Sustainability Report 2025
Fact Sheet

DILLINGER

Ownership structure, sales revenue, employees, locations

Key figures at a glance

	2025	2024	2023
Hot metal purchases in kt	1,673	2,017	2,065
Crude steel production in kt	1,895	2,302	2,376
Heavy plate production in kt	1,657	1,628	1,837
of which Dillingen in kt	1,107	1,139	1,288
of which Dunkirk in kt	550	489	549
Net sales by country in € million			
Germany	1,002	1,044	1,352
France	93	87	113
Other EU countries	766	758	815
Other exports	322	398	335
Total revenue	2,183	2,287	2,615
Workforce/employees (excluding trainees) as of 31 Dec.			
in Dillingen	3,580	3,600	3,523
in Dunkirk (Dillinger France)	538	548	535
Fixed assets in € million	1,963	1,847	1,865
Investments in € million	111	49	82
Shareholders' equity in € million	2,019	1,919	1,744
EBITDA in € million	271	326	377
EBIT in € million	218	273	321
Net income for the year in € million	**216**	**272**	**316**

Compliance

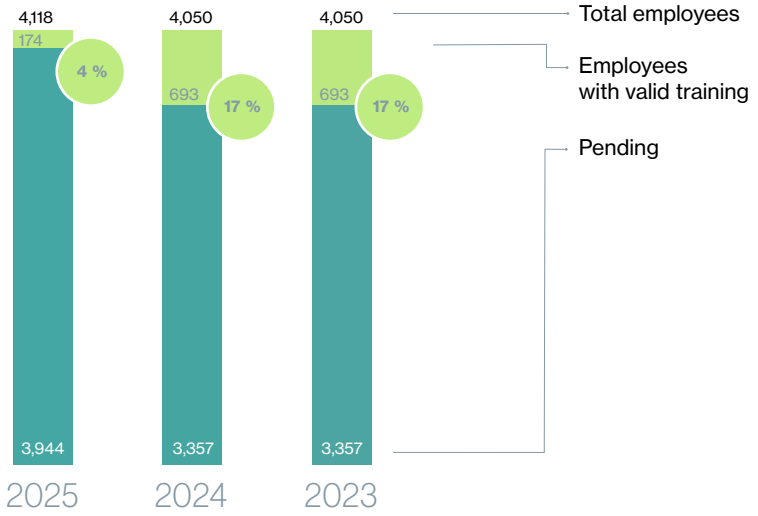
Training status of employees required to receive training in compliance during the reporting year

2025	SHS	Dillinger
Total	325	295
With valid training	305	146
Percent	94%	49%

2024	SHS	Dillinger
Total	714	439
With valid training	606	341
Percent	85%	78%

2023	SHS	Dillinger
Total	742	452
With valid training	623	370
Percent	84%	82%

Employees trained on ethical issues during the reporting year



SHS	2025	2024	2023
Total	875	860	883
With valid training	306	638	559
Percent	35%	74%	63%

Compliance

Trainees trained in compliance during the reporting year

Dillinger	2025	2024	2023
Total	297	274	274
Participants in classroom training	0	31	31
Percent	0%	11%	11%

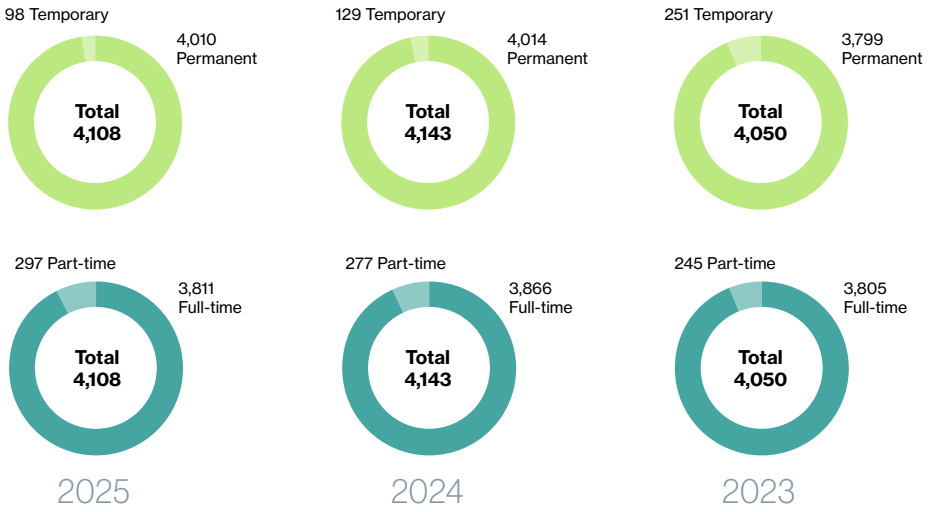
Reports via the whistleblower system

	2025	2024	2023
SHS	1	1	1
Dillinger	0	1	4

Indications of potential misconduct in more than one company are taken into account for all companies concerned.

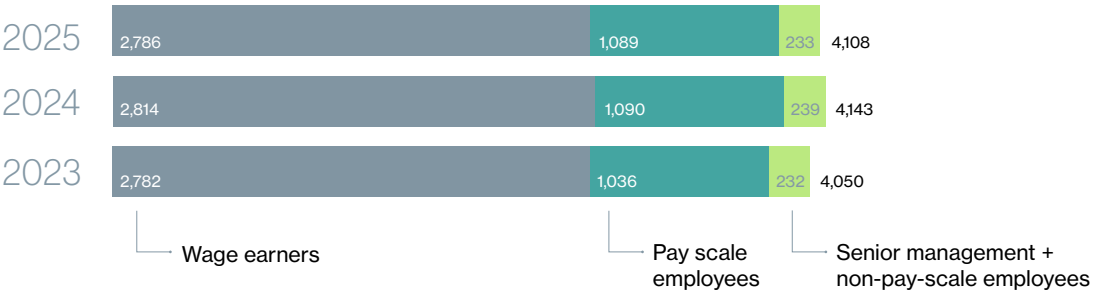
Employment, work conditions, employee rights

Number of employees by type of employment



SHS	2025	2024	2023
Temporary	4	7	4
Permanent contracts	928	911	879
Part-time	151	135	123
Full-time	781	783	760
Total	932	918	883

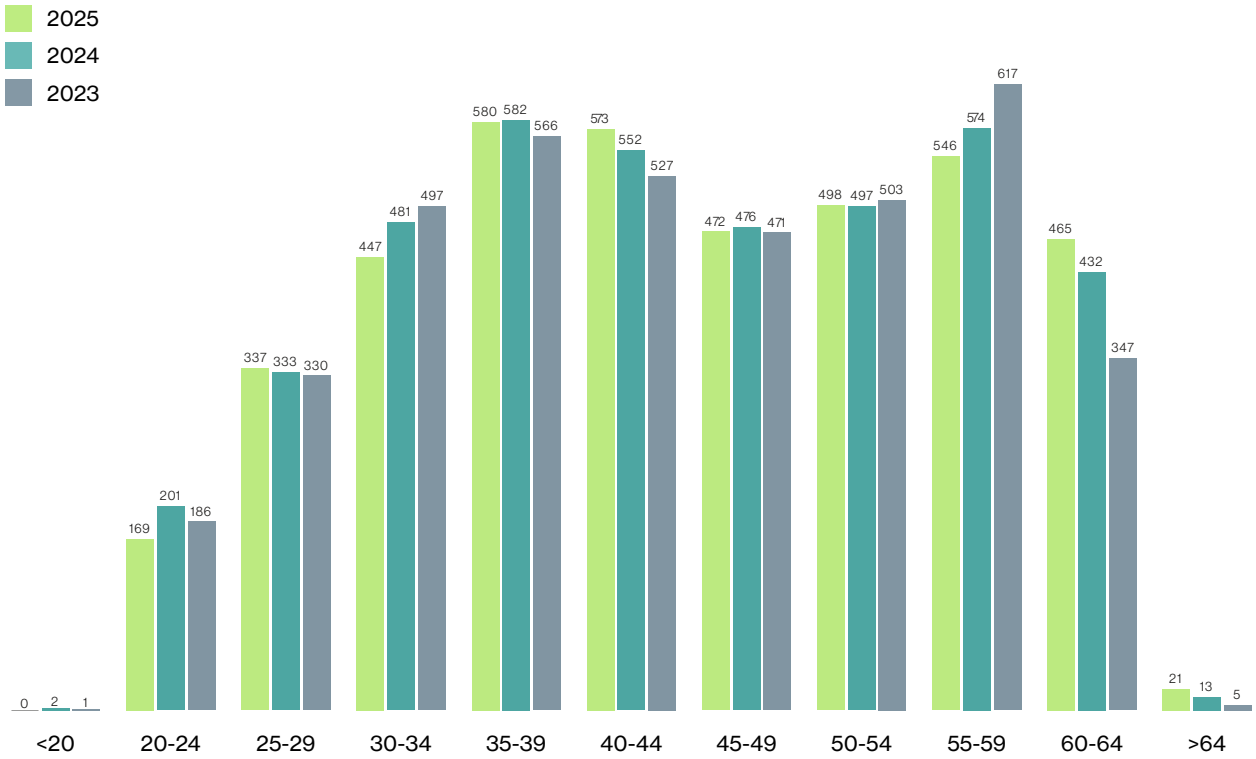
Number of employees by employee group



SHS	2025	2024	2023
Senior management + non-pay scale employees	425	413	402
Pay scale employees	507	505	481
Wage earners	0	0	0
Total	932	918	883

Employment, work conditions, employee rights

Number of employees by age group



SHS	2025	2024	2023
<20	0	0	0
20–24	7	14	12
25–29	50	45	43
30–34	82	91	95
35–39	121	122	107
40–44	162	154	153
45–49	148	143	133
50–54	103	104	120
55–59	153	159	144
60–64	100	83	69
>64	6	3	7

Average employee tenure with the company in years



	2025	2024	2023
Employees OHG*	1,128	1,134	1,127

*Dillinger Hütte und Saarstahl Vermögensverwaltungs- und Beteiligungs-OHG (a German general partnership)

Career planning and training

Hours spent on professional development
Total in hours



SHS	2025	2024	2023
Total	19,437	21,187	16,628

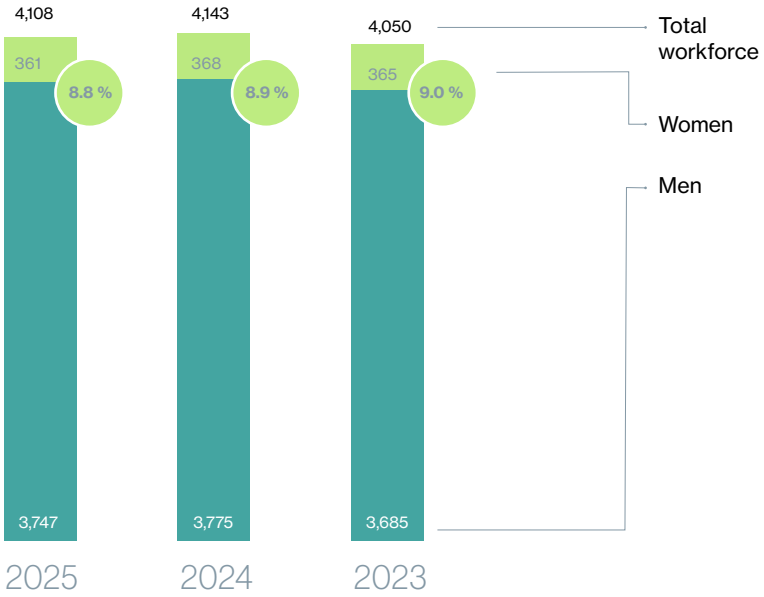
Hours spent on professional development
Per employee in hours



SHS	2025	2024	2023
Total	21	23	19

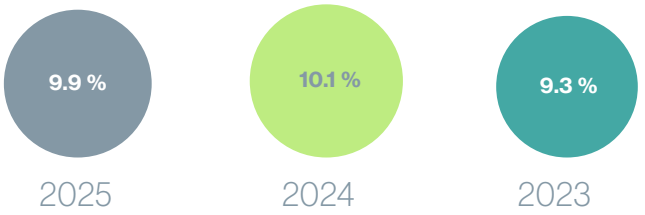
Diversity and equal opportunity

Number of employees by gender



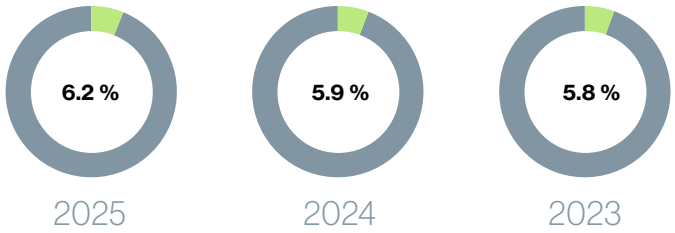
SHS	2025	2024	2023
Number of male employees	640	642	614
Number of female employees	292	276	269
Percentage of women	31.3 %	30.1 %	30.5 %

Percentage of women in management positions (Senior management + non-pay scale employees)



SHS	2025	2024	2023
Total	14.8 %	13.6 %	14.9 %

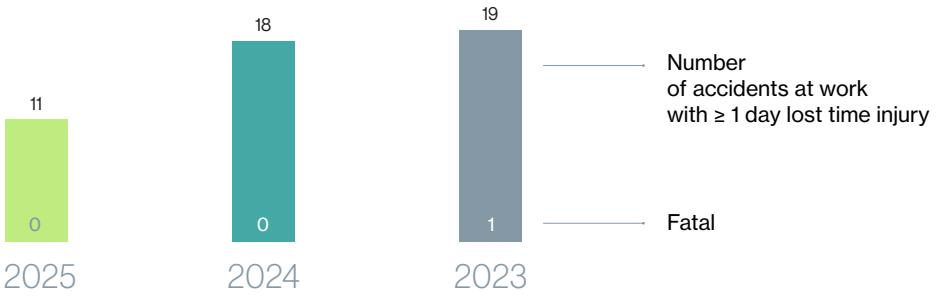
Percentage of workers with severe disabilities



SHS	2025	2024	2023
Total	4.0 %	3.9 %	3.4 %

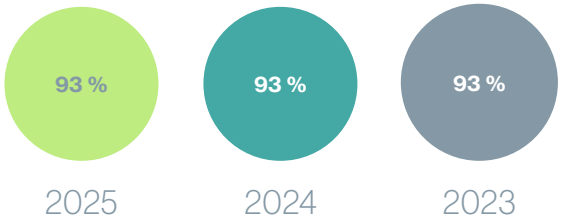
Occupational health and safety

Number of accidents



SHS	2025	2024	2023
Accidents	1	0	1
Fatal	0	0	0

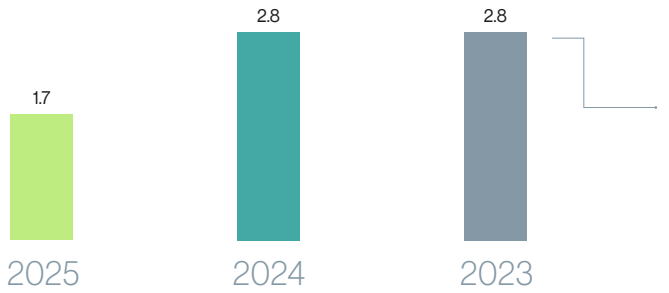
Health rate



SHS	2025	2024	2023
Total	96 %	96 %	95 %

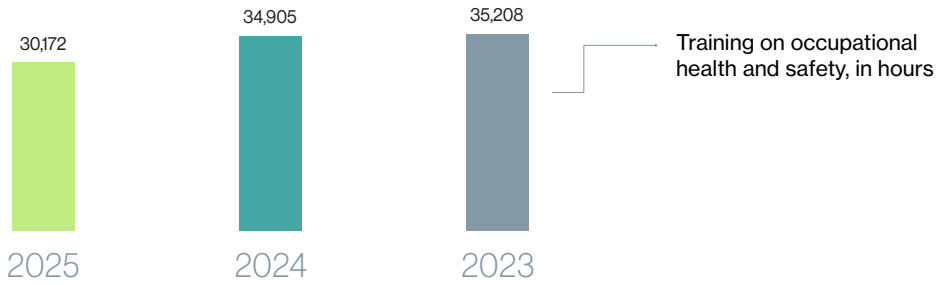
Occupational health and safety

Accident frequency rate



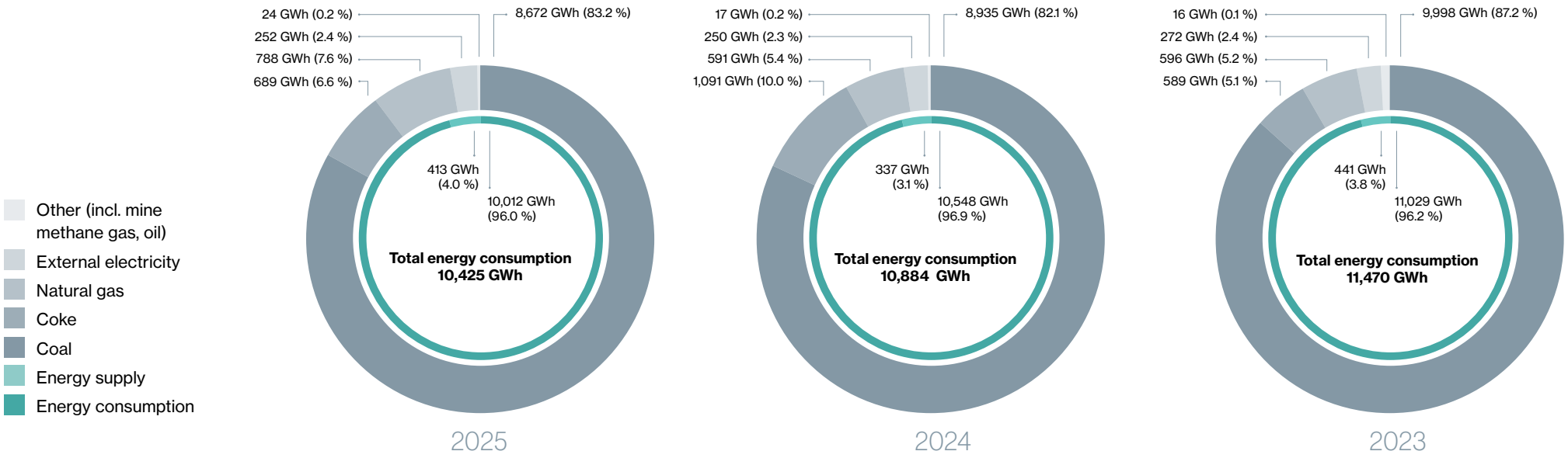
SHS	2025	2024	2023
Total	0.8	0	0.9

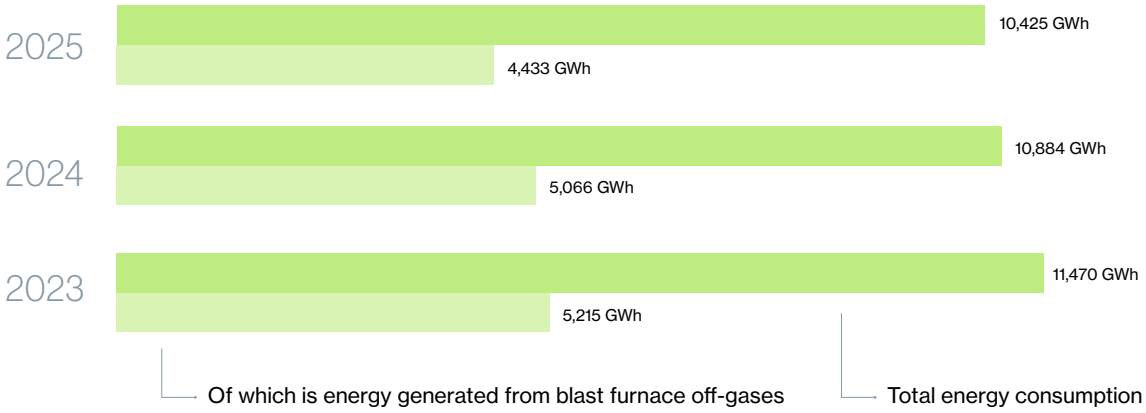
Employee training on occupational health and safety



SHS	2025	2024	2023
Total	2,704	4,145	3,159

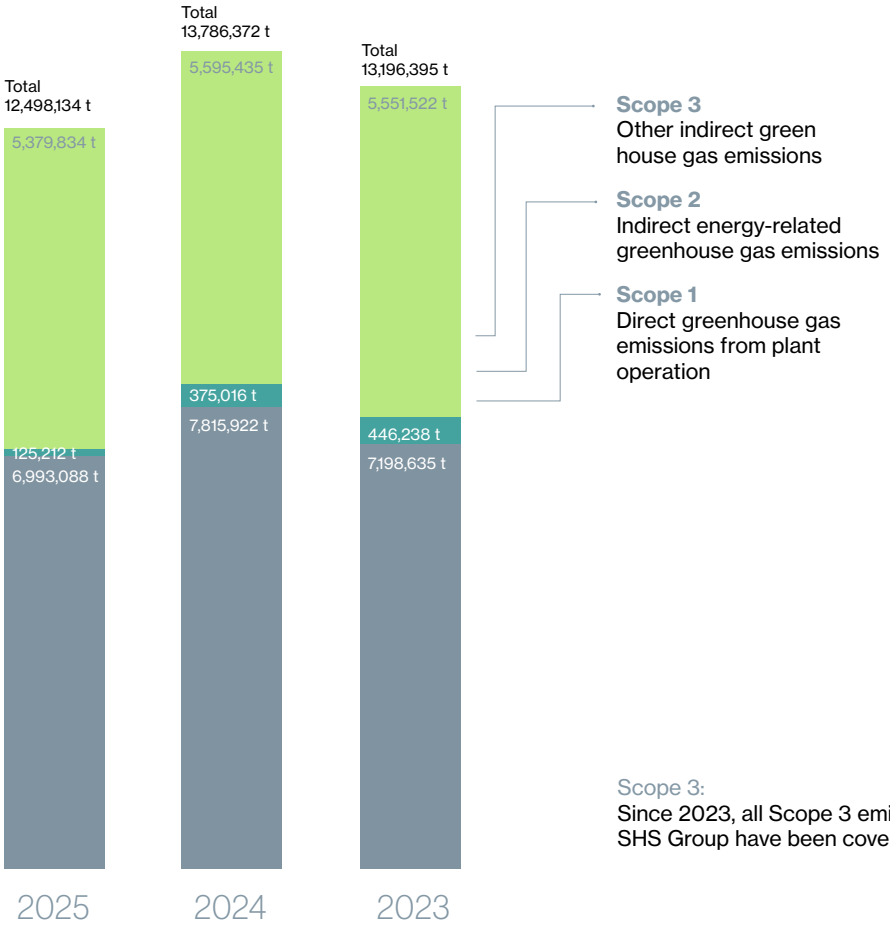
Energy


Other (incl. mine methane gas, oil)
External electricity
Natural gas
Coke
Coal
Energy supply
Energy consumption
24 GWh (0.2 %)
252 GWh (2.4 %)
788 GWh (7.6 %)
689 GWh (6.6 %)
8,672 GWh (83.2 %)
413 GWh (4.0 %)
10,012 GWh (96.0 %)
Total energy consumption 10,425 GWh
2025
17 GWh (0.2 %)
250 GWh (2.3 %)
591 GWh (5.4 %)
1,091 GWh (10.0 %)
8,935 GWh (82.1 %)
337 GWh (3.1 %)
10,548 GWh (96.9 %)
Total energy consumption 10,884 GWh
2024
16 GWh (0.1 %)
272 GWh (2.4 %)
596 GWh (5.2 %)
589 GWh (5.1 %)
9,998 GWh (87.2 %)
441 GWh (3.8 %)
11,029 GWh (96.2 %)
Total energy consumption 11,470 GWh
2023


2025
10,425 GWh
4,433 GWh
2024
10,884 GWh
5,066 GWh
2023
11,470 GWh
5,215 GWh
Of which is energy generated from blast furnace off-gases
Total energy consumption

Emissions

The data for carbon emissions refer to the entire SHS Group including all subsidiaries.



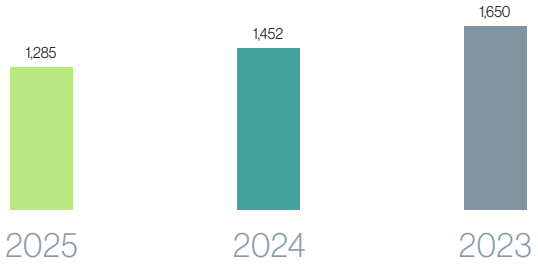
Scope 3
Other indirect green house gas emissions

Scope 2
Indirect energy-related greenhouse gas emissions

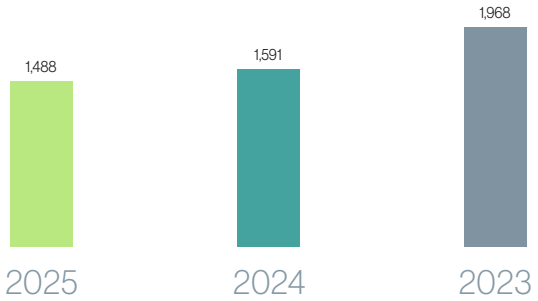
Scope 1
Direct greenhouse gas emissions from plant operation

Scope 3:
Since 2023, all Scope 3 emissions of the SHS Group have been covered in the report.

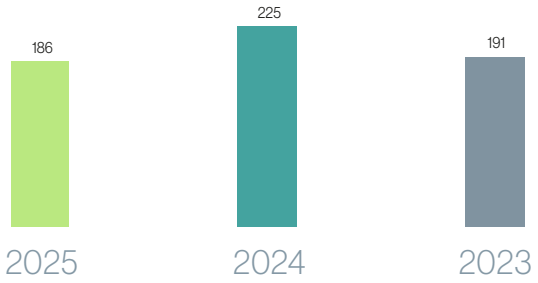
Total NO_x emissions



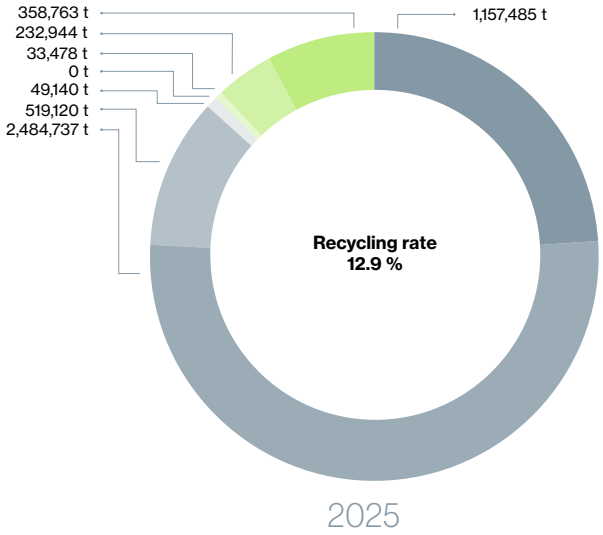
Total SO_2 emissions



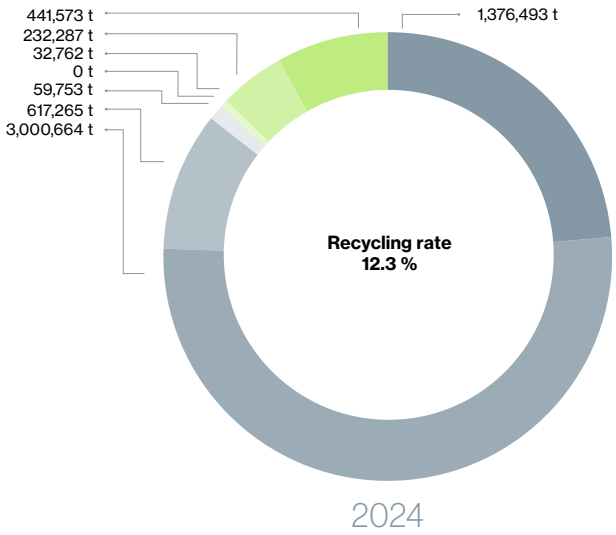
Total captured dust emissions



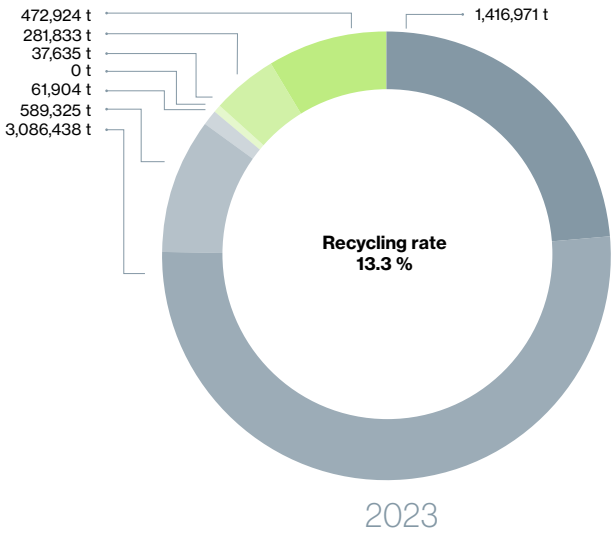
Use of raw and other materials



2025



2024



2023

- Scrap use
- Circulating materials
- Recycled reducing agents, fuel from ZKS
- Purchased semi-finished products
- Use of alloying agents
- Aggregates, use of slag former
- Ores
- Reducing agents, fuels, heating agents (external)

Water management



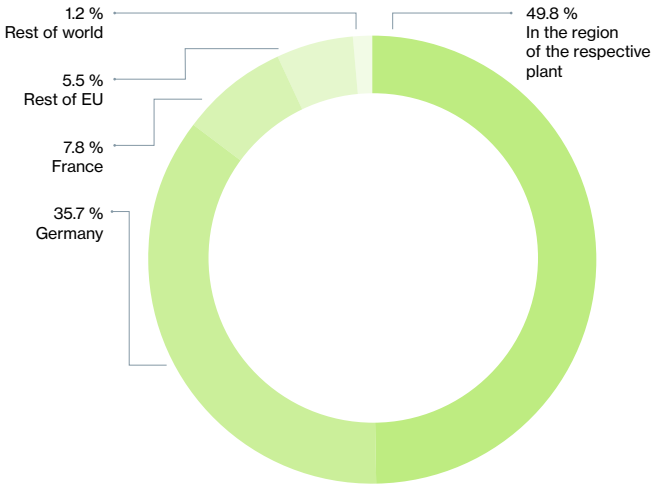
Waste management



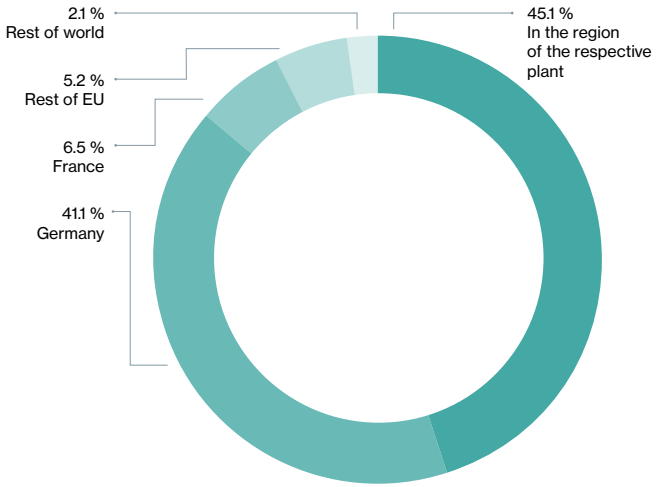
Responsibility in the supply chain

Percentage of spending on local suppliers (excluding raw materials)

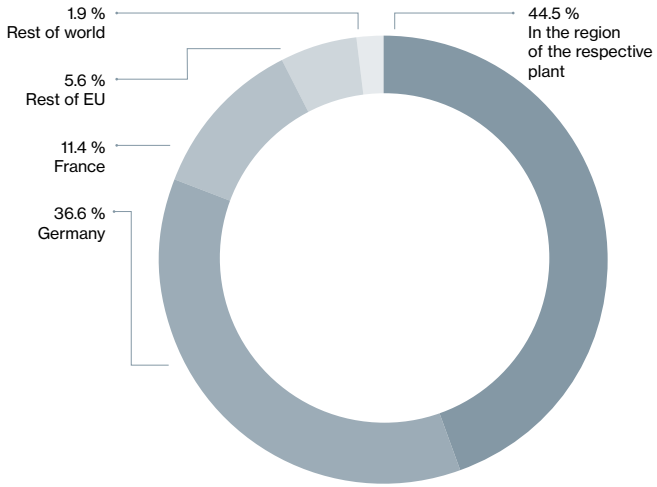
The data refers to the companies Dillinger and Saarstahl including the preliminary stages of the coking plant and hot metal production.



2025



2024



2023

Future made by us.

Pure+ Steel

Responsible:
Communications, SHS - Stahl-Holding-Saar GmbH & Co. KGaA
Quality Management, Aktien-Gesellschaft
der Dillinger Hüttenwerke.

Additional data as well as information and activities related to the company can be found on the websites:

www.stahl-holding-saar.de
en.dillinger.de

DILLINGER