

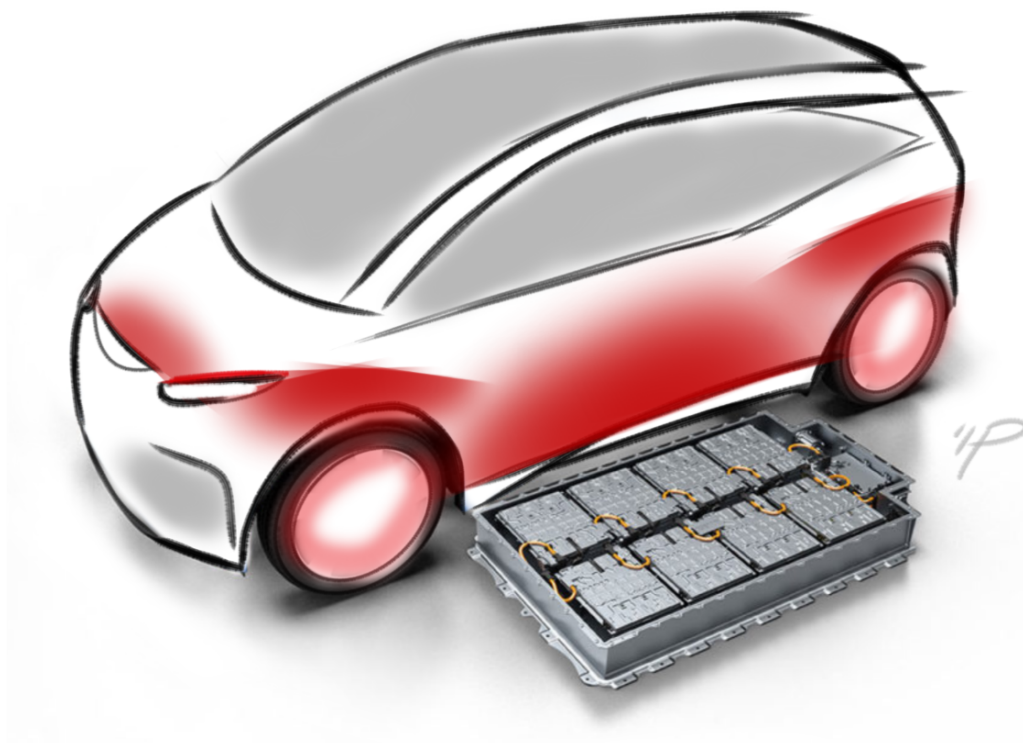
1. Heart of the electric car: The battery system

...and the Schnitzer Group in the middle of it all

The increasing pressure on OEMs to innovate is also noticeable in the current project landscape at the Schnitzer Group. The development of new technologies based on existing manufacturing processes in a highly dynamic environment creates new, exciting challenges for us. Here is a little insight into our daily doing.

Overall Schnitzer Group know-how:

- Product and process optimizations
- Component sampling
- Coordination of plant relocations
- FMEA
- Management and taskforce in procurement-support of semiconductors

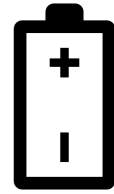


1. Battery cells

The heart of every battery and chemical energy storage.

We support with ...

- Anode / and cathode production
- Cell production
- Module and battery pack assembly lines
- Implementation of quality requirements and technical cleanliness concepts



2. Battery module housing / underride protection

All-round protection for battery cells: From cooling to mechanical strength to containment of thermal events. We support with ...

- Coordination of suppliers
- Timely provision of equipment, tools and production materials
- Scheduling of quality scopes
- Ensuring a trouble-free start of series production
- Securing production capacities



3. Battery management system

The mastermind in the battery: control, monitoring and communication with the vehicle. We provide support in ...

- Electronics manufacturing
- Industrialization of flexible printed circuits
- Coordination of assembly and production lines
- Synchronization of sub-suppliers



4. Thermal management

The right operating temperature is the key to service life and safety.

We provide support with ...

- Plastic injection molding
- Laser welding processes
- Assembly systems



5. High-voltage connectors

Small components, big impact: high currents in the smallest installation space with minimal emission of high-frequency interference.

We support with ...

- Safeguarding of development processes
- Synchronization of sub-suppliers
- Securing component supply



2. With certificate! GLW GmbH in Kisslegg

The GLW GmbH in Kisslegg was certified according to DIN EN ISO 9001 by TÜV-Süd in January 2023. The dynamic and innovative company mastered the certification audit with excellence.

For over 30 years, the GLW GmbH has specialized in product development and the manufacturing of machines and tools for professional wire processing. The certification required an intensive preparation, in which the Schnitzer Group supported the company substantially. Wolfgang Strotmann, Head of Quality at the Schnitzer Group, was responsible.



Management Directors GLW (from right to left): Felix Weiland, Leonie Schelling, Florian Geier und Wolfgang Strotmann, Schnitzer Group

3. Interview with Robert Faeller

CEO Schnitzer Group USA, Inc.

Robert Faeller: 3 Continents - 3 Locations - 13 Years

International Career with the Schnitzer Group

He has been working with Schnitzer Group since 2010. The trained mold & die maker started at our Kornwestheim location after he successfully graduated as a mechanical engineer. In 2014, he took the challenge to join our Schnitzer Consulting Shanghai location, to gain international experience. After two years, he was already appointed as the Local Director Shanghai. Spending 5 years in China, he continued his career path and growth in North America. In the position as CEO of Schnitzer Group USA Inc. in Charlotte (NC), he has been committed to further expanding successfully the US location and to strengthening its personnel.



1. You started your career in Germany, relocated to China and now you are based in North America. What was your motivation to work on 3 continents and with different cultures?

It has always been my goal to work abroad, as it runs in my family. The offer from China was a perfect timing in my career path, which also resonated my personal life goal. I didn't want to miss out the opportunity to further develop the still young Shanghai location, the Asian market, besides leaving my professional footprint behind. Four years later I was given the chance by Peter Schnitzer to become CEO North America, which I am very grateful for.

2. How did you come across Schnitzer Group at that time?

After graduating from my mold & die maker apprenticeship, I joined the technical college in the city of Augsburg. A Schnitzer Group job offer was posted at the bulletin board of the technical college. The position offered in project management caught my attention, since I was looking for an international work and life environment. Due to my professional education in mold & die making in combination with my engineering degree, it was a perfect match with the job requirement posted.

3. The Schnitzer Group has many experts in a wide variety of fields. Where is your specific knowledge?

I would consider myself an expert in the areas of tool management, injection molding process and maintenance. Furthermore, in areas of surface finishing plastic parts and additional value-added processes. Related technologies such as die casting, forming, welding and assembly of components are also part of my core competencies.

4. Business in Germany, China and in the US - how does it all come together?

First, the culture and language differences, were the first challenges, especially in China. Nevertheless, one should not neglect the cultural difference between Germany and the USA. New tools are still manufactured a lot in Asia for cost reasons. So, we were mainly involved in the design processes and tool manufacturing of the molds. These tools are usually re-located to the final production sites in the USA or Europe. When receiving mold in the US, our main job is to support sampling, optimization and production readiness. Knowledge and skills of the different cultures and markets help me in my daily business, especially in communicating and understanding the problems that arise.

5. Which service is primarily requested from the Schnitzer Group USA?

Currently we work in different areas such as tool management, maintenance and service management of tools, machines and production lines. In addition, also risk management in general and further in spare parts management, as many machines and production lines won't source locally. We also accompany positions in ramp-up and interim management. We offer the above-described services not only in the USA, also in Mexico and Canada.

6. The Schnitzer Group SYSTEMIC Upgrade - how does this pay off for your customers?

Our clients have a "one face to the customer" contact person. Nevertheless, they enjoy full access to the Schnitzer team of experts, worldwide. We act independently, transparently and solution oriented. Through the "Schnitzer Group Spirit", #workingwithfriends (campus organization), the most diverse Schnitzer teams integrate quickly and easily into new project topics and situations. After 30 years, our global network is still constantly growing and paying off for our customers. The focus of our projects is always a systemic approach. We call this approach SYSTEMIC Upgrade. Our customers experience this as an effective added value in the collaboration.

7. What was your international highlight?

In China, my happiness was of a private nature. I met my wonderful wife, who was also an expat in Shanghai. My highlight from the USA time was not so long ago. At Christmas 2021 my family could finally visit me in the US after the Covid-19 crisis. From a business perspective, I have been very successful in developing business and customer relationships in the USA over the last 3 years. We achieved a strong growth of 150%, which makes me extremely proud and validates our business model.

8. Which experiences can't be taken away from you?

I am able to get to know different cultures and personalities and to learn their ways of acting and thinking. It is the virtue of listening, openness and tolerance towards other people and situations. In short - intercultural practical knowledge! These experiences are essential when dealing with a global business environment.

9. What do you appreciate most about the Schnitzer Group?

I really appreciate managing the company as CEO and taking personal responsibility for my tasks and projects. There is a flat hierarchy at the Schnitzer Group, which allows a great deal of creative freedom in many areas and thus also promotes personal development. Furthermore, living and

working in an international environment is very appealing to me, as the Schnitzer Group is spread over three continents. Global company - with a family spirit.

10. What is your business goal for the next few years in the USA?

I have the goal of further growth of business, taking into account all the interrelationships with acquisition, gaining new customers, etc. consolidation of the US location and expansion of the internal Schnitzer Group organization with global networking.

4. Customer Voice Rhenus: Always trust the process

To start with, would you kindly introduce yourself and your company first?

My name is Stella Sommer. I was plant manager at Salem, and currently I am the CHRO for Rhenus Automotive in North America. Rhenus Automotive is part of the Rhenus Group, which is one of the global logistic players with an annual turnover of 8.6 billion euros. With 39.000 employees worldwide, we develop innovative solutions along the complete supply chain which provide transport, warehousing, customs clearance as well as value-added services. Rhenus Automotive in North America started its first production site with General Motors in 2018. Our second operation is located in Salem, Virginia. Here we provide a full vehicle assembly service. Our North America Headquarter is based in Charlotte, North Carolina.



You were in demand of external support. What was the reason behind?

In the fall of 2020, we opened our second operation in Salem, Virginia, where series production began. The site was highly challenged by the raging Covid-19 crisis. Manpower in particular was a challenge due to immigration restrictions imposed by the USA which halted our plan to bring in launch experts from Germany. We turned to the outside to build up our launch team. Mid 2021, we contacted Schnitzer Group USA. Schnitzer Group was recommended to us by a German colleague, who was familiar with our situation. Within a week, Robert Faeller, CEO of Schnitzer Group USA, managed to put together a team to support us, which was ready for action within two weeks of our first meeting. In

addition to this, the Schnitzer Group did an investigation visit, to prepare the team best possible for the situation on-site.

What was your expectation how the Schnitzer Group integrate into your project?

I was pleasantly surprised by the very first day when the team started at our site. From the beginning it was recognized that all three supporting experts built up deep trust and a personal relationship. This was achieved with all our key positions and shop floor personnel of the Rhenus team within a short time. We saw a quick improvement result. Our Rhenus team was open and eager to work and learn with and from the Schnitzer Team. All team members were grateful for the advice and support they had received. It was outstanding and much more than I had expected.

How did you experience social interaction and social skills of the project team members?

We noticed that the project team members acted like own members of the Rhenus team rather than external consultants, which was a new experience. I really appreciated that the team members were hands-on and worked together with the whole team to find solutions at all levels. Often issues were resolved on the shop floor rather than the team being isolated in the office by making reports or presentations.

What in particular were the challenges in your project and how the Schnitzer group juggled them?

One of the special things was that we worked at the customer's facility, and we shared our office space with their engineering and quality department. We worked face to face with our customer, who also had daily access to our production site. There was full transparency available. That made it a constant balancing act of creating a collaborative work environment on one hand, while also trying to protect their confidential information on the other hand. The Schnitzer colleagues handled this situation in a pragmatic and sovereign way.

Are there take aways for you and your team regarding Schnitzer's way of working. In your opinion, was the project investment in Schnitzer Group well spent and good added values?

I would like to point out that I was impressed with the high level of professionalism and experience that the team brought to the site. The biggest take away for me is to always trust in the process. As long as you have worked out a plan, have a process in place and both are fully understood, you should consequently stick with it and trust in it.

In the end, we accomplished all objectives and targets in the forecasted timeline and right now, the site is even exceeding production targets. The Schnitzer Team has taught us some very good lessons on what to keep in mind when launching a new production here in North America. We were very happy with the support provided and the investment paid off.

Looking into the future...

What is the strategy of Rhenus as a global company to be more into new energy or battery production technologies?

In Europe, we have already become a strong player in the manufacturing, handling and recycling of batteries for e-mobility. Our local battery launch team for North America works closely with our specialists who have already launched our battery lifecycle plants in Europe. A key focus for 2023 and

beyond is to transfer that knowledge and to become a key player in battery manufacturing, handling and recycling services in North America as well. Primarily our focus is a sustainable handling of the batteries at the end of their life cycle: How can we support the recycling process and what can we possibly do in terms of repair and remanufacturing to extend battery longevity?

Thank you, Ms. Sommer, we're looking forward to a continuous, great partnership between Schnitzer Group and Rhenus Automotive

Thank you for your invitation. I'm glad we got to talk about our mutual experience at Salem and the great collaboration we had. We appreciate your support and are grateful for the partnership.

Interview by Patrick Heine and Robert Faeller

5. Our teams in Kornwestheim, Wangen im Allgaeu and Weissenburg/ Bavaria are looking for reinforcement!

[Schnitzer Group Jobs \(schnitzer-group.com\)](https://www.schnitzer-group.com) 

The Schnitzer Group is a technical service provider with 7 locations worldwide. We move in the area of tension between technology and management. Trust and self-determined work with international exchange are actively promoted and demanded by us.

SYSTEMIC Qualitymanager

TASKS

- Sampling according to VDA volume 2 and QS 9000 PPAP
- Processing of capacity verifications (SFN / R@R)
- Carrying out of system, process and product audits

QUALIFICATIONS

- You know the common quality methods, common standards / technical specifications DIN EN ISO 9001; IATF 16949; VDA volumes
- Internal auditor according to DIN EN ISO 9001; IATF 16949; VDA 6.3, would be an advantage
- worldwide at home - you speak business fluent English

WE OFFER

- projects in the field of quality to be managed independently
- modern and employee-oriented corporate and management culture
- attractive and performance-oriented compensation and benefits
- flexible working hours / New Work
- cloud-based work
- team spirit with communication at eye level
- opportunities for further development / seminars and training

Interested?

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Kind regards

Ulrike Schnitzer