

02//2025



# moment<sup>®</sup>

## Change in management

New CEO and CFO at  
EJOT SE & Co. KG

## Supply chain

Between the law and  
conscience

## Precision in large format

Connection technology  
meets giga-casting



# Crash or revival

The time to act is now



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Dear customers, dear partners,

We are publishing this issue at a time when Europe's industrial base is undergoing a period of realignment. The steel industry in particular is under pressure: energy prices, a lack of hydrogen infrastructure and global competitive dynamics demand quick, pragmatic responses. For us as fastening technology specialist, this means getting even closer to the application, implementing solutions even faster and achieving even clearer results.

This is precisely what we are working on. With recarb®, for example, we have embarked on a path that makes sustainability measurable – not as a special case, but as the future standard. Our product carbon footprint approach has been validated by TÜV SÜD; at the same time, we are developing a customer calculator that visualises CO<sub>2</sub> savings potential based on specific product enquiries. This is how we combine technology, transparency and responsibility.

We see transformation as an opportunity. In our Industry and Construction market units, we invest in application technology, digitalisation and speed – always with the aim of increasing your added value. Whether lightweight construction, e-mobility or sophisticated building envelopes: we combine development expertise with practical solutions that simplify processes, ensure quality and make costs manageable. Our Applitec, the TEC CENTER and the TecAcademy stand for genuine customer proximity – from the first test to scalable series production.

There is also movement on the regulatory front: supply chain diligence, product safety and the European Construction Products Regulation shape our daily practice. We are working to translate these requirements for you – with digital evidence, clear processes and advice that reduces bureaucracy and increases application security. Because at the end of the day, what counts is that your projects become simpler, faster and more robust.

Organisationally, we have refined our regional structures in order to work closer to markets and projects. We have become more international – in our minds, teams and structures. This setup helps us pick up speed without compromising on quality.

A very personal thank you: Wolfgang Bach is retiring at the end of the year after more than 20 years as CFO and will join the advisory board of the EJOT Group. Thank you, Wolfgang, for your commitment, loyalty and trust. We wish you all the best for this new chapter in your life.

Finally, a word on my own behalf: it is with great pleasure that I have taken on the role of CEO of EJOT SE & Co. KG. I extend my sincere gratitude to Christian F. Kocherscheidt for decades of reliable leadership and for laying the strong foundation upon which we continue to build. Together with Christian Arnoldi as Chief Financial Officer, we are reinforcing our financial governance and driving forward our strategic growth agenda

These are challenging times – and that is precisely why they are full of opportunities. Let us pick up the pace together: with the courage to innovate, with industrial discipline and with a clear focus on measurable results.

I look forward to engaging in dialogue with you and hope you find this issue an inspiring read.

Yours sincerely  
 Sedat Aricioglu  
 Chief Executive Officer, EJOT SE & Co. KG



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- >> Sticks even where others give up!
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- >> Personnel changes
- >> Euroguss 2026 trade show
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# EJOT Group sustainability report updated

Following the first edition of the EJOT Group's sustainability report for 2023, the data was updated over the year and a second edition for 2024 has been published. The activities initiated to reduce CO<sub>2</sub> emissions were successfully continued in the 2024 financial year. The goal is for the EJOT Group to achieve climate neutrality by 2035.

This clear target can be achieved in Scopes 1 and 2 through our own efforts. In the area of upstream and downstream emissions (Scope 3), achieving the goal will depend both on the availability of climate-neutral raw materials (e.g. 'green steel') and on customers' approval processes for these materials.

The guidelines for our sustainable development activities are based on the United Nations' sustainability goals and the traditional core values of a family business. EJOT strives to establish a long-term, stable foundation for the corporate group so that



future generations of stakeholders are also taken into account. "We operate sustainably when we give equal consideration to healthy economic development, social responsibility and the protection of our natural resources," emphasises Managing Partner Christian Kocherscheidt.

# Sticks even where others give up!

When working with fabric plaster profiles on openings such as windows and doors, conventional solutions reach their limits on substrates with poor bonding characteristics, such as laminated PVC or powder-coated aluminium. The new adhesive system for EJOT Pro GAP10 Giga Flex fabric plaster profiles enable reliable, long-lasting adhesion even on critical surfaces, including powder-coated aluminium and laminated PVC.

This innovative solution significantly broadens the range of applications for the profiles. Naturally, the fabric plaster profiles retain all the familiar, proven properties in terms of resistance to driving rain and movement accommodation. A simple adhesion test is all it takes to confirm it: nothing adheres as well as EJOT – we deliver what we promise, in proven EJOT quality.



# TEC ACADEMY Seminars also in your region

Next year, the TEC ACADEMY of the EJOT Market Unit Construction will once again be offering basic seminars on the application areas of rainscreen facades (RVF), anchoring technology, and the building envelope in detail (industrial lightweight construction, flat roof and solar).

The basic seminars focus specifically on the respective key areas in the fields of the building envelope (industrial lightweight construction, flat roof and solar), anchoring technology, and rainscreen facades (RVF). In addition to general questions on building law and approval procedures, requirements for the respective type of construction and special functional mechanisms and modes of operation, practical instructions for processing are also provided.

The next basic seminars will take place in March 2026 as a face-to-face event at the EJOT TEC CENTER in Bad Laasphe (Germany). Do you have training needs in your region? Please feel free to contact us. We can offer our basic training courses on the various areas of application, tailor-made individual seminars and much more, both digitally and in person, in your area.



Much more than just theory: trying things out for yourself is the order of the day in the basic seminars.



Details and current information can be found on the TEC ACADEMY website at <http://www.ejot.com/tec-academy>



Takehiro Tanaka

### Japan

Takehiro Tanaka is the new Managing Director of EJOT Japan. With more than 34 years of experience in the Japanese automotive industry, primarily at Nissan, Takehiro Tanaka brings extensive expertise in design, product planning and corporate strategy.

As a former Corporate Officer, Takehiro Tanaka was responsible for corporate planning, subsidiaries and the Renault-Nissan-Mitsubishi alliance. With his knowledge and leadership skills, Takehiro Tanaka will further strengthen EJOT's position in the Japanese automotive industry.

# EUROGUSS 2026

From 13 to 15 January 2026, the international die-casting industry will meet at Europe's largest trade fair for die casting in Nuremberg. The exhibition will showcase innovative solutions for processes such as aluminium, magnesium and zinc die casting. At EUROGUSS, we will present the ideal fastening solution for these materials: the self-tapping ALtracs® Xt screw. It is driven directly into conical pilot holes formed during casting, with no further machining required. This results in significant cost savings during assembly. Thanks to its newly developed thread geometry, ALtracs® Xt offers outstanding process reliability – even when pilot hole tolerances are present.

**EJOT at EUROGUSS 2026:**  
Nuremberg, January 13 to 15, 2026  
Hall 5, Booth 5-410



# Clear vision for the future

In July 1985, EJOT began its activities in Great Britain as a joint venture with the Scottish company EcoMetal under the name EJOT EcoFast. From humble beginnings in Glasgow, the company developed rapidly. Its first permanent base was in Leeds, where EJOT Colorfast – an innovative roof and facade cladding solution – was created. It remains one of the most successful products to date, with over 700 million units sold.

In 1996, the company moved to the Hunslet district and adopted the name EJOT UK Ltd. Under the leadership of Dirk Homrighausen, the portfolio was expanded to include industrial products. The DELTA PT® screw marked the company's entry into the automotive industry, particularly through collaboration with Jaguar Land Rover, which remains an important customer to this day.

In 2003, the new company headquarters was established in Sherburn-in-Elmet – a modern centre for production, logistics and administration. Under Chris Middleton as Managing Director, the EJOT Applitec testing laboratory was founded in 2008 and a strong research and development team was built. One of the first products was EJOT Opticore, developed specifically for installing roof panels with membrane coating.

In 2016, the British industrial team, supported by colleagues from Germany, presented EJOWELD® at the UK trade fair Auto-



mechanika. This unique friction-welding technology was subsequently installed on a large scale at Jaguar Land Rover and is now used in several of the manufacturer's key models.

With its Vision 2020, the company set a strategic course for the future. During the 2020–2021 pandemic, the site was modernised with a second hall and an expanded Applitec centre. Today, 40 years after its founding, EJOT UK stands for innovation, growth and partnership-based cooperation – firmly rooted in its past, yet with a clear vision for the future.

# Focus on innovation

This year, we are celebrating 40 years in Norway. The journey began in 1985, when Tommy Bremer Carlsen founded Festesystem AS and began representing EJOT fasteners in the Norwegian market. Since then, we have grown in step with both our customers and Norway as a nation.

Early on, we established a partnership with Hydro Aluminium that has lasted for over three decades and continues to expand, with major deliveries to both Karmøy and Husnes. In the same period, Norway developed rapidly – from Gro Harlem Brundtland's historic time as Prime Minister to the Winter Olympics in Lillehammer and major societal decisions such as the EU referendum.

Over the years, we at EJOT have supported several important construction projects, including the Oslo Opera House and, more recently, the new government quarter, where we are supplying the memorial wall for the victims of 22 July. Throughout four decades, we have also accompanied Norway through economic challenges, the electrification of transport and major climate debates – always with a focus on innovation, quality and close relationships with our customers.



In 2025, we will reach a new milestone: our largest single order to date – a project for Alunor (Jan Mayen), for which we are developing a completely new product (JT6-2-4.9X35 E14).

**Four decades of commitment**  
From the first delivery in 1985 to today's innovations, our journey reflects both EJOT's development and Norway's strength. We are proud of the last 40 years and look forward to the years ahead.

# Strong team performance

There was great excitement at the SPE (Society of Plastics Engineers) Award Night on 6 October in Bonn. Our project partner SABIC won first prize in the "Enabler Technologies – Part & Component Design" category for the "Blue Hero" initiative.

In an impressive team effort, SABIC worked with tool-maker Siebenwurst, machine manufacturer ENGEL Austria and other development partners such as Forward Engineering and EJOT to develop an innovative battery box for electric vehicles. This battery box uses a new thermoplastic produced via the so-called Mega-Mold process, enabling significant savings in weight, cost and CO<sub>2</sub>e. Over the entire life cycle, this delivers a 43 percent reduction in CO<sub>2</sub>e.



Delighted to receive the SPE Award: Anne Dickel (EJOT), Georg Kaesmeier (Forward Engineering), Stefan Weber (SABIC), Daniel Maier (Siebenwurst), David Pelletier (SABIC), Michael Fischer (ENGEL Austria) (from left to right)

The DELTA PT® screw was originally intended as the fastening solution for direct screw connection in this demanding thermoplastic material. However, as the project progressed it became clear that extensive calculations and simulations were required for implementation. This brought the EVO PT® screw into play, which proved to be the ideal solution for this application using the EVOCALC® prediction programme and needs-based computer-aided engineering.

Various prototypes of the battery box are currently in testing and are being prepared for series production by a well-known German OEM.

# Strong connections

Compact and clear – that is the new product and service overview from the Industry Market Unit. Neatly structured in a circular format and organised by the different material types that can be screwed into, every user can quickly identify the right fastener. The brochure also includes a summary of EJOT's key services. The new product and service overview is available from the Marketing department of the Industry Market Unit.



# Change in key industries

Photo: iStock

# STEEL

Economic research institutes in Germany are successively lowering their economic forecasts. Economists expect only minimal growth for 2025. Important industries such as automotive, mechanical engineering, steel and chemicals are cutting thousands of jobs. Entire value chains are at stake. This is particularly evident in the steel industry.

>>Text: Andreas Wolf

**A** recent study by international strategy consultants Oliver Wyman and IW Consult, commissioned by the German Steel Association, underlines the central role of the steel industry for industrial networks, overall economic resilience and a strong industrial SME sector.

“The study by Oliver Wyman and IW Consult comes at the right time. Against the backdrop of the current steel crisis, it clearly shows what is at stake, not only for the steel industry, but also for a large number of industrial networks, including the industrial SME sector in Germany, which is highly steel-intensive,” emphasises Dr Martin Theuringer, Managing Director and Chief Economist of the German Steel Association. The study is therefore another call to action: action must be taken now, at German and EU level, to reduce energy costs, create effective foreign trade and carbon leakage protection, and establish leading markets for clean steel “Made in Europe”. Protection against carbon leakage aims to prevent climate-damaging industries from relocating to countries with lower emission requirements.

#### Ruinous price decline due to subsidised steel imports

Against the backdrop of energy price burdens, international competitive pressure and sluggish transformation, Federal Chancellor Friedrich Merz invited participants to a steel summit in early November. It remains to be seen whether this will actually lead to any landmark decisions. The depth of the structural crisis in the steel industry is also evident from the news reported in the media at the beginning of November that Thyssenkrupp Steel will terminate its membership in the German Steel Association (Wirtschaftsvereinigung Stahl) on 31 January 2026. The company cites cost efficiency and the desire to use existing resources in a more targeted manner, independently of the association structure, as the reasons for this decision. In an interview with the Funke Media Group in the summer, Dennis Grimm, head of Thyssenkrupp Steel, who left the company on 31 October 2025, spoke of a “wildfire” and called for fair competition conditions to counter the ruinous fall in prices caused by subsidised cheap imports.

Clear signals are also coming from the steel group Arcelor Mittal: “The European steel industry is currently under unprecedented pressure to maintain its competitiveness – even without the additional costs required for decarbonisation,” says Geert Van Poelvoorde, CEO of ArcelorMittal Europe. In June, Arcelor Mittal announced that it would not be pursuing plans to build electric arc furnaces for the production of green steel (without coal combustion) in Brandenburg and Bremen – despite billions in subsidies from the federal budget. Current electricity prices

in Germany are high both in international comparison and in comparison to neighbouring European countries. “The first new electric arc furnaces will be built in countries that can offer a competitive and predictable electricity supply.” ArcelorMittal therefore announced in May that it would build its next electric arc furnace in Dunkirk (France).

The group and ArcelorMittal in Germany are working intensively on climate-neutral steel production. ArcelorMittal aims to produce steel with net-zero emissions by 2050. The foundations have been laid to produce steel using green hydrogen and recycled scrap instead of coal or natural gas in a few years’ time. Arcelor Mittal already uses large quantities of recycled scrap and renewable energies.

#### Comprehensive hydrogen network available in 2029 at the earliest

It is a warning sign for both industry and politics that even with full government support, “green steel” projects can fail if the economic and infrastructural conditions are not in place. Although large corporations such as Thyssenkrupp and Salzgitter are still sticking to their plans, this requires more speed in expanding the relevant infrastructure. The Austrian steel and technology group Voestalpine is playing a pioneering role on the road to green steel production. With two strategic decisions, the Austrian technology group Voestalpine is cementing its pioneering role in green steel production. Voestalpine is committed to global climate targets and is pursuing a clear plan to transform steel production with “greentec steel”.

Although the federal and state governments in Germany are providing substantial subsidies, hydrogen, the lifeblood of “green steel”, is not flowing – because pipelines are lacking, because electrolyzers are not yet operational, because the infrastructural requirements have not yet been met. Electrolyzers are devices that use electricity to break water down into its components, hydrogen (H<sub>2</sub>) and oxygen (O<sub>2</sub>). This process, electrolysis, enables the production of ‘green hydrogen’ if the electricity used for this purpose comes from renewable sources. Electrolyzers are central components of the energy transition, as they produce green hydrogen as a versatile energy carrier for industry, transport and energy storage.

Economist Andreas Löschel from the Ruhr University in Bochum told ZDF: “The economic conditions for the production of “green steel” are not in place. Cost reductions for hydrogen are being achieved much more slowly than was calculated two years ago – and the expected cost differences between “green” and low-CO<sub>2</sub> hydrogen are greater than initially assumed.”

Experts assume that a comprehensive hydrogen network will not be available until 2029 at the earliest. Until then, Germany will be dependent on hydrogen imports – for example, from North Africa or the United Arab Emirates. Against the backdrop of the current geopolitical situation, this is a calculation with many unknowns.

Another problem is the extremely high operating costs. “Green steel” is significantly more expensive than conventionally produced steel. Thyssenkrupp estimates additional costs of around 300 to 400 million euros per year.

#### Study: “The steel industry has accepted the challenge”

Meanwhile, climate targets have been set politically in Germany, with CO<sub>2</sub> emissions to be reduced quickly and drastically. This will require countless steel-intensive technologies and products – from wind turbines and hydrogen pipelines to heat pumps and electric cars. In addition, their networks of suppliers and customers encompass the most important sectors of the German economy. “Together with these, the steel industry accounts for a considerable share of domestic value added and generates more than a fifth of the total production value in Germany,” write the authors of the international strategy consultancy Oliver Wyman and IW Consult in their study entitled “The steel industry at a crossroads”.

In order to make an essential contribution to climate targets, steel production itself must be converted to low-emission technologies, which requires high levels of investment. The steel industry in Germany has taken on this challenge. It is investing far beyond the amount of government subsidies and is thus taking a gamble that is risky as things stand today.

This is because the investments will only pay off if not only the starting conditions but also the entire framework for the transformation are right: sufficient quantities of green energy and climate-neutral hydrogen must be available in good time and at competitive prices. In addition, markets for low-carbon steel must develop. The right conditions for this must also be created in the form of green lead markets.

#### The steel industry's value creation network can become a global pioneer

Whether the transformation succeeds depends to a large extent on factors that are decided outside the steel industry. The next few years will be decisive in this regard. If the restructuring fails, it is not only the existence of the steel industry in Germany that is at risk. The loss of this industry would mean the dissolution of production and service networks that generate a considerable portion of gross domestic product. “Germany still plays a leading role in the world in technology, research and

development related to steel and metal processing; this leading position would be lost. The snowball effect of such a loss could trigger an avalanche of deindustrialisation and economic decline,” the study states.

A successful transformation, on the other hand, has the potential to become the first chapter in an economic and ecological success story with global resonance. This is because a decarbonised steel industry will directly strengthen its supplier and customer networks. It will make a decisive contribution to maintaining and expanding the technological leadership of German companies and underpinning their leading position in research and development. The entire value-added network of the steel industry, which produces, processes and recycles low-carbon steel, can become a global pioneer while strengthening and stabilising the German economy. In order to realise this opportunity scenario, all stakeholders must work together in a committed and reliable manner, with a willingness to innovate and a willingness to take risks, and, if necessary, make adjustments, corrections and take decisive action if implementation stalls.

According to the authors of the study, political actors have a crucial role to play in this process: “They are now called upon to create the essential conditions for a successful transformation. For example, the backlog in the expansion of renewable ener-

gies, storage capacities and networks must be urgently made up. The same applies to the production and supply of green hydrogen.”

The study concludes: “In view of the enormous investments in long-term projects, it is also essential that the interlocking steps can be planned. Legal frameworks, government investment in infrastructure and public funding must be defined in a timely and reliable manner. Only then can the numerous players involved in the transformation coordinate their plans and lead the highly complex transformation process to success.” **E**

#### • Oliver Wyman

Oliver Wyman, a Marsh McLennan company (NYSE: MMC), is a global strategy consultancy that combines deep industry knowledge with specialised expertise to help clients optimise their businesses, improve their operations and enhance their performance. Marsh McLennan is a global leader in risk, strategy and human resources, with four companies – Marsh, Guy Carpenter, Mercer and Oliver Wyman – serving clients in 130 countries. With annual revenue of \$23 billion and more than 85,000 employees, Marsh McLennan brings together diverse perspectives to help clients achieve their goals. [www.oliverwyman.com](http://www.oliverwyman.com)

#### • IW Consult

IW Consult specialises in contract research and services at the interface between science and practice. Its clients include companies, local authorities, associations, min-

istries, foundations and public institutions. IW Consult provides evidence-based advice to support its clients in matters relating to growth, development and economic issues. With HeyHugo, it offers a regional data platform that contains information on over 100 economic and social indicators. IW Consult was founded in 1998 and is a subsidiary of the German Economic Institute (IW). [www.iwconsult.de](http://www.iwconsult.de)

#### • German Steel Association

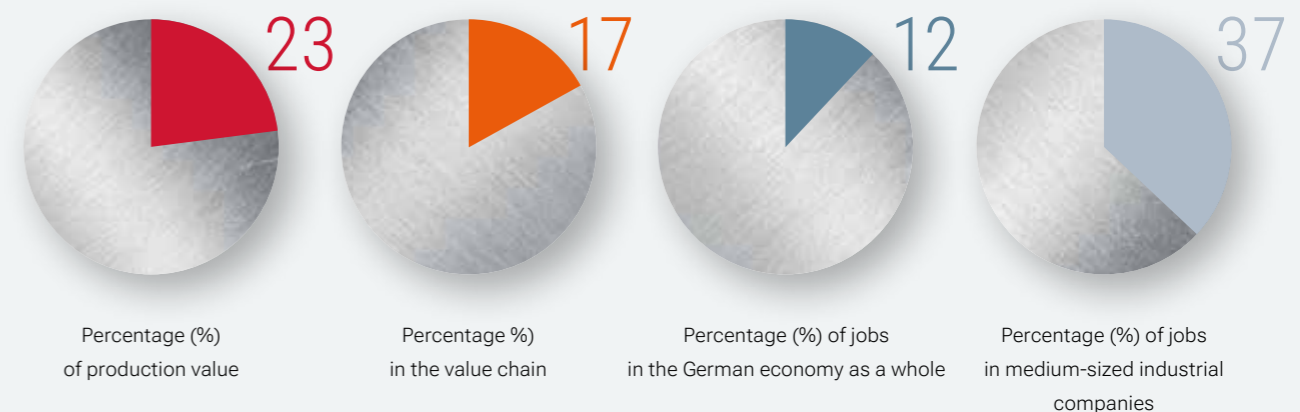
The German Steel Association is the voice of the steel industry in Germany, which has set itself the goal of achieving climate-neutral production by 2045 – thereby reducing total industrial greenhouse gas emissions by a third. The association, headquartered in Berlin, advocates for a political framework that will enable a climate-neutral and strong steel industry in the future. With 35.4 million tonnes in 2023, Germany has the largest steel production in Europe. [www.wvstahl.de](http://www.wvstahl.de)

## The results of the study

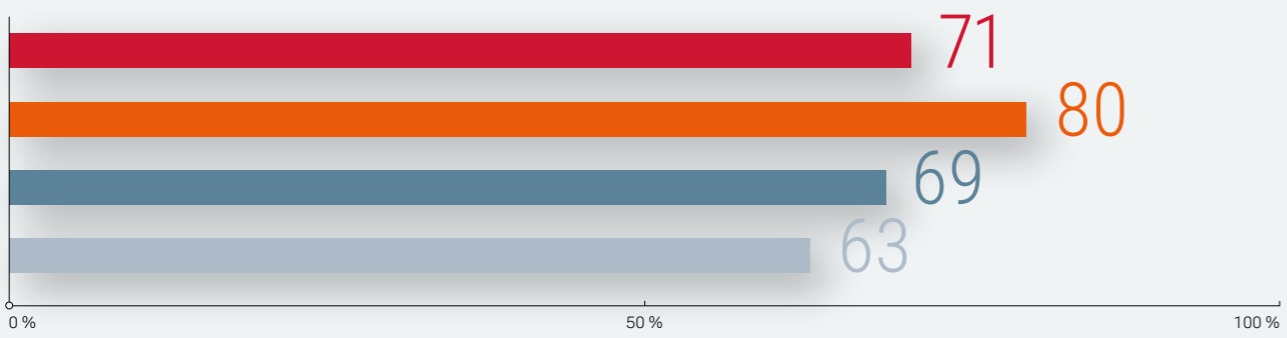
The steel industry in Germany is an indispensable part of successful industrial networks. Steel from Germany ensures strategic independence and is a key factor in overall economic resilience.

The steel-intensive value chains consisting of the steel industry, steel-intensive customers and upstream suppliers account for 23 per cent (1,717 billion euro) of the production value, 17 per cent (591 billion euro) of the value added and 12 per cent (5.5 million) of the jobs in the German economy as a whole.

– Small and medium-sized industrial enterprises in Germany are particularly steel-intensive: around half of the production value generated by SMEs is attributable to the ‘steel value-added network’. Around two million people (37 per cent) work in sectors that are ‘steel-intensive’.



A strong domestic steel industry ensures the competitiveness of many steel processors, especially in the SME sector.



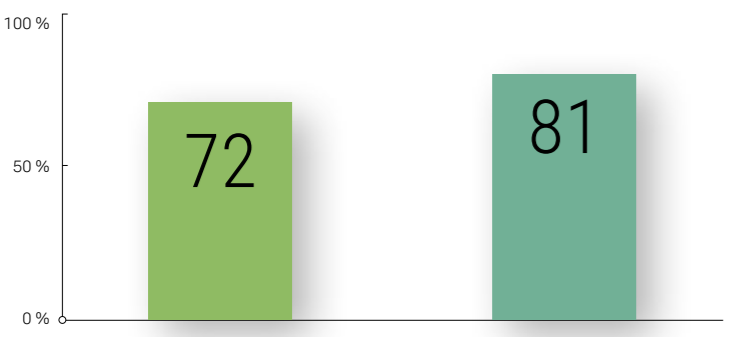
For **71 per cent** of companies, steel from Germany is a key factor in the "Made in Germany" label.

For **80 per cent** of the companies surveyed, steel from Germany has lower CO<sub>2</sub> emissions than foreign steel.

For **69 per cent**, steel from Germany is important for the stability of supply chains.

**63 per cent** state that the high level of integration allows research and development activities to be carried out in a targeted manner.

This advantage can be further expanded through successful transformation. A growing supply of CO<sub>2</sub>-reduced steel enables customers to achieve their own climate targets, thereby further strengthening the customer and supplier network.



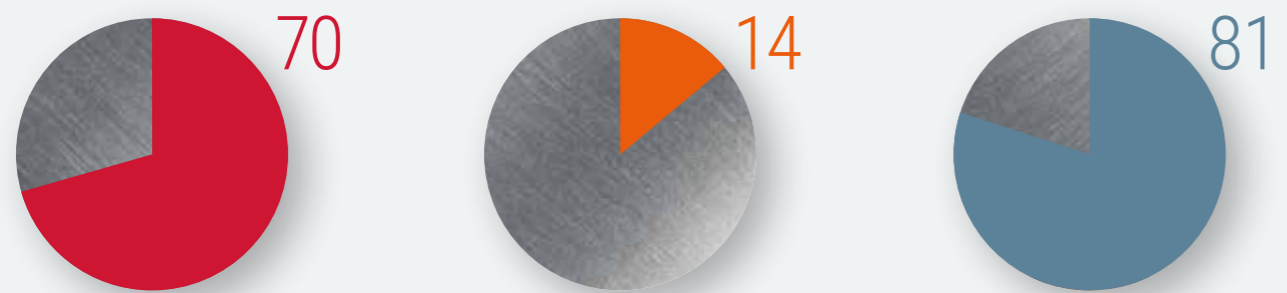
**72 per cent** of the steel customer companies surveyed expect to reduce their own CO<sub>2</sub> footprint as a result of the transformation of the steel industry.

For **81 per cent** of the experts surveyed, "green steel" and decarbonisation are relevant to their own industry.

**Investments in the transformation of the steel industry**

One euro of government start-up financing – together with the steel companies' own investments – generates 3 euros in production value in the supplier industries.

The lack of a framework currently leads to great uncertainty as to whether the transformation will succeed. Failure would have far-reaching consequences for Germany as an industrial location.



**70 per cent** of the steel requirements of the most steel-intensive industries in Germany are covered by German and European manufacturers.

Only **14 per cent** of the companies surveyed currently expect a successful transformation in which the majority of the current primary steel plants can be converted by 2035.

For **81 per cent** of the experts surveyed, excessive energy prices and insufficient availability are potential triggers for the failure of the transformation.

# recarb® – Sustainability with a system

EJOT's path to a CO<sub>2</sub>-conscious future

Sustainability has long been more than just a trend – it is a decisive success factor for the industry of tomorrow. With the recarb initiative, EJOT is sending a clear signal for responsible action and innovative solutions to reduce CO<sub>2</sub> emissions along the entire value chain.

>> Text: Annika Müller

This involves the use of 'green steel' along the supply chain, from the steelworks to the wire drawing mill to production at EJOT. Extensive tests have been carried out to ensure that products made from CO<sub>2</sub>-reduced steel meet the same high quality standards and delivery specifications as products made from conventionally produced steel.

savings potential to be calculated on the basis of specific product enquiries. This new digital development is intended to facilitate easy access to sustainable decisions in the future.

Since the beginning of 2025, EJOT has been working intensively to establish recarb as an integral part of its corporate strategy – with the aim of defining sustainable products not as an exception, but as the new standard. A central component of the initiative is the transparent calculation of the product carbon footprint (PCF). Based on international standards such as ISO 14067 and ISO 22095, EJOT has developed an automated calculator for its fasteners that calculates the carbon footprint precisely and transparently. Particularly noteworthy is the successful validation by TÜV Süd, which has already been completed and confirms the reliability of the calculation with the TÜV seal. In this way, EJOT not only builds trust, but also creates a solid foundation for communication with customers and partners.

EJOT is also breaking new ground in the field of material development: from autumn 2025, extensive test series with CO<sub>2</sub>-reduced wire will start at the Herrenwiese and Tambach sites. The aim is to be able to offer both metal screw connections and direct plastic screw connections under the recarb label – and thus create a wide range of applications for sustainable connection technology.

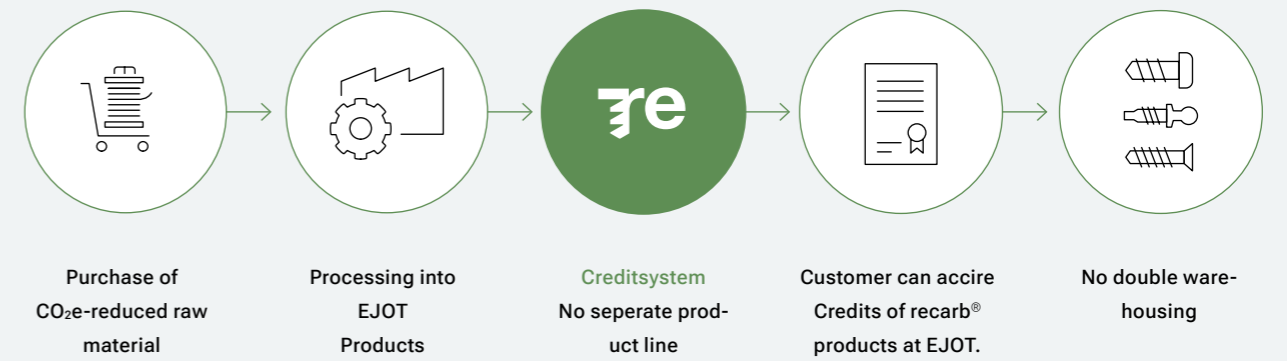
Internal preparations are well advanced: training courses for the sales force and for the technical office and supply chain management departments have been successfully completed. Accompanying materials for customer marketing are available. The recarb word and figurative mark has already been registered for Europe.

With recarb, EJOT is pursuing a holistic approach that combines ecological responsibility with technical excellence and the use of digital possibilities. The vision is clear: in the medium term, recarb is to become the new standard – for EJOT, for customers and for a sustainable industry.

At the same time, an interactive customer calculator is being developed for the recarb website, which will enable individual CO<sub>2</sub>



That's how it works:



# Change at the top of EJOT SE & Co. KG

Three leaders take on new key roles

The EJOT Group is repositioning itself for the future: Sedat Aricioglu is taking over as Chief Executive Officer of EJOT SE & Co. KG. The 55-year-old, born in Istanbul, succeeds Christian F. Kocherscheidt, who is moving to the holding company EJOT Finance as Managing Director.

>>Text: Andreas Wolf



l.r.: Christian Arnoldi (CFO EJOT Gruppe), Sedat Aricioglu (CEO EJOT Gruppe) und Dr. Andrea Camola (CSO und CTO Market Unit Construction)

**S**edat Aricioglu brings more than 20 years of international experience within the EJOT Group. Among other roles, Sedat Aricioglu was Managing Director of the EJOT Tezmac joint venture in Turkey, helped to establish the former Russian site and oversaw the construction business (Market Unit Construction) in several countries – most recently as Chief Sales Officer.

Dr Andrea Camola, previously Managing Director of the national subsidiary EJOT Austria, will take over as Chief Sales Officer (CSO) in the Market Unit Construction. At the same time, Dr Andrea Camola will assume the role of Chief Technology Officer (CTO) from Dr Jens Weber, who is leaving the company on 31 October 2025. With this expertise, Dr Andrea Camola will further strengthen the global orientation of the Market Unit Construction.

There is also a change in the finance department: Christian Arnoldi is the new Chief Financial Officer (CFO) of the EJOT Group. The 45-year-old succeeds Wolfgang Bach, who will also be moving to EJOT Finance at the end of the year. Most recently, Christian Arnoldi served as Chief Financial Officer for the Asia-Pacific region at EJOT's Taicang site in China and brings extensive international financial and management experience. With these changes, EJOT continues to focus on continuity, a global outlook and future-oriented leadership.

"I am 65 years old and have been with the company for 40 years. This is an appropriate time for a change. I am making room for new ideas in a rapidly changing world," explains Christian Kocherscheidt. This is vital in a globalised environment with many international connections. "We are working together on our main goal of further developing the EJOT Group's technology in order to bring our customers the greatest possible benefits," Christian Kocherscheidt continues. In addition to his role as Managing Director of EJOT Finance, the parent company of EJOT SE & Co. KG, Christian Kocherscheidt is a shareholder in the EJOT Group.

In Germany, the EJOT Group is experiencing a sustained downturn in business. The reasons lie in difficult economic conditions: high energy prices, excessive bureaucracy and very high wage and non-wage labour costs. Without the necessary political reforms, Germany will continue to lose competitiveness as an industrial location. "That is why we as a

» We are working together on our main goal of further developing the EJOT Group's technology in order to bring our customers the greatest possible benefits,'

Christian F. Kocherscheidt  
Managing Director of EJOT Finance-SE

group will counteract this successfully by reducing our costs, making our processes more efficient, driving innovation and adapting our organisational structure to changing circumstances," emphasises Christian Kocherscheidt.

EJOT is well positioned with attractive, modern products, efficient processes, above-average product and service quality and a strong equity base. **E**



>>Interview and Text: Eva-Maria Homrighausen

“My goal is to further position EJOT as a forward-thinking technology company that seamlessly integrates digitalization, global perspective, collaborative culture, and genuine customer proximity,” says Sedat Aricioglu, CEO of EJOT SE & Co. KG since July 1, 2025. He succeeds Christian Kocherscheidt, who hands over the role of CEO after 40 years with the company. As Chairman of the Administrative Board and Managing Director of EJOT Finance-SE – the parent company of EJOT SE & Co. KG – Christian Kocherscheidt continues to hold a key leadership position at the top of the EJOT Group.

**Welcome, Sedat Aricioglu! Please tell us a little about yourself.**

I am 55 years old, born and raised in Istanbul, but closely connected to Germany from an early age. After studying electronics and completing an MBA in strategy and corporate management, I had the opportunity to take on responsibility in different cultures and markets. I've played an active role in shaping EJOT's development for more than 20 years – from local responsibilities to global projects. This variety has taught me that success always comes when people share a passion for the same goal.

**What motivated you personally to take on the role of CEO?**

For me, it is a privilege to take responsibility for the entire EJOT Group. I know the company, its strengths, and its people very well – and I see the potential that lies ahead. Now is the time to take bold new steps. I want to build on the foundation laid by my predecessors and empower the next generation to make EJOT even stronger and more international.

**What was your first impression of EJOT and its people?**

EJOT has an extraordinary culture: authenticity, strong team spirit, and a dynamic drive for innovation. From the owner family to the management team and all employees, I have experienced a remarkable sense of sincerity and loy-

alty. This is a rare asset – and it forms the basis for continued success, even in challenging times.

**What does it mean to you to follow in the footsteps of Christian Kocherscheidt?**

Christian Kocherscheidt shaped EJOT with great responsibility and strategic foresight. His leadership has provided the company with a clear direction and a strong market position. For me, succession does not mean copying but preserving values while adding new momentum. My ambition is to use this transition as an opportunity to bring fresh energy and to prepare talents specifically for the future.

**Which topics are particularly important to you?**

EJOT must position itself clearly as a technology company in the coming years. Digitalization, automation, and international collaboration will be decisive. At the same time, customer proximity, speed of innovation, and cost awareness will determine competitiveness. But the foundation of success is people. That is why it is important to me to equip our teams with knowledge, modern tools, and clear development opportunities.

**You are taking on the role of CEO during an ongoing economic crisis in Germany and Europe. Is this a particular burden for you?**

The situation is undoubtedly challenging. Germany as an industrial location is under massive pressure. But I also see every crisis as an opportunity. My international experience has taught me that it is precisely in difficult times that the course for the future is set. For me, this means: act now, don't hesitate. If EJOT becomes faster, more innovative, and more focused, the company can emerge stronger from this crisis.

**What do you want to achieve together with the employees?**

My goal is for us to take the next growth step together. This requires courage, openness, and the willingness to try new paths. I want everyone at EJOT to have the chance to grow – personally and professionally. Only by working together as a global family will we conquer the markets that lie ahead.

**What is particularly important to you in collaboration?**

Trust and clarity. I believe people realize their potential when they know what matters and when they feel that their performance is recognized and valued. Not everyone needs to become a manager, but everyone should be able to find their

path at EJOT. Systematic succession planning and targeted talent development are key issues for me.

**What do you wish from the employees – and what can they expect from you?**

I wish for openness, commitment, courage, and the willingness to question and improve things. In return, employees can expect transparency, clarity, and support from me. I stand for a clear course and for not settling for mediocrity. Together, the aim is to take EJOT to the next level.

**What do you enjoy doing in your free time?**

I am interested in technology, culture, and travel. I am curious about new ideas and perspectives – this keeps me open to change, also in my professional life.

**Where will your future place of residence be?**

My family is still based in Istanbul, but we plan to move to Germany together. I will commute between Frankfurt and Bad Berleburg – Frankfurt provides international connectivity, and Wittgenstein is the heart of EJOT. E

>>Interview and Text: Andreas Wolf



After more than 20 years, Wolfgang Bach is stepping down as Chief Financial Officer (CFO) of the EJOT Group at the end of the year and moving to the Advisory Board. He had not planned to retire at EJOT. In this interview, the 67-year-old looks back on a challenging and successful time at EJOT.

**Wolfgang Bach, you started as Chief Financial Officer (CFO) at EJOT on 1 April 2004. Can you still remember your first days?**

When I was hired, Hans Werner Kocherscheidt, the senior boss who passed away in 2017, said to me: “Make me independent of the banks”. That was a time when EJOT did not have the economic stability it has today. At that time, EJOT had 1,800 employees, a turnover of around 180 million euros and almost no profit.

**How did you achieve that?**

We worked intensively to improve the financial situation, significantly reduced inventories and obtained reasonable terms from the banks. This led to an increase in the equity ratio and, over time, stabilised the financial situation.

**Two years after you joined EJOT, the Kocherscheidt family, who owned the company, also gave you responsibility for the**



**building fasteners division, now known as the Construction Market Unit.**

Together with the two managing directors, Dr Frank Dratschmidt and Michael Hofmann, we built up and developed the Construction Market Unit for the future, initially focusing on markets in Germany and Europe. At that time, we generated the highest turnover in the field of industrial lightweight construction (ILB) with fastening solutions for roofs and walls. The anchor business developed quite well, but was not as successful then as it is today.

**As the finances stabilised, you increasingly turned your attention to strategic issues. What was your plan for sustainable growth?**

We pushed ahead with internationalisation relatively early on, which was rather unusual for a medium-sized company at the time. EJOT built plants in Mexico and China. We acquired the Finland-based company SORMAT, thereby expanding our product portfolio to include heavy-duty anchors. We also built a plant in Russia, but abandoned it after Russia's invasion of Ukraine. We are represented in all regions of Europe, we have a production facility in India, and we have further developed our presence in Asia and China. Taiwan has been an important sourcing hub for EJOT for many years.

**In 2022, EJOT began establishing sales companies on the African continent. What prompted you to do this?**

This step was also rather unusual for a medium-sized company. Even though there is little industry in Africa, many African countries will be investing heavily in infrastructure in the coming years, which will have a positive effect on the sale of our products. However, to a certain extent, an altruistic approach also motivated us to take this step. With the quality of our products, we can also do some good in the construction sector in Africa.

**EJOT has taken another important strategic step by acquiring a majority stake in its long-standing joint venture partner ATF in the USA.**

That's right. It was a milestone that rounded off our "EJOT 2025" strategy, which we developed four years ago – especially for the Market Unit Industry. The Construction market unit's business is also picking up speed in America. This has reduced our dependence on the German and European markets. Asia and America are becoming more of a focus.

**During your time at EJOT, you had to overcome some serious crises.**

Oh yes. During the financial crisis in 2008, we lost 40 per cent of our sales in the Market Unit Industry overnight. We were lucky that the construction sector was doing well at the same time. Public subsidies for building insulation played into our hands. As a result of the financial crisis, we completely revamped our budgeting system and introduced a top-down

budget with a rolling forecast. This has given us more flexibility in our financial planning, especially when crises require quick reactions.

**How did the Corona crisis affect EJOT?**

Initially, it was threatening. Within four weeks, all our plants worldwide were shut down. In India, it was even forbidden to enter the plant. It was a highly threatening situation because none of us knew what impact the pandemic would ultimately have. The sales situation was dramatic. Even in this crisis, we developed a master plan, which we adhered to strictly. In the middle of the corona virus year 2020, there were initial signs of higher demand, which meant that we had to go full throttle again in production and delivery. The global supply chain had to be reactivated quickly. During these crises, I have always tried to keep the company's financial situation stable with a stringent cash flow formula. Here and there, this has been at the expense of investments. As a result, we have maintained a consistently high equity ratio to this day. We are independent of banks – even in the current crisis.

**In recent years, you have placed a strong focus on sustainability at EJOT – with the goal of reducing CO2 emissions in the EJOT Group to zero by 2035. What motivated you to do this?**

Climate change is one of the most important issues of our time. The scientific findings are clear and have long been proven by extreme weather conditions, even in temperate climate zones such as here in Germany. If we do not act now, life on Earth will become very uncomfortable for our children and grandchildren as this century progresses. Companies are an important part of our community and must also commit to climate protection.

**What have you initiated at EJOT in terms of climate protection?**

As a company, we have already invested a lot of money in reducing our CO2 emissions. The key to this is getting our employees involved. Under the project name 'wejot', we have launched an ideas competition in which colleagues can submit suggestions for reducing CO2 emissions in their working environment. We have received hundreds of ideas, some of which we have rewarded with cash prizes. The implementation of many of these ideas has enabled the company to save hundreds of tonnes of CO<sub>2</sub>.

**Another component of the "wejot" project is the employee share ownership scheme, which is linked to the company's annual climate targets. This model has attracted a great deal of interest from the media and other companies. How does this employee share ownership scheme work?**

Employees invest an amount that is doubled by EJOT when the specified annual climate target is achieved. This sum is invested in CO<sub>2</sub> reduction within the company. EJOT also dou-

bles the employees' contributions, which are fixed for five years and then paid out tax-free, including attractive interest. Ultimately, climate protection benefits – through multi-million investments within the company, and employees benefit from sustainable wealth creation.

**Another goal of the "EJOT 2025" strategy was to establish a start-up as a third pillar alongside the Industry and Construction market units. Preferably with a digital background and manageable investments. The first attempt with the ClickBuild project failed. Why was that?**

Yes, even though the start was promising. The idea was to offer digital roof renovation – from quotation and ordering materials to repairs and invoicing – with considerable time savings in execution. We started to develop software and acquire our first pilot customers. Over time, it became apparent that the software was not geared towards standard renovation, but had been developed in a way that missed the mark in terms of the market. The difficult moment then came when we decided not to pursue the project any further, partly for cost reasons.

**Failure and new beginnings are part of business life. The RentAHand project led to the founding of a new start-up. What is it all about?**

I kept thinking about the topic of start-ups. At the beginning of 2023, a small group of colleagues came up with the idea of creating a platform that connects talented helpers with people who need assistance in the home or garden. RentAHand GmbH, which has since been founded, is therefore not only a solution to the shortage of skilled tradespeople, but also an opportunity to utilise the skills and talents of many people and offer them employment. In addition to our dedicated everyday helpers, we have expanded our range of services to include tailor-made services for property management companies, aimed at optimising the management and maintenance of real estate.

**How is the business model developing in practice?**

Very well. We now have regional managers covering almost the whole of North Rhine-Westphalia and have gained over 1,200 existing customers in nine months. We now have 200 employees, most of whom are mini-jobbers. We manage the deployment of our employees via an app.

**At the end of the year, you will be stepping down from operational management at EJOT and moving to the advisory board. What is your outlook for the EJOT Group?**

Times are difficult. In the past, geopolitical events affected us over a longer period of time, but today, in times of crisis, we are confronted with events almost daily to which we must react quickly and appropriately. I am optimistic about the EJOT Group. With our two market units, Industry

and Construction, we have two strong pillars and are also developing further with projects that make us less dependent on the weakening automotive industry in Europe, for example. Customer satisfaction, product quality, digitalisation and process efficiency are topics that are high on the agenda at EJOT. What we need to learn even better from America and Asia is speed and more speed.

**Now you are retiring from EJOT. Was that the plan back then?**

No. When I joined EJOT almost 22 years ago, I didn't expect to stay here this long. My plan was to do my best here, ensure stable finances and then see what happens next. I really enjoyed working at EJOT and developed friendships, which is rather unusual in business life. Christian Kocherscheidt also played a significant role in this, among other things with the joint Alpine crossings with colleagues. Things grew together over the years. Today, I am grateful to be part of the whole and to have helped shape the positive development of the EJOT Group. **E**

# EJOT regions present on the markets

The EJOT Group has become more international in recent years. This is also reflected in the fact that more employees now work at international locations than in Germany.

In the EJOT 2025 project, we have created a new matrix structure which, as is already the case in America, Asia, Africa/Middle East and Turkey, is now also divided into regions in Europe. These regions are defined on the basis of geographical location and business model. We hope that this will bring us closer to the markets and customers.



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Austria  
Switzerland  
Slovenija



**Western Europe**  
BeNeLux  
France  
Italy  
Portugal  
Spain



**Eastern Europe**  
Baltic States  
Bosnia & Herzegovina  
Bulgaria  
Greece  
Croatia  
Poland  
Romania  
Serbia  
Slovakia  
Czech Republic  
Ukraine  
Hungary



**North Europe**  
Denmark  
Finland  
Great Britain  
Norway  
Sweden



**America**  
Brasil  
Canada  
Mexico  
USA



**Joint Venture**  
Brasil  
India  
Mexico  
USA



**Western Asia & Africa**  
Egypt  
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Azerbaijan  
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China  
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Vietnam

# Between law and conscience

## Living global responsibility in the supply chain

Responsibility stems from attitude, not just from laws. With the Supply Chain Due Diligence Act (LkSG), companies are faced with the task of scrutinising their global value chains more closely. Transparency, risk analysis and documentation require new processes, skills and digital solutions. At the same time, trusting cooperation with suppliers is becoming more important than ever, especially in view of the upcoming EU Corporate Sustainability Due Diligence Directive (CSDDD).

>>Text: Eva-Maria Homrighausen

The EJOT Group has engaged intensively with these requirements, not only adapting processes but also sharpening its perspective. Behind every paragraph there is a person, and behind every measure there is a value. For EJOT, implementation was not just a compliance task but a company-wide effort. Strategic purchasers, supply chain specialists, lawyers, sustainability experts and compliance officers worked together to identify risks, raise supplier awareness and build structures designed to last. Communication with international partners was particularly challenging. High-risk suppliers are not in Switzerland or Austria, but in countries such as China or Turkey – with different cultures, different laws and often different expectations. “The further you go down the supply chain, the less feedback you get,” says Sebastian Schulz, Strategic Purchaser at EJOT. “That we were still able to build trust is thanks to the personal commitment of our colleagues.” A letter from management, numerous conversations and plenty of tact helped create understanding. The goal is not control, but cooperation.

Given the complexity, external support complemented the internal expert team. Platforms such as IntegrityNext and Dun & Bradstreet were used to classify suppliers and assess risks. The Federal Ministry’s Business Helpdesk also provided advice. These partnerships were key to ensuring the law’s requirements were met not only formally but also substantively. “We are taking a two-pronged approach: strategic prevention and immediate response,” says Sebastian Schulz. It is an approach that has proved its worth.

Despite all the structure and technology, the human component remains central. “When some EJOT suppliers were hit by flooding in 2021, our first question was not “Is our supply secure?”, but “What can we as the EJOT Group do for you?”,” recalls Markus Rathmann, Chief Supply Chain Officer. “This attitude shapes our

»» Responsibility starts with us, even if cultural conditions vary.

Winfried Schwarz,  
Chief Compliance Officer

partnership-based cooperation. We want to know our suppliers personally. Trust is not created by paragraphs in a contract, but by real encounters,” he emphasises, adding: “It is precisely this trust that makes our supply chain resilient – especially in times of geopolitical uncertainty.”

The project has also left its mark internally. Cross-departmental collaboration, a strong team spirit and a growing sensitivity to ethical issues have shown that legal requirements can trigger positive developments. The EJOT Group is looking even more closely at working conditions, environmental aspects and cultural differences. “Responsibility starts with us, even if cultural conditions vary,” says Winfried Schwarz, Chief Compliance Officer.

Looking to the future, it is clear the issue is not yet resolved. The reporting requirements of the German Supply Chain Due Diligence Act were effectively repealed by the cabinet decision of

September 2025 to ease the burden on companies. However, the German Supply Chain Due Diligence Act will not be abolished completely, but replaced by a national law as part of implementing the European CSDDD. “The accumulation of bureaucratic structures we feared has thus been greatly relativised,” says Winfried Schwarz. And Sebastian Schulz adds: “We have waded through an incredible paper tiger, but we are now prepared.” The foundations are in place, the structures are set, the attitude is there. “We are ready for any legal changes that may come,” summarises Sebastian Schulz.

In the end, it is not just about products. It is about trust. Our products do not only connect components; they also connect human rights with entrepreneurial activity. We see the Supply Chain Act not as a burden, but as an opportunity. It helps us make our values visible to customers, partners and employees. Responsibility is a natural part of our corporate philosophy. ■



Photo: iStock

# Between aspiration and reality

## How regulation influences construction

Politicians have set themselves an ambitious goal: to make construction in Germany affordable again. At the same time, safety, sustainability and quality must still be guaranteed. However, striking this balance is often a practical challenge – especially when it comes to legal requirements and documentation obligations that manufacturers of construction products must fulfil.

>>Text: Carina Schaumann



One example is the Product Safety Act (ProdSG). It ensures that only safe products are placed on the market and that users and consumers are protected. This goal is undisputed and important for all parties involved. In practice, however, the law results in considerable organisational effort, which is particularly demanding for small and medium-sized enterprises.

### Safety at great expense

Anyone placing construction products on the market today must meet numerous documentation requirements: technical evidence, test reports, declarations of conformity, CE markings and more. These requirements serve traceability and transparency – they ensure that products comply with applicable standards and can be used reliably.

At the same time, this means a great deal of administrative work for many manufacturers. Processes must be documented, changes tracked and test results regularly updated. This ties up capacity and incurs costs that ultimately feed into construction prices.

### What the Product Safety Act specifically regulates

The Product Safety Act forms the legal framework for the marketing of products in Germany. It stipulates that only products which do not endanger the safety and health of persons when used as intended or in a foreseeable manner may be placed on the market (Section 3 ProdSG).

Manufacturers are obliged to carry out a conformity assessment to prove that their products comply with the relevant EU directives and standards. This also includes the CE marking, which must be affixed to the product in a visible, legible and permanent manner. In addition, companies must prepare and retain technical documentation containing all relevant information on design, testing and risk assessment. These documents must be submitted to the market surveillance authorities upon request. The law also stipulates clear traceability – manufacturers, importers and distributors must ensure that each product can be identified and recalled if necessary. These requirements create transparency and trust, but also require companies to adapt their internal procedures and processes accordingly.

### From the old to the amended Construction Products Regulation (CPR)

Closely linked to the Product Safety Act is the European Union's Construction Products Regulation (CPR). It regulates how construction products may be placed on the market within Europe. The previous version from 2011 defined the basis for the CE marking of construction products. It ensured that products approved in one Member State could also be used in all other EU countries – an important step towards harmonising the European single market.

The amended CPR, which is currently being implemented in stages, continues this basic idea but modernises it significantly. It aims to simplify existing procedures and adapt them to new requirements – for example in the areas of sustainability, digitalisation and the circular economy. At the same time, it clarifies the roles and obligations of the parties involved: manufacturers, importers, distributors and market surveillance authorities.

A key objective of the new regulation is the digital provision of product information, for example via uniform European databases. This should make evidence more easily accessible and processes more transparent.

The requirements of the CPR form the basis for the CE marking of construction products – and this, in turn, is the key proof of compliance with the Product Safety Act. This is how European and national regulations interact: the CPR defines which technical requirements apply, while the Product Safety Act (ProdSG) ensures that these requirements are implemented in a safe and traceable manner.

### Complexity as a common theme

Many companies today are faced with a multitude of different regulations – at national and European level. The goal of all these regulations is the same: safe, sustainable and high-quality construction products. However, the paths to achieving this are often complex. The challenge is to simplify processes without compromising the safety and quality that have been achieved.

### Opportunities through simplification and digitalisation

There are already positive approaches to making these processes more efficient. Digital verification platforms, central product databases and standardised testing procedures can help to reduce bureaucracy. Closer cooperation between authorities, standardisation institutes and industry can also help to make requirements clearer and more practical. This would allow manufacturers to focus their resources more on innovation, sustainability and product development – areas that will actually make construction in the UK cheaper and more sustainable in the long term.

### A common goal

Ultimately, all parties involved are pursuing the same goal: safe, sustainable and, at the same time, economical construction products. If regulations can be made more understandable, more digital and better coordinated, all sides will benefit – manufacturers, builders and, most importantly, consumers. In this way, the tension between safety and economic efficiency can be turned into a real success story – for the entire construction industry. **E**

# Joining technology meets giga-casting

## Precision on a large scale

The automotive industry is facing profound change. With the rise of electromobility and the quest for more efficient, lighter and cheaper vehicle structures, one manufacturing process is becoming increasingly important: giga-casting.

>>Text: Anne Dickel and Andreas Blecher



Exemplary representation of a body-in-white comparing traditional and Gigacast assembly

This involves manufacturing large aluminium car body components from a single die casting – a process that not only drastically reduces the number of individual parts, but also redefines production logistics and assembly. In addition, the requirements for material selection are crucial. Aluminium alloys suitable for giga casting should have high strength and good castability. They must also be corrosion-resistant and recyclable.

Instead of dozens of sheet metal parts that have to be joined in a variety of ways, giga-casting enables the realisation of a car body concept that consists of just a few large cast modules. This concept is particularly suitable for electric vehicles, as the battery box can be designed as a single-piece underbody module. Together with a large front and rear module, this results in three large components onto which seats, instrument panels, etc. can be mounted before pillars, side panels and doors are added. This

not only enables savings in many downstream assembly steps, but also in all processes and in the dimensioning of equipment for surface treatment and drying.

The advantages of giga casting are obvious: fewer parts, fewer production steps, lower weight – and thus lower costs and CO<sub>2</sub> emissions. More and more OEMs are therefore embracing this trend. But giga casting also brings new challenges: the components are more solid, the wall thicknesses are increasing and the demands on joining technology are growing accordingly. This results in new requirements and opportunities for manufacturers of fasteners, especially when it comes to integrating these large-format structures.

Why are the cast components thicker? The answer lies in the casting process: the flowing material cools on the walls of the mould. To prevent underfilling of the mould, the components are made thicker at the edges of the flanges. This results in greater wall thicknesses – and thus new requirements for joining technology.

One joining option is EJOWELD® friction element welding. This process, developed specifically by EJOT, offers the possibility of joining mixed materials, in particular lightweight materials and from mild to ultra-high-strength steels, using a robot-compatible friction welding tool. With the EJOWELD® process, the joining operation is fast, automated, highly robust and reproducible.

With the extended friction welding element EJOWELD CFF® long, EJOT now offers a solution that has been specially developed for the higher wall thicknesses in giga casting. The additional length enables secure joining of aluminium parts to steel – even with material thicknesses above the previous standard. Without compromising process reliability or strength.

### EJOWELD CFF® long at a glance:

- Increased penetration depth: For secure connections with wall thicknesses up to 5 mm.
- High strength: Through targeted process control during friction welding.



EJOWELD CFF® long – Specially developed for the greater wall thicknesses in giga-casting



ALtracs® Xt screw – high process reliability even with large casting hole tolerances

- Material combinations possible: Aluminium-steel connections remain feasible.
- Automated: Ideal for use in highly automated production lines.

Another challenge for joining technology in giga casting arises from often unavoidable casting hole tolerances and draft angles. In this demanding application environment, the ALtracs® Xt screw offers particularly high process reliability thanks to its newly developed thread geometry – even under the influence of pre-hole tolerances. This not only enables reliable assembly, but also opens up further savings potential in production.

Thanks to the large permissible tolerances, castings can be designed more economically, as there is no need for tight machining specifications. This reduces costs and simplifies production. Another advantage is that the ALtracs® Xt allows different screw-in depths to be assembled with just one screw and a uniform tightening torque. This not only enables the consolidation of fastener quantities, but also significantly reduces the potential for errors during assembly.

This combination of flexibility, cost-effectiveness and safety makes ALtracs® Xt the ideal solution for demanding applications – especially in the field of giga casting, where large castings are used.

### EJOT thus offers an economical, robust and easy-to-install solution for direct fastening in cast aluminium – without reworking the hole:

- Innovative thread geometry: Enables reliable fastening even with conical pilot holes with large draft angles.
- High tolerance compensation: The connection remains reliable even with varying cast hole diameters.
- Self-tapping: No thread cutting necessary – ideal for automated processes.

Giga-casting is changing the rules of the game – and EJOT is supplying the right joining solutions. With innovative friction welding elements and screw connections specially developed for the new requirements, we are supporting our customers on their way to the next generation of vehicle construction. **E**

# EJOT takes the "Play" out of the game

Screws have been around for a very long time, with their origins tracing back to antiquity. Along with this comes a persistent concern among users that a screwed joint could loosen under difficult conditions. Since hardly any industrially manufactured component can do without screw connections, this diffuse unease among design engineers and component developers remains highly relevant today.

>>Text: Andreas Blecher

To prevent unwanted loosening, additional aids are often used with metric screws. These are particularly employed where there is concern that the initial clamp load could diminish over time and with temperature changes due to vibration or relaxation. For example, self-locking nuts create the desired locking effect via a plastic element that deforms when the screw is tightened.

### Are there any alternatives?

Alternatively, adhesive threadlocking can be used. Here, a micro-encapsulated adhesive is applied to the thread and activated only during assembly. Such adhesive patches are intended for single use and cannot be reused. With a polyamide patch coating, a polyamide material is applied to part of the thread, creating a clamping effect when tightened. Unlike adhesive threadlocks, the joint can be released and reused multiple times.



All these aids have one thing in common: considerable effort is first invested to create clearance in the assembly – for example with a metrically cut internal thread, an overmoulded thread insert or a nut element. Subsequently, with further (including financial) effort, that clearance is removed again.

EJOT shows that there is a simpler way: its special screws are driven directly into the respective material and form their own mating thread. From the outset they take the "play" out of the connection; their self-tapping design creates completely play-free joints – without additional aids. They withstand even the most adverse conditions permanently, as found, for example, in chainsaws or lawnmowers.

### Effective compensation

EJOT's self-tapping screws are available for a wide variety of materials such as light metals and plastics. The EVOPT® creates reliable and durable joints in thermoplastic materials with high initial preload force under the highest stress thanks to the play-free engagement. This is enabled by its special, highly efficient thread geometry. The EVOPT® screw absorbs extreme shocks and vibration so effectively because its thread engages over the entire depth of installation, whereas with a self-locking nut the desired clamping effect is realised over only approximately 2mm. This ensures that chainsaws, lawnmowers and leaf blowers remain permanently ready for use – and safe – with the EVOPT®. **E**



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# Into space with EVO PT®

Interest in Moon exploration is enjoying a remarkable upswing, driven by technological advances and the pursuit of new scientific discoveries. International space agencies such as NASA, CNSA and ISRO, with their various lunar programmes, alongside private enterprises like SpaceX and iSpace, are investing significant resources in missions to the Moon.

>>Text: Andreas Blecher

These efforts aim not only to establish a sustained human presence on the lunar surface, but also to access resources such as water and helium – materials that could prove vital for future space travel and energy production. In addition, Moon research is fostering the development of technologies essential for deeper exploration, including a future flight to Mars. Recent studies highlight the Moon's strategic and economic value, suggesting it could evolve into a billion-dollar market within the next decade.

The Berlin-based start-up Neurospace GmbH has set its sights on developing affordable, reliable technologies for lunar exploration. The company is designing innovative rovers capable of autonomously scouting the Moon's surface in swarms. By

combining advanced robotics, artificial intelligence and robust engineering, Neurospace GmbH has already made significant progress.

These rovers are built to carry a variety of scientific instruments across the harsh lunar environment, enduring extreme temperature fluctuations and navigating challenging terrain. Through international partnerships with space agencies and companies, Neurospace seeks to play a pivotal role in the new era of lunar exploration and lay the groundwork for future crewed missions.

Currently, Neurospace is preparing an experiment to validate the space suitability of key rover components. This involves a series of mechanical and electrical tests, which will take place during a suborbital flight aboard Nyx, a capsule developed by

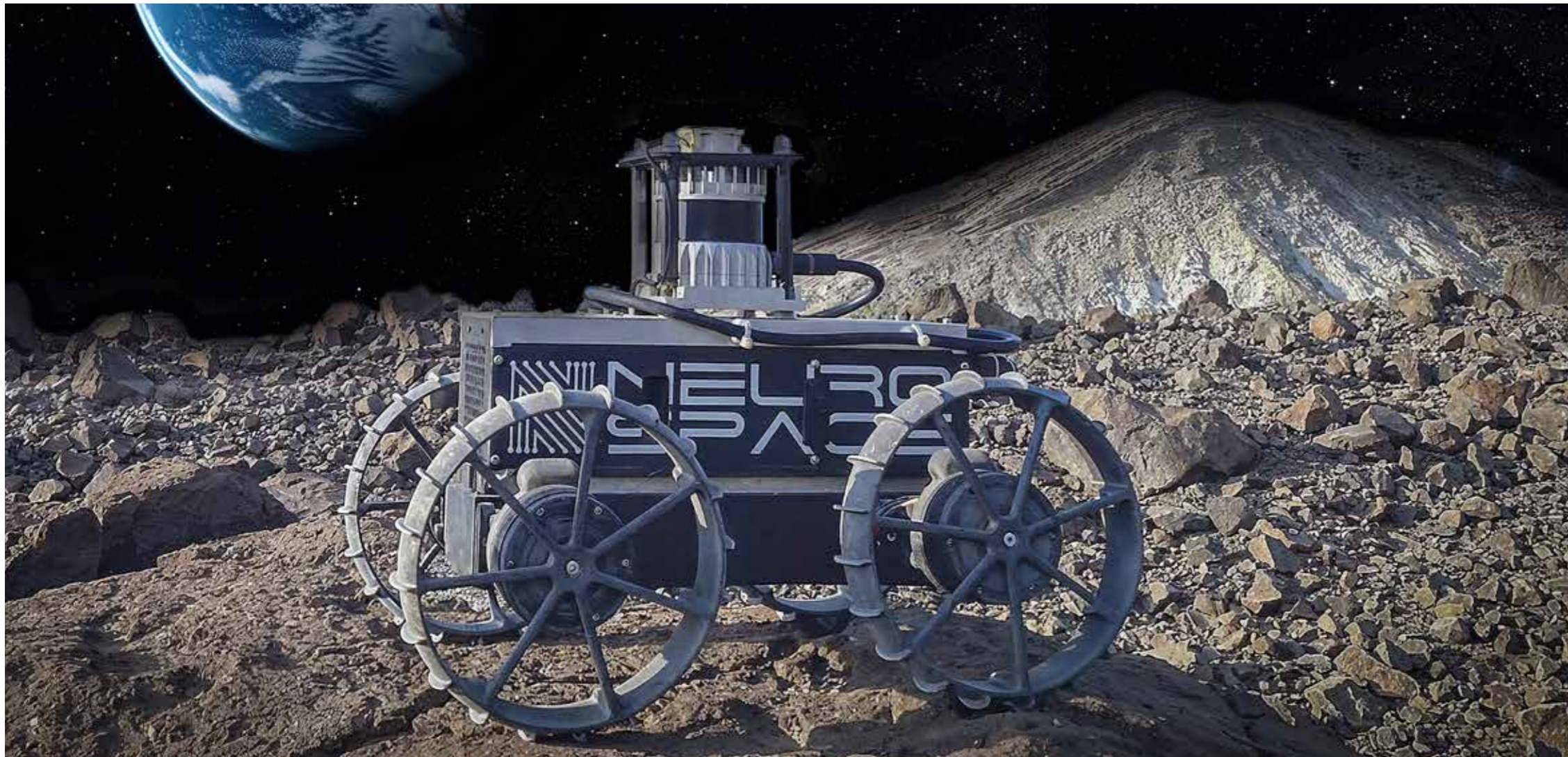


EVO PT® – Secure and cost-optimized direct fastening with digital services for an optimized component design

“The Exploration Company”. The components will be subjected to intense radiation, microgravity and the vibrations of the rocket launch – conditions designed to push their durability to the limit. The data obtained will be essential to ensure the components are not only operational but also durable and reliable. To support this effort, Neurospace has partnered with the start-up Lambspace, a subsidiary of the automotive supplier Hoffmann Kunststoff. Lambspace specializes in the use of plastics - such as PEEK - in space travel. Some of these components are fastened using EVO PT® screws from EJOT.

The design of the EVO PT® screw makes it particularly well-suited for direct fastening into plastic components. Its use eliminates the need for thread cutting, saving both time and production costs. This is especially beneficial for space applications, where dependable assembly is critical. Multiple fasteners are used in the design to maximize structural integrity and ensure component safety. Thanks to thorough preliminary analysis of the PEEK material and its compatibility with the EVO PT®, along with expert guidance from EJOT, a suitable assembly torque was defined and successfully applied. The screw's lead-in threads made installation notably easier, especially in areas with limited accessibility.

Extensive tests were conducted to simulate the intense mechanical stress that payloads experience during launch. The components passed all tests without any issues and are now cleared for their space flight – thanks in no small part to high-performance fasteners like EJOT's EVO PT® screw. **E**



# ETICS Profile Days

## Technical training, innovation and direct customer dialogue at the heart of the Italy tour

The EJOT Profile Days event series came to a highly successful conclusion. This customer event, which took place in May and June, attracted 13 strategic customers from all over Italy to the EJOT site in Campodarsego.

>>Text: Carina Schaumann

**T**he aim of the initiative by EJOT Italy was to familiarise customers with the most innovative solutions from the EJOT range – through a practical, technical and interactive training experience.

### Structure of the training

The event comprised two sections: a theoretical part, in which EJOT and its products and applications were presented in depth, and a practical part, in which participants could experience the solutions first-hand. A light lunch between the two

sessions provided the opportunity for informal exchange and further discussion of the topics covered.

### Technical content and system compatibility

The course focused particularly on the EJOT Pro-Line profiles, with emphasis on the new SOP + BSOP-HL combination, as well as the GAP profiles – two product families with strong innovative potential for the Italian market. A central theme throughout was the EJOT philosophy of system compatibility. The importance of sourcing coordinated components from

a single provider to ensure maximum safety, efficiency and quality was emphasised.

In addition to technical managers, sales, purchasing and marketing managers were invited so that all aspects of the profile portfolio were covered. Topics such as logistics and promotional activities were also addressed to provide a holistic view.

### Practical part and product expansion

In the practical part, participants had the opportunity to cut and assemble various profiles themselves, simulating specific application situations. Particular attention was paid to technically demanding installation situations, such as:

- The advantages of EJOT BSOP-HL compared to competing products
- The formation of internal and external corners in the base area and the connection to the window frame
- Corner formation and correct cutting for GAP profiles
- Adhesion testing for GAP profiles
- Formation of internal corners with the new armoured angle

- Other specific installation situations with special profiles that arose during the day from discussions with participants.

This practical approach enabled customers to not only understand the products in theory, but also to experience their behaviour and advantages under realistic conditions.

In addition, other solutions from the field of mounting elements and anchors were presented, giving participants a comprehensive insight into EJOT's broad product portfolio.

### Conclusion

With this initiative, EJOT underscores its commitment to a culture of innovation, system fidelity and collaboration, in which technical training and direct dialogue are key tools for mutual growth.

The first direct successes following the customer event were Cromology and Rockwool, both of which have adopted and ordered the BSOP-HL.



## Customer feedback

»» The technical depth of the presentations was impressive. It is clear that EJOT not only sells products but also offers real solutions.

»» I particularly liked the opportunity to talk directly to the technicians and ask specific questions – that's not something you can take for granted.

»» The combination of theory, practice and personal exchange was perfect. This is how I imagine modern customer service.

»» I only knew EJOT in connection with ETICS anchors. Now I can see how broad the portfolio is – and how much expertise lies behind it.

# Association work

## Platform for knowledge transfer

The EJOT Market Unit Construction is a member of numerous trade associations. Even in times of limited staff and budgets, we remain committed to this involvement – for more than one good reason.

>>Text: Katrin Strübe

**M**embership enables companies to join forces with peers to represent their interests to policymakers, authorities and the public. While individual firms often have little sway over legislative or regulatory processes, associations can exert far greater influence through a collective voice. They also offer a vital forum for exchange and networking across the industry – from knowledge transfer to current trends, technologies and best practices. At the same time, associations provide members with valuable information on legal frameworks, market developments and sector studies that would be difficult or impossible to access alone. This extends to the development of standards, norms and certifications.

### Collaborative work as a key factor

Many colleagues from various areas of the Construction Market Unit contribute their expertise to association work – not only in Germany, but also in numerous other national associations worldwide.

“The most important associations for us are those actively shaping technical rules and standards and providing training and further education. That keeps us close to the action and helps us identify trends and developments at an early stage. Some associations also invest heavily in research and development. For example, the International Association for Lightweight Metal

Construction (IFBS) works closely with RWTH Aachen University and KIT University in Karlsruhe. However, they do not thrive on membership fees alone, but on the active participation of their members. Working together on issues and problems is crucial,” emphasises Michael Hellwig, Head of Application Technology at EJOT Market Unit Construction (MUC).

### International commitment

EJOT is active in various associations in Germany and internationally. Colleagues in different countries are directly involved on site to promote exchange with other market participants and to work together on norms and quality standards.

“The associations develop installation instructions and numerous technical guidelines and manuals at national level. These are important references for safe and standard-compliant installation. EJOT Italy, for example, is a member of CORTEXA, responsible for the ETICS sector, and the flat roof association ASSIMP,” reports Marco De-Lazzari, Sales Manager EJOT Italy. His Czech colleague, Product Manager Jan Dvorak, adds: “I have represented EJOT for many years in the Czech association CZB, which deals with external thermal insulation composite systems (ETICS). I am also the spokesperson for the extraordinary members and a long-standing board member. Regular exchange with other market players such as manu-

facturers and system providers is very important, for example to draw up standards or technical rules. Cooperation with government institutions also plays an important role. All of this is aimed at ensuring and further improving the quality of ETICS.”

In addition to its national commitments, EJOT is also active at European level. Daniel Wagner, Product Manager in the Industrial Lightweight Construction division, represents EJOT in the European Association for Panels and Profiles (PPA). “A large part of the work in the PPA consists of reviewing and evaluating documents defined at European level, for example by the European Commission or EOTA, which could have an impact on industrial construction. Manufacturers have no direct contact with the European Commission but can raise their issues and comments through the association. One clear advantage of association work at European level is that future guidelines and requirements, such as those prepared by the German IFBS, can be transferred directly to the European perspective, involving relevant companies from different countries,” says Daniel Wagner.

In the British trade association Construction Fixings Association (CFA), EJOT is involved not only in standards- and guideline-related work but also in the training and continuing education offered by the association, such as one-day events in anchor technology. These focus specifically on the correct processing of anchoring products and conclude with a certificate. EJOT also offers similar events at its in-house TEC CENTER in Bad Laasphe.

### Implementing regulations for uniform standards

EJOT is also engaged in association work in the ETICS field at both German and European level. Ulrich Knebel, Product Manager for ETICS anchors at EJOT, has been a member for decades and currently heads the anchor project group at the German Association for Insulation Systems, Plaster and Mortar: “As a manufacturer of a component within ETICS, we provide solution-oriented and, above all, advisory support to system providers at association level. The system provider bears overall responsibility for the external thermal insulation composite system (ETICS) and its marketing. However, they do not usually have the detailed knowledge of individual system components needed to meet increasingly complex requirements on their own – especially with regard to future legal requirements such as the Construction Products Regulation (CPR) or the preparation of environmental declarations. This is where we come in as manufacturers. We are also heavily involved in standards originating from the European Commission that then have to be implemented in individual countries. The requirements are complex and often demanding in detail. Close, coordinated cooperation between the manufacturers and system providers involved is therefore essential to ensure high-quality, standard-compliant solutions. The system con-

cept and the coordination of all parties in a spirit of partnership are top priorities in the ETICS sector.”

At European level, EJOT is also deeply involved in the work of the European Association for External Thermal Insulation Composite Systems (EAE) as an extraordinary member. The EAE represents manufacturers, suppliers and national associations from the ETICS industry. It brings together organisations from different countries to coordinate technical standards and exchange knowledge and best-practice examples. The association promotes awareness of ETICS through joint public relations work and is in constant dialogue with institutions and interest groups throughout Europe. Much of its work concerns technical standards and the implementation of Brussels regulations in European countries. Various working groups actively comment on and process new regulations and standards, working closely with standardisation bodies. Through campaigns, publications and events, the EAE raises awareness of energy-efficient building renovation. The goal is straightforward: to improve the energy performance of Europe’s vast building stock. ETICS plays a central role in achieving the EU’s climate targets, as buildings account for a large share of energy consumption. “Well-insulated façades = lower heating costs = lower CO<sub>2</sub> emissions,” explains Carina Schaumann, Head of Market Management for Anchors and Mounting Elements at EJOT.

### Networking for sustainable products

“Association work rightly has a high priority at EJOT. It is important for us to contribute our experience and expertise in many areas so that we can continue to offer technically sophisticated, high-quality, environmentally sound and, above all, safe fastening solutions in the future. The fact that EJOT is a member of so many different associations is certainly due to our unusually broad product portfolio. There are probably few fastening or anchoring requirements for which we do not have a solution – and if there are, we develop one, often together with our customers. Of course, we also receive important information from associations about trends, innovations and, above all, considerations in the European Commission that could affect us in the future. Often, as with the Construction Products Regulation, this comes from different directions at the same time. That gives us a broad overview and helps us initiate the right processes in-house in good time. Environmental Product Declarations (EPDs), which are now gradually becoming mandatory in some countries, have been standard practice at EJOT for almost 15 years. You could say we did our homework in good time. We want to offer our customers products that not only meet the current state of the art, but are also future-proof – and that is only possible if you network and know where the journey is headed,” sums up Christian Dreher, Head of Technology at EJOT Market Unit Construction.



Representing EJOT in association work: Carina Schaumann, Jan Dvorak and Marco De Lazzari (from left to right).



Representing EJOT in various associations: Michael Hellwig, Christian Dreher, Daniel Wagner and Ulrich Knebel (from left to right).

# JC6-D concrete screw – a win for customers and the environment

Successful on-site trial of the new concrete screw at one of our customer Sideka's construction sites

>>Text: Katrin Strübe



In mid-July, EJOT officially launched the JC6-D concrete screw – a product that represents real progress in specific areas of industrial lightweight construction. The screw enables direct fastening of sandwich panels into concrete – without the need for embedded rails. With this, EJOT not only expands its existing product portfolio but also offers potential customers an alternative solution in an almost competition-free market segment.

## Fastening without insert rails

Up to now, fastening sandwich panels onto concrete substructures typically required special embedded rails. These rails are integrated into the precast concrete elements during production to later enable fastening of facade sandwich panels using self-drilling screws. However, this method was complex: precise positioning of the rails demanded significant planning effort, and later modifications on-site were virtually impossible.



The new JC6-D for concrete impresses in practice

So far, only one competitor product allowed direct fastening of the elements without rails. With the JC6-D, the market now has a true alternative.

## Complete range for all substrates

The new JC6-D concrete screw from EJOT is made of A4 stainless steel with a hardened cutting zone and can be used in both cracked and non-cracked concrete in roofing and wall applications. Thanks to a unique support thread geometry and a captive pre-assembled stainless steel sealing washer, the connection is optimally protected against rain. The biggest advantage: the JC6-D allows flexible installation directly on the construction site – without embedded rails. This saves not only material but also time and cost. Precast concrete elements can now be manufactured much faster without rails, and the logistical effort of transporting and installing hundreds of meters of rails is eliminated entirely.

With the JC6-D, EJOT expands its portfolio for direct fastening of sandwich panels. The current range now covers the following substructures:

- JC6-D for concrete
- JT3 self-drilling screw and JZ5 sealing screw for steel
- JF3-Plus self-drilling screw for timber

## First practical use: Successful premiere at Sideka

Even before the official market launch, the new product had the chance to win over customers. In March of this year, employees of Sideka Industriebau GmbH, a long-standing EJOT

partner, attended a fundamentals training course on anchoring and fastening technology at the EJOT TEC ACADEMY.

During this training session, the JC6-D was presented for the first time – and generated strong interest. Sideka decided to test the screw directly in a project. For the facade refurbishment of an existing industrial hall, around 4,500 JC6-D screws were used. In total, nearly 4,000 m<sup>2</sup> of sandwich panels were installed on the hall's interior and exterior facades – a successful debut for the new product.

With the JC6-D, EJOT is sending a strong signal in a specialised segment and once again demonstrating its market and customer focus. The new concrete screw delivers clear benefits in planning, implementation and efficiency – a win-win situation for customers, partners and the environment alike.

## A partnership that has been in place for almost 30 years

Sideka, a company that designs and constructs industrial and commercial buildings using lightweight steel construction methods, has existed since 1996. The company has been a customer of EJOT for just as long. However, the partnership is not limited to purchasing fastening solutions; it is built above all on continuous, collaborative cooperation.

EJOT offers all the expected services such as preliminary measurements, pull-out tests and technical advice, but what truly matters is the way the parties work together. When special challenges arise, the EJOT service team goes directly to site and works with the customer to find the right solution. EJOT and Sideka have been delivering projects together for almost 30 years.



“For us in the EJOT service team, personal contact plays a crucial role. We do not want an anonymous helpline, but an individual contact person for each customer. This fosters mutual understanding and confidence in the handling of projects, which nothing else can replace. We want to make things happen together. I have been looking after Sideka for almost 10 years now, and my colleague before me even longer. Continuity and consistency are some of our strengths. The customer should simply be able to rely on us. You do not find that everywhere these days,” adds EJOT Sales Representative Christoph Gawlik.

E

# “Green heat” replaces gas consumption



Another step towards climate neutrality is being taken at the Herrenwiese production site in Bad Berleburg: the family-owned company bionero, based in Thurnau in Upper Franconia, will build the first decentralised pyrolysis plant.

>>Text: Andreas Wolf

Using pyrolysis technology, the company pursues three equally effective and sustainable business models: producing biochar (from which the particularly fertile black earth Terra Preta is made according to a special recipe), binding CO<sub>2</sub> from the atmosphere and generating sustainable energy (process heat).

The latter is the focus for EJOT: ‘With the process heat from the bionero plant, we can replace our gas consumption at the Herrenwiese site with green heat,’ emphasises Heiko Stötzel, Director of Global Corporate Responsibility at EJOT. In concrete terms, this means that over 80 percent of current gas consumption will be replaced by green heat from the pyrolysis plant. The annual CO<sub>2</sub> savings amount to approximately 900 tonnes. On the cost side, the savings are around £ 21,000 per year, taking into account Germany’s CO<sub>2</sub> price of £ 55 per tonne. ‘With this project, we are taking another important step in our sustainability strategy to reduce our CO<sub>2</sub> emissions at EJOT to zero by 2035,’ Heiko Stötzel continues.

‘Construction of the plant will begin this year and is scheduled for completion in the first half of 2026,’ explains Uwe Saßmannshausen, Managing Partner of bionero. A carbonisation plant from manufacturer Carbo-FORCE will be built to produce biochar and energy (heating or process heat) from wood chips. The plant uses partial oxidation in a reactor operating at 650-850 degrees Celsius to convert the input material into high-quality biochar and usable heat.

The reactor consists of two shipping containers with a total height of approximately 24 metres, surrounded by a supply container for the wood chips and a bunker for the biochar. The wood chips are supplied by Beuter, a company based in the village of Birkelbach, just a few kilometres away. ‘We are doubly sustainable, so to speak, because raw material management

is carried out regionally,” says Uwe Saßmannshausen. The biochar produced is transported to the Beuter company site, from where it is regularly taken by bionero to its headquarters in Thurnau for further processing into high-quality Terra Preta.

The modern technology of the pyrolysis plant enables year-round operation. Maintenance intervals are extremely short. Operational faults can be rectified online from bionero’s headquarters in Thurnau, as he explains. “Our pyrolysis plant in Thurnau runs 24 hours a day, 359 days a year, making it one of the most modern and reliable plants in the world,” emphasises Uwe Saßmannshausen. Malfunctions in the wood-chip feed can be corrected manually without the need for technical expertise.

According to Uwe Saßmannshausen, the investment sum for bionero is in the mid single-digit million range. In addition to the site in Bad Berleburg, bionero is currently planning two further plants in North Rhine-Westphalia. Another plant is planned for the energy park in Wunsiedel, Bavaria, according to him.

For the original business idea – the production of particularly fertile black soil (Terra Preta) – the Saßmannshausen family has established a “carbon removal certificate”. The sale of these certificates guarantees that CO<sub>2</sub> has already been removed from the atmosphere and that the carbon sink already exists. This distinguishes these certificates from potential certificates, which aim to bind CO<sub>2</sub> in the future.

According to Uwe Saßmannshausen, sales of the Terra Preta range – including organic potting soil, organic tomato soil, organic raised-bed soil and organic lawn soil – have developed very well in DIY and garden centres. There are plans to expand into the neighbouring countries of Austria and Switzerland. **E**

» With this project, we are taking another important step in our sustainability strategy to reduce our CO<sub>2</sub> emissions at EJOT to zero by 2035.

Heiko Stötzel,  
Director of Global Corporate Responsibility bei EJOT

# Sustainability and customer specifications

International customer-supplier relationships involve a multitude of contractual details that present not only risks but also opportunities for partnership development. One such detail is the inclusion of climate-protection conditions in strategic customer-supplier relationships.

>>Text: Heiko Stötzel

Internationally, the Kyoto Protocol set a target of 1.5° C by 2050. All signatory states are committed to developing appropriate measures to implement this target. In the European Union, these measures were outlined in the European Green Deal and translated into various directives. At national level, a range of laws has been passed to help curb global warming caused by man-made greenhouse gases.

Industry must also play its part. At EJOT, this is reflected in the strategic decision to become climate neutral and in the recarb® initiative for CO<sub>2</sub>(e)-reduced products.

In addition, some customers, such as Bosch, require their strategic partners in the supply chain to make these opera-

tional actions for CO<sub>2</sub>(e) reduction binding and to review their effectiveness regularly.

In line with the strategic orientation of the EJOT Group and these customer requirements, EJOT has decided to join the Science Based Targets initiative (SBTi). This non-profit organisation has launched international programmes to assess operational targets and actions against the 1.5° C target.

After registering with the SBTi, EJOT will have two years to submit targets and describe the associated actions. This will include EJOT's existing plans and measures for CO<sub>2</sub>(e) reduction. Following review, the targets will be published



with the status that effective steps for CO<sub>2</sub>(e) reduction are being implemented within the company.

Together with our customers, EJOT sees this as an opportunity to move forward in partnership to meet the major changes in international economic relations. Achieving operational climate neutrality – and thereby aligning with the 1.5° C target – are inclusive considerations for strengthening our business and contributing to progressive trade in customer-supplier relationships. **E**



The new photovoltaic system at the EJOT site in Ciasna, Poland has been in operation since September.



## Science Based Target Initiative (SBTi)

The Science Based Targets initiative (SBTi) is a corporate climate-action organisation that enables companies and financial institutions worldwide to play their part in tackling the climate crisis. The SBTi is registered as a charity in England and Wales and has a subsidiary, SBTi Services Limited, which provides services for target validation.

The SBTi develops standards, tools and guidance that allow organisations across the globe to take credible, science-based climate action. These resources are available free of charge to any organisation via the website.

Companies and financial institutions that use these to set greenhouse-gas reduction targets can have their targets validated by SBTi Services.

Organisations with validated targets – or a formal commitment to set them – are listed on the SBTi Target Dashboard.

The approach is

- **Science-based.** The SBTi translates climate science into practical frameworks that companies can use to ensure their actions align with what is needed to reach net zero by 2050 at the latest.

- **Business-oriented.** The standards, tools and guidance recognise that effective climate action must work in varied business contexts – from start-ups to multinationals, across all sectors and regions.



<https://sciencebasedtargets.org/>

# High honour for dual student Nuraiym Zhusupbekova

Nuraiym Zhusupbekova, a dual student at EJOT in Bad Berleburg, has been awarded the Women in STEM Award by the Zonta Club Siegen. The aim of the award is to encourage and support young women who are pursuing education, careers or leadership roles in the STEM fields of science, technology, engineering and mathematics.

>>Text: Andreas Wolf



Dr. Christoph Bauerdick, Nuraiym Zhusupbekova and Dr. Frank Dratschmidt (from left).

The 25-year-old has been working in the Digital Competence Centre at EJOT since 2022 as a dual student while also completing a Master of Science in Computer Science (specialising in embedded systems) at the University of Siegen. She is receiving the award for excellent academic performance, as well as for her professional commitment to a major regional company and her clearly defined professional and personal goals.

Nuraiym Zhusupbekova comes from Kyrgyzstan. She learned German at primary school in her hometown of Bishkek. Nuraiym did not have any favourite subjects at school: 'I enjoyed

almost all subjects because they were interesting.' She is hard-working and was encouraged both at school and at home. At the age of 14, Nuraiym came to Germany for the first time as part of a student exchange programme with the Stift Keppel grammar school in Hilchenbach, and she also got to know EJOT during a company tour with her school class.

During her school career, Nuraiym developed a particular interest in science subjects. She took part in the Central Asian MINT (STEM) Summer School and was thrilled. "Together with students, we worked on projects such as a smart mirror," recalls Nuraiym. She eventually received a scholarship from the



## The Zonta Club and the promotion of young women

*The Zonta Club Siegen Area is an association of currently 41 working women from the region, integrated into the worldwide network of Zonta International. It is particularly active locally, but also nationally and internationally in a wide range of social, educational and cultural projects focusing on women and girls – in line with the guiding principle:*

**"Man experiences the world not through what he takes from it, but through what he adds to it"**  
(Paul Claudel)

*The promotion of young women is particularly close to the heart of the Zonta Club Siegen Area:*

- through the Young Women in Leadership Award (YWLA, formerly YWPA), which is presented annually for outstanding voluntary work by schoolgirls or young women in education, or
- by providing financial support to a female student for one year as part of the University of Siegen scholarship programme, or
- by participating in the Zonta Women in Business Leadership Award – also initiated by Zonta International, or
- by supporting applicants for the Zonta Women in STEM Award, which will be presented for the second time after 2023 by the Zonta Club Siegen Area.

[www.zonta-siegen.de](http://www.zonta-siegen.de)

German Academic Exchange Service (DAAD) and returned to Germany – this time to stay, at least for the time being.

In Marburg, she attended a preparatory college for a year to prepare for admission to a bachelor's degree programme in computer science. She initially lived in a student hall of residence and later in a shared flat. She is not alone in Germany. "Many young people from different countries, including classmates from her home country, are also preparing for a bachelor's degree at the preparatory college." After completing her bachelor's degree, she returned to EJOT in 2022. There she will work as a dual student in the Digital Competence Centre while completing her Master of Science in Computer Science. She aims to graduate in April 2026. "First of all, I would like to stay at EJOT," says the 25-year-old. A doctorate is also in mind – we will see.

"What she does with us during the semester break is anything but a holiday activity," says her supervisor and Head of the Digital Competence Centre at EJOT, Dr Christoph Bauerdick. She develops data-driven tools for the production sites. She visualises industrial data in such a way that numbers become information – and this information leads to better decisions. She is working on the digital twin – the virtual representation of products and processes. "Her work enables humans, machines and computers to speak the same language. At the same time, she thinks and acts in a team-oriented manner and is willing to take on responsibility." And she does so internationally. "She is multilingual, open-minded and curious," emphasises Dr Christoph Bauerdick.

She spent a semester at the University of Tulsa in the USA. She then worked at ATF in Chicago, EJOT's joint venture partner, where she successfully introduced IIoT (Industrial Internet of Things) solutions. These solutions connect machines, systems and devices in industrial environments via sensors, software and networks to collect, monitor and analyse data and enable automated processes.

Nuraiym Zhusupbekova also sees her Women in STEM Award from the Zonta Club Siegen as a responsibility: 'Given my background in Kyrgyzstan, I want to be a role model for other young women, encouraging them to seize educational opportunities, not to be constrained by social expectations, and to follow their personal inclinations and goals, for example by pursuing a career in STEM.'

Her outstanding achievements also impressed the relevant committee of Zonta District 29: Nuraiym Zhusupbekova prevailed over applicants from North Rhine-Westphalia, as well as the Netherlands, northern France, Great Britain and Spain, and won the District 29 award. She is thus the first international winner of the Zonta Club Siegen Area award. **E**

## Two years in the USA

# Thinking internationally, acting together, growing together

Genuine cooperation begins when people are willing to learn from one another and combine their strengths. For Dominik Wick, Head of Cold Forming Project Management at the EJOT Group, this was the guiding idea behind his two-year assignment at the US site EJOT ATF LP in Lincolnwood.

>>Text: Andreas Wolf



Dominik Wick with his family during his stay in the United States of America.

**D**riven by the goal of sharing knowledge, thinking ahead together and building connections, a collaboration emerged that not only advanced processes but also strengthened mutual understanding for the long term. What Dominik Wick brought back was far more than technical know-how.

For Dominik, time at EJOT ATF LP was a formative experience – professionally and culturally. “ATF is a site with great potential, dedicated colleagues and an impressively dynamic way of working,” says the 38-year-old. His task was to work with the local team to develop solutions that would strengthen cooperation within the EJOT Group over the long term. This included comparing German and American software and procedures – for example in cost calculation, drawing programmes, measurement technology and computer simulations. In the role of Head of Cold Forming, he supported tool design to broaden the part portfolio. The EJOT Group aims to implement a consistent standard across all locations worldwide: anyone ordering from EJOT should receive the same quality and the same products anywhere in the world.

He was able to contribute particular expertise in the area of more complex components. Among other activities, Dominik provided training in project management, progression development for special parts development and FEM simulation. An important element was drawing up investment plans and determining which equipment would be needed for specific projects. “We learned a lot from each other,” emphasises Dominik. While certain software solutions and filing systems are established in Germany, EJOT ATF LP brings its own proven tools and methods. He believes in open exchange: “I provided insights into how we work in Germany – and at the same time learned a great deal about how colleagues here overcome challenges.” Dominik was particularly impressed by the rapid responsiveness without excessive bureaucracy and the pragmatic approach at EJOT ATF LP – qualities he would also like to promote in Germany.

Working together on complex formed parts, introducing new machines and training employees are genuine team achievements. “It’s about getting better together,” summarises Dominik Wick. Mutual respect and openness to new perspectives have not only strengthened the EJOT ATF LP site, but also fostered international cooperation within the Group in the long term.

A central issue is transparency in processes and data. “With various software systems, we create traceable structures that build trust, both internally and externally.” The ability to access project data, drawings or surface information at any time not only increases efficiency but also reliability for customers. Dominik sees this as a real competitive advantage: “When we promise EJOT quality, it must be the same experience worldwide – just like McDonald’s coffee,” he says with a wink.

The collaboration with American colleagues was marked by openness and mutual appreciation. Together with his wife and son, the family was warmly welcomed from day one. “My colleagues took care of everything – from finding a house to finding an accountant.” They also spent time together privately: sporting events, invitations, meals together. The family atmosphere at EJOT ATF LP created a setting in which the Wick family felt at home right from the start.

»» Whether press operators or measurement technicians – when colleagues train each other on site and share their experiences, real added value is created.

Dominik Wick,  
Head of Cold Forming Management at EJOT



Dominik Wick and Ryan Surber (President of EJOT-ATF)

### Internationality as a factor for success

Back in Germany, Dominik remains closely connected to EJOT ATF LP. “I know the people, the machines and the processes. That’s a real asset for our international collaboration.” He sees great potential in the targeted sharing of specialist knowledge. “A large part of our success as a Group comes from outside Germany, so we should pool our strengths across the organisation, share knowledge and grow together.” He is a clear advocate of international exchange: “Whether press operators or measurement technicians – when colleagues train each other on site and share their experiences, real added value is created.”

After two intense years in the USA, Dominik is now looking forward to returning to Germany and to familiar things missed during the stay in America. “I’m looking forward to my family, friends, our village and club life and, to be honest, to “German”

bread, potatoes, schnitzel and a good beer brewed according to the German Purity Law,” he says with a smile. Dominik is also looking ahead with fresh motivation: “I have grown, learned a lot and now want to apply what I have learned to achieve faster processes, better international coordination and greater customer proximity.” The experiences in the USA have shaped Dominik Wick and made him a valuable link between the international locations.

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