



moment[®]

Technical advantage
EJOT develops a new group machine with the HR6

Sustainability report
“Economic ecological, social”

Green Deal of the EU
Building insulation is the key to energy efficiency



Mobility transition

EU strategy lacks long-term technological openness

Includes annual report



Editor
 EJOT SE & Co. KG
 Im Herrengarten 1
 D-57319 Bad Berleburg
 Phone +49 2751 529-0
 www.ejot.de

Editorial staff
 Andreas Blecher
 Annemarie Bremer
 Dr. Ralph Hellmig
 Eva-Maria Homrighausen
 Christian F. Kocherscheidt
 Carina Schaumann
 Lukas Stremel
 Katrin Strübe
 Andreas Wolf

Design
 reaze GmbH,
 Siegen

Print
 Vorländer GmbH & Co. KG,
 Siegen

Copyright
 All contributions published in the magazine (texts, photos, graphics, logos and tables) are protected by copyright. The copyright lies with EJOT SE & Co. KG – if not stated differently. Reproduction, inclusion into databases, online services and Internet pages as well as duplication on data carriers are subject to prior written approval by EJOT Holding GmbH & Co. KG.

Frequency of publication
 moment is published semi-annually

Acquisition
 Phone +49 2751 529-0 or at
 www.ejot.com

Cover: iStock, reaze GmbH, Siegen

Dear friends and partners of the EJOT Group,

The first issue of our magazine **moment** this year is once again being published during a period of great upheaval. This time, it is not a virus or collapsing supply chains that are causing changes, but instead it is the result of elections. In the USA, President Donald Trump is determined to turn the established economic rules upside down. Uncertainty about new tariff regulations, their suspension or postponement, threatens to lead initially to higher prices for consumers and is then supposed to finally convince industries, that have not yet been lured to the USA by the Inflation Reduction Act, to localise their production in the United States. Whether this can succeed in view of a shortage of skilled workers in the USA remains to be seen.

In Germany, a new federal government is forming under pressure from the current geopolitical disruptions as well as the ongoing military threat from Russia and a neglected infrastructure. At the same time, we do not yet know whether the new government will dare to tackle the structural problems of the existing welfare state. You can read about how the turmoil of the past year has affected our Group in the annual business report, which is included in this issue. Suffice it to say, that our broad international presence and our two pillars, construction and industry, have helped us to cushion the impact of the difficult economic conditions, particularly in Germany.

This issue focuses on insights into the ramp-up of electric mobility in Europe. In order for the transformation of the European automotive industry to climate-neutral mobility to succeed, the European Union (EU) must pursue a more balanced approach that combines climate targets with the competitiveness of the industry. The Centre for European Policy (CEP) points this out in a recent study, in which it describes a number of policy options that would enable a flexible approach to decarbonisation.

Electric mobility should be a winning topic for our group. After all, we have developed many products for e-mobility and with a further increase in sales we will recoup these investments. Outstanding application engineering with high benefits for our customers is the particular strength of the EJOT Group. In this context, we show examples from the Market Unit "Construction" where we can perfectly integrate our new TEC CENTER with its numerous capabilities. Last but not least, we also take a look at our Group's first sustainability report. With investments in climate protection and an employee participation programme ("wejot") that is as extraordinary as it is successful, we are moving towards our climate goal of CO₂ neutrality by 2035.

These are very challenging times, but they are also full of new opportunities!

Sincerely

Christian F. Kocherscheidt
 Managing Partner



4 Moments

- >> EJOT Expert Days 2025
- >> EJOT Foundation donates € 11,000
- >> EJOT is an official "Top Employer in Medium-Sized Businesses 2025"
- >> New fastening system for VHF
- >> Personnel changes

Title

- 8 A competitive EU automotive industry is driving climate-neutral transport**
 With a strategy of long-term technological openness
- 12 Fleet consumption by manufacturers in the EU still too high**
 High fines loom for the automotive industry
- 14 Forward-looking fastening solutions for electric mobility**
 Functional and connection elements in the fields of high-voltage batteries and power electronics
- 16 Secure fastenings for electric vehicle charging technology**
 Connection concepts for wallboxes
- 18 Economic, ecological, social.**
 The EJOT Group's first sustainability report
- 21 Project TREEATHLON® – Tree planting campaign**
 For a climate-resistant mixed forest
- 22 HR 6 – Better and cheaper than the original**
 EJOT develops header-roller combination that will be used group-wide
- 24 TEC ACADEMY**
 Knowledge transfer with new learning formats
- 26 Green Deal of the European Union**
 Building insulation is the key to energy efficiency
- 30 The ETICS day of practice 2025**
 Boundless exchange for the highest service quality
- 32 Adapting to changing conditions as quickly as possible**
 Interview with CEO Christian Kocherscheidt and CHRO Dr Thomas Johann
- 34 Together on the path to climate neutrality**
 Successful project: EJOT links employee capital participation with climate protection

36 2024 annual report

- 38 Operating figures
- 40 Management report
- 46 International
- 48 EJOT Group
- 49 Management



Bernhard Lorenzen

China

Bernhard Lorenzen is the new CFO Asia Pacific at EJOT Taicang, China. Bernhard Lorenzen brings 17 years of professional experience in China to the company. He began his career as Finance & Controlling Manager, followed by 13 years as (Deputy) Managing Director of the Chinese subsidiary of an Austrian automotive supplier. In addition to his extensive professional experience in management, controlling and finance, he has a solid theoretical background thanks to his degrees in physics and business administration from the University of Bayreuth.



Stefan Schnaus

Global Business Development

Stefan Schnaus has been appointed Director of Global Business Development Industrial Building Envelope & Solar. This move brings our Industrial Lightweight Construction, Flat Roofing and Solar product segments together under his responsibility. With his extensive experience and deep understanding of our industry, he is the perfect person for this new role.

EJOT EXPERT DAYS 2025



This year, EJOT's Market Unit Industry is hosting a webinar on the first Tuesday of every month. Each of the monthly web sessions are designed to last no longer than one hour – making it a manageable time commitment and a worthwhile investment in staying up to date with the latest in fastening technology.

The new webinar concept also allows greater flexibility in topic selection, as we can present a new thematic highlight every month. On every webinar Tuesday, a German web session on the respective topic takes place at 10:00 a.m. (CET) and an English web session at 1:00 p.m. (CET). The full 2025 webinar schedule is available on our website.

EJOT Foundation donates € 11,000

In 2024, the EJOT Foundation donated a total of € 11,000 to social institutions. This annual contribution was divided between the Wittgenstein Adventure Village and the Balthasar Children's and Youth Hospice, each receiving € 3,000, while € 5,000 was allocated to day-care facilities near the production site in Tambach-Dietharz, Thuringia. The EJOT Foundation was originally established in 2008 under the name 'Hans-Werner-Kocherscheidt-Stiftung', commemorating the 80th birthday of the late owner Hans Werner Kocherscheidt. It was later renamed the EJOT Foundation. To build up the foundation's assets, approximately 2,000 employees from EJOT's German sites in Wittgenstein (NRW) and Tambach-Dietharz (Thuringia) donated the equivalent of one hour's pay on several occasions – an amount which was matched by the company.

The foundation's mission includes supporting children, young people, and the elderly, as well as promoting the preservation of historic monuments, the arts and culture, environmental and nature protection, and scientific research in the vicinity of EJOT's German locations.

Decisions regarding the use of the foundation funds are made alternately by the works council and company management. Since 2016, around € 140,000 have been distributed across the EJOT sites in Wittgenstein and Tambach-Dietharz.



Ronny Höhne

Global Business Development

Ronny Höhne Ronny Höhne will become Director of Business Development, Global Rainscreen Business. He will be responsible for the global expansion of the business with rear-ventilated facades and will bundle the CROSSFIX® and Rainscreen (VHF) product segments under one global umbrella. His main focus will be on expanding the international project business and cross-border customer development in the architecture sector.



Ville Saarinen

Global Business Development

Ville Saarinen has been appointed Director of Business Development, Global Anchoring Business. Ville Saarinen will be responsible for the global expansion of our anchoring business together with his new team. His main focus will be on laying the foundations for growth in the anchoring products segment and developing a comprehensive global anchoring strategy.

EJOT Named Official “Top Employer in Medium-Sized Businesses 2025”

EJOT has been recognized as an official “Top Employer in Medium-Sized Businesses 2025”. The career platform Yourfirm.de grants this title to medium-sized companies that are especially popular among job seekers. The aim of the award is to help applicants identify attractive employers more easily.

What makes this distinction from Yourfirm.de particularly noteworthy is that it is not based on surveys, which often suffer from low response rates and limited validity. Instead, the award relies on the actual behaviour of users across more than 60,000 job advertisements on Yourfirm.de over the course of a year.

The evaluation is based on three key metrics: the average number of users reached per job posting and company

profile, the percentage of users who actively engage with the content by spending a significant amount of time on the page, and the share of readers who take a follow up action – such as clicking on “Apply now” or visiting the company’s website.

Based on these three categories, a “popularity index” is calculated for each employer. The top 1,000 companies with the highest index scores are awarded the ‘Top SME Employer 2025’ seal.

Yourfirm.de Managing Director Jonas Lehmann explains: “The fact is that the most applicants are very interested in medium-sized companies, but are often unaware of the opportunities they offer as employers”.



New Fastening System to Avoid Broken Panels and Visual Imperfections in the RVF



Two serious and regularly occurring problems with rear-ventilated facades (RVF) using fibre cement panels could soon be a thing of the past: no more unsightly light marks on the facade panel in the area of the substructure and no more broken panels at the fixing points.

The new, patented LT-TD system from EJOT fundamentally eliminates these weak points. The LT-TD system consists of new centring sleeves for sliding and fixed points, as well as a selection of bimetal and stainless steel screws for fastening the facade panel to the substructure made of steel, aluminium or wood. The design of the centring sleeve and the special design of the associated self-drilling screw ensure that the screw is positioned straight and absolutely centred, thus guaranteeing uniform clamping lengths across the entire facade. A special collar at the upper edge of the screw’s clamping area guarantees a precise setting point and thus a defined clamping length and a 90° angle to the substructure. Temperature-related expansions of the various materials used on the facade are compensated by the interplay of optimally designed fixed and sliding points. Fractures or deformations of the facade cladding are avoided.

At the same time, there are special snap-fits in the lower part of the centring sleeve. These ensure that the plate is held securely in place while also creating a 3 mm air gap between the cladding and the substructure. The advantage is that the plates are evenly ventilated in the area of the the profiles, thermal bridges are avoided and the facade dries evenly in damp weather conditions. This means that the visually disturbing light marks around the profiles will be avoided in the future.

The new LT-TD system is also well thought out in terms of sustainability. Unlike rivets, screwed facade panels can be quickly and easily removed and simply replaced in the event of renovation. This saves time and costs. In addition, no special tools are required.

A glance at the construction site reveals another major advantage of the centring sleeves used in the LT-TD system: the sleeves used in the LT system have a permanent functional purpose and remain in the drill hole. The assembly is thus completely residue-free.

A Competitive EU Automotive Industry as a Driver of Climate-Neutral Road Transport

The European automotive industry is facing the challenge of meeting the EU's CO₂ reduction targets for its new car fleet while remaining competitive in the global market. To succeed, the EU must quickly adopt a more flexible strategy.

>>Text: Dr. Martin Menner



The European automotive industry is undergoing a profound shift towards electric mobility and zero-emission vehicles, as seen in the growing number of new models on the market. However, sales of these vehicles are stagnating in the EU and failing to get traction in China – while Chinese manufacturers are making inroads into the European market. European profits are collapsing, and as a result, production sites and jobs at manufacturers and suppliers are being cut. To make matters worse, companies risk hefty fines for failing to meet fleet-wide CO₂ limits if insufficient electric vehicles are sold.

Although the EU automotive industry was once a pioneer in alternative drive technologies, it now faces criticism for having “slept through” the global trend towards e-mobility. However, the dominance of Chinese competitors in the electric vehicle (EV) sector is no coincidence. For years, China has invested heavily in electric vehicle production, the entire battery supply chain, and a comprehensive public charging network – something that Europe has neglected for too long. Additionally, China has maintained a technology-neutral approach, allowing the continued registration of hybrids and efficient combustion engine vehicles running on alternative fuels until 2060.

Risks of the EU Strategy
By contrast, the EU's approach to climate-friendly road transport is centred on new electric vehicles. Strict CO₂ limits have been imposed for newly registered vehicles to accelerate the transition to zero-emission vehicles and to expand the range of battery-electric passenger cars and zero-emission trucks and buses. From 2035, new internal combustion engine vehicles will effectively be banned. However, this rigid strategy carries significant risks – both for the EU's climate goals and for the global competitiveness of its automotive industry.

Why Is E-Mobility Struggling to Take Off?

So far, electric vehicles have primarily been adopted by early technology enthusiasts – those who can charge at home, possibly using their own solar panels, use an EV as their secondary vehicle, or have access to affordable charging at their workplace.

For the broader market, however, electric vehicles remain unattractive without government incentives. This is often due to high total ownership costs, limited battery range, and the cumbersome, time-consuming charging process on long journeys.

Risk No. 1
The first major risk stems from the lack of demand for electric vehicles in Europe. Many consumers do not yet perceive electric vehicles as a viable alternative to combustion-engine cars – whether due to purchase costs, charging expenses, limited range, or the inconvenience of recharging. As a result, Germany saw a sharp decline in electric vehicle sales after government subsidies were discontinued.

Risk No. 2
The second risk of the EU's EV-focused strategy is its dependence on critical raw materials for battery production. Geopolitical uncertainties and high import costs could severely impact European manufacturers' ability to compete – especially against vehicle imports from China.



met. By making fossil fuels more expensive, it will naturally lower the total cost of operating electric vehicles compared to combustion-engine vehicles over time. Revenue from the system could be redistributed as a per capita climate allowance, easing the financial burden on consumers. Given that EU-ETS 2 will ensure emissions reductions, EU regulations should allow automakers greater flexibility to respond to technological advancements and market shifts. For example, CO₂ fleet limits could be tied to the availability of charging infrastructure. Alternatively, emissions targets could be adjusted – either by relaxing the 2035 CO₂ reduction target or postponing it to 2040, in combination with a more moderate reduction goal for 2030.

Risk No. 3

A third risk concerns the loss of global sales markets. Unlike the EU, policy makers in China or the US continue to allow hybrid registrations, enabling domestic car makers to pursue multi-technology strategies. Many emerging markets with access to cheap biofuels – such as bioethanol in Brazil or India – or those with ideal conditions for low-cost e-fuel production will continue to demand efficient combustion engines for years to come. Developing nations with weak electricity grids will also favour conventional vehicles over EVs.

As a result, the EU's planned 2035 ban on combustion engines – along with the lack of incentives for biofuel or e-fuel powered lorries and busses – could weaken European automakers, forcing parts of the industry to shut down while competitors elsewhere fill the gap. The subsequent job losses and economic decline would likely further erode public support for EU climate policies.

The EU Strategy Needs More Flexibility

The crisis in the automotive industry has not gone unnoticed in Brussels. In early March, the European Commission published an action plan aimed at strengthening the competitiveness of the European automotive industry. However, the plan's short-term relief measures – designed to help automakers avoid fines from tightening fleet-wide CO₂ limits starting in 2025 – are insufficient for addressing the industry's long-term challenges. According to the action plan, manufacturers should be able to average their CO₂ reductions over a three-year period (2025-2027). This would allow them to "offset deficits in one or two years by over-fulfilling in the other years, while maintaining the overall target for 2025."

However, a more substantial shift is needed. To successfully decarbonise road transport while preserving jobs, the EU must adopt a flexible, market-oriented approach. The authors have explained and presented this approach in detail in a study commissioned by the European Automobile Manufacturers' Association (ACEA).

The European emissions trading system for road transport and buildings (EU-ETS 2) effectively limits CO₂ emissions from 2027 onwards, ensuring that climate targets in road transport are

Furthermore, EU policymakers must establish the necessary conditions for a successful transition. This includes stable CO₂ pricing under EU-ETS 2 without price caps, robust charging infrastructure, and a higher share of alternative fuels. Vehicle manufacturers should also be given the freedom to continue developing efficient combustion engines and hybrids in Europe and to offer them in their home market beyond 2035. Such vehicles, powered by climate-neutral fuels, will remain in demand in other regions for decades to come.

To ensure the successful transition of the European automotive industry to climate-neutral mobility, the EU must adopt a

E-Fuels: Should This Precious Energy Source Be Reserved for Aviation and Shipping?

Some argue that e-fuels should be reserved for sectors like aviation and shipping, which cannot be easily electrified. However, this view overlooks the fact that global e-fuel production is ramping up very slowly. Due to international competition, neither aviation nor shipping currently generates enough demand to make industrial-scale e-fuel production economically viable. The ramp-up could be accelerated by strong demand from motorists willing to pay for e-fuels blended with fossil petrol or diesel. Once the market driven transition to electric road transport is largely complete, significant production capacity will be freed up for aviation and shipping – allowing these industries to benefit from lower e-fuel costs due to mass production.



Dr. Martin Menner

Scientific advisor at the Center for European Politics in Freiburg (CEP)



more balanced approach – one that aligns climate targets with industrial competitiveness.

E-mobility will play a crucial role in this transformation. However, European manufacturers must remain globally competitive to contribute to road transport decarbonisation. This requires a supportive policy framework, including widespread charging infrastructure, effective CO₂ pricing, and affordable electricity. Only under these conditions can electronic vehicles thrive in a market-driven transformation. At the same time, allowing a long-term role for combustion and hybrid vehicles powered by alternative fuels is essential to retaining expertise, research, development, production and supplier networks in the EU.

The EU must avoid a scenario where automakers are forced to focus exclusively on electronic vehicles due to a combustion-engine ban and rigid fleet targets – while simultaneously continuing to sell outdated, inefficient combustion engine models that are no longer being further developed. In hindsight, European manufacturers would then face criticism for having once again missed a key global shift – this time towards efficient, cost-effective hybrids and range extenders powered by alternative fuels. Policymakers would ultimately have to acknowledge that they steered the European automotive industry in the wrong direction by enforcing overly rigid regulations.

Conclusion:

Only by embracing greater flexibility, maintaining long-term technological openness, and providing a stable and supportive policy framework can the European automotive industry remain a global leader in the mobility transition. ■



Fleet Consumption by Manufacturers in the EU Still Too High

Worldwide, the number of electric vehicles sold in February 2025 rose by 50 percent compared to the same month last year. In contrast, there was a slight decline of three percent compared to January 2025. These figures come from a global sales report by the British market research firm Rho Motion, which specialises in electric vehicles and battery technology.

>>Text: Andreas Wolf

Much of the growth continues to stem from China, where an all-electric revival is taking place following the strong hybrid momentum seen in 2024, according to the Rho Motion survey. Despite high tariffs, domestic manufacturer BYD shows no signs of slowing down, expanding rapidly both at home and abroad.

In Europe, battery electric vehicle (BEV) sales have increased by 29 percent since the beginning of the year. In France, however, the recently introduced weight-based tax on plug-in hy-

brids (PHEVs) has had a significant impact, with sales dropping by nearly 50 percent so far this year. Despite more flexible emissions regulations from the European Union, manufacturers still face pressure to accelerate their transition – or risk facing substantial penalties. In North America, electric vehicle sales have seen steady year-to-date growth of 20 percent. U.S. consumers have been taking advantage of the clean vehicle tax provided under the Inflation Reduction Act (IRA), but according to Rho Motion, these incentives are likely to be withdrawn by the incoming administration.

Overview of electric vehicle sales in January/February 2025 vs. January/February 2024

- Worldwide: 2.4 million, +30 percent
- China: 1.4 million, +35 percent
- EU & EFTA & UK: 0.5 million, +20 percent
- USA & Canada: 0.3 million, +20 percent
- Rest of the world: 0.2 million, +35 percent

Europe

The European electric vehicle market has grown by 20 percent since the beginning of the year. BEVs continue to dominate, with a 29 percent increase, while PHEVs have only seen modest growth of two percent. Most European markets have risen since the beginning of the year, with the exception of France which remains in decline due to the introduction of a weight tax on PHEVs, which came into force in January 2025 and has led to a 48 percent drop in PHEVs since the beginning of the year. BEV sales in France have risen slightly, by one percent year-to-date. Meanwhile, the BEV markets in Germany and the UK remain strong, each accounting for more than 40 percent of total sales. It's important to note that Germany's figures are being compared to relatively low sales from the previous year.

China

China's electric vehicle market expanded by 35 percent in the first two months of 2025 compared to the same period in 2024. While PHEVs outpaced BEVs last year, the trend has shifted: BEV sales are now up 22 percent, with PHEVs growing by 22 percent. In January and February alone, BYD sold more than 130,000 electric vehicles overseas. Tariffs imposed by the European Union (EU) and the European Economic Area (EEA) have not yet slowed the company's momentum, as monthly sales figures continue to rise.

North America

The North American electric vehicle market – including the United States, Canada, and Mexico – has grown by 20 percent



Although electric mobility in Germany is recording increased sales figures, it has only been recovering slowly since the purchase subsidy was abolished in 2023.

Reasons include the high purchase price of €45,000 on average for an electric vehicle, high electricity prices and reliability when charging: can I rely on the charging station working when I need to recharge with a range of 30 kilometres?

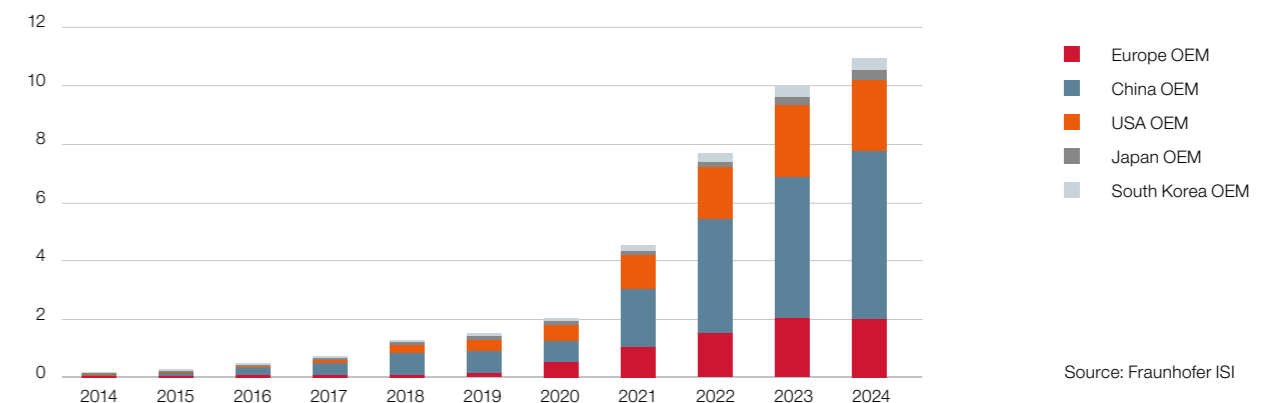
“Charging must be cheaper than re-fuelling,” says VDA President Hildegard Müller to ZDF channel. Electricity is rarely available for less than 40 cents per kilowatt hour on the road, especially at fast charging stations.

“For the mobility transition in Germany, it is crucial that charging electric vehicles is simple and transparent and, above all, offers a price advantage,” said the VDA president.

so far this year. The Mexican market has more than doubled, largely driven by a wave of Chinese imports that began arriving in significant volumes last year. In the United States, BEV sales are up 28 percent year-to-date.

However, the newly elected administration has introduced the first bill aiming to repeal the clean vehicle tax credit. It is expected that this process will take several months to complete.

Market for purely electric vehicles (passenger cars in millions)



Source: Fraunhofer ISI

Future-Oriented Connection Solutions for Electromobility

In the emerging field of electromobility, EJOT focuses on developing and producing highly specialized functional and fastening elements tailored to the unique demands of high-voltage batteries and power electronics. For these complex projects, EJOT leverages advanced manufacturing technologies and robust special application engineering support to deliver customized solutions to its clients.

>>Text: Anne Dickel and Andreas Blecher

The drive battery is the energy source of an electric vehicle and, depending on its design, comprises multiple battery modules interconnected by solid copper conductor rails. The objective is to establish a durable electrical connection with minimal contact resistance between conductors. This connection endures particularly challenging conditions, such as vibrations during driving and temperature fluctuations from charging and discharging cycles. To ensure the integrity of the screw joint and its resistance to vibrations, customers can utilize simulation software and benefit from the comprehensive support of EJOT's in-house APPLITEC laboratory. Here, the clamping forces of the connection are evaluated under varying temperatures, and vibration tests simulate operational stresses.

Another critical requirement, stemming from the high electrical load on the connection, is the necessary contact protection of the screw. Although the screw itself is not an electrical conductor, it can become conductive upon contact, posing potentially

severe risks. To address this, EJOT combines its expertise in plastic injection molding with metal forming capabilities. This results in screws encapsulated with plastic at both the head and tip (Fig.1). The plastic overmolding is meticulously designed to ensure maximum safety during operation, maintenance, and repairs. To achieve the required electrical insulation, EJOT can also design of the required clearance and creepage distances. Furthermore, each molded screw undergoes a 100 % dielectric strength test at 4,000 volts during production to guarantee optimal safety.

To seal the battery housing of an electric vehicle, the battery cover is fastened onto the hollow aluminum profile of the battery frame. An established technology for this demanding joining task is the so-called "Flow Drill Screw" (FDS®), originally developed for body-in-white composite construction (Fig.2). A significant challenge is ensuring a reliable seal to protect the sensitive internal components of the battery from environmental factors. To achieve a durable and secure sealing function,

EJOT has developed an FDS® screw equipped with a combined aluminum sealing washer. The sealing washer used by EJOT meets the stringent tightness requirements, even under the 24-hour climate change test mandated by the automotive industry.

A notable feature of the FDS® technology is its applicability with single-sided access to the joint. Since screwing can be done directly without pre-drilling the component, preparatory steps like pre-drilling or thread cutting are unnecessary. This eliminates tolerance issues associated with through holes and screw-in holes. The clearance-free fit between the screw-in part and the screw thread, achieved during flow drilling, results in high loosening torques and enhanced vibration resistance. Consequently, additional security elements are redundant. As the FDS® screw connection is detachable, the battery box can be easily opened and closed for maintenance, repair or recycling purposes. Repeat fastening is also feasible with metric screws, thanks to compatible thread geometry.

Power

Power electronics are at the heart of an electric vehicle's powertrain. The inverter, for instance, transforms the battery's DC voltage into AC voltage to power the electric motor. It ensures precise control of the electric motor, contributing to a dynamic and efficient driving experience. Achieving exceptional power density and reliability are the primary development objectives for OEMs. For the demanding application field of power electronics, EJOT offers a broad product portfolio tailored to specific customer requirements.

To attain a compact and efficient design that integrates multiple functions within single housing, inverters often feature stacked circuit boards. To ensure proper functionality, these PCBs must be electrically isolated from one another. This isolation is achieved using spacers inserted between the individual boards (Fig.3). EJOT's spacers comprise an ALtracs® Xt screw, designed with a plastic overmold on the head. This metal-plas-

tic combination guarantees a precisely defined distance between the PCBs. During assembly, the first PCB is screwed into the die-cast aluminum using the ALtracs® Xt self-tapping thread. Subsequently, the next circuit board is directly fastened into the plastic overmold on the head using an EVO PT® screw.

The high technical demands of this application are further underscored by the customer's requirement for a dielectric strength of 4 kV, both between PCBs and the screw connections. This dielectric strength is rigorously tested on standardized production cells within the EJOSYST® area. The spacers developed by EJOT not only ensure safe electrical decoupling of the circuit boards, but also contribute to a compact and efficient design.

Copper components are used in the power electronics of electric vehicles to reliably conduct high currents and effectively dissipate the generated heat. For high-voltage applications (Fig.4), EJOT manufactures high-precision cold forms copper parts through a multi-stage cold forming process, marketed under the EJOFORM® brand. This technology transforms a wire section into a customized cold-formed part over several forming stages. Compared to the commonly used turned parts, cold forming offers cost-effective and resource-efficient large-scale production, high material utilization, and enhanced component properties.

The precisely manufactured EJOFORM® copper components can be further refined by various processes. Meeting the highest standards for technical cleanliness, burr-free finishes, dimensional accuracy, shape or position tolerances, and surface precision, these complex parts can also be machine finished at EJOT. The aim is to provide customers with a flawless result from a single source through the optimal integration of all process steps. EJOT upholds this high standard across all electromobility projects. Beyond the technical expertise, close and collaborative cooperation with customers is pivotal to success. E

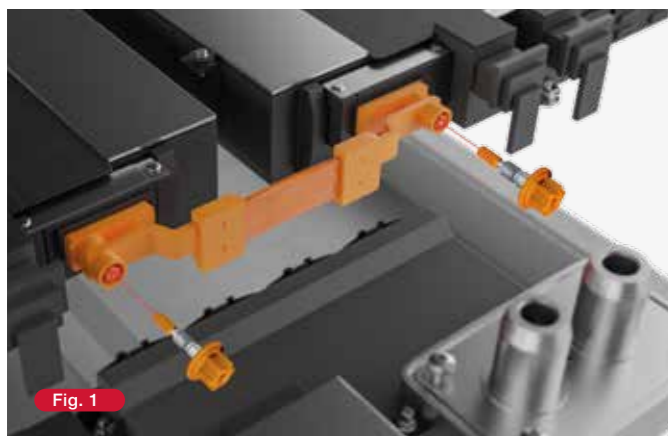


Fig. 1 EJOT® Insulated Screw for High-Voltage Applications

- Ensures electrical connectivity
- Provides electrical insulation
- Offers vibration resistance



Fig. 2 FDS® with Aluminum Sealing Washer

- Head-side sealing function
- Joining process with one-sided accessibility
- Facilitates easy disassembly and recycling

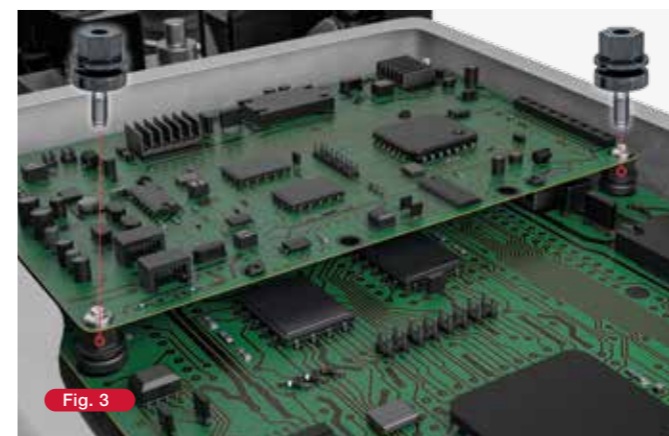


Fig. 3 EJOT® Spacer for Stacked Boards

- Ensures dielectric strength
- Features self-tapping thread for light metals
- Incorporates plastic-molded head as screw-in point



Fig. 4 EJOFORM® Copper Contacts with High Electrical Conductivity

- Economical due to material-saving technology
- Fully aligned with application requirements
- Adheres to the highest tolerance standards



EJOT Product Solutions for Charging Technology for Electric Vehicles

In 2024, the global market for pure electric vehicles and plug-in hybrids experienced a significant surge in sales. The development in the various markets is quite heterogeneous, with China continuing to dominate as the largest market for electric vehicles by far. A well-developed charging infrastructure is essential for the widespread adoption of electric mobility and the continued expansion of the electric vehicle sector.

>>Text: Fatih Bülül and Katrin Strübe

To charge an electric vehicle, a compatible charging cable and the correct charging plug are required. Since 2013, the Type 2 plug and the CCS plug [BF2] (Combined Charging System) have established themselves as the standard across Europe. While the Type 2 connector is primarily used for slower charging at home or at public AC (alternating current) charging stations, the CCS connector enables high-speed DC (direct current) charging on motorways and at fast-charging stations. Both connector types must meet stringent safety standards to minimize potential risks such as overheating, short circuits, or electrical failures. As charging power and electrical currents increase, so do the demands on safety standards. Therefore,

not only are strict requirements placed on the functional design and material selection of charging plugs, but the fastening technology used in their assembly must also meet the highest quality and safety standards.

The EJOT EVO PT® screw offers excellent fastening properties, completed by the EVO CALC® pre-calculation programme, which was specifically developed for this screw type, can contribute to significant added value for the customer. EVO CALC® allows critical screw connection parameters to be calculated in advance. During the development phase, key factors such as insertion torques, failure torques (including failure modes

under overload conditions), tightening torques, and the resulting clamping pull-out forces can be digitally determined. These calculations provide valuable insights for functional component design, along with recommendations for the plastic tube.

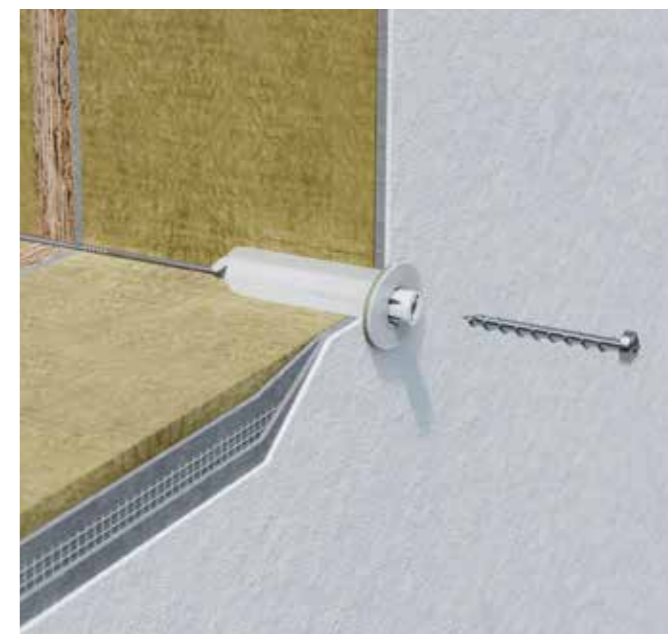
For special load cases, the EVO CALC® software also enables a numerical simulation to predict time and temperature-dependent loss of pre-tensioning force, using finite element analysis. This significantly reduces the need for costly and time-consuming laboratory temperature tests. If a customer requires a broader evaluation of the entire assembly under varying load conditions, EJOT also provides CAE (Computer Aided Engineering) services. As part of the engineering service, EJOT's CAE team collaborates with customers to develop tailored recommendations for achieving optimal component designs with stable connections.

Connection technology plays a crucial role in wall box installations as well. Depending on the manufacturer, various components – including metal DIN rails for circuit breakers, residual current devices, or three-phase meters – must be securely fastened alongside circuit boards and housing enclosures. Traditional fastening methods using brass inserts, nuts, or serrated lock washers can complicate assembly, especially when dealing with a high number of fasteners. The EVO PT® screw, combined with EVO CALC®, offers a more efficient alternative. Due to its special forming thread and lead-in thread, the EVO PT® enables the standardisation of screw sizes, screw bosses, and tightening torques across all fastening points. This simplifies assembly, reduces complexity, and minimises resource consumption while cutting costs. Additionally, EVO CALC® can be used to determine minimum preload forces (e.g. for uniform pressing of a rubber seal below the housing cover) or maximum transferable pull-out forces (e.g. in plug holder areas) in advance. In the prognosis programme, it is also possible to select different screw surfaces (chromium(VI)-free) and materials, such as stainless steel, for the calculations. Furthermore, EVO

PT® can be repeatedly installed in thermoplastic screw bosses without any issues.

EJOT's expertise extends beyond fastening solutions the manufacturing of home chargers. For example, when mounting charging stations on buildings with thermal insulation systems, additional factors must be considered, including secure substrate anchoring, thermal bridge prevention, and effective sealing on plastered surfaces.

Planners and builders can pre-integrate reduced thermal bridge installation elements at the desired positions before the ETICS is attached. This allows the builder to mount these installation elements in the ETICS during processing. However, in many cases, the exact mounting position is unknown in the planning stage, or a charging point is added later as a part of a building retrofit.



For this specific challenge, the EJOT Iso-Dart provides an ideal solution. This fastening system, consisting of a facade anchor and a plastic installation sleeve, allows light to medium-weight attachments, such as charging stations, to be securely retrofitted and permanently fastened onto EIFS facades. The high-quality EPDM seal also provides a long-lasting protection against moisture.

The EJOT Iso-Dart enables the fastening of attachments by using standard coarse thread screws or hanger bolts $\varnothing 9$ mm with a shoulder thread M10. With an additional reducer, the application range is extended to include coarse thread screws with $\varnothing 5$ mm and $\varnothing 6$ mm diameters. This fastening system is particularly well-suited for installation in EPS, mineral wool, and mineral foam thermal insulation composite systems.

Through its "fastening solutions for attachments" business unit, EJOT offers an extensive range of high-quality assembly elements for light, medium, heavy, and safety-critical attachments. EJOT provides tailored fastening solutions to meet on-site and static requirements. ■



Economic, Ecological, Social.

The completion and publication of the EJOT Group's first sustainability report marks a significant milestone. Under the title "Economic, ecological, social", the report systematically outlines the company's initiatives, achievements, and challenges.

>>Text: Andreas Wolf

A complex and demanding undertaking. The effort behind its creation went far beyond simply writing pages – it involved the careful compilation of data and facts from 50 production and sales locations across the EJOT Group worldwide. "I am proud of our first sustainability report. It highlights many of the actions we have taken to reduce CO₂ emissions, all aimed at achieving climate neutrality by 2035," emphasises EJOT CEO Christian Kocherscheidt.

The original version of the sustainability report spans 190 pages. A condensed, 64-page "marketing version" has been created for external audiences. This edition presents all key information in a concise and accessible way for customers and employees. Employees from the Global Corporate Responsibility department spent over a year and a half compiling the two versions of the report, supported by colleagues from marketing and corporate communications.

The EJOT Group's ambitious target of achieving climate neutrality by 2035 runs as a consistent thread throughout the report. Whether this goal can realistically be met within that timeframe remains uncertain: 'We face major challenges along the way, many of which lie outside our direct sphere of influence,' explains Christian Kocherscheidt. The complexity of the EJOT Group's operations and supply chains pose central challenges to fulfilling these ambitions.

This is evident in the analysis of CO₂ emissions, the majority of which originate in the supply chain (Scope 3). Annually, the company requires 70,000 tonnes of wire and granules as input material. Suppliers play a critical role here – for example, by increasing the use of secondary materials in steel production. This has already supported the development of screws with reduced CO₂ footprints. At EJOT's plastic processing sites, specific injection moulding waste is directly reintroduced into the production cycle. This reduces both plastic waste and the need for new granules. In 2023 alone, more than 500 tonnes of granulate was reused.

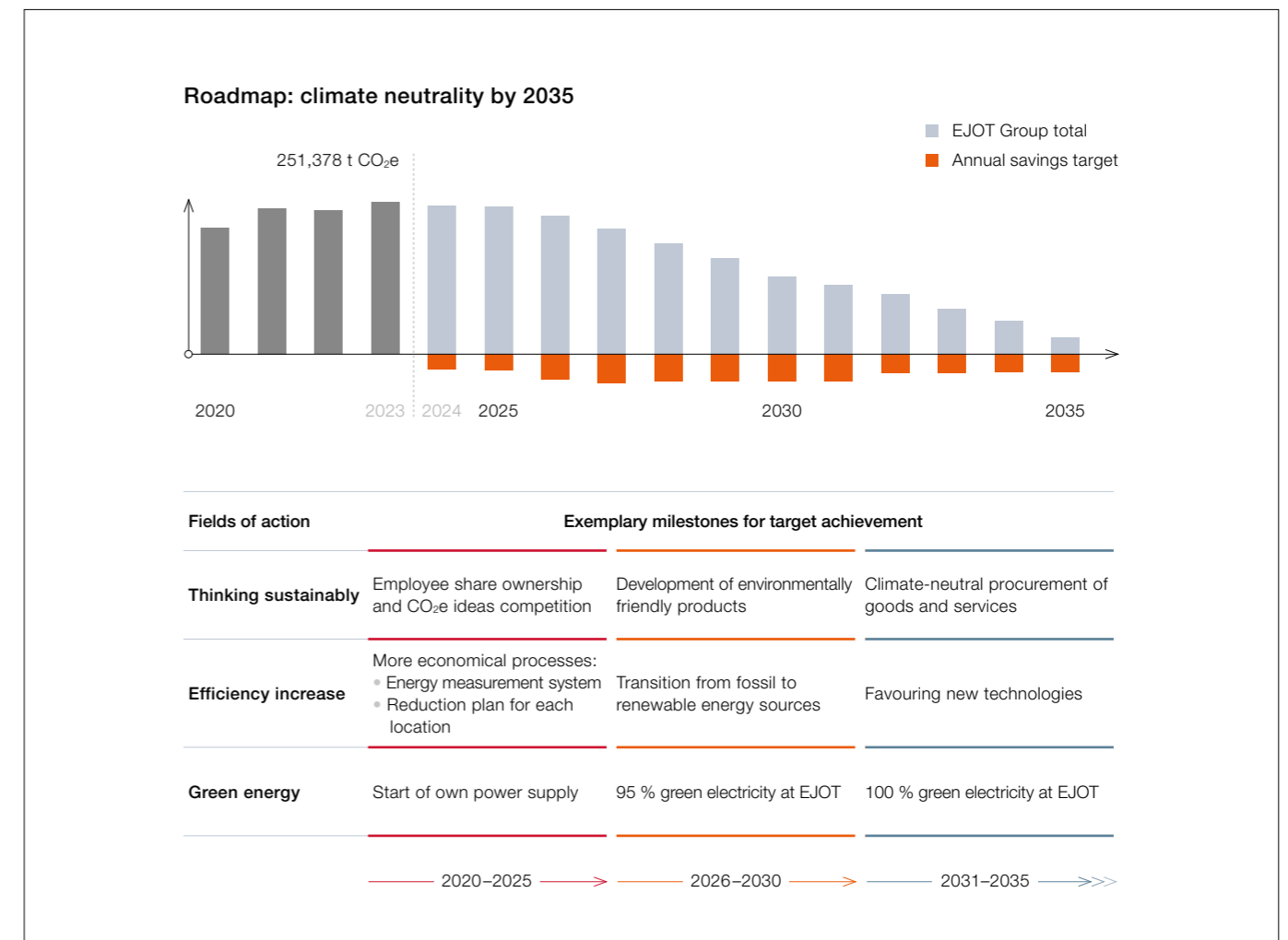
Improving supply chains is essential to further reduce CO₂ emissions. Industry regulations and global standards must

align with sustainable development goals to ensure progress. Another ongoing challenge is improving global data management within the EJOT group.

In 2023, EJOT's total CO₂ emissions stood at approximately 251,000 tonnes. The reduction target for that year could not be met due to the majority acquisition of the American company EJOT AFT. In the same year, the share of renewable energy was 51 percent, with in-house energy generation accounting for 5.62 percent.

EJOT's products support the transition to a low-carbon economy. Whether in the automotive industry's shift to electric mobility, the use of lightweight and hybrid structures in car body construction, or in the construction industry through insulation solutions and the secure installation of renewable energy systems.

A notable example is the wejot initiative, which consists of two key components: an employee shareholding scheme linked to the company's annual climate protection targets (see report on page 32), and an internal ideas competition. Employees submit proposals for reducing CO₂ emissions, fostering a continuous improvement process.



3 QUESTIONS TO

Annika Müller
Sustainability Managerin Customer Service,
Abteilung Global Corporate Responsibility



>> By Andreas Wolf

The sustainability report replaces the previous corporate carbon footprint reporting. How long has this form of reporting existed?

We conducted our first corporate carbon footprint report in 2013, initially for EJOT's German locations, on our own initiative. It expanded on the existing ISO 14001 environmental management system. Since 2020, we've been evaluating all international sites. EJOT has taken a structured an early approach to the topic of sustainability.

Writing the sustainability report was a very time-consuming and complex task. Can you tell us something about the challenges and benefits?

The breadth of topics – ranging from water usage to supplier relationships and HR issues – meant input was required from many people and departments. The result is a report, that presents the EJOT group from multiple

perspectives. There is much to discover. The report supplements the management report by covering social and ecological dimensions. Its format and scope are defined by European legislation. We are curious to see how the EU's 'Omnibus Directive' will affect the content and our future reporting obligations.

Why was an abridged marketing report also written?

The legally compliant document exceeds 150 pages and is quite technical and bureaucratic. With the marketing version, we aim to add value for all interested readers. Our goal is to create a comprehensive report that covers all sustainability-related topics. Key content from the corporate carbon footprint report has been – and will continue to be – published as well. This forms the basis for further developing the EJOT Group's marketing report.

Another standout project is the regional energy partnership established by EJOT at its sales location in Villé, Alsace. The photovoltaic system on the roof of the EJOT France facility generates enough green electricity to supply neighbouring businesses in the industrial park, including the local outdoor swimming pool, a supermarket, and other companies. The electricity is not only sustainable – it is also significantly cheaper than the market price. That project has since become a showcase model in France and was awarded the prize of the Alsatian regional authorities ("Les Trophées des Collectivités d'Alsace") in the category "Sustainability and Quality of Life."

EJOT's economic strategy focuses on sustainable and efficient corporate governance that balances technological leadership, product quality, and customer satisfaction. Quality is the foundation of all operations. As a global group, EJOT

takes responsibility for the quality of its products and processes, compliance with international standards and certifications, and consistent management practices at all its locations worldwide.

"We operate sustainably when we equally consider sound economic development, the protection of our natural resources, and social responsibility," emphasises Christian Kocherscheidt. ■

TREEATHLON® Project 400 Seedlings Planted

The prolonged drought in the spring was also a topic of conversation during the recent planting event at the EJOT reforestation site near Albrechtsplatz, between Bad Berleburg and Winterberg.

>>Text: Andreas Wolf



District forester Steffen Schmidt (left) handing out seedlings.

As Steffen Schmidt, district forester of the Wittgenstein Berleburg Rentkammer, welcomed the guests, a large unit of volunteer firefighters was busy battling a nearby forest fire just a few kilometres away. "The topsoil has become extremely dry due to the drought and wind," Steffen Schmidt explains.

Around 400 seedlings were planted in a single afternoon by EJOT employees, supported by forestry experts from the Wittgenstein Berleburg Rentkammer. EJOT and the Wittgenstein Berleburg Rentkammer founded the TREEATHLON® reforestation project to mark the EJOT Group's 100th anniversary in 2022.

Coastal fir, red oak and thuja were planted. "By planting different tree species, we are diversifying the risk in terms of resilience," explained Steffen Schmidt. "Based on current knowledge, we know that these varieties are well-suited for the poor soil conditions, high elevation with snowy winters, strong winds, and periods of drought." Since 2022, Douglas fir, sycamore, and larch also have been planted, along with willows and wild roses along the forest edge. The latter not only to provide vital habitat for many insect species but also serve as nesting ground for birds. Natural regeneration is very

evident across the 3.2-hectare site with birch, beech, spruce, alder, and rowan trees naturally reseeded. Rowan, in particular, grows rapidly in spring, offering young seedlings protection from the wind and intense sunlight.

Speaking of drought, while digging holes with a special spade, it became clear that the soil below the surface still retained some moisture after a winter with decent precipitation. So-called container plants were also used for this planting season. Unlike bare-root plants, these come with a root ball that has been thoroughly watered beforehand. "So despite the current dry spell, we have a very good starting point for today's planting," Steffen Schmidt continues.

"We want to check regularly to see how nature is developing here in our reforestation area after the years of drought," emphasises EJOT CEO Christian Kocherscheidt after two and a half hours of planting. "That is why we continue to organize these planting campaigns and excursions." In this way, nature and the forest become a place of learning. "We are supported in this by the forestry experts from Wittgenstein Berleburg's Rentkammer." Since the project started in 2022, around 7,000 seedlings have been planted. ■

HR6 – Better and Cheaper Than the Original

It's always a special moment when an idea becomes reality – especially when that idea is particularly bold. In this case, it's the development of a technically advanced machine: the Header and Thread Roller Combination 6, or HR6 for short. A machine designed to produce double-printed parts in a press-roller combination as lean as possible, meaning with significantly reduced throughput times in mechanical production.

>>Text: Andreas Wolf



Leading the HR6 project: Dr Wilfried Pinzl and Sandro Döbbelin (in front).

The planning and development phase, which spanned several years and included the construction of two prototypes, has now reached completion. With the technically refined series version of the HR6, EJOT has developed a header-roller combination that meets modern standards and is now being deployed as a corporate machine at various production sites worldwide.

The story begins in 2011, when Italian machine manufacturer Sacma discontinued its KSP11-R double-blow header – a model that had been used successfully at EJOT's production site in Tambach-Dietharz. "We tried in vain to procure ten more of these machines from Sacma," recalls Dr. Wilfried Pinzl, the managing director of the EJOT facility in Tambach-Dietharz. Sacma initially agreed to sell the blueprints. "Our idea was to rebuild this robust and reliable double-blow header," Pinzl explains. However, after lengthy negotiations, Sacma eventually withdrew the offer.

Still, EJOT did not abandon the plan to revive the machine. The company found an experienced machine development firm that completely redesigned the model from scratch. A second manufacturing company was then brought on board to build the prototype. For the managing director of that company, it was "a completely crazy idea – but one that ignited our ambition." The technical effort required for the project was massive: 800 custom parts and the same number of standard parts were assembled in 1,700 hours. In hindsight, both companies turned out to be ideal partners, as Pinzl recalls.

At the EJOT production site in Tambach-Dietharz, the developmental milestones now stand side by side: the original prototype from 2019; the Type 2 version, completed by National Machinery in China in 2022; and the latest additions – two Type 3 series machines, further refined by National Machinery.

The progression is clearly visible. From Type 2 to Type 3, there were 126 open issues that had to be resolved in just under a year and a half. "I spent more than a few nights in front of my computer, collaborating with colleagues at National Machinery to iron out the early-stage bugs," explains Sandro Döbbelin, who co-leads the HR6 project alongside Wilfried Pinzl. Other key members of the HR6 team at the Tambach-Dietharz site include Danny Koch, Lars Ehrhardt, and Christian Münch.

"The result is a machine that meets our high technical standards," emphasises Wilfried Pinzl. According to him, the HR6 is also more cost-efficient than a comparable machine manufactured in Europe, as it is produced in China.

Interestingly, the Italian manufacturer Sacma has since resumed production of the header-roller combinations and introduced a successor model, the KSP-12-R. However, according to Pinzl, this new machine is considerably more expensive than the HR6 – and in certain technical aspects, not as capable. For example, the extended rolling path on the HR6 is specifically adapted to the forming of demanding threads, a crucial feature for manufacturing specialised screws like EVO PT® or ALtracs® Plus. "This represents a clear technical advantage in our screw production," he adds.

Döbbelin and Pinzl can explain in detail why the HR6 offers superior performance. Machine operators and maintenance teams who worked with the Sacma KSP11 on a daily basis over many years clearly identified its limitations – and these insights were meticulously integrated into the HR6's development, culminating in the Type 3 model, which has now entered series production. The result is a tailored product that aligns



with actual user needs – unlike a conventional machine built solely from a manufacturer's perspective.

Five HR6 machines have already been delivered to EJOT production sites in China, Turkey, and Tambach-Dietharz, Germany. The need for additional units is currently being evaluated across EJOT's global facilities. One of the machines remains at National Machinery and is featured in their showroom. The company is permitted to sell the HR6 to third parties, with EJOT receiving licence fees that help offset the development costs incurred.

E

TEC ACADEMY: Knowledge Transfer with New Learning Formats

The TEC ACADEMY of the EJOT Market Unit Construction started the year 2025 with a new, fundamentally revised seminar concept. Unlike in the past, the two-day basic seminars no longer cover all MUC application areas in one event, but instead address them in separate sessions. This gives the participants the opportunity to delve much deeper into the issues of the individual topics.

>>Text: Katrin Strübe

The current range of seminars includes basic seminars on the areas of anchor and anchoring technology, rear-ventilated facades (VHF) and the building envelope in detail, which covers the areas of application of industrial lightweight construction, flat roofs and an excursion into solar applications. All basic seminars are offered as usual in two versions, one for the trade and one for specialist retailers. The range of seminars is supplemented by the introduction of new so-called focus days. The focus days are intended to provide more in-depth information after the basic seminars, but can also be booked separately. Focus days are currently being planned for the application areas of rear-ventilated facades, flat roofs and industrial lightweight construction.

Basic seminars for trade and specialist retailers

The basic seminars deal with the respective focal points in the application areas of industrial lightweight construction, solar, flat roof, anchor and anchoring technology, as well as rear-ventilated facades.

At the seminar for the skilled trades, we address general issues relating to building law and the approval process, requirements for the respective type of construction and special functional mechanisms and modes of action. We also place particular emphasis on practical instructions for processing that can be implemented directly on the construction site. For example, the basic seminar on anchors and anchoring technology includes the certificate of competence for anchor installation in accordance with the requirements of the German Institute for Construction Technology (DIBt). All relevant requirements are taken into account, including installation conditions and instructions for plastic anchors, heavy-duty anchoring and injection technology, anchor pull-out tests, setting a force-controlled expanding anchor and anchoring with injection systems. All basic seminars take place at the EJOT TEC CENTER in Bad Laasphe. Dates from autumn 2025 are currently being planned



The face-to-face events involve a lot of hands-on work, as can be seen here at our focus day on flat roofs with Soprema.

and will be announced on the TEC ACADEMY website at www.ejot.com/tec-academy in a timely manner.



The seminars for the specialist retailers impart similarly structured basic knowledge as the events for the skilled trades, but place a special focus on additional advice and installation tips that you can effectively use in your day-to-day work in the specialised trade.

The deep dive: the new focus days

All basic seminars are followed by an optional third day of the event, a so-called focus day. This format is new in the TEC ACADEMY training catalogue. The focus day, which can also be booked separately without a preceding basic seminar, has a practical workshop character and takes place as a combined training session with some of our cooperation partners. By the end of 2024, the first focus days had already taken place, for example on the topic of flat roofs with our partner Soprema. Among other things, the event dealt with the system structure of a flat roof with plastic waterproofing membranes and the system structure on substrates made of wood, concrete and aerated concrete. A focus day together with Knauf Insulation was dedicated to the topic of new construction and renovation of photovoltaic systems on flat roofs, current developments in the flat roof sector and the properties of roof insulation boards made of mineral wool. Numerous focus days are also planned for 2025, covering a wide range of applications. These dates will also be communicated promptly and continuously on the TEC ACADEMY website and our social media channels. Follow us so that you don't miss any information.

A quick technical bite: our webinars

We are also preparing short online webinars on clearly defined topics to supplement our in-person events. In short learning units lasting 30-60 minutes, we will provide you with concise information on new products, further developments, application recommendations and much more. We are currently preparing events in the area of rear-ventilated facades with the visible fastening of facade panels with our LT system, as well as in the area of industrial lightweight construction with our new JC6-D concrete screw, which makes it significantly faster, easier and, above all, more sustainable to fasten sandwich elements to concrete substrates. As soon as the webinars can be booked, we will also provide information on the website and via social media.



ejot_construction



ejotconstruction



EJOT.Group

Customised seminars and training

Another new feature is the range of individual seminars. These are aimed primarily at our trade and cooperation partners, but also at larger builders and trade contractors or educational institutions. The TEC ACADEMY team creates individual seminars and training courses that are specifically tailored to the needs and requirements of the respective participants. The team of speakers is made up of experts from a wide range of fields, such as application technology, product management or sales, as required. For selected application areas, speakers from our cooperation network are also available, similar to the focus days.

“For us at the TEC ACADEMY of the Construction market unit, the year 2025 is clearly characterised by collaboration, cooperation, exchange and knowledge transfer. We want to create new learning formats, network, use synergies and learn together and from each other. All of this is aimed at a deeper purpose: the customer should experience significant added value through their collaboration with EJOT,” summarises Daniel Gerstner, head of the TEC ACADEMY at MUC. **E**



Building Insulation is the Key to Energy Efficiency

>> Text and Interview: Carina Schaumann

The European Green Deal is much more than an environmental policy programme – it is the European Union's economic and social policy response to the challenges of climate change, resource scarcity and the energy transition. With this ambitious roadmap, the European Union aims to become climate neutral by 2050. At the heart of this package are comprehensive measures to reduce greenhouse gas emissions, promote sustainable technologies and increase energy efficiency – particularly in the building sector.

We spoke to Ralf Pasker, Managing Director of the European Association for External Thermal Insulation Composite Systems (EAE), about the specific implications of the Green Deal for the building sector – and how the industry can respond to the changes ahead.

How important is building insulation in the context of the European Green Deal?

The Green Deal is the European Union's overarching strategy for implementing the 2015 Paris Climate Agreement, in which the international community committed to limiting climate change. The goal is for Europe to become climate neutral by 2050. The new European Commission's Clean Industrial Deal does not deviate from this goal. During the last legislative period of the European Parliament and the European Commission, many regulations were adapted and harmonised. The EU Climate Law sets out the 2050 target and interim targets for 2030, including a 55 per cent reduction in climate-damaging emissions. The EU Energy Efficiency Directive was one of the last building blocks to be adopted. Energy efficiency plays an important role in all sectors. Building insulation plays a fundamental role: 75 per cent of the total building stock in Europe is considered to be energy inefficient. Buildings account for 40 per cent of the EU's energy consumption and 36 per cent of CO₂ emissions. Approximately two-thirds of energy is used for heating. It is expected that 90 per cent of today's buildings will still exist in 2050. Without sustainable renovation, an essential pillar of CO₂ reduction will be missing, which cannot be compensated for by other sectors. Building insulation is the key.

What are the challenges in implementing energy efficiency measures in buildings?

Buildings are as individual as the needs of their owners. Measures should therefore be planned on a case-by-case basis. The EU Energy Efficiency Directive encourages member states to promote building-specific renovation roadmaps and to set up one-stop shops as central points of contact for building owners. Ideally, these should also provide advice on support

Interview



measures. This would be an important step towards removing barriers. The situation is currently very fragmented, and many people who want to renovate, lack guidance and advice tailored to their individual situation. Renovation roadmaps could show how the energy efficiency of a building can be optimised step by step. If measures are implemented in the wrong order, higher overall costs are likely.

Can you give us an example?

If the existing gas heating system is only ten years old and the facade of the building needs renovation anyway, it is better to insulate the facade first and replace the windows if necessary. The additional costs of thermal insulation are then comparatively low, because scaffolding, surface cleaning and new plaster and/or paint are required for the facade renovation anyway. The heating system can then be replaced by a heat pump as part of the usual modernisation cycle. The significantly lower heat loss through the exterior walls alone reduces energy costs and CO₂ emissions – while at the same time providing noticeably greater living comfort.

How great is the potential of building insulation for reducing CO₂ emissions, and which materials and technologies are currently the most efficient?

I have already outlined the important contribution of building insulation to achieving climate targets using figures. I would like to add that building insulation offers further advantages that cannot be achieved with other CO₂ reduction solutions. For example, composite thermal insulation systems (ETICS) have proven to be extremely durable in practice. Lifespans of 50 years or more are likely. A new coat of paint should be planned every 30 years. However, this is also the case for uninsulated walls. ETICS do not need to be replaced. This fact, combined with the CO₂ savings over the life cycle, makes ETICS a very sustainable and ultimately efficient solution. In addition, it is now evident in many European countries that energy-efficient buildings retain their value or even increase in value. Tenants are also paying more attention to this. The type of insulation material used in ETICS is determined by building regulations and the preferences of the homeowner. The range of options has expanded in recent years. What they all have in common is that the amount of CO₂ used in their manufacture is offset within the first few years of use.

What role do politics and subsidy programmes play in the energy-efficient renovation of buildings?

Unfortunately, we are currently seeing a high degree of volatility in political priorities and subsidy programmes for improving energy efficiency in many European countries –



» Composite thermal insulation systems have proven to be extremely durable in practice. Lifespans of 50 years or more are likely.

Ralf Pasker, Managing Director of
European Association for
External Thermal Insulation Composite Systems (EAE)

both in terms of prioritised technologies and available budgets. Experience clearly shows that all this leads to considerable uncertainty and thus to considerable reluctance to invest. What we need, and what we at EAE are working for at European level, are reliable long-term framework conditions. Only then can all those involved along the value chain plan their investments. And only then does the building renovation roadmap make sense.

The Czech Republic, for example, proves that this reliability leads to permanently high and stable renovation rates. In France, it is clear that energy efficiency requirements will increase gradually. Owners can therefore decide, taking into account their financial possibilities, whether early and extensive renovation is ultimately worthwhile. Subsidy programmes should reward this.

It is also important to note that politicians often advocate focusing on the CO₂ balance rather than energy efficiency alone. Both are important. CO₂ neutral energy generation, for example through solar, wind or green hydrogen, is not available in unlimited quantities and will not be available in sufficient quantities today or in the coming years to reliably meet all demand. Fossil fuels will continue to be needed for the time being, but they are set to become more expensive with the introduction of emissions trading in Europe from 2027. Low-income households in particular would suffer as a result. Building insulation significantly reduces energy consumption and facilitates the transition to a renewable energy system.

What developments do you expect to see in the field of building insulation over the next ten years, and how can innovation help to achieve the EU's climate targets?

I expect sustainability and the circular economy to become increasingly important. As with the Packaging Ordinance, the European Commission is considering whether and how recycling targets can also be implemented in the building materials sector. Personally, I do not consider rigid targets for very durable products to be effective. Market incentives will come from the assessment of the environmental properties of construction products in conjunction with sustainability certification for buildings. In future, these will have to be declared by manufacturers. Improved solutions for dismantling insulation systems and optimised recycling solutions are to be expected. At the same time, we are seeing the increasing use of raw materials and insulation materials from renewable sources.

Another trend is the prefabrication of renovation solutions (modular or serial renovation). This will not be economically viable for all types of buildings. However, it can help to significantly increase renovation rates despite the shortage of skilled workers. Likewise, construction processes must be further optimised so that projects can be implemented much more quickly. Digitalisation will also play an important role here. **E**



The ETICS Practice Day 2025

Unlimited Exchange for Highest Service Quality

How can we ensure that our customers receive the same first-class service across Europe, regardless of which country they are in or who their point of contact is?

>>Text: Carina Schaumann

The answer lies in continuous knowledge exchange, intensive training, and a unified vision for the future. These principles were at heart of the ETICS Practice Day, which took place in Germany at the beginning of February 2025.

Networking Knowledge – Ensuring Quality

More than 40 employees from the ETICS division of the EJOT Market Unit Construction, representing 23 EJOT companies, participated in this year's Practice Day, which was dedicated

to the motto 'Experience exchange, innovation and practice up close'. The event focused on learning together, sharing expertise, and ultimately delivering the exceptional service and guidance our customers expect in every market.

To achieve this, we emphasized targeted, practice-based training. Only with comprehensive and regularly updated product knowledge can local teams provide reliable, expert advice – whether it's addressing technical inquiries, selecting the right

products, or planning customized solutions. This transfer of knowledge is a core element of the EJOT quality strategy.

Strategy, Market Trends and Practice Combined

In addition to current product developments, the Practice Day also explored strategic topics and relevant market trends. A review of the past year, coupled with a preview of 2025 goals and developments, set the framework for the event. Discussions included political conditions, country-specific requirements, and emerging technological approaches in the field of External Thermal Insulation Composite Systems (ETICS).

Special emphasis was placed on the hands-on portion of the event, where participants could experiment and apply knowledge at various stations. Activities included recessed installation with ejothem® STR U in wood fibre, as well as dowelling soffits through reinforcement mesh. A significant part of the practical sessions focused on the latest business field of ETICS profiles. Attendees fixed and reinforced base profiles, installed fabric moulded parts, and tested a new adhesive system for window profiles. This direct interaction with the products not only deepened the technical understanding but also brought our solutions to life – making them both tangible and compelling.

Internationally Networked – Locally Strong

A key feature of the Practice Day was the close exchange between national subsidiaries. Joint market analyses were conducted, sales strategies were compared, and country specific challenges were openly discussed. This open dialogue offered new insights and strengthened the team spirit across national borders – a clear benefit for our customers.

Impetus for the Future

One of the event's highlights was the presentation by external speaker Ralf Pasker, Managing Director of the European External Thermal Insulation Composite Systems Association (EAE), on the topic of 'System Loyalty' – an increasingly relevant subject, especially in the context of the evolving ETICS market across Europe. Even though trade continues to dominate in some markets, the legal framework requires a closed system in the long term. This ensures that all components are optimally coordinated and meet the highest standards of quality and safety.

EJOT is actively supporting this shift and is committed to driving the transition towards integrated systems, among other things through its involvement in associations. Ralf Pasker's presentation reinforced EJOT's strategic direction and its focus on ETICS system providers. His insights provided a fitting



conclusion to the event and offered valuable inspiration for the continued development of the ETICS division.

Conclusion: Shaping the Future Together

The ETICS Practice Day 2025 was more than just an internal event – it sent a strong message to customers and partners alike: EJOT continuously invests in employee development, promotes international knowledge exchange, and guarantees consistently high service standards worldwide.

For our customers, this translates to reliable quality, expert consultation, and innovative solutions – in every market, at all times. ■

Quickly Adapt to Changing Conditions

>>Interview: Andreas Wolf

“Economics is psychology, which is why we don’t want to focus solely on what’s bad, but rather reflect on our opportunities to assert ourselves in this world of proclaimed turning points,” emphasises Christian Kocherscheidt, CEO of the EJOT Group. Despite these opportunities, global political crises continue to

dominate, and Germany is facing a prolonged recession. “We must be able to adapt to changing conditions as quickly as possible,” says EJOT CHRO Dr Thomas Johann. But how is the EJOT Group positioning itself in an increasingly complex world?

Christian Kocherscheidt, how do you assess the current situation?

As a society, we are reluctant to leave our comfort zone, which is understandable. However, we are confronted with immense challenges that require restrictions. At present, I don’t see a social consensus for this. It is the role of politics to make it clear that we cannot continue down this path. Instead, everything is being buried with money again, and borrowed money at that.

What do you see as the most serious problems?

Kocherscheidt: At the moment, costs across all sectors are spiralling out of control – soaring energy prices, skyrocketing indirect labour costs, and an overwhelmingly increase in bureaucracy. Statutory health insurers have had a record loss-making year, long term care insurance is running a multibillion deficit, and pension funding remains unresolved. Without reforms, Germany risks losing its competitiveness as an industrial hub. Critical investments in defence, social

security, education, and infrastructure can only be realized with a strong economy.

Dr Johann, how is the EJOT Group coping with this difficult environment?

In Germany, social security contributions stand at a global high of 40 % – and they are continuing to rise. This cannot continue. The challenging cost conditions are particularly burdensome for the EJOT Group in Germany and Europe. As a result, we must take countermeasures – reducing costs, streamlining processes, and adapting our organisational structure to evolving circumstances.

What are your options for solutions?

Dr Johann: Fundamentally, we must be able to adapt and respond to changing conditions as quickly as possible. To achieve this, we closely monitor political, economic, and socio-cultural developments. Economic stability is important, and we maintain it through a strong equity ratio. Another critical aspect is open dialogue with our employees, ensuring they understand the necessity of adaptation and change in our business areas. After all, nothing is as constant as change.

What does that mean specifically?

Dr Johann: We have identified areas where we need fewer employees and others where we need more. Therefore, we are actively working to reallocate and upskill employees for different roles. Additionally, we are leveraging technological advancements to increase automation – an area we will continue to expand, allowing us to optimize personnel costs. In the future, this will require a high level of adaptability from everyone.

>> Without reforms, Germany will lose its competitive edge as an industrial location

CEO Christian Kocherscheidt



Christian F. Kocherscheidt and Dr. Thomas Johann (right side)

Interview

>> An important aspect is dialogue with all our employees.

CHRO Dr. Thomas Johann

What changes are you making to the organisational structure?

Kocherscheidt: A company’s organisational structure should support its growth and evolution. The EJOT Group has become more international in recent years, which is reflected in the fact that we now employ more people abroad than in Germany. Managing such a complex and specialised corporate structure from a central head office with just two or three individuals is no longer feasible.

That is why, as part of our ‘EJOT 2025’ project, we have introduced a new matrix structure. Just as we have done in America and Asia, we are now also dividing operations in Europe into distinct regions. These regions are defined by both geography and business models, leading to a management structure with dedicated regional leadership. We believe this will bring us closer to the markets and product groups.

Kocherscheidt: The continuous decline in automotive industry sales over the recent years also forces us, as a supplier, to realign our workforce and production capacity accordingly. This situation highlights our dependencies. As a med-sized company, we must expand beyond our core business in the Industry and Construction market units and explore new business opportunities. This, too, is a form of adaptation.

Together on the Road to Climate Neutrality

Bringing it together: climate protection and employee capital participation

>>Text: Eva-Maria Homrighausen

In a world where climate neutrality is no longer just a goal but a necessity, the EJOT Group is setting new standards. With the innovative “wejot” project, the company showcases how sustainability, employee capital participation, and economic success go hand in hand.

Since 2022, the EJOT Group has been able to invest an additional four million euros in CO₂ reduction initiatives through its climate-focused employee capital participation programme wejot. ‘The uniqueness of the wejot project lies in the fact that everyone benefits: the employees, the company, and the environment,’ explains Wolfgang Bach, CFO of the EJOT Group and initiator of the project.

Increasing global regulations and mounting pressure from stakeholders to cut CO₂ emissions make it evident that companies must take action. The steadily rising cost of CO₂ and the moral responsibility towards future generations further amplify this imperative. EJOT’s pioneering approach to climate protection has gained recognition beyond the company’s walls. ‘With the wejot project, EJOT is implementing a unique and forward-looking concept that compellingly illustrates how employee participation can contribute to achieving sustainability targets. A successful and long-term sustainability strategy depends heavily on the engagement and motivation of employees,’ says Dirk Lambach from the German Association of Employee Ownership and Participation (Bundesverband Mitarbeiterbeteiligung – AGP e.V.).

EJOT aims to achieve climate neutrality by 2035 – an ambitious goal that requires not only investments in internal sustainability projects to reduce CO₂, but also the active participation of employees worldwide. ‘Without the dedication and involvement of our workforce, we will not reach our ambitious goal,’ emphasises Wolfgang Bach. This is where wejot comes into play: launched in September 2022, the project aligns employee capital participation with the company’s target of achieving climate neutrality by 2035.

The wejot project

The wejot employee capital participation programme allows staff to acquire annual shares in the form of profit participation rights, giving them a financial stake in the company. If the EJOT Group meets its annual CO₂ reduction targets, the company doubles the amount contributed by employees and pays attractive interest based on the EBIT margin. This model encourages employees to take an active role in reducing emissions and to fosters innovative ideas to support this aim. As a result, significant CO₂ savings are achieved, and employees develop a stronger sense of identification with the company. Wejot not only offers employees a financial share in the company’s success – it also empowers them to make a direct, positive impact on the environment through personal commitment.

In Germany, EJOT provides an investment model in which employees can contribute between €100 to €500 annually via profit participation rights. If the CO₂ reduction targets set for the year are met, EJOT doubles the employee contribution.

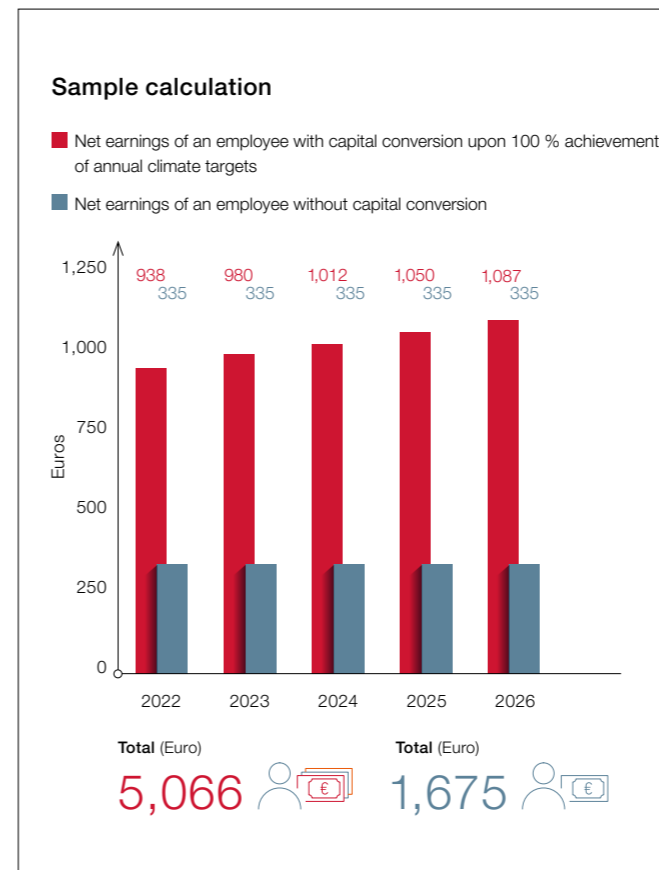
International subsidiaries operate a simplified version of the model. In these cases, employees receive a bonus linked to the achievement of both their local unit’s climate goals and the overarching climate targets of the EJOT Group.

The financial benefits for the workforce and the group

By participating throughout the project’s duration from 2022 to 2026, employees can gain a potential net financial benefit of up to € 3,280. On average, 52 percent of the workforce in Germany takes part in wejot every year, resulting in an annual contribution of approximately € 500,000. When the set CO₂ targets are



View of the photovoltaic system on the production building at the EJOT site in Çerkezköy, Turkey.



achieved, EJOT doubles the amount invested, leading to an average of one million euros per year being channelled into internal projects focused on reducing emissions.

Reaching climate neutrality by 2035 is a bold objective. Numerous group-wide initiatives are already underway and are bringing EJOT closer to that goal. With wejot, EJOT proves that climate protection and economic success are not mutually exclusive – but can, in fact, reinforce one another.

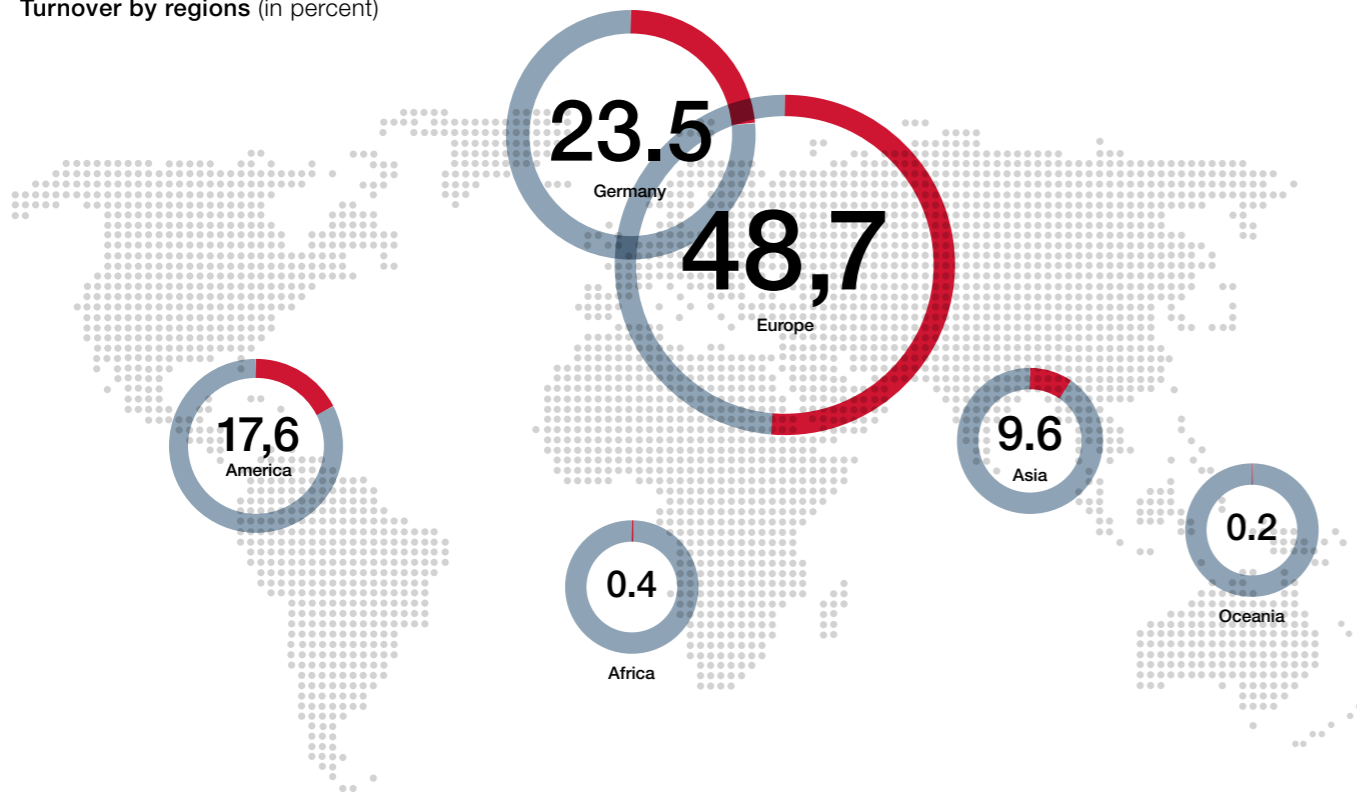


ANNUAL REPORT

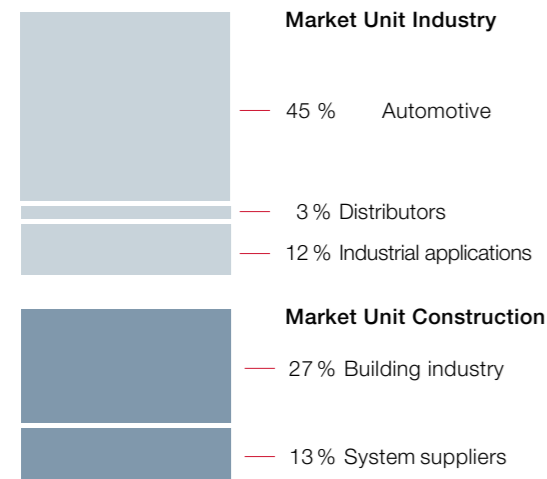
2024

Operating figures

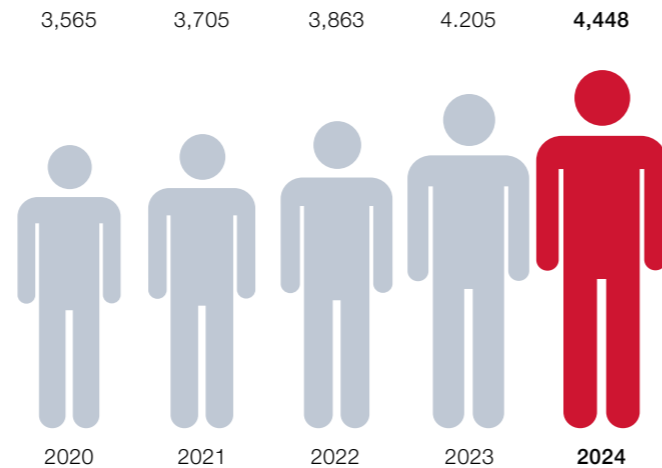
Turnover by regions (in percent)



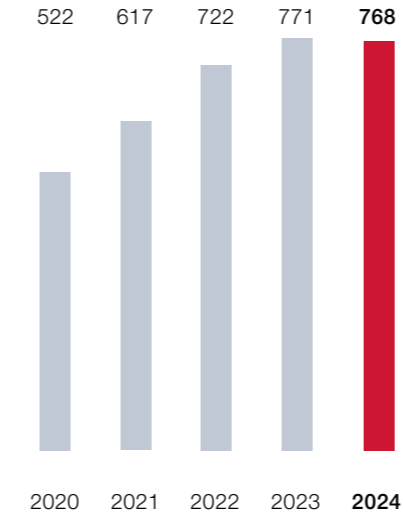
Turnover by customer groups



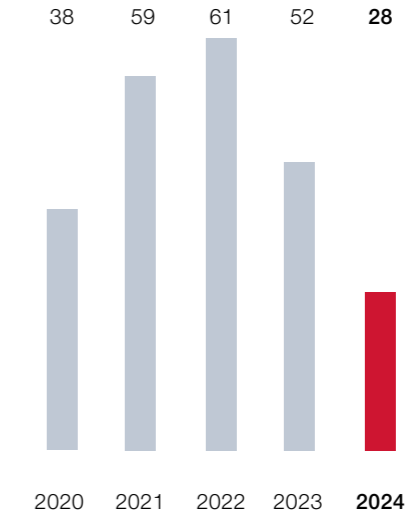
Employees (yearly average)



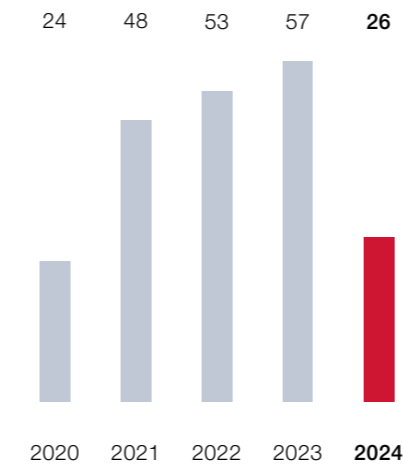
Turnover (million euros)



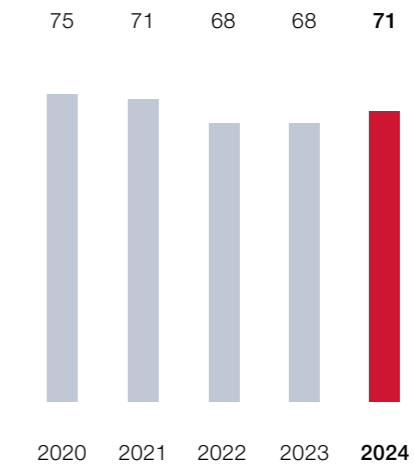
EBIT (million euros)



Investments (million euros)



Equity ratio (in percent)



»» After stagnation in the 2024 financial year, we expect to see an improvement in earnings due to a combination of revenue growth and cost reductions. We are confident that our modern products, above-average service quality and high equity reserves will enable us to make the 2025 financial year a successful one. ««

»» Christian F. Kocherscheidt, Managing Partner

Management Report

The EJOT Group is preparing for difficult economic times.

At the end of 2023, our outlook for 2024 was cautiously optimistic, largely due to our new strategic positioning in North America. However, it became apparent in the first half of the year that the weak European automotive market and the continued decline in demand for fastening elements used in solar panel systems would persist throughout current business year. In addition, demand for automobiles in North America also slowed during the last quarter, leaving that region unable to generate any meaningful momentum for our business.

The challenging financial year 2024 concluded with a € 3 million decline in sales compared to the previous year, and the Group's earnings were nearly halved, falling to € 27.7 million. These weaker figures are even more significant considering that the full-year impact of our majority acquisition of the former ATF, Inc. in the U.S. (now EJOT ATF LP) was included, whereas only six months were accounted for in the prior year. Consequently, existing business in Germany and Europe underperformed significantly compared to 2023.

This led to a key realisation: we have to act decisively to prevent an even more significant deterioration of the economic situation. Our initial plan for 2024 was to maintain indirect personnel costs while increasing business volume, thereby boosting productivity. However, persistently low order call-offs from our automotive customers made it clear that such growth was no longer a realistic expectation.

We were forced to accept the current order levels and revenues as the “new normal” and adjust cost structures accordingly.

Following years of continuous expansion, we – like many other suppliers to the automotive sector – faced the reality of excess production capacity. As a result, from mid-year onwards, we began scaling back personnel capacities in Germany by reducing working hours and holiday balances, as well as suspending operations. This process also included the expiry of temporary employment contracts and a review of fixed term agreements. We decided to accelerate the closure of the old production site in Küçükköy (Istanbul, Türkiye), integrating operations into our new facility in Çerkezköy. Additionally, we began consolidating our Engineered Plastics sites in Europe, reducing it from five to four sites and phasing out production in Thuringia, with operations shifting to Ciasna (Poland) and Bad Berleburg (Germany). Adjustments in personnel capacity also extend to our North American screw production facilities in San Luis Potosi (Mexico) and in the U.S. Altogether, the number of our personnel declined by approximately 150, from 4,568 at the beginning of 2020 to 4,420 at year-end.

With a collective wage agreement in the German metal and electrical industry set to increase personnel costs by around six percent starting in November, we engaged in negotiations with the IG Metall union. This resulted in an alternative company-specific wage agreement aimed at preserving jobs while offering greater flexibility at our German sites for the 2025 financial year.



The old site in Küçükköy (Istanbul, left) was closed down more quickly and integrated into the new production site in Çerkezköy (above).



Beyond personnel-related measures, we conducted a rigorous review of other cost factors to assess their short-term necessity, alignment with customer expectations and the potential to improve profitability. These efforts began to show

positive effects in the fourth quarter, and stabilized the earnings situation. Simultaneously, we developed a roadmap for 2025 that aims to significantly improve our economic situation – independent of the still solid equity base of our Group.



Switch to S4 Hana //

In March, the switch to S4 Hana was successfully completed. Over 100 colleagues and external service providers worked through the planned process, and only minor issues arose, which were quickly resolved.



300 EJOWELD® system delivered //

At the Volkswagen plant in Bratislava, Slovakia, one of the first Generation 1 systems, installed around 10 years ago, is being replaced by Generation 2. The plant plans to renew and expand its production lines and build new capacity in the coming years.



Three new TOBI® Drive licensees //

With Global Supreme Industries and Progressive Chunyip, two more bit manufacturers from Asia have been acquired as licensees. With the addition of XiangJian Precision Industry, the first screw manufacturer has now been integrated into our licence programme. With the help of the new licensees, we can tap into new markets and new target groups. This not only promotes our global presence.



Ideas competition saves hundreds of tonnes of CO₂ //

In addition to the special prize, three prizes were awarded in each of five categories. A total of €17,500 in prize money was awarded for a wide variety of ideas from different areas of the EJOT Group. The winning ideas will save a total of 319.2 tonnes of CO₂ per year.



Management Report

The causes of the weak business performance, particularly in Germany, lie predominantly outside of the company and have been discussed many times in public and in the German parliamentary election campaign. These include excessive regulation, an overstretched public sector, and sluggish demand in the automotive and construction industries. These are systemic issues that no individual company can resolve. Consequently, our focus remains on cost reduction, innovation, and process optimisation.

Investments in improved economic development

In early March 2024, we completely transitioned from the old SAP R/3 system to the new S/4 HANA platform - albeit a year behind schedule. SAP projects are notoriously complex, and this one was no exception. We had tied the go-live date to the fulfilment of strict criteria, a decision that ultimately proved beneficial. Consistent adherence to these benchmarks provided the necessary stability for the project. There were no major complications, and our customer deliveries were unaffected. With the technical migration complete, we are now focussing on unlocking the improvement potential identified with the new system. Preparations are also underway for rolling out S/4 HANA to national subsidiaries that were not previously integrated. Over the medium term, this will enable real-time transparency for over 90 percent of our operations.

Cost savings remain a top priority during times of economic uncertainty due to their short-term impact. However, we are committed to

continuing development efforts that position us as an innovation leader in our industries. In the Market Unit Industry, we launched the new generation of our thread-forming screws for light metal, the ALtracs® Xt screw, which enables our customers to achieve a compact, weight-optimised component design. Using our specially developed Xt CALC® calculation program, users can now conduct analytical pre-design and preload-force-oriented calculations – comparable to VDI 2230 – bringing smart design to the forefront.

EJOT is also the master licensee and co-developer of the new TOBI® drive. The self-retaining screw design prevents fasteners from slipping off the drive bit, enabling secure fastening even in hard-to-reach areas. This innovation eliminates the need for the frequently used compressed air supply, reducing both costs and CO₂ emissions.

Within the Market Unit Construction, our new Pro-Line product portfolio introduces a range of profiles – including connection, plastering, base-bead, and basic baseboard profiles – designed for durable, weather-resistant component connections in ETIC systems. These products combine construction-site compatibility with high quality and diverse application options.

Our innovative strength is further represented in the development of the new JC6 bi-metal concrete screws. These screws are suitable for anchoring in cracked and uncracked concrete, including in permanently damp interior areas and outdoor environments exposed to industrial or marine conditions.

Years ago, we identified significant untapped potential in reducing screw production lead times. At our Thuringia site, we collaborated with partners to develop a unique combined heading and rolling machine. National Machinery, a long-standing and experienced partner, was chosen to be the manufacturer of the series machines – with the first five “group machines” being delivered.

At the end of 2024, we published our first EJOT sustainability report. In addition to fulfilling upcoming European Union regulatory re-

quirements for companies of our size (effective from 2025), the report documents our efforts to reduce CO₂ emissions during the financial year.

Alongside our focus on products and processes, we continued to expand the Group and its organisational structure. We pursued internationalisation with new national subsidiaries in Greece, Azerbaijan, Egypt, and Saudi Arabia. In the U.S., we established a joint sales venture with INTEC – a long-standing partner in insert moulding for stamped parts – enabling



The new JC6 generation of bi-metal screws.



EPD certification //

A pioneer in sustainability. EJOT is the first company to receive the Environmental Product Declaration (EPD) for profiles in the ETICS sector from the renowned IBU Institute. This underlines our commitment to sustainability and innovation, as well as our position as a pioneer and trendsetter in our industry.



Supplier of the Year 2023: DIY chain Optimera honours EJOT Sweden //

EJOT receives the award for its long-standing commitment to expanding the sales and project business. The award ceremony and celebrations took place on 22 April at the Saint Gobain Distribution headquarters in Stockholm.



ICC-ES and ESR-4849 approvals obtained //

The EJOT drill screw portfolio made of JT2 carbon steel and JT3 bi-metal has received ICC approval under ESR-4849 after successfully passing extensive mechanical and corrosion tests. With the imperial dimensions, we can now serve the American market even better.



EJOT and the American INTEC Group establish joint venture //

The aim is to expand and diversify the product portfolio in the field of hybrid moulding. The company will be owned equally by both partners and will combine their expertise to create a strategic advantage for their customers.



Management Report



localisation opportunities for our European customers.

Recognising the increasing complexity of managing a growing number of subsidiaries, we explored ways to improve communication between headquarters and national subsidiaries. This led to the development of a regional concept, set for implementation in the new financial year.

There were also notable personnel changes, including the appointment of Dr. Thomas Johann to the previously vacant position of CHRO.

Outlook for the coming financial year

The European economy faced a challenging year. Germany – the continent’s largest single market – emerged as a particularly weak link, contributing to the collapse of the country’s previous governing coalition in November 2024. Federal elections were subsequently held in February 2025, and a new government has since taken office with a renewed economic focus.

Meanwhile, the United States re-elected a former president, who, during his first term, exerted significant pressure on the global economy – and is expected to do so again. These

global developments present challenges for which we must find effective responses.

Despite these challenges, we remain optimistic about the new financial year. We are committed to implementing the key elements of our Roadmap 2025 and tackling all issues within our control. After the stagnation experienced in 2024, we anticipate a moderate increase in sales of four to five percent. Coupled with cost reductions, this should lead to improved earnings.

Encouragingly, we have already observed positive trends in certain regions – particularly in North America - since the start of the year.

In Germany, however, we will introduce short-time working during the first quarter in areas where order volumes remain below previous levels. This step will reduce costs while preserving jobs, in line with our family business philosophy.

We are confident in our ability to make 2025 a successful year – thanks to our modern and competitive product range, efficient processes, exceptional product and service quality, solid equity reserves, and a committed team.

Christian F. Kocherscheidt

Wolfgang Bach

Dr. Wolfgang Scheiding

Dr. Frank Dratschmidt

Ralf Birkelbach

Dr. Rolf Künkel

Dr. Thomas Johann

Sedat Aricioglu

Dr. Jens Weber

Markus Rathmann



Product launch of ALtracs® Xt with XtCALC® calculation program //

The new generation of thread-forming screws for light metals, ALtracs® Xt, was introduced together with the XtCALC® calculation program. Semblex Corp. was the first licensee to be signed up to ensure global market presence, for which independent partners are essential.



EJOT receives coveted Brose award //

EJOT held a TecDay at Brose in Hallstadt on 17 September. As part of this TecDay, Brose presented EJOT with the “Key Supplier Recognition 2024” award for its outstanding delivery quality and decades of reliability. The TecDay gave many designers and developers the opportunity to get to know EJOT products.



Licensee Meeting //

The 18th International EJOT Licensee Meeting took place from 2 to 4 September in Lübbenau in the Spreewald region, with 70 participants from 13 countries. The event featured presentations on current developments and products such as EVO PT®, ALtracs® Xt and TOBI®, and led to the signing of new licence agreements.



QQ Certificate VW //

The EJOT production site at Herrenwiese, Bad Berleburg, has been awarded the Volkswagen Group’s “Formula Q Certificate” with a score of 92 percent following a three-day audit. This certificate ensures that processes and products meet the high quality standards of the Volkswagen Group. It is the second award of this kind for the site, which was first certified in 2005.

Management Report

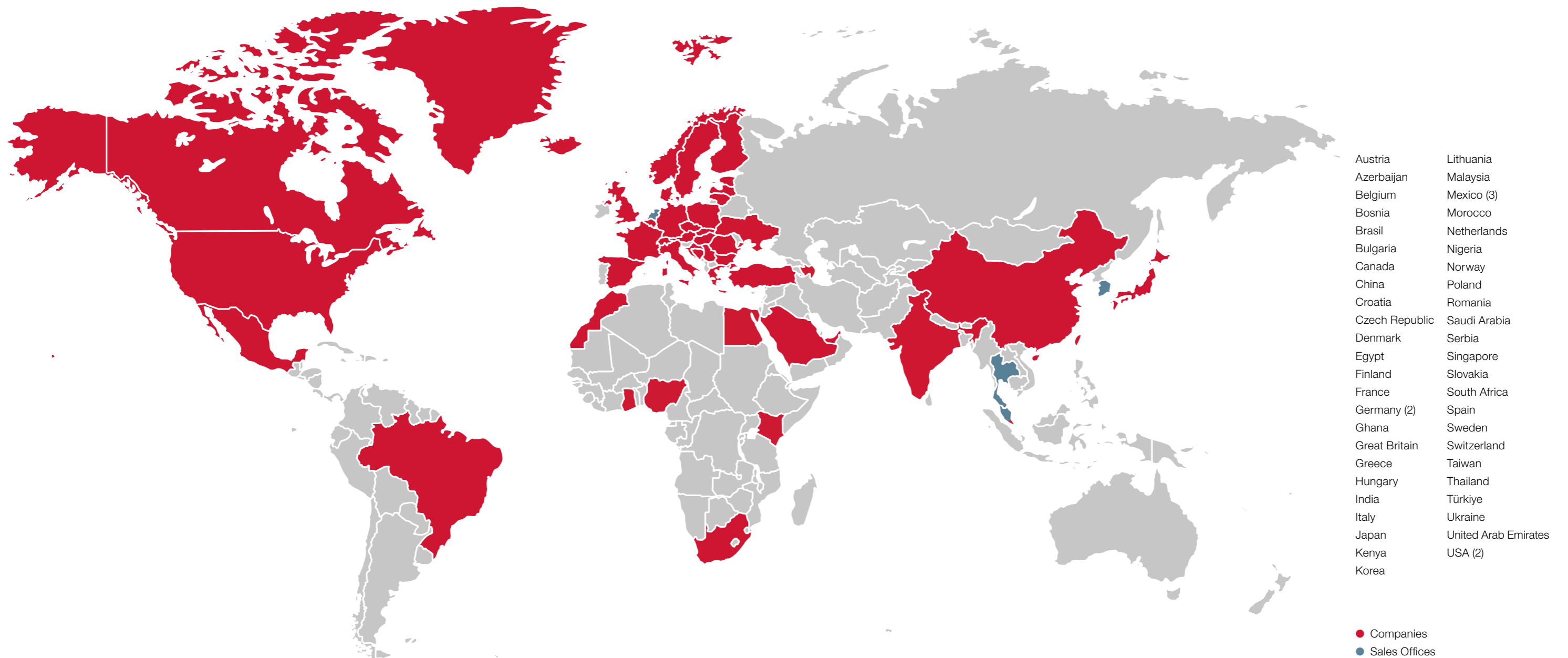
International

EJOT is a European market leader in fastening technology. In Europe, our numerous sales companies and offices guarantee direct customer contact and fast availability of our products.

Global availability is ensured by EJOT production facilities and sales offices in North America and Asia. International presence is also guaranteed by membership in the Global Fastener Alliance (GFA), a joint

venture of family-owned businesses working in fastening technology. Furthermore some EJOT product solutions are available to an international circle of licensees. They ensure, for example, the supply of the EVO PT® screws to the vast world market, or wherever we are not directly on site.

For more information about our companies and partners, please go to www.ejot.com.



EJOT Group

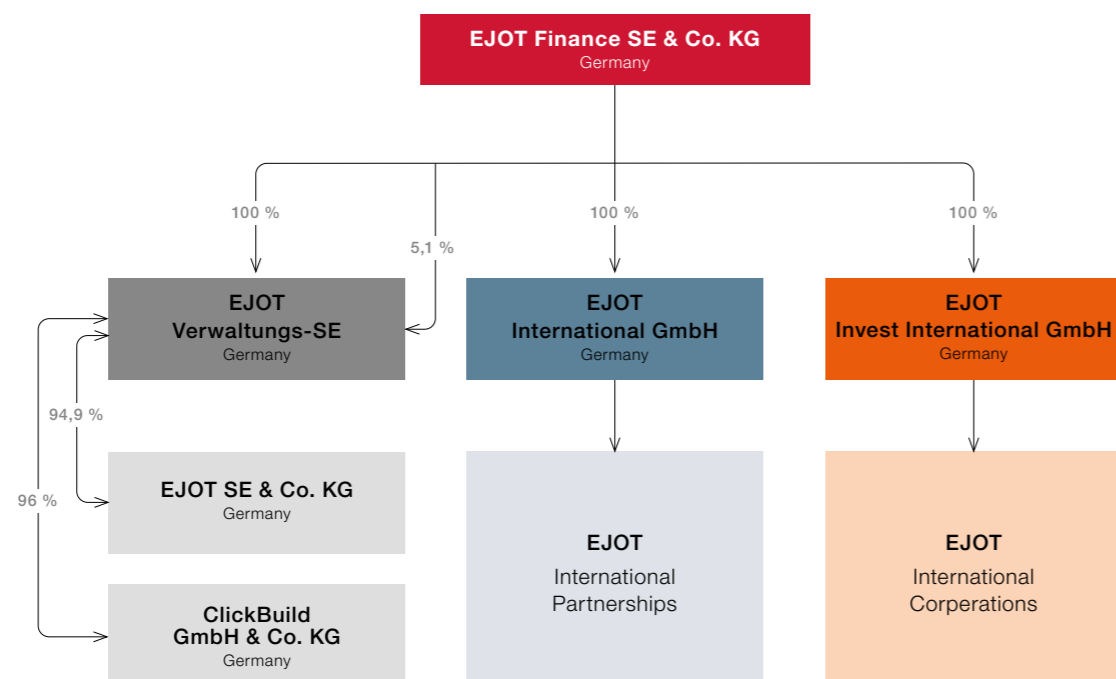
The chart illustrates the corporate structure of the EJOT Group in 2024.

EJOT Finance SE & Co. KG, which emerged from the conversion of the former EJOT Holding GmbH & Co. KG, holds the shares in the companies of the Group as a holding company. Operational management is the responsibility of EJOT SE & Co. KG, which has a uniform management system for the individual

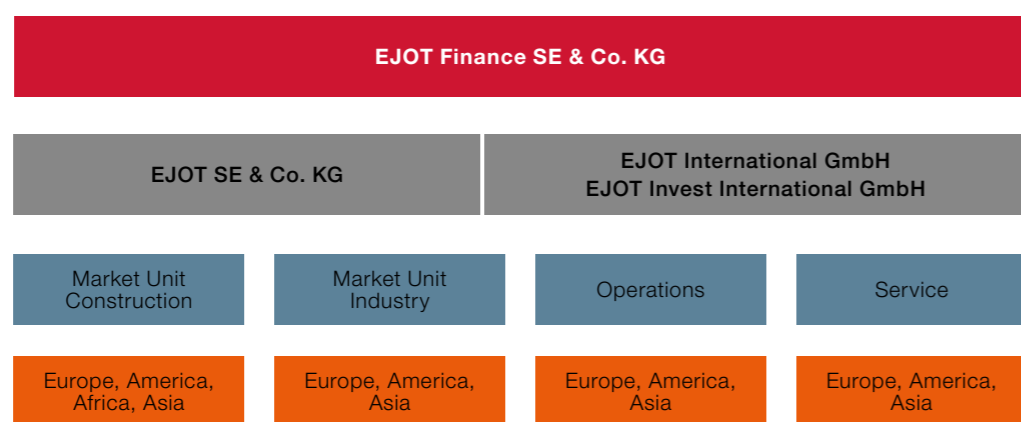
EJOT companies in Germany and abroad. The structure and further development of the management system is ensured by our group-wide matrix organisation.

On the market side, our activities are bundled in the Market Units Industry (MUI) and the Market Unit Construction (MUC). On the production side, these are served by the central Operations division.

Corporate structure



Management structure



Management



Management (from left):

- Dr. Thomas Johann
- Ralf Birkelbach
- Christian F. Kocherscheidt
- Dr. Frank Dratschmidt
- Wolfgang Bach
- Dr. Rolf Künkel
- Sedat Aricioglu
- Dr. Jens Weber
- Markus Rathmann
- Dr. Wolfgang Scheiding



The Advisory Board (from left):

- Jean Dufour
(Former member of the management at Bosch Siemens Hausgeräte GmbH)
- Dr. Hans-Toni Junius
(Shareholder and Chairman of the Foundation Board, C.D. Wälzholz)
- Kathrin S. Kocherscheidt
(Judge at the district court, Koblenz, shareholder)
- Andrea Teutenberg
(KSB Management SE, Frankenthal)
- Dr. Uwe Böhlke
(Chief Executive Officer, REHAU Industries SE & Co KG)
- Prof. Dr. Thomas Bauernhansl
(Head of Fraunhofer IPA, Stuttgart, Institute Director IFF, University of Stuttgart)

The EJOT logo is positioned in the top right corner of the image. It consists of the letters 'EJOT' in a bold, red, sans-serif font. The background of the entire page is a close-up photograph of a building's rainscreen facade. On the left, a silver aluminum frame is visible, with a yellow insulation material partially seen at the top. A red plastic fastener is being inserted into a hole in the frame. To the right, a dark grey panel is being secured with a silver screw. A red-handled screwdriver, with 'LT-Tool' printed on the handle, is shown driving the screw into the panel. The overall scene is well-lit, highlighting the textures of the metal, plastic, and insulation.

LT-TD system

A revolution in the visible fastening

of rainscreen facade cladding

With the LT-TD system, EJOT has revolutionised the visible fastening of rainscreen facade cladding: TD (thermal distance) means thermal decoupling by creating a 3.0 millimetre air gap between the facade cladding and the substructure. This additional rear ventilation within the rainscreen facade interrupts the heat flow from the inside of the building to the panel surface and ensures that the facade dries evenly. The result is a durable, attractive facade without marking of the substructure.



Bringing it together.