

# team

## MAGAZINE



**PARTNERS IN  
THE CHANGING  
AUTOMOTIVE  
INDUSTRY**

A Peek Behind the Scenes

**HILTI ACHIEVEMENT**  
CO<sub>2</sub> Neutrality in Own Operations

**DEI**  
Inclusive for Everyone, Everywhere

4 | 2024

# EDITORIAL

The digital edition.

There's more to discover in this issue: more images, more videos and interesting links.



IMAGES



VIDEO



LINK



**Cover photo:** This photo was taken at the E&I summit in Munich this year. Photo credit: Christian Schneider Photography



## Dear Colleagues,

You've all had discussions that eventually include a familiar question: What do you do for a living?

Whenever I have had the occasion to ask this question at Hilti, I'm surprised at how many different individual jobs there are in this company – there are over 700 – how exciting they are and how much passion people bring to their respective field of activity. Perhaps this passion is one of the factors that unites Hilti employees worldwide. Regardless of the description or activity, there is an individual story of the people behind them.

They are all different, yet they share many characteristics. In the video featuring Nargiz Leproux and Bente Becker, found on page 23, they explain why there's still room to improve the status quo regarding diversity, equity and inclusion at Hilti.

Posing the question of what one does for a living is something we did quite often in this issue. The results include stories about large data centers, patent attorneys, unusual career paths and various innovations.

Take a look. You may be surprised by what some of your colleagues are up to.

Enjoy!

Sabrina Feliu  
Editor-in-Chief

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Diversity,  
Equity and  
Inclusion (DEI)  
Inclusive for  
Everyone,  
Everywhere



Our magazine is available in an e-zine version or as a  
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PARTNERS IN THE CHANGING

# Automotive Industry

**The “SalzGiga” battery cell manufacturing plant of Volkswagen AG (VW) is being built on an area the size of some 30 football fields in Salzgitter, Germany. The plant will produce battery cells for approximately 500,000 electric cars per year. Hilti is right in the middle of things.**

**With a team consisting of colleagues from Energy & Industry (E&I) and the regional sales network, Hilti is paving the way for all the new plant’s installations, fastenings and substructures.**

In addition to the project in Salzgitter, five further gigafactories for the production of battery cells are currently planned in Europe. By taking this step, VW wants to bring the associated technology and production in-house. The factory for the production, development and recycling of battery cells in Salzgitter is the first of a total of six factories that the car manufacturer is building in Europe and Canada through the fully-owned VW subsidiary PowerCo, which was founded to cover all battery activities. Planning began five years ago.

But how did Hilti get involved in this kind of megaproject? Tendering procedures are common for major projects, in which specialist planners calculate and document mandatory minimum requirements for the products to be used in construction. Hilti’s expertise in fastening options and calculations was in demand already during this planning phase. The E&I Automotive team, led by Jürgen Kortenkamp, was involved at an early stage, which proved to be an important first step.

## Nothing standard about it

Once the tenders had been awarded to the contractors, the second stage of the project began – acquiring construction companies as customers. The aim was to become a partner for installation and fastening technology and fire protection. However, before the contractors could be approached, contacts were first established throughout Germany and all around Europe between the responsible Hilti sales teams in the various regions and the colleagues from E&I. Together, they jointly detailed solutions to address the gigantic project volume, the customer approach and the project’s inherent cross-border processes. The sheer magnitude of a project of this size required a detailed level of planning for all the channel systems, fastenings and fire protection solutions needed to cover all of the plant’s technical equipment. It became necessary to find many solutions outside of the standard offering and to work across various teams, and it was equally important to establish a genuine partnership with the customer. This was accomplished, for example, by an engineering colleague from Poland who moved into the



**WATCH NOW**

The gigafactory includes Hilti products in the form of channels, anchors and direct fastening solutions, as well as various fire protection solutions.

Source: Volkswagen AG

Get a peek into the Salzgiga factory in this video.

office of one of the Poland-based MEP and HVAC contractors so that they could work on all the plans together.

Support, consulting and joint planning with the German customers, in cooperation with E&I and the regional sales organization, formed another focal point in which the new MT system played a decisive role. Colleagues from Barbara Manz's team, together with an E&I colleague, had only recently presented the new MT system for installation applications to an existing industrial assembly customer, who ultimately won the tender. After being awarded the order, the customer came back to Hilti and wanted a quote as quickly as possible. "Without the new MT profile, we probably wouldn't have been able to gain a foothold in the project," says Florian Mayer, area sales manager. "Once we had the order, everything had to happen very quickly. The expertise and good network of the E&I team strengthened our position and we received great support in terms of planning and logistics. After all, there was a huge amount of material involved. I am delighted with every aspect of the teamwork," he continues.

### **Teamwork and total transparency**

During the construction phase, E&I and the area sales organization will jointly contribute their expertise. They are available, on site, as contact partners who provide training and, together with Alexander Schmidt's Inbound Professional team in Kaufering, ensure that products are delivered on time.

What, exactly, does a team look like when working on this kind of megaproject? It varies depending on the project phase. Project management, business development and account managing, engineering, finance, logistics and customer service make up the core tasks of the team.



**"I am delighted with every aspect of the teamwork.**

Florian Mayer, Area Sales Manager

“



**In the future, battery cells for around 500,000 electric cars will be produced at the Salz-Giga every year.**

Source: Volkswagen AG



**“Our MT channel opens up thoroughly new project opportunities and we can now exploit these thanks to our international Hilti network. SalzGiga has also taught us a lot about which factors we can further optimize in order to make an even greater impact with efficient and reliable megaproject management in line with our Lead 2030 strategy. The commitment of the project team extends far beyond the individual project, something that makes me even more optimistic regarding opportunities for future projects.**

**Barbara Manz  
Division Manager  
Württemberg**

**”**

Depending on the progress made, the direct sales colleagues responsible for the companies doing the work will be brought in. A nearby Hilti Store helps out with products that are needed spontaneously.

In the end, Hilti was the partner chosen for fastening in the gigafactory. This includes channels, anchors and direct fastening, as well as various fire protection solutions. Hilti was able to convince both the Polish and German customers of the value of our products, consulting services and of our customer promise, thereby creating the basis for a long-term partnership. “This type of major project gives us the opportunity to engage with our customers and partners on a completely different level and allows us to sell solutions that generate significant sales at one go. But this is always the result of absolute transparency and teamwork between regional sales teams,” says Aaron Harbring, strategic business developer for automotive at E&I Automotive.

This may prove to be the gift that keeps on giving as, in addition to the established customer relationships, Hilti has the best chance of becoming a supplier for the five remaining planned gigafactories. Aaron Harbring will soon begin exchanging ideas with colleagues, planners and customers in Spain and then in Canada. The experience gained from the project in Salzgitter should also help Hilti to become a partner to the companies carrying out work in the other battery cell factories.

“We’re not limited by local borders. Our job is to drive these topics forward with our customers. To do this, we have discussions with colleagues from around the world. Our biggest achievement is making both our customers and colleagues successful,” says Aaron Harbring, Strategic Business Developer Automotive, E&I Automotive.



**“Our biggest achievement is making both our customers and colleagues successful.**

**Aaron Harbring  
Strategic Business Developer  
Automotive, E&I Automotive**

**”**

TRULY

# Energetic



The 2024 E&I Kickoff Event, attended by over 300 participants from across the Hilti world, marked the beginning of exciting times with the unveiling of Lead 2030 within the Energy & Industry sector. This gathering in Munich brought together global E&I leaders and provided an exceptional opportunity for networking and collaboration over three productive days.

Reflecting on the record-breaking year of 2023, the team gained valuable insights into focus segments such as offshore and energy, the large project approach and offering initiatives, reinforcing confidence in our ability to excel and succeed.

The grand finale of the event was a memorable Great Gatsby-style party in the heart of Munich, which not only celebrated the META region's Project of the Year, Akkuyu, but also fostered camaraderie and lasting bonds within the highly diverse team.

Watch the highlights of the E&I Summit in the video.





# NEW GLOBAL COMPANY POLICY PORTAL

# Holds Many Benefits

There are many documents and processes in our Hilti world. It's difficult to find important documents. Too often, different or outdated versions of policies are in circulation. Do you sometimes find yourself wasting time looking for a policy that explains the do's and don'ts to be applied in your daily work, only to give up the search at a certain point and risk doing something that is non-compliant?

LINKS

Those days are over. Our Global Compliance team has developed a platform that now serves as the single source of truth for policies, guidelines and standards worldwide.

COMPANY POLICY

INSTRUCTIONS

TRAINING

We spoke to Christine Müller from the Corporate Compliance team, who shared the overall idea of the Company Policy Portal (CPP) with us and gave us some enlightening insights on its advantages.

## What is the idea behind the CPP?

As the Global Compliance team, we know that it's sometimes difficult to find policies, guidelines, standards, etc., that are relevant for employees. In the past, Hilti used multiple platforms to share documents and it was difficult to ensure that the available documents were up-to-date and valid.

The CPP serves as a single source of truth across the company for all current policies, standards and guidelines. Other platforms link only to this source.

## How does Hilti benefit from the CPP?

The centralized repository allows for the creation of a unique ID and URL for each document, and the automated permanent link ensures that we always have access to the latest version

of a document. The upload, storage, updating and archiving are fully digitalized and auditable processes to support the document responsible.

## What's the benefit of the tool for employees?

That's easy:

- Fast and easy access to the latest documents, e.g., General Working Conditions, Code of Conduct, Social Media or Anti-Corruption Policy.
- Automatic filtering based on the user profile and location.
- Document upload with a few clicks.
- Language versions linked to the main English version and displayed in one place.
- Review cycle and document ownership automatically triggered and observed.



# INTERVIEW

with **Christine Müller,**  
**Compliance Manager**  
**Compliance**



## Where can I find the Company Policy Portal?

The portal is linked in the browser's bookmarks and ServiceNow environment, so you will find it easy to navigate in the [Corporate Compliance Portal](#).

## Do I need any training to use the portal?

No, it's click and play. Plus, we have already prepared a useful [Policy Portal Guideline](#), defining all types of relevant documents and a first general FAQ for document owners.

We have also created some [video training sessions](#).

## What else is important to know?

Well, it's important to know that this new portal does not replace the Global Process Management System (GPMS). Processes are excluded and must still be maintained in the respective process portal.

And we still need the support of all Hilti colleagues. Many departmental platforms have embedded links to the previous location of our policies. We kindly ask everyone to review their content and make sure that, from now on, those links point to the new Company Policy Portal to truly make this the standardized source for storing and sharing policies, standards and guidelines.



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# PATENT PROCESS FOR NEW PRODUCTS

# From an Idea to Patent Protection

**Working in a law firm every day in a black suit, white shirt and tie, and with regular court dates. Is this, or something similar, how you imagined a patent attorney? But this image is deceptive: Our colleagues in the patent team dress in casual business attire and their day-to-day work is nothing like that of a typical lawyer.**

To become a patent attorney, you need a degree in science or engineering. The preparation and examination differ slightly, depending on whether you want to be admitted to the bar as a German patent attorney or simply as a representative before the European Patent Office. Patent attorneys generally only wear a necktie when appearing in court. The patent team at Kaufering currently consists of five patent attorneys and three patent paralegals who make up the administration team, whereby three of the patent attorneys and the administration team belong to the team of Oliver Heigl, patents team leader F&P / E&I.

## What is a patent and how does the process work?

“With the help of a patent, we can prohibit any third party from using the invention, or parts of the invention, that are protected by the patent. As we say, if you have a patent, you have an exclusive right, e.g. a right to prohibit. It is important to note that this should not lead to the conclusion that Hilti is automatically entitled to launch a new product on the market. This requires a separate examination,” explains Oliver Heigl. This means that the patent protects against anyone copying Hilti products in the broadest sense, because the patent gives Hilti the right to prohibit the copying of certain product features and characteristics.

Everything starts with the development of new products, with the developers submitting an invention disclosure via the patent management tool. This is checked for completeness by the administration team, a process that includes checking whether there are available test results and drawings, as this clarifies the invention’s intent. The invention disclosure is then assigned to a patent attorney. “Our work really starts with the invention disclosure. We carry out research, check for completeness and whether meaningful drawings are available. In chemistry, for example, we also need experimental data that is conclusive and comprehensible. We then work out the application text in consultation with the developers,” explains the team leader for patents.



Team discussion at Kaufering

### From submitting the invention to the actual patent

Under certain circumstances, the patent attorney team is responsible for several areas and must prioritize the invention disclosures. As a rule, depending on the priority, the patent application can be submitted to the relevant office about six months after it was submitted internally. "If time is of the essence, for example because a product launch is imminent, we can also be very quick and speed up the process," adds Oliver Heigl. Due to the complexity of the application process, it can take around 30 months for the patent application to be rolled out in all relevant countries. "At Hilti, we first file in Europe and then have a year to decide on the fate of the application. If we pursue the application further, we have another 18 months to decide which other countries are of interest to us. Only then will the application(s) be examined by the respective patent offices, which can take up to several years. It is important to submit the application to the office, which ensures the application's place in the line or seniority." Hilti has registered around 2000 patents in the last ten years.

"Of course, not everything always runs smoothly in a patent process. Sometimes the office may refuse or only grant a smaller, more limited scope of protection. Then we have to find solutions. Once the patent is granted, the competition may also have objections – that's not unusual in the patent system. This is when we face each other when wearing a suit," explains Oliver Heigl with a grin to do justice to the cliché.



**"Patents ensure our differentiation.**

**Andreas Keil**  
**Head of Intellectual Property**

“



**Oliver Heigl**  
Team Leader Patents F&P / E&I

#### INTELLECTUAL PROPERTY AT HILTI

The Hilti patent department consists of a total of 16 employees: Department Head Andreas Keil, Team Leader Oliver Heigl, nine patent attorneys, one attorney at law, three patent paralegals and one assistant. The department is headquartered in Schaan. Other department resources are based in China (one patent attorney) and in Germany/Kaufering (team leader, five patent attorneys and three patent paralegals working as an administrative team).

# INNOVATIONS At Hilti



PROJECT EXECUTION  
OPTIMIZATION

## FIELDWIRE

### Construction software for jobsite management

To further streamline construction processes, we introduced Fieldwire in 2021. This platform enhances project execution with its comprehensive features which facilitate seamless **jobsite management** and foster effective communication and collaboration among team members.

With Fieldwire, construction teams can access project-related information from a single centralized platform, helping to increase productivity and reduce the risk of errors.

Through Fieldwire, the entire project team – from foreman to project manager – comes together to collaborate and share information in real time.

It records markups and as-builts with easy-to-use mobile editing, even when offline. It provides a comprehensive solution for task management and for progress tracking.

In terms of the latest innovations, Fieldwire has just launched a set of project management features covering three main use cases: request for information, submittals and change orders. This is exciting because it allows us to expand the value proposition from the field towards the office.

## ON!TRACK

### Construction software for asset management

The first cornerstone of our construction software solution, ON!Track, was the result of the critical need for effective **asset management**. This cloud-based solution, powered by modern Internet of Things (IoT) technology, directly addresses the common challenge of tracking and managing equipment and materials.

At the touch of a screen or the click of a mouse, ON!Track equipment management for the construction industry tells our customers exactly what equipment they have, where it is and who is using it. It alerts our customers when a tool needs maintenance or when it is time to renew the tool's certification.

By offering unparalleled visibility into asset location and usage, ON!Track empowers teams to make informed decisions, significantly enhancing operational efficiency and reducing the likelihood of costly delays and losses.

Our latest innovations include **van inventory management and heavy equipment management**, which are enabled by IoT technology. This is one of the greatest innovations in ON!Track's value proposition since we launched the first generation in 2015. It shows that we are taking automation to a new level.



VAN INVENTORY MANAGEMENT



HEAVY EQUIPMENT MANAGEMENT

## CREWCENTER

### Construction software for workforce management

With workforce optimization in mind, we expanded our portfolio with the latest software, CrewCenter. It is an innovation that focuses on time tracking for workers in the field. Particularly in the European region, time tracking is a crucial aspect driven by new labor laws, and CrewCenter stands out through its ease of use and compliance with local regulations.

Over time, CrewCenter will be expanded into a comprehensive workforce management solution, including areas such as workforce planning, health & safety and competence management.



#### WORKFORCE MANAGEMENT

## 4PS

### Construction software for jobsite management

Completing our portfolio, we made a strategic advancement with the acquisition of the 4PS Group. This move signifies our commitment to comprehensive [business management](#), integrating crucial aspects of project oversight, financial management and resource planning into a unified enterprise resource planning solution. Addressing the challenges of disconnected systems, 4PS not only meets, but also sets new benchmarks for operational excellence in construction.

Hilti and 4PS are committed to driving innovation and to becoming an international leader in integrated business management solutions for construction.

**A large part of our customers' time is spent on non-value-adding tasks such as finding the right tool, waiting for an updated drawing of a project or coordinating between the field and office. The list is endless. In addition, many construction companies are faced with disconnected systems and data silos, which impact productivity and affect business transparency.**

**In line with our Lead 2030 strategy, we strive to make construction better by updating our customers' business processes. We do this by developing and offering software solutions that digitalize their critical workflows. Here's an overview of Hilti's construction software that helps enhance productivity and safety for our customers, both on the jobsite and in the office.**

**A comprehensive construction software offering signifies our commitment to driving the industry forward**

Being close to our customers, we are aware that implementing new technologies in a traditionally hands-on field can be daunting for many construction companies. Recognizing this, we go beyond merely supplying software. We provide comprehensive support, from selecting the right solutions and implementing them to training users, ensuring that our customers not only adopt but fully benefit from these digital tools.

**As we look to the future, our commitment remains unwavering. We will continue to invest in both hardware and software, driving productivity not only on the jobsite but across all business processes.**



#### BUSINESS MANAGEMENT



# HILTI ACHIEVES

# CO<sub>2</sub> Neutrality in Own Operations

**At the end of 2023, we reached CO<sub>2</sub> neutrality in our own operations as planned. This achievement marks the first milestone on our journey towards net zero by 2050.**

**We have managed to reduce 60 percent of our Scope 1 and 2 emissions, compared to a “do nothing” scenario, since 2019. The remaining 40 percent of our CO<sub>2</sub> emissions worldwide will be offset by projects developed exclusively for Hilti together with the Hilti Foundation and an external partner.**

**WE ACHIEVED THIS MILESTONE BY FOCUSING ON FOUR STEPS:**

Reduce

1

[LINK TO VIDEO](#)



Our first and foremost priority continues to be to reduce energy consumption and thus CO<sub>2</sub> emissions whenever possible. We are doing so by using new technologies, more efficient equipment, behavioral training and by encouraging virtual meetings as opposed to business trips.

Replace

2

[LINK TO VIDEO](#)



Since 2020, we have consistently shifted the Hilti vehicle fleet from gasoline and diesel engines to electric drives and full hybrid vehicles. By the end of 2023, we had converted close to 50 percent of the more than 15,000 cars we drive. Another major lever is our electricity supply. Since 2020, we have relied on 100 percent green electricity worldwide.

**60% reduction**

Produce

3

[LINK TO VIDEO](#)



We are investing heavily in the expansion of our photovoltaic installations. In 2023, we increased our photovoltaic generation capacity for the third year in a row. Last year's increase boosted capacity to more than 9000 megawatt-hours. We continuously examine the suitability of our buildings to see if their roofs would qualify for hosting a photovoltaic system.

n  
s

# Net Zero by 2050

CHECK OUT OUR



## SUSTAINABILITY LEARNING PLATFORM

FOR MORE DETAILS.

**40%**  
compensation

CO<sub>2</sub> NEUTRAL IN  
OWN OPERATIONS  
BY THE END OF 2023

4

LINK TO VIDEO

Offset

We are compensating the remaining 40 percent of our CO<sub>2</sub> emissions with alternative CO<sub>2</sub> savings. In cooperation with the Hilti Foundation and ClimatePartner, an experienced external agency, we have developed exclusive compensation projects designed to ensure effectiveness, credibility and real social impact.

Our Journey  
to Net Zero  
Explained



LINK TO VIDEO

Outlook



Reaching CO<sub>2</sub> neutrality within our operations only marks our first milestone. We know that the real challenge will be to reduce the CO<sub>2</sub> emissions which are generated along our end-to-end value chain (Scope 3). These emissions cause roughly 95 percent of our total emissions. In 2022, we committed to the Science Based Targets initiative, which engages companies worldwide to significantly reduce their total carbon footprint. With this commitment, we have already embarked on the next step of our CO<sub>2</sub> reduction journey: our path to net zero 2050. This ambition and the derived initiatives will support our customers' sustainability goals and enable us to drive the much-needed transformation of our industry.

We know this commitment is extremely challenging and requires innovation beyond what we can imagine today. Join us in making construction better by driving innovative, sustainable solutions today.

# ENGAGED BEYOND BUSINESS

# Unveiling the Heartfelt Stories of Corporate Volunteers

There is a great variety of Engaged Beyond Business (EBB) opportunities that Hilti team members can participate in, from individual contributions to team-led charitable and fundraising activities. This is due to the strong commitment of our teams.

In addition to the actual activity, there is always a hidden, behind-the-scenes component of what the participants discovered, felt and saw. It is therefore often emotionally engaging to listen to their stories. Let's hear from past volunteers about their experience of making a social or environmental impact as part of an EBB initiative.



**GERMANY** One impactful and memorable initiative took place last year in Germany. A group of Hilti team members helped to complete the final tasks and finishing touches at a children's hospice in Bavaria. Despite it being a very hot summer day, the group assisted in building a fence, replanting raspberries, fastening fire extinguishers to walls, a variety of cleaning duties and many other tasks to ensure that the hospice would open only two weeks later.

The initiative was so memorable for every participant that many of them have already signed up to help another children's hospice, to be built this year, as their next EBB project.

*"I still get goosebumps when I think about that EBB initiative. It was touching to understand what is being built – that this is a children's hospice, which you only understood when we had a tour by the staff explaining what each room would be used for. Obviously, it is a strange feeling to be there. However, it was beautiful to see the amount of tender care and thought that had been put into creating a lovely space. It fills my heart with joy to know that we assisted in making such a beautiful place come to life and help families to face the difficult circumstances they may find themselves in."*



Franziska Lutz

“



## SINGAPORE

The Singapore Market Organization has partnered with Habitat for Humanity in order to organize meaningful EBB projects closely connected with helping people and spending time with those members of society living in memory care or similar facilities. Last December, they decided to build gingerbread Christmas houses together with clients from Dementia Singapore. Activities like this help the target community feel more connected by spending time with other people. This is also an excellent way for them to reinforce information and activity that may have gone dormant and helps to keep their brains active.

“Obviously it was an intriguing project – we are a construction company that was trying to construct little Christmas houses. What was great about this initiative is that we were able to communicate with the older people on a one-to-one conversational level. It felt very connected and personal. Furthermore, we were able to see them open up during the activity and we could engage them in building the houses the way they wanted. It was such a great feeling to see them feel comfortable and happy. I could tell from the body language of the man I was helping that he was enjoying it.

Guojian (GJ) Ng

”

## GREECE

A great example of how important EBB projects can be was an initiative in Greece. When carrying out a sustainable initiative to clean up a forest in Greece, a group collected more than 55 kilograms of old furniture, paper and plastic materials. Afterwards, the group made a surprising discovery and prevented a potential catastrophe.



“At the end of our activity I decided to go even further from the defined area and, to my surprise, I found potentially hazardous material, left there with the intention to commit arson. Cleaning the forest, along with finding filament material ready to be used to cause fire, left me with various emotions. On the one hand, we were very proud of preventing a fire that could have potentially destroyed a big area and killed animals or humans in the forest. At the same time I felt great discomfort. This experience makes me a proud member of a team that is committed to participating in volunteering activities and fostering a culture of positive change in local communities.

George Karkalas

”

### EBB AT HILTI

We are proud of the stories that Hilti team members from around the world share about their interesting and stimulating EBB adventures. Together with the Hilti Foundation, Hilti encourages the global community to spend one working day per year on social engagement.

Have you been inspired to be a part of EBB? Find your local EBB platform and have a look at your local EBB initiatives to register and connect with the responsible contact person. Share your exciting experiences on Viva Engage using #ebb so you can also encourage other Hilti team members.



[Link to Sharepoint site](#)

BUILDING A BETTER  
FUTURE BY

# Making Construction Better

An inspiring career journey  
chasing new horizons

**“We as a foundation are accountable to generate impact. We contribute with our expertise and financial resources to drive systemic change by empowering partners and providing directions to other organizations.**

Melinda Sasfi  
Project Manager Affordable  
Housing, Hilti Foundation

”

**Did you know that the Hilti Foundation also contributes to making a difference in the construction sector? Meet Melinda Sasfi, who has made a remarkable transition from the Corporate Development department to the Hilti Foundation, aiming to find solutions to complex problems. Let's explore the efforts of the Hilti Foundation to provide answers to challenges such as the worldwide housing crisis together with the Hilti Group.**

#### **Melinda's journey through Hilti**

After completing her master's degree in international management, Melinda embarked on her Hilti career through the Global Outperformer Program, starting as an account manager in Hungary. Her early immersion in the construction industry, coupled with Hilti's ethos of innovation and her eagerness to learn, laid the groundwork for her subsequent endeavors.

Transitioning to the Hilti Foundation, Melinda took responsibility for initiatives in the Affordable Housing & Technology field to enhance quality and increase efficiency in the informal construction sector.

#### **Tackling the global housing deficit**

The escalating global housing deficit requires urgent action. With 1.6 billion people facing inadequate housing today, and with a forecast by the World Bank saying the number will be three billion by 2030, the issue demands concerted effort. Unfortunately, engaging in efforts to solve that problem is not an attractive proposition for governments, private sector or non-profit organizations. It's a complex, investment-heavy and long-term slog.

Melinda's new role demands strong leadership skills, the ability to craft direction and a hands-on mentality. Skills, she eventually refined in the outperformer program. "I recognized the complexity of the housing challenge and believe our foundation is uniquely positioned to drive change through our core competencies," she adds. By leveraging Hilti's expertise in process implementation, problem analysis and collaboration, the Foundation aims to make substantial contributions in addressing this pressing global issue.

#### **Same phenomenon, different setting**

Armed with the expertise she gained in her corporate roles, she pursues Hilti's systemic approach to identifying housing gaps and addressing them by connecting the dots, applying pragmatism and creating networks of key stakeholders. She recognized many phenomena and patterns from her former experiences that are also applicable for driving improvement and productivity in her new field of involvement, such as performing diagnostics (services analysis), standardizing production (prefabrication) and implementation of subject-specific training. Yet the most essential thing is to always keep the beneficiaries' perspectives in the center, as this is pivotal in devising effective solutions ultimately used by the families. "With my strong business background, there is much I can contribute to this field, but it also offers many opportunities to further grow professionally and as a person," says Melinda.

#### **Aligning Foundation goals with the Group's vision**

Both the Foundation and the Hilti Group share synergies in their commitment to quality, innovation and serving our customers with solutions that drive efficiency. Melinda emphasizes that beyond financial interests, both entities strive to drive positive impactful change in the construction industry, resonating with the Foundation's endeavors in affordable housing – fully in line with Hilti's pursuit of building a better future by making construction better.



#### **ABOUT MELINDA**

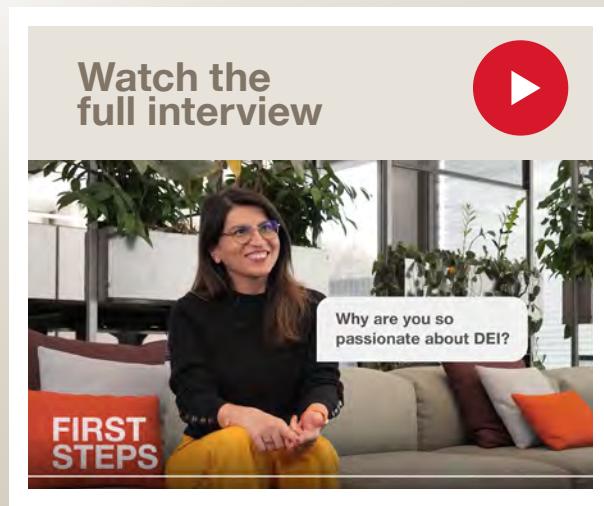
Melinda Sasfi holds a CEMS master's degree in international management. She joined Hilti in 2016 as a global outperformer management trainee and began as an account manager in Hungary. Then she took on various project management roles in Hungary, Russia and Germany. After serving in a regional manager position in Germany, she moved to the Corporate Development unit in 2021, joining the team that led the development of the LEAD 2030 strategy project. Last year, she transitioned to the Hilti Foundation.

DEI

# Inclusive of Everyone, Everywhere

Embracing diversity and fostering inclusion is a conscious choice of celebrating what each one of us contributes to our global success. It is an acknowledgement that every voice and every perspective matters to make us better and achieve the best results. In an interview with Nargiz Leproux, Diversity, Equity and Inclusion manager, and Bente Becker, DEI program manager, we talked about how our commitment to diversity, equity and inclusion (DEI) unlocks the potential of our global team in which the richness of our individual backgrounds, ideas and experiences is our greatest strength.

See an extract of the interview on the next page and watch the full version of the video interview here:



**“At Hilti, we all share the responsibility of making DEI a reality. We can all take small actions in our everyday lives to contribute to making Hilti a more inclusive environment.**

Bente Becker  
DEI Global Program Manager

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## If you needed to explain DEI in one sentence, what would that be?

**Nargiz:** DEI can seem like a fluffy, big topic that's intangible and hard to relate to. But in reality, DEI is each one of us. Because, basically, what we're trying to achieve is that everyone has the opportunity to be seen, listened to, respected and to develop.

## Why is an increased focus on DEI important for our organization?

**Bente:** DEI is a powerful tool in helping foster a sense of belonging, engagement and superior business performance. Through DEI we can help ensure that our colleagues are engaged, that they collaborate, that they're innovative. And all of this adds to the strength of our organization.

**Nargiz:** DEI is important at Hilti because it impacts us all. It makes us feel seen. It makes us feel heard. It also removes the perception and the fear that because of how I look, because of my gender, because of my level of education, because of anything, I might not get that opportunity.

## Why are you so passionate about DEI?

**Bente:** If I think about my cultural upbringing, I grew up with various different cultures around me in the Middle East. And one thing I remember for sure is that people's cultural backgrounds were never seen as barriers. They were always something to be celebrated, to be built on and to be recognized. And this is something I also see is true when working with people from diverse backgrounds, with diverse abilities, whether it's visible or invisible diversity. I think that it's so important that we celebrate these qualities and don't see them as barriers.

# WORLDWIDE PROJECTS

# Roaring Progress

## THE INSATIABLE APPETITE FOR INNOVATION

**Being proactive, inventive and open – that is what a true hungry lion represents. In 2023, the 6th award ceremony took place as eight inspiring stories competed to win the Hungry Lion Oscars. This year marked the first time that all Hilti plants worldwide participated.**

### What is Hungry Lion?

In order to foster innovation within the Hilti Group, the Hungry Lion Award rewards great ideas in manufacturing. Since 2017, the initiative has supported the creation of technologies that set Hilti apart from the competition. Currently, the awards are presented in five different categories: sustainability, differentiating product technology, story and spirit, value creation and digital innovation. There is also an additional award, the audience prize, which is decided by community voting.

#### P1

In the story and spirit category, Plant 1 at Schaan was rewarded for the “Triceratops,” a novel screw for fastening to concrete that was inspired by the self-tapping screw’s triangular shape. This design reduces tapping torque during tightening, providing a solution that is new to the market. Due to its uniform diameter, the manufacturing process is very similar to that which produces a regular round screw, making it more cost-efficient. This screw not only speeds up the fastening process, but also generates better performance when hitting rebar.

#### P4

A success story from Plant 4 in Thüringen, Austria emerged as the big winner of the 2023 Hungry Lion Oscars. Their idea, RAMolution, earned awards in three separate categories: differentiating production technology, value creation and the audience prize. For the RAM, which transfers the impact energy generated by Hilti TE tools directly to the inserts or tools, the group used brazing to create a hybrid pairing consisting of an inexpensive steel body with a virtually wear-free carbide insert. Because of the significant impact on the Hilti tools, this solution has a variety of benefits. The team has managed to create a robust, cost-effective and sustainable solution for improving battery life and hammering power. The innovation is currently being tested for general service life im-

provements. In addition, the system might be scalable to all TE tools and could lead to even greater improvement in other areas.



**From left:** The RAMolution team from P4 Hamidreza Farivar, Thomas Burtscher and David Höcher with Johannes Nywlt, Head of Engineering at Global Manufacturing, HQ.

**Hungry Lion** is a truly global initiative which was represented by the award winners from five different countries. We look forward to seeing the innovations from other plants around the Hilti world at the next Hungry Lion Oscars.

## P88

The video poka-yoke system for packaging, created by Plant 88 in China, represents a true digital innovation at Hilti. To prevent packaging errors, such as missing components, developers have utilized AI video systems to detect individual objects. The software is trained to detect every required item that is visible to the camera. This provides real-time feedback and alerts to the worker if components have not been included in the packaging process. There is also no impact on efficiency as additional steps are not required.

## P18 and P9

In the sustainability category, there were two submissions that stood out.

At Plant 9 in Strass, Germany, the HIT SC mesh sleeve, made of polypropylene and polyamide, was successfully optimized and improved. After the development of a new concept, solutions were found for several problematic issues. One notable improvement was the replacement of the mesh fabric with a fine mesh made from polypropylene which was entirely created through the injection molding process. This transition, from using two separate materials to a single plastic material, is more environmentally friendly. Additionally, the mesh sleeve is now produced in-house by Hilti, minimizing the need for additional transportation.

Valuable raw materials, such as hexagonal rods, are stored in Kecskemet, Hungary. These materials are essential for the final production of some tools. The hexagonal rods, for example, are used in the manufacturing of TE-SX chisels, as their chuck is not geared for round chisels. Dealing with materials having a hexagonal shape leads to challenges such as higher costs and quality issues. Addressing these concerns, the project team at Plant 18 came up with a solution: Together with their machine supplier, they developed an axial cold-forming machine to utilize round materials and manufacture them to obtain the hexagonal shape for TE-SX chisels without wasting steel. This technology offers numerous advantages, including rapid cycle times as well as in-house production. What set Plant 18 apart for the Sustainability Award was their commitment to zero steel waste, achieved by shaping the material instead of grinding it.



WORLDWIDE PROJECTS

# Manufacturing Execution System

SIMPLIFIES WORK

**One of the significant reasons for Hilti's success is its international team spirit and global collaborations. A great example of joint effort and teamwork beyond borders is the successful implementation of the Manufacturing Execution System (MES) at Plant 88 in Shanghai, China.**

The journey began with the effective implementation of MES in Plant 4, in Thüringen, Austria, and Plant 1, in Schaan, Liechtenstein, which then provided experience and knowledge to Hilti China. With the support of the other plants, Plant 88 was able to integrate and adapt the overall solution system to its specific needs.

Following two years of meticulous preparation and a gradual transition during various Covid lockdowns, MES was rolled out in Shanghai at the end of 2023 in all the plant's production lines. This encompassed 24 assembly lines, seven motor lines, and the integration of 84 machines. The complete implementation of MES across all production lines of a plant, rather than its partial use, remains unique within Hilti to this day.

## EMPOWERING WORKERS: MES ADVANTAGES

MES serves as a technical system that helps facilitate the connection between the shop floor and SAP, ushering in an era of sustainability by significantly reducing paperwork and minimizing manual errors. The benefits are numerous, especially for the workers themselves, providing a welcome relief from the burden of writing mistakes. Additionally, streamlined processes eliminate duplication of effort, further enhancing their experience. Moreover, real-time data contributes to a more flexible and responsive production environment.

**“With MES, we can monitor and optimize our performance, quality and efficiency more professionally and quickly identify and resolve issues. I would like to thank everyone who contributed to the success of this project. Your support and commitment were invaluable and greatly appreciated!**



Ann Ding  
Senior Project Manager,  
Shanghai P88

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Orders are now recorded digitally with MES.

## 88 MES Full Range Go-Live Celebration



MES launch celebration with all employees, thanking them for their commitment.

A DAY WITH ...

# Lijo Johny, Data Scientist at Hilti Headquarters



Lijo joined the Diamond Business Unit in 2021, where he supports the enhancement of diamond insert development through the use of machine learning, while completing his Ph.D.

After winning the annual Hilti IT competition in 2016, he started his career at Hilti as a mobile application developer in Kuala Lumpur, Malaysia.

**INFO**

Data scientists carry out many activities, including researching, coding and designing algorithms. They are like modern day investigators who use computers, mathematics and statistics to solve problems. First, they gather reams of data and then study it to find hidden patterns which can help predict eventual results in many different scenarios.

In 2018, he moved to Europe with stations in Hilti's IT unit in Buchs, Switzerland and in the Digital Marketing team in Paris, France.

**7:40** I start my day by reading online news and gathering all sorts of information from a variety of sources. I like to know what awaits me, so I also glance at the new emails to ensure a productive start.

**8:00** Waving goodbye at home and zooming to work – we work on a project-to-project basis, following an agile manner and adopting scrum methodology to ensure the timely delivery of high-quality, value-generating, data-driven products. So, after coming to the office I open our collaboration platform, Jira, to check the tasks and plan the priorities of the day accordingly.

**9:00** Meeting up with colleagues – my focus is set after a daily internal meeting with the scrum team where we discuss the current status of the tasks in progress and come up with possible solutions for the challenges we face as a team. It's all about sharing ideas, helping each other and reaching the goal together.



**10:00** Playing with data and algorithms – as a part of my daily routine, I collect a large amount of data, ranging from specifications used to design diamond inserts to the results from actual tests conducted at our controlled test centers. I carefully analyze the data and generate a machine learning model with the help of complex algorithms so that the model identifies patterns and provides predictions. Supporting the team in unveiling promising design combinations, which are invisible to the human eye, through conventional techniques is my daily routine. For example, we have developed a machine learning model that is trained on historic tests and used to predict the performance of prototypes for a new project where we have fewer tests. This helps to make the process faster and cost-effective as it reduces the physical testing of prototypes.



**11:30** Enjoying good food with friends – sitting at a big table with colleagues at the Rote Haube personnel restaurant, sharing stories and enjoying tasty food makes it special. It continues with a warm cup of coffee together.



**12:30 to 16:00** Creating programs that help the diamond inserts development team use machine learning predictions is one of my focus areas. For example, if we want to increase the speed of the inserts, the diamond inserts team can use the analysis provided by the program to identify areas for improvement without creating a physical prototype. From time to time, I gather feedback and collaborate with the team on various areas of improvement for the machine learning model. In addition, I also try and educate my team members and help to simplify the complexities or better explain the findings.

**14:30 to 16:00** Monthly team meetings – we have a meeting of all the team members from the Diamond Inserts Development team once a month. Everyone talks about the new things we have learned and applied in our project.



**16:00** Getting lost in books and research – exploring new ideas and discoveries through research for my Ph.D. degree at Liechtenstein University. Learning lots of exciting things and combining learning with my work at Hilti.

**17:00** Organizing for the next day – taking time to update the status of my tasks in our project management platform. Organizing and planning for the next day, making a to-do list and packing my bag.

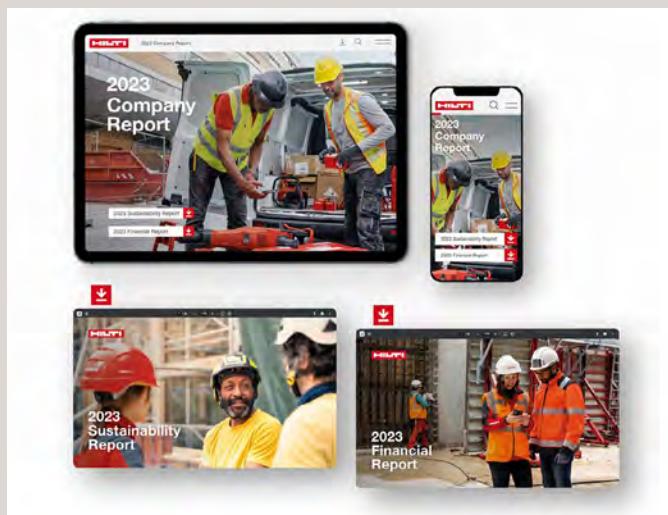
**17:30** After heading back home, my regular routine includes going to the gym and cooking Indian food. I enjoy playing chess, so I play a match or two with my friend and roommate to help myself unwind.

At Hilti, a large amount of data is generated by our daily business processes. Intelligent data processing and advanced analytics are essential for utilizing big data to enable data-driven decisions. The [Global IT Data Science team](#) at Hilti consists of a group of analytics enthusiasts from diverse backgrounds and interests, such as statistics, physics, computer science, engineering, business and more.

2023

# Company Report

**The Hilti Year in Review:  
Discover How We Are  
Making Construction Better**



## THE HILTI REPORT SUITE

In our [2023 Company Report](#) you will find a review of last year, its events, facts and figures. Discover our Lead 2030 strategy in action, narrated in tangible stories from both our customers and our team members around the world. In the chapter on sustainability, you will find an overview of what we achieved in 2023, which projects were implemented worldwide through Engaged Beyond Business and insights into the Hilti Foundation's focus projects.

Get a detailed overview of where we were able to make significant progress during 2023 in our [Sustainability Report](#). And if you would like more information on our performance, you can either have a look at Jan Doongaji's editorial, watch the interview with Christoph Loos and Jan Doongaji or go line-by-line through the group's financial performance in 2023 within our [Financial Report](#).

[Our home for all reports](#) gives you direct access to the [Sustainability](#) and [Financial Reports](#) on any device, allowing you to easily share relevant content with customers, partners or with your personal social network.

**Enjoy the read and  
spread the word!**



 [HILTI REPORT SUITE](#)

## Publication details

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