum production level of between 350,000 and 400,000 tonnes per year," says Michael Ullrich, Chief Technology Officer at the BILSTEIN GROUP. "We need to adapt to these predicted volumes with all the cost structures that we have." 🌱



The future is sustainable

The onus on companies to help protect the planet is rising – with an increasing number of standards and initiatives putting sustainability within industry and businesses under scrutiny. The BILSTEIN GROUP takes complying with all laws and regulations extremely seriously.

Understanding the environmental, social and economic consequences of how we do business, and ensuring our actions are sustainable and transparent – these are among the biggest challenges we face right now. But it's the only way to meet challenges like climate change and resource scarcity head on and to make sure our company, and the planet, remains viable.

Effective sustainability management
 Legal guidelines, standardized tools and various initiatives can support a company in helping to shape the sustainable transition. In order to implement effective sustainability management processes that lead to tangible improvements in the social, environmental and economic space, the BILSTEIN GROUP makes use of a whole host of methods, initiatives and platforms, in addition to complying with legal requirements.

Building a common framework and disclosing information
 The framework for a shared understanding of sustainability is provided by the 17 goals of the United Nations (UN), the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standard (ESRS). There is also a number of platforms where, via questionnaires, we can disclose information and gain certifications. These include the non-profit Carbon Disclosure Project (CDP), as well as various certification, network and sustainability platforms like EcoVadis, Supplier Assurance Questionnaire (SAQ) and IntegrityNext, and customer-specific surveys.

CBAM: a new way to offset CO₂

On 1 October 2023, the Carbon Border Adjustment Mechanism (CBAM) – a carbon offsetting policy – became effective in the EU. The mechanism is essentially a carbon tariff on carbon-intensive products that are imported from countries outside the EU. The aim is to prevent companies in sectors covered by EU emissions policies from moving production outside of the EU to avoid emissions-related policies.

The BILSTEIN GROUP has already implemented all CBAM requirements in its processes and keeps records of the corresponding data; nevertheless, we currently procure very small volumes of raw material from countries outside the EU.

CSRD and ESRS

The EU's Corporate Sustainability Reporting Directive (CSRD) provides standardized reporting requirements for European companies, with a special focus on sustainability reporting. The CSRD covers all the environmental, social and governance (ESG) aspects of operating a business and is closely connected to other crucial EU Directives. It defines comparable standards. In Germany, the government approved a draft bill for implementing the CSRD in German law on 23 July 2024; negotiations at EU level are still ongoing.



The 17 goals of the UN

As part of its Agenda 2030, the United Nations defined 17 Sustainable Development Goals (SDGs) that are intended for everyone, including governments, civilians, science and the private sector. The UN's sustainability framework is therefore also taken into account in the BILSTEIN GROUP's sustainability reporting.

Carbon Disclosure Project questionnaire

Founded in 2000, the London-based non-profit Carbon Disclosure Project (CDP) was established to help both companies and government authorities disclose their environmental impact data. This includes data related to greenhouse gas emissions, water consumption and the use of plastics.

The resulting CDP score, which is generated on the basis of a comprehensive questionnaire, allows companies to identify which areas require most attention in order for them to make progress towards their sustainability goals. Companies can then improve their own sustainability strategy and monitor their progress via benchmarking and direct comparisons with other entities.

The BILSTEIN GROUP has been completing the detailed CDP questionnaire – one of the most comprehensive of its kind – for both BILSTEIN and HUGO VOGELSANG since 2023, and is therefore a pioneer among its peers. 

Science Based Targets initiative (SBTi)

SBTi is a joint initiative between the Carbon Disclosure Project, the United Nations Global Compact, the World Resources Institute, and the World Wide Fund for Nature. In October 2021 the SBTi developed the world's first net zero standard, providing the framework for companies to define science-based net zero goals.

The BILSTEIN GROUP is looking closely at projects like SBTi, which supports companies in defining their emissions reduction targets based on scientific findings, in accordance with the Paris Agreement. 



Certification and sustainability platforms

The BILSTEIN GROUP is investing in a number of certification, network and sustainability platforms to manage, deliver and ensure transparency in processes and key data related to climate protection and sustainability.

- EcoVadis
- Supplier Assurance Questionnaire
- IntegrityNext
- Assent
- JAGGAER One

Additionally, there are a number of customizable platforms like Prewave and Manufacture M2030.

EcoVadis

EcoVadis supports companies in managing ESG risks and compliance, achieving their sustainability goals and making positive contributions within the value chain.

Supplier Assurance Questionnaire (SAQ)

The SAQ aligns with the global sustainability guidelines for the automotive industry and focuses on optimizing sustainability performance in the auto supply chain. It is applicable for suppliers worldwide, and encompasses procurement, manufacturing, logistics, assembly and retail.

IntegrityNext

Used by two million suppliers in 190 countries, the IntegrityNext platform is one of the leading solutions for supply chain sustainability management.

Assent

This sustainability platform helps stakeholders identify and mitigate risks in international, complex supply chains.

JAGGAER One

Procurement platform JAGGAER One simplifies and automates procurement processes, improves transparency, minimizes risks and supports companies in making their processes more sustainable.

I Key Figures & Certifications

Transparency, both internal and external, is a prerequisite for making long-term progress in sustainability and achieving improvements together with all key stakeholders. By publishing the energy and water usage of its plants, the corporate carbon footprint (CCF) and product carbon footprint (PCF), the BILSTEIN GROUP makes all key figures and data available. And with its certified carbon accounting model, the company also has at its disposal a reliable method for calculating carbon savings and passing them on to its customers.



I Our certifications at a glance

BILSTEIN GROUP companies are continuously working to improve their quality, environmental and safety management systems. These are regularly certified by third-party experts in accordance with international standards.



QUALITY MANAGEMENT

BILSTEIN + BILSTEIN SERVICE
ISO 9001:2015
Valid from 14 November 2023
Expires 13 November 2026

HUGO VOGELSANG
ISO 9001:2015
Valid from 28 January 2024
Expires 27 January 2027

BILSTEIN CEE
ISO 9001:2015
Valid from 26 May 2024
Expires 25 May 2027

BILSTEIN + BILSTEIN SERVICE
IATF 16949:2016
Valid from 14 November 2023
Expires 13 November 2026

HUGO VOGELSANG
IATF 16949:2016
Valid from 18 January 2024
Expires 17 January 2027

BILSTEIN CEE
IATF 16949:2016
Valid from 23 May 2024
Expires 22 May 2027

ENVIRONMENTAL & ENERGY MANAGEMENT

BILSTEIN + BILSTEIN SERVICE + HUGO VOGELSANG + STABIS
ISO 14001:2015 | ISO 50001:2018
Valid from 13 December 2025
Expires 13 December 2028

BILSTEIN CEE
ISO 14001:2015 | ISO 50001:2018
Valid from 16 April 2024
Expires 15 April 2027

I Key figures: Energy and water use in plants

An ongoing environmental and energy management initiative is in place to support the BILSTEIN GROUP in reducing carbon emissions and water use in its production, logistics and administrative processes.

CONSUMPTION AND KEY FIGURES FROM 2021 TO 2024 (Germany)

	2021		2022		2023		2024	
	BILSTEIN	HUGO VOGEL-SANG						
Electricity (in GWh)	52	19	51	19	46	17	45	18
Natural gas (in GWh)	126	36	118	35	100	29	96	29
Heat recovery (in GWh)	6		5		5		4	
Groundwater (in m³)	1,715,971	28,913	1,718,058	25,762	1,652,759	17,603	1,666,164	19,828
Mains water (in m³)	7,839	5,710	8,968	7,265	7,178	7,976	7,875	5,857
Waste water (in m³)	23,064	13,650	26,287	15,979	24,039	13,385	24,459	11,067



Did you know?

The proportion of renewable energy in the electricity mix at the BILSTEIN GROUP's German sites hit **33 per cent** in 2025 (preliminary numbers).



I Key figures: our corporate carbon footprint (CCF)

Our carbon footprint is key to our sustainability strategy. So every year, the BILSTEIN GROUP calculates the corporate carbon footprint (CCF) of its German companies, BILSTEIN and HUGO VOGELSANG.

A corporate carbon footprint (CCF) takes into account both the direct and indirect emissions of an organization. Unlike the product carbon footprint (PCF – see the next page), it also accounts for emissions that arise outside the boundaries of a company, for example employee travel, shipments, etc. The CCF therefore consists of both an organization's internal greenhouse gas emissions and external emissions that occur along the company's specific supply chain.

Annual updates to the CCF

In 2021, the BILSTEIN GROUP calculated its CCF for the first time in accordance with the Greenhouse Gas (GHG) Protocol Corporate Accounting and Reporting Standard and ISO 14064, and it has been updated every year since – **a fact that makes us stand out within the sector.**



AN OVERVIEW OF GREENHOUSE GAS EMISSIONS

Scope		Unit	2021	2022	2023	2024
Scope 1	BILSTEIN	t CO ₂ e	26,524	24,610	20,759	20,157
	HUGO VOGELSANG	t CO ₂ e	7,798	7,689	6,472	6,210
Scope 2 (location-based)	BILSTEIN	t CO ₂ e	20,438	21,617	16,381	14,927
	HUGO VOGELSANG	t CO ₂ e	7,460	7,874	6,002	5,835
Scope 2 (market-based)	BILSTEIN	t CO ₂ e	11,699	29,627	6,912	10,838
	HUGO VOGELSANG	t CO ₂ e	9,565	10,756	4,258	4,270
Scope 3 (location-based)*	BILSTEIN	t CO ₂ e	1,027,227	939,898	785,544	746,905
	HUGO VOGELSANG	t CO ₂ e	142,989	133,659	81,652	92,390
Scope 3 (market-based)*	BILSTEIN	t CO ₂ e	1,026,877	940,219	785,165	746,701
	HUGO VOGELSANG	t CO ₂ e	143,073	133,774	81,852	92,312
Total Scopes 1–3 (location-based)	BILSTEIN	t CO ₂ e	1,074,188	986,126	822,684	781,989
	HUGO VOGELSANG	t CO ₂ e	158,246	149,222	94,126	104,434
Total Scopes 1–3 (market-based)	BILSTEIN	t CO ₂ e	1,065,100	994,247	812,837	777,695
	HUGO VOGELSANG	t CO ₂ e	160,435	152,220	92,312	102,791

* incl. hot strip steel and upstream energy provision

To distinguish between direct and indirect emissions sources, the BILSTEIN GROUP uses the standards set by the Greenhouse Gas Protocol, with emissions broken down into Scopes 1, 2 and 3:

Scope 1

Direct greenhouse gas (GHG) emissions

Emissions from sources that are under the ownership or control of the BILSTEIN GROUP, including emissions from combustion in its own plants or those under its control (boilers, furnaces, vehicles, etc.).

Scope 1 GHG emissions are calculated based on the volumes of commercial fuels purchased (such as natural gas and heating oil) using professional emissions accounting software. The basis for the emissions factors data is the Ecoinvent life cycle database (version 3.9.1) and Sphera Managed LCA Content database (version 2025.2).

Scope 2

Indirect GHG emissions from sourced energy

Indirect emissions under Scope 2 refer to greenhouse gas emissions resulting from energy generation. They include electricity that is bought into the organization, and therefore all the emissions produced during electricity generation.

Scope 2 GHG emissions are calculated based on the company's electricity consumption and the supplier-specific, local network, as well as other published emissions factors.

Scope 3

All other indirect GHG emissions

Scope 3 emissions are the result of the company's activities, but come from sources that are not under the direct ownership or control of the company. Hot strip steel is the most significant indirect source of emissions, with its production making up approx. 95 per cent of total Scope 3 emissions.

I Key figures: our product carbon footprint (PCF)

We manufacture over 7,000 cold-rolled strip products – and we can calculate the PCF for each of them. Our accounting tool is validated annually by an accredited certification body.

A number of factors influence the carbon footprint of a product: at which plant is it manufactured? How much green electricity is used? Which energy sources are used, and how much?

The BILSTEIN GROUP has developed a validated tool to help it calculate the PCF for each of its more than 7,000 individual cold-rolled strip products. Validation of all the BILSTEIN GROUP's German plants, and the entire product portfolio, first took place in 2022 and was carried out by the accredited certifying body GUTcert. Since then, validation has been repeated annually. The PCFs are produced in November each year based on the latest emissions data, and are calculated in accordance with the GHG Product Standard and ISO 14067. 

During the 2024 reporting year, there were ...

- ... a volume-weighted average of 2,479 kg CO₂ equivalent per tonne across all BILSTEIN plants.
- ... a volume-weighted average of 2,750 kg CO₂ equivalent per tonne across all HUGO VOGELSANG plants.
- ... a volume-weighted average of 2,704 kg CO₂ equivalent per tonne for the steel fibre STABILIS.

These figures ...

... can be cut by as much as 674 kg CO₂e/t thanks to BILCO₂ – as validated by GUTcert!

i Did you know?

The CO₂ content of a steel product is calculated across its entire life cycle, from initial extraction of iron to steel production and downstream processing, to finishing the final product.



i Resource-efficient production

The efficient use of resources has always been a key focus of the BILSTEIN GROUP, and the company sets corresponding benchmarks when it comes to making its own processes more energy efficient.

The following strategic projects are underway:

- Working with customers to optimize production processes
- Developing production technologies with suppliers
- Expanding the company's in-house heat recovery system
- Continuing the decarbonization strategy, for example by potentially switching from using natural gas to more sustainable energy sources

All these measures have a positive impact on the PCF.



The carbon accounting model: reducing the carbon footprint of steel products

The carbon accounting model has been widely adopted across the steel supply chain as a means of passing on CO₂ savings in a way that can be easily reproduced, and as transparently as possible. The BILSTEIN GROUP is among the companies to have implemented this model, which allows us to provide our customers with low-carbon cold-rolled strip.

In the steel industry, the carbon accounting model is currently the most widely used approach for reducing the CO₂ content of steel products throughout the supply chain, with as much transparency as possible. "Directly attributing CO₂ savings is so complex that it's almost impossible for us to do with a broad product portfolio like ours – and it doesn't work at all for recycled materials," says Marc T. Oehler, BILSTEIN GROUP Chief Executive and managing partner. "Right now the carbon accounting model is the best solution for passing on CO₂ savings to customers across the supply chain as transparently as possible."

How does it work?

The basic principle behind the carbon accounting model is simple: it collects all the production-related CO₂ savings made along the process chain using various measures. These must be measures specifically implemented to reduce greenhouse gas emissions – so any changes undertaken by the BILSTEIN GROUP to optimize processes for purely economic reasons are not included.

These savings are reviewed and virtually collected by an independent third party. The actual savings can then be mathematically extracted from this 'pot' and credited to the relevant products. Using the model, the true CO₂ savings achieved in actual processes across the supply chain can be allocated to any product.

Validation by an external certifying body

With more than 7,000 cold-rolled strip products that all vary in terms of strength and dimensions and that undergo different energy-inten-

sive processing steps in the BILSTEIN GROUP's plants, the carbon accounting model offers a reliable solution for calculating real CO₂ savings and passing them on to customers. The biggest benefit is that, if customers request specific grades that the steel manufacturer can't provide in a low-carbon variety, the BILSTEIN GROUP can use the accounting model to pass on the desired CO₂ savings anyway – because the savings have been achieved elsewhere during production.

The BILSTEIN GROUP's carbon accounting model was certified by the external body GUTcert and has been revalidated every year since 2022. 

Documentation

On 14 March 2025 the BILSTEIN GROUP's carbon accounting model, in use at its German companies BILSTEIN and HUGO VOGELSANG, was revalidated by the external certifying body GUTcert.

The relevant documentation can be viewed at www.bilstein-gruppe.de/en/downloads-2/ or here:



Daily updates to the product carbon footprint

The carbon accounting model is always based on the respective product carbon footprint (PCF), i.e. the product-specific CO₂ footprint.

The BILSTEIN GROUP automatically updates around 7,000 PCFs each day using our proprietary software, which is developed in-house and validated by GUTcert. This sets a benchmark within the industry.



The journey to green steel



- To reduce the carbon footprint of a cold-rolled strip coil, the BILSTEIN GROUP relies on three key measures:
- Using a low-carbon raw material with reliable external validations
 - Using electricity from renewable sources
 - In the medium term, replacing natural gas with alternative energy sources

The actual CO₂ savings are tallied together in a virtual memory, using the accounting model, and later allocated to individual BILSTEIN GROUP products.

What this means in practice: the CO₂ savings from certified raw materials – in other words, proven low-carbon hot-rolled strip – are sent to a virtual memory. The same happens with CO₂ savings achieved through the use of electricity produced using renewable energies and, where available, carbon-neutral hydrogen (H₂) or biomethane. These savings can then be passed on to the BILSTEIN GROUP's customers.



"If a customer requests savings, then the latest PCF for their product is used in the calculation. The more recent the PCF, the more precise and reliable the calculation of the CO₂ emissions the customer is generating with their products. Together with the certifying body that inspected our model, we determined that it's therefore best to update it annually. It makes sense for us."

Christian Hagenkord, Head of Sustainability Projects and Energy Supply at the BILSTEIN GROUP.



"The benefit for our customers is that, thanks to our strategic focus on resource-efficient production processes, the PCFs are much higher than they would be without these efforts. This means less of the CO₂ savings available in the virtual memory have to be used to achieve the final, desired emissions value for a given product. It all works in our customers' favour."

Michael Ullrich, CTO, BILSTEIN GROUP

I Products & Innovations

The BILSTEIN GROUP pursues its goal of producing innovative, climate-friendly steel by making continuous investments in the development of environmentally and economically optimized processes and in pioneering products. At its site in Hagen-Hohenlimburg, the BILSTEIN GROUP operates the most cutting-edge cold-rolled strip plants worldwide – and is always adding sustainable, leading-edge technology.



The cold-rolled strip of the future



Das Kaltband.

BILCO₂: the cold-rolled strip with a smaller carbon footprint

In late summer 2023, the BILSTEIN GROUP enhanced its portfolio with a high-quality cold-rolled strip with a significantly reduced carbon footprint – with zero restrictions in terms of raw material origin, grade, volume and dimensions.

The carbon accounting model provides the basis for reducing the carbon footprint of a BILCO₂ cold-rolled strip coil, with the actual CO₂ savings made along the supply chain passed on to the final product (see page 13 for more on this).

The BILSTEIN GROUP offers BILCO₂ for all its steel products and grades, at both BILSTEIN and HUGO VOGELSANG. Customers can choose from three classifications of low-carbon steel:

- 2,000 kg CO₂equivalent per tonne
- 1,500 kg CO₂equivalent per tonne
- 1,000 kg CO₂equivalent per tonne

The name BILCO₂ was selected to reflect the combination of the breadth and depth of knowledge we've developed since the founding of BILSTEIN & Co. (BILCO for short) in 1911 with our ambitious vision: achieving a significant reduction in the carbon footprint of BILSTEIN GROUP steel products. [🌱](#)

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"Climate change affects us all. The faster the steel industry, one of the biggest emitters of greenhouse gases, makes progress here, the better it will be for everyone. Ambitious projects like BILCO₂ will help us on this journey!"

Marc T. Oehler, Chief Executive and managing partner, BILSTEIN GROUP

A match made in heaven: Innovation and sustainability

With a readiness to invest and a spirit of innovation, the BILSTEIN GROUP's pioneering production methods and new cold-rolled strip grades combine two goals: offering the best solutions on the market, and using the Earth's resources efficiently.



STABILS – our new steel fibre

Rethinking Germany's main construction material: Each year, more than 100 million cubic metres of reinforced concrete – a composite made from concrete and reinforced steel – are installed in Germany alone. The CE-certified steel fibre STABILS, which was launched on the market in September 2023, enables much more sustainable construction with a significantly lower carbon footprint: it reduces the volume of steel needed per unit of concrete compared with conventional reinforced steel, while also reducing the required wall thickness of concrete elements, and with it the amount of carbon-intensive cement.

At a time when resources are expensive and scarce, reducing material consumption is a key decision-making criteria in itself. Using less concrete also equates

to a reduction in the transportation of materials, as well as the associated logistics costs and emissions. In this way, the new material can lead to savings on multiple fronts in terms of raw materials, time and CO₂ emissions.

The STABILS advantage

Long bars of conventional reinforced steel are knotted or weaved together to create mesh, then added to a formwork before concrete is poured over it. But you can do the same thing with steel fibres; 25–70 mm long wires can be added directly to concrete and dramatically increase its overall load bearing capacity. But mixing in the fibres that are currently on the market is relatively time-consuming and, because of their geometry, not always successful.



This is where the high-grade steel fibre made from tempered strips by BILSTEIN STEEL FIBER GmbH comes in. Each fibre is straight, and they are easy to mix into concrete and to distribute evenly. STABILS also offers huge benefits over conventional reinforcement made from mesh: thanks to the fibre's excellent properties, reinforced concrete made with STABILS is also more malleable. This makes it ideal for challenging projects like building tunnels, as well as for traditional construction. Furthermore, thanks to the high degree of stability and improved malleability of reinforced concrete made with STABILS, less steel and much less concrete are required overall to achieve the desired result.

STABILS' technological superiority over its competitor products has already been proven in multiple experiments undertaken with interested companies and lab tests at renowned universities. The BILSTEIN GROUP's innovative steel fibre offers a multitude of technical benefits – and our customers are starting to notice.

The STABILS portfolio is growing

The BILSTEIN GROUP is expanding its product portfolio by developing new types of fibre. These retain

the technical advantages of the existing STABILS fibre while opening up new market segments and creating cost benefits for customers. Three new types of fibre are currently in contention.

These include the annealed fibre, which is being manufactured and tested with additional external anchors; this variation delivers improved STABILS performance for comparable production costs.

Furthermore, in January 2025, BILSTEIN STEEL FIBER produced the first short STABILS fibre (35 mm) for use in sprayed concrete – a market segment that the existing STABILS variations have so far been unable to serve.

Supporting a series of seminars

The majority of structural engineers are often unsure when it comes to calculations involving reinforced steel; it's an area that only a few engineers specialize in. To reduce this potential bottleneck in future, the BILSTEIN GROUP is working on increasing the number of engineering firms that work with reinforced concrete, by supporting a series of training seminars. 

Using BILCO₂ and the underlying carbon accounting model, our high-strength steel fibres can be reduced to a residual 674 kg CO₂ equivalent per tonne of STABILS.



BILCUT® high-speed laser blanking

Developed by the BILSTEIN GROUP in collaboration with the Fraunhofer Institute for Laser Technology (ILT) and Automatic-Systeme Dreher GmbH, the BILCUT® high-speed laser blanking procedure for the production of shaped blanks for the auto sector is truly a world first. The patented technology is highly innovative. For one, it allows for much higher speeds to be attained. Additionally, it means the manufacturing process for shaped blanks can be designed in a much more resource-efficient way. Thanks to the flexibility of the laser-cutting head, many more shaped blanks can be made from a single coil than would be possible with a conventional die cutter. This also results in significantly less waste. Offering an outstanding alternative to tool-based blanking with presses, this technology is already eagerly awaited by the market.

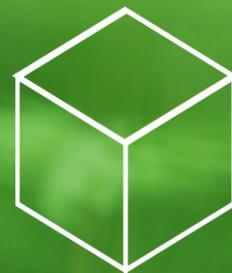
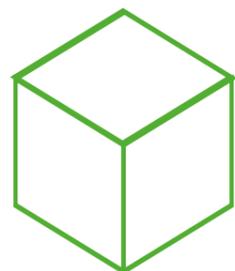
In April 2025, the BILSTEIN GROUP approved an investment to construct a new BILCUT plant at the Berchum site. It was the green light for the establishment of BILCUT GmbH, the commissioning of a new production line in Berchum, and for sales cooperations with the EDAG Group – one of the biggest independent engineering service providers in the automotive industry – and with EMW Stahl Service GmbH based in Neunkirchen, North-Rhine Westphalia, one of Germany's largest independent steel service centres. Production is slated to begin in early 2027. 



At Blechexpo 2025 in Stuttgart, BILCUT was a star attraction – at both the BILSTEIN GROUP and the booths of our partners EMW Stahl Service GmbH and Automatic-Systeme Dreher GmbH.



"Every kilo of steel that we can save in the production of a component is now twice as important," says Michael Ullrich, Chief Technology Officer at the BILSTEIN GROUP. "Firstly because of the environmental impact, in particular the carbonfootprint of steel products, and secondly because of the soaring costs for energy and raw materials."



Innovative alternatives for electric strip: Supermod®, Ultramod® and Extramod®

Supermod®, Ultramod® and Extramod® are innovative cold-rolled strip grades with soft magnetic properties. The grades already feature excellent electromagnetic properties in as-delivered condition. This means they can be used in parts production immediately, without the need for additional annealing – and makes them great alternatives to electric strip made from aluminium-silicon alloy, in both an environmental and ecological context.

I Sustainable Procurement & Processes

Resource and energy efficiency are key drivers of the BILSTEIN GROUP's strategic decisions. The company is investing in new technologies and embarking on a range of projects to be able to supply low-carbon steel in the future. We set the bar high – both for our own processes, and for the suppliers we source our raw materials from. Our aim is to align the supply chain as closely as possible with the goals of carbon savings and electric mobility.





How green steel is made: strategic decisions along the supply chain

An important prerequisite for the production of BILCO₂, our cold-rolled steel with a reduced carbon footprint, is a sustainable reduction in CO₂ emissions during steel production. Both modern steel start-ups and traditional steelworks offer relevant solutions.

Purchasing low-carbon hot-rolled strip is the most effective way for the BILSTEIN GROUP to achieve its own sustainability targets and to offer significantly lower-carbon cold-rolled strip with BILCO₂. The BILSTEIN GROUP has used technology to reduce CO₂ emissions in its own manufacturing processes for some time now, and with considerable success (see the following pages for more on this). All of this means there is a realistic chance for the company to supply largely carbon-neutral cold-rolled strip from 2030 onwards.

The BILSTEIN GROUP's ambitious CO₂ reduction goals aim to anticipate the needs and expectations of customers and other stakeholders in an industry-leading way. Right now, it is not completely clear how much green steel is available, but traditional suppliers have already made a lot of progress in this area. Whether it's electric

arc furnaces, using "green" sponge iron, electrolyzers or the carbon accounting model, there are already solutions that will help to significantly reduce carbon emissions in steel production. The BILSTEIN GROUP has come to supply agreements with several large steelmakers for the long-term procurement of significant volumes of low-carbon steel grades.

Pioneering initiatives like that of the Swedish start-up Stegra (formerly H2 Green Steel, see the next page) are helping to propel the transformation of the steel industry. The new steelmaker is guaranteeing a supply of mostly carbon-neutral steel – and as an early investor, the BILSTEIN GROUP was among its first customers to sign a purchase agreement. The first deliveries of green steel are expected in 2027. 



"We want to solidify our position as an innovative and sustainable partner in the industry and have carbon-neutral or reduced steel make up more than 50 per cent of the raw materials we use by 2028/29."

Marc T. Oehler, BILSTEIN GROUP Chief Executive and managing partner

Did you know?

Well over 90 per cent of the carbon footprint of a BILSTEIN GROUP cold-rolled coil occurs in upstream processes.



"Carbon-neutral steel is and will remain a key focus for us. As soon as the economy starts to pick up, the topic of green steel will once again gain momentum."

Georgio Alexopoulos,
Chief Sales Officer



In future, the key variable that will determine whether we can replace coke with hydrogen in the traditional blast furnace route, and thereby reduce carbon emissions, will be ensuring a reliable supply of hydrogen. The same goes for electric arc furnaces, where a direct reduction using hydrogen is important to be able to use low-carbon iron ore instead of or in addition to scrap.

Paths to low-carbon steel: approaches of traditional steelmakers

Electric arc furnaces

Some steelmakers are using electric arc furnaces and scrap to produce high-quality steel containing only a quarter of the CO₂ of traditional blast furnace steel. This is the approach taken by Çolaköglu and Salzgitter (SALCOS: SALzgitter Low CO₂ Steel-making), for example. However, in Europe, electric arc furnaces are only used in around 15–20 per cent of steel production. It's a different story in the US, where 60–70 per cent of flat steel is made in electric arc furnaces. The BILSTEIN GROUP has close connections to the US market and the opportunities it offers through BILSTEIN COLD ROLLED STEEL.

Electrolysis

By procuring renewable energy from wind turbines installed on company premises, green hydrogen can also be produced via proton exchange membrane (PEM) electrolysis, with high-temperature electrolyzers working with steam from industrial waste heat. Both techniques remove natural gas from the equation and are currently in use at SALCOS (Salzgitter).

Direct reduction plants

Direct reduction involves a shaft furnace powered by natural gas or hydrogen instead of coke. The oxygen is then extracted from the iron ore, leaving the reduced sponge iron. A plant like this is under construction at thyssenkrupp Steel as part of the tkH2Steel® project at the site in Duisburg, and is slated to start operation in 2027 – using natural gas and blue hydrogen to bridge the gap until sufficient quantities of green hydrogen are available. Salzgitter and Tata Steel are also building natural gas-powered direct reduction plants and electric arc furnaces.

Accounting model

The steel manufacturer thyssenkrupp Steel Europe is using an accounting model that allows it to offer steel with up to 70 per cent less carbon, as part of its bluemint® steel product family. The CO₂ savings have been made possible by technology where sponge iron is used to replace some of the coking coal in the blast furnace process.

Certificate sales

Meanwhile, ArcelorMittal is selling green steel certificates under its XCarb® brand to help its customers achieve CO₂ savings. The carbon reductions are achieved through various measures at ArcelorMittal's European production plants, for example by sourcing green electricity or increasing the use of scrap steel.

However, the company cancelled decarbonization projects at its steelwork sites in Bremen and Eisenhüttenstadt in the summer because they were no longer seen as economically viable. 

I Decarbonizing heavy industry: a mission-critical project

The Swedish company Stegra (previously H2 Green Steel) launched in 2021 with the goal of reducing emissions from the steel industry within an ambitious time frame.

As part of the project, the world's largest electrolyzer is currently being constructed in Boden (near Luleå), Sweden. Once complete, the plant will use alkaline water electrolysis and 100 per cent renewable energies to split water into hydrogen and oxygen, potentially allowing the production of more than 100,000 tonnes of green hydrogen each year. The plant will be at the heart of a steel production process that uses green hydrogen instead of coal to turn iron ore into iron and

As an early investor in Stegra, the BILSTEIN GROUP was among the first customers to sign a purchase agreement with the company, and the first deliveries of green steel are expected in 2027.

steel. Via direct reduction, the green hydrogen reacts with the oxygen in the iron ore to produce green iron, which is then used to manufacture green steel.

As a result, steel can be produced with up to 95 per cent less carbon emissions than conventional steel production using blast furnaces.

At first the new steelworks will likely start production using recycled scrap steel for raw material. The next step is to start manufacturing iron and steel using green hydrogen. The aim is for the new plant to produce one million tonnes of green steel annually, which would make a huge contribution to the decarbonization of heavy industry. 



Facts & Figures: A closer look at the green steelworks

- Location: Boden-Luleå, Norrbotten (North Sweden)
- Plants: Three central plants for producing green hydrogen (electrolysis), green iron (direct reduction) and green steel (electric arc furnaces), in addition to downstream plants for hot- and cold-rolled strip and coating
- Technology: Alkaline water electrolysis to make the green hydrogen, followed by direct reduction
- Financing: A large proportion of the financing (upwards of 7 billion euros) is secured, including an EU subsidy of 265 million euros.
- Progress: Construction of an electrolyzer with a capacity of 740 MW is almost complete; plants like the direct reduction reactor and electric arc furnaces have partly arrived on site and construction will start in spring 2026.
- Commissioning: Production is slated to begin in late 2026 and will be ramped up in 2027.
- Capacity: Stegra is aiming to produce five million tonnes of steel each year by 2030.
- Sustainability: The plant will cut the CO₂ emissions of the steel production process by more than 95 per cent, compared with using traditional blast furnaces.

I What are the sustainability goals of the BILSTEIN GROUP companies?

- ✓ To reduce any avoidable environmental pollution caused by our production processes and employees
- ✓ To minimize unnecessary use of resources
- ✓ To continue to improve sustainability in all areas
- ✓ To implement yearly defined actions, incl. those from the energy management system in accordance with ISO 50001

How is the BILSTEIN GROUP helping to achieve these goals?

- ✓ Sustainable procurement
- ✓ Applying innovative processes and methods for conserving resources
- ✓ Refurbishing energy systems
- ✓ Implementing new technologies

Every small action counts:

- ✓ Reducing waste and scrap
- ✓ Lowering energy use by switching things off when not in use (lights, heating, air conditioning and ventilation systems)
- ✓ Eliminating pressurized air leaks
- ✓ Ensuring the workplace is clean and tidy to reduce hazards for workers and the environment
- ✓ Employee suggestions on how to reduce our environmental impact
- ✓ Waste separation for recycling purposes

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“There's no doubt that, on account of its outstanding product properties and great recycling opportunities, steel will remain an important material going forward – especially in the wind power, automotive and construction industries. That's precisely why it's so important to invest in carbon-neutral technologies and processes now, and to continue to be a pioneer in innovative, climate-friendly steel.”

Michael Ullrich, CTO, BILSTEIN GROUP

Leaving natural gas in the past, for a carbon-free future



The BILSTEIN GROUP is working intensively on transformational processes and solutions that will potentially enable the phase-out of natural gas (CH₄) in favour of alternative energy sources. A key factor in achieving carbon-neutral steel production is a sufficient supply of green energy, or hydrogen (H₂).

The main CO₂ emitter in heavy industry is the generation of process heat in any step where material is annealed and needs to be softened for processing. At the moment, the BILSTEIN GROUP mainly uses

natural gas to generate heat in its production processes, but is strategically working towards switching to alternative energy sources.

Dual systems put us in pole position for a quick transition

A spirit of innovation: The first annealing furnace converted from natural gas to hydrogen began operation after two years of research and development work. Prior to 2023, this kind of technology was only available in the experimental space – until the BILSTEIN GROUP achieved the technological milestone in a pilot project. An entire annealing furnace with 11 burners and a total heating capacity of 1,800 kW was converted, in real production conditions and without any losses in output.

This pioneering work was only possible thanks to close cooperation with various partners: together with Kueppers Solutions, a leading manufacturer of industrial burners, the BILSTEIN GROUP was able to build on and develop the existing burner technology. Meanwhile, the Hagen-based company SCHLAGER Industrieofenbau GmbH installed the new technology, and Westfalen AG was able to provide the hydrogen volumes required for testing purposes. The Gas and Heat Institute Essen provided measurement and testing support over the course of the project. The results speak for themselves: from the ignition of the burners through to the very end of the process, not a single gram of natural gas was burned, and outstanding process parameters were achieved. The smokestack emitted water vapour instead of CO₂.

The bonus is that, because the technology is based on a dual system, the BILSTEIN GROUP is already "H₂ ready" and will be able to switch its production processes to hydrogen extremely quickly once sufficient quantities are available.



“We’re looking at everything right now, testing other technical approaches and exploring a broad range of potential alternatives. Because it’s still not clear what the best way is to produce process heat in a carbon-neutral way.”

Michael Ullrich, CTO, BILSTEIN GROUP

All we need is the hydrogen

"When it comes to the transformation of our processes, we had already made a lot of progress in making the switch from natural gas to more sustainable energy sources, i.e. hydrogen," explains Michael Ullrich, the BILSTEIN GROUP's Chief Technology Officer. To find the best possible solutions, the BILSTEIN GROUP has already invested a six-figure sum in research and development and has been building the necessary infrastructure. "But due to subsidies being cancelled and the lack of hydrogen infrastructure in our region in the foreseeable future, these efforts have largely hit an impasse. It's also unclear where in Germany sufficient quantities of green hydrogen can be procured from," continues Michael Ullrich.

Exploring all alternatives

For the time being, the BILSTEIN GROUP has put the hydrogen issue on the back burner and is looking at using biomethane as a substitute for natural gas and to provide electricity for process heat generation. From a technological perspective, it's possible to retrofit our annealing lines for inductive heating – even if that is extremely resource-intensive. The BILSTEIN GROUP is currently in discussions with plant manufacturers and working on relevant concepts.

The key obstacles facing all industries

All of this work is taking place against a backdrop of uncertainty, since it's not yet clear where sufficient quantities of green electricity will be sourced from – or how much it will cost. This is making a green transformation extremely challenging for all industrial companies in Germany. Because no matter which energy source is ultimately selected, it will require investments of millions of euros to make the transition. And given the current crisis facing the steel

sector and other industries in Germany, companies simply cannot afford to make huge investments without financial support and supportive policies from government.

"This applies to all companies along the steel supply chain," explains Marc T. Oehler, Chief Executive and managing partner of the BILSTEIN GROUP. "Lots of steelworks across Europe don't have the liquidity right now to implement the green transformation in the near term or to push ahead with it. So, this means we need to look at procuring alternative solutions. In the USA, for example, the carbon footprint of the parts of the steel industry relevant to us is significantly lower than here in Germany – because electric arc furnaces are already common practice there."

“The green transformation of the steel industry and the related efforts to significantly reduce the carbon footprint of our products continues to be hugely important to us. We have set ourselves the goal of making our processes carbon-neutral by 2035 at the latest. But in order to do that, we need sufficient quantities of renewable energies to be available.”

Marc T. Oehler, Chief Executive and managing partner at the BILSTEIN GROUP

Pursuing carbon neutrality in everything we do

By 2035, the BILSTEIN GROUP aims to make all its internal processes carbon-neutral, provided that sufficient renewable energy sources are available by then – and it's implementing a range of measures to meet this goal.

Energy- and resource-efficient production processes

By deploying state-of-the-art plant technology at all production sites worldwide, we ensure that they are optimized in terms of their energy and resource efficiency. This also applies to the BILSTEIN GROUP's sites in Hagen-Hohenlimburg, BILSTEIN COLD ROLLED STEEL in the USA, and BILSTEIN CEE in the Czech Republic.

Comprehensive energy monitoring

The BILSTEIN GROUP is taking every opportunity to make its processes and production steps as sustainable as possible. Comprehensive energy monitoring is helping the company to do this, especially at our German plants, where more than 700 meters and sensors send around 7,000 measurements to the system every 30 seconds. In terms of the comprehensive capture, collection and analysis of data, the BILSTEIN GROUP is well ahead of its competitors.

In-house experts for our customers: optimizing processes together

The BILSTEIN GROUP is also constantly monitoring and checking its internal processes: in cooperation with our customers, we optimize our production processes so that they use less electricity and natural gas and to minimize energy consumption and carbon emissions. With our Process Optimization department, we have a dedicated team ready to advise customers on this in depth. If, in collaboration with customers, processes can be improved to the point where we're able to skip an annealing or rolling procedure, then this has a positive impact on overall emissions.

Central heat recovery system and in-plant heat network

Many of the production steps and other processes that take place in the BILSTEIN GROUP's plants produce waste heat – and lots of effort goes into reusing this heat. The return of waste heat into the process cycle is a key part of a sustainable concept, which is why the company expanded its comprehensive in-house heat recovery system in 2012. Waste heat generated during annealing is used to make electricity, which in turn is used to power the annealing line. Some of it also feeds a water cycle. This is the central element of the BILSTEIN GROUP's extensive heat recovery solution. One large, centralized heat recovery system and an in-plant heat network were built especially for this purpose, and have been continuously expanded since 2012. In addition to the Organic Rankine Cycle (ORC) unit, a number of other systems and components where process heat occurs are connected to the water cycle.

Waste heat flows into the system from a total of 32 annealing bases in the two annealing plants, as well as from the air compressors in the new rolling mill.

This energy is then used to heat several production halls, warehouses, a joinery and dispatch. The process heat is also used to bring the water-oil mixture in the emulsion plants in the new wide-strip rolling mill and the tandem mill up to the required operating temperature: the rolling plant uses a cooling fluid that, paradoxically, must be heated and kept at a constant temperature of around 50°C. As a result, natural gas is only used when no waste heat is available.

KlimaExpo.NRW
Motor für den Fortschritt

Ausgezeichnetes Projekt

Integration of an ORC system in annealing

With the integration of an Organic Rankine Cycle (ORC) system in its annealing process, the BILSTEIN GROUP developed a truly pioneering solution. The plant was initially sponsored by the German Federal Ministry for the Environment as part of its Environmental Innovation Programme (www.umweltinnovationsprogramm.de), and was recognized with an award from KlimaExpo.NRW in 2016.

Thanks to the ORC system, BILSTEIN's largest plant is now home to the world's first fully automated batch annealing system and an annealing line modernized in 2019 can be operated with a much smaller carbon footprint. Both annealing lines are connected to a complex heat recovery system that has led to a significant reduction in the company's carbon footprint (CCF, Scope 1).

Using waste heat from air compressors

At the smaller of the two BILSTEIN plants in Hagen, at HUGO VOGELSANG and at BILSTEIN CEE in the Czech Republic, we're also using the waste heat from the generation of compressed air. The heat is fed via a heat exchanger into a boiler that provides heating in the social areas and, to a lesser extent, the halls, as well as hot water for bathrooms.

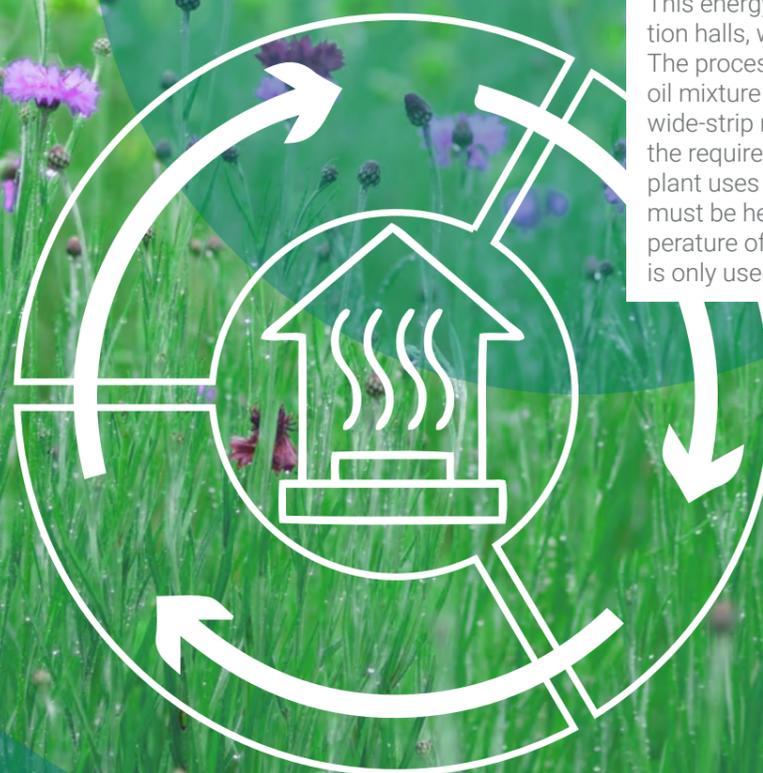
Reducing natural gas use to a minimum

Alongside annealing, the wide rolling mill at BILSTEIN is one of the few other areas at the BILSTEIN GROUP that still uses natural gas. To operate as energy efficiently as possible, the rolls have a self-contained cooling system: the waste heat from electric motors, converters, pumps and other units that need to be cooled is used to preheat the fresh air flowing into the hall via a water-to-air heat exchanger.



"If you only look at these kinds of investments through the lens of economic factors, then most of the time you'd probably come to a different decision. That goes for almost everything that we're doing. Until 2021/22, natural gas and electricity were simply too cheap in Germany. We've always made sure our investments align with our corporate values; after all, resources are limited, and we want to help protect the climate and the environment."

Michael Ullrich, CTO, BILSTEIN GROUP



Green logistics

Since spring last year, electric trucks belonging to forwarding company Rhenus Port Logistics Rhein-Ruhr GmbH have undertaken the journeys between the BILSTEIN GROUP's various sites in Hagen. "By using electric trucks in our fleet we're sending a clear signal about our commitment to more sustainable and modern logistics solutions," says Tobias Dahl, Head of Logistics at the BILSTEIN GROUP's order centre.

Clear CO₂ savings

By switching from diesel to electric-powered vehicles, both companies are cutting emissions significantly – specifically by around 104 kilos of CO₂ a day! With a range of between 250 and 300 km each day, electric trucks are ideal for shorter journeys.

A number of the vehicles are active in the BILSTEIN GROUP's fleet; a single truck can complete around six journeys a day, equating to a total of around 60 short journeys a week.



Reduced noise pollution

Another benefit is that electric trucks are significantly quieter than their diesel counterparts. "Plant I is located in a fairly built-up area and we have a lot of traffic coming and going. Switching to almost silent vehicles was of course very well received by local residents," explains Tobias Dahl.

A strategic focus on sustainability

"We are aiming to make all our processes carbon-neutral by 2035, provided sufficient carbon-neutral energy sources are available by then. We're delighted that in Rhenus we have found a forwarding company who wants to support us on this journey," says Tobias Dahl. "Together we have a clear strategic focus on sustainability." 

Retrofitting: making old plants more sustainable with new technology

A tried-and-trusted roll grinding line from 1938 and state-of-the-art control technology – a modernization project in Plant I is demonstrating that they can be a match made in heaven.

Saving old machinery from the scrap heap

"It would have been such a shame to get rid of such a robust, reliable roll grinder just because it's been in operation since 1938," says project lead Muhammet Erkan Kaya from the BILSTEIN GROUP's plants and process engineering department. "Particularly since the mechanical system is still extremely solid." So instead the team opted for a more sustainable retrofit. "Our goal was to convert a historical system with innovative design features into a cutting-edge system furnished with state-of-the-art control technology," explains Muhammet Erkan Kaya. The roll grinder in Plant I underwent a complete renovation, which included integrating it with digital and automated control processes as well as improvements to the handling and ergonomics.

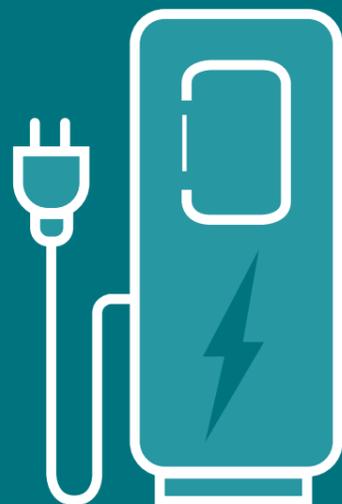
Extending the machine life cycle, while making it safer and more efficient

Because there were no longer replacement parts or designs available for the long-serving Naxos Type CNK² roll grinder, the team first had to measure all the system components when the modernization work began. Using these measurements, new designs were drawn up, which the experts from external firm Krausser Werkzeugmaschinenvertrieb GmbH used as a template for the overhaul. In early 2025, H. Kleinknecht & Co. GmbH got the machine up and running. After a successful test run with one roll, the system was finally handed over for production on 18 February 2025.

"Now we are benefitting from a modern system that can get through the rolls more quickly. Additionally, it's now much easier to procure mechanical and electrical replacement parts on the market," says Muhammet Erkan Kaya, delighted with the outcome. 

Charging stations for electric vehicles ...

The BILSTEIN GROUP has installed electric vehicle charging points for use by employees, customers, suppliers and other visitors, allowing them to charge their vehicles while on the company premises. The charging points at the biggest plant are already in operation, with between 100 and 150 charges being carried out monthly.



... and e-bikes

Life in the fast lane: since July 2023, 24 e-bike charging stations have been available to employees at our three locations in Hagen-Hohenlimburg, with more on the way.

Also since summer 2023, workers have had the opportunity to lease their own electric bike via the company – including insurance and warranty.



Close cooperation to modernize the roll grinder (left in image): (from left to right) Mario Schneider, grinding shop foreman, Plant I, BILSTEIN GROUP; Andreas Bohlen, roll grinder operator, Plant I, BILSTEIN GROUP; Rainer Krausser, managing director, Krausser Werkzeugmaschinenvertrieb GmbH; Knud Sömer, H. Kleinknecht & Co. GmbH; Erich Arndt, supervisor, Krausser Werkzeugmaschinenvertrieb GmbH; Robert Rosanka, roll grinder operator, Plant I, BILSTEIN GROUP; Michael Krausser, managing director, Krausser Werkzeugmaschinenvertrieb GmbH; and Muhammet Erkan Kaya, project lead, plant and process engineering department, BILSTEIN GROUP.

I Employees & Society

For the BILSTEIN GROUP, sustainability includes acting in a way that is aligned with our values in the wider context of our responsibility to society. As an international corporation, we not only comply with all national and international laws; we also attach huge importance to ethical business principles, which we require all our own companies, as well as our suppliers and partners, to comply with. And for a family-owned business like the BILSTEIN GROUP, fair and value-driven behaviour includes lifting up and supporting people in the company and the local region.



	BILSTEIN SERVICE	BILSTEIN	HUGO VOGELSANG	Total in Germany	BILSTEIN CEE	SHEARLINE STEEL STRIP	BILSTEIN COLD ROLLED STEEL	BILSTEIN TRADING (SHANGHAI)	Total outside Germany	Total
Employees	305	438	205	948	129	25	103	6	263	1,211

Data as of December 2025

I Values that count across the supply chain: being honest, fair and sustainable

High quality standards, sustainability and compliance with ethical principles: these are the values that the BILSTEIN GROUP applies both in its daily operations and in all its strategic decision-making – and it takes them very seriously. The company has extremely high expectations both of itself and the entire supply chain.

The BILSTEIN GROUP is one of the world's leading cold-rolled strip providers, with various production and service locations around the world. Our companies are fully aware of their responsibilities when it comes to complying with international rules and standards, and strive to exceed these requirements. As a result, they are guided by ethical business principles when shaping their company policies.

All our suppliers must commit to upholding the BILSTEIN GROUP's high standards when it comes to complying with quality, environmental management and hazardous substance requirements.

- ✓ Quality management, certified to ISO 9001 and IATF 16949
- ✓ Environmental management system, certified to ISO 14001 or EMAS
- ✓ Energy management system, certified to ISO 50001 and/or energy audit pursuant to Section 8 of the German Act on Energy Services and Other Energy Efficiency Measures

RoHS II Suppliers must ensure their products comply with the EU's Restriction of Hazardous Substances Directive II, i.e. ensure they do not contain higher concentrations of certain substances than those listed in the RoHS.

REACH Suppliers must confirm that they understand and comply with the EU's REACH regulation ([EC] No. 1907/2006). 

Questionnaire for suppliers, manufacturers and retailers

In addition to a code of conduct for suppliers, BILSTEIN GROUP companies regularly review the environmental policies and certification of manufacturers and retailers. To do this, the BILSTEIN GROUP uses a platform by tacto, where suppliers and service providers can provide basic information on their own sustainability activities and their compliance with customer standards. The questions relate to areas such as resource use in production, energy efficiency and occupational health and safety management in their company.

Code of conduct for suppliers and business partners

The comprehensive code of conduct for suppliers comprises 13 points. As well as ensuring compliance with applicable laws and regulations and the protection of employee rights, it encompasses a wide range of ethical obligations such as respecting and protecting human rights, and upholding environmental standards.

In particular, the code of conduct also forbids fraud, unfair competition through corruption, and money laundering.

- I. Compliance with applicable laws and regulations
- II. Respecting and protecting human rights
- III. Environmental protection
- IV. Anti-discrimination and employee rights
- V. Offering and granting benefits; conflicts of interest
- VI. Fair competition
- VII. Money laundering/money of suspicious origin
- VIII. Data protection and confidentiality
- IX. Transparency in financial reporting
- X. International trade
- XI. Product safety
- XII. Whistleblower system
- XIII. Responsible supply chain and risk management

CSR/sustainability requirements for suppliers

The BILSTEIN GROUP's corporate social responsibility (CSR) and sustainability requirements for suppliers cover the following:

- Human rights
- Child labour and underage workers
- Wages and benefits
- Working hours
- Modern slavery (i.e. slavery, exploitation and forced or compulsory labour)
- Freedom of association, incl. collective bargaining
- Harassment and discrimination
- Health and safety
- Environmental protection
- Corruption, bribery and extortion
- Privacy and data protection
- Export control
- Fair competition and antitrust law
- Conflicts of interest
- Responsible supply chain management
- Protection of whistleblowers

General Terms and Conditions of Sale and Delivery

The BILSTEIN GROUP's General Terms and Conditions of Business also include sale and delivery conditions that list compliance requirements for suppliers. You can find the

General Terms and Conditions of Sale and Delivery here: www.bilstein-gruppe.de/en/downloads-2/





I A will-do attitude: our compliance management system

As a global company with more than 1,200 customers worldwide, the BILSTEIN GROUP must uphold international laws and regulations, and in particular commit to a binding code of ethical business principles. All BILSTEIN GROUP companies are required to comply with a binding code of conduct.

Whistleblower Protection Act (HinSchG) and more

The companies in the BILSTEIN GROUP comply with all the requirements of the German Whistleblower Protection Act that came into effect in July 2023, and the complaints procedure pursuant to the Supply Chain Due Diligence Act using software from EQS. Our website features a link to the software, where whistleblowers can anonymously report any risks to human rights or the environment or infringements of corresponding obligations, either in their own department or elsewhere in the supply chain.

And since 2016, the BILSTEIN GROUP's compliance management system has provided an internal reporting channel via the group's compliance officers and an external channel via the Düsseldorf-based lawyer Glade Michel Wirtz for reports of (potential) infringements of guidelines.

Supply Chain Due Diligence Act (LkSG)

In the context of the reforms passed by the German cabinet on 3 September 2025 regarding the LkSG, the German Federal Office for Economic Affairs and Export Control (BAFA) has stopped verifying the company's reports pursuant to Sections 12 and 13 of the LkSG. This does not change the strict requirements that the BILSTEIN GROUP has of its suppliers, and which must be complied with regardless.

Human rights officer

One recommendation in the LkSG that the BILSTEIN GROUP implemented as soon as the law became effective on 1 January 2024 is the appointment of a human rights officer. At the BILSTEIN GROUP, this role has been taken on by Miriam Rensinghoff, who is also our Compliance Officer and Head of Fundamental Principles/Legal.



The three pillars of our compliance management system



Code of conduct

All the BILSTEIN GROUP's central values and ethical business principles are defined in a code of conduct that is binding for all its companies and employees.

In addition to a declaration regarding the protection of human and employee rights, the code's various sections encompass environmental protection standards and a wide range of ethical obligations such as treating others with respect. And the BILSTEIN GROUP doesn't just set the bar high for itself; it also expects its suppliers and partners to adhere to these high standards.



Anti-corruption guide

The anti-corruption guide aims to help prevent and actively combat any form of corruption or bribery. BILSTEIN GROUP companies actively promote fair competition and do not tolerate any form of corruption, which is a criminal offence in Germany. Ultimately, corruption can have damaging effects on public welfare, the economy and individual companies.

The processes and rules set out in the guide are binding for all employees of the BILSTEIN GROUP and provide guidance on how to deal with gifts. Using a traffic light system, the aim is to reduce the risks associated with accepting or granting gifts as best as possible.



Guide to antitrust law

This guide is intended to help employees identify any infringements of antitrust law. All BILSTEIN GROUP employees share responsibility for implementing these guidelines in their interactions with customers, suppliers and the general public.

You can learn more about the BILSTEIN GROUP's compliance management system on the group website:

https://bilstein-gruppe.de/wp-content/uploads/2016/12/CMS-BILSTEIN-GROUP_en_2017.pdf



I Work & Family

Balancing work and family is an enormous challenge that BILSTEIN GROUP employees face every day. The BILSTEIN GROUP supports its workforce to the best of its ability in this area, as it recognizes

BUK Familienservice

In collaboration with the organization BUK Familien-service, the BILSTEIN GROUP provides independent and external professional services for all employees at its German locations to help with challenging or stressful life events and situations. The services have been available since January 2019 via phone hotlines, video consultations, email and in-person meetings.

1. Childcare

Personalized advice on childcare options and formats, including parental leave and benefits, childcare costs, support with contractual queries, and much more.

2. Nationwide services during school breaks

Selection and research of certified options for regular or short-term childcare, connecting with babysitters and au pairs, homework support or emergency child-care, BUK summer camp, etc.

3. Care for dependents

Personalized support for caring for dependents, including care availability, types and levels of care, costs and grants, organizing care, connecting with nationwide support or care services, communications and liaison, and much more.

4. External employee support

Health management through confidential advice and support on topics like work, career, personal life, mental health and addiction. Expert service for HR managers, signposting to further support, etc. 



Family-friendly – it's in our DNA

The BILSTEIN GROUP recognizes that the well-being of its workforce isn't just about what happens in the workplace. After all, employees are first and foremost human beings. Thanks to its services in this area, the BILSTEIN GROUP has been designated a "Family-friendly company".

Work & Family

- ✓ Advice on parental leave and returning to work
- ✓ Flexible working hours
- ✓ Kid-friendly workspaces for emergency childcare situations
- ✓ Financial support for childcare
- ✓ Holiday activities and programmes for children of employees
- ✓ Company-wide agreement on remote working
- ✓ The opportunity for administrative staff to bring their dogs to work

Internal, personalized support

- ✓ External employee advice
- ✓ Family care: support with organizing care for dependents
- ✓ Rapid financial aid, particularly for family emergencies
- ✓ Support with addiction and money problems

Sustainable transport

- ✓ Employee bike leasing programme (since 2023)
- ✓ Charging stations for electric vehicles on company premises

Employee events

- ✓ Family festivals
- ✓ Meet-ups for retirees
- ✓ Anniversary parties
- ✓ Christmas tree programs

Extras

- ✓ Funds for family occasions based on the Social Affairs Act (effective since 1 January 2015)
- ✓ Funds for social issues
- ✓ Benefits in the event of loss of life

Staying active together

- ✓ Participation in various corporate running events

External events

- ✓ Girls'/Boys'/Parents' Day
- ✓ Management AG
- ✓ Company visits for school classes
- ✓ Participation in Tec Days
- ✓ Presence at various training and careers fairs
- ✓ Participation in Hagen vocational training day
- ✓ Careers information days and internships



Culture, identification and diversity



In Germany, the average length of employment at the company is more than 15 years, which is significantly above the statistical average of around ten years.

What's more, the BILSTEIN GROUP has a presence on nearly all continents across the globe. Around 20 per cent of its workforce is based outside Germany. Altogether, BILSTEIN GROUP employees represent more than 50 nations, along with all their different cultures and values. This diversity is also reflected in employee promotion and development.

Careers built to last



As a leading cold-rolled strip company, we employ more than 1,200 people in a strategically important industry worldwide:

karriere.bilstein-gruppe.de

Our employees are at the heart of our company.



We consider the whole person; not just their job or role. Our shared values underpin the way we interact with and treat one another, regardless of seniority. This provides a basis for trust and growth.

Christmas tree programme



Traditions are important. On 8 December 2025, all employees at our German sites, and their families, were once again invited to join us to soak up the festive atmosphere in Gut Kuhweide, Volmetal, and choose a Christmas tree. And of course there was mulled wine, hot chocolate and hot-dogs available to help them celebrate.

Workplace anniversaries

Every year, the BILSTEIN GROUP honours its longest-serving employees who have been with the company for 25, 38 or 45 years. Senior management are always delighted to have the opportunity to meet their guests of honour, who they invite to a local restaurant to celebrate the occasion.



Embracing cultural change

"A strong sense of teamwork and togetherness gives us the best foundation to tackle the challenges in these times of rapid change. And to achieve that, we all need to continue to learn and grow," says Marc T. Oehler, Chief Executive and managing partner at the BILSTEIN GROUP. This is why cultural change remains a key initiative for us.



Events for retirees

Twice a year, the BILSTEIN GROUP organizes an event for the company's former workers. For the spring event, management invite the retirees for a meal at a local restaurant, while in autumn they join us for coffee and cake, together with their partners. These events are typically attended and enjoyed by around 130 of our former employees.

OUR SELF-IMAGE

As an internationally active medium-sized family business, we work with a high degree of flexibility to satisfy our customers – our employees and our technological leadership form the basis for our company's success!

OUR VALUES

APPRECIATION

We are attentive and interested in each other, treat each other with respect, recognise performance, give each other constructive feedback and motivate each other to achieve top performance together!

TEAM ORIENTATION

We can only be successful as a group of companies – in this sense we focus our thinking and act as one team!

CUSTOMER FOCUS

Our customers are at the centre of our actions – their satisfaction is what drives us!

COMMITMENT

We take and respect decisions and agreements – we keep our promises!

INNOVATIVE SPIRIT

We are full of ideas and future-oriented – considering customers, products, systems, expertise and our own actions and behaviour!

WILLINGNESS TO CHANGE

We are open to new ideas – we actively promote necessary change and individual initiative!

SUSTAINABILITY

Our actions are sustainable and future-oriented in every respect – for our customers, for our current and future colleagues, for the well-being of the company, society and the environment!

TOLERANCE

We respect other opinions, views and cultures. We resolutely oppose intolerance and discrimination. We tolerate mistakes – we can learn from them in order to constantly improve!

We are proud of this, we live it, demonstrate it and demand it continually!

Das Kaltband.



Girls' Day

In 2025, the BILSTEIN GROUP once again hosted Girls' Day, building on the success of the event the year before. On 3 April, the BILSTEIN GROUP invited interested female students to Plant I to learn about the processes at a steelworking company and get a glimpse of what are traditionally thought of as "men's jobs". Employees from production gave the young guests a guided tour of operations and were on hand to answer their questions. Apprentices spoke to them about their day-to-day work. And in materials testing, the students were able to try their hand at a practical task. "We see Girls' Day as a valuable opportunity to



give young women an insight into the world of work, and we also believe it makes a significant contribution to promoting diversity and equality in the workplace," explains Jan Bovers, HR Officer and Apprenticeship Manager. "Events like this help us get talented young people excited about the prospect of a career with our company. We're already looking forward to participating in the next Girls' Day on 23 April 2026."

Promoting community

We feel at home in Lennetal, which is why we feel a responsibility to give something back to the region.



Gloves and gusto: litter picking around Hohenlimburg

Since 2023, twice a year – in spring and autumn – BILSTEIN GROUP apprentices have been doing their bit for the environment and helping to clear the streets, squares and recreation areas around Hohenlimburg of rubbish and waste. Around one-third of apprentices take part each time, and they organize the event themselves.



"We're delighted that they're so engaged and they have our full support, including time off work for the event," says Jan Bovers, HR Officer and Apprenticeship Manager at the BILSTEIN GROUP. "And do you know what is great? This year they found a lot less rubbish than in previous years – a really positive development for our local area!"



Hohenlimburg Canoe and Kayak Club

The BILSTEIN GROUP has been a loyal sponsor of Hohenlimburg Canoe and Kayak Club for many years.



The BILSTEIN GROUP has been a long-term sponsor and marketing partner of the football club SV Hohenlimburg 1910.



Winding mini coils (left) and assembling pallets (centre) – the students really enjoyed their tasks at the BILSTEIN GROUP's booth.



Tec Days

In February 2025, as part of Tec Days, the BILSTEIN GROUP once again offered local students in the German eighth grade the opportunity to learn about apprenticeships and careers in the steel trade, in a fun way.

The young people were invited to participate in various playful yet practical exercises. Whether it was winding a mini coil or constructing small wooden pallets for transporting goods – the students enjoyed the stations so much that a few of them even stayed during their break to have a go. Under the supervision of the Apprenticeship Managers Jan Bovers and Torsten Götde, the booth was hosted by apprentices from the BILSTEIN GROUP, who supported the students with their technical tasks.

Sharing their infectious enthusiasm for the BILSTEIN GROUP at Tec Days were: (from left to right) apprentices Muhammed Et, Nicole Ehmann, Laura Will and Paul Lucas Groß.



TanKE launches its Charge4Kids initiative – the BILSTEIN GROUP is the first partner on board

Charge4Kids is a new initiative that combines sustainable transport with social commitment. The concept is simple: for every kilowatt-hour that an electric vehicle is charged at the

site of a partner company, 5 cents are donated to a local children's or youths' sports club. The contributions are made by TanKE GmbH, who operate the charging points. Additionally, companies are able to save up their contributions and then help make the decision which local projects they want to support.

As the scheme's first partner, the BILSTEIN GROUP is supporting youth work by the handball club Eintracht Hagen, with contributions every time an employee charges their vehicle on company premises.

"We are a company with deep roots in the region, so we jumped at the chance to get involved in this project," says Tina Prinz, Marketing & PR at the BILSTEIN GROUP. "The fact that we can offer an attractive service for our employees, visitors and service providers with our charging stations, and at the same time do something positive for local young people, meant it was a no-brainer."

I Health and safety

Our health is our most valuable asset. Highly automated processes improve workplace safety and protect workers against the risk of serious injury. But we don't stop there – we also think about the small details and go to great effort to ensure our employees get through their working day without any accidents or injuries.

Safety and health awareness days

The annual health and safety awareness days took place on 11 and 12 November 2025 to raise awareness of occupational health and safety and the importance of environmental protection. As well as tackling everyday safety topics (for example, stability and potential hazards of shelf systems, safety shoe measurements, etc.), the event addressed a number of health-related themes, including first aid, hazardous substances at work and how employees can protect themselves, relaxation exercises to reduce stress, and the right skin protection. The event also encouraged a sense of community: at the "puppet masters" booth, employees picked up valuable experience in how to work together as a team. And external partners like the statutory health insurance provider AOK and the trade union for wood and metal workers were once again on hand to support the event. All the stations encouraged employees to get involved and were well attended.

Meet our healthy workplace team

Members of the healthy workplace team at BILSTEIN's biggest plant are dedicated to making the workspaces and social areas safer, cleaner and more comfortable, supporting the local safety officers through their work.

Accident prevention

Occupational safety is not simply avoiding accidents; it is a much more comprehensive approach to accident prevention. At the BILSTEIN GROUP's German companies, this is now the responsibility of the HSEQ department, which was formed from a merger between the Quality Management (QM) and Health, Safety and Environment (HSE) teams. The department ensures that all employees in Germany are working in compliance with international management systems certified to IAF 16949 (which includes ISO 9001) as well as ISO 5001 and ISO 14001.

PPE, made locally

Whether it's safety goggles, blue light glasses or earmoulds (custom hearing protection that nestles snugly within the ear canal for a comfortable fit): every employee in Germany has access to a service that provides bespoke personal protective equipment (PPE) in their place of work. Staff from local specialist companies are on hand to ensure the PPE fits employees perfectly. And the BILSTEIN GROUP covers the cost, or the majority of the costs, for each new piece of eyewear or protective hearing equipment.

To make some PPE items – for example, the special gloves and sleeves to provide protection against cuts – more comfortable, functional and even safer, the BILSTEIN GROUP carried out an analysis in 2023 and organized an in-house event with different suppliers and manufacturers, alongside tests where employees tried on the items in their respective areas of work. The "From head to toe" project will once again focus on providing transparency into the in-house stocks of PPE.

Employee bike leasing programme



A new bike leasing programme aims to make it easier for employees to drop the car for their commutes. The BILSTEIN GROUP began offering the programme at its German sites in June 2023, inclusive of insurance and bike warranty.

Staying fit together: great for health, happiness and team spirit

Our fitness-focused employees have started a **weekly running club**, with a route starting and ending at the company premises. BILSTEIN GROUP employees also regularly enter teams in externally organized runs, including B2Run in Dortmund, the AOK company run in Hagen/Herdecke and – like in 2025 – the company run in Sauerlandpark Hemer.

The BILSTEIN GROUP now also has its own active football team that regularly trains together and competes against other teams in amateur tournaments. Apprentices of the BILSTEIN GROUP also enjoy participating in different football tournaments.

Digitalization of workplace health and safety processes

To ensure our workplace health and safety processes are cutting-edge, the Health, Safety, Environment and Quality (HSEQ) team is using new software for training and instruction, incident management and reporting, as well as the capture and maintenance of medical check-up and aptitude test data.

Apprentice safety training

BILSTEIN spends a lot of time educating its young people on safety training, including fire safety.

First aiders and fire safety officers



The diligent work of the BILSTEIN GROUP's competent and well-trained team of first aiders and fire safety officers ensures the safety and well-being of staff at all times. Please join us in thanking all these dedicated workers for their commitment.



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