

Sustainability Report 2024

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Targets and Key Figures
Sustainability Strategy and Management
Compliance and Responsibility
Good Employer

Health and Safety
Environment
Products and Solutions
Sustainability in the Supply Chain
Social Engagement

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ABOUT THIS REPORT



This Sustainability Report covers the sustainability activities of Linde Material Handling EMEA ("Linde MH" in this report) in the 2024 financial year. Linde MH, a KION Group company, is a leading global manufacturer of forklift trucks and warehouse trucks, and a solutions and service provider for intralogistics. With a sales and service network that spans more than 100 countries, the company is represented in all major regions around the world.

Since 2012, Linde MH has been working on a systematic and comprehensive sustainability strategy to address the current challenges for the company and its stakeholders:

- Climate change and scarcity of resources
- The protection of human rights
- Health and demographic change
- Ensuring diversity and equal opportunities

This report presents the strategies, measures, objectives, and key figures that Linde MH uses to manage and measure its sustainability activities in the facts and figures section.

Reporting Period and Scope

The data and figures in Linde MH's Sustainability Report 2024 relate to the 2024 financial year, covering the period January 1 to December 31, 2024. The content relates to the activities of all Linde MH consolidated companies based in 15 countries in the EMEA region* (operational structure), including their plants and sales and service organizations.

*EMEA = Europe, the Middle East, and Africa

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As part of the KION Group, Linde MH EMEA remained a core brand within the KION ITS EMEA Operating Unit during the 2024 financial year.

As a fully consolidated subsidiary of the KION Group, Linde MH must be the subject of a separate non-financial report in accordance with Sections 315b and 315c in conjunction with Sections 289c to 289e of the German Commercial Code (HGB). This obligation is fulfilled by the sustainability reporting of the parent group, since the Group non-financial report—based on the material issues identified through the regularly updated Group-wide double materiality analysis—forms part of Group sustainability report in the [KION Group Annual Report 2024](#).

The extensive requirements of the European Union's Corporate Sustainability Reporting Directive (CSRD) have also been fully implemented on a voluntary basis in accordance with the European Sustainability Reporting Standards (ESRS). The KION Group's sustainability report is an integral part of the consolidated management report in the annual report for the first time and has been subject to a voluntary limited assurance engagement. The independent auditor's report is available in the [KION Group Annual Report 2024](#).

Collection of Data and Information

The standardized key performance indicators (KPIs) in this report were collected from a total of 47 reporting units. For 14 production and administrative sites—known as plants—the data was collected individually, while the 33 reporting points for sales and service organizations partly comprise data from multiple sites. Varying degrees of data-gathering aggregation are indicated wherever relevant, where in exceptional cases the data does not cover all employees or subsidiaries in the scope of this report.

The figures in this Sustainability Report have been rounded in accordance with commercial practice. This may result in differences between the sum of the individual amounts given in the tables and the overall totals stated, as well as between the figures stated in the tables and their analysis in the main text of the Sustainability Report. All percentage changes and KPIs were calculated based on the underlying data.

Data collection, which forms the main basis for the key figures contained in this report, is ensured across the company through internal reporting systems.

Forward-looking Statements

This report contains forward-looking statements based on the current plans, objectives, outlooks, and estimates of the management of Linde MH. The management cannot guarantee that these forward-looking statements will prove to be correct. There are many different risks and uncertainties that could impact the future development of Linde MH EMEA and its subsidiaries, as well as its results, meaning actual events or results could differ from those reflected in the forward-looking statements.

Further Information and Resources

Additional information about Linde MH's sustainability strategy can be found on the company's website at www.linde-mh.de.

Additional information about sustainability within the KION Group as a whole can be found on the [KION Group website](#) and in the [KION Group Annual Report 2024](#).

Targets and Key Figures

TARGETS AND KEY FIGURES



Selected Sustainability-related Key Figures

All key figures and data can be found in the relevant chapters.

Environment	2024	2023	2022
ISO 14001 certification rate ¹	99%	94%	85%
Energy consumption	1,109,815 GJ	1,107,453 GJ	1,079,340 GJ
Greenhouse gas emissions (Scope 1 and 2) ²	62,780 metric tons CO ₂ e	65,086 metric tons CO ₂ e	63,286 metric tons CO ₂ e
Greenhouse gas emissions (Scope 3.3) ²	17,427 metric tons CO ₂ e	16,392 metric tons CO ₂ e	15,626 metric tons CO ₂ e
Water withdrawal	140,895 m ³	146,211 m ³	140,942 m ³
Waste produced	42,185 metric tons	38,529 metric tons	63,664 metric tons

Employees	2024	2023	2022
Percentage of female employees	18%	18%	17%
ISO 45001 certification rate ¹	99%	91%	82%
LTI (Lost Time Injuries) ³	163	201	208
Accident frequency rate ⁴	6.9	8.9	9.5

[1] Or equivalent standards, based on all locations

[2] Scope 1 and 2 market-based, Scope 3.3 location-based

[3] Number of reported accidents in the workplace with lost time of one full working day or more

[4] Accident frequency rate corresponds to the number of accidents in the workplace among the active workforce with lost time (≥ 1 working day) in relation to the actual hours worked; in each case in the reporting period and standardized to one million hours worked

Key Targets

Linde MH's sustainability targets align with the key targets set out in the KION Group sustainability strategy and include both Group-wide actions and individual measures within specific organizational units.

Group-wide Targets

Dimension	Field of action	Objectives	Target year
People	Occupational health and safety	Reduce accident frequency rate ¹ by 5% per year (based on annual upper limit, with long-term goal of eliminating all accidents in the workplace)	annual
		Achieve 100% ISO 45001 certification rate ² (all sites)	2024
		KION HSE Assessment: average compliance rate with the KION HSE standard of 100% (all sites)	2027
	Talent	Increase employee satisfaction levels to an engagement score of at least 75, with a participation rate of at least 80%, as measured by annual employee surveys conducted worldwide	2026
		Ensure no cases of non-compliance with KION Group minimum employment standards	ongoing
Products	Product and solution sustainability	Move towards primarily electric product range, including battery and fuel cell-powered products, by increasing proportion of electric trucks ³ sold annually to 92%	2027
		Increase number of products that have a life cycle assessment available	ongoing
		Increase number of products with cradle-to-cradle certifications	ongoing
	Product and solution safety	Review field of action	
Processes	Climate and energy	Achieve absolute reduction in GHG emissions (Scope 1, 2, 3) in metric tons of CO ₂ e ⁴ compared to base year 2021	
		- Near-term Scope 1 and 2 by 4.7% per year (linear) Scope 3 by 2.8% per year (linear)	2030

	- Long-term Net zero GHG emissions Scope 1, 2, and 3 by 100%	Net zero by 2050
	Increase the proportion of renewable energies ⁵ used in own operations	ongoing
	Reduce energy intensity ⁶ in own operations	ongoing
	Achieve 100% ISO 45001 certification rate ² (all sites)	2024
Circularity	Increase the rate of recycled waste in own operations to $\geq 85\%$	2030
Supply chain	Increase the proportion of annual spend with Tier-1 direct suppliers in Category A with low ESG risk ⁷	ongoing
Sustainable governance	Achieve EcoVadis Platinum rating for the KION Group and selected evaluated subsidiaries	2027
	S&P Global Corporate Sustainability Assessment (CSA), KION Group score ≥ 70 points	2027

[1] Accident frequency rate corresponds to the number of accidents in the workplace among the active workforce with lost time (≥ 1 working day) in relation to the actual hours worked; in each case in the reporting period and standardized to one million hours worked

[2] ISO 45001, ISO 14001, or equivalent standards. In accordance with the original target definition, selected locations that were newly opened or acquired in the two previous reporting periods or that meet other predefined criteria are not included in the calculation

[3] Proportion of electrically powered products in the ITS segment, based on the number of units ordered (order intake) in new business. Source: World Industrial Truck Statistics (WITS)/European Materials Handling Federation (FEM)

[4] In accordance with the GHG Protocol and the operational control approach; classification of operating lease contracts in category 3.11 ("Use of Sold Products")

[5] In accordance with the GHG Protocol and the operational control approach; classification of operating lease contracts outside the Group's own operations; purchased energy from renewable sources without specification in the contracts where the underlying sources of supply are known (e.g. from residual electricity mixes) is included

[6] In accordance with the GHG Protocol and the operational control approach; classification of operating lease contracts outside the Group's own operating activities; includes energy consumption and revenue of the KION Group without restriction to activities in climate-intensive sectors

[7] Low-risk suppliers in relation to industry, product, country, and individual supplier risks in the area of sustainability

Sustainability Strategy and Management

SUSTAINABILITY STRATEGY AND MANAGEMENT



The KION Group follows a systematic, Group-wide approach to implementing its sustainability strategy. Incorporating sustainability in the new Group strategy “Playing to Win” is of central importance here, as it not only ensures profitable growth, but also reinforces the company’s commitment to its workforce, the environment and society.

Double Materiality Analysis

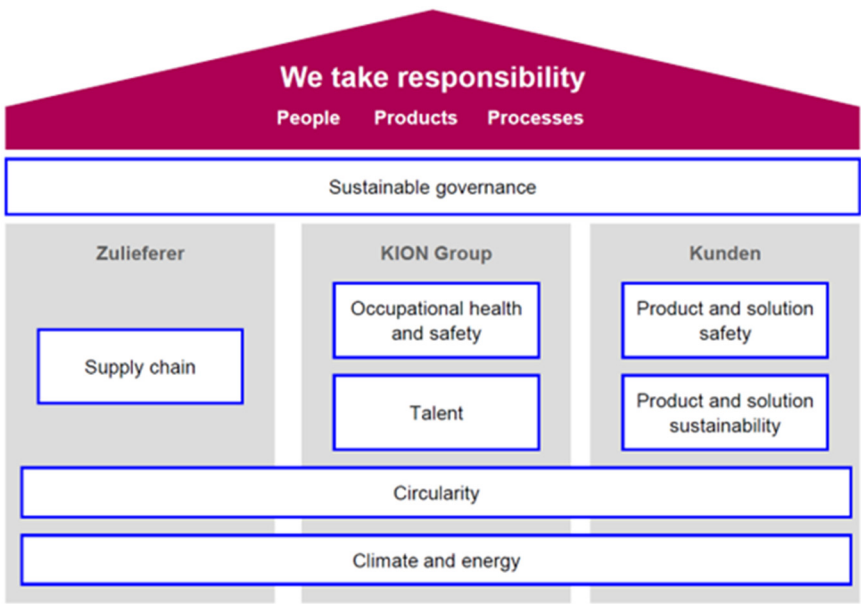
The focus of Linde MH’s sustainability activities is based on the results of the KION Group’s “double materiality analysis” (DMA), which was carried out in 2023 and completed in 2024. The DMA is used to identify and assess material impacts, risks and opportunities (IROs) compared to immaterial IROs.

To identify the IROs, various sustainability aspects from both internal and external analyses were taken into account in the DMA and various relevant stakeholder groups were directly and indirectly involved. The assessment is conducted according to the principle of double materiality in line with the CSRD using the ESRS. Both the environmental and social impact of the KION Group’s business activities (inside-out) and the financial risks and opportunities for business activities (outside-in) were examined and evaluated as part of this process.

The main IROs in the ESRS topics “Climate change,” “Pollution,” “Water and marine resources,” “Circular economy,” “Own workforce,” “Workers in the value chain,” and “Business conduct” are mainly governed by the strategic objectives within the KION Group’s sustainability strategy or are addressed at another level within the programs of the eight action fields for sustainability. Key findings and newly identified, additional specific topics are taken into account in the ongoing development of the sustainability strategy and when setting targets.

A detailed overview of the topic-specific ESRS for the KION Group based on the double materiality analysis carried out can be found in the [Group Sustainability Report](#) in the [KION Group Annual Report 2024](#).

Action Fields in the Sustainability Strategy



In implementing its sustainability strategy, Linde MH follows the systematic approach defined by the KION Group. At Linde MH, sustainability is linked to the wider-reaching targets and initiatives organized into the three strategic dimensions of people, products, and processes, always in keeping with the overall principle of “We take responsibility.” These three dimensions provide the framework for the business’ eight targeted areas of action on sustainability. In line with the KION Group’s sustainability strategy and double materiality analysis, Linde MH pursues a specific program of targets, initiatives, and monitoring within these action fields, in order to meet stakeholder expectations and ensure compliance with political and legislative requirements.

The Group-wide sustainability strategy is constantly being refined, taking into account the results of the double materiality analysis. This includes defining and specifying targets, comparing them with external requirements, and coordinating with internal stakeholders at Group level and within the Operating Units. The strategic objectives that Linde MH pursues as part of the KION Group can be found under “[Leading targets](#)”.

As part of the KION Group, Linde MH follows the Group-wide rules and principles for sustainable corporate governance. Sustainability criteria are also firmly integrated in operational business activities by implementing company-specific guidelines and procedures. These include the sustainability policy, guidelines for integrated health, safety, and environment (HSE) management, and life cycle assessments, which show the environmental impact of products and solutions.

Company

Linde MH has a company history spanning over 120 years, including more than 50 years in material flow solutions. The Aschaffenburg-based company may have its origins in Germany but today it is one of the world's largest manufacturers of forklift trucks and warehouse handling equipment. As a technology leader in the industry, Linde MH offers a wide range of industrial trucks, automation, safety, and energy solutions, fleet management and warehouse management software, and comprehensive services. Linde MH has been part of the KION Group since 2006 and oversees production sites in Germany, France, the Czech Republic, and Poland.

The company delivers top performance under even the most challenging operating conditions. Alongside its desire to produce high-performance drive systems, safety and user-friendliness are Linde MH's top priorities: Precise load handling, outstanding maneuverability, intuitive operation, and an ergonomic driver's workstation guarantee excellent handling performance and productivity. In addition, the trucks can be seamlessly integrated into fleet management or warehouse management systems using wireless data transmission and digital interfaces. Combined with comprehensive energy, safety, and automation solutions and optimal integration into customers' business processes, this results in holistic solutions for networked, safe, and sustainable intralogistics.

In the field of electromobility, Linde MH is currently the only manufacturer to offer electric counterbalanced forklift trucks in the form of its X models. With their strong performance and robust design, these models offer a powerful alternative to trucks equipped with an internal combustion engine. Customers can rely on the quiet and practically emission-free drive technology to handle even the most challenging of applications without compromising on performance.

With a large rental fleet of almost 43,000 trucks, Linde MH offers a high level of flexibility, whether customers want to take advantage of the various options available to them—leasing, long-term rental, or hire—or prefer to opt for a used Linde forklift truck, all of which are refurbished in accordance with standardized specifications throughout Europe.

Sustainability Organization

Since 2023, the Chief People & Sustainability Officer (CPSO) within the Executive Board of KION GROUP AG has been responsible for human resources and sustainability, including occupational health and safety. In this role, her responsibilities include ensuring that the sustainability strategy is developed and implemented in line with the company's objectives. She also chairs the Sustainability Council, which includes the leaders responsible for the eight action fields, the sustainability coordinators of the Operating Units and functions, and members of the central sustainability management team (Corporate Sustainability). Linde MH is represented on the Sustainability Council as part of the KION ITS EMEA Operating Unit.

Progress is regularly reviewed by the sustainability coordinators of the Operating Units, the leaders responsible for the action fields, the central sustainability management team, and special committees. The progress reports for the individual regions and functions are submitted to the overarching central sustainability management team (Corporate Sustainability) and the Sustainability Council, and discussed at Executive Board meetings as part of the KION Group's Group-wide strategic development and implementation. The Executive Board of KION GROUP AG involves the Supervisory Board, and in particular its Audit Committee, in the development of the sustainability strategy. The Supervisory Board monitors the Executive Board with regard to the implementation of the sustainability strategy and supports it in an advisory capacity.

Initiatives

The KION Group committed to the objectives of the Science Based Targets initiative (SBTi) in 2023. As part of this commitment, it set itself the long-term climate target of achieving net-zero greenhouse gas emissions along its value chain by 2050. Significant interim targets have been set for 2030 (see targets in the Group Sustainability Report in the [KION Group Annual Report 2024](#)). Linde MH thus has a basic methodological framework for its climate action and is committed to the target of limiting global warming to 1.5 °C above pre-industrial levels, which was adopted at the United Nations Climate Change Conference in Paris in 2015. The climate management targets were formally recognized by the SBTi in 2024. The KION Group's voluntary commitment under the SBTi is publicly accessible at www.sciencebasedtargets.org/target-dashboard and is also communicated internally to its own employees, as well as customers and suppliers.

Since 2012, Linde MH has been regularly audited and certified as a supplier with regard to corporate responsibility by independent service provider [EcoVadis](#). In the certification conducted at the end of 2023, Linde MH obtained scores that were far above average in all four evaluation categories. This puts it among the top one percent of all companies listed in the ranking, with Linde MH also achieving higher scores in the "Ethics" and "Sustainable Procurement" categories than in the previous screening. The EcoVadis assessment is based on 21 criteria across the four categories—environment, labor and human rights, ethics, and sustainable procurement—and is calculated in line with international sustainability standards such as the Global Reporting Initiative, the ILO Conventions, the UN Global Compact, the UN Guiding Principles on Business and Human Rights, and the ISO 26000 sustainability standards.

Linde MH is also a partner of the sustainability initiative [Blue Competence](#). This initiative of the Verband Deutscher Maschinen- und Anlagenbau e.V. (German Mechanical Engineering Industry Association) aims to promote sustainability in mechanical and plant engineering and raise awareness of sustainable solutions in the industry. As part of this partnership, Linde MH has committed to upholding the 12 sustainability principles of mechanical and plant engineering.

The Bavarian Environmental and Climate Pact is another initiative that Linde MH is supporting with qualified environmental efforts. Participating companies are committed to conserving resources and using environmentally friendly technologies to achieve "green economic growth." To this end, topic-specific working groups have been formed to formulate goals and make recommendations for implementation. The working groups are supported by external experts where necessary. Linde MH has recently been awarded the Pact certificate, which is valid for three years.

Compliance and Responsibility

COMPLIANCE AND RESPONSIBILITY



The KION Group is responding to the high expectations of the capital market, customers, employees, and other stakeholders with its company values of integrity, collaboration, courage, and excellence and the principles of the Group-wide KION Group Code of Compliance (KGCC).

As part of the KION Group, Linde MH shares these values and is committed to full compliance with all applicable legal regulations, guidelines, and codes of conduct. Linde MH's comprehensive compliance management system is based on the KGCC, which defines guidelines for ethical, value-oriented, legally compliant conduct in business. The KGCC also provides a binding framework for engaging with colleagues, customer and partner companies, and the public.

As a German company, the KION GROUP AG is primarily subject to German law. At the same time, the KION Group is required to comply with the respective national laws at its locations. In the event that these national laws deviate from German law, the KGCC defines the procedure to follow within the Group. The point of contact in any case of legal doubt is the Compliance or Legal department.

The KGCC is available in 24 languages and is updated as required, with new topics and focus areas added to reflect the current legal situation and the current circumstances in the company. External parties can view the **KGCC** on the KION Group website.

Responsibility for the Group-wide compliance management system lies with the Executive Board of KION GROUP AG. The Chief Compliance Officer leads the department and, together with the Compliance team, is responsible for further developing the compliance management system, providing advice and information on compliance issues, resolving cases of non-compliance, and providing appropriate training. Each Operating Unit has a full-time Compliance Officer who reports directly to the Chief Compliance Officer and supports the management of the respective Operating Unit with the implementation of compliance requirements. Local and regional compliance officers ensure that the activities in the subsidiaries comply with the law and regulations.

Effective Compliance Management System

The effectiveness of the compliance management system is continually reviewed and refined. The system is based on the model of the IDW PS 980 auditing standard of the Institute of Public Auditors in Germany, and focuses on preventing compliance violations. The anti-corruption section pursues the aim of preventing, detecting, tracking, and penalizing corruption within the company. As part of its regular checks and short-notice audits, the Group Audit department checks adherence to the compliance requirements in KION GROUP AG and its consolidated subsidiaries.

As in previous years, the topics of anti-corruption, data protection and IT security, foreign trade and export controls, action against money laundering, fraud prevention—notably in relation to cybercrime—D&O liability, and management responsibility remained key focal areas in 2024. Anti-discrimination, whistleblower protection, and fostering a speak-up culture—or company culture in which questions and concerns can be openly expressed—were also focal points in the year under review.

The KION Group expressly supports the fight against all forms of corruption and bribery. To this end, it follows the approach of “prevent, detect, respond.” No confirmed cases of competition or antitrust violations were recorded in the reporting year. There were also no confirmed cases of active corruption by employees.

Number of confirmed corruption cases

2024	2023	2022
0	0	0

Multiple Reporting Channels

Actual or suspected violations can be reported in person, by phone, mail, email, or via an online form. All KION Group employees—as well as external stakeholders—also have access to an online form and hotline where they can report potential compliance breaches around the clock, including anonymously if they so wish. The whistleblowing system is in place worldwide, but is adapted as closely as possible to local conditions. The integrated case management system is designed to ensure that all incoming information is reviewed and that each individual case is processed systematically in line with the provisions in the EU Whistleblowing Directive. This system guarantees confidentiality and protection against retaliation.

The KION Group Compliance Committee is a cross-functional body made up of executives from the Corporate Compliance, Internal Audit, and Legal departments. This committee oversees the processing of reports of potential breaches and related investigations and confers on sanctions in the case of identified compliance violations.

The Compliance Committee at Linde MH in Germany provides employees with another independent point of contact that they can turn to when seeking advice or reporting potential violations. If anyone experiences or observes discrimination or harassment, they can get in touch with their responsible committee—and it goes without saying that this is in complete confidence. Similar bodies exist throughout the EMEA in accordance with national regulations. Compliance representatives are available to provide assistance at any time in all countries where Linde MH operates.

To encourage use of the whistleblowing system, employees are regularly updated about the various reporting channels via the intranet and mandatory compliance training.

All reported cases suspected non-compliance are systematically reviewed, and confirmed breaches are addressed through effective controls measures, such as regular or special audits. Any cases of misconduct are subject to disciplinary action. If necessary, the compliance management system is adjusted to prevent future violations.

Number of reports submitted via whistleblower system

2024	2023	2022
58	33	57

Training

As well as clear guidelines, there is also a wealth of information and a wide range of advisory services and training courses available. Linde MH’s compliance officers and representatives work hard to ensure that the company’s staff are kept fully up to date at all times about compliance matters and understand the importance of upholding the company’s values. All new employees of the KION Group are required to complete mandatory training on the KION Group Code of Compliance—either via e-learning or, for employees who do not have a work PC, via in-person training. Employees who are exposed to particular compliance risks due to their role—including sales and procurement staff—also attend regular in-person training sessions on specific topics.

Training provided on topics relating to business ethics

In-person training (KION Group Code of Compliance, anti-corruption, anti-discrimination, conflicts of interest, whistleblower protection, speak-up culture)

E-learning courses: KION Group Code of Compliance

E-learning courses: Preventing Corruption in the KION Group—the General Rules of the ABC Policy

E-learning courses: Professional Conduct at KION: Respect in the Workplace

E-learning courses: Preventing Money Laundering and Fraud at KION

E-learning courses: Avoiding Conflicts of Interest at KION

E-learning courses: KION Group—Preventing Anti-competitive Behavior

E-learning courses: General Data Protection

E-learning courses: Information Security Employee Awareness Training

E-learning courses: Role of Unconscious Bias in the Workplace

E-learning courses: Speak up—We're Listening

The aim of this program is to provide all KION Group employees with regular training on the most important topics (anti-corruption, avoiding conflicts of interest, antitrust and competition law, anti-money laundering, whistleblower protection, data protection, IT security, and human rights). Changes to legislation or internal regulations are also communicated via training, as are any lessons learned from the compliance management system. In 2024, an in-person training program on anti-discrimination and the use of whistleblower channels was rolled out for employees without access to a computer. Employees with compliance-critical tasks (managers, sales, and procurement) were also given the chance to refresh their compliance knowledge through in-person training sessions.

Percentage of total workforce that received training on topics relating to business ethics

2024	2023	2022
82%	76%	100%

Compliance Audit of Business Partners

Before the KION Group enters into a new business relationship, external business partners must be audited and relevant documentation secured. The auditing process establishes and verifies the financial background of the potential business partner and identifies any arguments against entering into a business relationship with them; for example, because the business appears on a sanction list or is the subject of negative reporting. In case of doubts, the Group may choose not to pursue its business dealings with a particular partner. External partner audits at the KION Group are, wherever possible, conducted on the basis of a risk assessment.

The basic inspection is carried out using the business partner tool, which is managed by Corporate Compliance. The process involves checking customers and suppliers for certain indicators based on compliance lists. Corporate Compliance is responsible for running these checks, assessing the results, and taking any necessary action. For external sales partners where the potential for corruption is higher—such as dealers, importers, distributors, agents, or integrators—the responsible compliance officer will conduct a multi-stage due diligence assessment prior to commencing a new business relationship. In addition to identifying potential risks in the relevant country based on subindices from reputable international organizations, this assessment obtains information from the sales partners via due diligence questionnaires, through audits conducted using the business partner tool, and/or via external due diligence providers. The results of the due diligence assessment are subsequently communicated to the responsible teams—e.g., the Management Board—along with any recommended actions, such as tighter contractual terms including a right to audit clause or additional monitoring of payment streams.

Percentage of high-risk business partners subject to a due diligence process with regard to corruption

2024	2023	2022
100%	100%	100%

Periodic Risk Analysis

As part of a systematic analysis, the KION Group records and evaluates corruption and bribery risks on a regular basis throughout the Group. Money laundering, tax compliance, cybersecurity, and human rights risks are also assessed, as are the risks of non-compliance with competition laws. Non-financial risks that arise on an ongoing basis are also screened, evaluated, and managed. Adequate measures are subsequently derived to eliminate both process and control weaknesses. The characteristics of the corruption perception index for the respective country, the size and structure of the local procurement or sales organization, and contact with public officials play an important role in the risk assessment. This analysis has already been completed for all Linde MH subsidiaries. There continued to be no significant compliance risks.

Percentage of sites for which an internal audit/risk analysis was performed to assess business ethics standards

2024	2023	2022
100%	100%	100%

Data Protection and Information Security

Data protection and information security are both top priorities at Linde MH and the company complies with the relevant policies in place across the KION Group. This includes the Data Protection Policy, which sets out technical and organizational measures to protect personal data, and the KION Group's Information Security Policy, which focuses on safeguarding the confidentiality, integrity, and availability of information, as well as protecting the KION Group against related attacks. A range of Group works agreements and mandatory standards on topics such as IT security in the workplace and the management of IT systems, email, and the Internet are also in place. Samples and templates for the day-to-day handling of personal data and sensitive business information are also available. The Operating Units are responsible for implementing the central requirements. Those responsible for data protection and its coordination in the individual subsidiaries report to their respective management. At Group level, the Group Data Protection Officer reports to the Chief Compliance Officer, and the KION Group Chief Information Security Officer reports to the Chief Information Officer who reports to the Executive Board of KION GROUP AG.

Protecting sensitive, personal data is also an important responsibility, so secure and effective processes and systems have therefore been put in place to protect this information and ensure compliance with the relevant legislation. All staff are given training and receive regular updates via the Group intranet to ensure that they understand and remain up to date with basic data protection principles, their reporting obligations, and the Group-wide compliance reporting system.

The number of attacks on companies' global IT infrastructure has increased significantly due to organized crime and industrial espionage. Various technical and organizational measures have been implemented with the aim of protecting the KION Group's data against unauthorized access, misuse, and loss. This includes continuously checking for vulnerabilities in the entire IT and operational technology infrastructure. Regular training on IT security issues, global anti-phishing campaigns, a monthly video series published on the Group intranet, and instructions for keeping IT infrastructure secure also play an important role in maintaining IT security standards.

Information Security Management System

The KION Group's management system for information security (ISMS/Information Security Management System) is designed to ensure that sensitive information continues to be protected and that competitiveness in the industry is maintained. The KION Group ISMS is based on ISO 27001 requirements (establishment, implementation, maintenance, and continuous improvement of documented security management processes) for the entire Group. A documentation framework has been established that sets out the requirements for information security.

In this context, the KION Group regularly analyzes potential or existing risks to information security. Where the risk analysis identifies an IT security risk or where there is deviation from a KION Group security standard, the risk is described and appropriate action is set out. Once the residual risk has been assessed, the risk owner decides on whether to accept the residual risk. It must then be reassessed regularly and safeguarded by means of renewed risk acceptance.

The Group Audit department regularly carries out special IT audits, which also cover information security.

The KION Group divisions that develop and operate the cloud-based fleet management systems are certified in accordance with ISO 27001. The certified companies at Linde MH are Linde Material Handling GmbH in Aschaffenburg and Linde Material Handling Ibérica, S.A.U. in Spain. The KION Group headquarters in Frankfurt am Main, the Linde Material Handling headquarters in Aschaffenburg, and Willenbrock Fördertechnik GmbH in Bremen (also a Linde MH company) are certified in accordance with the TISAX¹ standard. In each case, these companies were found to have a high maturity level in the first assessment, and the TISAX label was granted without conditions. As part of this assessment, the auditor had to be provided with around 200 different pieces of evidence, including information security standards, standard operating procedures, security concepts, and KPIs.

In preparation for the NIS 2 Directive (Network and Information Security Directive 2), additional locations are currently being included in the scope of the ISMS. Furthermore, maintaining the established high level of information security and ensuring the smooth operation of the system’s components in day-to-day business are now key priorities. This will include regular internal audits and checks, managing information security risks, and planning and introducing improvements and other measures.

Number of confirmed information security incidents

2024	2023	2022
0	0	1

Footnotes:
[1] TISAX® is a cross-company assessment and exchange mechanism for information security in the automotive industry. It is designed to ensure the security, integrity, and availability of data required for manufacturing processes and vehicle operations

Good Employer

GOOD EMPLOYER



Teamwork plays a central role at Linde MH. Our employees tackle their tasks together based on a groundwork of solidarity, mutual trust, and a strong sense of team spirit. They openly share their ideas so they can find the best solution for customers in every situation. Equality is a key aspect, as the company's values are the foundation on which all employees enjoy fair and equal treatment. The company always pursues its activities as a business in accordance with ethical, sustainability, and compliance standards, which are based on the values of Linde MH and the KION Group.

The Group-wide HR principles are governed by regulations and include minimum standards for employment as well as guidelines for diversity. They also guide HR activities, such as the design of training and development programs, career opportunities, employee surveys, and employee share plans. The KION Group Code of Compliance provides the framework for legally compliant and ethical employee behavior.

Minimum standards based on the core labor standards of the International Labor Organization (ILO) have been defined for the entire Group. These standards ensure freedom of association and the right to collective bargaining. They prohibit forced or compulsory labor and child labor as well as discrimination in employment or occupation. They also define the central human rights standards that the KION Group has pledged to uphold. Furthermore, the KION Group is committed to high standards of occupational health and safety worldwide as well as a level of remuneration that is in line with national industry standards and in any case ensures a living wage. As in previous years, no violations of the minimum employment standards were reported in 2024.

A Great Place to Work

As a top employer, Linde MH offers an exciting working environment, excellent international career opportunities, and attractive remuneration. Interesting projects, long-term prospects, strong team spirit, and a wide variety of development opportunities motivate employees to give their best day in, day out. Diversity also plays a key role here. At the same time, Linde MH knows that there is room for improvement, including when it comes to work-life balance.

Flexible Work Organization

The ability to work efficiently and flexibly from anywhere promotes a healthy work-life balance. There has been a works agreement on teleworking in place for German sites since 2012 and on mobile working since 2022. The regulations are very flexible in order to meet the different needs of employees as well as those of internal and external customers.

Mobile working at Linde MH is organized differently depending on country-specific requirements and regulations. Fenwick-Linde in France, for example, has a collective agreement on teleworking and a flexitime scheme with the option of taking half a day off per month. In addition, employees can access psychological support from an independent expert. People with disabilities get an extra day off and parents are entitled to leave when their children are ill. There are similar agreements in place in the UK, and these are set to be expanded in the future. Parents of children up to the age of eight and carers can apply for leave days under a collective agreement. During the summer vacation, the company offers funded childcare.

In Germany, all employees at the headquarters and the production site in Aschaffenburg-Nilkheim have the option of registering their children aged between three and twelve with the "Sommerkinder" (Summer Children) program during the Bavarian summer vacation. A varied program of activities, including field trips, is offered for the children throughout the vacation period from 7:30 a.m. to 5:00 p.m. and is supervised by educational professionals. The flexible booking options during the vacation make parents' lives a lot easier and help them to balance their work and family life. The costs are borne by the former recreation allowance, so only the children's meals need to be paid for by the parents themselves.

To support a healthy work-life balance, Linde MH Germany is committed to the following principles, among others:

- "We encourage part-time work."
- "We offer flexible working hours."
- "We prioritize family-friendly meeting times."
- "We grant leave during school vacations."

In addition, a co-creation office space planning concept with desk sharing was introduced at the Aschaffenburg headquarters in 2023. The aim is to create a modern working environment that responds to a range of business needs. These range from focused content development tasks to interdisciplinary idea-sharing sessions driven by inspiration and creativity. The aim is also for the office to become even more of a place where employees can socialize and learn from each other.

Compensation and Additional Benefits

The entire workforce is compensated fairly in line with market conditions and performance. Compensation is reviewed annually and adjusted as necessary to reflect individual performance and qualifications as well as potential changes in conditions. Linde MH compensation models vary depending on national labor market conditions and legislation.

Employees covered by a collective bargaining agreement

2024	2023	2022
76%	73%	73%

Collective agreements govern wages and salaries in many countries and for large parts of the workforce. The minimum wage requirements are always observed. As many employees are highly qualified, however, remuneration is usually significantly higher than the prescribed level. Depending on the local situation, employees' remuneration may be supplemented with additional benefits, including pension plans, insurance policies, and healthcare cover.

The principle of equal pay for equal work applies, irrespective of gender. Equal pay is regularly assessed at Linde MH. For example, Linde Material Handling Schweiz AG has been awarded the Fair-ON-Pay+ certificate. The Fair-ON-Pay process uses the equal pay analysis tool Logib, which is recognized in Switzerland, to determine whether the current Swiss requirements for equal pay are being met. The results are supplemented with clear and meaningful evaluations and concrete recommendations for specific improvements.

Psychological Support

In times of significant social upheaval, personal and professional problems can also multiply. These are increasingly being reflected in the workplace, but can rarely be solved there. The issues range from excessive debt, personal stress, grief, and addiction, to burnout, mental underload, professional conflicts, and a loss of work-life balance.

The Employee Assistance Program offers all employees in Germany professional help in almost all circumstances by telephone, online, and in person. This service is available in various languages, around the clock, and 365 days a year, and all employees can use it anonymously without the company being informed. Linde MH covers the costs of the advisory service.

In addition, a "Stressless" toolbox comprising various measures was created in 2023 to support employees in their everyday lives. Including information on what causes stress and guidance on how to reduce it, as well as extensive seminar and advisory services, these measures help employees to approach their duties with a cooler head, to find resources they can draw on, and to reduce stress. Managers are also supported in this area: An external service provider held a series of informative presentations for executives in 2023. There were also courses on the topic of "healthy leadership" in 2024. The aim was to improve executives' health knowledge so that they can recognize early warning signs in themselves and their employees, and act accordingly as well as to support them in reducing mental stress. A crucial aspect is focusing the conversation on employees as an important part of the company to ensure successful collaboration in all matters and to protect employee health.

Feedback

Employees usually receive feedback on their work primarily from their supervisor. However, 360° feedback at Linde MH also includes the perspective of colleagues and—in the case of executives—their employees by involving these individuals in a structured process as feedback providers.

Percentage of all sites that have received regular performance and career development reviews

2024	2023	2022
90%	86%	85%

Constructive Collaboration

The Linde MH management and works council meet regularly to discuss day-to-day matters. The European Works Council, which represents the interests of the workforce across the EU on cross-country issues, holds regular meetings with the KION Group Executive Board. The aim of these meetings is to establish a cooperative relationship with trade unions and those representing the interests of employees.

Percentage of sites where over 75% of employees have local trade union representation

2024	2023	2022
59%	56%	59%

The KION Group also conducts the KION Pulse global employee survey once a year. In total, 83 percent of all employees took the opportunity to give their feedback in 2024. The results help the company to ensure that it is taking the right action to further improve employee engagement and motivation, which in turn ensures sustainable growth for the Group.

Training and Further Development

Employee development is a top priority in Linde MH’s HR strategy. Group companies cooperate closely on talent management matters and on training and development programs. The Organization Capability Talent Review (OCTR) process supports this goal. OCTR is an integrated process of performance, talent, and succession management that supports all employees throughout the company.

The identification and development of talent and succession planning enables the Group to offer employees more opportunities for further development. The development programs cover all employment groups and include everyone from talented junior staff to experienced executives.

Numerous courses on methodologies, soft skills, foreign languages, and specialist topics are offered as part of these programs, and are designed to help employees quickly and efficiently adapt to new requirements. Workday also rolled out further training functionalities with LinkedIn on May 6, 2024. This provides Linde MH employees with thousands of individual training opportunities. The online tool gives almost all employees access to courses, videos, and files as well as their own learning history. They are also able to suggest new topics. LinkedIn Learning sets the standard in online learning and offers an extensive digital library with countless courses in technical, business, software, and creative fields.

Percentage of employees across all sites that completed professional training relevant to their role or skills

2024	2023	2022
100%	98%	100%

Diversity

Diversity, equality, and inclusion are an integral part of HR work at Linde MH. Everyone deserves the same opportunities to realize their potential and grow professionally. It is important to respect the dignity of all people and to value employees regardless of gender, sexuality, ethnic or religious affiliation, age, cultural background, or other characteristics. Rules and guidelines have therefore been established that make it clear that discrimination, bullying, and harassment have no place in the company. Misconduct is always sanctioned, like any other violation of the KION Group Code of Compliance. This approach is in step with the values of “courage,” “integrity,” and “collaboration,” which are crucial to ethical action in the entire company group.

Anyone who experiences or observes discrimination, bullying, or harassment is encouraged to contact the Linde MH Compliance Committee. This independent body receives and investigates reports and provides support and assistance to anyone affected. Its main aim is to create a “speak-up culture” for all employees, leaving no room for discrimination. All employees are encouraged to report incidents and stand up for each other.

The Compliance Committee supports and advises employees concerned throughout the processing and investigation of the report as well as after this process has been completed (for example, by arranging psychological support). The committee maintains regular communication with the HR department throughout the process. It recommends disciplinary measures where necessary and coordinates communication and any training measures. This topic is also addressed during annual mandatory compliance training on respect in the workplace and measures combating discrimination and harassment.

Total cases of discrimination

2024	2023	2022
0	0	0

The elected works council is also available to support those affected or to help them assert their rights. Of course, the official KION Group reporting channels are also available to all employees. These include the anonymous whistleblowing hotline.

Linde MH employees came together in Aschaffenburg during a day of action to form a human chain as a symbol of respectful cooperation in everyday working life. They also signed a truck from the yard fleet that had been painted with the word “respect” as part of the event—and this truck has been visibly present at the plant ever since.

Awareness Month

As a cross-functional committee at the KION Group made up of executives from all Group companies, the remit of the Diversity & Inclusion Council is to define, implement, and review the success of sustainable measures aimed at promoting diversity, inclusion, and equality. One of its first initiatives was the KION Diversity & Inclusion (D&I) Awareness Month. Throughout this month, the main focus is on celebrating differences, creating an inclusive and respectful workplace culture, and supporting justice and fairness for all. All employees are invited to get involved and to learn more about the topic—whether that is by attending the keynote presentations rolled out worldwide or by participating in one of the many local activities organized—or even by arranging an activity themselves. All participants are also encouraged to share their experiences and ideas with their colleagues on social media using the hashtag #KIONisdiverse.

Various activities took place as part of the awareness month in June 2024 at Linde MH in the Aschaffenburg plant and at the KION Group head office in Frankfurt am Main that encouraged more openness and diversity in the company. Interactive workshops were held with the following areas of focus:

“From awareness to action: Turning prejudice into inclusion”: The focus here was on concrete steps that employees can take to break down prejudices and create a more inclusive environment.

“Belonging beyond the basics: Cultivating real connections”: The aim was to learn about the elements that contribute to a real sense of belonging and to cultivate connections between colleagues through team-building activities and giving back to the community.

Increasing the Proportion of Women

Linde MH, just like the rest of the companies in the KION Group, aims to increase the proportion of women in the company. To that end, a new social media campaign aimed specifically at women was launched in 2022. The campaign aims to increase interest in technical professions among women and raise awareness of the importance of gender diversity in this field.

In addition, the Female Mentoring Program—a platform that fosters a mutual exchange of knowledge and experiences—provides targeted support throughout the Group for colleagues who are in management positions or are planning to take on a management role in the near future. Mentees on the program have the opportunity to gain new perspectives and develop both personally and professionally aided by personal support and advice from a trusted mentor.

Percentage of female employees

2024	2023	2022
18%	18%	17%

Accessibility

Everyone should have the opportunity to realize their potential at work. That is why Linde MH is constantly striving to create an accessible working environment. The internal representative body for employees with disabilities represents the interests of severely disabled employees vis-à-vis the employer and provides them with support and advice. It ensures that the applicable regulations for severely disabled people are met and applies for appropriate measures from the responsible internal or external bodies. The body also receives suggestions and complaints and works to resolve them within the company.

For example, it makes sure that the recruitment process is barrier-free and examines how individual positions can be adapted to specific needs. In addition, processes have been put in place to ensure continued employment in the event of constraints and to facilitate reintegration into the workplace.

In France, for instance, Fenwick-Linde has been promoting the employment of people with disabilities for 12 years. In addition, where possible, contracts are also awarded to organizations that operate sheltered workshops. Guidance on working with people with disabilities has now also been drawn up with the aim of combating stereotypes and raising awareness among managers.

Human Rights

The KION Group introduced its International Minimum Employment Standards (MES) Policy in 2014. Among other things, these minimum standards ensure that universally recognized human rights and the ILO (International Labour Organization) Core Labor Standards inform all our employment relationships. It is essential that we scrutinize our own conduct, identify potential risks for employees, and monitor compliance with the standards we have set for ourselves. To this end, the Group employs various monitoring mechanisms, such as checks on personal data and requested information; surveys conducted as part of audits by the Group’s internal audit department; and checks on information submitted via the KION compliance management system and the whistleblower hotline in particular. All employees and individuals, both within and outside of the company, are expected to report compliance-related matters and cases of non-compliance, including child labor, slavery, and human trafficking. In 2024, mandatory e-learning was also introduced for all Linde MH employees worldwide. The main topics addressed were “Health and Safety,” “Fair Remuneration,” “German Supply Chain Act,” and “Reporting Violations.”

Linde MH always checks the age of applicants before they are hired by obtaining their social security number and thus their age. Linde MH also has training and workplace safety teams in place to look after young employees.

School-age employees

2024	2023	2022
0	0	0

Independent auditors review the sustainability report and data at the KION Group level every year. They also perform on-site inspections at different locations each year to verify that the data are correct and that all regulations are being observed. All sites conducted a human rights audit during 2024.

Cases of forced or compulsory labor

2024	2023	2022
0	0	0

Health and Safety

HEALTH AND SAFETY



A good job needs to be secure, and with this in mind, a Group-wide KION HSE standard was introduced in 2018. This standard provides the basis for uniform requirements and processes within the Group. Additional HSE regulations have been specifically set out for the legal entities as well as the sales and service companies. The regulations take into account work-specific and regional circumstances and are continuously adapted to new conditions.

At Linde MH, these Group-wide standards provide the basis for the guidelines on how HSE is to be implemented at the operational level. Not only do these detailed regulations meet legal health and safety requirements, they often go above and beyond. This is because Linde MH is committed to creating the safest-possible working environment for its employees, while at the same time minimizing its environmental impact.

Health and safety is part of the corporate strategy. This also applies to external companies that work for Linde MH. It is important to ensure that their activities are managed in such a way to provide safe conditions for external and in-house employees as well as visitors to Linde MH, and to ensure that applicable safety regulations are observed.

Health in the Workplace

Employee health is always a top priority at Linde MH, so a wide range of measures are taken to promote awareness of a healthy lifestyle. As well as providing health-related information, many sites offer preventive health checkups, dietary advice, and vegetarian dishes in the canteen.

All employees have access to the “mein EAP” platform, which provides free and confidential advice and assistance to employees. This service includes solution-oriented support in overcoming crises, referrals to other institutions such as doctors, psychotherapists, counseling centers, and authorities, and face-to-face or telephone consultations.

Safety: Prevention Rather than Reaction

Regular and detailed risk analyses are conducted for all Linde MH workplaces, including both internal production and office facilities and the external working environments encountered by service technicians at customer premises. The aim of these analyses is to ensure that employees come to work healthy and return home healthy—without suffering any occupational health issues after the end of their careers.

A site-specific HSE risk assessment was carried out for the first time in 2017. The assessment looked at the focal points of activity on site, existing facilities, and the management system in place. Based on these factors, the KION Group—including Linde MH—is classified as medium risk in terms of HSE across all industries. This one-off assessment has since evolved into an ongoing tracking process, with the aim of continuously updating the risk assessment criteria and carrying out high-impact assessments for new sites.

Part of this risk assessment also involves evaluating mental stress in the workplace. This is done by completing a systematic questionnaire, which assesses the risks to employees’ mental health due to stress, mental fatigue, monotony, mental saturation, and emotional exhaustion to determine concrete actions needed to improve the situation.

Percentage of sites subject to a risk analysis

2024	2023	2022
95%	92%	89%

Handling Working Materials and Hazardous Substances

Special care must always be taken when handling hazardous substances. An interdisciplinary hazardous substances committee therefore monitors all listed working materials along with their safety data sheets, legal aspects, and application methods. This body also encourages their replacement with less harmful substances where necessary, defines protective measures, and is responsible for the approval of new substances.

All employees who work with a hazardous substance and all persons who may come into contact with hazardous substances are informed verbally about the hazardous substances and the correct, safe procedures for handling these substances at least once a year. This includes potential hazards, protective measures, rules of conduct, as well as emergency measures, and may be supplemented by practical exercises. If a health and safety hazard cannot be eliminated by technical or organizational measures, the use of personal protective equipment is required.

Emergency Management

How employees respond to an emergency situation (such as an accident, fire, or other unforeseen event) has a significant bearing on the incident outcome. For this reason, Linde MH has introduced a process that ensures an appropriate, rapid, and organized response.

Up-to-date emergency plans are therefore available at all sites. These plans set out the most important information needed in an emergency in bullet point format, and are displayed in a clearly visible location, such as near the entrance or next to the fire extinguishers. Site management is responsible for preparing these plans, and is supported in this task by their safety specialists and—if available—the fire protection officers.

Accidents and near-accidents are recorded and carefully analyzed at all sites using various tools. In Switzerland, for example, a special reporting app has been introduced to learn from unsafe or dangerous situations. Employees can use this app to report risk situations online so that appropriate preventive measures can be taken to prevent them arising again in the future. The reported situations and the countermeasures taken are available on the Intranet and can be viewed by all employees.

As well as preventing adverse effects for the company, this can have a positive impact on the public perception of the company and its relationships with customers, suppliers, investors, and employees. In this way, Linde MH creates trust and is able to mitigate the negative impacts of an incident that could affect any site and any employee.

Training

Regular training and instruction in occupational health and safety ensures employees and designated individuals (for example, first responders and fire safety officers) are able to respond quickly and appropriately in hazardous situations. All conceivable company-specific incidents and scenarios must be covered.

New employees must complete workplace- and job-specific training on hazards that could arise as well as protective measures and appropriate conduct in case of an emergency before starting work and at least once a year thereafter. The precise nature of this training depends on the respective requirements.

The respective manager is responsible for providing the safety training, which includes the following topics:

- safety-related responsibilities of employees and managers
- conduct in an emergency (emergency call, escape routes, assembly point, etc.)
- procedure for reporting accidents in the company
- emergency contact information
- first aid and emergency equipment
- procedure and equipment in the event of fire
- general, company-specific safety precautions
- smoking and alcohol policy
- use and availability of personal protective equipment
- safe handling of hazardous substances
- safe use of machines, cranes, and forklift trucks
- the company's environmental requirements
- potentially explosive atmospheres
- carrying out manual activities
- wellbeing and hygiene
- safe use of tools and portable electrical equipment
- safety awareness, performance incentives, and behavior-based training.

As part of the Group-wide training program for HSE specialists and executives, a comprehensive training package promoting a more proactive approach to HSE has been offered for the first time. Additional training should also be conducted as and when needed—especially after (near) accidents. Any employees who miss a session must make up the training at the earliest opportunity.

Percentage of sites where employees have received health and safety training

2024	2023	2022
100%	100%	100%

Field Service and Management of External Companies

Customer service employees ensure that Linde forklift trucks are always ready for use. Repair and maintenance work is often carried out directly on customers’ premises. To ensure optimal occupational health and safety for employees when working off-site too, the Service Compendium and the Linde Service Guide summarize key aspects and guidelines for safe off-site work and provide specific advice for practical implementation at the customer. Besides creating safe working conditions, they also address the ergonomic design of workplaces and service vans.

External contractors are required to inform their employees and any subcontractors about the regulations set out in Linde MH’s HSE information sheet before starting work at a Linde MH plant. Whenever there is a change in personnel, supervisors must also inform new employees about the specific requirements applicable to the work or construction site before starting work, then regularly thereafter and in any case at least once a year.

Occupational Health and Safety Key Figures

The key figure associated with the sustainability target of reducing the number of occupational accidents and lost time due to accidents with lost time greater than one day is the Lost Time Injury Frequency Rate (LTIFR¹). Going forward, the aim is to reduce this limit and hence the accident frequency by at least 5% a year.

LTIFR (Lost Time Injury Frequency Rate¹):

2024	2023	2022
6.9	8.9	9.5

[1] Number of accidents per one million hours worked that resulted in an employee being off work for at least one day

LTI (Lost Time Injuries²):

	2024	2023	2022
Employees incl. trainees	163	201	208
Employees on a fixed-term contract	107	13	13
Contractors, guests, other	5	5	5

[2] Number of workplace accidents that resulted in an employee being off work for at least one day.

The KION Board OHS Award was created to recognize sites that demonstrate outstanding achievements in health and safety management. At the same time, the aim is to foster a culture of best practice and continuous improvement and raise awareness of occupational health and safety (OHS) throughout the Group. By promoting the sharing of knowledge between the sites, the award also serves as a platform for the transfer of specialist knowledge and best practices, thus helping to create a safety-oriented culture in all organizational units. Winning this award not only strengthens stakeholder confidence, but also underlines a site's commitment to robust OHS management systems.

Percentage of sites with an official joint health and safety board

2024	2023	2022
85%	88%	88%

Audits and Certifications

HSE certifications ensure that all relevant HSE data is available in the required quality at all times so that corrective action can be taken quickly if necessary. Feedback from the certification and audit process also provides valuable strategic insights that help inform future actions and initiatives. Under the KION Group’s current strategy, all sites are to be certified in accordance with ISO 45001. However, executives should be aware that this certification requires a higher standard than that specified by local legislation.

Percentage of sites certified in accordance with ISO 45001

2024	2023	2022
99%	91%	82%

Regular HSE audits are also essential for the local organizations, as they examine the HSE management system at different intervals. These audits also ensure that all elements of the HSE system are observed on site. Internal audits are carried out regularly—on at least a quarterly basis—by a qualified individual.

Environment

ENVIRONMENT



Certified Environmental Management

As part of its HSE management, Linde MH strives to minimize the impacts it has on the environment. In particular, the company aims to use resources responsibly and consistently reduce its local environmental impact. To do this, Linde MH pursues an indicator-based approach, focusing on energy and greenhouse gas emissions, water, and waste.

The company's integrated management guideline "Quality – Health and Safety at Work—Environment—Energy" requires the management and all executives to ensure processes and production operations are environmentally friendly and energy efficient. Waste is also to be avoided wherever possible, and natural resources such as water, soil, and raw materials used in a sparing and responsible way. In addition, the guideline requires and promotes efforts to avoid or decrease the release of emissions into the air, water, and soil as well as active steps aimed at reducing greenhouse gas emissions generated by business activities.

Some Linde MH sites are developing specific strategies to take local conditions into account, in addition to KION's Group-wide HSE standard. To support these efforts, an HSE officer has been appointed for each national subsidiary.

A key sustainability target in the corporate strategy is for all sites to obtain the ISO 14001 (environmental management) certification by 2024. Regular audits provide transparency regarding sustainability performance as well as the basis for continuous improvement in this area.

Percentage of sites certified in accordance with ISO 14001

2024	2023	2022
99%	94%	85%

Energy

Since 2020, all Linde MH plants in Germany have been procuring their electricity exclusively from renewable sources. In addition to the environmental benefits, switching to green electricity has also generated significant cost savings. The sites in Germany and the Czech Republic are leading the way in this respect and demonstrating that the use of renewable energies can make both environmental and economic sense.

The German production sites and other Linde MH sites in Germany and abroad are certified in accordance with ISO 50001 (energy management) and are regularly reviewed as part of the current certification cycle.

Certification supports continual improvements in the area of energy efficiency, and the warehouse technology plant in Châtellerault is a prime example of this. This plant’s building technology makes it possible to determine lighting and heating operating times based on the outside temperature or sunlight, which generates significant energy savings. The team in Châtellerault initiated the ISO 50001 certification process back in 2013, and it was completed in 2015. This makes the plant a pioneer in the KION Group.

At new Linde MH sales and service locations, appropriate technical standards for construction and building technology help to save energy. These include—for example, at Willenbrock Fördertechnik in Burgwedel—energy-efficient façades and alternative heating systems (such as air source heat pumps), LED lighting with daylight control, green roofs, insect-friendly systems, and preparations for the installation of photovoltaic systems.

There are numerous other examples of energy savings achieved through process optimization in the company:

- Thanks to a precise process analysis, significant energy savings have been achieved on the powder painting line at Linde MH's largest plant in Aschaffenburg. Some 20 fans and four cooling towers were being used to provide the mast cooling for the line. The process analysis showed that there was no need for this many resources and that the energy consumption was therefore too high. By optimizing the cooling zones, one cooling tower and four fans could be switched off, resulting in energy savings of approximately 25% for this process.
- Own renewable energy production at Linde MH Ibérica Spain: The installation of 252 solar panels on the roof in conjunction with two inverters with remote control and monitoring has generated savings of 380,000 euros and around 10.5 metric tons of CO₂e annually.
- By switching from a mix of energy sources to 100% renewable energy, Jetschke Industrie in Germany has achieved annual savings of 1,100 euros and 19 tons of CO₂e.
- Reducing compressed air leaks cuts energy consumption: Leaks lead to higher energy consumption and higher costs, which should be avoided for economic and environmental reasons. A single one-millimeter leak costs around 500 euros per year due to wasted energy. That is why the team at Linde MH Aschaffenburg meticulously searches for and eliminates leaks in the compressed air network, for example by replacing maintenance units, tools, shut-off valves, vents, or porous compressed air hoses.

Energy consumption (GJ):

	2024	2023	2022
Total energy consumption, direct and indirect	1,109,815	1,107,453	1,079,340
Direct energy consumption	830,746	826,270	812,178
Diesel, non-renewable	357,552	358,726	332,040
Gasoline, non-renewable	33,870	28,874	27,011
Ethanol, non-renewable	34	34	20
Heating oil, non-renewable	17,307	2,299	6,371
Hard coal, non-renewable	91	92	83
Coking coal, non-renewable	153,045	162,344	141,279
Natural gas, non-renewable	249,698	249,476	280,223
Compressed natural gas, non-renewable	2,223	5,811	7,124
LNG, non-renewable	37	36	18
LPG, non-renewable	10,741	13,850	14,074
Other direct energy consumption, non-renewable	0	20	0
Bioethanol	560	400	0
Wood chips, renewable	4,006	–	3,455
Hydrogen, renewable	8	3	0
Self-generated solar elect., renewable	1,575	1,042	477
Indirect energy consumption	279,069	281,183	267,162

Electricity	267,572	272,388	258,485
Heat	11,497	8,795	8,677

Water

Linde MH and its production facilities are based in regions with sufficient water supplies and good local infrastructure. The company makes sure that all facilities on its premises comply with the applicable safety and environmental regulations and are regularly checked to ensure that they are in good working order.

Measures have been taken at the plants to reduce water consumption, such as the instruction to wash company vehicles only when necessary. Existing plants and equipment are updated whenever buildings are renovated or facilities are upgraded or installed:

- The powder painting line at the Aschaffenburg plant has been at the cutting edge of technology since 2019. The process is fully automated and can completely eliminate pollution, volatile organic compound emissions (VOCs), and the need for water treatment thanks to the technologies in place. Solvent emissions alone have fallen by almost 25 tons per year.
- At the Weilbach production site, a special sweeper has been commissioned to clean outdoor areas on a daily basis. The machine is equipped with effective filters that have resulted in significant reductions in dust emissions during the sweeping process. Moreover, the super quiet machine needs only 40% of the water volume used by the previous equipment and is more energy-efficient.
- At the same site, closed cooling circuits are used for sand conditioning and in the cupola furnace to reduce water consumption. In these systems, the main aim of coolant treatment is to prevent corrosion by means of softening or desalination and chemical dosing. This means that water is rejected only when the salt content reaches a certain level.
- Willenbrock Fördertechnik conserves water by using a cistern to collect rainwater. With a capacity of 20,000 liters, it can collect a large amount of water when it rains, which is then used to flush toilets in the building and irrigate green outside spaces.
- At the Barcelona site, a washing plant with water treatment has been installed to reuse water and keep water consumption to a minimum.

Linde MH's business activities have only a very minor impact on water quality, so apart from the use of light liquid separators, there is no need for any further pretreatment of wastewater prior to disposal. Nevertheless, Linde MH has its wastewater regularly monitored by external analyses, which are in turn monitored through internal reporting processes that record volumes and treatment methods. Water withdrawals and wastewater are regularly monitored by means of monthly sampling and analyses, for example.

Key figures on water withdrawal and wastewater can be found in the table.

Water withdrawal (m³):

	2024	2023	2022
Total quantity of water withdrawal	140,895	146,211	140,942
Ground water	9,742	11,206	9,575
Municipal water supply	130,807	135,005	131,367
Water withdrawal from other sources	346 ¹	–	–

[1] Surface water

Climate Protection

The efforts being made worldwide to limit global warming and tackle the associated challenges require proactive, future-oriented action to protect the climate—including from Linde MH and its partners. In addition to its own direct activities, the KION Group works closely with its customers, suppliers, and business partners in various areas such as energy consumption, resource efficiency, the reduction of GHG emissions (greenhouse gases), and adaptation measures.

The KION Group's climate and energy management policy is based on the Paris Agreement adopted at the United Nations Climate Change Conference in 2015. After setting initial climate targets in 2018 and carrying out a comprehensive strategy review starting in 2021, the KION Group made a public commitment in 2023 to achieve net-zero greenhouse gas emissions across its entire value chain by 2050 at the latest. The Science Based Targets initiative (SBTi) has officially recognized the KION Group's short-term climate targets and net-zero target for 2024 (see table "Group-wide Targets" on page 7).

The strategy takes into account carbon dioxide (CO₂), which makes up the largest share, but also other greenhouse gases such as methane, nitrogen oxide, hydrofluorocarbons, sulfur hexafluoride, and nitrogen trifluoride where possible and relevant. By setting these targets, the Group is also preparing for new regulations such as the European Green Deal and the EU Taxonomy.

The KION Group has set up a comprehensive climate management system to manage its GHG emissions and energy use, including the use of renewable energies, effectively and efficiently. This system covers the Group's own operations as well as other parts of the value chain, from production through use and reuse at the end of the present product life cycle. The internationally recognized rules of the Greenhouse Gas Protocol serve as the basis for the calculation and presentation of data on GHG emissions.

The KION Group is working on a comprehensive transition plan for climate protection, which is expected to be completed in 2025. This plan will build on existing feasibility studies and form the basis for future climate protection measures.

Greenhouse gas emissions (kg CO₂e):

	2024	2023	2022
Scope 1, market-based	59,591,215	59,648,143	57,728,410
Scope 2, market-based	3,189,102	5,438,293	5,557,200
Scope 3.3 ¹ , location-based	17,426,550	16,392,208	15,626,026
Total emissions	80,206,868	81,478,644	78,911,636

[1] Indirect (upstream) fuel and energy-based greenhouse gas emissions

CO₂ Compensation via Certificates

In addition to the company's own emission reduction measures, compensating for unavoidable emissions with climate protection certificates is another way to effectively mitigate climate change. Thanks to this approach, Linde Material Handling (Schweiz) AG has been delivering equipment to customers in Switzerland in a carbon-neutral way since July 2022, making it one of the first intralogistics companies to offer climate-friendly transportation. The company works with Swiss Climate to purchase emission certificates and support selected climate protection projects.

Thanks to these efforts, Linde Material Handling (Schweiz) AG has successfully offset 32.4 tons of CO₂ via a climate protection project. The supported project generates renewable energy from sawdust produced during the production of raw material for paper manufacture. The sawdust is reused as biomass to produce water vapor, which in turn serves as the energy source for the production of raw material. This regenerative system therefore enables fossil energy sources to be replaced as a heat source. The biomass project is one of the only climate protection projects in Europe to have been awarded Swiss Climate's "Gold Standard."

All German companies in the Group also offer their employees the opportunity to use a portion of their gross pay to lease a bicycle, which they can then use outside of their commute as well. By offering this scheme, Linde MH is responding to the wishes of many colleagues while at the same time promoting sustainable mobility. Furthermore, new company car regulations are now in place at Linde MH Nordic Markets (Denmark, Sweden, Norway) meaning that only hybrid and purely electric cars are permitted.

Other Monitored Emissions

Linde MH buildings are usually located in industrial areas where no residents live. Ongoing checks and measurements have shown that noise barriers are not needed. However, the company does employ internal noise protection measures, such as enclosures for the relevant work areas, roller shutters in workshops, and personal protective equipment.

Linde MH has systems for filtering exhaust air—such as exhaust gases, paint, and welding fumes—at many sites as well as dedusting systems in trucks. Highly effective filter systems are installed in the foundries in particular to minimize the release of fine dust into the atmosphere and environment. Where emissions are generated by painting and heating systems, Linde MH uses highly effective combustion processes that minimize pollutants in the gases emitted into the atmosphere and feed the heat generated back into the buildings or manufacturing processes.

Other airborne emissions monitored in kg

	2024	2023	2022
Total quantity of other significant air emissions	95,475	134,012	119,406
Carbon monoxide (air emissions, CO)	19,571	18,347	11,034
Nox	20,286	18,318	18,097
Sox	5,095 ¹	34,009	34,068
Volatile organic compounds (VOCs)	40,749	41,425	36,836
Fine dust (PM)	3,505	3,492	3,389
Other airborne emissions	6,269	18,421	15,982

[1] SOx values have been based on a new measurement method since 2024

Resource Efficiency

Linde MH has introduced resource-saving measures at nearly all of its sales and service entities—including opportunities for truck refurbishment, return systems for batteries, and partnerships for the return and recycling of tires. The refurbishment process extends the service life of forklift trucks and improves material efficiency and the environmental balance, such as their carbon footprint, energy consumption, and VOC emissions. This significantly reduces the overall demand for energy and raw materials, as well as the amount of waste generated.

The mixed production line in Aschaffenburg, where several different truck models are assembled on the same line, is another example of how the company is using resources more efficiently. As well as offering economic advantages, this production method is also extremely beneficial from an environmental perspective: The smaller production area reduces the need for raw materials and energy for the construction, operation, and maintenance of the infrastructure. The level of automation in production was also increased in the case of forklift trucks built on the mixed production line, for example through robotic welding. This not only has environmental benefits, such as reducing power peaks, but also health benefits, as employees in many areas are no longer directly exposed to the hazards of the welding process, such as heat and smoke.

Making the most economical use of resources has become the established approach at the Weilbach site, too: Parts that are indispensable for all forklift trucks have been cast here since 1975. The team at the foundry produces counterbalances that are made entirely from melted scrap from all over Europe and are assembled in Aschaffenburg. Depending on the product line, a counterbalance can weigh between 700 and 3300 kilograms.

Replacing critical or hazardous substances with less critical ones is also an important aspect of responsible resource management. This applies both to raw materials and to operating materials that are required for production but do not form part of the end product. For example, the hazardous substance methylene chloride, which was commonly used to clean paint spray guns, has been replaced with a less dangerous substance in recent years. A less hazardous product is also being used to rinse painting facilities.

The careful use of resources also requires the careful disposal of waste. Linde Pohony in the Czech Republic, for example, uses waste compactors that are suitable for plastic and paper waste. They reduce fuel consumption and CO₂ emissions because there is less waste to dispose of. In addition, they are covered to prevent rainwater from becoming contaminated.

In France, Fenwick-Linde stopped sending industrial waste to landfill in February 2023 and is working with the waste-to-energy plant in Limoges to recycle all of its waste. The material is recycled in a combustion plant, and the heat generated is converted into electricity via a turbine and fed into the grid.

Our headquarters in Aschaffenburg and production plant in Nilkheim are also reducing their waste in another specific area. With RECUP and REBOWL, a system with more than 13,900 takeout and return points, the company avoids 30 kilograms of waste a day while saving 30,000 euros every year.

Waste (metric tons):

	2024	2023	2022
Hazardous waste for disposal	2,503	1,668	1,996
Incinerated	423	675	961
Sent to landfill	599	511	543
Other disposal methods	1,482 ¹	482	492
Non-hazardous waste for disposal	2,379	3,150	2,018
Incinerated	1,492	1,817	360
Sent to landfill	428	802	1,048
Other disposal methods	459	530	611
	2024	2023	2022
Hazardous waste for recovery	6,603	5,534	5,365
Recycled	4,872	4,550	4,519
Prepared for reuse	922	646	521
Other recovery methods	809	338	325
Non-hazardous waste for recovery	30,700	28,177	54,285¹
Recycled	16,641	24,326	50,123
Prepared for reuse	2,940	3,532	3,810
Other recovery methods	11,119 ²	319	353

	2024	2023	2022
Hazardous waste	9,106	7,202	7,361
Non-hazardous waste	33,079	31,327	56,303
Total waste for disposal	4,882	4,817	4,014
Total waste for recovery	37,303	33,711	59,649 ¹

[1] Increased waste volumes due to a technical defect and construction-related waste disposal

[2] Changed data collection in accordance with waste disposal reports

Collective Effort

The mandatory annual HSE training also covers topics relating to the company's environmental, climate, and energy management, such as energy and water consumption, waste separation, and climate risks.

Percentage of sites where employees completed training

2024	2023	2022
95%	98%	93%

The numerous environmental protection campaigns organized over the years are a testament to the company's success at raising employee awareness of environmental issues:

- Every year at Easter, the "Recycling Bunny" visits employees in Switzerland with ideas, tips, and suggestions relating to sustainability and health. The more that is recycled, the less needs to be produced. As well as preventing huge amounts of emissions from being released into the atmosphere, this will also conserve a lot of natural resources.
- A green roof has been installed at Willenbrock Fördertechnik specifically to protect bees and insects. The 1,087 m² roof of an office building has been planted with grass, shrubs, and flowers to provide a source of food for bees and other insects. Green roofs like this not only promote local biodiversity but also improve air quality, lower the ambient temperature, and store rainwater. Going forward, the plan is to install an economically viable number of PV systems covering a total area of 9,304 m² on the hall roof in order to produce renewable energy and reduce the company's dependence on fossil fuels.
- Information on potential ways to reduce energy consumption has been posted in the buildings at Fenwick-Linde's branches in France and this was already generating savings of around 5,100 euros and a reduction of 10 metric tons of CO₂e in 2022.

Idea Management at Linde MH

Idea Management has been an established part of Linde MH for many years now and supports the continuous development of the company through the suggestions provided by employees. Quality standards, productivity, and employee satisfaction are thus improved across the company based on the insights and experiences of the staff as a whole. The aim is to unlock untapped potential and incorporate it into the continuous improvement process for the entire product and service portfolio. This also includes production and work processes as well as working conditions, including occupational health and safety and environmental protection. Ideas for improvement are assessed by an expert from the relevant department using defined evaluation criteria and rewarded based on the resulting score.

As part of the idea management's environmental sustainability campaigns, employees submit their ideas on how Linde MH can become more sustainable. Questions include, for example: How can we reduce our energy consumption? How can we save on raw materials and components, or re-use them more effectively as part of a closed-loop cycle? How can we optimize our supply chains and transport routes to make them more environmentally friendly? And, how can we reduce waste and improve recycling? A panel then selects the ten best suggestions in each case and awards prizes to the top three ideas with the biggest environmental impact. Several ideas that came directly from employees have already been implemented at Linde MH.

One of these ideas is to use reusable packaging on short transport routes: While products from the warehouse were previously sent to the plant in Aschaffenburg in the same sized boxes with filling material, reusable crates in different sizes are now used for these deliveries.

Another employee's idea to switch from using disposable aerosol cans in quality assurance to ones that can be refilled and thus reused has also been implemented to positive effect. At the plant in Aschaffenburg, around 3000 to 4000 of these cans were consumed every year. The changeover to the new cans has reduced the amount of waste generated and minimized the release of propellant gases such as CO₂ and propane without any negative impact on quality. The aerosols are now supplied in large canisters and transferred to the reusable cans, which can also be operated with compressed air generated using green electricity. This clean energy source improves the overall sustainability of processes and reduces dependency on conventional fossil fuels. Following a successful trial phase at the plant in Aschaffenburg, the reusable cans are also being used at the plant in Stribro, while potential applications are currently under review at the plant in Kolbaskowo and Willenbrock Fördertechnik.

In addition, a sensor-based analysis of the compressed air network has been carried out based on an idea submitted during the campaign. This analysis has allowed us to optimize the network's control system and save 300 MWh of energy annually. Other measures, such as using AI to help detect leaks in the compressed air network, are currently in the works. Linde MH is also taking steps to identify other plants where the efficiency of the compressed air network could potentially be optimized.

By introducing these measures, Linde MH has reduced its environmental footprint and underscored its commitment to using resources in a responsible way. The success of these initiatives provides an incentive to introduce similar sustainable practices at all plants—and thus make a significant contribution to a sustainable future for the company.

Fleet and Transport Management

In terms of the switch to more environmentally friendly drives, the fleet and transport management strategy is to replace the company's own combustion vehicles with electric models. For example, Jetschke Industriefahrzeuge in Germany—a subsidiary of Linde MH—has already replaced two diesel vans with two electric vans and replaced two diesel vehicles with purely electric vehicles plus a further eight diesel vehicles with plug-in gasoline hybrid vehicles.

In addition, the area management plan for service technicians has been restructured at all Fenwick-Linde branches in France in order to optimize the fleet and routes. At Loire Océan Manutention, also in France, route planning has been optimized to achieve a better distribution of customer service technicians' sectors by forming groups of two according to customers and geographical areas.

The use of the new software Area Reform also enabled Linde Magyarország Anyagmozgatási in Hungary to reduce fuel consumption by optimizing the routes and thus the emissions of service vehicles.

Fourteen new EV charging stations were installed at Willenbrock Fördertechnik—eight in Bremen and six in Großburgwedel—to promote e-mobility among employees. The company's vehicle fleet currently consists of 26 hybrid vehicles and two electric vehicles.

Products and Solutions

PRODUCTS AND SOLUTIONS



Performance, efficiency, reliability, user-friendliness, and versatility: That's what Linde MH solutions and services stand for, and that's what customers trust in and are passionate about. Sustainability and the considerate use of resources have also long been part of the company's brand promise. Because true efficiency must consider the total operating costs—and the most economical resource is still the one that's never used. This principle is why Linde MH supports its customers with holistic solutions that help them save energy, reduce emissions, and optimize their environmental footprint.

Product Development

With uniform standards and global coordination of technical activities to shorten the development processes for more product variants, the KION Group's development approach is designed for efficiency. Development projects, initiated by product management in the Operating Units according to customer need, are coordinated and pooled by the Group-wide R&D¹ organization.

The innovative Product Evolution Process 2 (iPEP 2) is the KION Group's framework for product development in the ITS segment. The basic idea is to tailor the process to a specific project. Every project has specific parameters and requirements, such as the need for sustainability, which must be taken into account in project management. The implementation of these requirements is controlled by life cycle management software that organizes the requirements and documents the achievement of targets.

In recent years, the iPEP framework has undergone deliberate and structured further development. Initially, the focus was on establishing a comprehensive product strategy. Building on this foundation, the initiative then focused on refining and strengthening the product development process in order to promote product sustainability to an even greater degree. The current focus is the further definition of specific sustainability criteria that are to be taken into account in this process. The overarching aim is to develop a structured approach that integrates sustainability aspects right from the early product design phase.

In keeping with the overall strategy of the KION Group, prioritizing the energy efficiency and sustainability of its products is also a key aspect for Linde MH. This includes reducing greenhouse gas emissions during the product use phase and increasing the use of recyclable and recycled materials. Linde MH strives to develop environmentally friendly and energy-efficient products and solutions that conserve resources and are cost-effective for customers. To this end, the company opts for eco-friendly materials and ensures that its products are easy to reuse, repair, and refurbish. Moreover, big data analyses make it possible to create product specifications and configurations that forgo unnecessary safety buffers while utilizing the life cycle to the optimal extent.

Linde MH applies agile methods to conduct these analyses. This means that work results are available sooner and goals can be achieved earlier. A high degree of modularity helps to optimize the use of materials and has a positive impact on logistics, production, and service. Intelligent platform concepts are an important element of this approach. For example, the new generation of Linde MH counterbalanced forklift trucks requires fewer parts than its predecessor. This reduces logistics costs, increases efficiency, and, in the medium term, reduces the need for spare parts in service vehicles in operation throughout Europe.

It is also important that the trucks offer maximum driving performance with minimum fuel consumption. All electric forklift trucks developed in the future will therefore be both lithium-ion and fuel cell capable. What's more, with the development of the X models, an electric forklift truck is now available that can replace an internal combustion truck in almost any operation. The KION Group has set itself the goal of making 92% of its portfolio electrically powered by 2027, including battery and fuel cell-powered products. Linde MH contributed to this aim during the reporting year by equipping 90.7% of products sold with an electric drive.

Recognized for excellent performance in intralogistics

In March 2024, Linde MH was awarded first place in the "Industrial Trucks and Accessories" category of the "materialfluss PRODUCT OF THE YEAR 2024" competition. The Linde X35 to X50 electric forklift truck series impressed the specialist panel of judges and received the most votes. This award underlines the significant advances in electric forklift truck technology, which combines high performance with lower emissions. The battery-powered counterbalanced forklift trucks offer the performance, robustness, and comfort required for demanding outdoor applications and at the same time contribute to sustainable intralogistics.

Linde MH also achieved another success with its AI-based solution "Linde Energy Manager", which took second place in the "Logistics and Transportation" category. The aim of the award is to recognize innovations in the logistics and intralogistics sector. The intelligent system optimizes the energy consumption of Linde MH forklift trucks and enables customers to increase their efficiency and reduce their operating costs.

Energy Management

New drive technologies aren't the only way to reduce energy consumption—making better use of energy can also open up significant scope for savings. One of the areas that Linde MH is working on to further improve product efficiency is therefore the development of solutions for the networked control of chargers. The aim of these solutions is to avoid expensive load peaks and to efficiently control the load consumption of the individual chargers. In addition, data-based analysis software enables customers to make all energy consumption in the company transparent, identify potential savings, and purchase energy more cost-effectively based on consumption forecasts. For example, the charging times for the forklift fleet can be adapted to the availability of electricity from the plant's own photovoltaic systems.

With data-supported consulting tools, Linde MH helps customers to find the ideal drive and energy system for their fleet so they can achieve their sustainability targets. Sales colleagues use the Linde Energy Manager, for instance, to record all criteria relevant to the selection of an energy system in collaboration with the customer. Based on this information, the software provides a percentage assessment of which energy solution—diesel, gas or biofuel, lead-acid battery, or lithium-ion drive—is best suited to the customer's operating conditions and aims in terms of cost and sustainability. Expertise and test data from various departments have been used in the development of the software and associated database.

Alternative Fuels and Drive Technologies

Linde MH also offers environmentally friendly alternatives for industrial trucks with combustion engines. As early as 2022, the KION Group received approval to use hydrotreated vegetable oil (HVO) as a fuel in Linde MH internal combustion forklift trucks. Depending on the manufacturer, a large proportion of HVO diesel is produced from renewable raw materials. Customers who use diesel forklift trucks can now fill up with this more environmentally friendly alternative diesel fuel, reducing greenhouse gas emissions by up to 90% compared to conventional diesel.

Energy-efficient lithium-ion batteries are available for the majority of Linde MH's fleet. They offer decisive advantages over conventional lead-acid batteries, including faster charging times and higher charging efficiency as well as a service life that is three to four times longer and a much higher energy content. In addition, the energy efficiency of lithium-ion batteries is over 90%, which enables users to achieve energy savings of around 30% as well as significantly reduce greenhouse gas emissions compared to a conventional battery-charger combination.

hydrogen

At the customer's request, Linde MH offers the factory integration of fuel cells into its industrial trucks as well as the "fuel cell ready" option. The aim is to give customers an environmentally friendly energy alternative by offering forklift trucks with fuel cell technology. If hydrogen obtained from renewable energies is also used, the fleet then operates virtually emission-free and so makes an important contribution to greenhouse gas emission savings. Indeed, Linde MH already has one of the largest fuel cell fleets in use at the production site of a well-known German automotive group.

Refurbishment and Recycling

Linde MH also develops concepts that protect the environment in the phase following the long-term use of its products. As well as producing its own lithium-ion batteries, the company also pays special attention to refurbishment and recycling. After all, what happens to the batteries once the guaranteed charging cycles have been reached is a crucial issue for the future.

This is where Linde MH's return guarantee comes in: The nearest network partner in the country concerned takes back the batteries, thus ensuring that Linde MH fulfills its legal obligation to do so. Linde MH lithium-ion batteries go through a life cycle process with the aim of taking full advantage of the extraordinary lifespan of this technology:

Step 1: Refurbishment

Thanks to lithium-ion batteries' long lifespans, batteries in a certain state of health (SoH) can be cleaned, refurbished, and reused in a new or used truck. Depending on battery usage, this cycle can usually be repeated several times.

Step 2: Remanufacturing

If the used battery no longer meets the requirements for reuse in a forklift truck but is still functional, parts are repurposed for other operations (such as cell modules in stationary operations or reconditioned steel trays for new batteries).

Step 3: Recycling

Once a battery reaches the end of its life, it is disassembled into its composite parts and recycled according to the material. Cells and modules are recycled in a two-stage process and the resources they contain can be recovered. Since 2023, the KION Group has been developing a strategic partnership with Li-Cycle Holdings Corp. in Europe in order to implement recycling initiatives. This partnership enables the Group to send recovered lithium-ion modules to Li-Cycle facilities for processing. During the recycling process, the batteries are shredded, which minimizes impacts on the environment. The recovered materials are then processed to produce resources that can be used in the manufacture of new batteries. In 2024, around 15.8 metric tons of battery modules, which equates to 442 batteries, were returned to Linde MH and went through the company's established life cycle process.

Linde MH also uses a well-established recycling loop for lead-acid batteries in which the manufacturers handle the recycling process.

For several years now, Linde MH has been offering attractive deals on rental and used trucks that reduce costs for the customer while at the same time conserving valuable primary resources. In the reporting year, Linde MH gave a new lease of life to around 30,312 used trucks in the EMEA region², and so is already contributing to the development of a circular economy.

With its "Approved Trucks" concept, Linde MH has replaced the previous "Plus," "Super," and "Ultra" levels with a single high standard of refurbishment. This means that only industrial trucks that have undergone a clearly defined process following the strictest guidelines will be supplied to customer companies. It is important to Linde MH that the used trucks, which are sourced either from the company's own rental fleet or from leasing returns, have a blemish-free history.

The disposal of old forklift trucks is regulated by Directive 2000/53/EC of the European Parliament and of the Council. Linde MH therefore provides detailed information on the disposal of forklift trucks at approved recycling plants.

Life Cycle Assessments

The life cycle assessments (LCAs) prepared for Linde MH products show that the use phase is the main source of GHG emissions if customers use a traditional energy mix. The energy efficiency of the power units is therefore always a key focus, both for internal combustion engines and in the further development of powerful and efficient electric drive technologies.

To ensure consistent and reliable environmental data, the KION Group has invested in robust life cycle assessment methods that serve as a basis for decisions throughout the entire product life cycle. The LCA team provides these assessments to steer internal environmental management strategies and identify opportunities for further emission reductions.

To further improve this process, LCA training courses were offered to employees ranging from executives to technicians in 2024. The training courses covered both theoretical and practical aspects and were aimed in particular at enabling product developers to make informed decisions regarding the design, choice of materials, and durability of components. This is also reflected in Linde MH's efforts to achieve significant savings in Scope 3 emissions as early as the design phase. The KION Group's plant standards pursue the same goal. A further milestone was also reached in the reporting year: The product-related CO₂ footprint of the Linde N20 order picker, SV type 1115 N20, was verified and validated by independent third parties in accordance with ISO 14067 for the first time.

Footnotes:

[1] The KION Group's cross-brand and cross-regional approach to product development is designed to maintain universal standards and ensure international coordination of its technical operations around the globe. Functions such as research and development, procurement, and quality and sustainability management all fall under the remit of the Chief Technology Officer (CTO) of KION GROUP AG

[2] The number stated refers to all used trucks sold, both to end customers and to dealers

Sustainability in the Supply Chain

SUSTAINABILITY IN THE SUPPLY CHAIN



The KION Group has consolidated procurement into a centrally managed global organization that supports the activities of both the Industrial Trucks and Services (ITS) and Supply Chain Solutions (SCS) segments. As part of the CTO function¹, this global procurement organization aims to create value through category expertise and optimized geographic sourcing as well as leverage global synergies and local flexibility to build up a sustainable, scalable procurement base. The goal is to ensure that supplier relationships are well managed and build productive partnerships with other KION Group divisions.

The KION Group has defined global purchasing roles and responsibilities, objectives, models, mandates, KPIs, decision-making bodies, committees, interfaces, and escalation models in order to achieve optimal results, reduce risks in the supply chain, and drive strategic growth and cost savings. Together, these provide the foundation for a targeted global procurement organization that serves the entire KION Group, including its subsidiaries.

Sustainable supply chain management requires an effective governance structure, high levels of process standardization, good quality data, and appropriate and workable policies that are intended to apply across all business units and legal entities within the KION Group. This is ensured by a central supplier sustainability department, which bears responsibility across all organizational units.

It is the duty of the procurement organization to inform all individuals entrusted with procurement activities in the Group of the sustainability standards to be followed when selecting and evaluating suppliers. In order to underline the importance of sustainability across all KION Group organizations, the Group has put sustainability KPIs in place to measure the efficacy of its sustainability strategy. These KPIs also play an important role in supplier relationships and inform procurement decisions.

The KION Group's supply chain management thus designs and manages the flow of materials and information throughout the entire value creation process based not only on business criteria but also in terms of sustainability. This ensures that all important processes, from the procurement of the required materials to the completion of the end products and their delivery to the customer, are set up in a socially responsible and environmentally friendly way. However, the global procurement organization is exclusively concerned with the procurement of the required materials and the associated supplier management within the scope of these processes and procedures. Other areas of the KION Group and its subsidiaries are responsible for the subsequent stages from completion of the end product through to delivery to the customer.

In addition to procuring parts and services that make sustainable use of resources, the Group's goal is to ensure that the various parts of the value chain live up to certain defined standards in terms of human dignity, working conditions, and environmental compatibility. To this end, the KION Group has set up an information and analysis system to record relevant data and information to support the effective management of the supply chains for its key procurement items and materials.

Principles of supplier conduct

The Group has laid down specific requirements and rules of conduct for responsible procurement in the KION Group Code of Compliance and in the **Supplier Code of Conduct** and obliges its suppliers to observe these requirements when entering into business agreements with KION Group companies. The Supplier Code of Conduct contains clear ecological and ethical guidelines in line with environmental, labor, and human rights standards and is available in multiple languages in KION's most important procurement markets.

In addition, the KION Group's General Purchasing Conditions—and individually agreed contracts—set out detailed requirements to ensure compliance with procurement obligations, applicable laws, and the KION Group Supplier Code of Conduct, as well as for maintaining transparency throughout the supply chain. All these policies are binding for the entire KION Group and all its legal entities, and are regularly audited to ensure that they are up to date and complete.

Three-phase ESG evaluation

In order to objectively and reliably assess the sustainability risks and performance of its key suppliers, the KION Group has introduced a three-phase ESG (environmental, social, and governance) evaluation using the SaaS (software-as-a-service) platforms provided by EcoVadis and IntegrityNext. Since 2022, the KION Group has been running industry and country risk analysis on all suppliers—regardless of revenue or product supplied—using the EcoVadis "IQ" platform, in order to determine their risk profile with regard to sustainability.

The IntegrityNext platform is used in the next stage of the evaluation. Here, a self-assessment questionnaire is used to determine the supplier's level of compliance with human rights, labor rights, and environmental protection. The assessment is carried out for strategic suppliers (A suppliers) and for business partners identified in the first step as high-risk suppliers. Alternatively, the assessment is carried out via EcoVadis. In this case, suppliers are required to undergo a sustainability assessment based on a review of their documentation. The result of the assessment is then evaluated and suppliers with an existing risk are prioritized according to the severity and likelihood of a possible risk occurring. Based on this prioritization, suppliers are contacted and asked to implement individual corrective measures. These measures are defined based on the existing risk and may include supplier audits, corrective action plans, supplier training, individual discussions, or various certifications (list not exhaustive). Ideally, the corrective measures should reduce the risk of rights infringement.

The results of this supplier evaluation are summarized as an “ESG KPI” and taken into account in various purchasing processes, such as supplier evaluation, the awarding of new projects, and the product group strategy.

This multi-phase evaluation process allows the KION Group to verify that its suppliers comply with specific standards in the areas of HSE, anti-corruption and anti-bribery, as well as upstream supply chain monitoring. Above all, this process ensures that suppliers are compliant with human rights, employee rights, and employment standards. It also brings the KION Group in line with various legal requirements, such as the German Supply Chain Duty of Care Act, as well as local laws like the UK Modern Slavery Act and the Canadian Modern Slavery Act. The system is flexible and can be adapted to changing requirements.

New suppliers are asked about their sustainability assessment as part of the supplier onboarding process and go through the above three-level ESG evaluation program. Existing suppliers are reviewed on an ongoing basis. These approaches give the KION Group a transparent way of tracking the sustainability performance of its suppliers and managing risks and opportunities related to the sustainability of the supply chains in a targeted way.

Percentage of Linde MH’s direct procurement spend allocated to Tier-1 suppliers covered by a general ESG risk assessment (EcoVadis IQ)

2024	2023	2022
98%	90%	87%

Percentage of Linde MH’s direct procurement spend allocated to Tier-1 A suppliers covered by an individual ESG risk assessment (EcoVadis or IntegrityNext)

2024	2023	2022
98%	69%	55%

Emissions transparency in the supply chain

In July 2023, the KION Group made a commitment to the targets of the SBTi (Science Based Target initiative). This means that continually reducing CO₂ emissions within the KION Group supply chains is now a binding target. Since taking this step, CO₂ reduction and net-zero requirements have been incorporated into supplier relationships and the tactical design of the supply chain. With the help of external support, the KION Group has set up a project that aims to take a holistic approach to measuring and reducing CO₂ emissions in the supply chain (Scope 3.1 emissions) and take this issue into account in its purchasing processes. In 2024, workshops were held with selected suppliers to determine their maturity level in various material categories. Adapted according to the suppliers' level of knowledge, the workshops provided them with basic training on calculating CO₂ emissions. If the calculations were already available, the results, decarbonization plans, and obstacles were discussed. The workshops provided the group with valuable insights to inform future actions. The project also addressed the integration of CO₂ transparency into purchasing processes, particularly in the tendering and awarding process, but also in the strategies for material categories and supplier evaluations. The foundation for this process was laid in 2024. In the coming years, the Group will work on collecting primary data to improve the transparency of CO₂ emissions in the supply chain.

Training of employees and suppliers

The KION Group has devised a range of training courses to educate its own employees on human rights and environmental protection in the supply chain. The aim here is to raise awareness among employees of the contribution they can make to compliance with human rights, labor rights, employment standards, and environmental protection in the supply chain. Other training courses cover environmental product requirements and general background information on the KION Group's sustainability program.

There is also a training course specifically for suppliers. This course covers why suppliers should also address the issue of sustainability, and which topics the KION Group is currently passing on to suppliers and why. The training is available on the KION Group website and was produced in English with Chinese subtitles. It is also sent to suppliers via our sourcing portal.

Conflict Minerals and Conflict Areas

The KION Group's strategy aligns economic, environmental, and social aspects. The global procurement organization's top priority is to comply with all international laws and regulations while exceeding customer expectations. While not required to report on conflict minerals under the relevant European Union regulations, the Group recognizes the regulations and is working to include conflict minerals and conflict areas in the model for assessing and improving aspects of the sustainable supply chain. In order to improve transparency around these issues in the supply chain, the KION Group's General Terms and Conditions of Purchase require that suppliers submit the standardized Conflict Minerals Reporting Template (CMRT). The KION Group has also decided to work with the SaaS platform provider Assent. Its compliance portal is used by more than 800 companies, and enables the KION Group to analyze product-specific supplier data as well as identify smelters or refiners in its supply chain based on the submitted CMRTs, which must be submitted to the KION Group annually by the suppliers.

Since 2022, the KION Group has participated in an annual industry initiative coordinated by Assent. It specifically encourages smelters and refineries to be assessed by industry-recognized auditing programs. Over 200 companies have taken part by signing a joint letter and providing a link to the auditing institutes. This underlines the significance of auditing to companies that have yet to undergo an assessment.

The Group-wide Responsible Minerals Sourcing Standard entered into force in 2023 in accordance with the Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas published by the OECD, the European Conflict Minerals Regulation (EU) 2017/821, and the US Dodd-Frank Act. This standard clearly sets out the KION Group's own commitments with respect to conflict minerals and also defines its expectations for its suppliers around the world in line with its Principles of Supplier Conduct. It applies to all KION Group companies worldwide and to all employees, in particular those involved in the development and procurement of goods and services.

Footnotes:

[1] The KION Group's cross-brand and cross-regional approach to product development is designed to maintain universal standards and ensure international coordination of its technical operations around the globe. Functions such as research and development, procurement, and quality and sustainability management all fall under the remit of the Chief Technology Officer (CTO) of KION GROUP AG

Social Engagement

SOCIAL ENGAGEMENT



Sustainability also means social responsibility. As a model corporate citizen, Linde MH supports the positive and sustainable development of society—especially where its customers, employees, and their families live and work. The company focuses on social and humanitarian issues, but also aims to promote education, science, and environmental protection. The CSR approach focuses on the local level. After all, local teams know best when it comes to deciding which local projects to support. Linde MH employees demonstrate a great deal of commitment in this area and always get actively involved.

Linde MH is guided by the KION Group's donation and sponsorship policy, which governs social engagement, responsibilities, and the relevant decision-making processes. This policy was last revised and improved across the Group in 2020. They cover both financial donations and charitable voluntary work, meaning decisions can be made quickly and pragmatically on the spot and help can be provided quickly in an emergency, for example in the event of a natural disaster.

The KION Group Code of Compliance also contains relevant information and provides legal certainty for local managers. All donations and sponsorship activities are reviewed and approved in advance by the Compliance department. Donations must always be transparent, follow set principles, and comply with the KION Group's values and rules as well as with relevant legislation.

The KION Group always draws a clear line between donations and sponsorship activities in social engagement. Donations are voluntary gifts of money or items that are given to charities without any expectation that this action will be reciprocated. Sponsorship, on the other hand, is linked to receiving something in return, for example advertising or marketing opportunities. It is therefore vital that the recipients' intended use aligns with the KION Group's values or principles.

Linde actively supports the social and humanitarian sector with a number of initiatives such as “Linde Solidaria,” “Les Restaurants du Cœur,” and “StaplerCup hilft e.V.” Funding is also available for educational, scientific, and environmental projects.

Les Restaurants du Cœur

In January 2024, Fenwick-Linde, a specialist in internal logistics products and services, underlined its commitment to the local community by donating 15 pallet trucks to the Restos du Cœur voluntary organization in Yvelines. This generous gesture helps with the process of optimizing the organization’s warehouse management as its storage centers are often restricted by tight spaces and narrow aisles. The fact that pallet trucks are essential for the Restos du Cœur organization’s logistics activities means that these new pallet trucks are helping significantly with the receipt and transfer of goods.

Linde Solidaria

Since 2006, Linde Material Handling Ibérica has demonstrated a strong social commitment through its Linde Solidaria program, which aims to improve the quality of life of people with special needs and those who are at risk of social exclusion. Over the past 18 years, the impact and reach of the program has steadily increased and cooperation with local associations and NGOs has been stepped up in order to deliver help where it is needed most. The growth of the program is reflected in the increasing participation by employees, family members, and friends who volunteer, and in so doing help to bring about an increase in the number of solidarity actions and beneficiaries. Collaboration with institutions such as CEPRI, Fundació Arc de Sant Martí, AFADI, Banc dels Aliments de Barcelona, and the Red Cross is of critical importance.

Linde Solidaria’s core activities include annual donations to fund projects in specialized centers that help improve facilities and provide essential resources. In addition, the program provides vehicles to institutions such as the Banc dels Aliments and the Red Cross to support the logistics of important solidarity campaigns such as the Gran Recogida de Alimentos. Volunteering days offer employees and their families the opportunity to actively participate in charity activities and social events. One example of this is participation in solidarity events such as the Marcha 15, which is organized by Pelican Catchy and recruited around 450 volunteers to collect donations for the CEPRI school and the Quinta Foundation.

Linde Solidaria is currently involved in disaster response. Following the devastation caused by Storm Dana in Valencia, the Linde team is working hard to provide customers and employees with the support they need to resume their activities as quickly as possible. This prompt and committed engagement underlines the spirit of solidarity that drives Linde Material Handling Ibérica. In total, the KION Group companies have raised 257,025 euros for Valencia.

The success of Linde Solidaria is largely down to the commitment shown by its employees, and this is encouraged through volunteering days, continuous internal communication about the projects, and suggestion forums for new solidarity initiatives. In the future, Linde Solidaria will continue to maintain its existing partnerships with associations and will expand its activities to other regions of Spain in order to make a positive contribution to the communities in which the company operates.

Stacking for a Good Cause

In 2024, an event was held at the Linde Experience Hub in Aschaffenburg for the presentation of donations totaling 12,000 euros to the German charity for MPS sufferers, Gesellschaft für Mukopolysaccharidosen (MPS) e.V. These donations came from the proceeds of the charity raffle and other fundraising activities, which raised an impressive 16,000 euros during last year's StaplerCup.

The check was presented by members of StaplerCup hilft e.V. together with hard-working trainees from Linde MH. This donation will enable MPS e.V. to continue important projects, carry out educational work, and provide targeted support for affected families. Special thanks go to everyone who made this donation possible, especially the Linde MH trainees, who contributed to the success of the campaign through the considerable energy and commitment they showed.

Disaster Relief

The KION Group has donated 257,000 euros to the Spanish Red Cross (Cruz Roja Española) to support the relief and reconstruction efforts following the devastating floods in the Spanish regions of Valencia, Murcia, and Andalusia at the end of October 2024. This donation will support the important work of the Spanish Red Cross in the affected areas.

The Linde Material Handling branch in Valencia suffered structural damage, but this has been repaired in recent weeks. The team is working hard to resume normal operations and continue activities in the region in an organized manner.

In an internal fundraising campaign, KION Group employees from all over the world donated 9,500 euros, which the KION Group topped up to 250,000 euros. Carelsa, a dealer from the Linde Material Handling Spain network, donated an additional 4,000 euros, bringing the total to 257,000 euros. The KION Group also granted paid leave to Spanish employees who have a personal connection to the affected region and wanted to participate in humanitarian relief efforts.