

KION

Supplementary non-financial insights 2025



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20 years of KION.

NOTE

These 'Supplementary non-financial insights' have been prepared similar to KION's Supplementary non-financial insights 2024 with the intention to provide further information on the Group's sustainability activities during fiscal year 2025. This document should be read in conjunction with the comprehensive accompanying sustainability statement 2025 ('Sustainability Report 2025') as part of KION's Annual Report 2025. The Sustainability Report 2025 was prepared in accordance with the requirements of Directive (EU) 2022/2464 of the European Parliament and of the Council of 14 December 2022 (Corporate Sustainability Reporting Directive, CSRD), of Article 8 of Regulation (EU) 2020/852, and of section 315c in conjunction with 289c to 289e of the German Commercial Code (HGB) regarding consolidated non-financial statements, KPMG AG Wirtschaftsprüfungsgesellschaft, Berlin, was commissioned to perform a voluntary limited assurance engagement on the sustainability statement 2025 ↗ [KION Group Annual Report 2025](#).

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FOREWORD



“Sustainability is a core pillar of our ‘Playing to Win’ strategy. Our strong sustainability performance, recognized by leading external ratings in 2025, together with the additional disclosures, demonstrates KION’s ambition to go beyond regulatory requirements.”

**Valeria Gargiulo, Chief People & Sustainability Officer
and Labor Relations Director, KION GROUP AG**

Dear Shareholders, Customers, Partners, and Friends of KION,

With the publication of our Annual Report 2025, including the Sustainability Report prepared under the EU Corporate Sustainability Reporting Directive (CSRD), KION demonstrates its commitment to transparency and sustainability. The report outlines the progress achieved in 2025 through focused sustainability initiatives, actions, and targets across the Group.

KION’s sustainability performance was again recognized by leading external ratings. While KION’s brands had already achieved EcoVadis Platinum status in previous years, KION attained its highest EcoVadis rating to date, earning Platinum status and placing the whole Group among the top one percent of companies globally. In addition, KION recorded its best-ever score in the S&P Global Corporate Sustainability Assessment and was included for the fourth consecutive year in the S&P Global Sustainability Yearbook.

Decarbonization efforts in 2025 focused primarily on improving energy efficiency and transitioning sites toward lower-carbon energy solutions.

Strategic sustainability management is a core pillar of the ‘Playing to Win’ strategy, with ESG key performance indicators fully embedded in executive remuneration to ensure clear accountability for sustainability performance. This voluntary disclosure demonstrates KION’s ambition beyond the regulatory requirements and provides comprehensive sustainability information and key progress.

Best regards

Valeria Gargiulo

➔ [KION Group Sustainability Report 2025](#)

KION's sustainability key figures and ESG highlights 2025

KION – Overview sustainability figures

	2025	2024	2023	Change 2025 vs 2024
Environment				
GHG emissions (Scope 1+2) (in kt CO ₂ e) ¹	112	147	146	-23.3%
GHG emissions (Scope 3) (in kt CO ₂ e) ¹	14,694	16,011	17,581	-8.2%
Energy consumption (in MWh)	627,531	630,191	638,042	-0.4%
Water withdrawal (in m ³)	520,446	606,030	595,854	-14.1%
Waste produced incl. hazardous waste (in tons)	83,639	84,446	75,617	-1.0%
ISO 14001 certification rate (all locations) ²	99%	99%	90%	-
Share of electric-powered vehicles sold	92.6%	91.7%	91.1%	-
Social				
Employees ³	42,175	42,719	42,325	-1.3%
Proportion of female employees ^{4,5}	18.9%	18.9%	18.6%	-
Lost time injury frequency rate (LTIFR) ⁶	4.2	4.4	5.2	-5.0%
ISO 45001 certification rate ²	99%	99%	89%	-
Governance				
Proportion of women in Administrative, Management and Supervisory Bodies of KION GROUP AG (AMSB) ⁵	27.3%	27.3%	27.3%	-
ESG targets incorporated into Executive Board remuneration	Yes	Yes	Yes	-

1 Greenhouse gas emissions (GHG) in thousand tons CO₂ equivalents (CO₂e) in accordance with GHG protocol (location-based for Scope 1 and Scope 3, market-based for Scope 2)

2 ISO certification or equivalent standards, excluding sites that were newly established or acquired during the previous 18 months, or based on other pre-defined criteria

3 Number of employees (full-time equivalents (FTEs); incl. apprentices; excl. inactive employees) as at balance sheet date Dec. 31

4 According to ESRS

5 Based on headcount as at balance sheet date Dec. 31

6 Occupational accidents of active employees with one or more working days lost per million hours worked

KION – Selected ESG highlights 2025 vs. 2024

Revenue	11,297 m€ -1.8% vs '24	Employees	42,175 -1.3% vs '24
GHG emission GHG emissions Scope 1&2	112 kt CO₂e -23.3% vs '24	Engagement score (Pulse 2025)	75 ±0% vs '24
Energy intensity Total energy consumption/Revenue	55.5 MWh/m€ +1.3% vs '24	LTIFR Lost Time Injury Frequency Rate	4.2 -5.0% vs '24
Renewable energy used (including purchased green electricity)	29.2% +8.0% vs '24	ESG-linked incentives LTI & STI variable remunerations	20% STI ±0% 20% LTI ±0%
Waste recovered (own operations)	79.9% +2.1% vs '24	Share of direct Tier 1 A suppliers (annual spend with low risk)	60.9% +0.4% vs '24
Water withdrawal (in cubic meters m ³)	520,446 m³ -14.1% vs '24		

GHG – Greenhouse gas; Scope 1: direct emissions from owned/controlled sources, Scope 2: indirect emissions from purchased energy (electricity, heat, steam); green electricity - EACs (Energy Attribute Certificates proving the renewable origin of purchased electricity) as well as PPAs (Power Purchase Agreements) and direct green electricity contracts with the local energy supplier; LTIFR (KION definition); ESG = Environment, Social and Governance; LTI – Long term incentive; STI – Short term incentive; tier 1 suppliers: direct suppliers that deliver products or services straight to the company (no intermediaries); number of employees (FTEs; incl. apprentices; excl. inactive employees) as at balance sheet date Dec. 31; **green** - indicating an improvement vs prior year; **red** - indicating a deterioration vs prior year

KION sustainability action fields and the Sustainable Development Goals (SDGs)



SDG 3: Good health and well-being, SDG 4: Quality education, SDG 5: Gender equality, SDG 6: Clean water and sanitation, SDG 7: Affordable and clean energy, SDG 8: Decent work and economic growth, SDG 9: Industry, innovation and infrastructure, SDG 10: Reduced inequalities, SDG 12: Responsible consumption and production, SDG 13: Climate action, SDG 15: Life on land, SDG 16: Peace, justice and strong institutions, SDG 17: Partnerships for the goals

KION's seven sustainability action fields form the framework and are the basis for the goals defined in KION's sustainability strategy applicable for both operating segments Industrial Trucks & Services (ITS) and Intelligent Automation Solutions (IAS, formerly SCS). Further details on the sustainability strategy can be found in the Sustainability Statement of the [Annual Report 2025](#) (p. 106-111).

The United Nations' 2030 Agenda for Sustainable Development, including the Sustainable Development Goals (SDGs), is also embraced by KION. As a company with global operations, KION prioritizes specific SDGs based on their relevance to the company's core business activities. The seven specific sustainability action fields provide the framework and the link for the strategic contribution of KION to these global objectives.



ENVIRONMENT

Environmental and energy management

In the KION GROUP AG governance structure, responsibility for all sustainability topics lies with the Executive Board, in particular with the Chief People & Sustainability Officer. The Executive Board develops and makes ongoing adjustments to the sustainability strategy and the ESG targets derived from it. The Supervisory Board, specifically the Audit Committee, is informed by the Executive Board about the sustainability strategy and target achievement and provides supervision. This includes climate-related issues and the net-zero ambitions of KION. Further details can be found in the [Annual Report 2025](#).

KION's near-term and net-zero targets were formally validated by SBTi in 2024 ([SBTi Dashboard](#)). In order to steer the net-zero transformation, the action field 'Climate action' is one of the subjects addressed by the [Sustainability Council](#), the strategic planning and the regular sustainability KPI reporting to the Executive Board by the Head of Sustainability & HSE. As a cross-functional topic covering all areas of KION and its value chain it is closely interconnected with other action fields such as 'Circularity' and 'Supply chain' ([Sustainability Strategy](#)).

In 2025, energy intensity was adopted as a short-term incentive influencing the remuneration of the KION Executive Board and senior management. As part of the program to measure and manage this KPI, a group-wide planning process was initiated to identify and quantify potential to reduce energy consumption across KION's own operations. KION pursues dedicated energy management systems in accordance with ISO 50001 or an equivalent standard to ensure a systematic local program in subsidiaries with high energy consumption. Regular internal and external energy audits, quantified targets, actions and progress monitoring with focus on energy support the efforts to reduce energy use locally.

With regard to Scope 1 and 2 GHG emissions, KION implemented ongoing measures and initiatives on the basis of local energy or environmental management systems, for example:

- Implementing measures around the electrification of transportation and logistics in own operations by using stepwise non-fossil-fuel-based technologies in own fleets and extending the necessary infrastructure on site,
- Extending LED lighting technology,
- Optimizing routes in sales and services,
- Investing in energy-efficient buildings for new sites, for example the highly automated new spare part distribution center in Kahl am Main, which was opened in 2025,
- Switching to energy-efficient motors in equipment and machinery,
- Recovering waste heat in production and optimizing heating systems and building infrastructure,
- Increasing deployment of self-generated renewable energy, especially on-site solar panels, and extended sourcing of energy from renewable sources,
- Further building awareness on energy saving by employees,
- Training on energy management and conservation.

As a result, a reduction in energy consumption of 0.4 percent was achieved in 2025 compared to the previous reporting year. Significant reductions could be further achieved in the consumption of coking coal and diesel. At the same time, the consumption of self-generated renewable energy more than tripled in 2025 compared to 2024, although it still represents a comparatively small share of total energy consumption.

GHG emissions and energy, air pollutant emissions

GHG emissions and energy

	2025	2024	2023
GHG emissions			
Scope 1 GHG emissions (in t CO ₂ e)	104,881	108,401	110,769
Scope 2 (market-based) GHG emissions (in t CO ₂ e)	7,473	38,153	35,288
Scope 3 GHG emissions (in t CO ₂ e)	14,694,157	16,011,381	17,581,227
Scope 3 Downstream GHG emissions (in t CO ₂ e) ¹	11,793,101	12,859,402	14,467,190
Scope 3 Upstream GHG emissions (in t CO ₂ e) ²	2,901,056	3,151,978	3,114,039
Energy			
Energy consumption (in MWh)	627,531	630,191	638,042
Renewable energy consumption (in MWh) ³	183,834	133,423	131,020
Share of energy consumption from renewable sources ³	29.3%	21.2%	20.3%
ISO 50001 certification rate (all sites ⁴)	4%	16%	15%

1 Downstream Scope 3 includes 3.11, 3.13, 3.12 and 3.15

2 Upstream Scope 3 includes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6 and 3.7

3 Renewable energy as defined by KION (slightly differs from ESRS definition of renewable energy)

4 The ISO 50001 certification is foreseen only at manufacturing or major sites, therefore the coverage rate is relatively low due to the large number of total group sites. Nonetheless, the ISO 50001 certified sites contribute to at least 38 percent of the groupwide energy consumption (across the 3 years)

Significant air pollutant emissions (direct)

in kg	2025	2024	2023
Total significant air pollutants	1,282,758	1,819,995	2,108,529
Carbon Monoxide (CO)	1,160,242	1,696,713	1,903,704
Volatile Organic Compounds (VOC)	77,827	75,320	119,444
Particulate Matter (PM)	6,056	7,153	4,818
Nitrogen Oxides (NOx)	26,370	24,349	22,975
Sulfur oxides (SOx)	6,084	10,241	39,159
Others (Phosphats etc.)	6,179	6,220	18,429

The total amount is calculated as the sum of air pollutants that are currently monitored at selected manufacturing sites, which represent the most significant air emissions (other than CO₂ emissions). Figures for the prior years have been readjusted in the context of database enhancements

Further environmental metrics and training

Further environmental metrics

	2025	2024	2023
Number of environmental audits ¹	120	89	75
% of sites with employees trained on environmental topics	92%	89%	90%
% of operational sites assessed on environmental risks ²	99%	99%	90%

1 With respect to environmental topics, these include external audits in the context of ISO 14001 (re-)certification and internal Corporate HSE Audits

2 In 2024, the dedicated question on environmental risk assessment was removed from the Group's HSE site assessment questionnaire to avoid inefficiencies and duplications with topics already covered by the ISO 14001 and 45001 certification audits. Since a site's environmental risk assessment is one of the requirements of ISO 14001, the same % as the Group's site certification rate for 14001 was reported for 2024

In 2025, 92 percent of entities confirmed that they provided sustainability training on environmental topics in accordance with the KION HSE Standard.

In addition, since 2024, all KION employees have unlimited access to LinkedIn learning courses, available in multiple languages. These courses provide training and reskilling opportunities to also encounter, for example, general challenges for the employment of people that may result from industrial or even climate transition changes. In addition, KION companies conducted mandatory energy management training to raise awareness of energy-saving opportunities and encourage employees to contribute ideas to lower energy use.

Violations, fines or penalties with environmental standards or regulations

	2025	2024	2023	2022
Number of significant violations of legal obligations / regulations	0	0	0	0
Amount of fines/penalties related to the above (in € million)	0	0	0	0
Environmental liabilities accrued at year end (in € million)	0	0	0	0

As in previous years, no significant violations, fines or penalties for non-compliance with environmental standards or regulations were reported by KION companies in 2025. The groupwide internal sustainability and HSE reporting ensures the regular tracking of potential incidents.

Water and waste management

Water management

According to the double materiality analysis conducted in 2025, water was assessed as a non-material topic for KION. Nevertheless, targeted initiatives have been implemented to further strengthen water management practices across the Group.

The comprehensive analysis of water use and efficiency potentials initiated in 2024 has continued to provide a robust foundation for these activities and remains actively used to steer water-related measures, particularly in water-stressed regions. This includes investments in water treatment and recycling infrastructure to enable increased water reuse at selected sites.

In this context, KION has already implemented advanced water recycling solutions within the ITS segment, for example at a production site in India, where water treatment facilities support closed-loop water use and contribute to reducing freshwater withdrawal in regions affected by water scarcity.

Foundries generally require large amounts of freshwater (third-party water) to cool the sand used for casting molds. Through continuous process improvements, especially in KION's foundries, freshwater intake and overall water withdrawal have markedly declined in recent years.

Other examples include rainwater harvesting projects and introduction of other water-saving technologies to optimize water usage. Measures to detect and prevent leaks were also implemented in 2025.

While KION's business activities only have a negligible impact on the water quality, the Group does not carry out its own pre-treatment prior to discharge, except for the use of volatile liquid separators. By monitoring wastewater quality at selected locations, the Group prevents thresholds from being exceeded and ensures that the wastewater meets the required quality

standards in compliance with local regulations and in alignment with the ISO 14001 environmental management system.

In order to raise awareness and establish a culture of economical water use, communication initiatives were launched to educate employees, and regular training courses were provided on water efficiency management programs.

Water metrics

in cubic meters (in m3)	2025	2024	2023
Water withdrawal	520,446	606,030	595,854
Third-party water	484,311	575,402	557,409
Groundwater	23,395	21,140	25,564
Surface water	417	846	150
Water withdrawal from other sources	12,322	8,642	12,731
Water discharge	476,075	559,575	571,346
Third-party water	462,480	523,781	541,428
Seawater	-	-	958
Other freshwater discharge (groundwater, etc.)	13,595	35,794	28,960
Water withdrawal (excl. saltwater)	520,446	606,030	595,854
Water discharge (excl. saltwater)	476,075	559,575	570,388
Total net freshwater consumption (excl. saltwater)	44,371	46,455	25,466
Water recycled and reused	3,326	2,245	2,098

Waste management

Ensuring an efficient and responsible waste management KION's efforts are to divert unavoidable waste from its own operations into circular channels. The Group intends to systematically reduce the amount of waste it generates, particularly any hazardous waste, and to increase the recovery of waste that cannot be avoided. The KION HSE Standard also established requirements for waste management. Several measures were introduced in 2025 to reduce the total volume of waste. These include identifying and compiling a list of suitable recycling partners, assessing site waste disposal practices, and providing training for employees.

For years, KION has implemented initiatives to substitute materials, where possible, in order to reduce hazardous waste. All local subsidiaries are required to control and reduce waste, emissions, and the use of hazardous substances in accordance with applicable national legislation and the ISO 14001 or equivalent standards. KION has consistently reached a certification rate of almost 100 percent ISO 14001 as part of the sustainability strategy ↗ [Annual Report 2025](#) (p. 159).

KION's overarching aim is to enhance the recycling and waste management capacities of the sites.

Waste

in tonnes (t)	2025	2024	2023
Total waste generated	83,639	84,446	75,617
Total weight of hazardous waste	16,046	15,826	12,694
Total weight of non-hazardous waste	67,593	68,620	62,923
Total weight of waste recovered	66,821	65,660	60,356
Waste recovery rate (%)	79.9%	77.8%	79.8%
Share of total waste diverted from landfills (%)	90%	88%	89%

Product stewardship

KION strives to design products, solutions, and services for its customers that are highly sustainable. These products and solutions are therefore considered essential enablers for KION's sustainability targets. To evaluate the environmental impacts of products throughout their entire life cycle – from cradle to grave – life cycle assessments (LCAs) and the end-of-life-responsibility considerations are defined measures used to drive this ambition.

Life Cycle Assessment (LCA)

Both the ITS and IAS segment are collaborating to pilot and conduct LCAs for their products and solutions, while strengthening synergies. The installed teams of LCA experts provide support to the involved internal stakeholders. Based on the findings of the LCAs, new criteria will be considered in the early design phase of the product development.

In the ITS segment, KION completed a carbon footprint analysis according to the ISO 14067 standard. The corresponding ISO 14067 certification was released by an independent third party in December 2024 and updated in June 2025. Furthermore, in the same period of time, KION conducted LCAs for eight truck series.

Cradle to Cradle

Cradle to Cradle (C2C) is an example of an innovative concept for designing and producing products and materials that are intended for safe and perpetual reuse. The goal is to eliminate waste entirely and foster a positive environmental impact. In a C2C system, the "end" of one product's life marks the "birth" of new products or materials made from its components. This

stands in stark contrast to the common "cradle to grave" approach, where products are often disposed of and, in the worst case, end up polluting natural environments.

Dematic Multishuttle 2, produced in Stříbro, Czechia, received [↗ Cradle to Cradle® Certification](#) in 2025. The Bronze certification was achieved following a rigorous audit process, which confirmed that 85 percent of the Dematic Multishuttle 2 manufactured in Stříbro is recyclable.

Integrating Sustainability into the Product Creation Process

In 2025, a new Product Sustainability Alignment deliverable was introduced within the innovative Product Evolution Process for ITS (iPEP2) to provide a structured way to collect and make sustainability-relevant information and approaches available for use in the product creation process. In addition, selected existing deliverables within the framework were updated to place greater emphasis on sustainability considerations that were already embedded in iPEP2.

Together, these changes strengthen the integration of sustainability-related requirements and responsibilities within the existing iPEP2 process architecture and project tailoring logic, enabling a more consistent consideration of these aspects across product development and related procurement, controlling, and service.

End-of-life cycle responsibility

KION actively incorporates circular approaches through a range of activities, initiatives and programs across the entire product life cycle – from product design and materials to procurement, refurbishment and recycling. As far as possible, also installations and facilities at the customer sites are returned to the materials cycle through recycling.

Clean(er) Production - Steel recycling in the ITS segment

The use of renewable resources such as energy and recyclable or recycled materials forms the basis for strengthening a circular economy. These efforts aim to promote clean(er) production and delivery processes. In the ITS segment, forklift counterweights are produced using up to 100 percent recycled materials at KION's foundries in Weilbach and Dinklage (Germany).

At these foundries, manhole covers, cast-iron radiators, recycled counterweights and other scrap materials are melted down and reused of steel in the production process. This approach reduces the need to extract new iron from natural resources.

Extended Product Lifetime in the ITS segment

KION supports the extension of product lifetimes through an integrated service and business model. Leasing and rental offerings enable industrial trucks to be used efficiently across multiple usage phases while preserving their value over the long term.

In addition, comprehensive maintenance and repair services, as well as long-term spare part availability, ensure that products in use can be operated reliably, maintained effectively, and retrofitted when required. These approaches help maximize product lifetimes and reduce resource consumption across the entire product life cycle.

Extended Product Lifetime in the IAS segment

The intelligent automation solutions (IAS segment) installed on customer sites are predominantly large-scale installations with numerous systems and subsystems. These installation projects entail a high level of capital expenditure for the customer, which means additional focus on total cost of ownership of the solution entailing both energy efficiency as well as long useful life of the solution. Lifecycle solutions and services such as (proactive) maintenance, spare parts supply, upgrades, modernizations and remote monitoring help to extend the useful life of the product lifetime and reduce the need for replacement.



→ LogiMAT Stuttgart, March 2026, End-to-end-Automation:

Dematic presents an animated 'Sustainability Lifecycle' illustrating how sustainability is integrated from system design and operations through to an extended system lifetime via modernization and upgrade.

IAS warehouse solutions have energy management engineered into the standard line of products:

- The Energy Management or Power Save functionality is standard programmed logic in Dematic controllers. These controllers monitor equipment usage by load tracking and/or sensors enabling the stopping of most equipment reducing the power consumed by areas that are not actively needed and extending the product lifetime.
- In addition to new sites, the IAS services team responsible for modifications and upgrades are key partners with long-time customers to remain energy efficient. ‘High Efficiency Motor Drives’ and associated rollers can be a retrofit to existing conveyor solutions. Modernization and upgrade assist our customers in reaching their sustainability goals by reducing kilowatt usage by up to 25 percent while extending the lives of their existing systems.

Second Life for Industrial Trucks and Batteries in the ITS segment

After their first period of use, industrial trucks can frequently re-enter the value cycle through refurbishment and reuse. To support this approach, KION has operated a long-standing take-back program within the ITS segment. By offering refurbished used trucks, the company enables customers to lower acquisition costs while also helping to conserve valuable primary resources. At several locations worldwide – including sites in the Czech Republic, Poland, Brazil, and China – returned trucks are refurbished according to standardized quality categories that reflect their initial condition. This process results in different refurbishment levels and corresponding price segments.

At BlackForxx in Germany, even trucks from non-KION brands are refurbished, further extending their service life. In addition, KION refurbishes lithium-ion batteries from returned leased trucks at KION Battery Systems GmbH, provided they have not yet reached the end of their service life. Batteries that have already reached the end of their service life are sent for recycling.

Lithium-Ion Battery Recycling

The recovery of resources at the end of their initial life cycle is an important element of KION’s circular economy approach. As part of its aim to expand the recycling of lithium-ion batteries, KION already established a strategic partnership in 2023 with the recycling company Li-Cycle Holdings Corp. at its facility in Magdeburg, Germany, serving as one of the major recycling facilities for end-of-life batteries in Europe. Following the acquisition of Li-Cycle’s assets by Glencore Plc, Baar (Switzerland) in 2025, and the subsequent renaming of the facility, the cooperation continues as Glencore Battery Recycling GmbH (GBR).



→ GBR (formerly Li-Cycle): Up to 95 percent of the “black mass” from a lithium-ion battery can be recovered, including critical raw materials such as lithium, cobalt, and nickel.

In 2025, the amount of lithium-ion modules sent for recovery more than doubled, reaching around 53.5 tonnes, or 970 batteries (2024: around 25.0 tonnes or 609 batteries; 2023: 2.4 tonnes or 238 batteries). During the recycling process, the batteries are shredded in a two-stage treatment process designed to minimize environmental impacts while recovering valuable raw materials. As the installed base of lithium-ion batteries in industrial trucks continues to grow and these batteries have long service lives, recycling volumes and the recovery of valuable materials are expected to increase further in the coming years. The recycled volume of modules increased by 240 percent compared with 2024, reflecting the participation of additional countries. In 2025, batteries were collected from eleven European countries, while other countries continued to use local recycling solutions.

Reducing hazardous substances in materials purchased

KION considers compliance and traceability of materials along the value chain to be key aspects in identifying and substituting chemical substances that may be harmful to human health or may have adverse effects on the environment. Beginning in 2022, KION increased their transparency by engaging suppliers to provide on the use of hazardous substances as well as conflict minerals in their products and components used by KION. The collected data supports the definition of follow-up actions, including measures related to a reduction and substitution of substances. As a result, a significant number of initiatives aimed at replacing specific substances have been already launched in recent years.

For instance, one of the key project focuses on the identification of per- and polyfluoroalkyl substances (PFAS). PFAS are a group of man-made chemicals widely used in products for their water, grease, and dirt repellent properties. Due to their very slow degradation in the environment, they are also known as 'forever chemicals'.

Additionally, a risk-based assessment approach has been developed to manage material groups with regard to the likelihood of containing regulated or hazardous substances. In this context, relevant regulatory frameworks such as

REACH, the F-Gas Regulation, RoHS, and Conflict Minerals requirements are taken into account.

SVHC Transparency and Management of PFAS-Related Risks

KION regularly records, assesses, and reports on substances of very high concerns (SVHCs) contained in its products and product components to customers and to the ECHA's SCIP database. Some of these substances belong to the group of PFAS. Internal analyses conducted by KION during the early stages of the public debate on a potential broad ban on PFAS showed that these substances of concern are found in many purchased components and materials, and thus also in KION products.

This includes electrical and electronic vehicle components, seals and hoses, lubricants, tires, and batteries. As there are currently no fully suitable technical or economically viable alternatives available for certain components, a potential ban on PFAS could have a material financial impact and may result in adjustments to certain aspects of KION's underlying business model. Active tracking of SVHCs contained in products or product components enables KION to monitor its exposure and serves as a starting point for defining further programs and mitigation measures.

The total weight of the products and technical and biological materials used (including packaging), amounted to around 976 thousand tonnes ([↗ Waste and circularity metrics](#)). Of this total, around 8 tonnes were substances classified as SVHC. Both figures were calculated in line with the CSRD requirements.

The following table shows the quantity of SVHCs (kg) contained in KION's products and product components in 2025, broken down by CAS Number and CLP hazard classes (Classification, Labelling and Packaging).

Weight of substances of very high concern (SVHCs)

SVHCs that leave facilities as products and as part of products	CAS Number	CLP Hazard class(es)	2025
Lead	7439-92-1	Repr. 1A; Lact.; Aquatic Acute1; Aquatic Chronic 1	7,003.2
Lead monoxide (lead oxide)	1317-36-8	Repr. 1A; Acute Tox. 4 (Inhalation); Acute Tox. 4 (Oral); STOT RE2; Aquatic Acute1; Aquatic Chronic 1	742.9
Cadmium oxide	1306-19-0	Repr. 1B; Muta.2; Repr. 2; Acute Toxic 2 (Inhalation); STOT RE1; Aquatic Acute 1; Aquatic Chronic 1	259.0
Bumetrizole	3896-11-5	not classified	102.0
Diboron trioxide	1303-86-2	Repr. 1B	26.1
2-Methylimidazole	693-98-1	Repr. 1B	25.2
6,6'-di-tert-butyl-2,2'-methylenedi-p-cresol	119-47-1	Repr. 1B	19.5
Ethylene thiourea	96-45-7	Repr. 1B; Acute Tox. 4 (Oral)	13.6
1,2-dimethoxyethane; ethylene glycol dimethyl ether (EGDME)	110-71-4	Repr. 1A; Lact.; Aquatic Acute1; Aquatic Chronic 1	8.3
2-(2H-benzotriazol-2-yl)-4-(1,1,3,3-tetramethylbutyl)phenol (UV-329)	3147-75-9	Not classified	7.0
Tetrabromobisphenol A	79-94-7	Carc. 1B; Aquatic Acute 1; Aquatic Chronic 1	3.0
Silicic acid, lead salt	11120-22-2	Repr. 1A; Acute Tox. 4 (Inhalation); Acute Tox. 4 (Oral); STOT RE2; Aquatic Acute1; Aquatic Chronic 1	3.0
Lead titanium zirconium oxide	12626-81-2	Repr. 1A; Acute Tox. 4 (Inhalation); Acute Tox. 4 (Oral); STOT RE2; Aquatic Acute1; Aquatic Chronic 1	1.1
4-Nonylphenol, branched	84852-15-3	Repr. 2; Acute Tox. 4 (Oral); Skin Corr. 1B; Aquatic Acute 1; Aquatic Chronic 1	0.5
Bisphenol A (BPA)	80-05-7	Repr. 1B; STOT SE3; Eye Dam. 1; Skin Sens. 1; Aquatic Acute 1; Aquatic Chronic 1	0.5
Disodium Tetraborate Decahydrate; Borax Decahydrate	1303-96-4	Repr. 1B	0.0
Triphenyl phosphate (TPP)	115-86-6	Aquatic Acute 1; Aquatic Chronic 1	0.0
2-methyl-1-(4-methylthiophenyl)-2-morpholinopropan-1-one	71868-10-5	Acute Tox. 4 (Oral); Aquatic Chronic 2	-
		Total weight of SVHCs (kg)	8,214.8

Ensuring Compliance with all applicable Regulations and Guidelines

KION will continue on its path to ensure full compliance with all applicable environmental legislation and guidelines. Furthermore, the introduction of a material database is underway. More than one hundred basic materials frequently used in KION products have already been

evaluated with regard to material compliance regulations, including region-specific usage status. The database is intended to create transparency regarding chemical composition of products, identify material-related risks arising from restricted or prohibited substances at an early stage of product development, and support the selection of compliant material.



Shaping the next generation of talents at KION

Congratulations to KION's 5th Management Trainee Cohort 2024/2025 for completing the 18-month talent program.



KION SCS Czech s.r.o. won the OHS Award 2025

VR RESCUE: Virtual reality first-aid training. In just 15 minutes, employees learn what to do when it matters most.



54th World Environmental Day 2025 at KION China's four factories

Environmental awareness and corporate social responsibility brought to life through fun garbage-sorting games, factory-wide clean-up activities, and creative parent-child craft workshops – all in a relaxed and enjoyable atmosphere.

SOCIAL

Labor practices and human rights

Labor practices

KION is committed to comply with all applicable laws and to provide decent and fair working conditions for the health and well-being of its employees. Besides providing opportunities for flexible work organization, this includes respecting statutory or collective working time limits for health protection reasons. KION is convinced that constructive collective labor relations are a permanent pillar of a corporate culture that promotes collaboration.

The engagement of the workforce within the framework of codetermination, as well as the formation of employee representative bodies at company and supra-company level, is carried out in accordance with the relevant national laws and collective agreements. With regard to cross-border issues, the European Works Council represents the interests of employees in the European Union. As of the end of 2025, collective agreements applied to approximately 29,000 employees of KION, which equates to 67 percent of the total workforce (2024: 66 percent; 2023: 63 percent). In the event of mass layoffs or terminations, KION follows the applicable regulations by national laws or collective agreements and complies with, for example, consultation or respective notice periods.

As a socially responsible employer, KION offers modern family policies and employee support programs to support its employees' health and well-being. In general, labor practices are managed locally to reflect country-specific regulations and workforce needs. This may include equal pay analysis, employee benefits, the monitoring of working hours, and the management and reduction of overtime including compensation. Flexible working hours and working-from-home arrangements have been part of KION entities' working practices for several years.

The offering is based on local or regional agreements or initiatives in around 85 percent of the consolidated and non-consolidated entities (shareholding

above 50 percent) within the Group, followed by time-off for life events as well as part-time working options and variable work schedules.

In addition to human rights topics, the annual compliance risk assessment 2025, where all consolidated and non-consolidated entities (with a shareholding above 50 percent) participate, covers topics such as: appropriate remuneration and adequate wages to secure a subsistence level of income, working time and pay practices regarding atypical or extra working hours, gender pay gap analysis for selected employee groups which represent a large part of the total workforce, talent attraction and development, as well as inclusion.

The results of the annual compliance risk assessment 2025 confirmed that at all consolidated and non-consolidated entities (with a shareholding above 50 percent), a minimum one-day rest per week is granted as standard as is paying workers for annual leave. In addition, it revealed that more than 70 percent of those entities have additional relaxation time or paid leave time in place, which is exceeding the national minimum requirements.

An e-learning course on the International Minimum Employment Standards including, for example, anti-discrimination and prevention of child labor or forced labor, has been released to raise the employees' awareness on human rights (including aspects of the Act on Corporate Due Diligence Obligations in Supply Chains (LkSG)) and respectful conduct in the workplace. The course was rolled out on International Human Rights Day in late 2024 to managers, HR and further functions of the entire Group and is addressed to new employees in the target group since then.

In 2025, almost all employees in the assigned target group completed the training. In line with the updated Minimum Employment Standards, the corresponding e-learning will be revised accordingly and will also be provided to new employees within the target group.

For further information, the updated version of KION's international minimum employment standards (2026), is available to the public on KION's website at [International Minimum Employment Standards](#).

KION, which has a direct presence in around 40 countries, sees itself as a global company. In addition to equal opportunities and the fair treatment of all employees, KION believes that diversity involves respect for different perspectives and different ways of thinking.

At the end of 2025, employees of more than 110 nationalities were contributing their range of skills and expertise to KION.

Employees by main nationalities and by management positions at KION¹

	2025		2024		2023	
	Total workforce	Management positions	Total workforce	Management positions	Total workforce	Management positions
Total in %	100.0%	100.0%	100.0%	100.0%	100.0%	100%
German	25.6%	22.2 %	26.8%	22.0%	26.1%	21.2%
Chinese	12.9%	12.4%	12.4%	12.2%	12.2%	11.7%
American (USA)	9.2%	14.4%	9.2%	15.0%	10.1%	16.2%
French	9.1%	9.5%	9.6%	10.2%	9.3%	10.2%
United Kingdom	6.4%	6.4%	6.5%	6.9%	6.5%	7.1%
Others	36.8%	35.1%	35.5%	33.7%	35.8%	33.6%

¹ Based on headcount as at balance sheet date Dec. 31, as defined by KION Group (incl. apprentices; excl. inactive employees)

The share of female in KION's workforce was 18.5 percent in 2025 (2024: 18.6 percent; 2023: 18.2 percent). The following table provides an overview of the proportion of female across the individual management levels and in science, technology, engineering, and mathematics (STEM) positions within KION.

Female share in workforce and by management level

	2025	2024	2023
Female employees in total workforce (% of total workforce)¹	18.5%	18.6%	18.2%
Female employees in executive board positions of KION GROUP AG (% of total executive board positions of KION GROUP AG)	16.7%	16.7%	14.3%
Female employees in supervisory board positions of KION GROUP AG (% of total supervisory board positions of KION GROUP AG)	31.3%	31.3%	31.3%
Female employees in all management positions (% of total management positions)	18.4%	18.4%	17.9%
Female employees in junior management positions (% of junior management positions)	16.1%	16.7%	16.8%
Female employees in top management positions (% of top management positions)	15.7%	15.1%	14.3%
Female employees in management positions in revenue-generating functions (% of all revenue-generating management positions incl. support functions)	10.9%	11.6%	11.6%
Female employees in STEM-related positions (% of STEM ² positions)	13.3%	13.2%	12.6%

¹ Based on headcount as at balance sheet date Dec. 31, as defined by KION (incl. apprentices; excl. inactive employees)

² Science, technology, engineering, and mathematics (STEM)

Human rights and social dialogue

In 2025, the assessment of human rights impacts and risks again covered 100 percent of consolidated and non-consolidated entities (shareholding above 50 percent, including joint ventures), consistent with the full coverage achieved in 2024 and 2023. This refers to the completion rate of the annual compliance risk assessment, which is initiated on corporate level and covers KION consolidated entities and those where KION has a majority stake. The assessment aims to confirm compliance with the Group's [International Minimum Employment Standards](#) and identify potential risks, including on human rights aspects. This risk assessment generally also covers KION's contractors and tier 1 suppliers. The results of this assessment also serve to reveal improvement areas, with the aim of eventually mitigating and/or eliminating the potential for human rights violations.

The results of the annual compliance risk assessment 2025 confirmed that 100 percent of all 125 consolidated and non-consolidated entities (with a shareholding above 50 percent), applied methods and measures to exclude forced or compulsory labor or human trafficking.

In 2025, this ESG risk assessment covered, on average over the last three years, 95,7 percent of contractors and tier 1 suppliers. Risks were identified for 5.0 percent of them, and mitigation measures have so far been implemented for 2.5 percent, taking into account the scale of the supplier base.

For new business relationships, including joint ventures as well as mergers and acquisitions, KION applies an ESG due diligence screening on a case-by-case basis. Additional details are available in the latest annual publication on the 'internal human rights assessment & due diligence', published on the company website at www.kiongroup.com/en/About-us/Management.



→ KION's new International Minimum Employment Standards - effective January 1, 2026

Minimum Employment Standards at KION:

- ✓ ILO fundamental labor conventions:
 - No forced or compulsory labor
 - No child labor
 - No discrimination
 - No obstruction of the right to organize and to collective bargaining
 - A safe and healthy working environment

- ✓ Prohibition of human trafficking
- ✓ Zero tolerance for harassment
- ✓ Protection of minorities
- ✓ No age-related discrimination
- ✓ Appropriate and fair remuneration

Diversity, Equity & Inclusion (DEI)

As an integral element of KION's ESG strategy and also outlined in our [Annual Report 2025](#), KION promotes a culture of diversity, inclusion, and equity that puts people and their mental health first.

In 2025, KION further strengthened this commitment by promoting collaboration and inclusion through the successful pilot of a cultural education tool, which will be rolled out to all employees in 2026 to further strengthen international collaboration and raise awareness of cross-cultural teamwork.

Building on these efforts to foster openness and awareness, KION also continued promoting a company-wide speak-up culture in 2025. The initiative aims to raise awareness and encourage employees to report cases of misconduct including, but not limited to harassment. Affected parties can report cases of misconduct through several channels ([see Compliance Management System](#)).

To further support awareness and promote a respectful workplace culture, several e-learning courses on diversity, discrimination, and harassment have been deployed, as in previous years. These include the 'Speaking Up' e-learning course, which aims to raise workforce awareness of these topics, promote a respectful workplace culture, and further strengthen a speak-up culture (see 'Professional conduct at KION', [see KION Group Code of Compliance](#) (KGCC), 'How unconscious bias affects the workplace' (see [see Compliance trainings at KION](#))).

Beyond training and awareness initiatives, Networking Groups/Allyship Groups or Employee Resource Groups (ERGs) play a vital role in fostering a culture of belonging. These employee-led groups are open to all employees and reflect the diversity of our workforce.

They offer a supportive community for employees while also providing opportunities to build meaningful relationships, foster cross-functional collaboration, create safe spaces, and promote personal/professional growth.

Participation in the individual networking groups is encouraged through the social intranet as well as through direct invitations to meetings, projects, and other activities. In doing so, they harness the strength of their diversity to help drive the organization's growth.

Networking- & Allyship-Groups



Employee Resource Groups (ERGs)



→ Individual networking groups through the social intranet at **KION**

Additionally, as part of its efforts to promote intercultural exchange, the KION Exchange Program offers regularly 12 KION employees the chance to further develop their intercultural skills during a two-week visit to China. Participants get insights to Linde China, as well as visit the Weichai and SDHI company. This enhances the understanding of international business and culture.

KION also engages in external partnerships to promote diversity and equal opportunity. Among other DEI activities, besides participating in the 'Diversity Charter' since 2023, KION has also been involved in the German Chef:innensache network since 2019. This network is dedicated to equal opportunity and is under the patronage of the German Chancellor with participation from leaders in business, academia, the media and the public sector.



→ Chef:innen:sache: Valeria Gargiulo (3rd from right) at the 10th Annual Conference

In addition, to further strengthen KION’s network, our CPSO participated as a keynote speaker at the ‘Personalmanagementkongress (PMK)’, highlighting the value of investing in diversity, inclusion, and a corporate culture in which every individual feels respected and valued.

Diversity Equity & Inclusion metrics

	2025	2024	2023
Cases of discrimination, systematic harassment or victimization due to protected individual characteristics	0	0	0
% of employees trained on diversity, equity, and inclusion ¹	81%	84%	n/a

¹ Refers to the cumulative participation rate in the course ‘Professional conduct at KION’

➤ [Compliance trainings at KION](#), calculated since the start of the training until the end of the respective year.

A cumulative participation rate is available from 2024 onwards; it cannot be calculated for 2023

In total, 81 percent of KION’s employees were trained on diversity, equity and inclusion in 2025 as part of KION’s compliance training (2024: 84 percent).

Human resources management

Talent development and learnings

KION considers it a competitive advantage to systematically identify and develop high-potential employees and successors internally. With this approach, KION extends development opportunities for its employees across the Group, increases its employer attractiveness, and, at the same time, encourages a strong feedback culture.

At KION, several talent development programs are established. This includes among others, programs to further enhance the leadership skills of employees and/or to prepare potential for the next career step. These development opportunities are generally available to employees across various functions and levels. Participation is open regardless of whether employees work full-time or part-time, reflecting the inclusive approach of KION to talent development.

To assess performance in a fair and understandable manner, to explore individual development needs, and to support employees in realizing their full potential, KION conducts an annual, standardized, and comprehensive process called Organization Capability Talent Review (OCTR). The OCTR, introduced in 2017 and first revised in 2022, combines performance, talent, and succession management, and is based on the clearly defined competency model, leadership principles, as well as on the four shared KION values: integrity, collaboration, courage, and excellence. Besides performance appraisals for all eligible employees, it includes the identification and development of high-potential employees who are nominated for participation in various talent development programs.

The process consists of at least two key conversations: an annual conversation and a mid-year check. In the annual conversation, each supervisor systematically provides feedback in a standardized employee dialogue and discusses targets, tasks, expectations, personal development, and career ambitions for the future. A tool-supported function for receiving feedback from others on employees in advance further improves the review process by gathering different perspectives. This ensures a comprehensive

and balanced view of performance through input from other managers, peers, project leaders, team members, and other stakeholders.

In the following mid-year check between the employee and its supervisor, progress on target achievement and the need for amendment are reviewed.

To further strengthen the process, the feedback culture is designed to be continuous and agile. Rather than relying solely on two fixed touchpoints, managers and employees are encouraged to engage in regular, informal conversations throughout the year. These ongoing exchanges ensure that goals, priorities, and development items can be adapted at any time to reflect changing business needs, new opportunities, or shifts in individual responsibilities. This approach reinforces alignment, supports faster learning cycles, and helps address challenges early, an essential element of modern, agile performance management.

Since 2020, our OCTR process has been supported by our HR IT System, which collects and stores the relevant information for all eligible employees; for employees without access to the system, standardized offline processes and forms are implemented to ensure consistent documentation. For the OCTR cycle started at the end of 2025 and finished with the employee dialogs in Q1 in 2026, 90 percent of employees completed the OCTR process via the HR IT system (excluding offline reviews) (2024: 82 percent; 2023: 78 percent).

Nominations for participation in specific talent development programs are often required and decided upon during the OCTR which facilitates transparency in career aspirations and potential for advancement.

The continuous review and set-up of further development programs (locally or groupwide) demonstrate KION's commitment to retaining its employees and to supporting them in their sustainable growth. This commitment is also reflected in the results of the 2025 annual compliance risk assessment, which confirmed that 100 percent of all consolidated and non-consolidated

entities (with a shareholding above 50 percent) provide training to support the development of employees' knowledge and skills.

In this context, KION offers targeted talent initiatives designed to further develop high-potential employees and prepare them for future responsibilities.

The KION Finance Talent Program (FTP) for example is a global talent development program designed for professionals within the finance organization who have the potential to take the next step in their career.

The program's core objectives are to foster individual development, increase visibility of talents, build strong networks, and bolster succession planning within the finance organization. The first group completed the two-year talent program in 2024. In the same year, a second group of 18 talents started the program and is expected to complete it in 2026. Across both cohorts, the program has already shown strong development outcomes: 58 percent of participants have moved into a new role during or after the program, and 39 percent have progressed into leadership positions within KION generating measurable business value by enhancing internal talent mobility into (leadership) positions, improving succession readiness, and reducing time-to-fill for key roles.

Another example of a global talent development program is the KION Leadership Horizons Program (KLHP), initially established in 2018 as the KION Transition to Management Program (KTMP). With its updated structure and content, the KLHP integrates the KION 'Playing to Win' strategy as well as the newly defined KION Winning Behaviors, ensuring that the program reflects the latest strategic and leadership expectations of the organization.

The Leadership Horizons Program is a groupwide development program designed for employees who have demonstrated strong leadership potential and are considered capable of stepping into an executive-level role. The objective of the program is to prepare these Executive Potentials for future executive leadership responsibilities by strengthening personal leadership maturity, fostering strategic capabilities, and enabling measurable organizational impact.

Fully aligned with the company's Winning Behaviors, the program supports the development of a sustainable and globally diverse pipeline of future-

ready executives. Over the course of 12 months, approximately 25–30 participants from all Operating Units and Group Functions take part in the program, benefiting from an international and cross-functional learning environment. By the end of 2025, 38 of them had progressed into an executive role within KION, representing a conversion rate of 51.4 percent across all cohorts. The program generates measurable business value by increasing the internal fill rate of executive positions, strengthening leadership continuity and reducing reliance on external hiring.

The KION management trainee program is another 18-month global development program. Participants rotate through a total of four stations to get to know the target functions, key interfaces, and partners. Also included is a five-month assignment at one of KION's international locations. Throughout the program, the trainees are accompanied by an executive manager who acts as a mentor. In 2025, the fifth group was still part of the program and attended the basecamp, a training week, and went abroad for five months.

In addition to its dedicated development programs, KION offers a broad range of learning opportunities, including various global learning offerings that support continuous development across regions and functions.

At the executive level, the KION Executive Program supports the development of advanced leadership and business acumen, strengthens understanding of the corporate strategy, and fosters global networking. The program was first launched in 2017 and is open to all KION executives worldwide. As of December 31, 2025, around 70 percent of KION executives have completed the program. In 2025, 31 executives participated

In 2025, a professional coaching program was implemented for Dematic globally. This program is open to Dematic employees at all levels. It includes three tracks: short-term coaching focused on achieving a specific goal, long-term coaching designed to drive deep transformation, and a dedicated coaching program for executives. The goal is to expand the scope to additional parts of KION in 2026.

Furthermore, a Strategic Business Partnering Program was successfully piloted in the Americas Region in 2025 and is planned to be rolled out globally in 2026. This cohort-based development experience is for mid to senior level

professionals who want to sharpen their strategic consulting skills and expand their impact. In 2025, 21 employees participated in the pilot.

With the KION Leadership Gym and KION Skills Gym, as well as training courses on digital skills, KION introduced several new virtual learning formats across the company in 2025, available in various languages.

The Skills Gym is open to all employees KION wide. There is no restriction on participation. These 60-minute, virtual, instructor-led sessions are packed with hands-on, interactive exercises designed to sharpen some of the most essential skills, regardless of the role. The sessions cover topics such as resilience in a fast-paced environment, creative thinking and turning failure into success.

The Leadership Gym is built up the same way focusing on leadership skills, such as how to coach as a leader, bringing our culture to life, how authentic dialogue transforms leadership or how teams win. The leadership gym courses are available for all KION leaders globally without any restrictions.

Due to the importance of Digital Skills frequent training courses are offered to all employees KION wide. These offerings aim to help employees further develop their digital skills to adapt to changing work environments. The sessions take place virtually and are instructor led. In 2025 they covered topics such as the potential of AI, CoPilot, basics of automation and more. There are no restrictions in terms of participation.

To ensure that the global HR community is fully informed about all available offerings, they receive quarterly updates on new training and development offerings, processes, and resources via a virtual live session and a newsletter to better support the company and its employees.

Employee development is further strengthened through global mobility initiatives. KION provides diverse domestic and international assignments of varying durations, aligned with business needs, to facilitate talent mobility across borders and operating units. This approach supports both organizational objectives and the professional growth of our employees.

KION hired 4,763 new employees in 2025 (headcount and excluding internal hires). The employee termination rate in 2025 was 11.8 percent (2024: 12.4 percent; 2023: 12.0 percent). The voluntary employee termination rate in 2025 was 7.9 percent (2024: 8.6 percent; 2023: 9.3 percent).

Employee benefits and support programs

KION aims to cultivate a work environment that champions safety, health, and overall well-being – encompassing both physical and mental aspects. In terms of health culture, KION entities continued to offer employees a range of preventive occupational health services in 2025. These included occupational health check-ups, the provision of a company doctor, prevention activities (related to nutrition, physiotherapy, sports, etc.), safety days and weeks, health seminars and campaigns at various sites throughout the Group.

KION recognizes the increasing importance of activities that help employees manage stress and combat mental and physical fatigue. The annual compliance risk assessment 2025 revealed that nearly 70 percent have implemented activities to help employees manage stress and combat mental and physical fatigue.

One example is the Employee Assistance Program (EAP) which is established in multiple KION entities worldwide (for example in Germany, Czech Republic, France, Italy, UK, USA, Canada, Mexico, and Australia) to provide employees with assistance for issues that may affect their everyday work and personal lives. The focus is on psychological support and topics such as family and caregiving, relationships, and (mental) health and life balance, including workplace stress management and approaches to dietary and behavioral change.

A counselling platform with a comprehensive health and wellbeing toolkit is available, and the EAPs offer confidential counselling in collaboration with a network of experts who provide timely online and on-site counselling appointments.

Further results of the Compliance Risk Assessment 2025 show that 72 percent of consolidated and non-consolidated entities (with shareholdings above 50 percent) have implemented some form of sports or additional health benefits for their employees at the local level. Examples include gym partnerships or reimbursements, as well as onsite fitness facilities.

In addition, mainly all KION entities have at least one local initiative in place to help employees balance company interests with personal circumstances arising from their private lives.

Beyond EAPs, this includes additional employee benefits such as:

- Paid parental leave for primary caregiver; and/or Non-primary caregiver,
- Paid family or care leave beyond parental leave,
- Breastfeeding support,
- Childcare facilities, or allowances, as well as
- Social protection.

Since 2023, all KION entities in Germany offer employees a company-sponsored bike leasing. At most German sites, a financial incentive to use public transport (Deutschland-Ticket) is available. These offers not only aim at supporting green mobility but also contribute to the health and well-being of KION's employees and their families.



→ Employee Assistance Programs (EAPs): Professional support, advice, assistance and guidance that help employees to manage stress and combat mental and physical fatigue

Occupational health and safety (OHS)

OHS is a significant contributor to the employee wellbeing, which is key to a high-performing company. KION strives for a behavior-based safety culture regarding physical and mental health which minimizes hazards, occupational injuries, and illnesses as well as serious incidents.

The operating units of KION implement tailored programs for their respective regions to ensure a strong culture of safety.

Dematic's 'Ready, Safe + Sound program' serves as a representative example. In addition to achieving 99 percent certification under ISO 45001 for Occupational Health & Safety, mental health is also consistently treated as a top priority.



→ Dematic: Safety Culture: 'Ready, Safe + Sound'

Occupational health and safety

	2025	2024	2023
Share in % of employees trained on occupational health and safety	99%	99%	100%
Share in % of entities with occupational health physician, occupational health checks or voluntary check-ups	88%	85%	87%
Share in % of all operational sites with health & safety risk assessment ¹	95%	92%	95%
Share in % of workforce represented in formal joint management-worker health & safety committees	96%	94%	94%
Share in % of sites training contractors on occupational health and safety	95%	89%	94%
Number of days lost to work-related injuries, fatalities and ill health	8,562	8,124	8,561
Number of work-related accidents ²	510	444	382
Lost-time injuries	323	351	382
Other injuries	187	93	not reported
Minor injuries	discontinued	discontinued	1,480
LTIFR of temporary agency workers	5.7	6.5	7.2

1 The figure reflects sites that have confirmed covering all requested areas (based on the KION HSE Standard) in their site's health and safety risk assessments

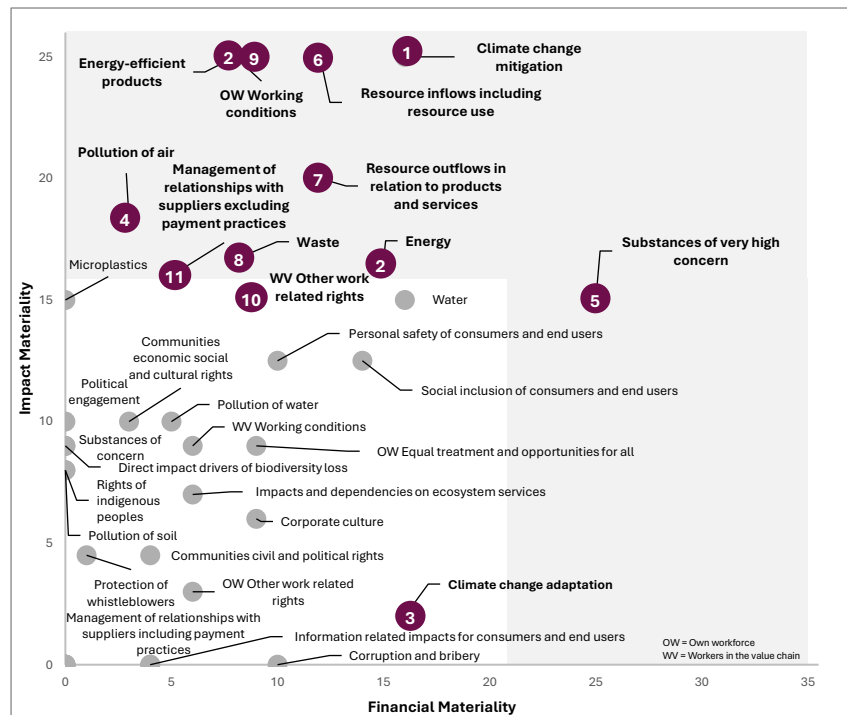
2 In 2023 the number of work-related accidents includes only lost-time injuries, since the KPI 'Other injuries' was not yet tracked in alignment with the CSRD definition (2024 onwards). In order to display a broader overview of injuries than the lost-time injuries, the KPI 'Minor injuries' is reported for 2023 (discontinued in 2024 in the context of the KPI review in alignment with CSRD requirements)

GOVERNANCE



Double Materiality Assessment

KION regularly revises its groupwide materiality analysis and incorporates the results in its sustainability strategy and action field activities. A description of the latest double materiality analysis (DMA) process in accordance with the Directive CSRD requirements can be found in the [Annual Report 2025](#) (p. 115-120). The following 2025 materiality matrix displays the assessment of European Sustainability Reporting Standards (ESRS) sub-topics based on financial as well as impact materiality. Sub-topics which were assessed within the materiality corridor (highlighted area) were automatically considered as material. Further sub-topics close to the materiality thresholds were also qualitatively assessed as material (i.e. Climate change adaption, Workers in the Value chain):



This additional disclosure is designed to provide further information on selected material issues and their business cases, the main external impacts identified and their relevance to stakeholders. Details on how the material issues, related risks and impacts are addressed and mitigated can be found in each respective section (Environmental, Social and Governance) of the Group sustainability report ([Annual Report 2025](#), p. 132-204).

Business cases on material issues

The following section describes the most relevant risks associated to the material sub-topics that were ranked highest from a financial materiality perspective. These business cases outline how the related material issues can significantly impact KION’s business and its long-term value creation by leading to cost savings and risk mitigation.

Business case: Climate change mitigation, Climate change adaptation (ESRS E1)

KION’s strategy to address climate change mitigation and adaptation includes reducing greenhouse gas (GHG) emissions and energy consumption across operations by adopting renewable energy sources and switching to energy-efficient technologies.

The physical impacts of climate change and the increased frequency and severity of extreme weather events (storms, floods, hurricanes) due to global warming could lead to an unstable supply chain and to material shortages, which in turn could result in disruptions in the supply chain and increased material costs for purchased goods (material risk: ‘Extreme weather events in the supply chain’, [Annual Report 2025](#), p. 137, 240). In this context, KION initiatives to mitigate the financial impact of such risks include diversifying the supplier base, monitoring and tracking of suppliers through risk analysis, actively collaborating with suppliers to reduce disruptions and implementing decarbonization strategies [Supplier ESG risk management](#).

Additionally, these initiatives can attract sustainability-focused customers and investors and generate new revenue streams.

Business case: Energy (ESRS E1)

Due to global developments and geopolitical tensions, energy prices have been subject to steep increases in the past few years, which have contributed among other things to a profit margin erosion. By reducing energy consumption and optimizing operations, KION could achieve cost savings which would then have a positive impact on its financial performance (relevant opportunity: ‘Improvement of energy efficiency in production process’). Additionally, a reduction in energy consumption and increase in efficiency is also an important step for KION to attain the climate targets set in line with the SBTi formal commitment. In this respect, strategies aimed at addressing this issue include the electrification of the company fleet, heating systems and foundries (which imply a lower energy consumption).

Business case: Resource inflows incl. resource use (ESRS E5)

The adoption of circular products and business model can create long-term value aimed at a transition towards a circular economy. On the other hand, not implementing circular products and business models could result in greater exposure to raw material shortages and consequent price increases. This particularly applies to resources that are in high demand such as lithium, cobalt, nickel and other minerals, which are a critical component in the manufacture of batteries. Batteries are an important driver of KION’s electrification strategy, therefore increased material costs and potential delays in deliveries could impact KION’s profitability through revenue loss or penalties (relevant risk: ‘Dependency on availability and development of batteries’). Furthermore, by minimizing waste and optimizing resource utilization, KION can reduce procurement expenses and material waste disposal costs (relevant opportunity: ‘Waste as resource’).

Business case: Substances of very high concern (ESRS E2 sub-topic)

A potential PFAS ban in connection with the REACH Regulation (Annex XVII) could lead to an operational risk as this regulation would affect several components in KION products (material risk: ‘Supply disruption due to potential ban of PFAS (with some alternatives)’, ↗ [Annual Report 2025](#), p. 157). By actively monitoring the regulatory requirements and collaborating with suppliers to investigate alternative substances, KION can mitigate the direct impact on its financial performance posed by a regulatory ban of such polluting substances.

Material issues for external stakeholders

During the 2023-2024 DMA, external stakeholders were asked to provide input on two perspectives: impact materiality (inside-out; environmental and social impact of KION’s business activities) and financial materiality (outside-in; opportunities and risks for KION’s business development). These perspectives are respectively represented on the vertical and horizontal axes of the matrix. The severity of an actual or potential negative impact was assessed from the perspective of the affected stakeholders, therefore impact areas considered the environment, society and the supply chain (suppliers and contractors, customers/end-users) where applicable.

With respect to the impact materiality, external stakeholders ranked topics from those with the greatest to those with the lowest environmental and/or social impact. They also provided details on the most important impacts they identified for each ranked topic. Their input was taken into consideration by the content experts of the central functions when performing the quantitative evaluation of potential and actual impacts (positive and negative).

The following outlines the main impacts identified and the reasons for their high ranking (materiality).

With respect to the topic ‘Climate change’, KION identified several negative impacts across the three phases of the value chain (➔ [Annual Report 2025](#), p. 133 ff.):

- Own operations (operations): GHG emissions’ impact connected to own production and transportation,
- Upstream (supply chain): GHG emissions’ impact connected to sourcing of material inputs (steel, aluminum, pre-processed parts), business travel and transportation,
- Downstream (products/services): GHG emissions’ impact connected to product use phase and end of life.

These negative impacts were evaluated mainly considering their effect on the environment, although climate change impacts also affect society overall, including end users or the employees of external suppliers (upstream supply chain). For instance, GHG emissions connected to own production and transportation were deemed to have only a ‘medium’ impact on the environment, however they were assessed material due to the Group’s international presence and to the difficult or long-term reversibility of the impact. Similar considerations were made with respect to the GHG emissions connected to sourcing of material inputs (steel, aluminum, and pre-processed parts). The environmental impacts related to the products’ GHG emissions were determined to be material considering that these represent the largest portion of the Group’s total emissions, and that the impact is widespread (global customer base) and difficult to reverse.

With respect to the topic ‘Resource use and circular economy’, KION also identified material sub-topics (Resource inflows, Resource outflows and Waste, ➔ [Annual Report 2025](#), p. 161 ff.). Among the highest-ranked material sub-topic (Resource inflows), negative impacts are connected to the depletion of natural resources for raw materials. These impacts were evaluated mainly considering their potential effect on the environment and society in general. Although counter measures are already in place to address these impacts, their likelihood and gross effect (severity) is high. Therefore, from an external perspective, these impacts were assessed to be material.

Materiality metrics for external stakeholders

According to the 2025 DMA results, two of the highest-ranked material issues in terms of organizational impact (inside-out perspective) are ‘Climate change’ and ‘Resource use and circular economy’. The specific external impacts were partially quantified and evaluated as subsequently described.

Climate change

- Output metric: Reduction of GHG emissions (percent or tonnes); share of renewable energy use,
- Impact valuation: Social carbon costs impact by ‘GHG reduction’
- Impact metric: International carbon prices (proxy for social cost of carbon),
- Evaluation: The impact is being evaluated by using international carbon prices which serve as a current proxy for the social cost of carbon until a more comprehensive methodology is established.

Resource use and circular economy

- Output metric: Reduction in GHG emissions related to waste and end-of-life treatment of sold products and (respectively Scope 3.5 and 3.12) (tonnes of CO₂),
- Impact valuation: Social carbon costs related to products’ end-of-life and waste,
- Impact metric: International carbon prices (proxy for social cost of carbon),
- Evaluation: The impact is being evaluated by using international carbon prices which serve as a current proxy for the social cost of carbon associated with products’ waste and end-of-life and waste (3.5 and 3.12) until a more comprehensive methodology is established.

Emerging ESG risks

Complementary to the comprehensive risk report as part of the [Annual Report 2025](#) (p. 224-241), KION reports on two important long-term emerging risks (3-5 years+) with the most significant impact on the business operations in the future, including mitigating actions planned or taken in light of these risks. By addressing these governmental controls and environmental risks, KION aims to fortify its business operations against future uncertainties.

PFAS regulation proposed by the EU under REACH Annex XVII

KION has identified the PFAS restriction proposed under REACH Annex XVII as an emerging risk that falls into the category of “Environmental Risks”. The planned restriction is among the most comprehensive chemical regulations of the European Union and covers several thousand substances affecting virtually all industrial sectors. The proposed measures would regulate or prohibit the manufacture, placing on the market, and use of all PFAS in substances, mixtures, and articles. Within the value chain, all levels – including raw material suppliers, producers, assembly plants, and end customers – would be significantly affected.

The known potential impacts include, among other things, that many PFAS containing materials currently in use would no longer be permitted. If the PFAS regulation enters into force, a comprehensive realignment of supply chains would be required, necessitating additional research and evaluation activities. Furthermore, the expanded regulatory testing obligations would lead to a significant increase in documentation and verification requirements, representing a substantial operational and compliance burden.

Supply chain disruptions due to extreme weather events

The second emerging risk identified represents the increased frequency of extreme weather events in the category of environmental risks. The physical impacts of climate change and the increased frequency as well as severity of extreme weather events such as storms, floods and hurricanes are expected to potentially increase costs through material shortages and thus unstable supply chains. Production disruptions in the supply chain or increased costs for purchased goods could lead to negative financial implications. Increasing extreme weather events could lead to a significant business interruption. Therefore, KION recognized the need for proactive strategies to reduce the exposure to this emerging ESG risk. The regular assessment of suppliers also in regard to physical climate risks makes KION more resilient and provides greater transparency within KION’s supply chain. This entails identifying suppliers, regions and specific business activities as well as assessing the associated risk levels.

Based on the identified potential for risk reduction, KION may consider appropriate measures such as relocating activities, changing suppliers or modifying processes and technologies.

Details on physical climate risks may be taken into account in supplier contracts, the sourcing will be further diversified, and supply buffers will be increasingly considered. In addition, the possibilities of insurance regarding potential financial impacts due to extreme weather events in supply chain will be explored.

Compliance Management

Business ethics and policy influence

KION stands for compliance with laws, guidelines, and voluntary codes in the Group and relies on a comprehensive compliance management system. The [KION Group Code of Compliance](#) (KGCC) serves as the basis for this. Detailed regulations are defined in the KION Anti-Bribery and Corruption Policy (ABC Policy), the KION Policy and Guideline on Avoiding Conflicts of Interest, the KION Policy on Antitrust Law Compliance, the KION Internal Investigation Policy and the KION Donations and Sponsorship Policy. As a long-standing member of the German Institute for Compliance (Deutsches Institut für Compliance, DICO e.V.), KION has the corporate social responsibility toward its customers, employees, lenders and the general

public to comply with all applicable laws, to respect ethical values and to act in a sustainability-oriented manner everywhere and at all times. All new employees at KION are required to complete an e-learning course that covers all aspects of the KGCC. KION aims to train all employees regularly on the most critical topics: anti-corruption, avoiding conflicts of interest, antitrust and competition law, anti-money laundering, whistleblower protection, data protection, IT security and human rights. Employees without a computer workplace and those who are exposed to particular compliance risks due to their activities – such as sales – receive special trainings in person.

Compliance trainings at KION

	Completed trainings			Percentage of workforce ⁴			Cumulative completion % ⁵
	2025	2024	2023	2025	2024	2023	End of 2025
E-Learning: KION Group Code of Compliance ¹	5,000	5,500	5,200	12%	13%	13%	93%
E-Learning: Avoiding Corruption in KION ¹	3,000	5,200	4,900	7%	12%	12%	75%
E-Learning: Professional Conduct at KION	3,600	5,600	5,400	9%	13%	13%	81%
E-Learning: Preventing Money Laundering and Fraud at KION ⁶	2,000	4,900	1,400	5%	12%	3%	18%
E-Learning: Avoiding Conflicts of Interest at KION ¹	10,700	30,400	6,200	25%	72%	15%	84%
E-Learning: How unconscious bias affects the workplace ²	300	2,400	11,200	1%	6%	27%	26%
E-Learning: Speaking up ^{3,1}	600	4,600	26,000	1%	11%	63%	60%
E-Learning: Preventing Anti-Competitive Practice	3,000	5,000	5,100	7%	12%	12%	75%
E-Learning: Preventing the trading of shares based on inside information ⁶	100	200	200	0%	0%	0%	2%
E-Learning: General Data Protection E-Learning ¹	4,100	5,300	6,100	10%	12%	15%	80%

1 Not rolled out to workers in production. Workers receive onsite compliance training

2 Voluntary participations

3 Since 2023, participation extended to all functions

4 Average workforce (FTEs) in 2025: 42,175, in 2024: 42,439, in 2023: 41,552

5 Percentage of all active employees at the end of 2025 who had completed the respective training at any time. This includes employees who were not assigned to the training (e.g., those without PC access). The completion rate among employees who were assigned the mandatory training is >99 percent.

6 Only rolled out to relevant audiences / risk groups

Whistleblowing system

Employees and external stakeholders of KION can report actual and suspected compliance violations via the whistleblowing system in person or by telephone or email. In addition, a 24/7 whistleblower hotline and an online form are available for the anonymous reporting of potential compliance violations.

The whistleblowing system is open to report all instances of non-compliance with laws or regulations. This includes, but is not limited to, corruption and bribery, antitrust and anti-competitive practice, fraud, violations of minimum employment standards or human rights, discrimination and harassment, violations of human rights or environmental rights in the supply chain, violations of the code of conduct or laws and regulations etc. Retaliation for making a report is prohibited by KION. All reports will be followed up. The use of the whistleblowing system is promoted in the intranet, with posters onsite, during compliance classroom trainings and with a mandatory e-learning course for each new employee ([↗ Annual Report 2025](#), p. 181 ff.).

Compliance risks are documented and assessed on an annual basis as part of a systematic compliance risk analysis throughout the Group, including for the parent company KION GROUP AG.

The risk analysis conducted in 2025, which focused on corruption and bribery and anti-money laundering, did not identify any incidents or risks that could be deemed material according to the internally defined thresholds.

Besides no material cases of corruption and bribery, there were no reportable or critical incidents registered in 2025 in the areas of IT security including customers privacy data.

Business ethics and compliance metrics

	2025	2024	2023
Number of material corruption incidents	0	0	0
Number of reportable or critical IT security incidents	0	0	0
Percentage of risky trading partners covered by a due diligence process on corruption or information security ¹	100%	100%	100%
Percentage of all sites assessed or audited internally on a specific business ethics issue ²	100%	100%	100%

¹ All business partners (creditors and debtors) whose master data has been entered into the SAP system are covered by a due diligence process, including adverse media screening against corruption, fraud, money laundering, antitrust, labor disputes, organized crime and other compliance topics. Depending on the type of business partner, the due diligence process is carried on further. Dealers and intermediaries are required to complete questionnaires and are subject to background checks. Suppliers also need to complete compliance questionnaires and, in some cases, are requested to be audited by external auditors.

² The Compliance Risk Assessment (CRA) assessed 141 entities in KION, covering all consolidated entities as well as those in which KION holds a majority stake. The CRA 2025 specifically assessed risks related to non-compliance with laws, regulations and policies in the areas of anti-corruption, anti-money laundering, fraud, minimum employment standards, tax, and information security.

Compliance management system

The efficiency of KION's compliance management system is continually reviewed and refined. It is based on the model of the IDW PS 980 auditing standard, which focuses on preventing compliance violations. In 2021, the external audit of the compliance management system which applies to all KION legal entities with a majority stake was completed in the anti-corruption section in accordance with IDW PS 980, based on ISO 19600. In addition to effectiveness, the audit focused on the adequacy and design of the compliance management system. In 2022, it was confirmed that during the audit period the measures were effective, in accordance with the principles applied, in identifying risks of material non-compliance with reasonable assurance in a timely manner as well as preventing non-compliance. The compliance management system did not undergo any significant changes between 2023 and 2025 compared with the audit period.

KION does not support any kind of political campaigns, candidates, or direct lobbying activities in general as well as in the financial year 2025. Any such contributions would be in violation of the [KION Group Code of Conduct](#).

Contributions and other spending

in € thousand, rounded	2025	2024	2023
Total contributions and other spending	2,781	2,296	3,460
Contributions for political campaigns / organizations	-	-	-
Lobbying, interest representation or similar	-	-	-
Charitable donations	668	274	584
Contributions to trade associations (cash contributions)	2,113	2,022	2,876
Other spending	-	-	-

Number of reported cases through KION whistleblowing tool by primary issue type, status and substantiation of closed cases

	2025	2024	2023
Total reported cases	195	180	141
Corruption or Bribery	7	15	3
Conflict of Interest	9	9	9
Fraud	14	11	9
Accounting Matters or Controls	1	1	2
Anti-Money Laundering	-	1	-
Theft	7	10	9
Unprofessional Behavior	-	-	23
Employee Relations	-	-	15
Discrimination	23	4	9
Harassment	25	29	12
Mistreatment	-	-	5
Abuse of Power, Authority, or Control	21	20	9
Information Security	3	8	3
Acceptable Use Violations	-	-	-
Safety Concerns	1	4	2
Quality Concerns	-	-	-
Code of Conduct Violation	48	48	8
Retaliation	5	4	6
Violation of Human Rights or Environmental issues in the supply chain	2	2	2
Non-Compliance with Laws, Rules, and Regulations	29	13	13
Antitrust and Competition	-	1	-
Other	-	-	2
Status / substantiation (in %)			
Closed cases (partially) substantiated	42%	57%	53%
Closed cases unsubstantiated	44%	40%	42%
Closed cases substantiation undetermined	14%	3%	5%

Sustainable supply chain management

Supplier ESG risk management

KION pursues a three-stage ESG supplier risk management process to analyze and assess suppliers with a direct business relationship regarding their compliance with labor-law, social, ethical, and environmental standards. Since 2024, KION expanded its assessment scope and started to include non-tier-1 suppliers in the risk screening process. The program for tier N mapping will be further expanded and enhanced in 2026. The activities in 2025 focused on information collection from significant suppliers and the risk assessment of identified tier N suppliers. The process serves as an overarching supplier ESG program and is defined in KION's ESG Risk Management Standard for Suppliers. Details can be found in the Sustainability Statement as part of the [Annual Report 2025](#) (p. 193 f.).

A sustainability learning path was developed specifically for the buyers across the Group and consists of three different training courses including the 'KION Supplier ESG Risk Management Training', 'Environmental product requirements', 'LCA/C2C' and 'Basic Carbon Accounting'.

As part of its ESG program, KION undertakes preventive measures to mitigate the risk of rights violations in the supply chain. These measures include, but are not limited to, structured supplier communication, supplier corrective action plans, supplier training on KION's ESG program and supplier on-site visits to support them in the implementation of actions.

The on-site visits are mostly conducted as second party supplier assessments, carried out by trained procurement employees of KION. During these visits, auditors observe the suppliers' compliance with KION's [Supplier Code of Conduct](#), including requirements on labor law, health & safety and environmental protection. In-depth supplier audits additionally include document and record reviews and interviews with different parties of the supplier organization. KION uses self-developed assessment checklists that are aligned with international standards and consistent with the Group's internal audit frameworks

applied across its own sites. In addition, suppliers may also share results from 3rd party supplier onsite assessments carried out by an independent accredited auditing body with KION. The scope and necessity of audits is determined based on the supplier assessment and analysis result, as well as business relevance screening.

The business relevance screening forms part of the Group's procurement criticality assessment and is quantified through a Business Impact Score, ranging from 1 (low impact) to 10 (high impact). The score is determined based on criteria such as the number of critical parts supplied, the number of plants served, procurement spend, sourcing classification, and other relevant factors. Suppliers with high business relevance are prioritized during the ESG supplier risk management process.

KION generally follows the approach 'empowerment before disengagement'. With this in mind, KION developed in-depth technical support programs to build capacity and ESG performance in suppliers. These programs include tailored training initiatives designed to deepen suppliers' understanding of ESG regulations, their business implications, and applicable environmental product requirements. The trainings were provided in Chinese and English language. Further information can be found via the [Supplier section](#) on the KION website. Only if suppliers cannot achieve minimum standards within defined time frames, will they be excluded from contracting.

In addition, during the project for carbon emission reduction in the supply chain (Scope 3.1 emissions), KION developed supplier workshops individually tailored to the needs of each supplier. Depending on the suppliers' level of understanding, the measures may include basic training courses as well as more advanced discussions focusing on enablement and data quality. These technical support programs did take place on-site or online.

The project furthermore included CO₂ emissions into procurement processes such as category strategies, supplier performance management, and supplier awarding.

Detailed supplier questionnaires were developed and sent out in the first wave to more than 300 suppliers to receive information on their status quo regarding emission calculation and transparency. This knowledge will be used to create more specific supplier information tailored to the suppliers' level of knowledge.

Part of KION's Supplier Sustainability assignment is to conduct supplier outreach campaigns in order to comply with the different regulative requirements. To do so, during 2025 KION performed multiple outreach campaigns related to the EU Deforestation Regulation, PFAS, REACH, ROHS, TSCA, WFD, CRM, POPs and Conflict Minerals. To reduce the burden on suppliers, KION performs a risk or likelihood assessment in the first step, before reaching out to those suppliers suspected of being affected by the regulations.

The following metrics regarding the supplier base and the ESG Supplier Assessment and Development are based on the ESG Risk Management Standard and delineate the KION's efforts towards a sustainable value chain. The strategic oversight of the ESG supplier risk management process implementation lies with the Executive Vice President Global Procurement who chairs the Global Procurement Governance Council.

Supplier base of KION

	2025	2024
Total number of suppliers	46,952	51,160
Total number of significant suppliers	769	772
Total number of significant suppliers in non-tier-1	463	5

Sustainable procurement metrics

	2025	2024	2023
% of unique significant suppliers that have gone through a CSR assessment (e.g. questionnaire) ¹	88%	88%	82%
% of buyers across all locations who have received training on sustainable procurement topics ²	73%	78%	71%
Number of assessed suppliers engaged in corrective actions	860	345	19
Number of assessed suppliers engaged in capacity building programs (training) ³	718	405	256

1 For 2023, the percentage (%) corresponds to the Supply Chain target reported in the Strategy status tables of the respective years (→ [Sustainability Insights 2023](#))

2 The calculation refers to buyers' training on LkSG in 2023 and 2024. Previous year's figure for 2023 has been amended compared to the → [Sustainability Insights 2023](#)

3 For 2023, figures include only training of suppliers via the EcoVadis platform; in 2024 KION introduced an internal supplier training (participation figures therefore were computed including both this and the EcoVadis training)

ESG supplier assessment and development

ESG supplier risk assessment and mitigation

	2025	2024
Total number of significant suppliers assessed via desk assessments/on-site assessments ¹	677	680
% of unique significant suppliers assessed ¹	88%	88%
Number of significant suppliers assessed with substantial actual/potential negative impacts ²	51	52
Number of significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan	14	21
% of significant suppliers with substantial actual/potential negative impacts with agreed corrective action/improvement plan ³	27%	40%
Number of significant suppliers with substantial actual/potential negative impacts that were terminated	0	0

1 Calculation scope includes only Tier-1 suppliers

2 Status as of December 31, 2025; improved supplier scoring during the year is not included

3 Percentage includes successful corrective action plans, such not yet finished or that did not lead to an improvement

ESG supplier development

	2025	2024
Total number of significant suppliers supported with development measures (excluding training) ¹	37	14
% of significant suppliers assessed with substantial actual/ potential negative impacts successfully supported in corrective action plan implementation	30%	27%
% of suppliers supported with development measures (capacity building)	15%	10%

1 Suppliers who have been actively supported and with developments in their results

In 2025, a total of 860 ESG corrective actions were conducted with suppliers (excluding those related to environmental product requirements), based on KION's Standard Operating Procedure (Guideline) for ESG corrective actions. These encompassed several supplier on-site assessments carried out by purchasing employees of KION as well as one on-site assessment carried out by an independent accredited auditing body. Further kinds of ESG corrective actions in 2025 represent supplier training, supplier meetings, direct supplier communication, supplier assessment via SAQ 5.0, desk-based supplier risk assessments (EcoVadis or equivalent) and the definition of corrective action plans.

Conflict minerals and critical raw materials sourcing

During the reporting year 2025, KION's Conflict Minerals Standard (CMS) was replaced by the [Responsible Minerals Sourcing Standard \(RMSS\)](#), which now includes the conflict minerals tin, tungsten, tantalum and gold as well as critical raw materials such as, but not limited to, cobalt, nickel, lithium and graphite. The RMSS represents a significant strategic evolution of the CMS and is valid for the whole Group. While the CMS primarily aimed at regulatory compliance for conflict minerals, the RMSS pursues a comprehensive ESG approach for the entire raw material supply chain. The program is operationally run by a cross-functional team consisting of Procurement and Quality departments. Additionally, the Responsible Minerals Sourcing Committee institutionalizes this approach at the Group level and implements an internal management structure. This committee oversees the due diligence process and reviews the results. It takes decisions on risk management and preventive measures, controls effectiveness and approves reporting.

Suppliers are obliged to comply with KION’s [Supplier Code of Conduct](#), which includes the obligation to not consume or source conflict minerals, either directly or indirectly, and to support KION in its efforts to create the utmost data transparency and fulfil their obligations under the regulations.

As outlined in the [Statement on human rights violations related to the global trade of Conflict Minerals](#), KION is reaching out to series supplier requesting standardized conflict minerals information via the Conflict Minerals Reporting Template (CMRT) and Extended Minerals Reporting Template (EMRT) through the service provider Assent. Training and education to guide suppliers on best practices and the use of this template was included. The campaigns follow a defined cycle, starting in October and ending in May each year. Therefore, data is not yet final for the reporting year 2025, as the reporting cycle has not ended yet. The gathered responses are verified and reviewed for completeness.

During the campaign, KION conducted a reasonable country of origin inquiry to determine whether any of the conflict and/or critical raw materials in its products originated from Conflict-Affected and High-Risk Areas (CAHRAs), such as the Democratic Republic of the Congo (DRC). The data includes smelter names and country of origin of minerals, including the mine from which the minerals originated. Based on the country-of-origin data, due diligence was performed on the source and chain of custody of the conflict and/or critical raw materials in question to determine whether its products are “conflict free or responsibly sourced”.

In parallel to the supplier campaign, KION participates in the Smelter Outreach Campaign for Conflict Minerals to support responsible mineral sourcing in line with the OECD Due Diligence Guidance. The collaborative outreach coordinated by Assent increases pressure on smelters and refiners with greater influence over individual efforts to participate in industry recognized audit and assessment programs and become “conformant” with responsible sourcing standards.

As more smelters are audited and verified through independent third parties like the Responsible Minerals Assurance Process (RMAP) program, KION can more easily ensure transparency and validate that minerals in their supply chains are responsibly sourced.

At the end of the last closed campaign (May 2024-May 2025), the majority of smelters or refiners completed such audits and proven to be conformant (63%). The smelters who did not perform such audits yet will continuously be contacted and asked to enroll.

Conflict Minerals Due Diligence

	2025 ¹	2024 ²
Suppliers in scope for conflict minerals	1,950	1,233
Supplier response rate (%)	54%	58%
Smelters that have received RMAP ³ status "conformant" after audit	ongoing	63%

1 Campaign ongoing: reporting cycle from October 2025 to May 2026 (status as of April 14th, 2026)

2 Campaign finished: reporting cycle from October 2024 to May 2025

3 The Responsible Minerals Assurance Process (RMAP) is RMI's audit program that uses independent third-party assessments of smelter/refinery management systems and sourcing practices to validate conformance with RMAP standards

Inclusive procurement (formerly supplier diversity)

KION has a formal Inclusive Procurement (IP) program in place, active for three years, designed to advance supplier diversity and ensure equitable participation across the supply chain. The program operates under a merit-based framework that expands access for qualified small and diverse owned businesses, including businesses owned by minorities, vulnerable groups and woman-owned businesses while maintaining KION's standards for quality, financial stability, and compliance.

In 2025, the IP program was successfully rebranded to strengthen clarity, internal alignment, and organizational engagement, reinforcing its role as a strategic business and sustainability enabler. As part of continued global expansion, the program was extended into the United Kingdom, increasing supplier access and embedding consistent inclusive sourcing practices beyond North America.

To support adoption and long-term sustainability, KION designed and delivered inclusive procurement training tailored for regional procurement and business teams. This training focused on inclusive sourcing principles, supplier engagement best practices, internal governance, and risk-aware decision making, ensuring consistency while remaining adaptable to regional market dynamics. Training materials and participation records are included in the supporting documentation.

The IP program emphasizes supplier development through mentoring, capacity building, and readiness initiatives, including the STEP (Supplier Trial and Evaluation Program), which provides vetted suppliers with low-risk pilot opportunities to demonstrate capability ahead of future sourcing events.

In 2025, KION also supported five customers with tier 2 supplier diversity reporting, reinforcing transparency, compliance, and customer trust, and aligning with customer sustainability and reporting requirements.

Program impact is demonstrated through measurable results. In 2025, KION achieved over €30 million in expense with certified diverse owned suppliers,

representing 4.4 percent of total spend of Dematic US and a 1 percent year-over-year increase, reflecting sustained and intentional growth since the program's inception.

External validation of program maturity and impact was achieved in 2025 through receipt of two prestigious industry awards:

- Military Friendly® – Top 10 Supplier Diversity Program,
- WEConnect International – Impact Sourcing Top Global Champions 2025 (Platinum Award) ↗ [WEConnect International – Impact Sourcing Top Global Champions for 2025](#)

Additionally, KION strengthened its global supplier diversity strategy through a strategic partnership with WEConnect International, enhancing access to a vetted global network of women owned businesses and supporting expansion across multiple regions.

Looking ahead, KION plans to continue the phased expansion of the IP program into Australia, New Zealand, and China in 2026, ensuring regional relevance while maintaining consistent governance, transparency, and measurable outcomes across the global supplier ecosystem.

Information security

KION's Information Security develops and maintains a globally consistent Security Framework based on internationally accepted standards and industry best practice. Besides that, the focus is also on consulting central and regional functions in IT and business to comply with it.

The overall aim is to establish, implement, operate, and continuously improve a global and effective cyber defense for KION. Therefore, KION's requirements and commitments to information security are anchored in a groupwide KION Information Security Policy under the overall responsibility of the Chief Information Security Officer (CISO).

The implementation of the internal and corporate requirements of the Data Protection Policy as well as the KION Information Security Policy has to be performed by each Operating Unit of KION. Those are responsible for data protection and its coordination in the individual subsidiaries report to their respective senior management team. The Data Protection Officer reports directly to the Chief Compliance Officer, while the CISO reports to the Chief Information Officer. The latter reports to the CFO of KION's Executive Board who oversees the IT security strategy as part of the risk management committee with the accompanying risk committee standards of the Group. This dedicated organizational structure emphasizes the importance of both data protection and information security within the organization.

The KION Information Security Policy covers requirements for continuous improvement of the information security systems as well as the integrity and protection of data. It specifically defines that appropriate technical and organizational measures are established to ensure confidentiality, integrity, and availability of information, as required based on business needs. Classification is used to promote proper controls for safeguarding the confidentiality of information while the integrity and accuracy of all classifications of Information must be protected regardless of classification.

The KION Information Security Policy further requires that IT systems are configured and operated securely in-line with appropriate internationally recognized standards for system security as documented in the supplementary groupwide system security standards. This requirement shall apply to end point systems including but not limited to user of end point devices (laptops, desktops, mobile devices), servers, cloud computing resources and customer solutions including controllers, machines, vehicles and any products that are provided or sold to customers.

According to the KION Information Security Standard it should be ensured that all employees, contractors, and third parties current and new are vetted in an approved manner to meet both internal and customer requirements and ongoing security training needs are met. This includes at a high level the following:

- Information Security Policies and Standards, or the applicable aspects of these policies and standards, will be communicated to all employees, contractors, and third parties to ensure that they understand their responsibilities,
- Security responsibilities are included in job descriptions and in terms and conditions of employment. All employees have varying degrees of responsibility for information security according to KION's information security standards. An Acceptable Use Guideline is published to all employees describing the most important elements of the standards for the employees. Verification checks will be carried out on all new employees, contractors and third parties as by local and regional regulatory requirements.

The commitment of KION to establish information security requirements for third parties (e.g. suppliers) is further anchored in the KION Information Security Third Party Management Standard. It complements details on how information security requirements are ensured when relationships with third parties are entered, maintained, and terminated.

The Standard defines mandatory requirements related to:

- Ensuring the classification, selection, and approval of third parties and their provided services,
- Products concerning information security aspects follow a risk-based approach,
- Defining information security requirements that need to be adhered to when managing third parties; and
- Identifying third party information security risks and addressing them through contractual agreements, monitoring activities, or changes in management procedures throughout the phases of selection, assessment and approval, maintenance and offboarding (life cycle).

Beyond the binding labor law regulations of the KION Information Security Policy, all employees worldwide (2025: 42,175 FTEs, average at the end of 2025 including apprentices and trainees) are requested to participate in the annual information security awareness training. KION's active IT users of an average of around 37,000 FTEs had successfully completed the training by the end of 2025 with a rate of 96 percent.

Anti-phishing and social engineering awareness training is further enhanced on a regular basis.

These regular IT security training courses include the following measures:

- Training via e-learning on IT security employee awareness at least once a year,
- Global anti-phishing campaigns,

- Monthly video sequence on the social intranet on the topic of information security,
- Target group-specific information security training,
- Instructions on how to secure the IT infrastructure,
- Ad hoc security alerts and prevention tips.

Despite comprehensive security measures and regular e-learning worldwide, cyberattacks are becoming increasingly sophisticated. KION believes that, in the event of a cyberattack, efficient and timely incident communication among all potentially affected companies is crucial to minimizing business impact. Therefore, in addition to the general compliance management system (whistleblowing system), a central email inbox is available both internally and externally for complaints or notifications regarding potential data privacy breaches. These reports are documented in a traceable manner and their outcome is monitored.

The Cyber Defense Center operates 24 hours a day, 7 days a week, 365 days a year globally across all time zones. In the financial year 2025 again zero (0) reportable and critical IT security incidents including breaches were registered (2024: 0; 2023: 0).

Information Security Management System

KION has a 'Security Incident Management Standard' and accordingly a 'Business Continuity Standard' in place. The core of the information security management is on the one hand to be able to continue the business despite damage, loss, or disruption of business processes due to cyber security threats, on the other hand, to ensure the required level of continuity for information security is maintained during an adverse situation such as a crisis or disaster; and to ensure business continuity plans are current and address information security requirements.

KION's Information Security Management System (ISMS) is based on ISO 27001. It also covers parts of the National Institute of Standards and Technology Cybersecurity Framework (NIST CSF) and Trusted Information Security Assessment Exchange (TISAX). In scope of the Operating Unit ITS EMEA the development, provision and operation of its fleet management solutions are certified according to ISO 27001 (ISO 27001:2022 of STILL neXXt fleet, the STILL FleetManager 4.x and Linde connect:desk in the hosted variant). The information security management activities related to product development and operation/maintenance of mobile automation, internet of vehicles and telematics boxes, application software development, and operation/maintenance and information system integration of Linde (China) Forklift Truck Corporation Limited are further certified in scope of ITS APAC (ISO 27001:2022).

To ensure that internal standards are adhered to, KION performed scheduled internal audits on a regular basis across the Group also in the financial year 2025. The purpose of these internal audits is to assess the operational effectiveness of an ISMS. The KION Information Security Audit Standard defines mandatory controls related to ensuring compliance with the ISMS to relevant information security standards as well as with information KION's security requirements. It further requires ensuring that information security is effective in all KION procedures and processes, that identified corrective actions relating to information security are implemented and that identified weaknesses are remediated in the context of continuous improvement.

KION conducts continuous vulnerability scans of the entire IT infrastructure and regular penetration testing of critical systems. The KION Information Security Policy encompasses requirements on monitoring and responsiveness to information security threats. Risk exposure to a business-acceptable level must be maintained. This will be performed through a thorough analysis of groupwide information networks and systems which will be conducted on a regular basis to document the threats and vulnerabilities of stored and transmitted information. The analysis will examine the types of threats – internally or externally, natural or manmade, electronic and non-electronic. – that affect the ability to manage the information resource.

The analysis will also document the existing vulnerabilities within each entity which potentially expose the information resource to the threats. Finally, the analysis will also include an evaluation of the information assets and the technology associated with its collection, storage, dissemination, and protection.

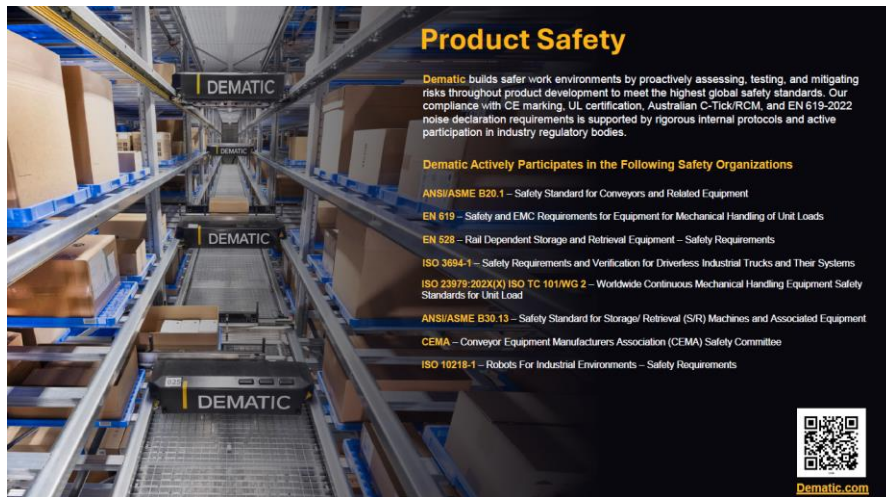
In 2025, KION employed continuous real time and scheduled vulnerability analysis of the enterprise using industry standard and accepted tools.

The objective of the KION Vulnerability and Patch Management Standard is to define mandatory controls related to:

- Maintaining an accurate inventory of systems requiring vulnerability assessment and patch management activities,
- Executing ongoing vulnerability assessment activities to identify threats,
- Establishing processes to evaluate and remediate deficiencies (e.g., vendor patches, vulnerabilities) and perform validation; and
- Collaborating with technical owners to ensure that vulnerability management is embedded into build/development practices.

Product quality programs & product safety

KION continuously establishes and implements quality processes and procedures for a high level of customer satisfaction. To ensure excellent product quality across all production and development sites within KION, an integrated quality management system is in place. This system comprises both preventive actions – targeting design maturity, supplier performance, process qualification and product safety – as well as comprehensive reactive measures such as inline quality inspections and pre-delivery inspections. While KION strives to avoid any complaints, customers can always reach out to their local sales and service representatives to address any issues. Service activities resulting from these complaints are processed in IT systems and evaluated by dedicated quality engineers.



KION adheres to the requirements of the ISO 9001 standard. All production and development sites are regularly assessed for ISO 9001 certification.

The effectiveness of the integrated quality management system is assessed through regular internal and external audits conducted by the Group. Its assessment is a focus area of internal audits which are performed frequently under local responsibility and supervised, supported and consolidated at central level. In preparation for external audits and for continuous improvement, internal stakeholders involved in the ISO 9001 certification process receive training conducted or coordinated by the Global Quality Management department.

Integrating emerging technologies to enhance product quality

Digitalization of quality management (QM) and use of emerging technologies is a key focus field at KION: a large-scale IT project targets to level up digitalization and transform the business into digital. AI and cloud computing are used across the organization, for example to support production and field data analytics and smartphone apps are helping QM to retrieve quality data from the field. AI agents are used to process quality certificates from suppliers and digital collaboration platforms are in place to collaborate with suppliers. Telemetric data from products are available in KION cloud systems to assess the technical condition and the conditions of use of the products, which is then fed back to root-cause-analysis of quality issues. Robotics and automation are used in automated welding and semi-automated assembly processes to safeguard production quality.

Quantitative targets for product quality performance

All KION production sites operate and report a common quality scorecard, covering quality metrics for operations, customer and supplier quality. These metrics are part of the overall target system in KION operations. Supplementary indicators are used for special purposes, such as start-of-

production. Target setting is part of the annual budgeting process, central reporting is at least monthly, local follow-up often daily.

Requirements for supplier adherence to the company's product and service quality standards.

By standard, all KION series suppliers are obliged to comply with ISO 9001 and, if structural welded components are delivered, ISO 3834, at a minimum. KION suppliers undergo a comprehensive audit and approval process before they are approved as a supplier. Once approved, every new part is subject to an approval process, following the industry standard PPAP. Supplier and customer obligations and mutual relationships are laid out in the mandatory Quality Terms. KION continuously measures supplier performance and provides monthly feedback to its suppliers. Shortfalls in supplier quality are managed through a four-stage escalation process.

Managing product quality incidents

As a supplier with a broad product portfolio and highly complex installations consisting of many assembled components, quality incidents occur on a daily basis and are processed and resolved by the KION service network. In case of safety related occurrences, KION has installed a Technical Failure Escalation process (TFE), including standardized documentation, reporting within defined channels and communication in defined circles at KION. Depending on the severity of cases, KION runs a product risk escalation process (PREP) to manage such cases, eliminate or mitigate product risks and prevent people from harm when using our products.

During the reporting period, there were no product quality incidents of the category 'High' or 'Serious', as defined by the European Union according to the Rapid Exchange of Information alert system. Should such events occur, the Product Risk Escalation Process (PREP) provides the processes and mechanisms to manage such cases and to take instant actions to prevent customers from dangerous use of products. If necessary and appropriate,

such cases would be disclosed to affected customers and behavioral advice would be given. Other stakeholders would also be informed, if appropriate and/or legally required. Disclosure of information follows the 'need-to-know' principle for all stakeholders and the principle to make no compromise in the protection of health of customers and all people connected to KION products and services.

Corrective actions on product quality incidents

In safety-critical cases, the protection of human health is treated as the highest priority at all times. KION is prepared to resolve safety problems with the process of field campaigns. In such cases, detailed instructions for correction are issued to the service force, appropriate financial compensation is granted for the fulfillment of the instructed activities, and the completion of such corrective actions is tracked via SAP sales and service systems. In such cases, disclosure of information follows the 'need-to-know' principle for all stakeholders and the first principle mentioned above.

The Technical Failure Escalation process (TFE), the Product Risk Escalation Process (PREP) and the field campaign processes allow KION to effectively manage safety risk, reduce financial and reputational exposure and maintain stakeholder confidence in KION's commitment to quality and customer protection.

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KION is shaping world trade.

KION Supply Chain Solutions



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