

CU+

PRODUCTS &
INNOVATIONS

**Selenium
production
for tomorrow's
markets**

PEOPLE &
VALUES

**Culture in
transition**



O. KWASNIEWSKI

POWER FOR PERFORMANCE

We're achieving greatness!

WORLDWIDE

In this issue, we report on people, products and innovations from around the world



The CU+ editorial team:
Marie Hüber, Beate Münchenbach
and Kim Laura Götz

EDITORIAL

DEAR CU+ READERS,

What does “Power for Performance” mean? And how can we at Aurubis work together along the entire value chain to ensure our success as a Group? These are the questions we explored for the focus topic of this issue and rediscovered just how complex, intertwined and powerful our business model is. From sourcing raw materials and processing them in the plants, to our products, customers and service portfolio — in between there are thousands of decisions, processes, data streams, technical solutions, and most important of all: people. And although we can only highlight a few, you’ll clearly see that **Power for Performance** is not an abstract guiding principle. It is embodied in the innumerable situations taking place every workday — from digitalization to strategic development. We hope you enjoy this latest issue.

The CU+ Editorial Team

04

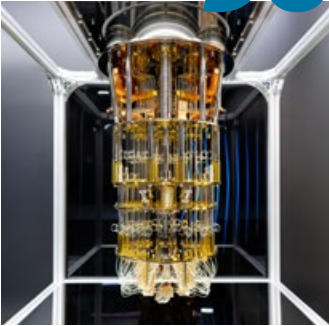


**SHORT & SWEET
NEWS FROM THE SITES**

Dates and events, a new office in Dubai, three winners at once, an innovative powerhouse, and other news from around the world. Page 04

**PRODUCTS &
INNOVATIONS**

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METALS FOR THE FUTURE

From data centers to quantum computers: Next-gen technologies are packed with Aurubis metals. Page 50

AI: HYPE OR HELPFUL?

How using artificial intelligence (AI) adds value and where Aurubis is already employing AI. Page 56

MILESTONE

Aurubis subsidiary RETORTE inaugurates new selenium production facility. Page 58



10

POWER FOR PERFORMANCE

Strong together

Our business model is robust, complex — and demands “Power for Performance” in many forms from everyone involved: starting with the sourcing of copper concentrates and recycling raw materials and their processing in the plants through to marketing the final products. We’ll provide insight into this unique interplay as the focus topic of this issue. Page 10

**PEOPLE &
VALUES**

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CULTURE IN TRANSITION

Aurubis is colorful, vibrant, engaged — and in transition, as illustrated by diverse examples from our sites. Page 44

**FOCUS ON DIALOGUE
AND COOPERATION**

How Aurubis is meeting its responsibility in the supply chain. Page 54

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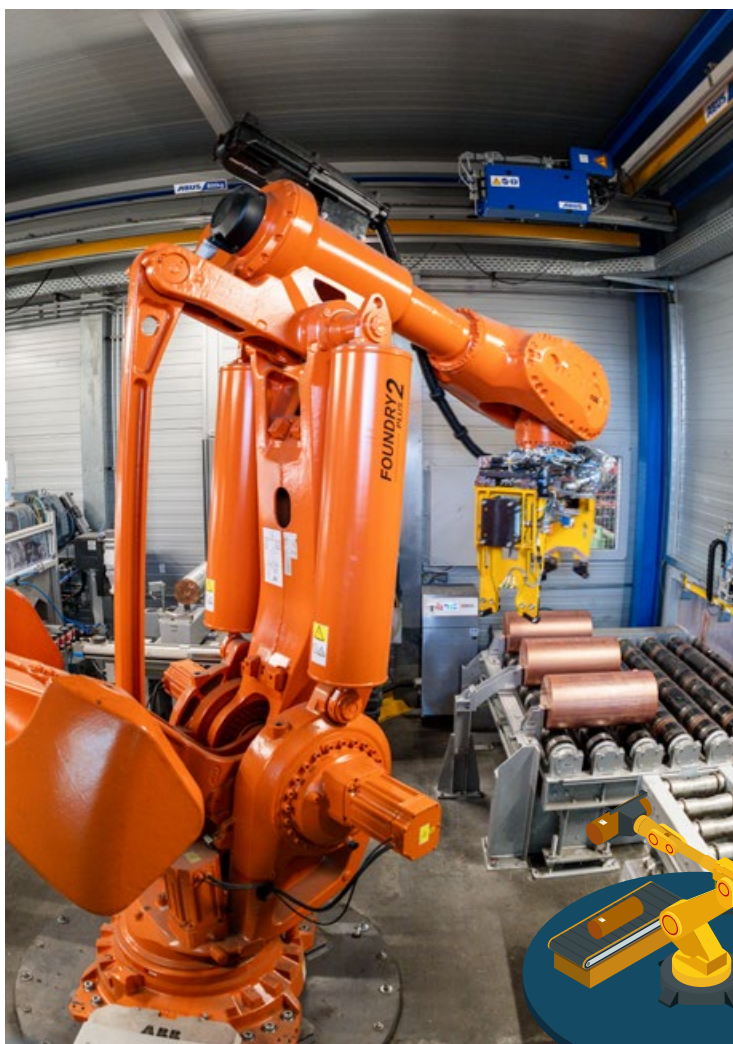


SHORT & SWEET

News about people, products and innovations from our sites around the world

Innovative powerhouse

AUTOMATION — New heavy-duty robot automating copper billet handling in the continuous casting plant in Hamburg.



Copper billets can now be automatically measured, marked, labeled, deburred and stacked in Hamburg: With an impressive processing capacity of up to 20 t of billets an hour and capable of lifting up to 1,000 kg, a new robot is reducing the physical workload for workers while also increasing security in casting plant 3 with its enclosed system. Operations Manager Marcel Cordes is confident: “This robot will improve our processes over the long run.” An investment driving digital transformation at Aurubis and a contribution to realizing the 2030+ targets of the Digital Factory.

+ MORE INFO



More about the robot in this video:

bit.ly/44vBg93

Powerful helper: A new robot is tackling up to 20 t of billets an hour in the continuous casting plant in Hamburg.

Off to a successful start in Dubai



Alexander Blazhev has been Managing Director Aurubis Middle East in Dubai since September 2024.

The Middle Eastern market offers enormous growth potential for scrap, alloys, copper-containing industrial waste, and valuable materials like e-scrap and tin. Dubai is also an important hub for globally active scrap dealers from all over the world. A good place for Aurubis to find partners to strengthen our supply position, partly by engaging in local recycling conferences, events, panel discussions, targeted supplier visits, and coverage in the local media. A strategy that is bearing fruit: After just six months, the average monthly quantity of recycling materials from the region has tripled and additional material streams have been integrated. And the upward trend continues. "I am confident that Aurubis will establish a stable and long-term presence in this region", Alexander Blazhev says. He was previously Commercial Manager in Pirdop for many years. "The region is one of the fastest growing in the world in terms of investment in industry and green energy, construction and large-scale demolition projects. We see a ton of potential!"

July 2025



First place: Florian Pautzsch, Corporate Communications (left), and Michel Tabit, Group Security, accept the award on behalf of the team.

Triple triumph

Aurubis took first place at the renowned German Prize for Online Communication (DPOK) in the Film & Video category for the "It's up to you. Make the right choice." malicious insider campaign. The emotionally charged video series won over judges for its clear messaging, strategic deployment, and international reach. In March, Aurubis went home with silver for Best Employer Brand 2025 for its global "You are our most valuable element" campaign that highlighted employees. And the Hamburg site's hydrogen project was honored on the international stage: The World Hydrogen 2025 Awards recognized Aurubis' pioneering role in decarbonizing copper production in the Industrial Application category.



First place for Aurubis' role in decarbonization.

Second place: Marcel Kloska, Group HR, takes pride in the recognition the international campaign received.



Aurubis Italia: The site offers career opportunities to many generations.

Deutsche Giessdraht:
Rod production doubled to
240,000 t over 50 years.



Congratulations!

AURUBIS ANNIVERSARIES — 2025 marks 159 years of company history. Since 1866, we've made more than just metals; we've also forged connections — between materials, markets and people. A number of sites and departments are celebrating major milestones in 2025.



Plant Fire Department Aurubis Hamburg celebrates its 100th anniversary this year.

A number of sites are celebrating momentous milestones this year: The Hamburg Fire Department marks 100 years of unwavering service and dedication to safety and technical assistance around the clock. Deutsche Giessdraht in Emmerich is celebrating 50 years of copper rod expertise. The site has been an integral part of the Aurubis network since 1975. The plant in the Italian city of Avellino is also looking back on 50 years of successful rod production, an anniversary commemorated on site with COO Tim Kurth on May 14. Thanks to everyone who has made these success stories possible!

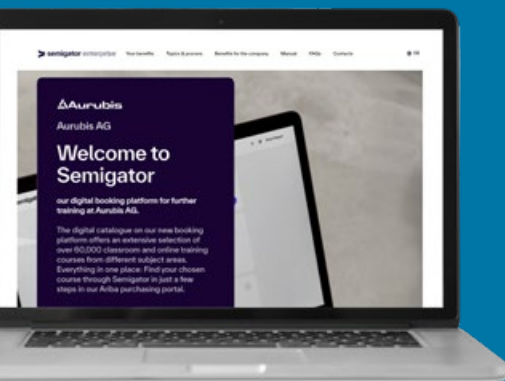
Continuing education made easy

In July 2025, the Semigator platform for booking training went live at the Hamburg and Lünen sites. Users can quickly and easily register for over 60,000 online and in-person courses. It replaces the current BANF process and is accessible through Ariba. An accompanying information page and flyer provide all the important details. Try it today!

+ MORE INFO

Semigator internet page:
bit.ly/45Z2InE

Aurubis intranet:
[Group Intranet >](#)
[Learning Academy >](#)
[Semigator](#)





What's going on in the plants

FROM OPENINGS AND SUMMER FESTIVALS TO EVENTS —

There is a lot going on at the Aurubis sites in the coming months. Best wishes from CU+!

Openings & celebrations

[Beerse & Olen](#) [September 18](#)

Car-Free Day

[Emmerich](#) [September 20](#)

50th Anniversary of
Deutsche Giessdraht

[Bulgaria](#) [October 25](#)

“Golden Rings” Milestone
Anniversary Celebration

[Olen & Beerse](#) [October 25](#)

Milestone Anniversary Celebration

[Beerse](#) [October 25](#)

Retirement Ceremony

[Hamburg](#) [November 18](#)

Aurubis Awards Ceremony

[Stolberg](#) [November 28](#)

Milestone Anniversary Celebration

[Hamburg](#) [December 4](#)

Milestone Anniversary Celebration

[Lünen](#) [December 11](#)

Milestone Anniversary Celebration

Family days

[Bulgaria](#) [September 13](#)

Employee and Family Day

Education, sports & knowledge

[Bulgaria](#) [June and August](#)

Summer Art & Music Academy
for kids in the region

[Lünen](#) [July 15–19](#)

Aurubis Football Cup 2025

[Hamburg](#) [July 17](#)

MINT (STEM) Dual Job Fair

[Hamburg](#) [August 28](#)

MOPO Team Relay Race

[Bulgaria](#) [September](#)

Sports Festival

[Richmond](#) [September 13](#)

Girl Scouts S'Morevivor

[Hamburg](#) [September 13](#)

Veddel Block Party

[Hamburg](#) [September 16](#)

B2Run Corporate Run

[Stolberg](#) [September 19](#)

Aachen Corporate Run

[Lünen](#) [October 11/12](#)

Kite Festival

[Hamburg](#) [November 6](#)

275th Training Manager
Working Group (AKAL)

Holiday events

[Emmerich](#) [November](#)

Christmas Party

[Hamburg](#) [November 29–30](#)

Christmas Market

[Richmond](#) [December 1–5](#)

Christmas Spirit Week,
Christmas Party on last day

[Lünen](#) [December 6](#)

Christmas Market

[Stolberg](#) [December 6](#)

St. Nikolaus Day

[Stolberg](#) [December 12](#)

Christmas Party

[RETORTE](#) [December 15](#)

Christmas Dinner

[Beerse](#) [December 18](#)

Ugly Christmas Sweater Day

[Peute](#) [December](#)

Christmas Party

[Bulgaria](#) [December](#)

Charity Christmas Bazaar

Navigating success together

As the Executive Board team, we've set a clear course: strategic, ambitious and collaborative. We're committed to consistently guiding Aurubis towards a bright future — and we're counting on you to help lead the way!

Here at Aurubis, every site, every department, and every individual is elemental for our continued success. Achieving our objectives depends on working together as a strong team empowered by the skills of every employee. Read about how this translates into practice starting on page 10 of this issue of CU+. Our “Power for Performance” culture target image captures our vision: It represents a performance-driven company culture and a shared sense of responsibility throughout the organization (see p. 42).

Performance begins when we transform our skills, knowledge and passion into action. As the

Executive Board team, we strive to deliver strong performance — always with one goal in mind: to set the standard for excellence in everything we do.

This starts with safety. Any accident is one accident too many. Our unwavering commitment to zero accidents — every day, at every

“We build on our strengths to further enhance our performance and continuously improve.”

Inge Hofkens, COO

“Our global competitiveness depends on each of us thinking ahead, stepping up, and taking ownership.”

Steffen Hoffmann, CFO



site — is reflected in the Group-wide TOGETHER safety program (see p. 48). Safety isn't a one-time achievement — it is a standard we uphold together every single day. At the same time, we're enhancing our processes and securing plant perimeters to ensure criminals don't stand a chance. We maintain the highest standards and a deep sense of accountability, as demonstrated by initiatives like our "It's up to you. Make the right choice." malicious insider campaign.

Aurubis has a unique network of primary, secondary and production plants that gives us a decisive edge in the competitive landscape. We build on our strengths and unique selling proposition to reinforce trust in

“Performance begins when every individual applies their skills, knowledge and passion and leaders show the way.”

Toralf Haag, CEO

our performance: by advancing technical processes, increasing efficiency, driving digitalization, and investing heavily in recycling.

We're on the right course — with major investment projects that are well underway and demand our full focus and discipline. Around € 1.1 billion of the € 1.7 billion total approved for investment was already invested by the end of March 2025. But we

know that the world is changing at breakneck speed — economically, geopolitically and socially. That's why it's crucial to regularly test and validate our strategic assumptions. So we're revising our strategy this year to place even greater emphasis on securing our future (see p. 52).

Everything we do is also aligned with keeping our cost base streamlined and efficient. This is how we can stay competitive on the world stage. Our success depends on all of us, on each person stepping up and taking ownership. Personal responsibility is more than a buzzword — it's the key. So let's show what we are made of — together. For a safe, secure, strong and successful Aurubis.

The Aurubis Executive Board

“Together, we have to consistently uphold and reflect our commitment to safety every day.”

Tim Kurth, COO





THE SOURCE OF OUR STRENGTH

Achieving greatness together

“Our performance is the foundation of our success. Everyone at Aurubis plays an important role in maximizing our performance.” In February, CEO Toralf Haag introduced our **Power for Performance** culture initiative with these words. Nowhere is this power more evident than in the way we run our business. Aurubis is unique and driven by the seamless teamwork of many colleagues from both production and supporting functions across the entire Group. A glimpse behind the scenes.

Transforming raw materials like copper concentrates and recycling materials into valuable, in-demand products involves numerous, often highly complex processing steps. And while it's all about metallurgy, it's also about the successful interplay of many people and departments. Many “cogs” meshing to drive the whole. Taking the metaphor a step further, innovative spirit, the will to keep optimizing cooperation, an awareness of risks, and clear leadership

and communication are the “grease”. And we all have our part to play. This is our “Power for Performance”.

UNITED IN ACHIEVING EXCELLENCE FOR THE GROUP

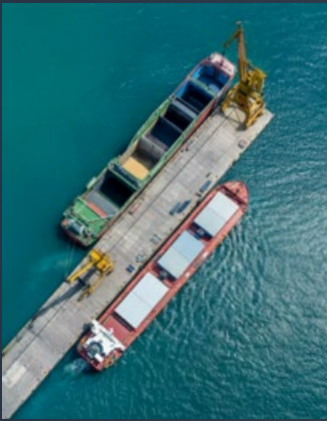
Put simply, our value creation starts with the right input materials for each plant, continues with coordinated strategic purchasing, logistics and the various production steps, and ends with sales and customer service. Many of these processes involve a number of sites: smelters, downstream production, sales →



+ POWER FOR PERFORMANCE

Please visit the intranet to learn all about our culture initiative:

[Group Site > About Us > Our Culture](#)



01

HOW WE SOURCE MATERIALS

Ensuring supply security is the central focus of the close coordination between the plants and the Group.

02

WHAT WE SOURCE

Whether it's copper concentrates or recycled materials, the aim is to achieve the right quality and an optimal material mix.



03

HOW WE PRODUCE

Each site and every team contributes its expertise and know-how to our unique smelter network.

→ and marketing, and, of course, the supporting administrative and Group functions. All powered by our over 7,000 employees. “Each individual site gives its all and together we work to achieve excellence for the Group,” says Sven-Kelana Christiansen, Vice President Group Supply Chain Management (SCM) until July 1, 2025. His unit is responsible for optimizing material streams across the Group to maximize value for Aurubis.

There are also colleagues and teams that operate behind the scenes in our value chain, though

their roles are still vital. Such as Human Resources (HR), making sure Aurubis has the right people in the right positions, and actively offering support and development options. Some colleagues monitor plant security and work safety on the ground at the sites, while the environmental protection and sustainability management team advises the plants on environmentally friendly production and the responsible use of resources along the entire value chain (see p. 54). And these are just three examples highlighting how every area — both at the site and the

Group level — plays a distinct role in ensuring the company's success.

COMPLEX INTERPLAY

Christian Plitzko has been with Aurubis for over 20 years and is currently involved in coordinating the various material flows throughout the company as part of Group-wide supply chain management. “Our value chain is a highly complex process that Aurubis manages more effectively than any other company worldwide, requiring seamless collaboration across multiple departments,” he says, adding: “It’s this



04

WHAT WE PRODUCE

Aurubis metals are essential building blocks for future technologies. Our product portfolio covers a total of 20 metals.

overarching structure that makes our plants both unique and robust.”

It would be impossible to describe this “overarching structure” completely in just one article. Especially since many processes span various levels and take place in closed loops, like the reuse of intermediate products as raw materials. We’ll still do our best to provide a glimpse into our business model on the following pages. While not aiming for a full picture, we’ll share many examples of people who are already driving “Power for Performance” in their respective areas.

05

HOW WE SELL

First-class service is as essential as our high-quality products. And is going increasingly digital.



“Our value chain is a highly complex process that Aurubis manages more effectively than any other company worldwide, requiring seamless collaboration across multiple departments.”

Christian Plitzko, Supply Chain Management, Group Metallurgy

01

An aerial photograph of a large industrial barge on a teal body of water. The barge is long and narrow, with a grey deck and several large, dark-colored rectangular structures along its length. A red tugboat is positioned at the front of the barge, and two yellow cranes are visible on the deck. The water is a vibrant teal color, and the sky is a clear, light blue. The overall scene suggests a maritime industrial or construction project.

HOW WE SOURCE MATERIALS

Supply security in the spotlight

It all starts with sourcing the right raw materials, like copper concentrates and recycling materials, by the plants. But as Christian Plitzko explains: “What we do goes beyond conventional procurement. The production sites leverage their capabilities and capacities to smelt and extract valuable metals from the raw materials we source. The objective is to keep the smelters

operating as close to full capacity as possible — and that shapes how we choose our suppliers.”

THE SCM TRIANGLE

Striking the right balance between the production sites and supply chain management (SCM) is crucial when sourcing raw materials. “We call it the SCM triangle consisting of operations, commercial and finance,”

Sven-Kelana Christiansen explains. Operations — meaning the plants — need stability, so they depend on a steady and reliable supply of raw materials. Commercial — the teams that negotiate terms with suppliers and customers — have to be able to adapt swiftly and flexibly to market conditions. And the financial dimension is the third side of the SCM triangle. Aurubis deals with →

AURUBIS PLANNING SYSTEM

Better planning

In 2020, Group SCM rolled out a digital tool for optimizing key material flows — the Aurubis Planning System (APS). The then project manager Simon Kremer developed the APS module for concentrates. Today, he and his colleagues in Purchase and Operations Planning (P&OP) use this module as a planning tool — as do local SCM teams, along with Commercial and Commercial Operations (formerly Customer Service). APS automatically analyzes the data coming out of the plants through systems like SAP and MES: “This allows us to make faster decisions and respond flexibly to emerging risks and opportunities.” There are also APS modules for scrap and

blister procurement as well as for rod sales (see p. 31). The system won the Board Customer Award in the World Class Transformation category in June 2025.



Accepting the award: Christian-Ole Möller, Program Manager APS (right).





“Local planners are our contacts in production. This link is very important for sourcing.”

Sven-Kelana Christiansen
VP Group Supply Chain Management

→ extremely high material values, so the sites strive to maintain the lowest possible inventory levels, since these require financing. “This is the balancing act we continuously navigate. Colleagues from the three areas always coordinate closely to meet the needs of the plants,” Sven-Kelana Christiansen says.

The right distribution of raw materials is essential in keeping all the smelters operating at optimal capacity. This task falls to the Purchase and Operations Planning (P&OP) team, an SCM division led by Stephan Gernerth. “We step in when a material is used at more than one site,” he explains. “But the plants are

always in charge. We work closely with local planners — they are our link to production. We’re a powerful team with great team spirit.” Ultimately, each site is responsible for sourcing its own raw materials.

COMPETITION FOR RAW MATERIALS

P&OP compiles the “shopping lists” submitted by the plants into Group purchasing mandates and regularly

discusses what raw materials are available and possible alternatives with the local Commercial teams. “This close collaboration is crucial to our success, especially as competition for raw materials continues to intensify,” Senior Vice President Commercial Martin Sjöberg says. Strong relationships with business partners are equally important here — built over decades of market presence and, as Martin Sjöberg



emphasizes, “because our partners value our reliability and our skilled, dedicated employees.”

Looking at the entire Group processing chain is the only way to ensure internal capacities and input materials are used as efficiently as possible. That’s why raw materials planning also considers co-products like slags (of the right quality) and intermediate products like anode slimes (generated in the smelters

8

million t of material move through Aurubis every year.

and used as raw materials in precious metal production). The plants benefit significantly from this approach.

Demand for products is not yet a factor at this stage: “What makes Aurubis so interesting is that we have a decoupling point — the cathode. We produce as much as possible up to this stage in our value chain. Then we start planning based on demand,” Sven-Kelana Christiansen explains (see p. 32).



In dialogue: Felicitas Leidecker (right) and Vanessa Marx from Material Accounting assess material quantities and qualities during inventory inspections.

BETTER TOGETHER

Close collaboration

“I’m proud of the exchange we have with the plants. We work together to achieve the best possible performance,” Felicitas Leidecker says. She has been with Aurubis for 14 years and in charge of local production planning for all recycling materials at the Lünen site since 2020. Together with her team, she ensures the optimal input mix for production based on the recycling materials that come in. She discusses current production capacity with experts in the smelters and is also in regular contact with Group SCM and the production planners at the other sites.

02



WHAT WE SOURCE

Complex raw materials as a factor for success

Whether dealing with copper concentrates or recycling materials: It's all about the right quality and an optimal material mix — all while ensuring a responsible supply chain (see p. 54 for more). “Each of our smelters has its own unique characteristics and

technical requirements,” Christian Pitzko says. “We systematically select our raw materials to make optimal use of each site’s specialized capabilities.”

Copper concentrates and higher purity copper scrap account for the largest share of Aurubis’ input materials by volume. These are →



Status June 2025

COMPLEX RECYCLING HAMBURG

Expanding capabilities

Complex Recycling Hamburg (CRH) is a good example of how the range of processable raw materials continues to expand. The Hamburg site will be able to process around 30,000 t of additional recycling material annually, as well as a larger volume of internal, complex intermediate smelter products — especially materials that contain copper, lead and sulfur. This innovative, proprietary process strengthens our competitive position, as very few companies worldwide have succeeded in achieving this combination. “As a rule, copper smelters can only process copper and sulfur, lead smelters lead and sulfur, and secondary smelters only copper and lead. CRH gives Aurubis the ability to extract all three — at high capacities,” Project Manager Jürgen Jestrabek says.

Efficient and secure:

Albena Duralieva, laboratory manager in Pirdop, takes pride in the digital lab network.



2.3

million t of concentrates

are processed by Aurubis each year. Plus around 1 million t of recycling materials.

→ processed primarily by the Hamburg and Pirdop smelter teams. We also buy computer scrap and other end-of-life electrical and electronic equipment. The focus is on raw materials with precious metals for recovery in Hamburg, whereas in Beerse the emphasis is on recycling materials rich in tin. But even low-grade, highly complex copper raw materials are attractive for Aurubis, “because the production sites in

Beerse, Berango, Olen and Lünen are global leaders with their expertise and facilities,” Christian Plitzko says.

COMPETITION FOR INPUT MATERIALS

All input materials share common challenges, as higher purity concentrate deposits are becoming increasingly rare, and secondary materials contain ever smaller quantities of metals and components. And global

competition for these resources continues to intensify. To be the partner of choice, it’s essential to analyze all incoming materials quickly, reliably and securely. Accurate evaluation of quality and value, timely payments, and, of course, optimal processing — these are the main objectives. Fully automated sample preparation implemented for recycling materials in Lünen in 2024 and expanded to additional input materials such as



Faster and more transparent:

Jonas Lembcke, Team Coordinator at the Lünen laboratory, praises the time and effort the LIMS saves.

LABORATORY INFORMATION & MANAGEMENT SYSTEM

Networked laboratories

SCM is introducing a standardized tool for digital laboratory documentation at all the sites: the Laboratory Information & Management System (LIMS). The LIMS offers transparent access to data, and dashboards enable real-time tracking of throughput times and utilized capacity. This harmonizes analytics and allows the sites to help each other during bottlenecks. Some of the samples taken in Lünen go to Pirdop, for example: “By working with the Pirdop lab, we can make optimal use of our capacity during peak times. This makes our analyses faster and more transparent overall,” says Jonas Lembcke, team coordinator at the Lünen laboratory. “The LIMS creates synergies in the smelter network that make us more efficient — and more secure. This is good for our suppliers and good for us. This is something we can be proud of,” explains Albena Duralieva, laboratory manager at Pirdop.

concentrates in Hamburg in 2025 is a major step in this direction. This approach will be gradually rolled out to the other sites as well (see CU⁺ July 2024).

And the year started out with the launch of the global LIMS digital platform (Laboratory Information & Management System). It links all the labs in the Group (see above). “The goal is to digitalize the entire analysis process and make it trace-

able. Samples can also be analyzed at other sites to better distribute the workload,” explains Matthias Michelsen, head of Group Sampling & Laboratory.

Weigh-ins are now also automated and no longer entered by hand, which improves security too. This transparent and accessible testing has encouraged exchange among colleagues in the labs about processes and experience.



“Our analysis methods are highly standardized.”

Matthias Michelsen
Head of Group Sampling & Laboratory

03

**HOW WE
PRODUCE**



Unique smelter network

Smelting, refining, transforming: These keywords describe the various metallurgical processes we use to extract valuable metals and other basic materials from copper concentrates, scrap, complex recycling materials, and intermediate products. We are the industry leader in complex, multimetal raw material processing and high metal recovery rates. Each site and every team leverages its expertise and know-how here: Our smelters in Beerse, Berango, Hamburg, Lünen, Olen, Pirdop and Richmond are each specialized for different input materials and produce various metals ranging from copper to tin. And the teams at our sites in Hamburg, Olen, Avellino, Emmerich, Pori and Stolberg process copper cathodes into rod and shapes, and flat rolled products. Rather than delving into the complexities of these production processes (see CU+ May 2021 for details), this

article explores where and how we are continuously improving.

To ensure optimal performance across all plants and sites, every processing area has to have a consistent supply of the right materials (see p. 15), enabling the Aurubis network to operate at peak efficiency. Material shortages destabilize production workflows. And a surplus presents

other challenges; high material reserves tie up cash at the sites. Christian Plitzko sums it up: “We have to know our inventory levels, otherwise optimal production is impossible.” That’s why digital systems like the Group MES are growing in importance. They keep all process stakeholders up-to-date on what materials are available and at what quality. →

At a glance: Alina Tümmers (left) explains the advantages of the new shopfloor management system to a colleague from the Hamburg lead facility.



DIGITAL SHOPFLOOR MANAGEMENT

Communicating better

A new digital shopfloor management system is improving communication and planning in operations and eliminating Excel tables and lists on paper. Key components include digital shift handovers, a morning meeting dashboard, downtime analyses, and digital walkthroughs. This was all launched at the primary smelter Plant North (RWN) at the Hamburg site in 2023, followed by Olen in 2024. It is being rolled out to Beerse, Lünen and Berango in 2025. The system integrates data from platforms like SAP and MES as well as shift observations and notes.

+ SMELTER TOUR

We reported on production in detail in the May 2021 issue of CU+:

[Group Intranet >](#)
[CU+ > CU+ English >](#)
[CU+ Archive >](#)
[CU+ 05/21 Metallurgy](#)





MOLD CONDITION MONITORING

Improving quality

Reducing waste with better monitoring: Mold condition monitoring is a way of assessing the state of the casting molds. This digital tool is instrumental in checking whether the molds in the anode casting wheel are intact and properly aligned before the casting process begins. This prevents defective anodes. A pilot project is currently underway at the Beerse site. “The digital system helps colleagues at the plant determine when casting can begin,” says Niko Mollen (pictured left), production manager at the anode casting plant in Beerse.

→ MONITORING MATERIALS

“Our Group MES, which will be rolled out to all the sites, is linked with other digital tools. It incorporates findings from the labs via the LIMS, for example. So not only can I see inventory levels at a glance; I also

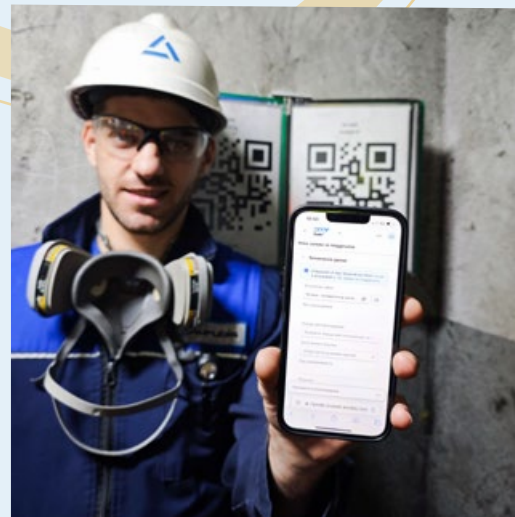
know what metals they contain,” Bastian Waltz explains. As head of Group Metal Flow and Stock Management, he is responsible for a comprehensive overview of the entire process from incoming raw materials to outgoing final prod-

ucts. Aurubis launched the “Agile” improvement program to capture a holistic view of how materials move through the company. It integrates individual system components like MES and LIMS. The goal is to have all data automated and available in real

MOBILE MAINTENANCE

Forward thinking

Continuously operating, well-maintained equipment is essential to plant performance. There have been some innovations here too: In 2024, the first mobile maintenance report was successfully recorded in the SAP system at the site in Bulgaria. Colleagues can now report potential damage directly on site using their smartphones — including photos and a QR code. “Important information tended to slip through the cracks before. Now everything is documented and traceable,” Krum Neykov, Business Process Manager at the Pirdop site, says. This saves colleagues like Stoyan Durchev (photo right) time, improves data quality, and increases safety and security. The solution is slated to be rolled out to other Aurubis sites following the successful pilot project.



PROCESS DATA ACQUISITION RICHMOND

Transparent

The PDA system enables real-time tracking of inventory movements. “This is a new system for us, and the team was really engaged during training. They were particularly impressed by the real-time transparency and how it significantly reduced the paperwork previous required for each shipment,” Trey Lott, Material Handling supervisor at Aurubis, says.



Digital material recording: Trey Lott (right) and fork lift driver Robert Wilson complete PDA training.

time — including material movements. This material tracking system is called process data acquisition (PDA) and uses QR codes and Lidar sensors. It was first introduced in Hamburg and Richmond (see above). The goal is to have all the sites connected to this and all other Agile systems by mid-2026.

ALWAYS IMPROVING

Our plants use the highest technology and process standards. And the sites are constantly working on organic ways to further enhance productivity: Production throughput at the primary smelter Plant East (RWO), for example, has almost doubled since it was commissioned in the 1970s — using only the originally planned equipment. “Always improving” is also our motto when it comes to other aspects such as plant availability, safety, security and collaboration. So production teams at all the sites work closely with departments like Research & Development and Continuous Improvement on new initiatives and projects — often with the support of the Digital



“We have to make sure all production equipment operational at all times.”

Bastian Waltz
Head of Group Metal Flow
and Stock Management

Factory — on jointly developing digital solutions (see CU+ July 2024 for details and more examples) and assist the production teams. Current innovation projects also target energy supply: Examples include the hydrogen-ready conversion of two anode furnaces in Hamburg, the ongoing expansion of the photovoltaic system in Pirdop, and the use of process heat from the contact acid plant in

Hamburg to provide industrial heat for residential homes.

CREATING ADDED VALUE

Upping performance also means that local project teams work continuously on developing new or improved metallurgical processes. In 2024 at the Beerse and Olen sites in Belgium, two new plants — ASPA and BOB — came online that enable us to not only process more intermediate products, but also to extract even more from them: ASPA (Advanced Sludge Processing by Aurubis) recovers precious metals and tin from anode sludges from the copper tankhouse, while BOB (Bleed Treatment Olen Beerse) uses a new hydrometallurgical process to extract metals like nickel and copper from the electrolyte (bleed). And Aurubis Richmond is a brand-new site that will significantly expand the smelter network’s recycling capacity and enhance service to the US — a key growth market — through local production (see CU+ Special Edition October 2024).

04



**WHAT WE
PRODUCE**

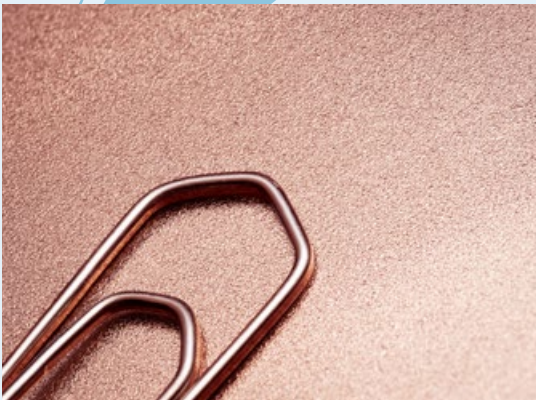
Metals for the future

Speaking at the Annual General Meeting in April 2025, CEO Toralf Haag highlighted the importance of Aurubis metals: “Our metals are central components in many future technologies. They are the key to the energy and mobility shift. Every smartphone, laptop and data center uses our metals. Our products

foster growth and progress and significantly contribute to Europe’s independence and stability.”

Our copper is an excellent example: We produce more than 1 million t of copper cathodes a year — and process them into copper rod, shapes, flat rolled products, and profiles. “Copper is our main focus because of the high demand driven by the

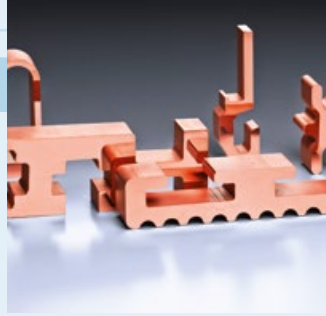
energy transition, electrification and digitalization. But our modern world would be inconceivable without our other core products too, such as sulfuric acid, precious metals, tin and nickel,” says Martin Sjöberg, Senior Vice President of Commercial. His team is responsible for both sourcing raw materials and marketing our products on behalf of the plants. →



E-MOBILITY

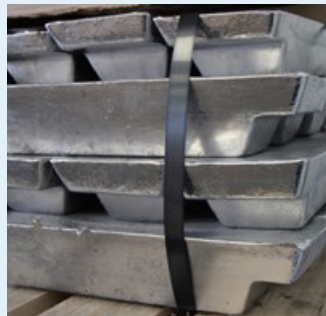
Innovative flat rolled copper strip

Aurubis Stolberg developed an innovative flat rolled copper strip for use in high-performance circuit boards for e-mobility. Resulting from a multi-year R&D effort by our in-house team of experts — in part with the Fraunhofer Institute — this new material features an extremely fine microstructure — up to 500 times finer than standard oxygen-free copper. First introduced in May at the PCIM 2025 Semiconductor Expo in Nuremberg, the product is already winning over international customers with its outstanding quality and controlled processability.



“The modern world would be inconceivable without our products.”

Martin Sjöberg
SVP Commercial





E-MOBILITY

Copper for hairpins

In a pilot project with industrial partners along the value chain, Aurubis AG explored which copper materials are best suited for use in hairpins — flat, hairpin-shaped copper wires welded together in electric motors to conduct electricity. Drawing on insights from the project, Aurubis engineered a new oxygen-reduced rod product line at its Deutsche Giessdraht facility in Emmerich. These unique LimOx and LimOx+ rod qualities meet the high standards of the automotive industry, unlocking lucrative use cases and securing market share in e-mobility.



→ EXTENSIVE PRODUCT PORTFOLIO

Together the Aurubis sites produce around 20 metals — in addition to high-purity copper, our metal portfolio also includes gold, silver, lead, nickel, tin, zinc, minor metals such as tellurium and selenium, and platinum group metals. Sulfuric acid is also generated at the Hamburg and Pirdop sites during concentrate processing and is primarily sold to customers from the fertilizer and chemical industries. Iron silicate and synthetic minerals round out our diverse range. What makes us so powerful is our ability to recover multiple metals with minimal waste and fully aligned with our multimetal strategy.

And we're continually developing and testing new processes for

20

metals are extracted from copper concentrates and recycling materials at Aurubis.

extracting additional elements. Battery recycling is an excellent example: Using an innovative hydrometallurgical process engineered in-house, Aurubis has achieved a recovery rate of around 95 % of the elements released when lithium-ion batteries are shredded. These include

lithium, nickel, cobalt, manganese and graphite. Another Made by Aurubis innovation!

We are also a key player in global sales markets and one of the largest copper cathode producers in the world. We foster strong, continuous relationships through regular dialogue with our customers. This ongoing exchange with customers is especially important for the downstream processing of copper cathodes into rod and flat rolled products. This includes cutting-edge material specifications (see boxes), a pledge to customers to remain best in class in sustainability, and the consistent Copper Mark certification of our production sites. We make metals for the future — Tomorrow Metals.

05



**HOW
WE SELL**

We are the partner of choice

Commercial Operations acts on behalf of the plants and serves as the primary point of contact for both customers and suppliers. So excellence in customer service is non-negotiable,” Jef Van Bylen says, highlighting the demands of his role. He is in charge of Commercial Operations Recy-

cling & Products in Olen and one of 90 colleagues handling customer needs at the seven smelter sites and in the Group function (see interview p. 33). They are not just an interface to the outside world; they also mediate between Commercial and the production units. Once the Commercial team has successfully concluded

negotiations with a customer, the local Commercial Operations team (formerly Customer Service) prepares the contract. Team members enter these into SAP and work closely with logistics and incoming or outgoing goods to execute the order. “We are the first point of contact if any issues arise between Aurubis and the customer. And our teams also issue and double-check the invoice,” Sören Krones explains. Customer satisfaction is paramount — whether for suppliers delivering raw materials to our sites or for customers purchasing the products manufactured by our plants — as Commercial Operations teams are involved on both ends.

MACHINE LEARNING ROD

Valuable assistance

How do we ensure that exactly the right amount of rod is produced to meet the needs of our Olen and Hamburg customers? This is the role of Christoph Petzke from the S&OP team in Group SCM. His daily work involves inventory planning for the four rod facilities in Avellino, Emmerich, Hamburg and Olen. Now with a digital assist: The Machine Learning Forecast system calculates the average required quantities for Hamburg and Olen based on data from the past ten years — and simplifies production planning. It is integrated into the APS (see p. 15). “This is a huge help, especially when we don’t have any concrete order quantities yet,” Christoph Petzke says. “Direct contact between Commercial and customers is still key though. A machine can’t replicate everything.”

DIGITAL SOLUTIONS FOR MORE CUSTOMER SERVICE

As competition for raw materials and customers intensifies, so too do expectations for service quality. So the teams are increasing their focus on digital solutions to simplify processes and reduce administrative time and effort. “We’re aiming to become more modern and efficient — and we’re leveraging the advantages of digitalization to deliver even better service,” Sören Krones says. “We want to be the best on the market, and not just when it comes to metals.”

Sören Krones and his colleagues are relying on three interconnected systems. The first — and most →

**Customer contact:**

Enhancing service with more digital solutions

→ outward facing — is the MyAurubis customer portal. Extended relationship management, or XRM, is the second system, designed to transparently document customer inter-

actions. Thirdly, we are profiting from the roll-out of S/4HANA to all the sites, giving us a unified process landscape throughout the entire company. This will considerably improve our work,”

SERVICE

Digital systems

MyAurubis: Together with the Aurubis Digital Innovation Lab and IT, Commercial Operations is working on the Business Partner Portal. Customers and suppliers can use it to access contract information and track the current status of transactions. More than 250 suppliers and around 80 customers involved in the rod business already use the portal, which is being expanded.

XRM/Salesforce: This tool for systematically recording inquiries and transactions on both the procurement and sales ends will be rolled out at Aurubis Richmond first. The commercial departments at all the other sites will follow step by step.

SAP: The introduction of S/4HANA means all the sites will have the same process environment in the future. This is also a plus for Customer Operations.

Sören Krones says, since it will reduce administrative workload and ensure a consistent level of service across all sites (see box). Customers won't see these internal changes, but they will feel them. Faster access to data also means quicker and more customized responses to inquiries. And with less time spent on processing data, Customer Operations colleagues can focus more on planning and developing solutions tailored for individual inquiries. This, in turn, will have a positive impact on the plants.

PRODUCTION MEETS DEMAND

Based on the contracts concluded by the sites with customers, the Sales and Operations Planning (S&OP) team, also part of SCM, works with Commercial to determine which copper products should be produced from the cathodes. (Production volumes of other products such as sulfuric acid, slags, precious metals, and nickel are not planned, as they are based on copper production.) The S&OP team prepares a demand forecast and, based on it, issues production mandates — meaning orders for products such as rod. At this juncture, the “cathode decoupling point”, production planning shifts from optimizing smelter capacity to focusing directly on demand (see p. 15). Today we produce around

900,000 t of rod per year at four European sites, ensuring the highest possible delivery performance for our customers.

The Flow and Stock Management team led by Bastian Waltz keeps an eye on the metals in our material streams. The team uses material flows and planning data to calculate the projected production of copper, gold, silver, platinum and palladium (see p. 24). “We make sure that inventories and production volumes align to achieve the best possible results for the sites. And we flag it when they’re not,” Bastian Waltz says. Then everyone involved discusses where and what to adjust to keep us performing successfully.



“We want to be the best on the market.”

Sören Krones

Head of Group Commercial Operations



THREE QUESTIONS FOR ...

Jef Van Bylen

Head of Commercial Operations
Recycling & Products in Olen

Your team provides support to both recycling material suppliers and product customers on behalf of the plants. What do they expect and where do you currently see the greatest challenges?

Jef Van Bylen: Customers need trust, efficiency and quick answers most of all. And they want a realistic approach to inquiries. Brexit, COVID, rising gas prices, the war in Ukraine, and now US trade policy have made the markets very unpredictable. So we need to respond increasingly rapidly. Happily, we are also seeing growing demand for products driven by digitalization and electrification. We have to harmonize these, and I'm very proud that we continue to succeed.

What does good service mean to you?

Aurubis is a complex business, and those of us in service roles have to have a solid understanding of the operational processes. So our team members do a lot of on-site training as part of our continuous improvement efforts, covering everything from testing and sampling to internal logistics and production. We believe networks are essential to achieving Aurubis' targets. This promotes mutual understanding and helps us see ourselves as part of a whole. It is also a great motivator. And that is the key to success.

What role is digitalization playing?

It is a success factor in achieving leaner processes. But we're not where we want to be yet. I am looking forward to when we can digitally visualize the entire supply chain here in Olen and at all the other sites.

INTERVIEW

“Peak performance comes from connection”

What makes a company high performing? Corporate coach and change expert **Wolfgang Jenewein** was invited to Aurubis as a guest speaker on cultural transformation in spring 2025. In a CU+ interview, he talks about the role emotions play and what companies can learn from sports teams.



Wolfgang, Aurubis CEO Toralf Haag says work should be fun. How do performance and fun go together?

Wolfgang Jenewein: The business world is very results and process oriented. Yet it's often the supposedly "soft" factors that make a difference. People want to enjoy their work and

be there for one another. Finances, habit and routine alone rarely inspire people to deliver outstanding performance. We rise to our fullest potential in environments in which we feel connected to others.

What characterizes an especially high-performing company?

There is no checklist for peak performance. Yet especially in times of uncertainty, like today, handling emotions constructively can strengthen organizational resilience and enhance performance. For example: In a crisis situation, leaders often want to signal "I've got everything under control" and show strength. This can result in superficial relationships on a team. But high-performance teams are characterized by connection — an atmosphere in which people are open and feel safe sharing their emotions at the right moment. This trust is particularly crucial when crises disrupt familiar routines.

What role does a company culture play here?

A major role. These days, it's getting harder to plan for success. Our need for orientation and reliability is increasing at the same time. So a company culture becomes the last source of security. By focusing more on people and their potential

EXPERT FOR POSITIVE LEADERSHIP AND TRANSFORMATION

Prof. Wolfgang Jenewein teaches at the University of St. Gallen. He is an expert for leadership and change management. As a consultant, he advises companies and sports teams on issues like positive leadership, high-performance teams, and transformation. He is a sought-after keynote speaker, podcaster and author of several books on leadership and high-performance teams. Wolfgang Jenewein also shares valuable tips and insights into his work on LinkedIn.

Guest speaker: Wolfgang Jenewein was invited to speak at the Leadership Summit in Hamburg this spring.



than on numbers and targets, a culture can drive both resilience and performance.

This spring, you spoke at the Aurubis Leadership Summit about the Aurubis culture — what was your take?

Aurubis is rightly proud of its success story, though like the entire industry, it's under pressure to adapt quickly: to escalating competition, volatile raw material and energy prices, and more sustainable, digital production systems. That's why company culture is also so central for Aurubis. The real question here is how we can enable colleagues to rise to their highest potential together and emerge from this transformation stronger.

What do you think Aurubis needs to get us there?

In my experience, people at Aurubis identify strongly with their company. Shared success is important to them. Now it's about recognizing ongoing changes without allowing them to disrupt your sense of security. Aurubis has everything it needs, the talent and the passion, to successfully adapt. What's essential now is the belief that focusing on strengths will ensure the best is yet to come. On an emotional level,

“Only someone who feels secure can rise to their highest potential.”

Wolfgang Jenewein

this trust is a powerful enabler. On a structural level, facilitating teams' ability to play to their strengths is essential. This is where leadership is key. Even highly motivated employees won't deliver if they are limited in their autonomy — they need a degree of freedom to truly leverage their strengths.

What tips would you like to leave leaders with?

Leaders today are facing unprecedented pressure. They hold fast to their targets to navigate through difficult times because this provides a sense of security. In the long run though, a narrow focus on numbers can create a toxic environment. If you can establish a culture centered on people and recognize individuals for their unique skills and interests, they'll also accept number-based targets more readily.

You work with international corporations, but also with sports teams like the German Football Association and FC Barcelona. What parallels do you see?

In elite sports, like in business, it's all about delivering top performance as a team and continuing to evolve. Companies can learn a lot from top tier sports in three key areas: First, how data is collected and analyzed to identify success factors — enabling teams to work together better and unlock their full potential. Second, high-performance sports have long embraced specialized coaching. It's normal for top tier athletes to have not only a head coach but also a mental coach, a fitness coach, a nutrition coach, etc. The third element is the near-daily feedback team athletes receive. That is unfortunately not the case in most companies.

WHAT ABOUT YOU ?

What motivates you to deliver peak performance every day? What does “Power for Performance” mean to you? We asked colleagues from eight sites for their personal perspectives. Here are their answers.



Michaela Juschkus

Social Engagement Manager, with the Aurubis Group since 2007

“Performance for me means having a positive impact on the community through authentic social engagement. What motivates me most is seeing our work succeed and partnerships grow over time.”

Sabrina Franzen

Business Development, with Aurubis Stolberg since 2008



“To me, performance is about taking responsibility — for the quality of my work and for my own well-being. I try to give my best every day without compromising who I am. My work is rooted in authenticity.”



Marco van Berkum

Foreman Electrical Maintenance, with Deutsche Giessdraht since 2005

“Performance is not just about achieving goals; it’s also about continuously raising the bar — without compromising on safety. Our long-term success depends on integrating safety into how we build performance.”

Mihail Stefanov

Talent and Culture Manager, with Aurubis Bulgaria since 2024



“I’m confident that our “Power for Performance” initiative is the right step. In my view, a culture that truly values growth, trust and meaningful contributions — both on teams and across the entire organization — is what fosters individual performance.”





Tiesen Wooten

Furnace Operator, with Aurubis Richmond since 2024

“To me, performance is about the quality of the work and the effectiveness of delivery. We see performance every day and should always give our best. There is always room for improvement, so I continue to reflect, learn and grow — and motivate others by example.”

Marc-André Lehrke

Shift Foreman Tankhouse/Leaching Plant, with Aurubis Lünen since 2008

“My daily motivation is the opportunity to make a meaningful difference as a team — grounded in safety, dedication and the shared aim to move our company forward and drive real change.”



Anouk Noyens

Logistics Planner, with Aurubis Olen since 2022

“Performance is not just the goal; it’s also the journey to get there. It’s about challenging yourself, never giving up, even in tough times, and ultimately achieving goals you can take pride in.”

Elise Venken

R&D Engineer, with Aurubis Beerse since 2024

“What drives me in Research and Development is the chance to have a real impact. Our work can lead to innovative solutions and improvements that contribute to a better future.”



Yusuf Sentürk

Foreman RWO/KAWO, with Aurubis Hamburg since 1997

“We motivate others by working together to challenge workflow safety and feasibility and develop solutions to safeguard equipment performance and availability. Peer-level dialogue helps foster creativity and enable colleagues to identify with their role in the processes.”



OLIVER KWASNIEWSKI

HOW DID YOU GET TO BE AN AMBASSADOR?

I was nominated by the Hamburg plant to bring the operational perspective into the culture initiative. You can't change a culture on your own, but I can provide important impulses and add my ideas to the mix.

WHAT ARE YOUR GOALS?

I see myself as a knowledge multiplier helping to spread the ideas from our culture initiative throughout the organization. It's important to understand that we aren't starting from zero. A lot of what we're already doing is fueling the "Power for Performance" vision.

WHAT HAVE YOU BEEN ABLE TO ACCOMPLISH SO FAR?

Along with new dialogue formats, we've held workshops with leadership in Hamburg. It's important to make sure everyone sees their role in the bigger picture and keeps our cultural goals in mind.

PROFILE

Oliver Kwasniewski, 35, has been with Aurubis since 2022. As head of **Continuous Improvement & Quality**, he drives strategic development, digitalization and process optimization at the **Hamburg plant**. The **industrial engineer** has engaged with digitalization and process optimization for many years — starting with his first role at a consulting firm and now at Aurubis, where he recently developed strategies for digital transformation as Digital Transformation Manager.

14 AMBASSADORS — ONE SHARED GOAL

A total of 14 ambassadors have been contributing to the "Power for Performance" culture initiative at Aurubis since the end of 2024. One person was appointed to represent each of the 13 Aurubis sites plus one for the corporate functions. The cultural ambassadors come from a wide range of functions and areas — from HR, IT, Communications and Controlling to Plant Management Support, Operations and SCM. All ambassadors view themselves as knowledge multipliers, creative thinkers, and points of contact for colleagues for any aspect of the "Power for Performance" culture initiative. Right now, the emphasis is on building networks through collaborative workshops: The first took place on June 11, 2025.





Culture from an operational perspective: Oliver Kwasniewski wants to integrate ideas and impulses from the plants.

Power in numbers

Powerful performance takes many forms. Here are some facts and figures:

> **37,000**

samples of raw materials are processed in the Aurubis labs every year. The value contained in around 12,000 shipments of copper scrap is also determined by independent estimates as part of the sampling process.



90

colleagues in Aurubis Commercial Operations (formerly Customer Service) support raw material suppliers and product customers. They work at the seven smelter sites and in the Group functions.

PERFORMANCE

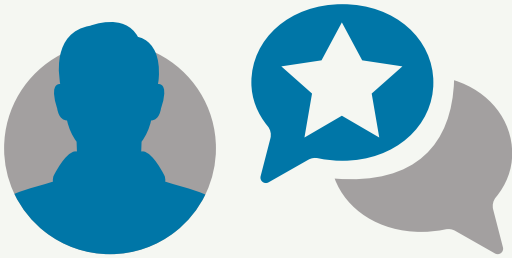
describes the overall achievement of a company, including aspects like economic success, efficiency, market position, and sustainability. Regarding employees, it refers to individual job performance — how well and how conscientiously they fulfill their responsibilities.

LCA 

stands for life cycle assessment. These life cycle assessments show that the ecological footprint of our products is already small — and still shrinking. Aurubis LCA factsheets summarize the environmental impacts of each of our products and are published on our website: bit.ly/46x9T10

FEEDBACK

drives performance: A study released by the Clear Company management platform found that employees are three times more engaged when they receive daily rather than annual feedback alone. Companies that give feedback have a 14.9 % lower turnover rate than those with no feedback culture. Companies with high employee engagement are also significantly more profitable.



8



million t of material are transported to and from the Aurubis sites by container, truck, ship or train.*

* Fiscal year 2023/24 data without Aurubis Richmond.



TWO FOLD



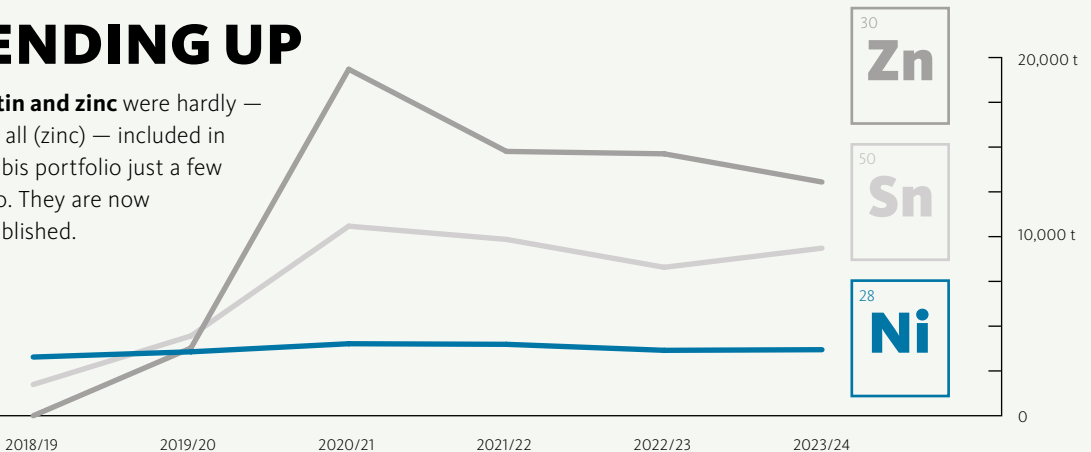
Output doubled: Deutsche Giessdraht produces 240,000 t of rod per year. Production has doubled since its founding 50 years ago.

~7,000

employees drive Aurubis forward with their commitment and performance.

TRENDING UP

Nickel, tin and zinc were hardly — or not at all (zinc) — included in the Aurubis portfolio just a few years ago. They are now well established.





POWER FOR PERFORMANCE

The right time is now

To remain competitive in the long term, we have to maintain our success. Find out how our “Power for Performance” company culture fits in: In a CU+ interview, Senior Vice President Group HR **Laura Zielinski** talks about the objectives of the cultural transformation, initial success stories, and the next steps.

Laura, why does Aurubis need to transform its culture?

Laura Zielinski: We’re achieving greatness: That’s the focus topic of this issue. It impressively showcases how we at Aurubis work across the value chain, how resilient and successful our business model is, and how seamlessly the many individual components mesh. We produce the

metals of the future, and our products are the foundation for modern life. But we’ve also come through two turbulent years marked by many changes. That’s why now is the right time to focus on our culture.

Aurubis began exploring its culture in detail a year ago. Where do we stand today?

We were right in the middle of the analysis phase last year. We took our time because we wanted to precisely identify what our employees need, what is important to them. We now have a solid grasp of our direction, reflected in the name of our culture initiative: “Power for Performance”. We highlighted the word ‘we’

because this initiative involves every one of us. We can only achieve peak performance by working together. Every individual is contributing their skills, know-how and perspective to help us perform at our best. Culture is about how we will continue to work together successfully, what we choose to focus on, and what we can improve.

How does culture influence our performance?

A powerful culture leads to more engagement and even better results — from the inside. It increases our strength and makes us more attractive as an employer and business partner. We are already the



Detailed information about “our culture”:

[Group Intranet > About Us > Our Culture](#)



Power for Performance

partner of choice in many areas — and we want to solidify and expand on that.

What are we currently focusing on?

Our cultural vision consists of seven action fields (see right). We've defined a clear ambition for each of these. Getting there will take time — and we've built that into our roadmap. We're focusing on Leadership and Risk Awareness in this fiscal year. These are core elements that are closely tied to many of the things currently occupying us in the company. The other action fields will follow step by step.

How can a company culture be changed — and the progress meaningfully assessed?

The Executive Board team is fully behind the cultural transformation. But you can't just impose cultural change by decree. Real change comes from within. Every team, every site, every division has its own set of needs — and development opportunities. We are relying on our leaders here, who are talking about our cultural vision with their teams and deciding on the next steps. This is a great opportunity — a chance for empowerment! We'll check in with the workforce at the end of the fiscal year to see where we stand with our culture.

What tools are you offering teams?

We're relying on three building blocks: Our Culture Toolbox is available to everyone in the company and features various methods for working on the action fields (see left). Starting in early summer, we'll

What is Power for Performance?

The “Power for Performance” culture target image consists of seven action fields: Leadership, Risk Awareness, People Focus, Collaboration, Innovation, Changeability and Communication. There are specific goals and behaviors associated with each that apply to everyone at Aurubis.

What is the Culture Toolbox?

The Culture Toolbox offers various methods for working on these action fields. It is available to everyone on the intranet.

What's next in 2025?

Dialogue sessions with employees starting in May and workshops for supervisors from June to September to explore the target culture in detail. Workforce survey as a pulse check in the course of November.

Who are the points of contact?

Marco Schomburg and Maja Twardokus-Riechmann from Group HR are leading the culture initiative in close cooperation with local HR representatives.

be conducting training seminars with the Executive Board and the leadership team to align with our target culture. And finally, we're strengthening our internal Aurubis networks — in leadership, between the sites, and among colleagues. We want to foster ongoing dialogue — with support from our cultural ambassadors at each site and in the corporate functions (see p. 38).

What is your vision of leadership?

Leadership is not an end in and of itself. Leadership inspires others to excel. This means leading by example and creating an environment that enables team members to thrive. Respect, tolerance and appreciation — including for differences — are key. It's been shown that diverse teams — international, mixed gender, various age groups — perform better. This is something we want to continue to drive at Aurubis so everyone can see and feel it — through initiatives like Women4Metals and other diversity projects.

Can you share any early cultural transformation success stories?

There have already been so many. We're not starting from nothing; we're evolving. We've seen a lot of enthusiasm: Colleagues are talking about our culture target image in training seminars, the sites are developing tailored programs and hosting events, and divisions and plants are driving continuous improvement every day (see p. 44, editor's note). That's what “Power for Performance” is all about.

Thank you for the interview!



POWER FOR PERFORMANCE

Culture in transition — united in diversity

At Aurubis, we take pride in our diversity. Our over 7,000 colleagues in Europe and the US comprise a colorful and vibrant community of over 60 nationalities. Together, we are already shaping our culture — as these best practices from across the company show.



WOMEN4METALS

New locker room

A symbolic groundbreaking ceremony took place in Lünen in March: The new locker room for women and contractors will offer modern, functional facilities — especially for women — while improving the site's infrastructure.

DIVERSITY

Age groups

We value every age group from young to old. A video tutorial on age diversity encourages employees across the company to engage with the topic and reflect on their own behaviors.

INTEGRATION

Showing our colors

At our Belgian sites in Olen and Beerse, rainbow crosswalks highlight the importance of an inclusive workplace — so that everyone feels safe and valued.

TRAINING

Raising awareness

At our Finnish site in Pori, proactive training sessions on sexual harassment raise awareness of this important issue.



“Aurubis’ culture is evolving and leveling up in this modern working world. We can get there together if everyone is willing to do their part.”

Marco Schomburg
Project Manager Culture Initiative



FEEDBACK
Saying thanks

Appreciation and gratitude: Hamburg plant management regularly takes time to express gratitude to individual employees with thank-you cards, while March was “compliment month” in Olen and Beerse.



CULTURE
Ambassadors

Along with the cultural ambassadors (see p. 38), there is also a group of representatives for the corporate functions. They are highlighting issues, sharing ideas from their areas, and taking new impulses back to their teams.

FOOD
Culinary weeks in the canteen

The canteen in Hamburg will feature more international dishes during another week of culinary diversity, accompanied by information to help dispel common stereotypes about traditional foods.



TEAM SURVEY
Pulse check

Since 2024, the global 180-person Commercial team has taken stock at regular intervals, assessing where they stand. This pulse check provides transparency and insights for improving job satisfaction, workload and culture.



RISK AWARENESS

Safety starts with us

We defined our cultural development targets at Aurubis in “Power for Performance” with in seven action fields (see p. 42). The Risk Awareness field involves consistently recognizing and considering potential risks in everything we do, every day. But how are risks actually identified and assessed in the company?

Following the incidents from 2023, Group ICS & Risk Management, Group Compliance, and Group Security were reinforced with additional staff and expanded responsibilities. Together, they work to ensure that internal and external risks are identified across the Group and appropriate measures taken to mitigate them. They determine how laws are implemented internally and how we protect our assets and equipment. But none of this would be possible without the people at Aurubis. Everyone in the company — from the Executive Board to apprentices — shares responsibility for a safe environment, and should be aware of risks, stay vigilant, and follow the rules. In all areas: work safety, plant security, following safe procedures in facilities and operations, IT security, and crisis situations like a cyberattack or pandemic — just to name a few examples. In an increasingly complex global environment, each of us has a role to play in ensuring our continued growth and long-term success.



See the Aurubis website for details on our whistleblowing system:

bit.ly/4kqyUhC



RISK MANAGEMENT

Knowing the risks

Risk management at Aurubis means identifying, understanding, mitigating and monitoring challenges as early as possible. Risks can be financial, organizational, technical and legal. Every site and expert function is responsible for managing its own risks. The Risk Management department provides guidelines for standardized reporting, creating transparency about our overall risk situation. Christoph Riesch and Jessica Foth are the main points of contact here. They visit sites to conduct joint risk assessments and lead workshops to promote risk awareness.

“We’re working with the sites and departments to strengthen Aurubis’ resilience — and foster open communication.”

Jessica Foth and Christoph Riesch
(Heads of Risk Management)

GROUP SECURITY

Monitoring the security situation

Group Security and the site security teams are tasked with identifying and mitigating current and future risks that could harm Aurubis. This includes issues like crime, terrorism and malicious insiders — but also protecting cargo in the supply chain, and monitoring general security threats and countries for travel safety, for example. Process security and safeguarding internal operational knowledge in the company are as important as physical site protection and preparedness for potential crisis situations. Philipp Kohl and his team develop general security policies for all these areas that the sites and functions customize and execute according to local and national conditions.

“With activities like our malicious insider campaign and on-site security training, we’re raising employees’ awareness of potential risks.”

Philipp Kohl, Head of Group Security



COMPLIANCE

Following the rules

Compliance involves following laws, regulations and ethical standards to proactively detect, prevent and address misconduct. This is how we safeguard Aurubis’ reputation and avoid legal issues. Chief Compliance Officer Henning Michaelsen and his team in Hamburg along with local compliance officers at the sites are responsible for making this happen. To mitigate key risks like corruption, fraud, money laundering, and antitrust violations, the Compliance team provides regular training, develops guidelines, and assists in screening new business partners to help minimize risks in the supply chain as well (see p. 54). For suspected misconduct — following an anonymous tip from the whistleblowing system, for example — the Compliance team launches the necessary investigation.

“Employees can use our anonymous whistleblowing system to report violations of our Code of Conduct and help us uncover misconduct.”

Julia Fritzsche, Bastian Wollenschein, Henning Michaelsen (Chief Compliance Officer), and **Lina Luisa Warning**



I see something — and it looks like a risk

With the TOGETHER safety program, Aurubis is cultivating a safety culture that is owned by everyone rather than dictated from above. Hamburg and Beerse are showing how a shift toward greater safety awareness can take shape and the changes it brings.

It's loud in the foundry. Ribbons of glowing metal flow along channels; cranes shift heavy loads through narrow aisles. There's no room for error — every motion counts. Everyone here knows that even one second of carelessness can lead to serious consequences. Niko Mollen understands this reality firsthand. The foundry production manager at the Beerse site witnessed accidents in previous roles. Experi-

“I don't ever want to have to say, 'he's never coming home again.'”

Niko Mollen
Production Manager Beerse

ences that stay with you — not just as a supervisor. He even had to call a family member once. “Happily it wasn't a fatality,” he says. “But I don't ever want to have to say, 'he's never coming home again.'”

To him, safety is not just abstract numbers — it's a personal commitment. He'll soon be involved in TOGETHER, Aurubis' safety program. His stance is clear: “Routine can be deceptive. It's often the little things where you think nothing could go wrong. That's exactly where we need to be paying closer attention.”

RULES AND ATTITUDES

Aurubis launched the company-wide TOGETHER program to foster a sustainable safety culture built on awareness rather than oversight. After a successful pilot phase in Hamburg and extensive analysis, the program was rolled out to all sites at the beginning of May. It focuses on three central action areas (see box right).

For Elissa Lo Coco, TOGETHER is more than just a concept. She wears many hats in the safety program at the Hamburg site, such as risk factor trainer and process coach in the Primary and Products division.

Training is designed to equip employees with knowledge, align their understanding of risks, and



raise awareness of potential hazards in routine tasks. Elissa Lo Coco actively facilitates these seminars, moderates dialogue, and teaches colleagues to spot and speak up about risks early on.

As a process coach, she also supervises change processes in the plant, helping teams design safe and efficient workflows and offering concrete suggestions for improvement. Elissa Lo Coco takes her role very seriously: “Safety starts with a mindset that is reflected in how we interact.” She has also changed and talks about risks more openly today, aiming to solve problems together without pointing fingers. This is at the heart of TOGETHER: a shared commitment to greater mindfulness in every individual’s actions.

Hamburg was the first site to implement TOGETHER — with noticeable changes. Supervisors are stepping up with more responsibility, and unsafe situations are being identified and addressed more quickly. “It’s a process,” Elissa Lo Coco says. “But attitudes are changing. Bit by bit.”

Safety is a way of life in Beerse as well, with daily safety meetings, clear standard operating procedures, and cross-departmental audits. Still, Niko Mollen sees no reason to ever let his guard down: “We have to rethink safety every day. And you can never stop asking yourself: Is this really safe, or is it just routine?”

A SHARED GOAL

Both share the conviction that safety doesn’t come from rules; it emerges from attitudes lived everyday. Elissa Lo Coco sums it up perfectly: “We take what we learn here home. To our families. To our friends. Work safety doesn’t just stop at the plant gate.”



“Safety starts with a mindset that is reflected in how we interact.”

Elissa Lo Coco
Process Coach Hamburg

Niko Mollen could not agree more. He sees the upcoming training sessions as an opportunity to challenge old routines and discover new tools. “Sometimes you need a wake-up call,” he says. “Something to heighten your awareness of everything we tend to overlook in our daily routines.”

TOGETHER

Group-wide Aurubis safety program

With TOGETHER, Aurubis is building a stronger safety culture: across all sites, hands on and long term. Together with consulting partner dss+, supervisors and internal coaches learn to identify risks early, promote safe conduct, and establish an open learning culture.

Three main focuses

- 1. Leadership & conduct** Modeling safety, individual accountability
- 2. Risk management** Identifying and minimizing risks early
- 3. Structures & standards** Anchoring safety in daily work

Target

Zero work-related accidents — and a strong safety culture embraced by all.



FUTURE TECHNOLOGIES

Packed with potential

From quantum computers to modern data centers — including for AI applications — all next-gen technologies rely on complex electronics and many precisely processed metals.

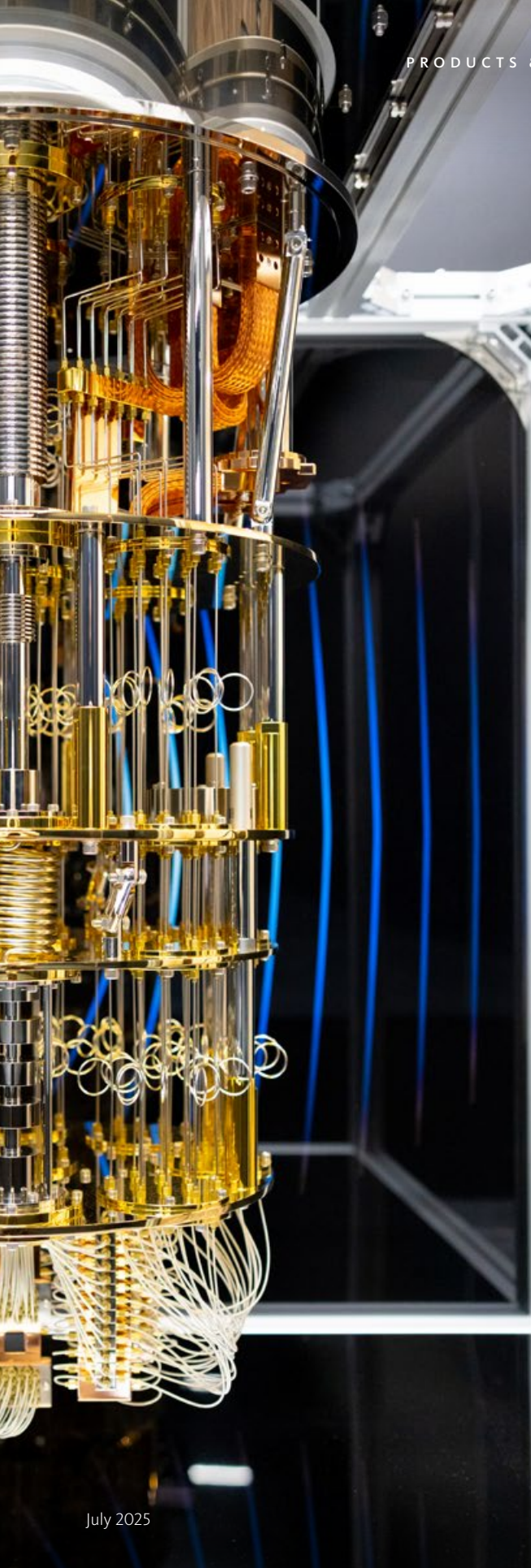
> 300 t

of gold and thousands of tons of silver are used in electronics worldwide every year — an upward trend fueled by the AI boom.

QUANTUM COMPUTERS

Ultra-pure copper, tin, nickel and silver are essential for cooling and control systems — and as conductive materials on the chips used in cutting-edge quantum computers like IBM's Quantum System One and Quantum System Two.





2,000 t

of copper are used by Microsoft in just one 30 MW capacity data center.

THE PHOTO

is a model of the Quantum System Two IBM developed for the University of Tokyo. Unlike conventional computers that use bits, a quantum computer uses qubits — which can not only represent 0 or 1, but also both at once. So this new kind of computer can pursue many computational paths in parallel and solve problems more quickly.

1 – 5 kg

of copper are built into a single cutting-edge server in a data center.

Up to

300 g

of tin, 10 g of silver, and several grams of gold and palladium are also incorporated in a server.



STRATEGY

Putting our corporate strategy to the test

The world is changing, our markets are changing — and at an unforeseen pace. Time to put the current corporate strategy to the test. **Seonag Doherty**, Executive Director Strategy, and **Thomas Sturm**, Senior Vice President Corporate Development (until August 1, 2025) provide insights into the strategy review process, the challenges we face, and the unique strengths that characterize Aurubis as a company. And they explain the key areas we'll be focusing on in the future.

Why is now the time to revise the Aurubis strategy? And what goals are being pursued?

Seonag Doherty: Aurubis operates in an active market environment where macro dynamics like supply chain disruptions, trade and geopolitics have an influence on

our business. A strategy review should therefore take place regularly every 4–5 years anyway. We analyze how changing market conditions affect our industry and our investment projects. We want to continue our path as a globally leading multimetal producer

and at the same time promote sustainable development. To do so, it's key that we adapt to fast-changing dynamics to ensure that we remain competitive in the future and continue offering our customers innovative and sustainable solutions.

Leading the strategy review

process: Thomas Sturm (left) and Seonag Doherty.



Thomas Sturm: Another aspect is that a new Executive Board team took office last year and has sharpened the company’s strategic priorities in the process. On top of that, we’re operating in a very challenging and interesting market environment, facing high energy costs, increasing regulatory requirements, and growing demand for recycled materials. And equally important: Our business is a pillar of geostrategic politics. Access to raw materials has become a tool for politicians all over the world. So it’s absolutely essential to check in and fine-tune our strategy in order to meet these requirements and achieve our business goals at the same time.

What role do Aurubis’ competitive advantages play?

Doherty: Our competitive advantages are a central component of our strategy and reflect our core competencies. They help us to differentiate ourselves from the competition, play on our strengths, and offer our customers tangible added value. Our competencies include our multimetal excellence, our robust and resilient business model, our authentic leadership in sustainability, our circular solutions with business partners, and our fully integrated copper production, which all combine to create a unique selling proposition, our USP.

“It’s the combination of competitive advantages that is unique — that is key to our strategy.”

Seonag Doherty
Executive Director Strategy

Let’s talk about the focus areas of the strategy review. What are they and why?

Doherty: The strategy review focuses on five main areas: the primary business, the recycling business in Europe, our strategy for North America, battery recycling, and the product business. Each of these areas is being analyzed in terms of market and competitive developments, customer and supplier requirements, and technological developments.

Are there overarching strategic goals for the process?

Sturm: Yes, there are three overarching strategic goals that serve as important pillars for our success. Firstly, to secure supply even better and make optimum use of capacity expansions. In a future that needs more metals than ever, we must make sure that we stay the preferred partner of choice. Secondly, to make even better use of our expertise in

treating complex material. This is where we truly stand out from our competitors. And thirdly, through operational excellence, making the best use of the plant portfolio. We want to reduce bottlenecks in the smelter network, increase flexibility, and grow our business prudently.

Are there any initial conclusions that you can share?

Sturm: We’re strengthening our multimetal portfolio through capacity expansions and utilizing the competitive advantages offered by our multimetal excellence, our robust business model, our clear focus on sustainability leadership, our circular solutions, and our fully integrated copper production. And we’re safeguarding the competitiveness of our current investment projects and focusing on their successful implementation. By systematically expanding our integrated smelter network, we’re proving that Aurubis is on the right path to further growth with the strategic orientation we’ve adopted.

Where does Aurubis currently stand in the strategy revision process and what are the next steps?

Sturm: We’re currently in the fine-tuning phase. After consulting with the Supervisory Board, we plan to communicate and engage with our colleagues internally and inform the broader public in late fall. Until then, it’s important to keep the details around all projects confidential. There is great potential in developing our company further. Thanks to all participants in the strategy process, we now have a good understanding of how to bring this to life.

Thank you for the interview!



SUPPLY CHAIN RESPONSIBILITY

“We trust in cooperation”

Aurubis is committed to conducting due diligence in our supply chain, upholding human rights, protecting the environment, and meeting all legal obligations.

Aurubis has a complex supply chain — as this issue of CU+ illustrates starting on page 10 — and operates in a highly competitive environment while ensuring compliance with all legal provisions. Which is why it's especially important that we screen and continuously monitor business partners for human rights and environmental risks. A

key pillar of our due diligence is our well-founded human rights risk management framework, which features detailed screening of all business partners. We've continued to refine the process and expand our internal resources in recent years.

STAY AND IMPROVE

Aurubis follows a risk-based approach, focusing chiefly on the

metals sector when screening business partners. This is a responsibility we have always taken very seriously, continuously expanding the process and involving a broader internal team well before the German Supply Chain Due Diligence Act came into force in 2023. Colleagues from Commercial, Procurement, Energy & Climate Affairs, Sustainability and, when needed, Environmental Protection

Trusting cooperation: Luise Rosemeier and Sebastian Vetter.

and Occupational Safety work together across departments here. Commercial and Corporate Procurement are primarily responsible for implementing the risk management system. “Continual improvements have significantly enhanced workflows and communication, and awareness at Aurubis has grown overall,” says Sebastian Vetter, Responsible Sourcing manager in the Sustainability division. He provides expert support to business partners — helping them navigate certification requirements for industry standards like The Copper Mark or the LBMA (London Bullion Market Association) in the precious metals sector. Compliance with these standards supports Aurubis in advancing its performance while making supplier risk management more targeted and effective. These standards also provide assurance that improves customer retention and opens new markets. Aurubis takes a pragmatic approach, which includes integrating our business model, and safeguards supply security for critical raw materials. “We trust in cooperation with all our partners and are transparent where it counts,” Luise Rosemeier says. She joined the Commercial team last year to assist in this area.

Stay and improve: This is how Sebastian Vetter describes Aurubis’ approach of addressing problems on the ground and launching step-by-step improvements. Aurubis occupies a unique position in the supply chain as the link between raw material suppliers and product customers. “We pursue a collaborative approach and use the influence

we have to engage in dialogue to drive improvements. We work with metal raw material dealers on upgrading their internal systems,

for example, and provide structured guidance for improving work safety.” This includes on-site visits to raw material suppliers in South America and the United Arab Emirates.

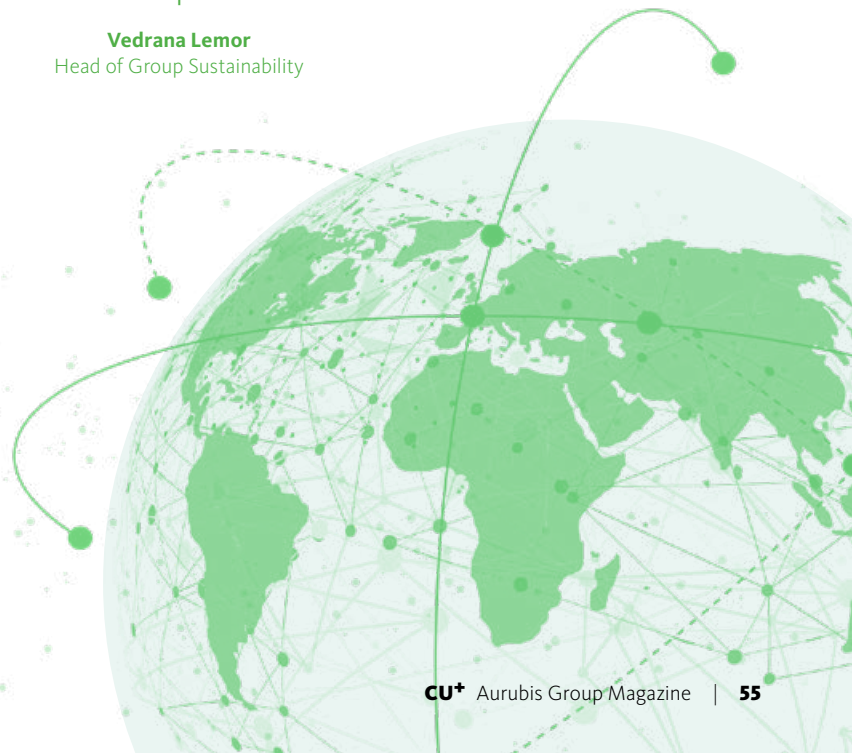


“We take our due diligence in the supply chain very seriously — and trust in cooperation with our business partners.”

Vedrana Lemor
Head of Group Sustainability

ENHANCED BUSINESS PARTNER SCREENING

Additional software added in 2024 has enabled even better documentation and continuous media monitoring in the Business Partner Screening tool. More automated processes — such as new database maintenance — save time. The tool is available in nearly 30 languages, facilitating communication between Aurubis and its suppliers. Looking ahead, Sebastian Vetter hopes for greater legislative alignment across international markets — and continues to focus on expanding dialogue with suppliers in tandem with the Commercial team.



ARTIFICIAL INTELLIGENCE

Beyond the hype

The use of artificial intelligence (AI) is more than a trend or an end in and of itself — it's generating real value. AI is no longer a thing of the future; it's already playing a vital role in many areas, including at Aurubis. And AI is so much more than ChatGPT or Copilot.

AI is not ChatGPT. AI is not robotics. AI is not Copilot. AI is not data analysis. AI is not automation. AI is not autonomous vehicles. AI is not a panacea. AI isn't a fixed concept — there's no single version of it. But all of these are part of AI. Defining and delimiting AI is no easy task.

WHAT IS AI?

- 1 Artificial intelligence refers to the field of research and discipline focused on developing intelligent machines. This includes methods like
- 2 machine learning (computer-

based learning from data) and **3** deep learning (complex data analysis using neural network models inspired by the human brain). These lay the groundwork for subfields like generative AI.

WHAT IS GENERATIVE AI?

- 4 Generative AI is capable of independently creating new texts and images as well as meaningful responses and content based on acquired world knowledge.
- 5 Large language models with tools like ChatGPT and Microsoft Copilot are already helping many

Aurubis employees with their daily work — writing emails, structuring information, and creating reports.

“Generative AI is more than a tool for us: It opens up entirely novel ways of using knowledge and making processes smarter. Whether analyzing documents or in communication — generative AI is taking some of the load off and creating space for activities that add value,” explains Neda Salari, Team Lead Production Processes at Aurubis.

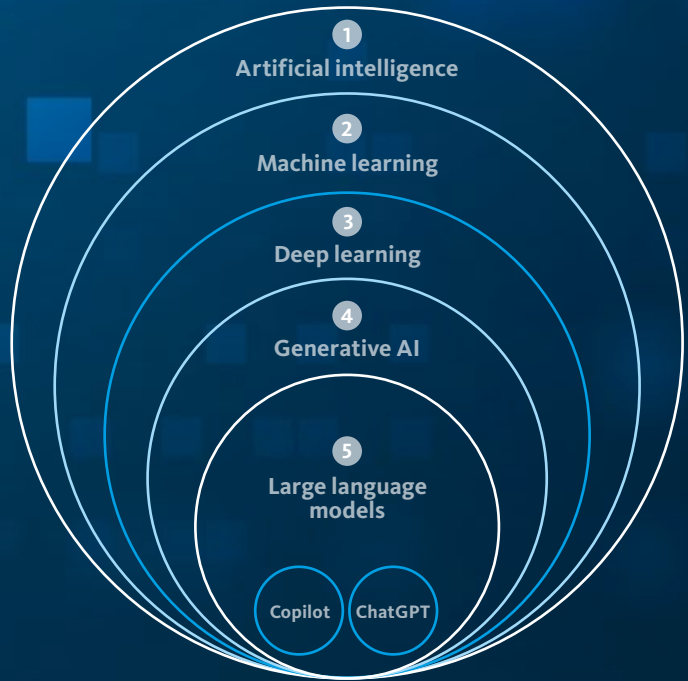
WHERE IS AURUBIS USING AI?

AI has been an integral part of operations in many places at Aurubis for a number of years now — assisting with optimizing production processes, for example. Machine learning, which identifies patterns in data and makes predictions, is already working at Aurubis to forecast shipment arrival times more accurately, spot faulty electrolyte baths in the tankhouse early, visually detect defects, such as on cathode plates, and improve emission development models.

Aurubis AI experts:

Neda Salari (left) and Daniel Bartz.





“AI enables us to make decisions faster — based on all the information available — and continuously improve using larger volumes of data,” says Daniel Bartz, Team Lead Data Science at Aurubis.

WHAT'S BEHIND THE CURRENT AI HYPE?

Generative AI chatbots like ChatGPT have given a much broader audience access to AI. Even AI newbies can now use AI tools to make their work more efficient and leverage AI applications to write texts or handle administrative tasks.

WHO IS WORKING ON AI AT AURUBIS?

At lot of teams are exploring AI at Aurubis: At the Analytics Center of Excellence (ACoE), where AI experts from the Data Science Team, Data Engineering, and Modeling & Optimization are developing data-driven and model-based solutions for our production plants, supply chain management, and many other areas.

The GenAI expert team focuses on generative AI applications across the company. Projects include automated document extraction and analysis (DEAP project) and AI tools for digital knowledge retention. The GenAI team offers practical solutions for areas like production, procurement, knowledge

The various AI branches evolve in tandem, building on each other. The large language models 5 have recently become widely accessible to the general public.

management in the company, and IT support.

The Digital Factory, the InnoLab, and Corporate Communications are also deeply engaged with AI. Aurubis is encouraging cross-functional collaboration as the most effective way to identify important AI projects, unlock new potential, and actively expand use cases.

WHAT ROLE WILL AI PLAY IN THE FUTURE OF AURUBIS?

Aurubis closely monitors the latest developments to quickly integrate technological innovations into production and processes — and to give all employees access to the best tools. AI will play an even more significant role at Aurubis in the future, enhancing competitiveness through data-driven decisions and effectively supporting our daily work.

HOW CAN I INTEGRATE AI INTO MY DAILY WORK?

On the GenAI team's intranet page, you'll find various use cases from different departments — from early prototypes to productive solutions. The goal is to make knowledge easier to apply, support processes, and increase efficiency.



ACoE intranet page:
[Group Intranet > IT & Digital Solutions > Team > Analytics Center of Excellence](#)

GenAI intranet page:
[Group Intranet > IT & Digital Solutions > Generative AI](#)

Symbolic opening:
COO Tim Kurth (right)
presents Steffan Huber
with a copper key cast
by Aurubis apprentices.



Growth for tomorrow's markets



A technological milestone: After two years of construction, Aurubis subsidiary RETORTE officially inaugurated its new, highly automated selenium production facility, built to good manufacturing practice (GMP) standards. Ramp-up will start soon.

Highly regarded as an employer in the Nürnberger Land region and widely respected as the global market leader in the specialized market for high-purity selenium products: At the ceremonial inauguration of the new GMP-compliant selenium processing plant, COO Tim Kurth was on site to offer his congratulations. “Our new facility demonstrates how we unite industrial efficiency, product purity, and sustainability in the Aurubis material cycle,” he told the around 100 guests, including employees, Aurubis colleagues from Hamburg, politicians from Röthenbach, the local district, and the Bundestag, and representatives of the companies involved. “RETORTE plays a key role for us, manufacturing internationally

in-demand specialty products from a co-product of our copper smelting.”

Totaling € 7 million, the highly automated facility is the largest single investment in RETORTE’s 75-year history in Röthenbach a. d. Pegnitz. It increases production capacity by around 20 % and opens up growth potential in demanding future markets, such as pharmaceuticals and food technology, because it meets all GMP requirements: A closed production loop prevents contamination and ensures the highest purity. Managing Director Steffan Huber sees it as a milestone in securing the site’s future: “We’ve now ensured full compliance with strict health care industry standards while also increasing our competitiveness. This secures our access to

attractive future markets — in South America and Asia, for instance — and allows us to offer custom solutions internationally. We take great pride in that!”

In addition to the core production area, the new 700 m² building includes additional expansion and storage areas, as well as an advanced exhaust and filter system. This represents an upgrade in work safety and environmental protection.

+ IMPRESSIVE IMAGES



Watch a video of the new facility here:
bit.ly/44PxubU



SOCIAL MEDIA

Let's get social

LinkedIn, Instagram and YouTube — social media is part of our everyday lives. At Aurubis, it's also an integral part of our communication strategy: for employer branding, engaging with customers and suppliers, showcasing innovations and projects, and highlighting strategic topics and achievements.



Digital channels are the gateway for Aurubis to the outside world. Colleagues from various departments contribute their expertise, passion and personality to ensure our messages resonate — with talent, partners, customers and the public.

Aurubis has rolled out a new Social Media Hub to provide a powerful boost for anyone looking to establish an online presence. The goal is to give employees guidance for their social media activities and optimally leverage the available potential. "Digital communication at Aurubis thrives on expertise, clarity and responsibility. The Social Media Hub is our new internal digital home for anything related to social media and Aurubis — with important information and tips for crafting a professional online presence and active



"Digital communication at Aurubis thrives on expertise, clarity and responsibility."

Florian Pautzsch, Digital Communication Specialist at Aurubis

engagement," Florian Pautzsch says. As Digital Communication Specialist, he is responsible for Aurubis' Group-wide social media presence. The Social Media Hub provides concrete advice for working with social networks, content and comments. The new "Elemental Voices" Viva Engage community also offers an internal platform for exchange, inspiration and networking. "It's not about writing the perfect post; it's about being authentic and visible. If you're

clear about what you stand for, you can reach others online and have a lasting impact." Let's get social — with purpose, enthusiasm and a clear objective: to bring Aurubis to vibrant life in the digital space.

+ MORE INFO

Visit our new Social Media Hub on the intranet: [Group Intranet > About Us > Social Media Hub](#)



$$\text{Copper} + \text{Copper} + \text{Copper} = 15$$

$$\text{Copper} \times \text{Gold} - \text{Gold} = 24$$

$$\text{Gold} : \text{Silver} - \text{Silver} = 1$$

$$\text{Silver} \times \text{Gold} + \text{Copper} = ?$$



ENTER & WIN

What is the answer to the last problem?

THE PRIZE

We're raffling off 10 x 1 gym towels with zippered pocket, magnet and anti-slip grip.

Send in your answer by September 20, 2025 to: cu@aurubis.com

