

BÖLLHOFF



ANNUAL REPORT **2025**

Competence leader in 360° Joining Technology

Böllhoff is a competence leader in 360° Joining Technology. As a family-run company, we have stood for long-term success through innovative capacity and local presence since 1877. We seek to understand the needs of our customers and deliver solutions to fit their requirements. We focus on innovative, sustainable and economical solutions along our customers' entire value chain.

Around 3,300 employees are shaping the future of joining technology – both at our headquarters in Bielefeld, Germany, and at our subsidiaries around the world.

BÖLLHOFF

Passion for successful joining.

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Whenever our customers need to join components, we are there to support them. Worldwide. Always right where you need us – with a total of 44 Böllhoff locations across four regions of the world. Our credo: Think global, act local.



You can download this and previous reports as PDFs from our website – and order a free printed copy of the 2025 report:

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*Dear Ladies and Gentlemen,
dear Business Partners!*

Think global, act local.

It is no coincidence that this guiding principle is featured on the cover of our Böllhoff Annual Report 2025.

We are living in times of greater geopolitical uncertainty than ever before. Persistent conflicts, including the war in the Middle East, are dominating a rapidly changing world – with negative consequences for the daily lives of countless people and for the global economy.

This makes it all the more important for us – as entrepreneurs with our team – to stay firmly on course, to maintain close ties with our customers worldwide and to provide them with reliable local support, exactly where they need us. In doing so, we are drawing on our accumulated expertise and broad portfolio of products and services as a competence leader in 360° Joining Technology.

This is precisely what we mean by **Think global, act local**.

In 2025, in keeping with this philosophy, we laid the groundwork for stronger growth opportunities in the future: through strategic investments worldwide, more efficient processes that benefit our customers and increased synergies between different countries and regions. You can find examples of what we achieved in the various articles in the two main sections of this annual report: “Think global” and “Act local”.

We firmly believe that by following this path, we will unlock new growth potential in the future. After all, the global market for joining technology is vast – and our share of it, with an annual turnover of 726 million euros in 2025, is still small.

On behalf of the entire Board of Management, we would like to express our sincere thanks to you for joining us on this journey, the “Böllhoff Way”. Here’s to continued successful cooperation in 2026!

Yours



CERTIFICATIONS

DIN EN ISO 9001

Certified quality management system

DIN EN 9100

Excellent quality management for the aerospace industry

IATF 16949

Quality standard for suppliers in the automotive industry

DIN EN ISO 14001

Certified environmental management system

DIN EN ISO 45001

Certified occupational health and safety management system

DIN EN ISO 50001

Certified energy management system

DIN ISO/TS 22163 (IRIS CERTIFICATION®)

International standard for the railway industry

DIN EN ISO/IEC 17025 *

In-house testing laboratory accredited according to an international standard for testing and calibration laboratories

TISAX®

The standard for information security in the automotive industry

ISO 19443

Excellent quality management for the civil nuclear sector

* The accreditation applies to the procedures listed in the annex to the accreditation certificate. Certificate registration number: D-PL-18304-01-00

AWARDS 2025



MOST STABLE COMPANY

Böllhoff Czechia was awarded the CZECH TOP 100 special prize for "Most Stable Company" by the financial consultancy firm CRIF – as part of its ranking of the Czech economic landscape's leading companies.



TRUSTED BUSINESS PARTNER AND PREMIUM SUPPLIER

In acknowledgement of our reliable collaboration, Mahle recognised Böllhoff India as a Trusted Business Partner. Böllhoff India also received an award as a premium supplier for its delivery performance.



KEY SUPPLIER AWARD

Böllhoff Brazil received the Key Supplier Award as part of John Deere's Achieving Excellence Programme – in recognition of its achievements in quality, delivery performance, process alignment and value creation, all of which drive continuous improvement.



ECOVADIS BRONZE

In April 2025, Böllhoff Brazil was awarded a bronze medal in the prestigious EcoVadis sustainability rating in recognition of its demonstrated sustainability performance.

We create added value for our customers:

360° Joining Technology from Böllhoff

Whenever our customers need to join components, we are there to support them. Along their entire value chain – from innovation to service. Worldwide. While always paying attention to the unique requirements of each industry.

We call this performance promise **360° Joining Technology.**



We are here for our customers – in the following areas:



Daniel Tovar Escolar
Head of Product Management,
Development & Engineering

We support our customers from the early stages of their product development. In doing so, we translate their needs into products that deliver measurable value in terms of quality, cost, and on-time delivery.

This allows our customers to focus on their core business while we handle joining technology challenges and actively shorten their time-to-market.

This co-engineering approach is the foundation for shared, sustainable growth.

INNOVATION

Our systematic approach to innovation management is what sets us apart. It enables us to develop application- and customer-specific solutions and products – and to implement them in collaboration with our customers.

DEVELOPMENT

If desired, we can support our customers from the earliest stages of their product development processes. Our aim is to gain the best possible understanding of their requirements and needs, and to translate them into the right joining solutions.

PURCHASING

Whatever components our customers need to join, we provide the right fasteners – backed by our manufacturing expertise and 15 Böllhoff production facilities worldwide. With our know-how and global supplier network, we also help reduce their procurement and inventory costs for fasteners.

ASSEMBLY

As a system provider, we not only supply fasteners, we also acquire the matching assembly systems – from manual to fully automated. All from a single source.



Adi Martini
Regional Sales Manager Europe,
Böllhoff Setting Technology

Our customers benefit from receiving fasteners and assembly systems from a single source. This saves time, reduces the number of interfaces and optimises process reliability.

With our latest system, RIVKLE® Automation E, we have opted for a fully electric drive: less compressed air, lower energy costs, lower CO₂ emissions – sustainable and cost-effective at the same time.

SERVICE

We offer our customers technical training, maintenance and repair worldwide – and are available 24/7 should the need arise.

QUALITY

Fasteners and joints our customers can rely on: we support them with independent tests in our accredited test laboratory. And of course with uncompromising quality – both in our processes and in the products we supply. We are certified to the highest standards for our customers in this regard (see page 5).



Mario GraBy
Head of Product Management
Services

Over 30 years of experience in Kanban systems – that's what distinguishes Böllhoff.

ECOSIT® is our modular supply and procurement system for joining technology, designed to meet the highest standards of data security.

We tailor each system flexibly to meet our customers' individual requirements.

Using our ECOSIT® Kanban system, we can also manage the complete supply of fasteners on request – from planning right through to the production line.

LOGISTICS

Product innovations of 2025:

Small elements, big impact

From customised and drawing parts to DIN and standard parts, special fasteners and the corresponding assembly systems: our extensive and comprehensive product range ensures a precisely fitted connection every time. For every industry and every application.

At the same time, we are constantly adding new solutions for the applications of the future. In 2025 as well.

NEW FASTENERS

SPREDLOC®

Efficient expansion
anchoring with
access from
one side only

Creating precision threads in modern lightweight structures? Simple, efficient – and after the component has been manufactured? Böllhoff now offers a new fastening solution for precisely this application in its portfolio: **SPREDLOC®**



SPREDLOC® stud bolts create wear-free, high-strength threads in high-quality lightweight structures. They can be used in a wide range of lightweight materials, including various polymers, aluminium and magnesium. This makes SPREDLOC® ideal for structural components across multiple industries, such as automotive and commercial vehicles.

SPREDLOC® elements are specifically designed for installation in existing structures. The receiving component only needs to be

accessible from one side (blind installation), with a material thickness of 6 mm or more. A holding thread is not required. In line with our 360° Joining Technology approach, we have extended our systems philosophy to SPREDLOC®: We will supply our customers with the appropriate setting tool directly on request. The elements can be installed easily using established Böllhoff RIVKLE® setting tools – from hand tools to fully automated systems.

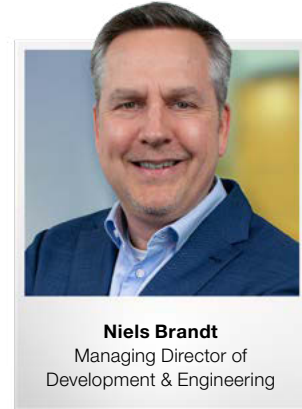
3 questions for Niels Brandt, Head of Development & Engineering at Böllhoff:

What makes SPREDLOC® stand out, especially compared to other stud bolts for lightweight materials?

Niels Brandt: “Many elements are limited to a single field of application: either aluminium and metal alloys or plastics. The SPREDLOC® stud bolt covers both. With earlier solutions such as our AMTEC® bolts, we were also limited in terms of strength due to the brass material. The entire element was made from a single piece. SPREDLOC® is different: it consists of two elements – the stud and the expanding sleeve. This allows us to design the stud for higher strength.”

What did the development process for SPREDLOC® involve?

Niels Brandt: “During development, we used agile methods and design thinking, keeping our focus firmly on our customers’ needs. To start, we interviewed more than 50 customers about their pain points and requirements. Recurring themes included ‘easy, fast installation’ and ‘suitability for a



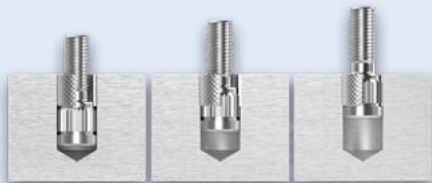
wide range of polymers without the risk of cracking’. Building on this, we then moved on to cross-functional meetings where we creatively developed new ideas. One of them became the basis for SPREDLOC®.

We quickly translated this idea into steel and iron and produced prototypes, which we then took to Fakuma 2024, an industry trade fair for plastics processing, before they were even ready for series production. There, our product managers presented the prototypes to customers and once again engaged in direct dialogue with them. They provided further valuable feedback for the final production component.”

What is expansion anchoring?

The name of the process is derived from what happens during the installation of the SPREDLOC® element. The setting tool pulls on the stud of the fastener, drawing a sleeve over the stud shank.

The sleeve expands and presses its cross-knurled surface into the side of the receiving hole. The SPREDLOC® stud is thus securely anchored and cannot be twisted or pulled out.



The installation process shown in a video:



In which sectors or applications will the new SPREDLOC® stud bolt be used?

Niels Brandt: “At the moment, the first projects are emerging primarily in lightweight construction components in the automotive and commercial vehicle sectors. SPREDLOC® is also well suited for industrial applications, however, particularly thanks to the ease of processing the components using existing RIVKLE® setting tools and the minimal assembly requirements. To me, this suggests that SPREDLOC® will also catch on in the industrial sector.”



Michael Stumpf
Head of Product Management
Thread Technology

The methodology used in the development of SPREDLOC® was complex, but the positive feedback shows that aligning development closely with customer requirements and benefits truly delivers results.

KAPTI® Limiter

Riveting compression limiters for plastic components

Looking to effectively protect plastic components from damage when they are screwed together? This is precisely what the KAPTI® Limiter compression limiter – the latest addition to the KAPTI® product family – is designed to do.

KAPTI® Limiter is a threadless metal rivet sleeve. It reliably protects plastic components from cracking or creeping during screw fastening, even under high preload forces. This is because, on their own, plastics do not have enough compressive strength to withstand the forces generated when a screw is tightened. The KAPTI® Limiter element is designed to absorb the compressive stresses generated during screw fastening, which would otherwise act directly on the component. The limiter also has sealing lips to ensure a media-tight connection.

is effectively maintained during subsequent screw fastening. The principle of riveting means that a single element geometry can be used for components of varying thicknesses. This flexibility sets the KAPTI® Limiter apart from conventional press-fit compression limiters.

The element is installed as follows: the KAPTI® Limiter is mechanically riveted into the plastic component, resulting in a form-fit joint with the component that ensures a stable, high-strength connection. This ensures that the preload force



FLEXITOL® Metal

The new generation of tolerance compensation systems – with an optimised adjustment element



Looking to compensate for manufacturing tolerances between components? Quickly, easily and with infinite variability? This is what FLEXITOL® tolerance compensation systems from Böllhoff deliver – thereby enabling the creation of modular assemblies from individual components that have been serially manufactured. In 2025, one FLEXITOL® variant from our portfolio was systematically refined: FLEXITOL® Metal.

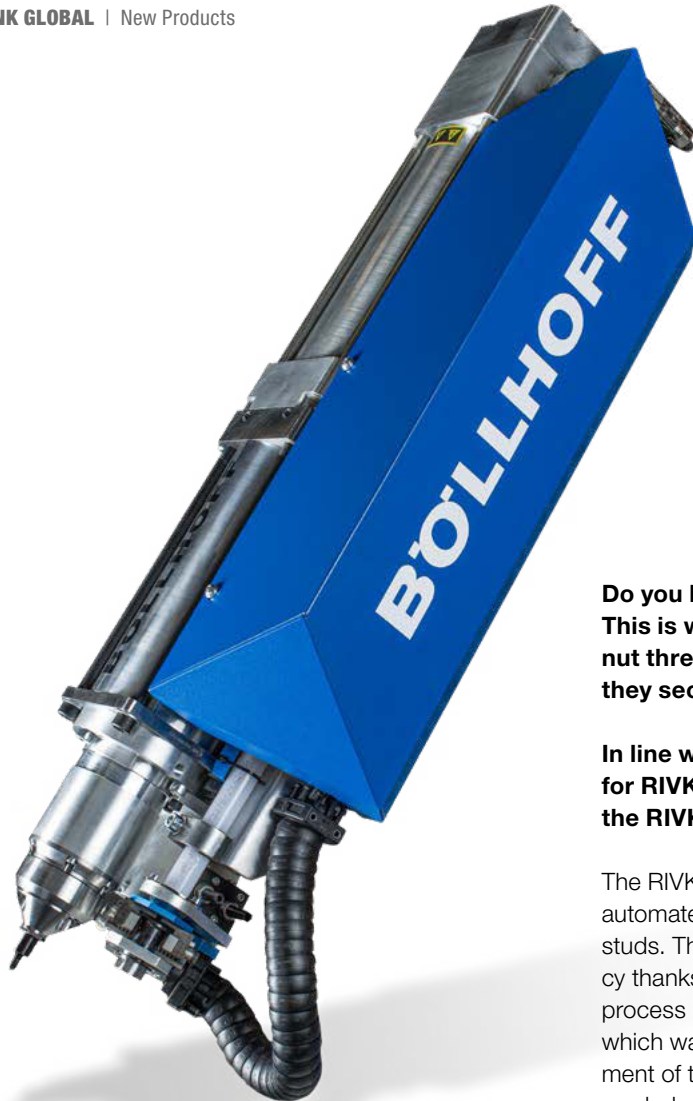
As the name suggests, the FLEXITOL® Metal system is made entirely of metal. The 2025 generation sets new benchmarks in terms of reliability and cost-efficient production, thanks to its optimised adjustment element.

The key difference compared to previous FLEXITOL® Metal versions is in the details: the integrated friction function was transferred from the outside to the inside of the system. This significantly increases the strength of the elements. At the same time, eliminating the outer friction segments simplifies the manufacturing process. This also results in lower acquisition costs for users of this new generation. And despite these improvements, the new adjustment element remains 100% compatible with existing FLEXITOL® Metal basic elements.

Why FLEXITOL®?

FLEXITOL® systems allow for greater tolerances in component production. This is because the tolerances required for series production are simply compensated using FLEXITOL® elements during the final assembly of individual components into an assembly group. This simplifies component production and enables more cost-effective manufacturing processes.

Consequently, FLEXITOL® systems from Böllhoff are used across a wide range of industries, wherever modular manufacturing processes are required. In the automotive industry, for example, they can be used in vehicle front-ends, for securing headlights, or in battery carriers in electric vehicles.



RIVKLE® Automation E

Efficient and reliable electric setting system for RIVKLE® blind rivet nuts and studs

Do you have a component with walls that are too thin to allow a thread to be cut? This is where RIVKLE® elements from Böllhoff can help. As blind rivet nuts, they create high-strength nut threads in thin-walled components, even when access is limited to one side. As blind rivet studs, they secure a stud bolt under the same conditions.

In line with our system philosophy, our portfolio also includes the appropriate processing systems for RIVKLE® elements – from manual to fully automated. In 2025, a new system was added: the RIVKLE® Automation E.

The RIVKLE® Automation E setting system enables fully automated installation of RIVKLE® blind rivet nuts and studs. The system combines performance with efficiency thanks to its new electric drive concept. The setting process is monitored by our new web-based HMI software, which was likewise launched in 2025. Automated alignment of the RIVKLE® elements (including compensation for any hole misalignment) ensures optimal positioning of the fasteners within the component at all times. The system

concept comprises an electric drive and HMI control and enables high speed and precision. Optimal repeatability in every setting cycle ensures reliable, process-safe results.

Further information and a demonstration of the system can be found here:



<https://www.boellhoff.com/1r9d2v>

ONSERT® SL ONE

Quick bonding of ONSERT® fasteners with high process reliability



Are you looking to join components or fit them with fastening points where drilling or thermal joining methods such as welding are not an option? Glass components, displays or fibre-reinforced plastics, for example? In a matter of seconds?

This is where our ONSERT® adhesive bonding technology comes into its own. A wide range of fasteners can be bonded onto surfaces quickly with full process reliability. The adhesive is cured using UV light. With the UV LED curing lamp ONSERT® SL ONE, introduced in 2025, we now offer a new solution for the manual processing of these fasteners.

No matter whether you're working on prototypes, small series, repairs or in hard-to-reach areas, the ONSERT® SL ONE curing lamp is the ideal solution. It enables a wide variety of ONSERT® fasteners to be bonded

efficiently in seconds – including integrated visual and acoustic process control. During the joining process, the ONSERT® SL ONE also scores points for its excellent ergonomics, compact design and low weight.

Did you know?

ONSERT® fastening elements from Böllhoff are not only used for mounting displays or adding fastening points to sensitive surfaces. They can even be found high up above the clouds.

ONSERT® plastic cable holders are also used in aircraft seats. There they ensure efficient cable management. After all, many kilometres of cabling must be

neatly routed and securely fixed in place: for in-flight entertainment, lighting or control panels, for example. At the same time, additional weight must be kept to a minimum. That is why ONSERT® is often on board your flight.



Two digital projects of 2025:

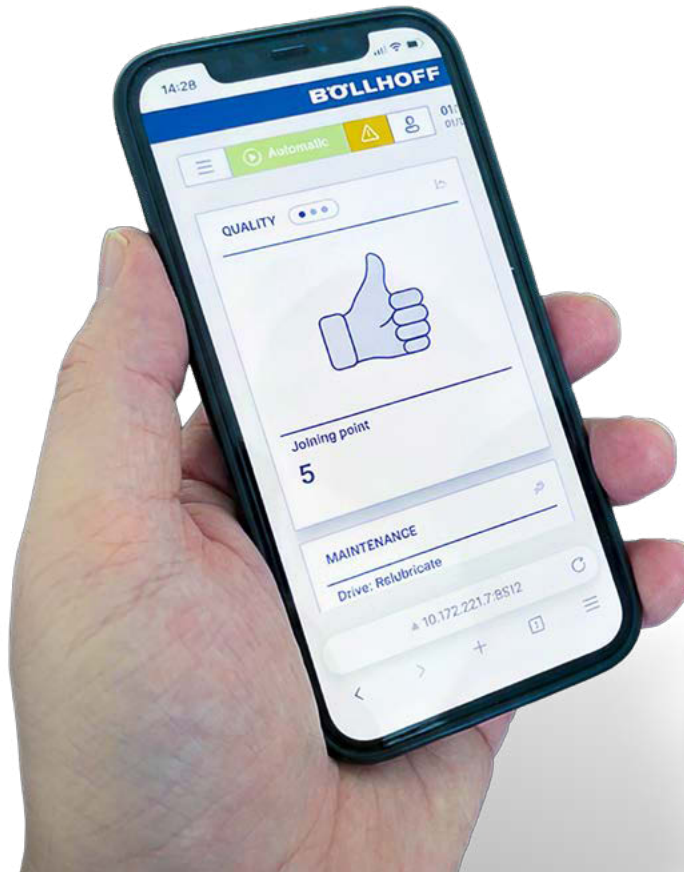
Bits and bytes serving our customers

When it comes to offering our customers better products or improving our own processes for their benefit – in 2025, we made further progress in both areas through digital solutions.

From a new digital user interface for our automated setting systems to a central data hub for production and energy data, the following pages provide insights into two of our digital projects from 2025.

Greater clarity in automation:

HMI 2.0

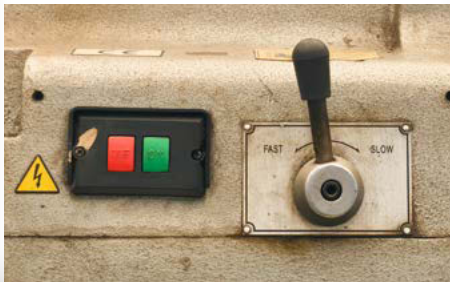


We are a system provider. This means that, on request, we also supply our customers with the appropriate assembly systems for our fasteners – in line with our 360° Joining Technology.

From compact hand tools to fully automated systems integrated into our customers' production lines, the possibilities are manifold and our portfolio is extensive. In 2025, we introduced a new user interface for our fully automated systems: the Human Machine Interface 2.0 (HMI 2.0).

What is a Human Machine Interface?

A Human Machine Interface (HMI) is an interface between people and machines. To put it simply, it allows people to interact directly with the machine in question and control it. In the manufacturing sector, the first HMIs were mechanical levers or switches. Today, they are often touch-screens – from fixed displays mounted on machines to mobile tablet interfaces in cases where the machine can be controlled via mobile devices.



Customisable, flexible, secure

With the new HMI 2.0, Böllhoff's automated setting systems can be operated via a web browser. There is no need to install dedicated software. Instead, the HMI can be accessed directly in your browser, regardless of which device you use. It doesn't matter whether you use the classic (optional) touch display directly on the automation system or access it remotely via a web browser on a PC or mobile device. All controls and key system data are readily available. For maximum flexibility in use.

The layout of the HMI 2.0 is designed for clarity. Process data can also be transmitted using standardised communication protocols such as PROFINET, OPC UA or MQTT. Security is a top priority: the system is self-contained and there is no need to install separate operating software on the customer's end devices.

HMI 2.0 gains momentum

Initial automated systems at existing customer sites – for example for RIVKLE® blind rivet nuts and studs or RIVSET® self-pierce rivets – have already been upgraded to HMI 2.0. The new user interface will be rolled out to more customers starting in spring 2026. Our latest automated setting system, RIVKLE® Automation E, which was also launched in 2025, already uses the web-based software.



Find out more about RIVKLE® Automation E on page 14.

Where production data comes together:

The Factory Data Hub



Which production machine is being utilised when – and to what extent? At which Böllhoff location and under which environmental conditions, such as temperature or humidity? And how much energy is used overall in the production of different fasteners?

Since late 2025, this and other data has been consolidated centrally in a single system: our Factory Data Hub. The aim is always to use this data to optimise our production – also in the interest of our customers.

“A single location for all our production data” – that’s how Tim Schütte, Head of Corporate Sustainability, describes the Factory Data Hub. As his team is responsible for energy management at Böllhoff, it was closely involved in the introduction of the Data Hub. Today, a wide range of diagnostic data from our production machines is automatically collected in the system. This includes energy data, output per part and per machine, as well as humidity and temperature. All of this data is captured via sensors on the machines and subsequently fed into the Data Hub. Here it is used to identify optimisation potential – for example in production processes or energy consumption.

From the introduction of the Factory Data Hub to early optimisations



Tim Schütte
Head of Corporate Sustainability

“Where machines were not originally capable of transmitting such data, we retrofitted them with external control cabinets equipped with the appropriate measurement technology”, explains Tim Schütte, describing the approach taken during the introduction of the Factory Data Hub.

“We built these cabinets in-house using our own automation expertise.”

This effort quickly paid off, as an example from energy management shows. EHS Manager Florian Blut explains: **“One of our production machines for threaded inserts was consuming 150 litres of compressed air per minute even when idle – this was caused by a torn hose inside. Despite this, the machine was functioning normally. As the hose was located in a very concealed area, the leak could not be heard from the outside, and because the machine was not designed to transmit consumption data, the excess consumption went unnoticed.”**

By connecting the machine to the Factory Data Hub – via retrofitted measurement technology – it was possible to quickly detect the fault and rectify it. After all, generating compressed air requires a lot of energy.”



Florian Blut
EHS Manager
Production Bielefeld

**Launched in Germany,
expanding worldwide**

As of the end of 2025, the most important energy consumption points in Germany are connected to the Factory Data Hub. In total, 146 production machines for plastic and metal fasteners across three production sites are now feeding data directly into the system, along with 122 additional energy or compressed air sensors in the supply lines. Further international sites will follow: Integration is currently underway for the machines at our production facility for blind rivet nuts and studs in La Ravoire, France. After all, production optimisation and energy efficiency know no borders.



Since the end of 2025, one of currently three production sites connected to the Data Hub: our threaded insert production facility in Bielefeld.

A journey through Böllhoff's 2025 trade fair year

Think global, act local: for us, this also means maintaining close ties with our customers. That's why we attend numerous international trade fairs, engaging directly with our customers. These conversations help us better understand their current requirements and needs, while giving us the opportunity to present our products in person. On the following pages, you can discover where we attended trade fairs around the world in 2025.



At the Aircraft Interiors Expo in Hamburg – the leading industry trade fair for aircraft cabin furnishings and aviation interiors – we showcased our fastening solutions for the aerospace industry. Here, several product highlights took centre stage: our ONSERT® system for fast, reliable bonding using UV-curing adhesives, our SNAPLOC® plug-in connections and our FLEXITOL® tolerance compensation systems. With regard to assembly systems, we exhibited our HELICOIL® E-PSG 256 Quick Exchange electric tool, designed for switching between different thread insert sizes quickly and reliably, as well as the battery-powered RIVKLE® NEO B109 setting tool for blind rivet nuts and studs.

➤ All current trade fair dates are available on our website. Find out where you can meet us in 2026:



<https://www.boellhoff.com/trade-fairs>

05

Auto Shanghai

23 April to 2 May 2025
Shanghai, China



09

Blechexpo

21–24 October 2025
Stuttgart, Germany



08

Fabtech

8–11 September 2025
Chicago, USA

At the 17th Blechexpo – the international industry trade fair for sheet metal working – our team showcased two product highlights: Firstly, our RIVKLE[®] Automation E setting system, which combines performance and efficiency thanks to its new drive concept, with the process fully monitored by our new web-based HMI software. Secondly, the ONSERT[®] SL ONE – a slim, compact handheld tool featuring visual and acoustic process control for the smart bonding of a wide range of ONSERT[®] fasteners.

360,000 m², 1,000 exhibitors and over one million visitors: Auto Shanghai is considered one of the world’s most important automotive trade fairs. The Böllhoff China trade fair team presented innovative solutions at a 120 m² booth. The focus was on automated assembly systems: the HELICOIL[®] automation system and the RIVKLE[®] HSA system – both demonstrated live on gigantic robotic arms.

06

Paris Air Show

16–22 June 2025
Paris, Le Bourget, France

07

Rail and Metro Technology Conclave

22 and 23 July 2025
New Delhi, India

700 decision-makers from the Indian rail industry gathered at the 6th Rail and Metro Technology Conclave in New Delhi to network – and we were right there among them. This high-profile event focused in particular on the future of rail transport. We presented our core products and solutions for the rail industry, with a clear focus on railway safety and the evolving requirements of one of the world’s largest rail networks.



10

Dubai Airshow

17–21 November 2025
Dubai

Moving forward together on the Böllhoff Way – across decades

1900

EMPLOYEES HONOURED WORLDWIDE

“No one has ever achieved anything in the business world on their own. Success only comes through working together – surrounded by people who share your vision.”

This is how Dr Wolfgang W. Böllhoff, as third-generation Managing Partner of the Böllhoff Group from 1962 to 2004 and current Honorary Chairman of the Advisory Board, often puts it. By this he means: nothing is more crucial to success than a strong team!

With their passion for successful joining, our employees form the foundation of our company’s success. We are therefore extremely proud of how many people have remained loyal to Böllhoff across the decades – from 5, 10, 15 or 20 years to 25, 30 or even 40 years. And this commitment spans the globe.

Every year, we aim to give something back to all our employees celebrating milestone work anniversaries at our sites worldwide, thanking them through anniversary events and formal celebrations. On the following pages, you will find a selection of impressions from our 2025 anniversary celebrations.



Half my life I have now been at Böllhoff. Here I can combine my expertise in fasteners with my passion for cars. This makes my work truly special. These days, it's kind of out of fashion to stay with one company for a long time – but I am proud to have stayed with Böllhoff all these years!



Fabio Ribeiro,
Key Account Manager
in Jundiaí, Brazil,
celebrated his 25th work anniversary
at Böllhoff in 2025.

I am proud to have been part of Böllhoff for so long! I feel like I'm in good hands here, both professionally and personally – with fantastic colleagues, supportive managers and the opportunity to work independently. If I had to describe Böllhoff in one word, it would be: reliability.



Eva-Maria Wienböcker,
Automotive Sales Administrator
in Bielefeld, Germany,
celebrated her 40th work anniversary
at Böllhoff in 2025.





**Today's knowledge –
tomorrow's success**

Around 3,300 employees are shaping the future of joining technology in the Böllhoff Group. We do everything we can to be an attractive employer for them. For example, we continuously invest in our employees' expertise on both a large and small scale. We do this by creating the right environment for sharing knowledge, for example through modern learning spaces, and by developing new training formats.

Education, Encounters, Enthusiasm – across 1,600 square metres: Bildungscampus Böllhoff opens

A key milestone for future training and further education at Böllhoff: on 30 September 2025, we officially opened the Bildungscampus: a state-of-the-art training and further education centre at our headquarters in Bielefeld. Around 90 guests from the local government, schools and universities, and our partner companies, were invited to the opening ceremony. There, they gained valuable insights into our major investment in the education of future generations: a total of around 5 million euros has been invested in the new campus.

“E³: Education, Encounters, Enthusiasm” (B³ in German). Under this motto, the Bildungscampus is creating a new facility for training and lifelong learning across 1,600 m².

In these times of global uncertainty, we are investing in the building blocks of a stable future: in people and their expertise. We are making a conscious decision to do so here in Germany, at our corporate headquarters. After all, future viability is built on skills development.



Wilhelm A. Böllhoff
Managing Partner

We believe in people and in their courage to learn new things. The Bildungscampus is our promise: this is where we create the future – together, down-to-earth and with heart, driven by our passion for successful joining.

The new campus brings together vocational training, academic studies and further education – interconnected, practice-oriented and at the cutting edge of technology. In keeping with the E³ motto, it is a campus where young talents grow, skills are developed, and business and science collaborate.

Training that fosters responsibility

Currently, there are 97 apprentices training at Böllhoff across 22 different roles, being systematically prepared for real-world work processes. Around 20 partner companies from the East Westphalia-Lippe region in Germany also benefit from the Bildungscampus. Their apprentices can use its new learning environments and technical facilities – from state-of-the-art machinery to a smart factory laboratory for networking and robotics. One particular highlight is our in-house

“apprentice company”. Here, talented young people plan, produce and market joining technology – entirely independently. From marketing, sales, procurement, production and logistics through to quality assurance: everything on a small scale, yet with real responsibility. Entrepreneurial thinking is thus not just taught here, it is actively practised.

Practice that inspires – beyond theory

Bielefeld University of Applied Sciences and Arts (HSBI) has also relocated parts of its Master’s

programme “Business Innovation & Technology” to the campus, offering real case studies, direct access to technology and short feedback loops. Students experience first-hand how theory becomes practice – while we benefit from access to young talent and the latest research findings. A classic win-win situation! The same applies to school pupils: we also have partnerships with several schools in the Bielefeld area. These include elements such as job application training for young people and insights into modern industrial careers.



Frank Nientiedt
Head of Bildungscampus
and Employer Branding

Learning can be full of surprises and shift the focus to collaboration: from a short workshop to a yoga session or a morning rave hour. What matters is the outcome: connecting people – with topics, tools and one another.

At the Bildungscampus, knowledge is never simply consumed, it is actively shaped. Coaches rather than lecturers in the traditional sense, teams rather than solo players, finding solutions rather than focusing on problems.



Further education that fosters exchange

In addition, the Bildungscampus serves as a training centre for employees and outside specialists, offering courses on topics such as lean management. Certificate courses are offered in collaboration with the Chamber of Industry and Commerce (IHK) for East Westphalia, Bielefeld, for example in the field of artificial intelligence. There are also practice-oriented

modules, including courses on CNC technology, pneumatics, hydraulics, drive technology and welding.

For more information about our Bildungscampus, please click here:



<https://www.boellhoff.com/3b1c6b>

Employee development in Germany and worldwide:

From the Böllhoff Development Programme to Academia Böllhoff

In addition to the right infrastructure, we continuously invest in training and Development Programmes. In this way, we prepare our employees for the challenges of tomorrow – for ongoing change in a dynamic world.



Germany: First round of the certificate programme “AI Manager (IHK)” including Böllhoff best practices

A première in Germany: In 2025, we began co-organising a certificate programme featuring Böllhoff best practices in cooperation with the Chamber of Industry and Commerce (IHK) for East Westphalia, Bielefeld: the “AI Manager (IHK)” qualification. Each round of the course enables up to 15 participants to identify areas of AI application within their organisations, develop an AI vision and act as multipliers. Accordingly, the certificate course is open to anyone who wishes to explore artificial intelligence in

greater depth, whether from within the organisation or externally. In the first round in 2025, several Böllhoff employees were among the graduates. In two of the ten modules, Böllhoff experts presented real AI use cases from our company; the remaining eight modules were led by an AI expert from the IHK. Following the successful first iteration of the course, the second is set to take place in mid-2026.



Germany and Austria: The Böllhoff Development Programme

Successfully established in Germany and Austria for decades: the “Böllhoff Development Programme” (Böllhoff Förderprogramm, BFP) for talented young professionals. Over a period of two years, employees work in various modules focused on key competencies and their own personal strengths. The aim is to prepare all participants as effectively as possible for the challenges of the future. Through exchange across departments and locations, they also have the opportunity to expand their network within the company. This facilitates stronger collaboration across boundaries

and a deeper understanding of our structures and processes. The BFP has been a fixed part of employee development at Böllhoff since 1994, with more than 200 employees having taken part to date. Currently, 11 participants are completing the programme from 2024 to 2026 – the 21st BFP cohort.

Brazil: From our in-house academy to youth development

Böllhoff also offers employees a comprehensive range of training and development opportunities at our location in Jundiaí, Brazil. Many of these courses take place directly on site – in the 1,500-square-metre Josef Böllhoff Training Centre, which opened in 1992. A wide range of courses specifically for managers are grouped together under the name “Academia Böllhoff”. In 2025, the programme was expanded to include several new topics, such as results-oriented service, compliance and emotional intelligence. This gives the management team the opportunity to refresh or expand their knowledge, gain a deeper understanding of our processes and further develop their leadership skills. The “Programa de Inglês”, on the other hand, focuses on English language skills. This two-year online course helps employees improve their proficiency

in the most widely spoken language in the world – a key component for successful cross-border collaboration.

Another unique feature of our Brazilian location is that training programmes are also offered for the next generation. The “Conexão Jovem” programme, or “Young Connection” in English, is aimed specifically at employees’ children age 12 to 17. They receive additional tuition in English or IT on Saturdays over a period of up to one year. This prepares them for the demands of tomorrow’s job market from an early age.



China: Mentoring programme for new co-workers

Getting started is always difficult. This also applies to joining a new company: processes, routines, and product knowledge – all this needs to be internalised. Plus, who is the right person to contact for help with which issue? For this reason, a mentoring programme was launched at Böllhoff China in May 2025. Under this scheme, each department nominates a mentor to provide new hires with advice and support during their first six months.

These mentors help new employees settle into the company more easily, build up their knowledge and embrace our culture and values more quickly. At the same time, this responsible task also reinforces the mentors’ sense of belonging. After six months, once the new employees have settled in, the mentor, mentee and line manager evaluate the programme’s effectiveness – and discuss improvements for the next time. This ensures that every new start at Böllhoff China runs even more smoothly!

More than just turnover:

Our value contribution to a sustainable future

What truly defines a company at its core? The answer cannot be found in turnover figures alone. It lies in the decisions made every day. In how people work together in the company, how supplier relationships are maintained, how resources are used, and which values are upheld in the process. At Böllhoff, we have long been deeply engaged with precisely this question: What total value do we create as a

company for our stakeholders – and how can this value be made visible?

The result is the Böllhoff Value Contribution: a framework designed to describe the total value of the company for customers, employees, partners and society. This goes far beyond financial success.



The idea behind it

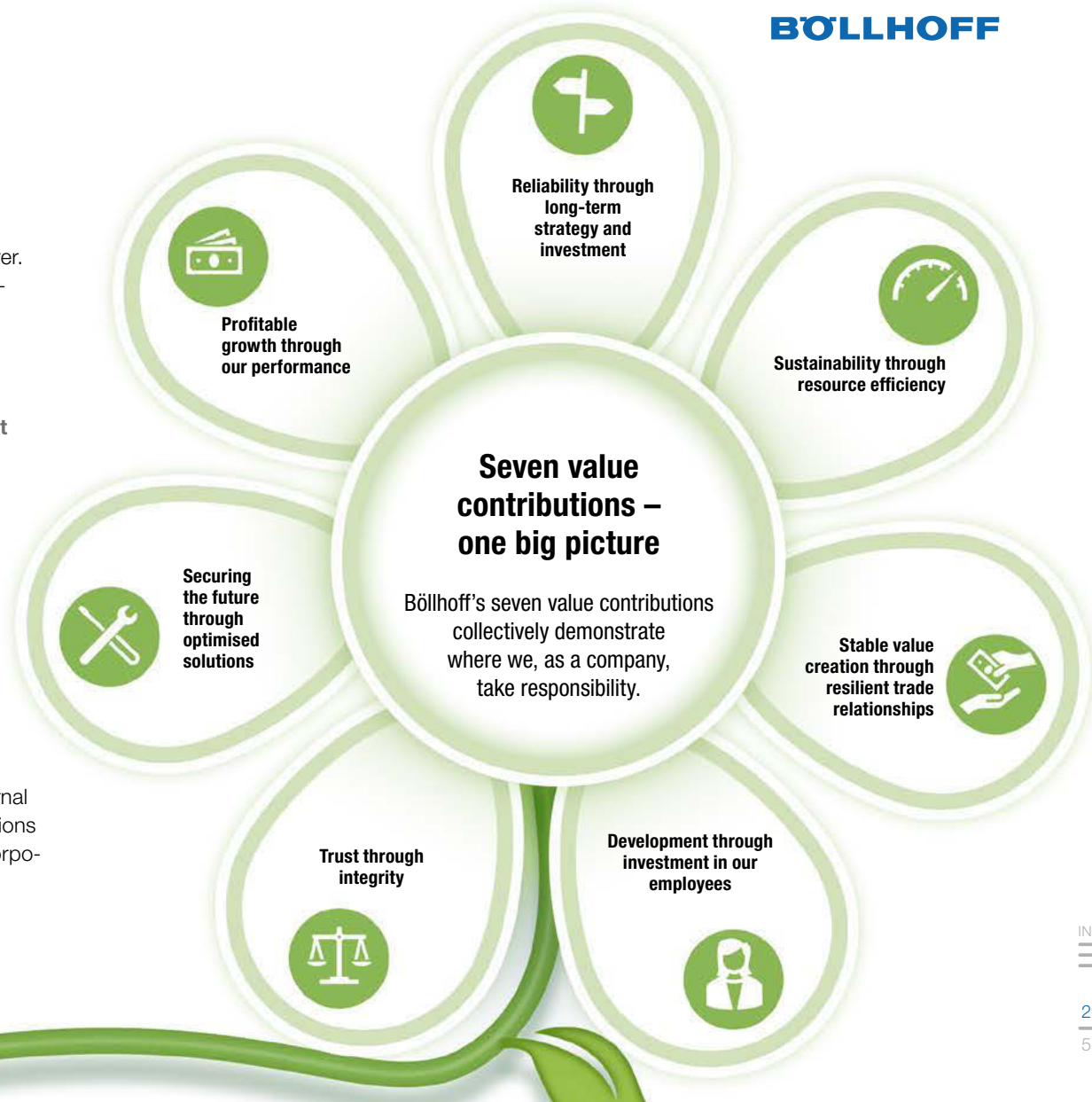
The starting point was a simple but far-reaching insight: a company creates far more value than is reflected in its turnover. This idea was the driving force behind a systematic approach – developed in cooperation with sparring partners from different business areas and regions, including Böllhoff Brazil.



Jannik Desel
Corporate Sustainability
Manager

“We wanted to take a closer look at what kind of value Böllhoff actually creates that may not yet be measured. The value contribution represents the total value generated for stakeholders – financial value is part of it, but there is much more”, says Jannik Desel, who is responsible for the project as Corporate Sustainability Manager.

The process was based on a thorough analysis: scientific findings, external ratings and rankings, standards and frameworks, and not least our guiding principle “The Böllhoff Way” as the key anchor. The identified impact areas were clustered, prioritised and tested with internal stakeholders. The result: seven value contributions that together form a complete picture of our corporate activities.



We support our employees in their commitment to social causes – as seen here at a charity run in France – and in doing so make an important contribution to the common good.



Each of these seven value contributions follows a clear structure: What is the goal – and how do we achieve it? “Securing the future”, for example, is achieved through optimised solutions: As a competence leader in 360° Joining Technology, we optimise our customers’ value chain – with innovative, sustainable and cost-effective solutions. “Reliability”, on the other hand, is the result of long-term decisions that we make as a family-run business in its fourth generation. Because we think in terms of generations, not quarterly results.

What at first glance appears to be just a list is, in total, much more: a reflection of our long-standing philosophy at Böllhoff – which we are now systematically documenting and making measurable.

“When defining our value contributions, it was very important to us that they are closely interwoven with our guiding principle ‘The Böllhoff Way’ – in other words, our values, our goals and our culture”,

emphasises Jannik Desel.

Deep dive: Sustainability through resource efficiency

One example of how we intend to make our value contribution measurable in the future is “Sustainability through resource efficiency”. It describes our ambition to advance sustainability in a systematic way – with high transparency and continuous improvement. The concrete performance indicator for this is our development in the EcoVadis rating system, one of the most renowned external sustainability assessments worldwide. The rating covers a broad range of topics: from the environment to labour and human rights through to ethics and sustainable procurement. Here, Böllhoff improved from 47 points (2023) to 58 points in 2025 – a development that confirms our chosen path.

“EcoVadis is an external rating system that uses a holistic approach. It incorporates many different indicators and evaluates them comprehensively. The assessment is performed by a neutral institution. That is what makes it so valuable”,

says Jannik Desel, who is delighted with this development.

He and a team are currently working on evaluating the KPIs for all seven value contributions and their future application in broader sparring sessions. This will define the next steps and determine how each of the seven contributions can be leveraged in the future. In the medium term, we want to see this value contribution come to life across the board – in decision-making, in conversations and in our corporate culture.

A navigation system for multidimensional decisions

If applied consistently, the value contribution could serve as a guiding framework within the company in future – a compass for making the right decisions. But Jannik Desel takes it one step further:

“I would prefer to describe it as a navigation system for decision-making. A compass only tells you which direction you’re heading in, whereas a sat-nav also takes other factors like traffic conditions into account – just like our value contribution!”

The process isn’t finalised yet, but the direction is clear: at Böllhoff, we will no longer measure ourselves solely by turnover – but by the total value we create as a company. Identifying values is one thing. Measuring them, refining them and putting them into practice in our decision-making is another. This is precisely the standard we set for ourselves with our value contribution.

Would you like to learn more about how we put sustainability into practice at Böllhoff? Discover more on our sustainability website.



<https://www.boellhoff.com/sustainability>



<https://www.boellhoff.com/magazine>

The stories and people behind sustainability at Böllhoff can be found in our Böllhoff Magazine.

Synergies and new locations:

More 360° Joining Technology for Europe

One group of companies – four world regions in which we support our customers with joining technology today: Asia, Europe, North America and South America. With our own locations close to our customers. In short: we think globally and act locally.

Europe in particular is highly diverse – with a broad, established network of more than 30 Böllhoff sites across 15 countries. In 2025, we took further steps to support our customers even more effectively through this network. By bringing European sites closer

together. And by expanding our local presence: with more modern subsidiaries and the expansion into another country. **For even more 360° Joining Technology in our region of origin: Europe!**



ONE EUROPE, ONE TEAM

Under the guiding principle “One Europe, One Team”, our European locations have been growing closer together since 2024. Always with the aim of harnessing synergies across the entire region – and thus meeting our customers’ needs even more effectively.

In 2025, we further accelerated this integration: in various business units, customer needs are now considered across borders – for all of Europe. Cross-border project teams now support customers with locations in multiple European countries even more seamlessly. And we offer our own products and services to customers with greater focus from a single source – across Europe.

3 questions for Marcel Rupprecht and Dr Wissem Ellouze:



In this interview, **Marcel Rupprecht** (left) and **Dr Wissem Ellouze** (right), Co-CEOs for the Europe region, discuss milestones that have been achieved as well as future objectives.

How has your global region, Europe, become even stronger for our customers in 2025?

Dr Wissem Ellouze: 2025 was a year of new beginnings for Europe: with our newly established function-oriented organisation, “One Europe, One Team”, we have pooled our expertise and accelerated our decision-making. New production sites in Morocco and Türkiye have enhanced our customer proximity and delivery capabilities. We have made targeted investments in the aerospace sector and achieved initial successes. Europe has become more visible, faster and more competent for our customers.

Marcel Rupprecht: As a competence leader in joining technology, we keep our customers at the heart of everything we do.

We have strengthened the practical implementation of our 360° Joining Technology performance promise across Europe – by consistently pooling our country-specific expertise and ensuring that our employees can work together across borders. Guided by a clear vision and a strong customer focus.

Is there a particular experience or project that has stayed with you, one that made growing together within Europe visible and tangible?

Marcel Rupprecht: What I remember most from 2025 are the moments when international team members came together – with tremendous commitment to a new shared direction. One Europe, One Team. Growing together!

As part of our corporate group, the European team embodies our “Böllhoff Way”, guided by our shared values, our culture and our goals. I never cease to be impressed by the cultural diversity and openness, and the courage to embrace change, with which we face new geopolitical realities and specific market demands. Highly satisfied customers and sustainable business practices – for shared success with our customers and partners. This is what drives us.

Dr Wissem Ellouze: I particularly remember the official launch of a single European region: for the first time, we as the entire European leadership team developed a joint strategy – across national borders, cultures and functions. At the same time, the opening of our new sites in Morocco and Türkiye demonstrated how Europe is growing as a single entity: locally rooted, globally connected. That is “One Europe, One Team” in its finest form.

What goals have you set yourself for the further development of the European region in 2026 and beyond?

Dr Wissem Ellouze: Our vision for Europe from 2026 onwards is clear: with our “local for local” approach across 15 countries and strong European networks, we are pursuing targeted and profitable growth – not volume at any price. Our broad portfolio of fasteners, assembly technology and services such as ECOSIT® and ECOTECH, combined with automation, AI and our production expertise, sets us apart. And what makes this strategy a reality are the unique skills and passion of our teams across Europe.

Marcel Rupprecht: In 2026, we will set a clear focus on our customers and the solutions we can offer them – as a reliable partner, even in a challenging European market environment! We will be able to draw on our comprehensive portfolio of products and services. Our offer will create real added value throughout the entire value chain. We will drive growth whilst simultaneously optimising everything related to joining technology!

Furthermore, we will actively promote the use of artificial intelligence and automation technologies to systematically enhance our productivity and ensure our future viability. And last but not least, our employees will continue to be at the heart of our operations in 2026 – with a clear commitment to training, development and personal growth.

Thank you very much for talking to us – and we wish you continued success in the European region!

Through expansions and modernisations in Bulgaria, Spain and Italy, we have consistently continued our **“Think global – act local”** approach in 2025. With strong local teams, modern locations and a clear focus on our customers’ requirements.



Wilhelm A. Böllhoff
Managing Partner

We are delighted to announce that Bulgaria has now become the 26th country worldwide to have its own Böllhoff branch. A warm welcome from the Böllhoff Group to the entire local team!

Bulgaria:

First Böllhoff location on the eastern Balkan Peninsula

With the opening of our new location in Bulgaria, we have established a foundation for further growth in Southeast Europe. Having previously been represented in the country solely through a sales agency, we now serve the Bulgarian market directly with our own branch in Pazardzhik. A local team of six employees brings our broad product portfolio to customers, supported by a 400 m² warehouse

ensuring fast availability of our fasteners. The new site is located just over 100 kilometres from the capital Sofia. It also benefits from proximity to numerous Tier 1 automotive suppliers as well as a strong sheet metal and aluminium processing industry. An ideal environment for continuing to grow together with our customers!



Spain and Italy:

New spaces for future growth

In Southern Europe, we invested in modern working and customer environments in 2025.

In Spain, we moved into new office premises in Madrid in July. The modern space, which includes an integrated showroom, is only a few minutes' walk from the previous sales location. Since it opened, the new site offers our 44 employees optimal conditions for collaboration – and provides customers with a place to experience our joining technology first-hand.

In Italy, near Milan, our sales team also moved into new premises. In total, 61 employees work for us in Italy across sales and production today. Our sales and production sites have been located close to one another for many years. This geographical advantage will remain unchanged after the move. This enables us to combine technical expertise, local production and proximity to our customers – 360° Joining Technology within easy reach!

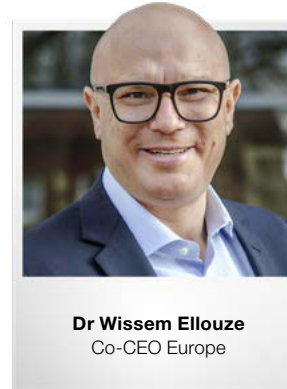


The Spanish team is looking forward to many successful connections in the new office space.

Close to Europe – for Europe:

New production facility inaugurated in Türkiye

Think global, act local: This guiding principle drives us as an international group whenever we invest in our global infrastructure. On 8 October 2025, we reached yet another milestone: Our new production facility in Izmir, Türkiye – Böllhoff's 15th production location worldwide – was officially opened with a festive ceremony.



Dr Wissem Ellouze
Co-CEO Europe

The opening of this new plant marks a milestone for the Böllhoff Group. The location stands for a long-term partnership with the Izmir region and ensures even more reliable supply to our customers in Europe.



It was a momentous occasion: the official opening of the new Böllhoff production facility in Izmir on 8 October 2025.

Around 100 invited guests attended the opening ceremony in Izmir – including representatives from the local government, the IZBAŞ free trade zone where the new building was constructed, and our colleagues from our Bielefeld and La Ravoire/Chambéry locations. They were all treated to a tour of the state-of-the-art production facility, in which we have invested a total of around 20 million euros.

The official ground-breaking ceremony for the new plant was held on 2 February 2024. Even then, it was

clear: situated at the gateway to Europe, this was to be a production facility that would primarily serve the nearby European market – in line with our 'local for local' approach.

The Turkish market, however, also benefits from the fasteners manufactured locally in Izmir. Until now, our only presence in Türkiye has been a sales office in Istanbul, although this has been in place for almost 20 years. With the new production facility in Izmir, we are now consistently writing the next chapter of our story in Türkiye.

New location strengthens existing production in Europe

A key reason for the new facility: in the past, production capacities at our established production sites across Europe – such as in Bielefeld and La Ravoire – were sometimes stretched to their limits. As a result, additional supply from other regions was required for European customers. This is now changing fundamentally, as the new facility significantly increases our production capacity for Europe. The shorter delivery routes for European

customers also have a positive impact on our carbon footprint within the logistics chain. Sustainability and efficiency go hand in hand.

On a total area of 11,000 m² across two floors – equivalent to around 1.5 football pitches – the Izmir site will produce RIVKLE® blind rivet nuts and AMTEC® threaded inserts. More than 100 million fasteners can be manufactured per year. Around 30 employees are currently working at the location, with the number expected to rise to approximately 50 by 2027.



During the opening ceremony, guests were also given a tour of the new production halls.

Future-oriented, certified and built for growth

The smooth start-up of the new production facility was the result of outstanding teamwork by an international project team from France, Türkiye and Germany. This allowed extensive experience from established plants to be integrated into the commissioning phase, ensuring high quality from day one.

The on-site quality management system is certified in accordance with ISO 9001. Further certifications – IATF 16949 for the automotive industry and ISO 14001 for environmental management – are planned for 2026 and 2027.

The new building also offers sufficient capacity for future growth: parts of the second floor are currently unused and reserved for the next stage of expansion.

With our new location in Izmir, we are consistently pursuing our international strategy: think global, act local. We aim to provide our customers worldwide with on-site support, wherever they wish to join components. Because that is precisely what we mean by 360° Joining Technology.



Thierry Morin
Project Manager for the
New Izmir Facility and
Managing Director Böllhoff France

At the Izmir plant, our long-term vision is becoming a reality: a site from which we can supply our European customers with high-quality fasteners at a fair cost – and with a team of passionate employees.

Second Böllhoff location inaugurated in China:

Serving our customers at China's southern gateway to the world



With a total area of over 9 million km², China is one of the five largest countries in the world. To better serve our customers in this vast market, we have expanded our local Böllhoff network. In October 2025, a new sales location was officially opened in Guangzhou, a major industrial and commercial hub in southern China. A significant step towards even closer customer proximity in a dynamic market!

The new location comprises a sales office and its own warehouse on a total area of approximately 610 m². At this initial stage, eight staff members are working in the new office, situated close to existing and potential customers in southern China. This will enable us to support local customers even more closely in future, in keeping with our motto “Think global, act local”. The Guangzhou subsidiary is our second Böllhoff location in China. Previously, we were represented only in the east of the country in Wuxi (near Shanghai).

Our Managing Partner Wilhelm A. Böllhoff and Sven O. Ammer, CEO for the Böllhoff Asia region, celebrated the opening there together with the local team in October 2025. Wilhelm A. Böllhoff expressed his satisfaction with this move into southern China:

“Guided by our passion for successful joining, this milestone strengthens our long-term commitment to creating value for our customers.”

Böllhoff and China: connected for more than 25 years

Guangzhou – China’s southern gateway to the world

For more than 2,000 years, Guangzhou in southern China has been an important trading city, for example as part of the Maritime Silk Road. Today, the Pearl River Delta around Guangzhou has evolved into one of the largest metropolitan regions in the world. The city’s importance for trade remains evident: it hosts the Canton Fair, the largest and oldest import and export fair in China. In addition, the Guangzhou port is ranked sixth worldwide in terms of container throughput. This makes it an ideal trade hub for our second Böllhoff subsidiary in China.



Fred Zhang
Business Unit Director
Factored Products

We have been active in the Chinese market since 1999, initially with a sales office in Shanghai. These modest beginnings eventually grew into a larger site in Wuxi – which, when it opened in 2004, was home to Böllhoff’s first production facility in all of Asia.

Today, the Wuxi site is the centre of our business activities in China and large parts of Asia, integrating sales, production and logistics in a single location. For more than 20 years, fasteners have been produced there specifically for the Asian market, including RIVKLE® blind rivet nuts and studs, various thread inserts, and plastic fasteners. More than 330 employees now work for Böllhoff in Wuxi.

With the opening of our facility in Guangzhou, we have established a strategic presence in the Greater Bay Area (Guangdong – Hong Kong – Macao), at the heart of China’s most vibrant manufacturing and innovation hub. This enables us to combine high engineering standards for our customers in southern China with local responsiveness and flexibility on site.

Asian Sales Conference 2025:

Between auto rickshaws and sales meetings



Almost 20 participants from management and sales – from seven Asian countries – came together for two days of intensive dialogue. And one shared goal: to strengthen regional cooperation in order to support our customers in Asia even more effectively. This is the takeaway from our **Asian Sales Conference 2025**, which took place on 18 and 19 August at Böllhoff Thailand – at our company site in the megacity of Bangkok.

Our Managing Partner, Michael W. Böllhoff (fourth from the right), had also travelled from Böllhoff headquarters in Bielefeld, Germany, to attend the event.

The focus of the Asian Sales Conference 2025 was fostering dialogue across the entire region. Managing directors and sales employees from the Asian countries in which we operate our own Böllhoff locations were present. Participating countries included China, India, Japan, Malaysia, South Korea, Thailand and Vietnam.

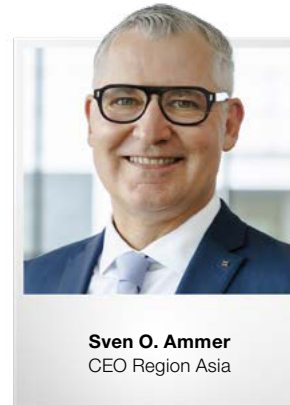
From in-depth exchange ...

The two-day conference provided an ideal platform for a mid-year review, discussions on current projects and strategic discussions. The aim was consistently to strengthen cooperation in the Asian region – in the interests of our customers. Participants also exchanged ideas on future initiatives designed to drive sustainable growth in Asia.

Of course, external input was also a key part of the event. A team from the Nord-Lock Group, our partner in the screw lock field, was also in attendance and shared their product expertise in a presentation. The extensive Böllhoff product portfolio also includes Nord-Lock wedge-locking washers: delivering maximum safety for critical screw connections.

... to a Thailand experience on three wheels

In addition to sharing information, there was also plenty of time for shared experiences. After the official part of the event, the participants zipped through the bustling streets of the Thai capital in a fleet of auto rickshaws. There is hardly a more iconic way to experience Bangkok, and the group's energy carried naturally into the subsequent sales discussions.



Sven O. Ammer
CEO Region Asia

The Asian Sales Conference is an important opportunity for us to bring colleagues from across Asia together, share insights and reaffirm our commitment to delivering value for our customers.

This year's event in Bangkok was a great success – and we are confident that close collaboration within our regional teams will further drive growth in the future!

Passion for successful joining on the other side of the Atlantic

Creating added value for our customers by successfully joining components – that is what drives us, now spanning five continents in four Böllhoff world regions. And in some parts of the world, we have been doing so for decades. In North America, for example.

Here, our subsidiaries celebrated milestone anniversaries in 2025: 60 years of Böllhoff in Mexico and 25 years of in-house production in the USA. All the more reason to take a look across the Atlantic – beyond the crashing waves to the other side.

It all started with the Beetle:

60 years of Böllhoff in Mexico

The 1960s were a decade of contrasts and change – from the Rolling Stones and The Beatles to the miniskirt and flared trousers, from the Cold War to the Economic Miracle in Germany. One car came to symbolise the German Economic Miracle like no other: the VW Beetle. This iconic vehicle reached its peak in the 1960s and became a global export

success far beyond Germany. From 1964 onwards, the Beetle was also produced in Mexico, where it was affectionately known as the “Vocho” – a portmanteau of “Volkswagen” and “bicho” (bug). It marked the beginning of an automotive success story that lasted for decades – until the very last Beetle rolled off the production line in Mexico in 2003.



In the mid-1960s, the Beetle success story also took Böllhoff – which until then had only been active in Germany and Austria – across the Atlantic. In a bold move, Dr Wolfgang W. Böllhoff, the third-generation head of the company, followed Volkswagen to Mexico. By this time, we had already established ourselves in the VW Beetle with our HELICOIL® thread insert, specifically for securing the exhaust pipe. Consequently, we set up a sales office in Mexico City in July 1965. And so, in 2025, Böllhoff in Mexico celebrated its 60th anniversary – thanks to the Beetle!

Today, after several relocations and expansions, our Mexican site is located in Santiago de Querétaro. We have grown significantly in the region since the 2010s, particularly within the local automotive industry. Mexico is now a major automotive manufacturing location, partly thanks to the Beetle's success story, with numerous production facilities established by international car manufacturers. Accordingly, we work with various automotive customers there, supplying their local production sites with fasteners. Just over 30 employees in Mexico deliver our 360-degree approach to our customers.



Guillermo Zamudio
Managing Director
Böllhoff Mexico

60 years of Böllhoff in Mexico – that's 60 years of history, growth and fun. We are very proud of that! My sincere thanks go to the many colleagues in management who have supported us along the way – and even more importantly, to our entire team in Mexico, whose dedication and pride have made this story possible in the first place.

¡Felicidades por su 60 aniversario, Böllhoff México!

Expertise in blind rivets in the United States:

25 years of Böllhoff production in the USA

Admittedly, our first steps in the US market go back more than 25 years. We opened a sales office in Portsmouth, New Hampshire, as early as 1992 and pioneered the market there by introducing blind rivet nuts in metric sizes. Until then, these fasteners had been available in the US only in imperial sizes, in line with local practice.

However, in the 1990s, metric components gained importance as more and more European companies expanded into the United States. After several years in the US market, it became clear that a local production facility was essential to fully realise our growth potential.



Steven P. Paddock
CEO Region North America

The anniversaries in Mexico and the US represent meaningful milestones for the Böllhoff Group and demonstrate our longevity in serving our customers in North America. We can be especially pleased with the camaraderie we have built with our 125 colleagues across the region. The foundation of a great team is in place to confidently approach our next phase of growth.



This brings us to the anniversary celebrated in 2025. It was the anniversary of a key milestone that accelerated our growth in the US exactly 25 years earlier: the acquisition of our own production facility for blind rivet nuts in Kendallville, Indiana. This expansion was jointly realised in August 2000 by the third and fourth generations of the family – Dr Wolfgang W. Böllhoff and his son Michael W. Böllhoff. In May 2025, the circle closed: both returned to the United States to celebrate the anniversary together

with Steven P. Paddock, CEO for the North America region, and all local employees.

Today, we are firmly established in the United States as a supplier to a wide range of customers, particularly from industry and automotive. Almost 100 employees now work for Böllhoff in the US, producing more than 100 million RIVKLE® blind rivet nuts and studs annually at our Kendallville facility. Here's to the next 25 years of production in the USA!

*Congratulations
on your
25th anniversary,
Böllhoff US!*

I feel very honoured and grateful to have been with the company for so many years. Böllhoff respects its employees, offers great benefits – and I love what I do.

Lanny Fredrick
Production Employee
in Kendallville



I am happy to have been part of a successful team until today. Here in the States, Böllhoff has developed a core family. And I've been treated well all these years – sometimes better than I deserved.

Jeff Leslie
Tool Crib Attendant
in Kendallville



Lanny and Jeff have both been with us since the very beginning at the Böllhoff production site in the USA, so they have experienced the full 25 years on site!

South America and Böllhoff:

An inspiring connection



Established on the continent since 1964:
Local production of the VW Beetle brought Böllhoff not only to North America (Mexico) as a supplier, but also to South America (Brazil).

Today:
Three locations in two South American countries – in Brazil and Argentina.

From the Amazon to the Andes and across the mighty Atacama Desert, South America is shaped by extreme geographical contrasts, tremendous biodiversity and a rich culture. It also boasts a decades-long connection to Böllhoff! Over this double-page spread you will discover some of the key insights, facts and figures that set Böllhoff apart in this fascinating continent.

One Böllhoff production site for the region in Jundiá, Brazil.



In South America, people are very much at the heart of what we do.

This is clearly reflected in the strength of our commitment to social causes at a local level. One example is the Instituto Böllhoff de Medula, an organisation dedicated to encouraging more people to donate bone marrow to leukaemia patients through its campaigning efforts.



The next phase of Böllhoff's expansion in South America is in sight:

In 2025, the decision was made to build a new logistics centre in Jundiá (Brazil), our largest site in the region. The goal is to roughly double our existing logistics capacity, creating the foundation for future growth. The new facility is scheduled to open in the first half of 2027.

Another is the importance placed on local education and training opportunities, including through the Josef Böllhoff Training Centre at our location in Jundiá (opened in 1992).

35.3

million euros in sales across South America in 2025.

Over 300 employees embrace our passion for successful joining.



One of the largest industries in the region is mechanical engineering and vehicle manufacturing for the local agricultural and construction sectors. This is therefore an important local customer base for Böllhoff, too.



Flavio da Silva
CEO Region South America

We invest a great deal in the training of our employees because we believe in team development. Other companies may have similar machinery to us or an equally advantageous location, but they don't have our people: and it's their dedication and expertise that make all the difference.

Business development of the Böllhoff Group

These are uncertain times, and the global economic climate remains challenging. In 2025, ongoing geopolitical conflicts and rising protectionism had a negative impact on economic development, particularly in export-oriented Germany. This was compounded by sluggish economic growth in Europe, currency fluctuations, and high operating costs – obstacles that companies, particularly in this country, are struggling to overcome. In these difficult conditions, the Böllhoff Group recorded a decline in turnover in 2025 to 726 million euros (2024: 754 million euros). This represents a moderate decline of -3.6% compared to the previous year (currency-adjusted: -1.3%).

We have used this slight downturn as an opportunity to continue investing in the company: in new locations worldwide, in the training and further education of our employees, and in digitalisation and process optimisation. Across the Group, a total of 38 million euros was invested. Our equity ratio remained stable at around 50%. At the same time, the Group successfully completed the largest restructuring in our recent history: the transition to four world regions.

A focus on sales development in 2025

Looking at the 2025 sales development in detail, the year showed two distinct phases. While the first half of 2025 was characterised by weaker monthly sales, the second half recovered significantly.

We are confident that our efforts to continuously develop our business by world region and industry also contributed to this positive momentum.



Our sales performance varied across our world regions in 2025.

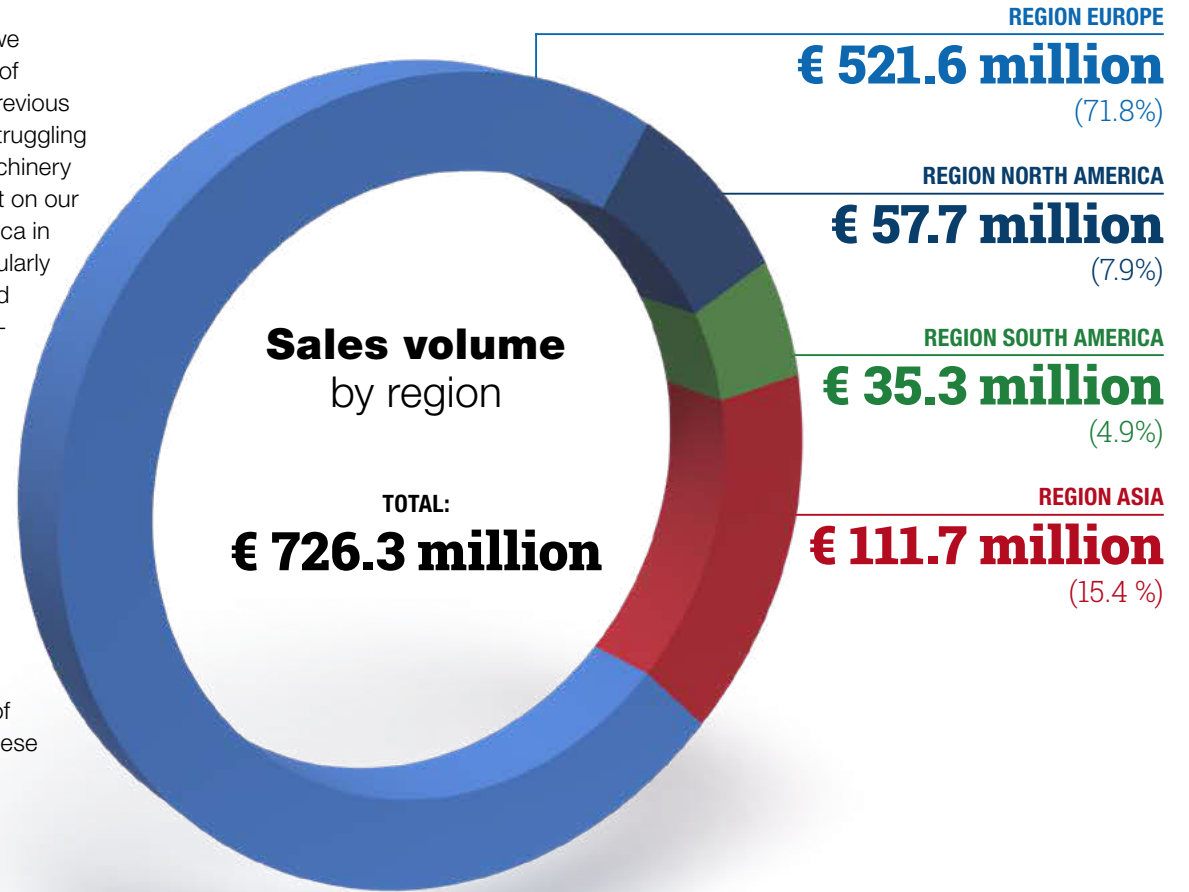
Due to the challenging economic situation in **Europe**, the region's sales performance fell short of the previous year's figures. Thanks to a stronger fourth quarter in 2025, the decline in sales was mitigated to a final figure of -3.6% compared to 2024. In Europe, the aerospace sector was a particular source of positive momentum, whereas the industry and automotive customer segments suffered noticeable losses.

The **North America** region saw a particularly sharp decline, with sales falling by 15.5% from the strong performance of the previous year, 2024. This was attributable to the challenging market conditions in the US resulting from tariff policies, particularly in the automotive sector, as well as the weak US dollar. On a currency-adjusted basis, the decline in sales in the North America region was significantly lower (-10.5% compared to the previous year).

In **South America**, we recorded a slight increase in sales compared to 2024 (+1.1%). Weak regional currencies were also a key factor here:

on a currency-adjusted basis, we actually achieved sales growth of +11.0% in the region over the previous year. Despite this growth, the struggling automotive and agricultural machinery sectors had a dampening effect on our overall business in South America in 2025. Both sectors were particularly affected by US tariff policies and the generally challenging framework conditions.

We saw positive sales growth in **Asia**, where we ended the year with a 2.3% increase in sales over the previous year. The increase in this region was even higher when adjusted for currency fluctuations, at +6.5%. We recorded a noticeable upturn in demand in Asia, particularly in the final months of 2025, specifically from the Chinese automotive sector.

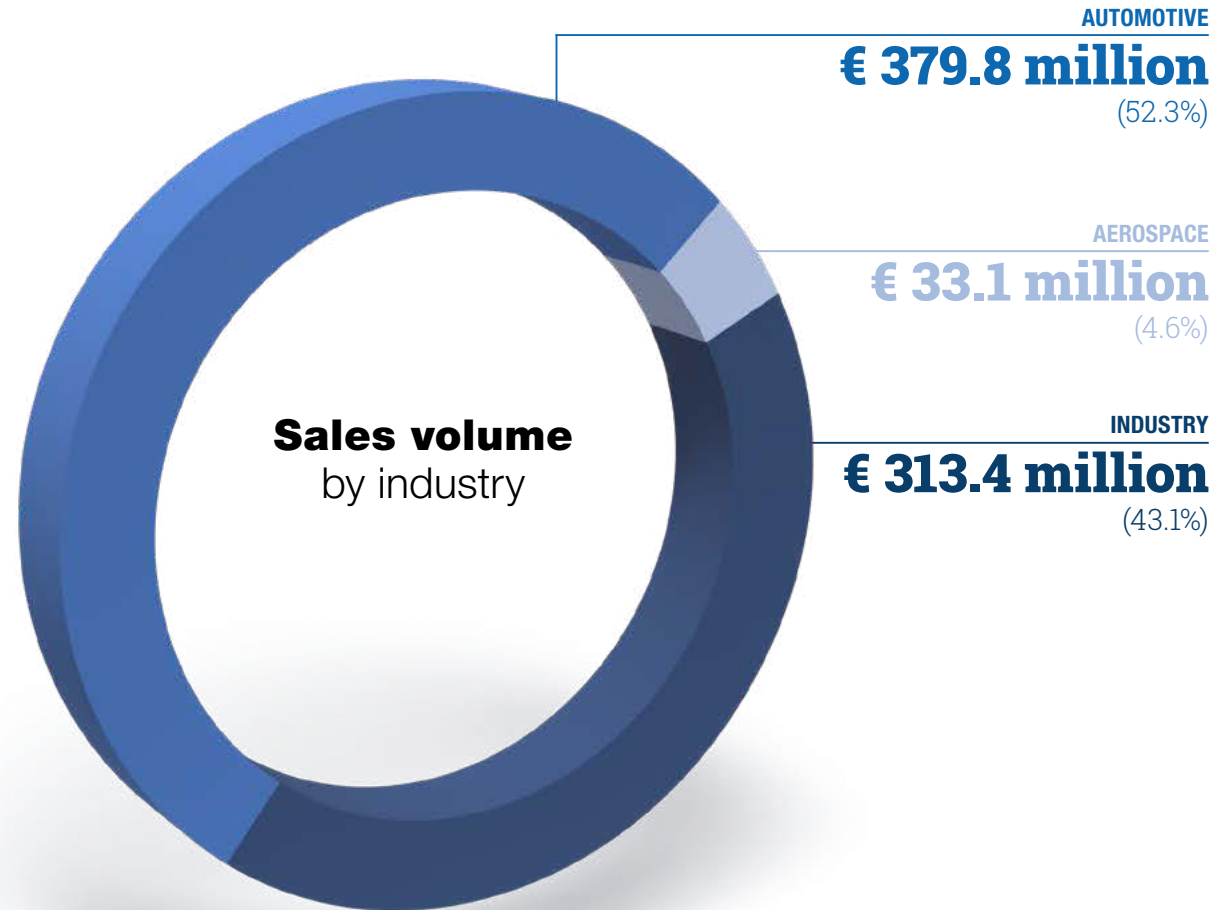


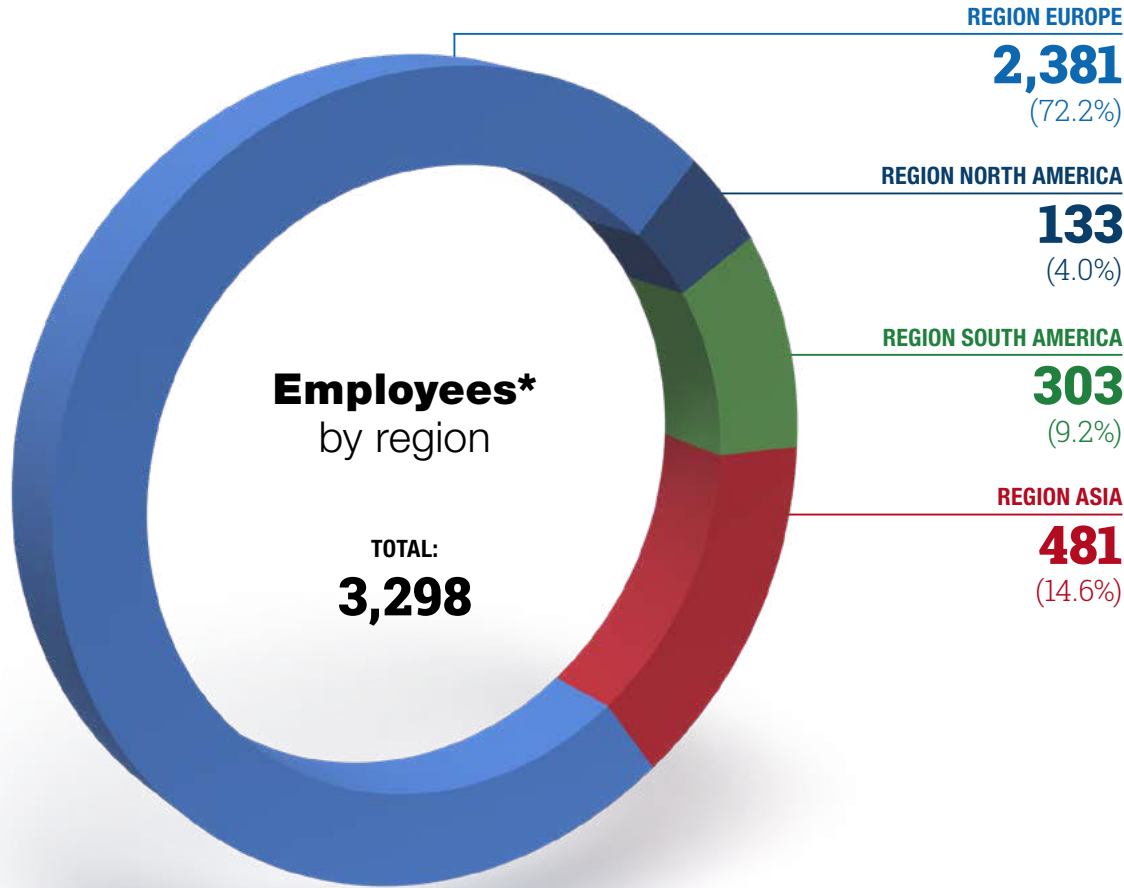
Sales development by customer segment

On the whole, the Böllhoff Group serves a healthy and balanced customer portfolio. If we look at sales development by customer segment in 2025, the overall picture remains similar to the previous year.

We recorded declines in sales in the **automotive** and **industry** sectors, albeit more moderate than in 2024: -4.7% in the automotive sector and -3.7% in industry. This is a reflection of the continuing challenges facing these sectors in many countries, as well as the ongoing structural changes in the automotive industry, particularly in Europe.

The **aerospace** sector, on the other hand, performed well: here, we achieved significant growth in sales of +12.1% over the previous year. As a result, the aerospace sector's share of the Böllhoff Group's total revenue continues to grow – and is now approaching 5%. The numerous initiatives designed to expand our position as a joining technology expert for this sector are clearly bearing fruit here.





Similar to previous years, 2025 was another challenging year – due to the multiple crises of the recent past and rising protectionism worldwide. Despite this, we were able to lay the groundwork for stronger growth opportunities in the future: through strategic investments, more efficient processes that benefit our customers, and additional synergies between countries and regions.

As a result, we are emerging from 2025 in a stronger position – and are optimistic that we will be able to carry the positive momentum of the second half of the year into 2026.

* Average number of active full-time workers including temporary workers

All sales and employee figures include the following companies, which are part of the Böllhoff Group:



Governing bodies of the Böllhoff Group



Board of Management of the Böllhoff Group (left to right): Dr Jens Bunte, Thomas Pixa, Dr Cathrin Wesch-Potente, Michael W. Böllhoff and Wilhelm A. Böllhoff

Board of Management

Wilhelm A. Böllhoff (C)

Region South America, Corporate People and Culture, Associated Companies

Michael W. Böllhoff (C)

Region Europe, Region North America, Region Asia, Corporate Communication and Branding

Dr Jens Bunte

Corporate Research and Development, Corporate Management Systems

Dr Cathrin Wesch-Potente

Corporate Processes and Digitalization, Chief Information Security Officer

Thomas Pixa

Corporate Treasury, Corporate Finance, Corporate Legal & Compliance, Real Estate Management

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Christian G. Böllhoff

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Hans Beckhoff

Managing Partner of Beckhoff Automation GmbH & Co. KG

Jens Fiege

Managing Partner of FIEGE Logistik Stiftung & Co. KG

Dr Wolfgang W. Böllhoff

Honorary Chair of the Advisory Council

C = Chair



CEOs of Böllhoff's four world regions



Dr Wissem Ellouze
Co-CEO Region Europe



Marcel Rupprecht
Co-CEO Region Europe



Sven O. Ammer
CEO Region Asia



Steven P. Paddock
CEO Region North America



Flavio da Silva
CEO Region South America



The CEOs of Böllhoff's four world regions (from left to right): Dr Wissem Ellouze, Sven O. Ammer, Steven P. Paddock, Marcel Rupprecht and Flavio da Silva

BÖLLHOFF

Passion for successful joining.

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