

(re) *THINK!*
Business Development

How bilstein group's agile & sustainable approach will help secure your business

(Re)Think Business Development



Karsten Schübler-Bilstein,
Group Managing Director

Jan Siekermann,
Group Managing Director

Dear valued customer,

The Automotive Aftermarket is all about parts, right? Yes and no! Parts are the basis of our industry - without them there would be no repairs and, ultimately, no business! But, in the complex world we live in today, it has all become so much more. That is why we, the bilstein group, have decided to re-think business together with our customers and partners: we want to offer you more than just affordable quality repair solutions.

We live in an ever-changing market, with the dawn of the e-mobility revolution on the horizon. Not only are new laws, market situations and regulations having a significant impact on the IAM and its players, but so are transformed driving habits, digital commerce and prolonged repair intervals. Our

reaction to this new environment is to be as flexible as possible. All our processes are designed in a way that we can quickly adapt them to new and challenging situations. Of course, this agile approach also applies to our employees - they always try to find new or different solutions if an old path has become a dead-end.

Change is Our Tradition!

For us, agility is not a one-sided process. It is all about partnering with our customers to further develop our mutual business and our market, creating new opportunities along the way. By offering each other exclusive insights into our companies, we

gain new perspectives - to our mutual benefit.

This is How We (Re)Think Business!

While we try to adapt to changing situations as fast as possible, our aim is to retain a sustainable business model. Our approach has always been to go wherever we can create longstanding business relationships with our customers. Therefore, we have strengthened our program for passenger cars and commercial vehicles in the last decade, and have also decided to integrate products for off-highway vehicles into our program.

Of course, we already have thousands of parts for hybrid, electric and alternate-powered vehicles in our range, but it is a misconception to believe that the IAM has radically changed. Non-electric technical components are still incredibly important and, for us, they always will be - for any vehicle, no matter what kind of drive they rely on.

The Business is Now, and We Will Make It

In the Automotive Aftermarket it is all about strong and trustful partnerships. With our agile and sustainable approach, we will support you in the best way possible to create successful business cases - now, and in the future.

Kind regards,

Contents

04	Tomorrow's Needs are Our Drive <i>What Drives Us</i>
08	Availability is Key <i>Logistical Excellence</i>
12	SOLUTIONS DRIVEN BY YOU <i>febi Car</i>
14	The Proof of Perfect Fit <i>Blue Print</i>
16	Keeping Vehicles Healthy <i>SWAG</i>
18	febiXSchwabentruck <i>febi Truck</i>
20	Stay on the Field <i>Off-Highway</i>
22	Solutions for Alternative-Drive Vehicles <i>Alternative-Power Portfolio</i>
24	"Change is Our Tradition" <i>Future Challenges</i>
26	On the Road to Sustainability <i>Environmental Responsibility</i>
32	Cutting Edge Manufacturing <i>Engineering</i>
36	Always at Your Service <i>Locations</i>
38	Building the Offices of the Future <i>New Work</i>



Tomorrow's Needs are Our Drive

How the bilstein group Tackles Future Challenges

The bilstein group has been in the mobility business for a long time - longer than the automotive sector has existed - and we have always adapted quickly to new situations to provide what the market requires and create business opportunities. This is no different today - the mobility business is changing, and so are we!

More than 3,000 new articles are being introduced annually for passenger cars and commercial vehicles, and we have a database of over 90,000 individual vehicle variants. The delivery of more than four million catalogue applications to the screens of distributors and installers around the world puts the bilstein group in a very strong position to provide the IAM with the widest range of repair and maintenance parts.

Following the growing market share of alternative mobility, we are constantly expanding our range in this area. The bilstein group already has more than 6,000 parts on offer for the hybrid, electric and alternate-powered vehicle sector.

Acquisition of Motair

bilstein group took over the company Motair in 2021. Motair specializes in turbochargers and offers products from well-known OE manufacturers as well as remanufactured turbochargers.

Turbochargers are an integral part of modern combustion engines,



Turbochargers have become an integral part of modern combustion engines.



Boosting Your Turbo Business

combining high performance with environmental efficiency. As such, it is almost essential for new vehicles to have one.

"With this investment, we are taking another important step on our way to offering bilstein group customers the most comprehensive range of high-quality repair solutions possible," says Karsten Schüßler-Bilstein, Group Managing Director of the bilstein group.

Remanufacturing plays an increasingly vital role in the IAM's efforts to become more sustainable by prolonging the life of wear parts.

As Motair is one of the leading European suppliers, the bilstein group has acquired great expertise in this area.

High-Quality Brands

Our competitive advantage over mono-producers and technology leaders is flexibility - they only produce what they can, and we offer what is needed. For us, quality is not only a matter of manufacturing! You do not have to produce quality yourself - you must control and sustain it.

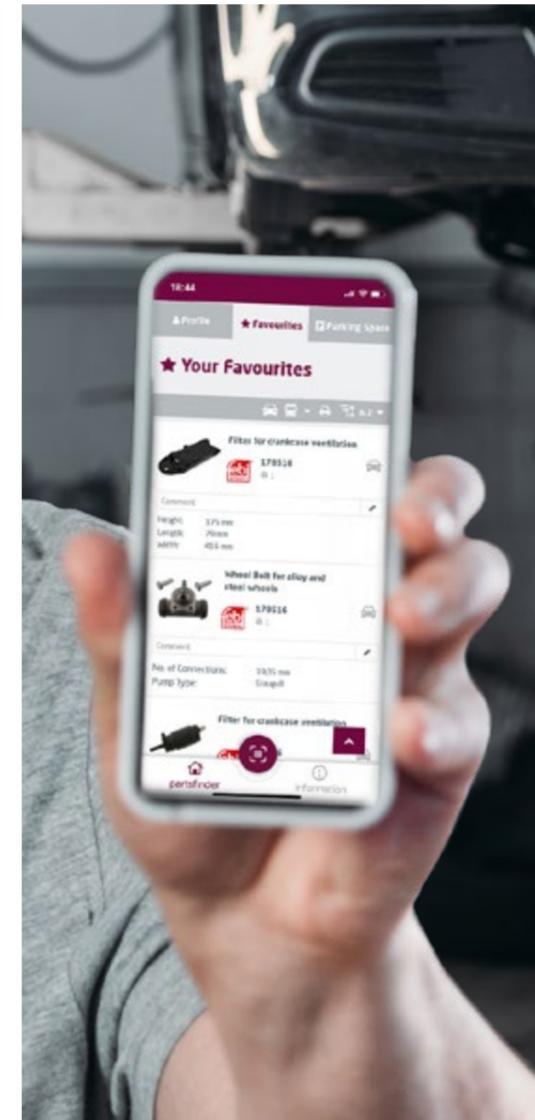
We have three strong and world-renowned brands: febi, SWAG and Blue Print, all with individual strengths for different markets and vehicles. These brands stand for high-quality repair solutions: the brands control the quality, and the quality protects the brands.



Sharing is Caring

Our goal is to show you unlocked market potential. Please feel free to contact us and start a conversation - this way, we can support you as best as possible:

+49 2333 911-0 info@bilsteingroup.com bilsteingroup.com



True Independence

The bilstein group is a family-owned company. As a result, we are free to go wherever and with whomever we can make business - we are agile. This is what we call true independence.

Furthermore, we are fully committed to supporting the independent replacement parts

business on all levels. Our main goal is the ongoing success of the IAM. Today, and in the future, car and truck drivers need to be able to choose between an OE and an IAM workshop. For this to work, we need free competition and, if necessary, we are prepared to fight for the right to fair competition in court - for the IAM, for our business and especially for the consumers. Everything else is a dictation, or monopoly, and that is against our 'free and independent' ethos.

Research & Data

Data helps us to deliver predictable business. However, we do not rely on third parties for vehicle data; instead, the bilstein group employs an in-house team of specialists dedicated to vehicle research and data accuracy. They are constantly collecting data to verify that we have the correct parts in range. We are also creating our own solutions - developing new software to fulfil

our customers' future needs and anticipating upcoming trends at an early stage.

The data we collect is more than just vehicle data. Having the correct data plays a crucial role in every aspect of business - from competitive intelligence and sourcing, to pricing and sales. For us, data analytics is one path to success: by collecting, analyzing and utilizing data, we establish controlling processes and stimulate business development.

Digital Commerce

The automotive aftermarket is becoming more and more digital, and so is the bilstein group. An internal department is focusing

solely on digital commerce to support our customers in the online world - online retailers and the stationary trade alike. We support these customers with targeted content and solutions, such as 360-degree product images and videos, or with direct system connections to help them experience our products digitally.

In the long run the bilstein group has the same ambitious thinking online as it does offline, meaning we want to be just as customer-oriented. To do this, it is important to listen to every customer and recognise their needs.

Facts & Figures

2,350 employees 

+ 1844 year of foundation

22 subsidiaries 

 **3** world-renowned brands

 **830 m €** turnover 2021

62,000 different spare parts for passenger cars and commercial vehicles 

Availability is Key

How bilstein group Guarantees Logistical Excellence



Early on, we identified two key factors for future success in the IAM: availability and logistics, which go hand-in-hand. Already equipped with the knowledge that growth can only be achieved with logistical excellence, the bilstein group set its growth goals into motion years ago.

To guarantee worldwide availability of products and services, we continuously invest in the expansion of our logistics capacities. We have taken measures to offer our customers a comprehensive range of parts and secure availability even during these uncertain times. We are a guarantor for reliable and customer-friendly stockholding.

Biggest Investment

The most important development was undoubtedly the 2022 opening of our second large logistics centre in Gelsenkirchen, Germany. At 120 million euros, this is the biggest investment in the history of the bilstein group and a huge step towards optimizing our complete supply chain.

The location of our new logistics centre offers ideal opportunities for further expansion. The building is already 45,000 m² in size, but we can double logistics space in years to come. This significantly expands our logistical capacities and helps us to support you, and your business, even more.

Our Success, Your Benefit

Our latest investment is a clear signal to the market: the bilstein group will continue to focus on growth and strengthening the Independent Aftermarket in the future.

As a private company, run by the owners, we invest long-term to sustain both our customers' and our own growth process.

We create future-oriented logistics solutions to support sustainable growth for both us and our international partners, or to put in simpler words: More Space – More Parts – More Business!

Individual Support

Gelsenkirchen adds to our existing 10 warehouse locations, with the bilstein group having a storage area of more than 145,000 square metres in total. Besides Germany, we maintain logistics sites in China, France, Italy, Portugal, Serbia, Spain, Singapore and the UK - we are close to our customers and can support them individually. In addition to this, we will connect all our worldwide sites into one 'virtual logistics hub' in the years to come.

Work With Us

The constant optimization of the complete supply chain cannot be done alone. We invite you to work closely with us on our journey towards logistics excellence, based on a constant dialogue and the exchange of ideas - to become better, to reduce logistics costs and to support each other.

Watch Now!

Discover the construction of our new logistics centre and take a look inside the building. Scan the QR code to watch the whole video on YouTube.



2.2 million packages leave our logistics centres every year

11 logistics sites

145,000 m² total logistics area

400 new employees in 2022 in our new logistics centre in Germany

SOLUTIONS DRIVEN BY YOU

febi Introduces New Brand Claim

Change is at the core of the febi brand, in order to always offer customers the best repair solutions - in the past, today, and in the future. That is why, in September, the brand introduced a new claim: SOLUTIONS DRIVEN BY YOU.

The new claim is the definition of the febi brand and represents our commitment to customers, who continue to be at the centre of all our activities. Whether they distribute, install or even experience our various solutions on the road, customers are at the heart of everything febi does.

febi's intense customer focus and its know-how and expertise in the Independent Aftermarket not only demonstrates the leading character of the febi brand, but also refers to how we - the bilstein group - already know today, what our customers will need tomorrow.

Find out more about the new febi claim and what it means for the IAM:

SOLUTIONS

Whether you are a driver, workshop owner, retailer or mechanic, febi has the best solution for you. With technical competence, manufacturing know-how and the assurance of a 3-Year Manufacturer Guarantee for all products, you can trust in febi to provide the right product, in the right place, at the right time. The range of more than 47,000 technical parts for passenger cars and commercial

vehicles is ever-growing in conjunction with febi's aim to make new, OE-matching quality products available to the Independent Aftermarket as soon as possible.

DRIVEN

"We are driven in everything we do. We are driven by our customers, the needs of workshops and drivers worldwide, and by our employees. Of course, the febi brand has an inherent link to the word 'driven' - our solutions are driven on the road every day - but, for us, it is much more than that. We are driven with passion and commitment to provide OE-matching quality parts developed for your needs - anytime, anywhere. Tomorrow's Needs are Our Drive", says Mick Burke, Group Category & Brand Development Director CAR at the bilstein group, whose team is responsible for the new febi claim.

BY YOU

This is a statement of intent, and emphasizes the importance of you - everyone purchasing, installing and driving with febi parts all over the world. Whether you distribute, install or even experience our solutions on the road, you are at the heart of everything febi does.

Discover more online at:
www.febi.com



1923
Brand introduction



34,000
products for
passenger cars



Highlights
Steering & Suspension
NVH
Engine Management
Electrics



3
Year
Manufacturer
Guarantee



The Proof of Perfect Fit

Why Blue Print is the Ideal Brand for Asian Makes

Whether you're looking for a water pump for a Great Wall Hover or a brake pad for an Isuzu Bighorn, trust in Blue Print to find what you're looking for. The bilstein group brand is the specialist for Asian vehicle parts in the Independent Aftermarket, providing solutions for over 20 Asian vehicle manufacturers - with over 160 product types and more than 24,000 spare parts in range.

From SUVs such as the Hyundai Tuscon and Kia Sportage, to sporty sedans such as the Mitsubishi Lancer Evolution and Subaru Impreza, Blue Print is the right choice for all Asian vehicle requirements - from brake pads to timing belts and everything in-between.

A Special Logo with a Special Meaning

The thumbprint in the logo is our symbol of precision, uniqueness and quality. When perfection is achieved, we are happy to leave our mark - leaving a thumbprint is the Blue Print way of symbolizing this: **#theproofofperfectfit**

Any time you see Blue Print's thumbprint, consider it our mark of approval. Since 1994, that approval is reached when perfection is achieved; only then is a product ready to be released. This is proven by our products being the perfect fit, every time - whether it's an Asian vehicle part or a component from our extended all-makes

ranges for filtration, braking and clutch. With OE-matching quality at all times, you can rely on Blue Print.

Heavy Focus on Asian Vehicles

Blue Print's rapidly expanding range of OE-specification articles and the security of products being Right First Time® - assured with a 3-Year Manufacturer Guarantee - makes the brand a specialist for spare parts fitting Asian vehicles.

Tests, Samples & Inspections

The in-house bilstein group testing facilities feature equipment such as 3D-precision measuring arms, spectral analysers and micro-hardness testers. Utilizing our vast library of OE samples, we are then able to test our product directly against an OE equivalent.

A dedicated team of engineers conducts thousands of component comparisons every year and will reject product samples if they do not meet Blue Print's exact specifications.

All of Blue Print's manufacturing partners are inspected by fully-qualified auditors. This is to ensure and verify that - at a minimum - ISO manufacturing standards and processes are being adhered to.



1994
Brand introduction



24,000
products for
passenger cars



Highlight
Specialism
in Asian
vehicle parts



3
Year
Manufacturer
Guarantee

Right First Time®

The Blue Print brand claim articulates the values of quality and accuracy that users of Blue Print across the world have come to rely on since its launch in 1994. With Blue Print, it will always be Right First Time® - extensive testing to reach OE specification means a perfect fit, every time.

Discover the complete range online at www.blue-print.com



Online Booklet

Blue Print has created a booklet that illustrates a selection of products for some of the most important and iconic Asian vehicles. Take a look or visit blue-print.com



Keeping Vehicles Healthy **SWAG**

The 'VITAL Lines' from SWAG

For humans, a heartbeat is essential to life. For a car, the anatomy is quite similar: a vehicle can only remain healthy with a strong nucleus of high-quality components. That is why SWAG has introduced 'VITAL Lines' - the beating heart of the brand, with a clear and essential offer of five core product groups.

Covering over 80 vehicle manufacturers, the SWAG 'VITAL Lines' range of over 25,000 articles will provide everything you and your customers need to keep vehicles healthy.

Steering, Suspension & NVH

Potholes are a frustrating reality of modern-day driving, leading to a bumpy ride for the driver and passengers. The vehicle itself also suffers through the extreme loads placed on steering and

suspension parts such as ball joints, stabiliser links and tie rods. SWAG 'VITAL Lines' provides the highest quality, OE-matching steering, suspension and NVH components for safety and driving comfort.

Engine Timing, Electrics & Sensors

These are crucial parts to keep a vehicle healthy! From timing chain kits to auxiliary belt kits and components, as well as key electrical articles (such as glow plugs & relays) and a broad range of sensors, SWAG offers an all-makes range for engine timing - with all products in OE-matching quality.

Braking, Wheel Bearings, Hubs & Fastenings

It is vital for a vehicle to be able to stop in time! SWAG's essential range of braking components, from brake pads and discs to shoes and

drums, offers only OE-matching quality parts to ensure safety and comfort on the road.

Wheel bearing and fastening components - including wheel bearing kits, wheel hubs and wheel bolts - contribute to additional road safety through their strength and quality.

Lubrication & Cooling

A combustion engine must operate in a certain temperature window in order to function in its optimal state. To ensure a vehicle's systems are running smoothly, it is crucial to use the correct fluids and chemicals, such as coolant, engine oil, transmission & hydraulic fluids. This 'VITAL Line' also features related key cooling components such as water pumps, thermostats, radiator fans and coolant tanks - all in OE-matching quality.

SWAG EXTRA

SWAG EXTRA: additional, carefully-considered product solutions which benefit and enhance the life of a vehicle. The EXTRA range accommodates 'niche' products and supporting materials that are not commonly grouped together, but are essential for keeping a vehicle healthy - for example, automatic transmission filters and kits. SWAG EXTRA provides additional VITAL replacement parts which further support the Independent Aftermarket.

Your Trusted Partner

As part of the bilstein group, SWAG is committed to providing a wide range of OE-matching quality

products anytime, anywhere. Upholding the bilstein group's traditional German brand heritage and manufacturing competence, customers have trusted SWAG since the brand was founded over 65 years ago and still rely on it today.

Discover the SWAG brand experience online at: www.swag.de



1954
Brand introduction



25,000
products for
passenger cars



Highlights
The five 'VITAL Lines'
product groups



3
Year
Manufacturer
Guarantee

febiXSchwabentruck

Why a Renowned Truck Racing Team Trusts in Our Products



#Powerwoman

Steffi Halm started racing at the age of ten. She came to truck racing purely by chance: one day, a team manager of one of her former teams approached Steffi and asked her if she would like to give it a go, leading to her 2018 arrival with Team Schwabentruck. Her favourite race track is Misano in Italy, and she says: "The track is great, but the environment and the location by the sea certainly play a role too!"

Since 2016 febi has been sponsoring professional truck racing teams; first as a supporter of legendary racer Gerd Körber and then as a direct sponsor of Team Schwabentruck and their lead driver Steffi Halm from 2018 onwards.

In addition to sponsoring the Schwabentruck team, febi also supports it with replacement parts. As part of a technology partnership, the racing experts are continuously testing the suitability of products for use in truck racing. For example, commercial febi brake discs were used in the last couple of seasons and demonstrated their suitability in extreme conditions.

Proven In the Toughest Conditions

In order to find out if the febi brake disc is suitable for truck racing, a test was carried out. For this, a new brake disc was mounted on the left-front wheel, whilst febi's 12731 brake disc was mounted on the right-front. During the test, the temperatures of the brake discs were measured with infrared sensors and recorded with telemetry software.

Throughout the entire test the febi brake disc remained, on average, 40 °C cooler than the racing brake disc. This temperature difference is of enormous importance for the high loads experienced in truck racing, and can be the difference between victory and defeat. That is why, ever since this test, Steffi Halm has been confident that she can rely on febi's standard brake disc.



High-Quality Products from Germany

Besides brake discs, febi has also been supporting Team Schwabentruck with wheel nuts produced by our in-house manufacturing department. These have been developed specifically in accordance to the regulations of the European Truck Racing Championship (ETRC) - they require a special design of wheel nut on the front axle to fit level with the rim. The technical commission of the FIA (Fédération Internationale de l'Automobile) has granted official approval for the use of febi wheel nuts in racing - undeniably an indication of the high quality of products from Germany.

"With febi bilstein, we not only have a sponsor onboard but also a company and partner that is an expert in trucks and high-quality spare parts," says team manager Wilfried Schmid. "We share one common objective: to push the limits of performance in order to achieve the perfect result."

The febi parts are very reliable and durable. That's very important and is one of the elements that has to fit in order to be fast and consistent.

Steffi Halm, Truck Racer

Keeping it Clean

febi is your trusted brand when it comes to filters for commercial vehicles, with more than 635 filtration components covering over 91% of European and Asian brands, such as Fuso and Isuzu, in the IAM. Every febi filter has been designed and manufactured to meet OE standards to achieve the highest performance and reliability.

A part of the filter program focuses on AdBlue Urea filters. They ensure that no contaminants enter the metering unit of the SCR (Selective Catalytic Reduction) system to guarantee long component service lives. febi offers the widest range of AdBlue Urea filters, making it your No. 1 in the Independent Aftermarket.

In addition to filters, febi offers other SCR system articles as well.

The entire range of urea filters for commercial vehicles can be found at: partsfinder.bilsteingroup.com

Watch our filter video now!



Stay on the Field

febi Replacement Parts for Off-Highway Vehicles



febi is the brand you can trust when it comes to replacement parts for passenger cars and commercial vehicles, but we also offer a comprehensive range of repair solutions for off-highway vehicles.

In the countryside, vehicles such as tractors must be ready for use at all times - therefore, farmers must be able to rely on the quality and performance of replacement parts. Unnecessary repairs due to incorrect or low-quality products costs time and can have expensive consequences.

febi offers a constantly-expanding range of around 2,200 universal parts and 1,000 vehicle-specific replacement parts. The range

includes products from all well-known manufacturers: John Deere, Case IH, New Holland, Deutz - FAHR, Massey Ferguson, Fendt, Steyr, Claas, Valtra, Landini and many more. When allocating the product groups for agricultural vehicles, febi follows the range for commercial vehicles.

febi for Tractors

febi has been producing and supplying replacement parts for the automotive industry since 1921, but the agricultural business is relatively new to us. The agricultural industry is an international innovation and technology leader with high quality standards - and so are we.

Connecting the febi brand with the agricultural business is therefore the perfect partnership.

Additionally, we already have a close connection within the agricultural industry with up and down-stream economical sectors. This way we are able to activate synergy effects to support more customers in the future.

Strong Partnership

We see ourselves not only as a supplier of replacement parts, but also as a partner to our customers. That is why febi became a new cooperation partner of the LandBauTechnik Bundesverband e.V. in 2021. The organization - with its specialist groups, regional associations and guilds - is the professional representation of trade interests for agricultural and construction machines, and indoor agricultural and motor devices on a federal level in Germany.

As close partners, febi and the Bundesverband want to work together to strengthen the agricultural machinery, construction machinery and motor devices trade and craft.



Range Highlights

Select articles from our broad range of repair solutions for off-highway vehicles:



PNEUMATICS

Air Springs
Shock Absorbers



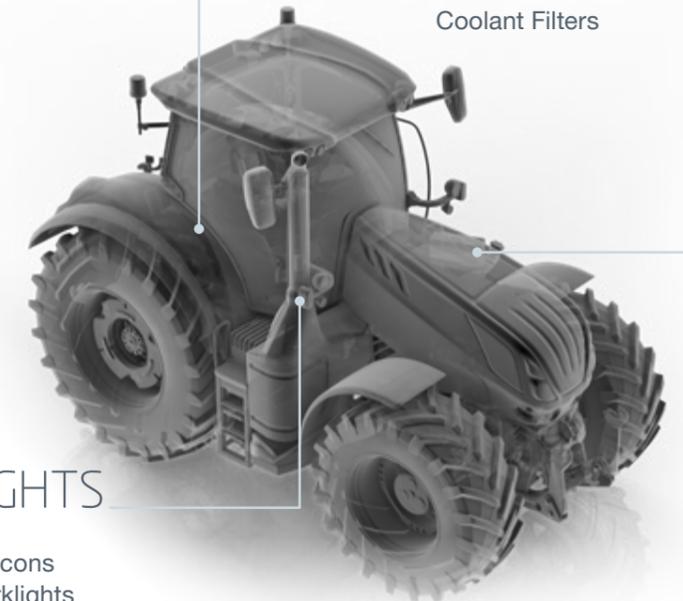
FILTRATION

Fuel Filters
Air Filters
Oil Filters
Cabin Filters
AdBlue Urea Filters
Transmission Oil Filters
Pneumatic Filters
Coolant Filters



LIGHTS

Beacons
Worklights
Safety Lights
Strobe Lights
Position Lights
Side-Marker Lights
Trailer Reflectors
Side Reflectors



Discover more online at:
www.febi.com



Solutions for Alternative-Drive Vehicles

How the bilstein group Reacts to the Changing Automotive Sector

The automotive market is changing. Hybrid and electric vehicle sales are rapidly increasing but, at the same time, strict environmental and emission laws are limiting more and more vehicles with combustion engines from our streets. As a result, the bilstein group is adapting in order to continue offering our customers the widest range of high-quality repair solutions to the Independent Aftermarket.

We already have thousands of parts on offer for the hybrid, electric and alternative-power vehicle sector - be it passenger cars or commercial vehicles. More than 2,000 new articles are being introduced annually for passenger cars, around 1,000+ for commercial vehicles, and we have a database of over 90,000 individual car variants and 10,000 for truck. Additionally, the delivery of more than four million catalogue

applications to the screens of distributors and installers around the world puts the bilstein group in a very strong position to provide the aftermarket with the widest range of repair and maintenance parts - today and tomorrow.

Preparing Proactively

Our Vehicle & Application Research (VAR) department have been studying all cars and trucks with alternative-drive concepts to ensure that the bilstein group has

existing article application coverage visible in our partsfinder online catalogue and various industry alternatives, such as TecDoc. In addition, all associated OE numbers are researched to support future product development requirements.

The VAR team has already completed a full overview of the top-selling hybrid & electric car models which include - among others - the Renault Zoe, Nissan Leaf, BMW i3 & Tesla Model S/3/X/Y. A number of more recently launched models have also been researched, such as the VW ID.3/ID.4, Polestar 1/2, Cupra Born, Tesla Model Y, Hyundai Ionic 5, Skoda Enyaq & Fiat 500E.

Furthermore, they focus on commercial vehicles including the Mercedes-Benz eActros, Volvo FH/FM/FL/FE Electric, Renault D E-Tech, Iveco S-Way/

Stralis LNG+CNG, NIKOLA TRE (BEV), DAF LF/CF Electric, Scania R/S Electric, P/G LNG and MAN eTGM.

This ensures we can continue a 'Fast to Market' product-introduction strategy; a key strength of the bilstein group.

Exceeding OE Specifications

The bilstein group's strategy of matching or exceeding the OE specification of articles means that our products are already fit for the existing hybrid and alternative-fuel vehicle parc - and will be for future model releases.

Some braking components on alternative-fuel vehicles - such as pads and discs - will have

a physical reduction in wear. However, the products will continue to require service, maintenance and replacement due to moisture, corrosion and increased stress when they are applied. We already have a broad range of brake pad sets available for these alternative-fuel applications today, all with NVH-reducing shims and a low-emission, high-performance friction material.

Furthermore, on any vehicle - electric or internal combustion - the majority of NVH (Noise, Vibration & Harshness) is generated from the wheel whilst in contact with an ever-changing road surface. You can put your trust in the bilstein group as a market leader for NVH products.

Supporting the IAM

The IAM is changing, but it is a gradual and long-term change. 'Non-electro technical' components are still incredibly important and they always will be, for any car or truck - no matter what kind of drive they rely on. That is why we will continue developing our range in order to support the Independent Aftermarket in maintaining and repairing all kinds of vehicles, regardless of whether the engine is powered by fossil fuels, electricity, hydrogen or alternative-power.

The bilstein group's Alternative-Power Portfolio

- +/- 400 hybrid & electric car models - 1,550+ variants, catalogued in partsfinder & TecDoc
- 6,000+ articles (linking to a febi, SWAG, &/or Blue Print reference) applicable for hybrid & electric passenger cars
- Ongoing research, 1000+ applicable part crossings for commercial vehicles expected by the end of 2022
- Fast to Market! Proactive early research of all new models to identify existing & new OE references for immediate cataloguing and fast development of key product lines
- Data available promptly to support the product teams in adding new items to range
- Extensive range of products available across all areas



Karsten Schübler-Bilstein
Group Managing Director

The bilstein group has faced many periods of intensive change in its long history. We have always adapted to these changes, becoming stronger and more agile in the process. Today, we are proud to say 'change is our tradition.' We welcome new challenges and obstacles as they drive our business into new, prosperous directions - bringing attractive opportunities to make business and further develop the IAM as a whole.

"Change is Our Tradition"

How the bilstein group Faces Future Challenges

The IAM is facing many challenges - and thus the bilstein group is as well. Our market is changing, from the transformation of driving habits to the digital commerce and e-mobility revolution. How are we, as a company, going to react to this? We have asked various decision-makers within the bilstein group to answer this question.



Ulrich Wiedemuth
Group Sales Director

Times have never been better for the spare parts business. It doesn't matter which segment of mobility the parts are needed for - spare parts bring mobility back to where it belongs: on the street! Because of this, valuable resources are preserved. We keep cars alive for longer - that's our business model!

The pandemic and political conflicts have exposed the fragility of global supply chains. It is time to rethink and transform existing models to navigate this climate of persistent unpredictability. I am sure that we will emerge stronger and more resilient than ever before, due to a well-adapted set-up and risk management as well as the partner-like relationships we have with our suppliers.



David Escalante
Group Category
Procurement Director



Mick Burke
Group Category & Brand
Development Director CAR

Hybrid and electric vehicles look set to dominate the automotive sector with sales increasing rapidly. We have to be

agile and able to adapt quickly to provide what the market requires, and we already have thousands of parts available for the hybrid, electric and alternative-power vehicle sector.

Full attention is given to article research for the latest vehicle releases and maintaining a database of over 90,000 vehicle variants. This supports the introduction of more than 2,000 new passenger car articles every year, so we can continue providing the IAM with the widest range of high-quality repair and maintenance parts - today AND tomorrow. The Right Product, in The Right Place, at The Right Time.



Nicole Puschmann
Divisional Business
Development Director

As a comprehensive all-rounder in the truck, bus, trailer and off-highway industry, we pursue a strategy of coordinated growth. In addition to the constant expansion of the product range for vehicles with combustion engines, the focus is on future-oriented repair solutions for vehicles with alternative drives. Our team meets this daily challenge through market presence



and dialogue with suppliers, ITGs, manufacturers and strategic customers.

André Müller
Group Category & Brand
Development Director TRUCK



Thomas Pederiva
Group Director Group Logistics

The challenge is, in times of disrupted supply chains, to offer our products with maximum availability as well as on the optimal delivery route for the customer. Therefore, we are continuously working on expanding our logistics capacities and adapting and optimizing our network of warehouse locations.

On the Road to Sustainability

How the bilstein group Contributes to a More Ecological IAM



As a mid-sized, family-run group of companies, the bilstein group has always taken its social and ecological responsibility seriously. For us, however, sustainability is more than just a mandatory obligation: we want to align all our actions with it over the coming years. Sustainability will play a role in every important operational decision - because, as a family company, we know that only sustainable business processes have a future.

Our Holistic Approach Towards Sustainability

For us sustainability is more than just reducing the carbon footprint of a product. As we work towards becoming a more sustainable company, we try to cover the entire scope of the issue.

From our perspective, sustainability is comprised of three key components:



- Economy - this involves the production of high-quality and durable products that take equal account of environmental protection and affordable mobility
- Ecology - this means a focus on processes and structures that conserve resources as much as possible
- Social Aspects - these focus on appropriate wages and working conditions along the entire supply chain

Solar Energy

The bilstein group not only focuses on avoiding CO2 - we also produce our own electricity. We have installed photovoltaic systems in our production hall in Ennepetal and our logistics centre in Gelsenkirchen (both in Germany). The output of both solar plants - 1.4 million kWh/year - corresponds to the electricity needs of around 500 households.

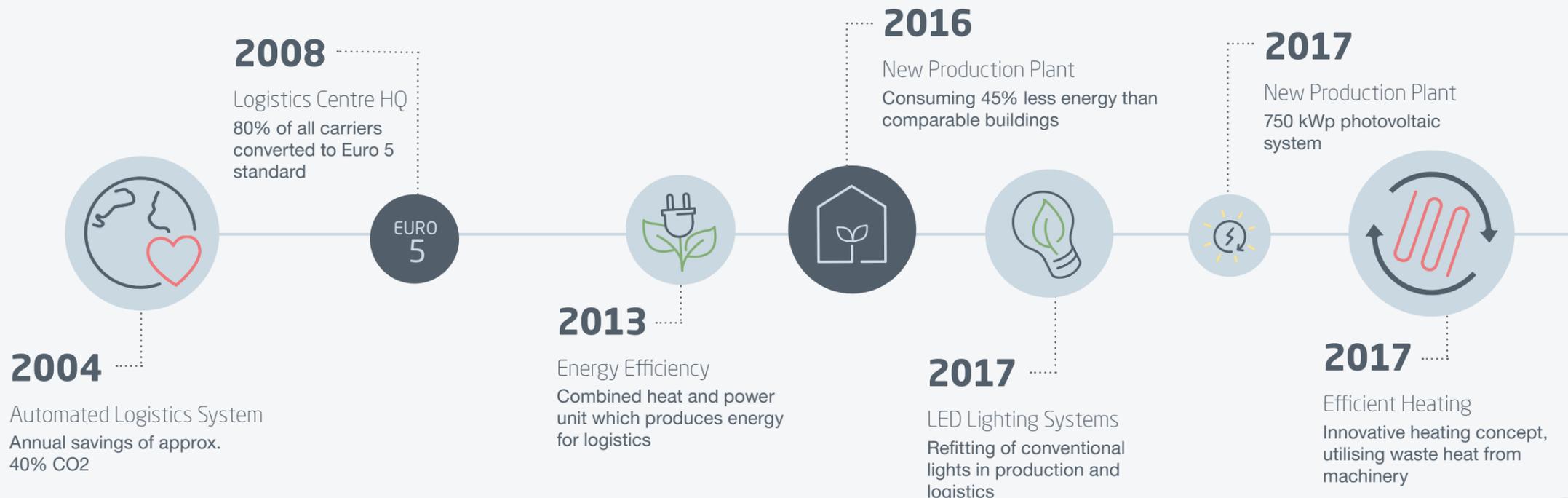


Sustainability is therefore not limited to producing the smallest possible carbon footprint, but also to creating long-term jobs with decent working conditions and living wages. For us, however, sustainable production also means manufacturing products using economically viable processes that minimize negative impacts on the environment - all while conserving energy and natural resources.



Becoming More Sustainable

The bilstein group set out early on the road towards sustainability. Follow important milestones in the timeline, from more efficient logistics to the construction of new buildings and the electrification of the vehicle fleet.



Committed to the Paris Climate Agreement

Climate protection is a major concern for us - we are committed to the Paris Climate Agreement. In order to contribute to this, the bilstein group reduces emissions along the entire supply chain and relies, for example, on energy-efficient technologies, renewable energies, resource-saving production processes and building standards as well as a comprehensive energy management system.

'Green Sites' Programme

A certified energy management system was introduced at our main German sites in Ennepetal and Wuppertal as early as 2016; followed by our site in Markham Vale, UK, in 2019. With this, the bilstein group has committed

The bilstein group reduces emissions along the entire supply chain and relies, for example, on energy-efficient technologies and renewable energies.

itself to collecting and evaluating energy-relevant data and initiating appropriate measures to save energy and resources. Additionally, a "Green Sites" program was launched to integrate our international locations. It pursues the goal of recording and reducing Scope 1 and Scope 2* emissions.

Green Buildings

Both our production and logistics centre in Gelsenkirchen were built according to KfW Standard 55. This means they consume around 45 percent less energy than a comparable new building without efficiency measures.

In addition, two halls and the main entrance in Gelsenkirchen have been equipped with a green roof on an area of around 15,000 square metres. Not only environmental aspects play a role here: among other things, the green roof helps to reduce the negative effects of heavy rainfall.

*Scope 1: includes the direct release of climate-damaging gases within the company and its production processes.
Scope 2: includes the indirect release of climate-damaging gases by energy suppliers.

Keeping Cars Alive Longer

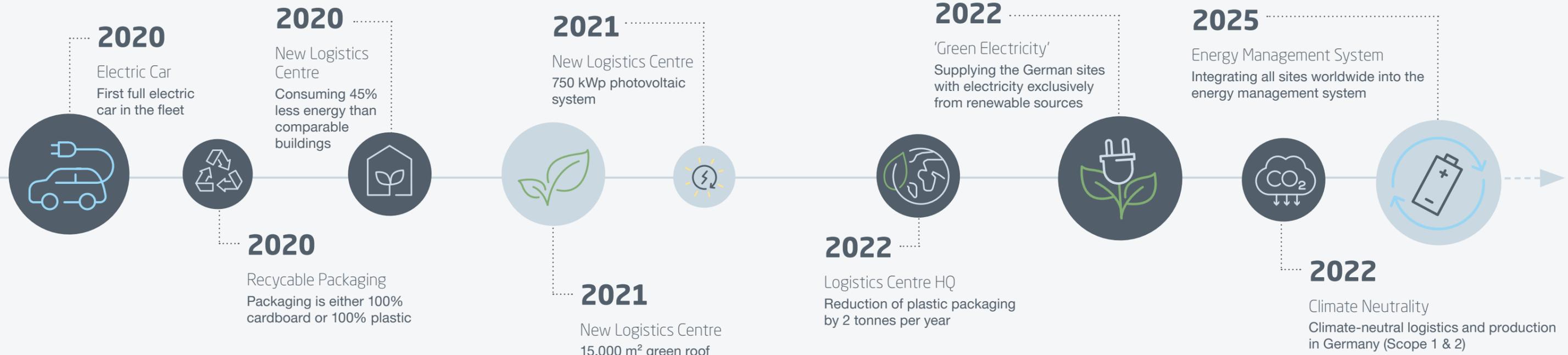
But for us, there is more to sustainability. As the pioneer in the IAM, we believe that our business model is – with its high-quality and durable products – extending the vehicle lifespan so significantly (with comparatively low use of resources), that we have a positive influence on the sustainability balance of the vehicle.

By adding more and more parts for alternative drive vehicles to our range, we will be able to keep cars and trucks on the road for longer in the years to come thus securing the future of sustainable mobility.

Discover our journey to sustainability online at:



Since 2022, the bilstein group has only used wrapping material that consists of up to 50 percent recycled plastic.



Cutting-Edge Manufacturing

The bilstein group is More than a Supplier of Replacement Parts

bilsteingroup[®]
ENGINEERING

130 employees

70+ modern machines

10,000 m² production area

Precision is Our Passion

Take a look into our manufacturing facility.
Watch the video now!



The wealth of experience in metal processing at the bilstein group is vast. Its roots date back to 1844, the year the company was founded. Replacement parts for automobiles have been produced at the primary site in Ennepetal since the 1920s, starting with the production of the patented febi spring bolt. Today, the manufacturing competence within the bilstein group and its product brands lies with bilstein group Engineering.

Made in Germany

At bilstein group Engineering, select articles from the extensive febi, SWAG and Blue Print product ranges are produced on modern, CNC-controlled machines. These include:

Passenger car	Commercial vehicle
Cam followers	King pin
Chain tensioner	Brake shoe bolt
Oil pump	Clutch fork
Rocker arm	Belt tensioner
Control arm	Water pump

Complete Production Chain

Progressive manufacturing and the many years of production experience makes bilstein group Engineering a consistent, quality manufacturer, covering almost the entire production chain on 10,000 square metres of production space - from tool construction and machining, to a hardening shop and quality assurance, all within its own testing laboratory.

To supply car and commercial vehicle components in OE-matching quality, bilstein group Engineering relies on processes such as 'Reverse Engineering' and modern machinery such as a powerful Kodak 3D scanner. The goal is to exceed customers' expectations at all times.

High-Tech Machinery

bilstein group Engineering continuously invests in the modernisation of its production site. Three new machines (adding to the existing 70+) were acquired in 2022 alone. Furthermore, new production methods have been introduced including additive manufacturing.

Automation also plays a vital role at bilstein group Engineering. Production relies on two industry robots as well as two collaborative robots (cobots). The latter operates completely free of any grid; the cobot detects when an employee approaches and automatically slows down or stops completely. Because of the cobots' autonomous operation, it is possible to have three machines operated by one employee at the same time, instead of just two.



Wide Range of Manufacturing Methods



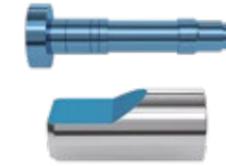
Gear Cutting

With a wide range of complex processes, we expertly cut gear teeth, offering high quality, sophisticated gears manufactured by us.



Grinding

We ensure maximum precision through the use of efficient grinding machines and highly sensitive, in-process measurement technology.



Turning/Milling

We manufacture complex products on modern turning and milling machines. Accuracy and experience guarantee maximum quality within minimum tolerances.



Heat Treatment

Selecting the suitable hardening method, for example induction hardening, we produce your product with the necessary resistance and durability to meet the very highest requirements.



Housing Production

Complex components with ultimate precision: State-of-the-art machining centres ensure perfect housings – produced precisely to customer specifications.



Deep-Hole Drilling

With a wide machining range and set of skills, even special technologies such as deep-hole drilling are available to you.



Reaming

Thanks to our highly efficient reaming process, we are able to produce custom sizes in high quantities – with high surface quality and dimensional accuracy.



Surface Treatment

The surface finishing of your products, an integral and systematic part of our process, is done on state-of-the-art machines to carry out blasting, cleaning and barrel finishing processes.



- 1 **Ferdinand Bilstein GmbH + Co. KG**
Ennepetal | Germany // Headquarters
- SWAG Autoteile GmbH**
Wuppertal | Germany
- 2 **Ferdinand Bilstein UK Ltd.**
Marden & Markham Vale | United Kingdom
- 3 **Ferdinand Bilstein France SARL**
Aubergenville | France
- 4 **febi Benelux NV**
Buggenhout | Belgium
- 5 **Ferdinand Bilstein Italia SRL**
Settimo Torinese & Varedo | Italy
- 6 **Ferdinand Bilstein España SLU**
Zaragoza | Spain
- 7 **Ferdinand Bilstein Portugal SA**
Venda do Pinheiro | Portugal
- 8 **Ferdinand Bilstein Polska Sp.z.o.o.**
Warsaw | Poland
- 9 **UAB Ferdinand Bilstein Representative Office Ukraine**
Kiev | Ukraine
- 10 **UAB Ferdinand Bilstein**
Vilnius | Lithuania
- 11 **Ferdinand Bilstein Hungary Kft. (FHU)**
Budapest | Hungary
- 12 **Ferdinand Bilstein Croatia doo**
Velika Gorica | Croatia
- 13 **Ferdinand Bilstein South East Europe d.o.o.**
Belgrade | Serbia
- 14 **Ferdinand Bilstein Bulgaria EOOD**
Sofia | Bulgaria
- 15 **Ferdinand Bilstein Romania SRL**
Bucharest | Romania
- 16 **Ferdinand Bilstein TR Otomotiv Yedek Parça Sanayi ve Ticaret Limited Şirketi**
Ataşehir | Turkey
- 17 **Ferdinand Bilstein RUS OOO**
Moscow | Russia
- 18 **Ferdinand Bilstein Middle East FZE**
Dubai | United Arab Emirates
- 19 **Ferdinand Bilstein Asia Pacific Pte. Ltd.**
Singapore
- 20 **febi Trading (Shanghai) Co. Ltd.**
Shanghai | China
- 21 **Ferdinand Bilstein South Africa (PTY) Ltd.**
Randburg | South Africa
- 22 **Ferdinand Bilstein do Brasil Comércio de Autopeças Ltda.**
Curitiba | Brazil
- 23 **febi North America Corp.**
Valley Ford | United States

Always at Your Service

Our Products are Available in More than 170 Countries

As a corporate group with international operations, the bilstein group is represented in numerous global markets and various locations around the world. Early on, we identified storage as a fundamental success factor and we are meeting market requirements with forward-thinking logistics and sales concepts.

We have 22 global subsidiaries which supply the products and services offered in more than 170 countries. They guarantee timely delivery, continuous availability and active customer retention. To wholesalers and workshops worldwide, the bilstein group can serve as a reliable, long-term partner.

Building the Offices of the Future

How the bilstein group Transforms into a New-Work Company

Mobile working. Remote leadership. Video conferencing. For many of us, these buzzwords have become everyday terms since the outbreak of COVID-19, but the pandemic was ultimately just a catalyst for changes that had already begun to unfold in many companies around the world - including the bilstein group.



Agile & Hybrid Working

We have set out to become a 'New-Work' company. As an example, we have deployed some 'agile work' methods, which some teams - such as software development - are already utilising in their everyday office life. The aim behind this is to become more flexible and less bureaucratic. 'Agile' teams rely on short-term planning and implementation periods of a few weeks, known as 'sprints.' Feedback is already

sought in order to be able to react to change requests at an early stage.

'New Work' also affects our work environment. Currently, we are redesigning an entire floor at our headquarters in Germany in order to assess how offices can and must look in the future, so that hybrid working environments (teams that

are on-site and mobile at the same time) can function successfully in the long term.

Strengthen Customer Relationships

The concept envisions completely new spaces, such as a so-called 'library room' for a quieter work environment, and an 'arena' - a flexible area that can quickly become a meeting room with curtains. The biggest change is that there will be no fixed workplaces; everyone looks for a free seat in the morning.

These are just a few examples of how the bilstein group will enter into a new era of working. Ultimately this will deliver better results and will enable us to strengthen our customer relationships.



BECOME PART OF OUR SUCCESS

As one of the world's leading specialists in replacement parts for passenger cars and commercial vehicles, we combine a down-to-earth approach with a commitment to innovation. Our employees can expect to work in an environment where we treat each other with respect and encourage the open sharing of ideas, information and knowledge.

We also support personal development with a varied learning and development programme that is flexible to the needs of individuals. You can expect to get involved in both local and international projects at the bilstein group.

Apply Now!



Our current job opportunities:
[bilsteingroup.com](https://www.bilsteingroup.com)

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