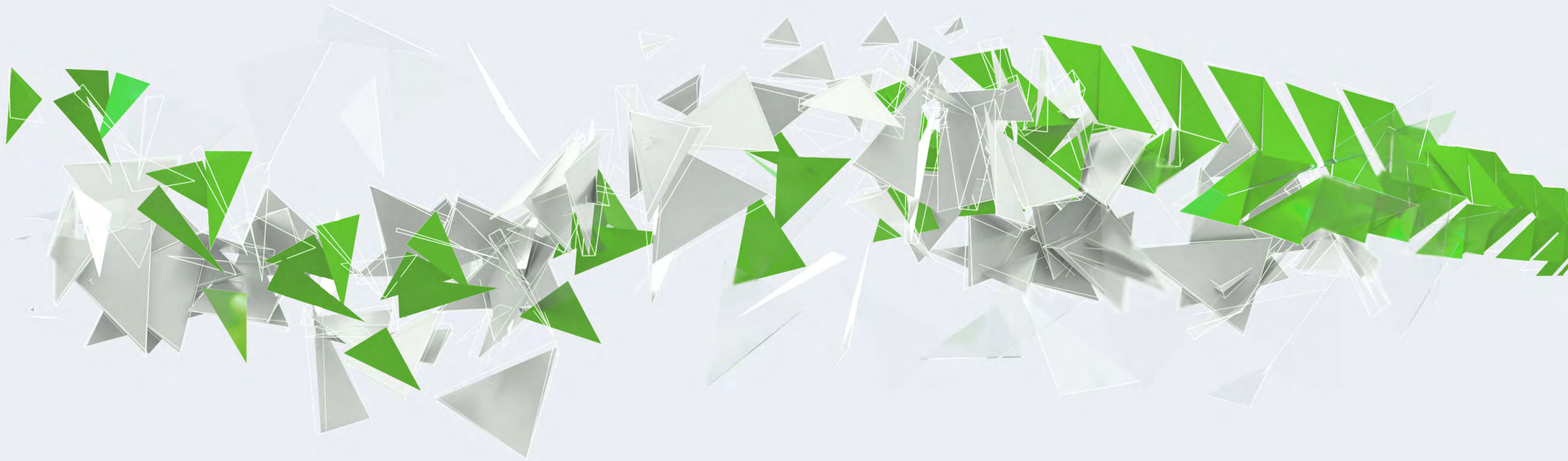


# KUKA

\_Efficiency drives Sustainability



Sustainability Report 2024

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# About this report

With this Sustainability Report, KUKA AG is once again presenting a report on its economic, ecological, social and societal responsibility. Our target groups are our employees, customers, suppliers, the capital market, non-governmental organizations, politicians and public authorities as well as interested members of the public. We would like to inform all stakeholders about the measures we are taking to implement responsibility and corporate sustainability throughout our processes, products, the supply chain and towards our employees.

This report was created in accordance with the GRI Standards (2021). In 2021, we identified the material sustainability topics for KUKA in an updated [materiality analysis](#) in accordance with GRI. KUKA prepared a double materiality analysis in accordance with the requirements of the new EU directive, the Corporate Sustainability Reporting Directive (CSRD), and the European Sustainability Reporting Standards (ESRS) in the 2023 fiscal year.

In the future, KUKA Group will no longer report in accordance with GRI, but in accordance with the CSRD. KUKA has been preparing for the CSRD reporting obligation since 2023. The EU directive came into force in 2022, but has not yet been transposed into German law. On February 26, 2025, the European Commission published a proposal for the Omnibus Regulation. Among other things, this proposal includes a reduction in data points subject to reporting requirements and a postponement of the CSRD reporting obligation. Irrespective of legal regulation, KUKA will continue to drive sustainability within the company and in its value chain.

The reporting period corresponds to the 2024 fiscal year (January 1 to December 31). The information relates to all affiliated companies of KUKA AG that are included in the KUKA Annual Report. Any deviations have been identified as such. This report was published in German and English in April 2025.

# Foreword

*Ladies and Gentlemen, Dear Readers*

The year 2024 was characterized by many challenges. Rapid and often difficult economic, geopolitical and global developments have affected us all – both professionally and in our private lives.

However, the best way to overcome challenges is to tackle them boldly and quickly. Hesitating or wavering will not help us move forward. This applies to short-term crises as well as major changes.

Sustainability is one of the most important issues of our times. As a technology company, KUKA is helping to shape the work world of the future, which is why we bear responsibility when it comes to sustainable change.

Throughout its long history, our company has always taken a close look at new developments, driven innovation and not hesitated to reinvent itself in order to remain successful. This approach has become deeply rooted in our corporate culture over the decades. And this is also how we approach the issue of sustainability.

We want to make a measurable contribution and support our customers with products and innovations that enable more sustainable production. For example, Enorm Biofactory in Denmark, the largest insect farm in Scandinavia, uses the precision of Hygienic Oil robots from KUKA to produce a climate-friendly source of protein. And the Quooker company is relying on the expertise of KUKA's intralogistics experts Swisslog to develop and implement the high-tech logistics system for a new, sustainable logistics center.

However, we are also working within our own company to conserve resources and reduce waste and emissions. We have set ourselves ambitious goals in this area: By 2030, we will reduce emissions from our own business activities (Scope 1 and 2) by at least 40 percent compared to 2022 and become climate neutral in this area by 2050. We will reduce carbon emissions along the entire value chain (Scope 3): 20 percent by 2030 and 90 percent by 2050.

In order to achieve these goals, we at KUKA began to make our global sustainability performance transparent at an

early stage. This applies not only to emissions, but also to waste, energy consumption and social commitment. Because KUKA has integrated future-oriented sustainability practices into its day-to-day business and communicates this transparently, our company was honored with the ESG Transparency Award in the "Excellence" class in 2024.

Sustainability means more than environmental protection. It encompasses not only ecological and economic, but also social dimensions, which we tackle equally. And the social dimensions go far beyond the basics such as labor rights, social standards and health protection.

KUKA employees are of central importance to the success of our company. The working environment has a major influence on performance, collaboration and the ability to create added value for customers.

In short: corporate culture plays a decisive role in a sustainably successful company. It encompasses shared values, beliefs and codes of conduct and thus reflects the social



Peter Mohnen  
Chief Executive Officer

environment of our organization. KUKA's success is driven by diversity, team spirit and collaboration across departmental and national borders.

The managers at KUKA have a special role to play here: it is their responsibility to lead the way and send out clear signals. Clear leadership principles form the basis for consistent and transparent conduct and provide guidance on how decisions are made and how challenges and opportunities are tackled.

We will be working on this in 2025 and beyond. We intend not to hesitate, but to address and exploit the challenges and opportunities that sustainable action brings with it. After all, profitability and sustainability do not stand in opposition to one another, but rather constitute success strategies for a sustainable company.

*Peter Mohnen*  
Sincerely, Peter Mohnen



# Company and strategy

KUKA is a global automation corporation with sales of approximately 3.7 billion euro and around 15,000 employees. As one of the world's leading producers of intelligent automation solutions, KUKA offers customers everything they need from a single source: from the component, such as robots or Autonomous Mobile Robots (AMR), to manufacturing cells and even fully automated systems and their networking in markets such as automotive, plastics, metal, general industry, consumer goods, e-commerce/retail and healthcare. Today, KUKA plays a central role worldwide in the implementation and design of intelligent automation, the digital networking of production, and modular and flexible manufacturing concepts.

- ▶ Corporate profile
- ▶ Markets and trends
- ▶ Corporate governance with responsibility
- ▶ Sustainability management at KUKA
- ▶ Our climate strategy
- ▶ Human rights due diligence obligations
- ▶ In dialog with stakeholders
- ▶ Significant risks and effects
- ▶ Results of the materiality analysis
- ▶ Our goals

## Corporate profile

For over 125 years, KUKA has been committed to making life and work easier for people. We have a passion for automation. KUKA is one of the world’s leading specialists in automation. We support our customers in the holistic optimization of their value creation by providing comprehensive automation and digitalization know-how. In 2024, KUKA generated revenues of 3.7 billion euro (2023: 4.1 billion euro) with 14,783 employees (2023: 14,726)\*. The global technology corporation operates in more than 50 countries in Europe, the Americas and Asia.

The company offers its customers everything they need from a single source: from the core component – such as robots, Autonomous Mobile Robots (AMR) and other automation components – to production cells, turnkey systems and networked production with the aid of cloud-based IT tools. Through its advanced automation solutions KUKA contributes to increased efficiency and improved product quality for its customers.

Industrie 4.0 – the next stage of the Industrial Revolution – is bringing digital, networked production, flexible manufacturing concepts and logistics solutions, as well as new business models to the fore. With its decades of experience in automation, in-depth process know-how and cloud-based solutions, KUKA ensures its customers have an edge on the competition. The strategic markets include the automotive, electronics, consumer goods, e-commerce/retail and healthcare industries.

### Corporate structure

The organizational structure includes six business segments: KUKA Systems, KUKA Robotics, Swisslog, Swisslog Healthcare, China and Digital. KUKA Aktiengesellschaft, headquartered in Augsburg, is the Group’s holding company and is responsible for corporate tasks within the group of companies. The business segments are operationally coordinated by the respective Managing Directors, who in turn report to the Management Board. With the exception of the China division, the segments operate globally and are supported by their local establishments, regional subsidiaries, and assembly and support services. Midea Group, headquartered in Shunde (China), has held 100 percent of the company’s shares since 2022.

### KUKA Systems division

The Systems portfolio covers the entire value chain of a system: from individual system components, tools and fixtures to complete turnkey systems. From traditional body-in-white production in the automotive industry through battery production plants in the electromobility sector to initial non-automotive projects: the goal is the efficient design of production processes by means of adaptable, modular and automated manufacturing and logistics processes. Systems works together with its customers on flexible, scalable concepts and solutions for the factory of tomorrow. As an automation specialist for hardware and software solutions, Systems provides impetus for the digital factory.

Markets in Germany and elsewhere in Europe are served from the headquarters in Augsburg, while the Greater Detroit area in the USA is responsible for the North/South America region, and Shanghai in China manages the Asian market. In Toledo, USA, KUKA Toledo Production Operations (KTPO) manufactures the Jeep® Gladiator for Chrysler under the terms of a pay-per-piece contract.



**14,783**  
employees

\* Figures for employees are based on the full-time equivalent

### KUKA Robotics division

The core component for automating production processes is provided by the Robotics division: industrial, collaborative and autonomous mobile robots (AMR) – combined with the robot controller, the appropriate software and digital services for each phase of the customer journey. The broad product portfolio – ranging from traditional 6-axis robots to DELTA and SCARA robots – covers payload ranges from three to 1,300 kilograms. The industrial robots are developed and produced in Augsburg. Robotics also offers comprehensive support services. Customers can, for example, pursue technical training and continuing education from KUKA Colleges at more than 30 locations worldwide.

KUKA Robotics is continuously expanding its range of products and services in order to be able to offer customers suitable products and solutions from a wide variety of industries – particularly in markets such as automotive with a focus on e-mobility & battery, electronics, metal & plastic, consumer goods and healthcare. KUKA also offers small and medium-sized companies simple and economical entry into automation. Research and development plays an important role here. The trend is towards robots that are simple to program, flexible to deploy, and easy to integrate and network. Supplemented by KUKA's AMR range, robots become flexible and intelligent production assistants.

### Swisslog division

With its Swisslog division, KUKA is tapping the growth markets of e-commerce/retail and consumer goods in the field of intralogistics. Based in Buchs (Aarau), Switzerland, Swisslog serves customers in over 50 countries worldwide. The division implements integrated automation solutions for forward-looking warehouses and distribution centers. As a general contractor, Swisslog offers complete turnkey solutions, from planning through to implementation and service, employing data-driven and robot-based automation in particular. Swisslog offers smart technologies, innovative software and adapted support services to improve the long-term competitiveness of its customers in the logistics sector. By combining Swisslog logistics solutions with the robotic automation solutions of the other divisions of the Group, KUKA offers new possibilities of flexible automation along the entire value chain.

### Swisslog Healthcare division

The Swisslog Healthcare division (HCS) develops and implements automation solutions for modern hospitals. The aim is to boost efficiency and increase patient safety. By optimizing intralogistics processes in the field of medication management during and after in-patient treatment, hospital staff can free up more time for patient care. At the same time, the use of automation solutions can reduce the incidence of medication errors.

### China division

The China segment comprises all business activities of the Chinese companies in the Systems, Robotics, Swisslog and Swisslog Healthcare divisions. In addition to KUKA industrial robots, automation solutions such as warehouse management systems and automated solutions for the healthcare sector are developed, offered and marketed in China. Industrial robots are manufactured at the Shunde location and sold on the Chinese market. Furthermore, new robot models, such as the SCARA and DELTA robots, have been developed in China.

### Digital division

KUKA is expanding its software and digital business with KUKA Digital. KUKA considers the entire product life cycle – from design and engineering through to start-up and production. The increases in efficiency currently required can only be achieved with the networking and digitalization of these phases. The use of digital solutions is increasingly becoming a key differentiator. KUKA Digital not only enables the further automation of different machines, but also extends the automation of adjacent phases in the product life cycle of our customers. From initial 3D simulation, through connectivity and data analysis, to the use of artificial intelligence and the digital twin for fully digitalized and automated production.

## Markets and trends

### Megatrends drive automation in the medium and long term

Major trends such as digitalization, the customization of products, demographic changes and greater regionalization due to global uncertainties necessitate increasingly flexible and more efficient solutions in production and intralogistics environments. These developments will continue to intensify, based on the experience of recent years.

This underscores the importance of new approaches and business models that enable customers to adapt their processes flexibly to the rapidly changing market requirements. The ability to respond to these megatrends will be of decisive importance to remaining competitive in the long term and maximizing efficiency in production.

### Corporate strategy

One of KUKA's core tasks is acting as a partner to support our customers on their journey towards automation and digitalization. In a rapidly changing environment characterized by global megatrends and ever fiercer competition, the key to future growth lies in understanding the specific requirements of our customers in the different industries and regions in order to create unique added value for them. We keep an eye on current developments and trends in our core industries at all times. We already offer answers to tomorrow's requirements today – from easy-to-use, flexible automation to mobile, data-driven and scalable solutions.

Our strategy is based on global trends with the clear aim of being the most competitive company in the field of robot-based automation:

1. **Smart automation:** development of a competitive portfolio with unique products and services along the entire value chain.
2. **More than 125 years of pioneering spirit:** using our many years of experience to tap new market segments as a technology trendsetter.
3. **Global knowledge:** strengthening the regions by utilizing our global knowledge of local market requirements and building flexible, stable supply chains.
4. **Employee development:** creation of an environment in which our employees can grow and develop in order to become the most attractive company in the industry.

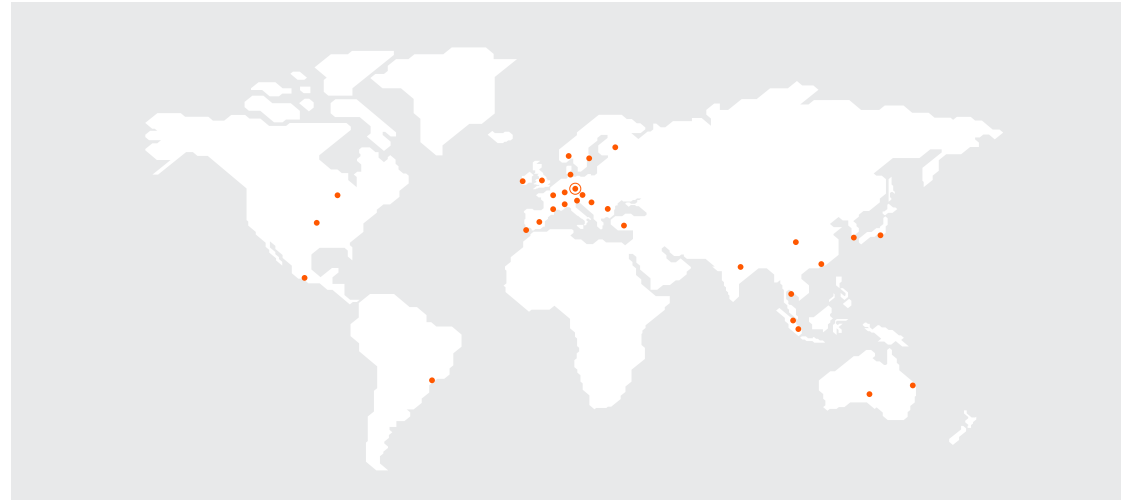


Business expansion: new markets, software & services

**KUKA is continuously expanding its business activities into profitable, high-growth areas**

We focus on future markets in order to promote long-term growth and innovation. While we have benefited greatly in the past from our pioneering role in the automation of the automotive industry, we are increasingly seeing opportunities for growth outside the automotive sector in the future:

- » **Robotics and automation:** KUKA invests heavily in the further development of industrial robots and automation solutions in order to increase efficiency and productivity in various industries.
- » **Artificial intelligence (AI) and machine learning:** By integrating AI and machine learning into our products and services, we aim to create smarter and more adaptable systems that can perform complex tasks autonomously.
- » **Medicine and healthcare:** KUKA develops robots that support surgeons in precise and minimally invasive procedures. These robots improve accuracy and reduce patient recovery time. We also offer solutions for the automation of hospital processes, such as the transportation of medicines and samples, in order to increase efficiency and safety.



- » **Logistics and warehousing:** With innovative solutions for the automation of warehouses and logistics processes, KUKA helps companies to make their supply chains more efficient. These solutions also include the optimization of supply chains through the use of robots and AI to increase productivity and reduce costs.
- » **Sustainability and green technologies:** KUKA is committed to developing environmentally friendly technologies and sustainable production processes in order to reduce its ecological footprint.

These markets offer KUKA numerous opportunities for further development of its technologies and the tapping of new business areas.

## Corporate governance with responsibility

As a German stock corporation, the statutory rules impose on KUKA AG a dual corporate governance system comprising a Management Board and a Supervisory Board. The members of the Management Board share the responsibility for company management. The CEO coordinates the work of the Board; he is responsible for representing and leading the Board in its cooperation with the Supervisory Board and its members. Midea Group, headquartered in Shunde (China), has held 100 percent of the company's shares since 2022.

The Management Board of KUKA AG consists of the Chief Executive Officer (CEO) Peter Mohnen and the Chief Financial Officer (CFO) Alexander Tan.

In accordance with the Articles of Association, the Supervisory Board of KUKA AG has a total of 12 members, 6 of whom are elected by the shareholders and 6 by the employees. With a total of 7 women, the proportion of women is at 58 percent. Supervisory Board elections are held every 5 years; the last election took place on March 28, 2023. The responsibilities of the Supervisory Board include the appointment of members of the Management Board as well as their supervision and the provision of advice. The Chairman of the Supervisory Board, Dr. Andy Gu, coordinates the work of the Supervisory Board. Furthermore, the Supervisory Board and the Management Board regularly inform themselves about key topics.

The Supervisory Board has formed five committees. An overview of them is provided on page 8 of the Annual Report. Environmental and social issues impact many topics, and may be dealt with by the Supervisory Board or in the individual committees.

The Supervisory Board determines the compensation system and the specific compensation for the Management Board. The compensation system was established in December 2022 for the following fiscal years. The [corporate governance statement](#) is published on KUKA's website. The objective is to continuously enhance the trust in corporate governance by combining sustainable governance and the necessary transparency.

## Sustainability management at KUKA

For KUKA, sustainability means responsible corporate action towards the environment, our employees, customers, investors and our social environment. The goal is the continuous and sustainable further development of the company in view of dynamic changes in the economy, environment and society. With our sustainable management (ecological, social and economic), we simultaneously help our customers to implement and achieve their sustainability goals, thereby establishing important conditions for our economic success.

KUKA concentrates on five fields of action:

- » **Good Corporate Governance**
- » **Ecological responsibility**
- » **Efficient products and solutions**
- » **Sustainable supply chain**
- » **Responsible employer**

The Sustainability Report with an integrated non-financial report is prepared on behalf of the Management Board and approved at a Management Board meeting.

At Group level, the Corporate Sustainability department (ESG Office) is responsible for global coordination and the establishment of Group-wide structures and processes for sustainability management. Targets and strategies are developed in close consultation with the sustainability managers from the segments and finally approved by the Management Board. The ESG Office develops global policies, guidelines and methodologies. For this, they closely coordinate with the segments. The ESG Office also provides support on technical issues and organizes the global data collection via a central IT tool. Corporate Sustainability reports to the CFO.

The sustainability managers from the segments and the specialist departments develop and manage their segment-specific and location-specific measures in line with the corporate strategy. Those responsible report their segment-specific analyses and key figures to the management of the segments.

At Swisslog, for example, an interdisciplinary team headed by the Global Head of HSE & Sustainability is responsible for the sustainability program together with the Sustainability Council. This is intended to anchor sustainability in the corporate strategy at segment level in order to promote

long-term activities and investments in corresponding technologies. The aim is to anchor sustainability in Swisslog's corporate culture.

As part of the sustainability program, a sustainability roadmap was defined for Swisslog, which is based on the areas of action within KUKA Group. For example, the relevant emissions for determining the company's carbon footprint (corporate carbon footprint) or the CO<sub>2</sub> footprints of products (product carbon footprint) are identified and determined. Energy efficiency in product development is also part of the sustainability program.

We have summarized our most important environmental and human rights-related principles in our [KUKA Code of Conduct](#). These are our guard rails on the way to a successful and sustainable future.

## Our climate strategy

The transition to a greener economy is progressing. As a technology group with a focus on robotics and automation, KUKA enables energy-efficient and resource-saving production. KUKA is also working to improve sustainability within its own company. With our Group targets, we aim to make our contribution to limiting global warming to 1.5 °C.

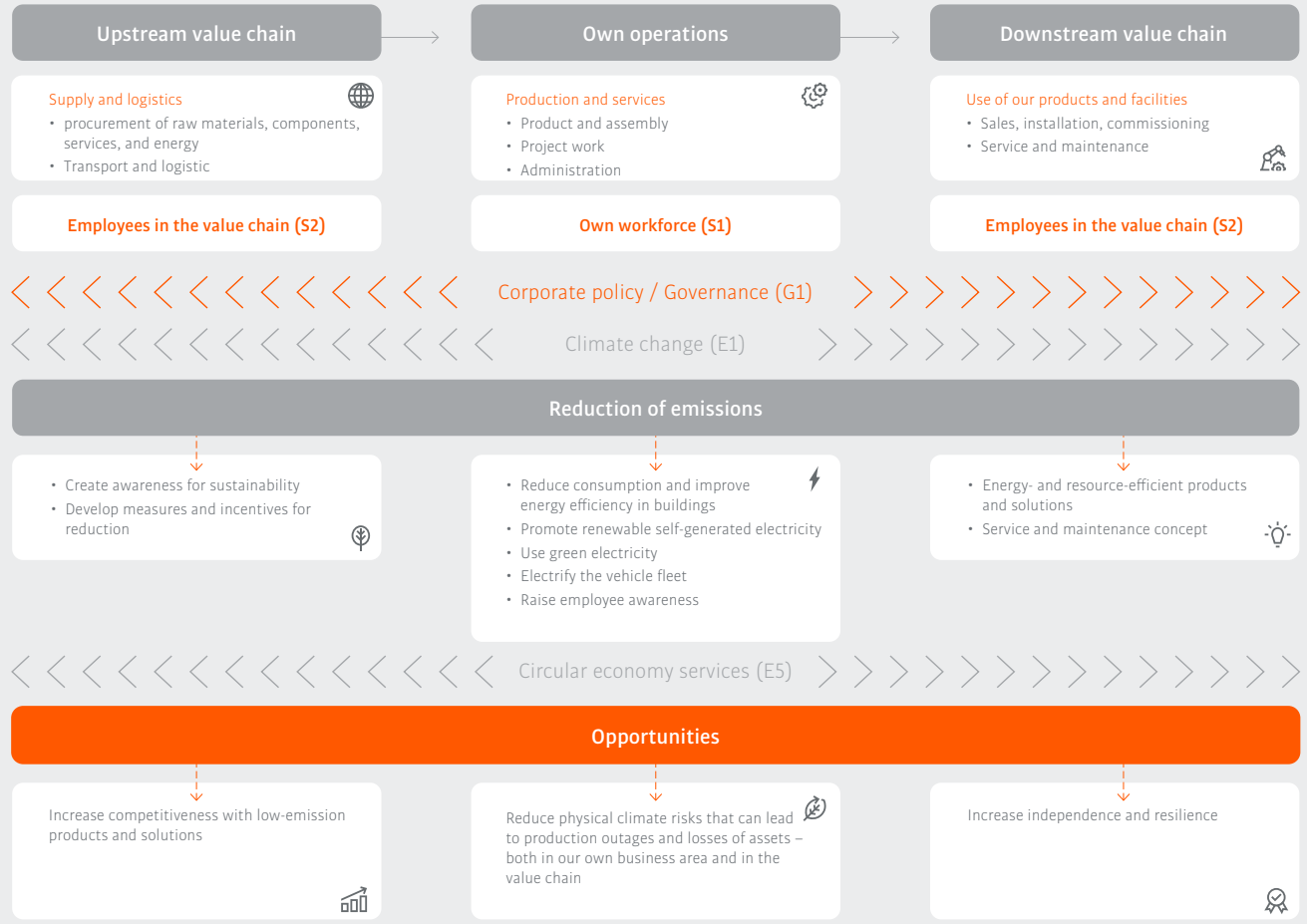
By 2030, we want to reduce greenhouse gas emissions caused by our own business activities (“Scope 1 and 2”) by at least 40 percent globally compared to 2022:

- » We intend to reduce our consumption and improve energy efficiency at our locations worldwide.
- » We are continuing to drive our own renewable electricity supply forward.
- » By 2030, we want to use 100 percent green electricity at all our locations worldwide.
- » We want to convert our company vehicle fleet gradually to a battery-powered vehicle fleet by 2030 and further expand the charging infrastructure at our locations.

Comprehensive sustainability management is aimed at continuous improvement of energy and resource efficiency and minimization of the ecological footprint at all production sites. KUKA already generates part of the electricity it needs by operating photovoltaic systems. The proportion of self-produced energy from renewable sources is to be further increased by 2030. For details, see the chapter “[Ecological responsibility](#)”.

Most of the emissions arise in our value chain (Scope 3). By 2030, we aim to achieve a 20 percent reduction compared to the base year 2022. Therefore, we plan to expand our involvement in the value chain further. This includes, for example, enabling our customers to produce more resource-efficiently due to energy-saving products and solutions as well as CO<sub>2</sub>-saving options in the circular economy. KUKA implemented this into the product design, disassembly, and repair of robots. KUKA continuously aims to improve energy efficiency and energy recovery. Further details are provided in the chapter “[Efficient products and solutions](#)”.

### Greenhouse gas emissions in our value chain



### SBTi Commitment

In 2023, KUKA signed the SBTi Commitment Letter (Science Based Targets initiative), committing to develop targets in line with a 1.5 °C target and net-zero future. It is the start of a multi-stage process. In line with the commitment, scientifically based short and long-term emission reduction targets for Scope 1, 2 and 3 will be developed that meet the SBTi criteria. As soon as the targets have been validated by SBTi, KUKA will report on the progress of the targets every year. The SBTi is a partnership between CDP, United Nations Global Compact, World Resources Institute (WRI) and World Wide Fund for Nature (WWF). It supports the goals of the Paris Climate Agreement and enables organizations to set emission reduction targets on the basis of scientific findings.

### Sustainability ratings

Sustainability rating agencies evaluate how well a company has integrated the principles of sustainability into its business and management system.

Since 2008, KUKA has regularly participated in the CDP (formerly Carbon Disclosure Project), which analyzes information relating to climate and water risks from a financial perspective. In 2024, KUKA had a rating of C in the category “Climate Change” and C in the category “Water”. The CDP Score Report enables companies to understand their score and to disclose which categories require attention in order to achieve higher ratings. This

enables us to make progress towards environmental protection through benchmarking in order to improve our climate protection policy continuously.

In Supplier Assurance, KUKA achieved a top result of 92 out of 100 points. This puts KUKA well above the average for mechanical engineering and for industry as a whole. A new assessment will take place in 2025.

KUKA AG and KUKA Systems North America (KSNA) received the bronze medal at EcoVadis in the year under review. KSNA achieved improvements primarily in the areas of environment, labor and human rights, and ethics. Swisslog received a Commitment Award despite improving its overall score. Due to stricter assessment criteria applied by EcoVadis in the year under review, the companies achieved a worse rating overall despite scoring the same number of points or higher. EcoVadis analyzes the sustainability performance of companies in the areas of the environment, labor and human rights, ethics and sustainable procurement.

### KUKA’s sustainability reporting was recognized with the ESG Transparency Award 2024/2025

KUKA was honored with the ESG Transparency Award 2024/2025 for its transparent reporting on environmental and social issues and corporate governance and achieved the excellence class. The award honors organizations that have already anchored forward-looking sustainability concepts in their organization and communicate these transparently in the form of a sustainability report. With this rating, KUKA is one of the leaders in the business world that has recognized the importance of transparent sustainability reporting and successfully put it into practice.

The ESG Transparency Award is presented annually by EuPD Research, a leading market research, analysis and certification institute in the entire sustainability sector.



After being nominated for the German Sustainability Award (DNP) in 2023, KUKA was nominated once again in 2024, making it one of the leaders in the mechanical engineering sector. The DNP is awarded to companies that have successfully embarked on the long, complex path to sustainability and are making pioneering contributions to the transformation towards a sustainable future. The selection is made using AI-supported research, panels of experts and a proprietary scoring system based on publicly available sustainability information. The subdivision into sectors and industries enables a structured analysis of the respective pioneering companies.

## Human rights due diligence obligations

KUKA is aware of its responsibility for due diligence with regard to human rights. Our goal is to prevent risks associated with human rights or the environment and to minimize or end violations.

We meet this responsibility and take preventive measures both in our own field of business and in our supply chain. If we identify specific risks in our risk analyses, these are evaluated, mitigated in a targeted manner and, if necessary, taken into account in Group risk management. Our principles are guided by the internationally recognized United Nations Guiding Principles on Business and Human Rights, the United Nations Universal Declaration of Human Rights, the core labor standards of the International Labor Organization (ILO), and the OECD Guidelines for Multinational Enterprises.

These standards are an important part of our corporate policy. With our Compliance Management System, our Policy Statement and our internal guidelines, we want to ensure that KUKA does not cause, allow or participate in any negative impacts on human rights through its business activities. To this end, our corporate compliance program and guidelines are regularly reviewed and updated as necessary. If violations are identified or reported, appropriate corrective measures must be initiated.

To prevent violations in our supply chain, we have defined specific requirements for a risk management system in a corporate policy for the purchasing departments around the world. This includes carrying out an annual and, if necessary, ad hoc risk analysis, which also serves as a preventive measure. We use risk analyses to identify and evaluate risks with the aim of preventing or minimizing them. Based on the results of the risk analysis, KUKA takes (additional) preventive measures to avoid and prevent human rights risks in their own business area and at their direct suppliers. In our global value chain, risks may arise that are directly or indirectly related to our business activities and could have a negative impact on people and the environment. That is why we expect our suppliers to commit to respecting human rights and to comply with appropriate due diligence processes. We have summarized the expectations we have of our business partners in the “Code of Conduct for Business Partners”. New suppliers are subject to a segment-specific onboarding process. Beyond this, we either request further

details via specially developed questionnaires or use an online platform for this purpose. If any anomalies are identified via this information, or as part of our annual risk analysis, we take corrective steps. This includes dedicated exchanges or on-site supplier audits. The experience thus acquired will be incorporated into our risk analyses in order to obtain a clearer focus on the risks in our supply chain. In the event of acute risks or violations, we initiate appropriate measures by the responsible departments or with the support of the Human Rights Committee, depending on the risk assessment. Their progress is tracked by the Human Rights Committee until successful mitigation or remediation and reported internally accordingly.

Internally, we make our employees aware of the necessity to comply with human rights principles in their operational activities through regular compliance training. The training measures are offered in different formats. These include computer-supported learning methods (e-learning) and worldwide classroom training on selected topics as required on specific occasions. Beyond this, specialist departments received custom-tailored training on human rights. For example, the worldwide purchasing departments were trained on the Supply Chain Management policy.

The specialist departments in the segments are responsible for maintaining and complying with the due diligence obligations. Furthermore, KUKA has set up a Human Rights Committee in which each segment is represented by at least one Human Rights Officer. The Human Rights Officers are the contact persons for internal and external stakeholders regarding human rights issues within their segment. Together with a representative from Risk Management and a representative from Corporate Sustainability, the Human Rights Officers form the Human Rights Committee. Among other things, the committee is responsible for monitoring compliance and meets at least once a year. Overall responsibility for due diligence relating to human rights and the environment lies with the Management Board of KUKA AG.

For KUKA, appropriate and effective complaints management is an important part of our due diligence processes. Violations or suspected violations can be reported to KUKA – and remedial action demanded – via the Compliance complaints procedure. Various communication channels are available to the stakeholder groups for this purpose. Our stakeholders can either contact a Compliance Officer or report their concerns anonymously in ticket form via a web-based platform, and free of charge by telephone from 140 countries, or to an ombudsman who is not employed by the company and is thus independent. Employees also have the option of contacting their supervisor or the HR department.

Further details can be found in our Declaration of Principles on Respect for and Protection of Human Rights and on our website.

»» Our goal is to prevent risks associated with human rights or the environment and to minimize or end violations. «



Contents of our corporate principles and global policies on compliance with environmental and human rights

	Environmental and climate protection	Human rights and fair working conditions	Governance and compliance with the law	Scope
<b>KUKA code of conduct</b>	<ul style="list-style-type: none"> <li>» Product quality, safety and low environmental impact</li> <li>» Responsible use of natural resources and energy</li> </ul>	<ul style="list-style-type: none"> <li>» Occupational health and safety and protection against health risks</li> <li>» Protection against discrimination</li> <li>» Working hours</li> <li>» Fair compensation</li> <li>» Prohibition of child labor</li> <li>» Prohibition of all forms of slavery, forced labor and torture</li> <li>» Protection of local communities and indigenous peoples</li> <li>» Use of public and private security services</li> <li>» Freedom of association and collective bargaining</li> </ul>	see <a href="#">Corporate Compliance Manual</a>	all employees of KUKA Group, all companies controlled by KUKA
<b>Corporate Compliance Manual</b>	<ul style="list-style-type: none"> <li>» Corporate policy on health, safety and environmental protection</li> </ul>	<ul style="list-style-type: none"> <li>» General regulations (e.g. principles of cooperation within KUKA Group)</li> <li>» Corporate policy on health, safety and environmental protection</li> <li>» Protection against discrimination</li> </ul>	<ul style="list-style-type: none"> <li>» Key legal standards (fair competition, antitrust law, foreign trade law and export control)</li> <li>» Business transactions (e.g. corruption, cash transactions, prevention of money laundering, etc.)</li> <li>» Information / IT security and data protection</li> </ul>	all employees of KUKA Group, all companies controlled by KUKA
<b>Corporate policy on risk management</b>	<ul style="list-style-type: none"> <li>» Risks in the area of environmental and climate protection</li> </ul>	<ul style="list-style-type: none"> <li>» Risks in the area of human rights and fair working conditions</li> </ul>	<ul style="list-style-type: none"> <li>» Principles of risk management</li> <li>» Responsibilities</li> <li>» Registration and reporting obligations, reporting limits and deadlines</li> <li>» Reporting</li> </ul>	all employees of KUKA Group, all companies controlled by KUKA
<b>Declaration of Principles on Respect for and Protection of Human Rights</b>		<ul style="list-style-type: none"> <li>» Occupational health and safety and protection against health risks</li> <li>» Protection against discrimination</li> <li>» Working hours</li> </ul>	<ul style="list-style-type: none"> <li>» Responsibilities</li> <li>» Verification of the effectiveness</li> <li>» Complaint mechanism</li> <li>» Reporting</li> </ul>	all employees of KUKA Group, all companies controlled by KUKA

	Environmental and climate protection	Human rights and fair working conditions	Governance and compliance with the law	Scope
Corporate policy on supply chain risk management	<ul style="list-style-type: none"> <li>» Risks in the supply chain, such as production and delivery disruptions due, for example, to natural hazards, fire or transportation disruptions</li> </ul>	<ul style="list-style-type: none"> <li>» Occupational health and safety and protection against health risks</li> <li>» Protection against discrimination</li> <li>» Working hours</li> <li>» Fair compensation</li> <li>» Prohibition of child labor</li> <li>» Prohibition of all forms of slavery, forced labor and torture</li> <li>» Protection of local communities and indigenous peoples</li> <li>» Use of public and private security services</li> <li>» Freedom of association and collective bargaining</li> </ul>	<ul style="list-style-type: none"> <li>» Supply chain risk due diligence at KUKA Group</li> <li>» Risk management process</li> <li>» Risk identification, analysis and assessment</li> <li>» Reporting</li> </ul>	all employees of KUKA Group, all companies controlled by KUKA
KUKA Code of Conduct for Business Partners	<ul style="list-style-type: none"> <li>» Product quality, safety and low environmental impact</li> <li>» Responsible use of natural resources and energy</li> </ul>	<ul style="list-style-type: none"> <li>» Occupational health and safety and protection against health risks</li> <li>» Protection against discrimination</li> <li>» Working hours</li> <li>» Fair compensation</li> <li>» Prohibition of child labor</li> <li>» Prohibition of all forms of slavery, forced labor and torture</li> <li>» Protection of local communities and indigenous peoples</li> <li>» Use of public and private security services</li> <li>» Freedom of association and collective bargaining</li> </ul>	<ul style="list-style-type: none"> <li>» Prohibition of corruption</li> <li>» Fair competition</li> <li>» Conflicts of interest</li> <li>» Information security and data protection</li> <li>» Protection of intellectual property</li> <li>» Import and export control</li> <li>» Money laundering</li> <li>» Dealing with violations</li> </ul>	KUKA business partners

## In dialog with stakeholders

KUKA is in regular contact with various sectors of society. In some instances, these may have quite different perspectives and demands on the company and may, under certain circumstances, impact KUKA's reputation. Our key stakeholders are customers, suppliers, financial institutions, banks, rating agencies, but also media representatives, the public and our employees (see graphic on page 20).

Communicating openly with these stakeholders is important to KUKA, because this forms the basis for mutual understanding and acceptance of the business decisions. The respective divisions are responsible for communicating with the various stakeholders. We have been collaborating closely with various customers for many years in the implementation of technical innovations in industrial production within the scope of joint projects. The purchasing department is the contact for suppliers, the human resources department for employees, and the press department for representatives of the media, while sustainability rating agencies are handled by the Corporate Sustainability department.

The allocation of the added value in KUKA Group to the key stakeholders can be seen in the annual report.

### International cooperation

KUKA is a member of numerous organizations and initiatives. We are also involved in various project groups within the German Mechanical Engineering Association (VDMA). We participate, for example, in the VDMA Sustainable Finance project group, the Corporate Responsibility working group and the Battery Production specialist department and are also involved in the Robotics + Automation trade association. In addition, KUKA is involved in numerous initiatives such as the Blue City climate pact of the city of Augsburg and the VDMA's Blue Competence sustainability initiative for the engineering sector. For Blue Competence, forward-looking sustainability is based on the principles of economic success, fairness, respect and responsibility and encompasses the dimensions of society, ecology and economy. KUKA is a key driver of Industrie 4.0 in other organizations. We provide the Chairman of the Board of the Open Industry 4.0 Alliance, which is also heavily involved in Manufacturing X, and we are on the advisory board of Digital Industries World.

KUKA is also active in various OPC UA (Open Platform Communications – Unified Architecture) working groups. OPC-UA offers networking technology for factory and process automation, as required for Industrie 4.0. Together with other companies, KUKA is working on standards that will enable standardized communication between devices and machines in the future. Germany is one of the world's

leading markets in the field of mechanical engineering and automation components manufacturing, and is expected to play an active role in shaping these standards. KUKA is also involved in the Bundesverband der Deutschen Industrie (Federation of German Industries, BDI), euRobotics and the International Federation of Robotics (IFR).

KUKA cooperates with various international colleges, universities and institutes as part of several development projects.

Key Stakeholders	Interaction with stakeholders	Environmental and human rights-related interests of stakeholders
<b>Employees</b>	<ul style="list-style-type: none"> <li>» Appraisal interviews</li> <li>» Works meetings</li> <li>» Employee surveys</li> <li>» Regular internal and external publications (intranet, social media, press releases, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>» Corporate mission statement (purpose)</li> <li>» Ethically responsible employer with good working conditions:                             <ul style="list-style-type: none"> <li>» Attractive working environment</li> <li>» Occupational health and safety</li> <li>» Personal and professional development</li> </ul> </li> </ul>
<b>Customers and Partners</b>	<ul style="list-style-type: none"> <li>» Regular customer meetings</li> <li>» Fairs and events</li> <li>» Customer service</li> <li>» Reports and other publications</li> </ul>	<ul style="list-style-type: none"> <li>» Efficiency, quality, product safety and reliability of innovative automation solutions</li> <li>» Cooperation based on trust</li> <li>» Ensuring environmental and ethical compliance of suppliers</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>» Regular supplier meetings</li> <li>» Fairs and events</li> <li>» Questionnaires and queries</li> <li>» Audits</li> </ul>	<ul style="list-style-type: none"> <li>» Efficiency, quality, safety and reliability of purchased products and services</li> <li>» Cooperation based on trust</li> <li>» Support for environmental and ethical compliance of suppliers</li> </ul>
<b>Financial institutions/banks/rating agencies</b>	<ul style="list-style-type: none"> <li>» Regular meetings with financial institutions/banks/rating agencies</li> </ul>	<ul style="list-style-type: none"> <li>» Transparency in financial and non-financial reporting</li> <li>» Cooperation based on trust</li> <li>» Ensuring compliance with laws and regulations</li> <li>» Ensuring environmental and ethical compliance</li> </ul>
<b>Supervisory Board/Management</b>	<ul style="list-style-type: none"> <li>» Regular and event-specific communication at Supervisory Board and Management Board meetings</li> <li>» Regular exchange between the Management Board and specialist departments and employees</li> </ul>	<ul style="list-style-type: none"> <li>» Economic success based on committed employees and satisfied customers</li> <li>» Ensuring compliance with laws and regulations within the Group</li> <li>» Ensuring environmental and ethical compliance within the Group</li> <li>» Transparency in financial and non-financial reporting</li> </ul>
<b>Public and media</b>	<ul style="list-style-type: none"> <li>» Regular and event-specific communication with the public and media representatives</li> </ul>	<ul style="list-style-type: none"> <li>» Transparency and credibility in environmental and human rights reporting</li> </ul>
<b>Trade unions</b>	<ul style="list-style-type: none"> <li>» Regular and event-specific communication in works meetings and sessions</li> </ul>	<ul style="list-style-type: none"> <li>» Transparency and credibility of human rights-related topics</li> <li>» Ensuring compliance with laws and regulations as well as ethical compliance</li> </ul>
<b>Owners</b>	<ul style="list-style-type: none"> <li>» Regular exchange</li> </ul>	<ul style="list-style-type: none"> <li>» Economic success based on committed employees and satisfied customers</li> <li>» Ensuring compliance with laws and regulations within the Group</li> <li>» Ensuring environmental and ethical compliance within the Group</li> <li>» Transparency in financial and non-financial reporting</li> </ul>

## Significant risks and effects

### Risk management

The Management Board has implemented a comprehensive corporate risk management system to systematically identify, evaluate, manage, monitor and report internal and external risks for all business segments and subsidiaries.

Identified risks are assessed throughout the Group according to their potential impact on business development and the achievement of corporate targets (such as revenues and EBIT). The analysis also includes the legal framework for sustainability reporting, climate risks and other legal sustainability requirements. The analysis considers probabilities of occurrence both qualitatively and, if possible, quantitatively. A monthly reporting process (risk inventory) identifies new risks and performs follow-up assessments of existing risks. This monthly risk report is submitted to the Management Board.

The managers of the business segments and subsidiaries are directly responsible for the early identification, control and communication of risks. Each segment has installed a risk officer for risk management. The risks reported from the segments are consolidated at Group level.

The aim is to identify and quantify ESG risks on an ongoing basis so that countermeasures can be taken at an early stage.

In the year under review, the risk analysis was updated in accordance with the Supply Chain Due Diligence Act (LkSG). With the help of the risk analysis, the KUKA identified, evaluated and prioritized the human rights and environmental risks for both its own business area and also the business area of its direct supplier. The analysis serves as a basis for determining effective preventive measures and corrective action. In our own business area as well as in our value chain, we see risk factors particularly in occupational health and safety and in protection against health hazards, working conditions and discrimination.

We have subjected our locations around the world to a climate risk and vulnerability analysis using geocodes. Potential impacts were analyzed on the basis of various scenarios. Accordingly, the moderate scenario is based on global warming of less than 2 °C compared to the pre-industrial age (RCP 2.6), the intermediate scenario on global warming of more than 2 °C (RCP 4.5) and the severe scenario on warming of more than 4 °C (RCP 8.5)\*. The procedure is based on the climate model of the Intergovernmental Panel on Climate Change (IPCC). The evaluation included the effects of extreme precipitation, drought, flooding, areas with extreme temperatures and rising sea levels. The main physical risks include flooding and severe storms, which could damage our production facilities as well as our customers' and suppliers' sites, leading to business interruptions and delays in production and transportation. The locations that are exposed to a heightened climate risk are subjected to further analyses.

\* The scenarios described in the Representative Concentration Pathways (RCPs) roughly correspond to the range of possible future emission trajectories described in the literature. The scenarios with the different emission trajectories result from the projected population development, food production, development of energy production and land use.

## Impact on the economy, environment and society

As part of our materiality analyses, we analyze the impact of our business activities on people and the environment along the entire value chain. With our products and solutions, we contribute to economic growth and promote technological progress. Our automation solutions can improve working conditions for our customers. KUKA sees itself as a partner to its customers and a responsible employer for its workforce and their families.

KUKA contributes to environmental protection through the careful use of natural resources and an effective environmental management system. Applicable laws and regulations are respected at all times. We comply with our environmental and human rights due diligence obligations in our upstream value chain by taking measures to improve working conditions in our supply chains. And we require our suppliers to commit to respecting human rights and to comply with appropriate due diligence processes. To achieve this, we work with a binding Code of Conduct for Business Partners, and those responsible for purchasing must ensure it is agreed to.

KUKA takes this responsibility seriously and is also aware of the possible negative impact of its business activities. This includes identifying and mitigating the consequences for the economy, the environment and society, as well as for the Company and its employees.

As a technology company, we know that a large proportion of emissions is generated in the upstream and downstream value chain. With our products and systems, we help shape sustainable production for our customers. For example, by supplying energy-efficient robots or setting up carbon-neutral production facilities on customers' premises, we reduce CO<sub>2</sub> emissions at our customers' sites.

In a world that is changing rapidly and encountering major challenges in the face of climate change, we can help to reduce emissions with energy- and resource-efficient solutions and thus also secure our long-term business success.

## Material sustainability topics

Sustainability affects economic, ecological and social aspects. Therefore, the key issues for the Company must be identified in order to be able to develop a sustainability strategy. In this context, we also take into account such demands as are placed on us from outside the company.

In order to achieve improvements, but also to identify risks and opportunities, it is crucial to know one's value chain. For this reason, KUKA has identified the most important ESG topics that have a significant impact on people, the environment and our company across our entire value chain in a materiality analysis.

KUKA prepared a double materiality analysis in accordance with the requirements of the new EU directive, the Corporate Sustainability Reporting Directive (CSRD), and the European Sustainability Reporting Standards (ESRS) in the 2023 fiscal year. During the analysis, the ESG topics specified in the standard were considered and evaluated from different perspectives: the inside-out perspective, the impact of KUKA's business activities on people and the environment, and the outside-in perspective, the impact of the environment and society on the company, which can influence business performance or business results.

The results of the analysis cover the following ESG topics:

- » **E1 Climate change**
- » **E5 Resource use and circular economy**
- » **S1 Own workforce**
- » **S2 Workers in the value chain**
- » **G1 Business conduct**

Group-wide reporting in accordance with the CSRD is based on the transposition of the EU directive into national law. In April 2025, the EU Parliament approved a two-year postponement of the reporting requirement. Irrespective of this, however, KUKA will continue to drive forward the transparency of sustainable performance both within the company and in the value chain. For each ESG issue identified, the strategy, goals, measures and procedures are reviewed and, if necessary, revised and supplemented. In 2024, KUKA also began setting up an IT-supported reporting system to record key performance indicator worldwide.

As the CSRD has not yet been transposed into national law, KUKA prepared the Sustainability Report 2024 as before in accordance with the GRI Standards.

With the help of the materiality analysis in accordance with the CSR Directive Implementation Act (CSR-RUG) from 2021, five topics were identified as central and important: “Climate protection and climate risks” as a central environmental topic, “Efficient and responsible products and solutions” from the economic topic area, and “Responsible procurement” and “Employee responsibility and development” from the social and societal area. The topic of “Good Corporate Governance” covers other material topics as an important interdisciplinary function.

Sustainability goals were defined for KUKA on the basis of the materiality analysis.

## Results of the materiality analysis

Material Topics	Concerns according to CSR Directive Implementation Act	Material impacts internal and external to the company	GRI Standards
Climate protection and climate risks	Environmental concerns	External	<b>GRI 302:</b> Energy <b>GRI 303:</b> Water and effluents <b>GRI 305:</b> Emissions <b>GRI 306:</b> Waste
Efficient and responsible products and solutions	Environmental and social issues	External	<b>GRI 302:</b> Energy <b>GRI 416:</b> Customer health and safety <b>GRI 417:</b> Marketing and labeling <b>GRI 418:</b> Customer privacy
Employee responsibility and development	Employee concerns	Internal	<b>GRI 401:</b> Employment <b>GRI 402:</b> Employee-employer relationship <b>GRI 403:</b> Occupational health and safety <b>GRI 404:</b> Training and further education <b>GRI 405:</b> Diversity and equal opportunity
Responsible procurement	Human rights and environmental concerns	External	<b>GRI 204:</b> Procurement practices <b>GRI 308:</b> Supplier environmental assessment <b>GRI 407:</b> Freedom of association and collective bargaining <b>GRI 408:</b> Child labor <b>GRI 409:</b> Forced or compulsory labor <b>GRI 414:</b> Supplier social assessment
Good Corporate Governance	Anti-corruption	Internal	<b>GRI 205:</b> Anti-corruption <b>GRI 206:</b> Anti-competitive behavior



## Our goals

Fields of action	Goals
Ecological responsibility	<p><b>Continuous improvement of our environmental performance</b></p> <ul style="list-style-type: none"> <li>» Target for Scope 1+2 emissions by 2030: -40% compared to base year 2022</li> <li>» Target for Scope 3 emissions by 2030: -20% compared to base year 2022</li> <li>» Net zero by 2050</li> </ul>
Efficient products and solutions	<p><b>Continuous improvement of the energy and resource efficiency of our products and solutions</b></p> <ul style="list-style-type: none"> <li>» Calculation of the product carbon footprint of our core products by 2026</li> <li>» Ensure that products are designed for disassembly and repair</li> <li>» Improved energy efficiency and energy recovery</li> </ul>

## Our goals

Fields of action	Goals
Sustainable supply chain	<p><b>Ensuring a sustainable and reliable supplier network</b></p> <ul style="list-style-type: none"> <li>» Suppliers confirm compliance with ethical, environmental, health and safety standards: min. 80% of our global purchasing volume</li> </ul>
Responsible employer	<p><b>Increasing employer attractiveness</b></p> <ul style="list-style-type: none"> <li>» reduction of accidents at work</li> <li>» Reduction of the lost time incident rate (LTIR)</li> <li>» Performance of regular safety inspections at the relevant locations</li> <li>» Increase in the proportion of women in the Global Leadership Team by 2030: 20%</li> <li>» Integration of leadership principles into global performance management</li> </ul>
Corporate compliance	<p><b>Raising awareness of corporate compliance</b></p> <ul style="list-style-type: none"> <li>» Confirmation of the newly issued Group guidelines by the CEOs of the business segments with documentation: 100%</li> <li>» Regular compliance training for employees: Group-wide participation rate of 100%*</li> <li>» Confirmed compliance violations are linked to a measure: 100%; this is documented and implementation is tracked</li> <li>» Further strengthening of awareness of corporate compliance, e.g. organization and implementation of a “Compliance Week”</li> </ul>

\* Taking into account, for example, fluctuation, employees exempted from normal duties, parental leave.



# Compliance

Ethical, responsible corporate governance is one of KUKA's most important principles. Our Corporate Compliance Program provides a basic framework to ensure that our employees behave in a manner that complies with laws and regulations. Our compliance structure is based on fundamental ethical values and is intended to protect our economic values. This also applies to product safety. It is our aim to protect our customers against risks and damage caused by our products, both in terms of their health and also with regard to data protection issues. We thus create a safe and secure environment for customers, employees and our company.

- ▶ Tough on corruption and bribery
- ▶ Corporate compliance as a foundation
- ▶ Guidelines for product safety
- ▶ Information/IT security and data protection

## Tough on corruption and bribery

Even though our market environment is subject to dynamic changes worldwide, our fundamental ethical standards and the associated internal rules remain unchanged. As a foundation for our business activities, we have anchored our core values in policies. They are included in our Corporate Compliance Program and thus an integral part of our daily business decisions.

Our core values are:

- » Ethical principles are a core element of our business activities.
- » Laws and regulations must be complied with, as must our core values and internal policies.
- » A working environment in which all employees are appreciated and receive equal treatment form the basis for good cooperation.

- » Transparency in decision-making processes and a high degree of integrity are what set us apart.
- » The health and safety of employees in the workplace is a priority for us.

Corruption and bribery must be systematically combated for both legal and ethical reasons, and sanctioned where necessary. Cases of corruption entail reputational risks for our company and can result in fines, claims for damages or exclusion from public tender procedures.

In competition with other companies, KUKA prohibits any form of corruption and demands abidance by the principles of fair competition. This self-image is a fundamental part of our corporate culture. That is why we do not participate in price fixing and other anti-competitive practices.

### Compliance structure

The Compliance department falls within the remit of the CEO of KUKA AG. The Chief Compliance Officer (CCO) is responsible for the Corporate Compliance Program and its operational implementation. Moreover, the senior executive levels are involved in the operational implementation; this responsibility devolves to all management levels. We have established various processes and measures in order to implement compliance together with all employees and external partners. Together, these elements form our Compliance Management System (CMS).

## Corporate compliance as a foundation

The Management Board is responsible for the [Corporate Compliance program](#) established in 2008. Each corporate policy is in turn an integral part of this program and applies globally to KUKA Group. The policies describe in detail how employees are to behave in certain problem situations or other situations in terms of business practices with integrity.

The content of the Corporate Compliance Program – which is also the foundation of the CMS – is laid out in our Corporate Compliance Manual. This includes the most important points of contact as well as the 15 compliance-specific corporate policies which define the rules of conduct, cooperation, personal commitment and framework for KUKA's business operations.

The Compliance Manual constitutes the basis of the CMS. It is available to all employees via the company-wide intranet and is accessible to the public on the company's website. The Compliance Manual is revised as necessary to adapt it to current requirements. In 2024, we again reviewed all corporate compliance policies to ensure they were up to date.

Furthermore, a completely new design was developed for the Compliance Manual. The focus was on user-friendliness and comprehensibility. The content has been structured even more clearly and the format has been optimized for reading on screen as well as for print copies.

Another foundation for the CMS at KUKA is an internal database in which compliance inquiries and issues are systematically recorded. It is regularly evaluated in order to draw conclusions on the effectiveness and need for adaptation of the CMS. In the year under review, the categories for recording compliance transactions were adapted to the new reporting requirements in accordance with the CSRD.

### Online and classroom training

In order to train employees in compliance issues, training measures are an inherent feature of the CMS. They are provided in various formats. These include computer-supported learning methods (e-learning) and worldwide classroom training on selected topics as required on specific occasions. Participation in "Corporate Compliance" e-learning is mandatory for all employees and is confirmed with a certificate after successful completion. Both new and existing employees are invited to take part in the e-learning at regular intervals. All employees are required to refresh their compliance know-how on a regular basis.

E-learning programs are used to teach the core values as well as fundamental compliance skills and codes of conduct. Available in 11 languages, the program has a modular format and is geared to specific target groups. A complete overhaul of the e-learning program, both in terms of content and appearance, was commenced in the previous year. This was

completed in the year under review. The new e-learning has been tailored even better to the specific needs at KUKA and in our industry, so that employees can find the content even more easily and recognize its relevance and importance. This strengthens acceptance and promotes awareness of corporate compliance among the workforce. We are also planning to expand e-learning and other electronic training methods in the future.

For employees who are unable to take part in the e-learning program, such as employees in the areas of production and logistics, classroom training was developed in 2024. The content and language of the classroom training were adapted to the requirements of the target group. This training has already been rolled out in various areas of production at the Augsburg location and will serve as the basis for classroom training at our locations worldwide. Employees of the Compliance organization will carry these out on site. Participation in the annual classroom training and corporate compliance e-learning is recorded in the KUKA Learning Management System.

### Establishment of our compliance reporting channels

All KUKA employees should be able to provide information about suspected compliance violations without fear of negative consequences. This is set out in our Corporate

Compliance Manual. The various communication channels available to both employees and external parties in the event of a suspected violation are also listed here in detail. They may report concerns to their manager, the HR department or Compliance Officers who are deployed on site and regionally. Suspected violations cases can also be reported anonymously to an ombudsperson who is not employed by the company and is therefore independent. The ombudsperson forwards the issues to the Compliance

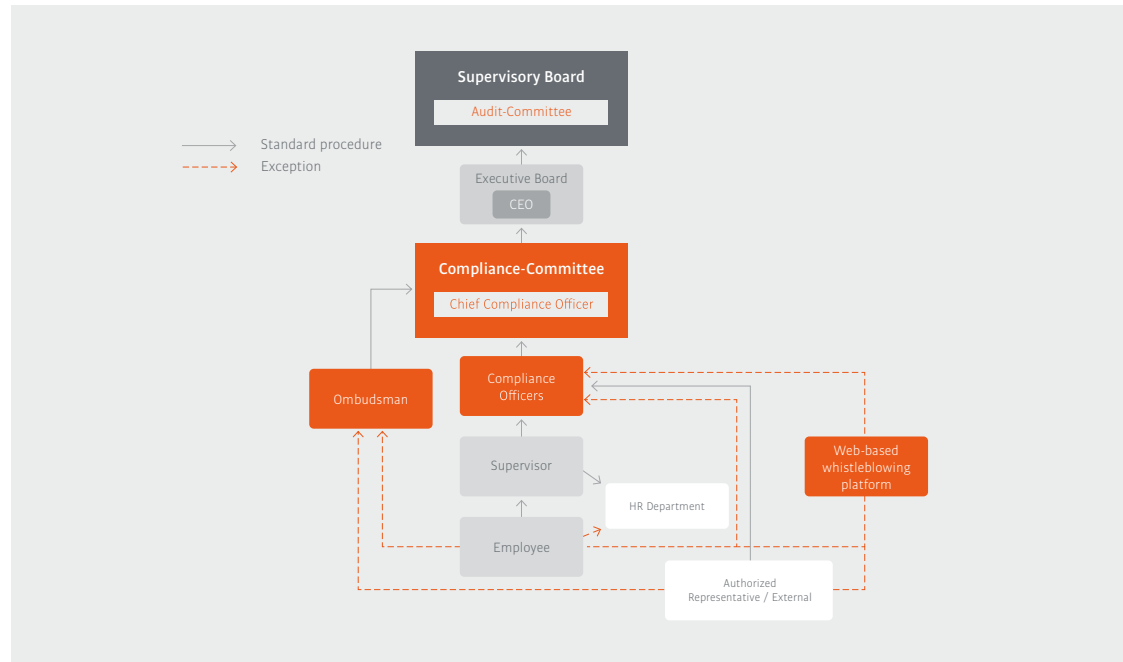
Officer (CCO), in anonymous form if so desired. Additionally, the web-based KUKA Integrity platform is available, which can be used to report compliance issues both anonymously and non-anonymously. Internal and external reports are treated with the same care.

The KUKA reporting channels fully comply with the Whistleblower Protection Act (HinSchG), which came into force in July 2023.

The communication channels which are currently in place proved effective in 2024. During the fiscal year, KUKA Group became aware of 27 potential compliance incidents (2023: 21). These were carefully processed and, if necessary, appropriately sanctioned. Furthermore, cases of corresponding relevance were reported to the Management Board or the Audit Committee of the Supervisory Board.

The new Corporate Compliance e-learning contains a separate module on compliance reporting channels and the procedure for submitting reports of potential compliance violations. In addition, the reporting channels are referred to on multiple occasions in other modules.

Extensive campaigns are conducted at regular intervals to raise awareness of the reporting channels, including the web-based platform.



### Objectives for clarity and impact

In 2024, key topics of compliance work were identified that will be pursued more intensively:

- » Confirmation of the newly issued Group guidelines by the CEOs of the business segments with documentation of 100%
- » Regular compliance training for employees: Group-wide participation rate of 100%\*
- » Confirmed compliance violations are linked to a measure: 100%; this is documented and implementation is tracked.
- » Further strengthening of awareness of corporate compliance, e.g. organization and implementation of a “Compliance Week”

\* Taking into account, for example, fluctuation, employees exempted from normal duties, parental leave

### Further training of compliance experts

KUKA has been working closely with the Center for Professional Development and Knowledge Transfer (ZWW) at the University of Augsburg for many years. As in previous years, KUKA once again offered to host the Company Campus Days of the “Compliance Officer (Univ.)” certification course in 2024. The course provides participants with practical insight into compliance issues within an industrial company.

KUKA also contributed to the foreword of the new edition of the accompanying volume “Compliance Officer – The Augsburg Qualification Model”.

## Guidelines for product safety

We are committed to safety, whether in production, purchasing, quality management or service and sales. We also live up to this expectation after delivery and installation of our products and systems. That is why, already during the development of new products, KUKA works on excluding product defects or operating errors to the fullest possible extent. All details and responsibilities are explained thoroughly in the KUKA policy on product safety. The KUKA Product Safety policy serves to implement the product compliance requirements, including safety aspects, and centrally regulates the necessary requirements, tasks, activities and responsibilities. The policy is managed by the central Product Compliance department, which reports to the head of the Legal department. Customers learn how to work safely with the robots and program them at our KUKA College.

Our robots and systems comply with the applicable legal requirements and technical standards. These include, for example, the EU Machinery Directive 2006/42/EC as well as EN 528, EN 619 and the EN ISO 10218 series. We confirm product conformity via the CE marking or country-specific authorizations and certificates from third parties – for example, NRTL/CSA in North America. We ensure compliance with the requirements internally as part of product development and project implementation and, where necessary and appropriate, involve external bodies in the conformity assessment.

KUKA frequently sells to system integrators that install our products at the end customers' facilities. KUKA is thus often unaware of the purpose and location of the individual robots, and in such cases only comes into contact with the product again via Customer Service, for example during routine maintenance. Here, the service technicians pay attention to potential safety risks and other relevant aspects.

We have clearly defined processes and procedures for potential safety risks involving robots that have already been installed. Corresponding risks are reported to the Product Compliance department. In the event of a safety risk being identified, we actively approach the customer.

Swisslog has published a comprehensive guide to managing all aspects of product safety. The guide provides a practical overview of the implementation of safety measures throughout the design, development and realization process. In addition, a system design review checklist has been introduced to help designers and engineers of automated logistics systems identify critical areas and define appropriate measures at an early stage of the process.

With the aid of worldwide product monitoring and the experience we have gained over the years, as well as by tracking, and in some cases actively participating in, the activities of standards working groups, we are able to prepare our products early for a future state of the art. In 2024,

we trained more than 1,050 employees on product safety and technical safety regulations at 16 events.

The principle of "Security by Default" or "Privacy by Default" is being increasingly taken into account at KUKA against the background of advancing networking. At KUKA, we program the factory settings in our products or other applications in such a way that users and their data are protected without any corresponding settings having to be made to this effect.

Responsibility for product safety lies with the management of the segments.

### Reviews and training

Our customers and business partners learn how to safely handle and program robots and cells in user training courses at KUKA Colleges around the world. In addition to the expert operation of the machines and components, the aim is to prevent accidents and increase work safety for the customer.

In 2024, almost 2,800 robot training courses were held at KUKA locations worldwide. The training portfolio was expanded to include the topic of energy-efficient operation and programming of our products. The Product Compliance department at KUKA regularly monitored compliance with the Product Safety policy during the year under review,



checked any deficiencies and successfully remedied them. In addition to safety aspects, the policy includes a variety of product labeling requirements that are playing an increasingly important role for market entries in global supply chains. Essential for this are the product directives of the European Union, in particular the Machinery Directive, which must be applied to all industrial robots and production systems. Equally relevant are market-specific certification and approval requirements, for example for the North American or Asian markets.

KUKA meets these requirements by means, among other things, of continuous training of its employees and the expertise of internal and external specialists. Frequent interdepartmental reviews additionally ensure product compliance prior to distribution. We intensify the dialog on relevant topics through a continuous exchange of experience among product safety experts within KUKA Group.

### Tax compliance

KUKA underscored its Group tax strategy with a corporate policy on tax compliance. KUKA strives to fulfill the tax law obligations applicable worldwide out of a sense of social and ethical responsibility. A Tax Compliance Management System (Tax CMS) ensures that the tax obligations of Group companies are met and that integrity standards are maintained by adopting appropriate measures – such as efficient, high-quality and reliable expertise, processes, systems, methods and controls. The Tax Compliance policy defines the framework for these activities and governs the corresponding responsibilities.

To ensure compliance with the legal requirements relating to tax governance and compliance, the Group tax department annually offers training courses on international taxation for colleagues in Finance and others in Group management. KUKA's tax strategy aims to maintain trusting and respectful relationships with the tax authorities and other public bodies.

A multinational group of companies like KUKA is obliged to create a country-by-country report (CbCR) if its annual consolidated sales revenue in the previous fiscal year totals at least 750 million euro. The CbCR contains certain key performance indicators such as tax payments, current tax expense, income and number of employees. It is prepared annually in aggregated form per country and sent to the tax authorities of the country in which the ultimate parent company Midea is domiciled. The relevant tax authorities can retrieve the information via the automated data exchange.

In addition, as a multinational group, KUKA must apply the global minimum tax for the first time for fiscal 2024. The aim of the global minimum tax is to ensure that an effective tax rate of at least 15 percent applies to all multinational companies in every country. If the effective tax rate in a country is below this tax rate, an additional tax is levied. As KUKA is not the ultimate parent company, any additional supplementary tax for 2024 will be incurred by Midea at shareholder level.

## Information/IT security and data protection

KUKA is committed to protecting the information processed by our customers and ourselves. For this purpose, a global data protection management system is in place to systematically organize, implement and monitor the high requirements worldwide. We have incorporated the issues of information security and data protection into the product development cycle as fixed elements and take them into account with the goals of “security by design” and “privacy by design” when developing the hardware and software for our products.

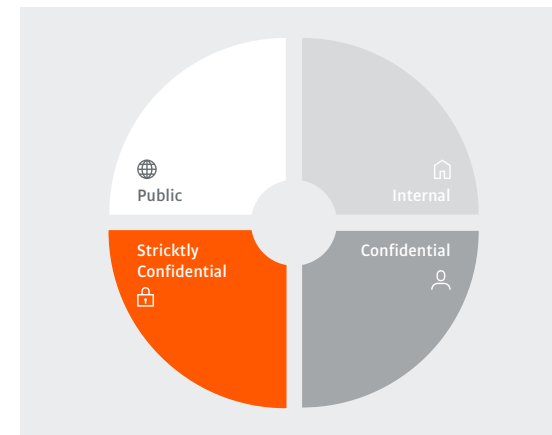
For years, KUKA has been working closely with many customers and attaches great importance to data protection. KUKA ensures that it has a globally uniform minimum standard in place for handling corporate and personal data. Customer data are protected from unauthorized access and misuse, being processed in a CRM system to which only a small number of authorized employees have access. In the current year under review, once again, no infringements of customer privacy or loss of customer data were reported to us.

KUKA has implemented globally applicable policies on information security and data protection; these provide a uniform level of protection and are based on internationally recognized standards (for example, ISO 27001, EU GDPR). Our employees are able to contact the responsible departments at KUKA directly in the event of queries or incidents. In addition to the personal points of contact, general e-mail accounts can also be used for these topics.

Information security and data protection affect all KUKA employees. Attackers use every possible method to gain access to sensitive or confidential information. In view of the large number of phishing emails that are sent out every day, it is important to integrate the defense against threats from phishing and other attack tactics more strongly into everyday working life. For this reason, in addition to the extensive internal regulations, there is also mandatory online training on information security and data protection in seven languages. All employees are required to complete the training courses that form part of the security awareness concept every year. In addition to the training modules, the concept also consists of simulated phishing emails that our employees are to recognize and react to correctly.

For employees who do not have access to a PC, corresponding classroom training is available. Specially tailored training courses have been created for groups of people who are confronted with particular requirements regarding information security or data protection, for example information security for developers, data protection for HR.

Furthermore, information is classified within KUKA Group. Classification of information means categorizing the content of this information based on its confidentiality and the potential damage if it is mishandled. Classification is therefore an important component in preventing material and immaterial damage for the entire KUKA Group and is an essential part of our security concept. This way, we not only meet the requirements of our business partners and customers, but also ensure that we protect our know-how accordingly. We pursue a uniform, Group-wide approach to classification across all regions and segments.



Despite extensive technical protection measures, fraudulent e-mails with the aim of causing damage may reach employees. For this reason, in 2024, we once again significantly stepped up our campaigns to prevent phishing and raise employee awareness. We continuously carry out phishing tests, provide online training and derive further measures to raise employee awareness. We verify the result by means of anonymized tests and as a result have significantly raised awareness of fraudulent e-mails and the associated dangers.

KUKA was once again successfully TISAX-certified in the area of information security in 2024. TISAX is a cross-company assessment and exchange mechanism for information security in the automotive industry. It involves the protection of data, its integrity and availability in the manufacturing process. This standard is required by our customers from the European automotive industry when awarding contracts. External auditors independently verified and confirmed that KUKA operates an effective information security management system.

The Swisslog locations in Dortmund (Germany) and Buchs (Switzerland) have been successfully certified in accordance with the recognized ISO 27001 standard. This ISO standard is becoming increasingly relevant for the awarding of contracts. In 2025, we plan to extend certification to other companies in the Group, also taking into account the upcoming legal requirements for NIS2 and the Cyber Resilience Act.

### Artificial intelligence

KUKA sees artificial intelligence (AI) as a great opportunity to bring competitive advantages to the industry. AI has the potential to fundamentally change the world of work. As a technology company, KUKA is aware of its responsibility here and has implemented its own AI strategy. The company uses AI in internal processes as well as in its own products and solutions. The aim here is to make it as easy as possible for customers to access automation. AI will make a major contribution to this by simplifying the programming of industrial robots and shortening start-up times, as well as optimizing maintenance and reducing downtimes.

»» AI will make a major contribution to this by simplifying the programming of industrial robots and shortening start-up times, as well as optimizing maintenance and reducing downtimes. «



# Ecological responsibility

An intact environment and responsible use of natural resources are important prerequisites for long-term business success. However, the ever more urgent climate crisis, polluted air, increasingly scarce resources, escalating waste problems, contaminated soil and water, and the loss of biodiversity require the adoption of countermeasures. As an industrial company, KUKA wants to make a measurable contribution to the reduction of environmental pollution.

- ▶ Environmental protection in the company
- ▶ Conserving resources

## Environmental protection in the company

Environmental protection has always been of great importance at KUKA. In particular, we want to make an active contribution to climate protection, because CO<sub>2</sub> emissions have a major impact on climate change. Mindful of our responsibility for climate protection, and also in the interests of efficient production, we aim to keep our carbon footprint at all production locations to an absolute minimum.

Waste also pollutes the environment. Surface waters and soils may be adversely affected by illegal disposal or unforeseeable environmental accidents at production locations. KUKA's environmentally sound waste disposal and prevention has a far-reaching effect in counteracting potential environmental impacts.

Together with the responsible employees, our operational environmental management continuously monitors and evaluates the environmental impact of our business activities and attempts to minimize it. Our main production sites and larger subsidiaries are certified in accordance with internationally recognized management system standards relating to the environment (ISO 14001), energy (ISO 50001), occupational health and safety (ISO 45001), quality (ISO 9001) and other industry-specific regulations, such as VDA 6 Part 4, and thus demonstrably work in accordance with these sustainability standards. In addition, selected locations are certified according to the ISO 27001 information security management system.

Management system standards at the production sites and larger subsidiaries

	Number of total production sites and larger subsidiaries	of which certified locations	Number of FTEs at the certified sites	Proportion of FTEs at the certified sites
ISO 14001	31	21	8,056	75%
ISO 45001	31	18	8,042	75%
ISO 9001	31	31	10,673	100%
ISO 27001	31	3	886	8.3%

In our Code of Conduct, we have defined the principles for quality, health protection, occupational safety, environmental and energy management in accordance with all management system standards. Responsibility for these cross-location management systems lies with the Management Board of the Group.

Environmental management focuses on energy consumption in production, and waste and water management at the production locations. We also look at other factors such as the use of the vehicle fleet and logistics, and try to implement eco-efficient processes and potential environmentally friendly alternatives at key points.

»» The immediate goal of environmental management at KUKA is to avoid or limit the harmful effects of our locations on people and the environment. «

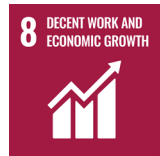
The immediate goal of environmental management at KUKA is to avoid or limit the harmful effects of our locations on people and the environment. Regular internal and external audits ensure a consistently high level of protection. If weak points are diagnosed, we take consistent action. In 2023, as in the preceding years, we recorded no significant\* incidents. KUKA does not currently use an internal CO<sub>2</sub> pricing system.

In addition to audits, independent ratings also help to assess the level of sustainability performance and indicate deficiencies (see page 14).

\* Significant incidents in environmental management constitute events with potentially severe consequences for the environment, health or safety. The exact definition of these incidents varies depending on the company targets, legal requirements and industry standards.

## Contribution to the UN development goals

Environmental management at KUKA contributes to the achievement of several goals or targets of the United Nations' Agenda 2030. In particular, this relates to the following UN Sustainable Development Goals (SDGs):



**SDG 8.4:**  
Improve resource efficiency in consumption and production



**SDG 12.2:**  
Sustainable management and efficient use of natural resources

**SDG 12.4:**  
Environmentally sound management of chemicals and all wastes

**SDG 12.5:**  
Substantially reduce waste generation



**SDG 13.2:**  
Climate protection measures and strategies

## Reducing environmental impact

As an industrial company, KUKA wants to make a measurable contribution to the reduction of environmental pollution, significantly improve energy efficiency at its own locations through targeted measures by 2030, and generate more electricity from renewable energies itself. KUKA Systems North America (KSNA) is planning to cover a large part of its total energy consumption with renewable energy within the next few years. They have initiated numerous projects and campaigns to reduce the consumption of energy, water, and waste generation. By renewing and optimizing the measurement, control, and regulation technology in buildings, we can provide energy flows in line with demand and discover further efficiency potential. That is why the site introduced an energy management information system to improve the tracking of data related to energy, waste, and recycling. The purchasing team has also been trained in more sustainable procurement. KSNA initiated a pilot project to improve heat generation through programmable thermostats, which will be expanded to two additional facilities.

At our Augsburg site, we obtain energy data with the help of meter installations at around 700 measuring points, around two thirds of which are electricity meters. All data are recorded centrally and made available to the locations involved for the introduction of further optimization. Environmentally friendly and energy-saving effects are also taken into account when purchasing new components. The energy-saving campaign in Augsburg has enabled us to achieve important and tangible savings.

Compared to the previous year, we were able to reduce electricity consumption again by 4.2 percent and heat consumption by as much as 5.8 percent. In the summer, the buildings are cooled in a more energy-efficient way; the same applies to heating in the winter. This means, for example, that the difference between the outside and inside temperature is kept as constant as possible: 5 degrees difference. We are also careful to conserve resources when constructing new buildings. For example, we will be reusing the concrete from a demolished production hall in Augsburg. The concrete is to be recycled on site and used to build the new hall. This saves raw materials and unnecessary transportation. After all, buildings in particular account for a large proportion of global CO<sub>2</sub> emissions worldwide.

KSNA's KUKA Safety & Environmental Team organized a clean-up campaign at two locations on Earth Day with over 50 volunteers – a new record number of participants!

Other measures to improve our energy efficiency include the automated shutdown of machines, the regulation of light intensity depending on daylight, the ongoing conversion of lighting to LEDs at more and more locations worldwide, modern, energy-efficient air compressors and refrigeration systems, the installation of programmable thermostats, the use of waste heat for our heating systems and the adjustment of the temperature of the water heater.

In Hungary, for example, the heat recovered from air compressors is used to produce hot water and heat buildings. As a result, less natural gas is consumed and around 16 tonnes of CO<sub>2</sub> are saved each year.

Within the company, there is an exchange between the locations about implemented measures and optimization possibilities. Last but not least, we also raise employees' awareness of the need to use energy responsibly. Even small everyday measures such as shutting down laptops at the end of the day, switching off monitors and lights or driving more fuel-efficiently make a difference.

In 2024, Swisslog Austria opened the new production facility in Eberstalzell. The newly constructed site consists of three production halls and a hall for the test area, which are connected to office space. Operating processes have been consolidated and optimized at the modern production site in order to drive future growth better. The new site is not only designed for operational efficiency, but also for sustainability. The building has roofs made of timber elements, a hybrid facade and a green flat roof construction that reduces water run-off. In addition, the plant is equipped with 7,500 m<sup>2</sup> of photovoltaic panels, which contribute to the company's goal of expanding renewable energies. One innovative step is to supply the facility with excess process energy from a nearby plant, which further increases the building's environmental performance.

### Energy consumption and energy mix

Compared to the previous year, KUKA was able to reduce its total energy consumption by 11.8 percent to 95,272 MWh. This reduction is due, on the one hand, to efficiency measures, but also to lower consumption due to the lower sales volume. The share of renewable energies amounted to 27,724 MWh equivalent to 29.1 percent of total energy consumption. The self-generated electricity by the photovoltaic systems rose to 600 MWh. Energy consumption from fossil sources fell by 9.6 percent year-on-year to 67,548 MWh, equivalent to 70.9 percent of total energy consumption. The significant drop of energy consumption led to lower energy intensity. Energy intensity fell by 4.0 percent year-on-year to 25.6.

<sup>1</sup> KUKA's large sites in Europe, North America and Asia (Augsburg, Bremen, Dortmund, Westerstede, Kunshan, Shanghai, Shunde, Sterling Heights, Toledo, Broomfield, Füzesgyarmat, Taksony, Sibiu, Eberstalzell, Buchs, Boxholm, Cuneo and Maranello)

<sup>2</sup> With the migration to a new IT tool in 2024, different emissions factor libraries were used.

<sup>3</sup> Total energy consumption (in MWh)/revenues (in Mio. €)

### Energy consumption and energy mix<sup>1</sup>

	2023	2024 <sup>2</sup>	Change year-on-year
in MWh			
<b>Total energy consumption</b>	<b>108,063</b>	<b>95,272</b>	<b>-11.8%</b>
<b>Total consumption of renewable energy</b>	<b>33,329</b>	<b>27,724</b>	<b>-16.8%</b>
thereof purchased or acquired electricity, heat, steam, and cooling from renewable sources	33,021	27,124	-17.9%
thereof self-generated non-fuel renewable energy (PV)	308	600	94.9%
Share of renewable self-generated electricity in total energy consumption (in %)	0.3%	0.6%	
Share of renewable sources in total energy consumption (in %)	30.8%	29.1%	
<b>Total consumption of fossil energy</b>	<b>74,734</b>	<b>67,548</b>	<b>-9.6%</b>
thereof coal and coal products	-	-	
thereof crude oil and petroleum products	404	573	41.9%
thereof natural gas	34,331	28,681	-16.5%
thereof other fossil sources	-	-	
thereof nuclear sources	-	-	
thereof purchased or acquired electricity, heat, steam, and cooling from fossil sources	40,000	38,294	-4.3%
Share of fossil sources in total energy consumption (in %)	69.2%	70.9%	
<b>Energy intensity<sup>3</sup></b>	<b>26.7</b>	<b>25.6</b>	<b>-4.0%</b>

KUKA is continuing to drive power supply from renewable sources forward. KUKA is investing in photovoltaic (PV) systems at more and more locations worldwide. In Augsburg, the annual energy output of the PV system with over 1,000 modules on an area of 2,100 m<sup>2</sup> is 440,000 kWh. In addition, PV systems at our production sites in Bremen (Germany) and Taksony (Hungary) generate renewable energy and thus cover part of our electricity requirements.

At an increasing number of locations, we are using environmentally-friendly green sources for part of the purchased electricity. The largest amount of energy is supplied by a PV system on a roof area of 36,675 m<sup>2</sup> at the Shunde location. The system is not owned by KUKA and is therefore categorized as Scope 2 emissions. It can produce an average of 5.3 million kWh per year. Around 70 percent of this is used for our production. The remainder is fed into the grid. By using district heating instead of natural gas, we achieve a significant reduction in CO<sub>2</sub> emissions at some European locations.

### Greenhouse gas footprint

By making our environmental performance transparent, we uncover potential for improvement and can ensure better achievement of our environmental and energy targets. As part of the preparations for the CSRD (Corporate Sustainability Reporting Directive), further global locations are being integrated into the data collection process.

KUKA sets itself ambitious global targets to reduce greenhouse gas emissions from our own business activities (Scope 1 and 2) and from our value chain. By 2030, KUKA aims to reduce its emissions (Scope 1 and 2) across the Group by 40 percent compared to the base year 2022, while at the same time increasing sales growth. A reduction of 20 percent compared to the base year 2022 is planned for Scope 3 emissions.

KUKA measures its greenhouse gas footprint in accordance with the Greenhouse Gas Protocol Corporate Standard. The Greenhouse Gas Protocol (GHG) divides GHG emissions into three categories: Scope 1, 2, and 3.

Scope 1 includes direct emissions (tCO<sub>2</sub>eq) resulting from KUKA's business activities at its own sites, controlled operations, including warehouses. These emissions encompass the direct consumption of fossil fuels such as natural gas and refrigerants (considered fugitive emissions). This also includes emissions from KUKA's company car fleet.

Scope 2 emissions (tCO<sub>2</sub>eq) are indirect emissions from purchased energy, such as electricity, steam, and district

heating, generated at KUKA's own sites, controlled operations, and warehouses. KUKA reports location-based Scope 2 emissions. Scope 2 location-based uses emission factors that relate to the average emission factors of the area where the electricity consumption takes place.

Scope 3 includes indirect emissions (tCO<sub>2</sub>eq) from our upstream and downstream value chain. These emissions result from our business activities but originate from sources neither owned nor controlled by KUKA. This includes emissions from the production of purchased products.

As KUKA is introducing a new IT tool for global data collection, Scope 3 data was not available at the time of the report's publication.

Scope 1 and 2 GHG emissions (location-based) decreased by 7.9 percent year-on-year to 40,211 metric tons. The GHG intensity remained unchanged compared to the previous year and shows the correlation with total revenue, which fell by 7.8 percent.

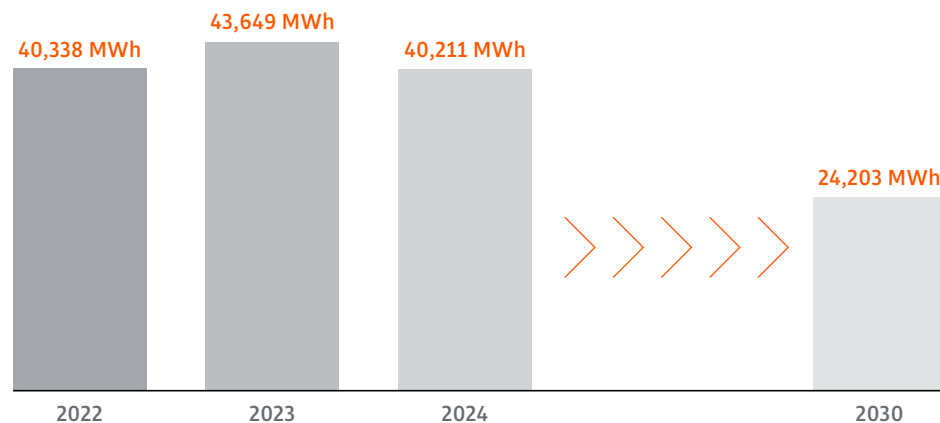
KUKA did not purchase any CO<sub>2</sub> credits or finance climate protection projects outside its value chain to reduce greenhouse gas emissions.



Greenhouse gas emissions<sup>1</sup>

	2023	2024 <sup>2</sup>	Change year-on-year
in t CO <sub>2</sub> e			
<b>Scope 1 + 2 GHG emissions total (location based)</b>	<b>43,649</b>	<b>40,211</b>	<b>-7.9%</b>
<b>Scope 1 + 2 GHG emissions total (market based)</b>	<b>-</b>	<b>39,135</b>	<b>-</b>
<b>Scope 1 GHG emissions</b>	<b>10,006</b>	<b>9,682</b>	<b>-3.2%</b>
Scope 2 GHG emissions (locations based)	33,643	30,529	-9.3%
Scope 2 GHG emissions (market based)	-	29,453	-
<b>GHG intensity (location based)<sup>3</sup></b>			
Scope 1 GHG emissions	2.5	2.6	4.0%
Scope 2 GHG emissions	8.3	8.2	-1.2%
<b>GHG intensity total</b>	<b>10.8</b>	<b>10.8</b>	<b>0.0%</b>

Scope 1 and 2 target until 2030



<sup>1</sup> KUKA's large sites in Europe, North America and Asia (Augsburg, Bremen, Dortmund, Westerstede, Kunshan, Shanghai, Shunde, Sterling Heights, Toledo, Broomfield, Füzesgyarmat, Taksony, Sibiu, Eberstallzell, Buchs, Boxholm, Cuneo and Maranello)

<sup>2</sup> With the migration to a new IT tool in 2024, different emissions factor libraries were used.

<sup>3</sup> in t CO<sub>2</sub>e per 1 Mio. € revenues

### Electrification of own car fleet

We want to make a measurable contribution to the reduction of our direct emissions and therefore aim to convert our KUKA vehicle fleet to electric vehicles by 2030. The target is being gradually implemented at all locations worldwide. We are also continuing to invest in the charging infrastructure. By the end of 2024, 170 charging points had been installed at the Augsburg site alone, which is another 50 charging points more than in the previous year.

Swisslog installed five charging stations at its Buchs (Switzerland) location and has already replaced more than 20 percent of its pool vehicles with electric vehicles. At the Swisslog location in Dortmund (Germany), 60 charging stations are provided, which are supplied from a photovoltaic system on the roof of the test hall. Swisslog is thus making its contribution to achieving the goal of electrifying the vehicle fleet by 2030.

To make sustainable modes of transport more attractive and reduce emissions on the way to work, we motivate our employees by offering a subsidy for train travel in conjunction with the so-called Deutschlandticket. The Deutschlandticket was introduced by the German government in the spring of 2023 to make local public transportation more attractive and thus reduce the number of people traveling on their own by car.

In addition, employees have been able to order a JobRad at many German locations since 2023. With this model, employees can finance a new bicycle or an e-bike through deferred compensation and thus benefit from cost advantages. This not only helps to protect the environment, it also promotes the health of employees.

### Employee Commuting

In 2024, we launched a global mobility survey among KUKA employees for the first time, with a Group-wide participation rate of 22 percent. Here, employees indicated which means of transportation they used to get to work and how many kilometers they traveled. The survey made it possible to calculate the CO<sub>2</sub> emissions for 2024 that were attributable to commuting behavior. The results of the survey showed that around 65 percent of the kilometers driven were covered by car (including e-cars). Public transport was used for around 30 percent of the kilometers traveled and around 4 percent of the kilometers were covered on foot or by bicycle, and 1 percent by motorcycle. The data not only provide a transparent picture of our employees' commuting habits, but also raise awareness of the environmental impact of the selected means of transport. The emissions generated are part of our Scope 3 emissions (Employee Commuting). Due to a system migration, the emissions evaluation was not available at the time of publication of the report.

## Conserving resources

Within the framework of the environmental management system, KUKA also considers the development of waste and wastewater volumes, adopting measures to reduce them. With forward-looking environmental management, we are thus able to make measurable contributions to the conservation of resources.

### Waste management

The new waste concept was fully rolled out and implemented at the Augsburg location in 2024. The new recycling center acts as a central junction between in-house collection on the one hand and waste collection point for collection by contracted waste disposal companies on the other. The introduction of large-volume waste containers with tigger train capability forms the backbone of waste collection and efficient transportation for maximum compaction. This reduces both internal and external transportation to a minimum, which in turn reduces both CO<sub>2</sub> emissions and costs.

In order to ensure high-quality recycling of inevitable waste, production waste at KUKA in Augsburg is consistently collected and separated into different waste categories at the point of generation. An adapted color coding system for waste separation and the addition of further waste categories are key to improving sorting depth and significantly reducing mixed waste. For example, the cost-neutral

separate collection and return of lightweight packaging, which is subject to the dual systems in accordance with the Packaging Act, was introduced. These regulations on waste disposal also apply to external companies.

We also ensure that the building materials are separated by type when it comes to dismantling buildings. For example, the concrete waste from the demolition of a production shop in Augsburg was processed and certified. This means that the material can be recycled as a high-quality building material.

In addition, the team in North America is working on numerous projects to reduce consumption of energy, water and waste generation with impressive results. With the help of various measures, the volume of waste has been reduced by 36 percent. At the same time, the recycling rate rose from 77 percent to 84 percent.

In 2024, Swisslog's Swedish subsidiary in Partille overhauled its entire waste management system. An important step was the abolition of all decentralized mixed waste garbage cans in offices and the introduction of a central sorting system.

In 2024, the total volume of waste generated by the Group at its major locations around the world rose to 79,872 metric tons (2023: 13,331 metric tons). The sharp increase in non-hazardous waste is mainly due to building demolition work at the Augsburg location. The share of non-hazardous waste thus rose to 99.4 percent. Hazardous waste was reduced by almost 60 percent because less hazardous waste was generated during building demolition work in 2024 compared to the previous year. Consequently, the share of hazardous waste fell to 0.6 percent.

Waste generation and disposal<sup>1</sup>

in t	2023	2024	Change year-on-year
<b>Total waste generation</b>	<b>13,331</b>	<b>79,872</b>	<b>499.1%</b>
thereof non-hazardous waste	12,108	79,365	555.5%
thereof hazardous waste	1,223	507	-58.5%
Share of non-hazardous to total waste generation	90.8%	99.4%	
Share of hazardous to total waste generation	9.2%	0.6%	

<sup>1</sup> KUKA's large sites in Europe, North America and Asia (Augsburg, Bremen, Dortmund, Westerstede, Kunshan, Shanghai, Shunde, Sterling Heights, Toledo, Broomfield, Füzesgyarmat, Taksony, Sibiu, Eberstallzell, Buchs, Boxholm, Cuneo and Maranello)

The company canteen and kiosks at the Augsburg location offer a variety of packaged snacks and fresh meals every day. Unfortunately, food is also left over every day. Since 2024, this food is saved and can be taken home. This is because our canteen operator participates in the "Too Good To Go" initiative and packs the leftover food in goodie bags. Whether sweet or savory, fresh or packaged: all products from the canteen, the kiosks and the coffee bar can find their way into the "Too Good To Go" bag. In just 4 months, more than 1,300 goodie bags of rescued food were sold.

Water management

KUKA Systems North America achieved a significant reduction in water consumption by installing rainwater sensors on its sprinkler systems. With a saving of almost 40 percent, water consumption in the hot summer month of July was the lowest it had been in over 10 years. In our double materiality analysis, the divisions classified water as non-material, as the impact and risk were rated as low. This is due to our production method, which is mainly based on the use of premanufactured parts, resulting in very low operational water intensity. However, due to our number of employees, we have an unavoidable need for drinking water and sanitary water. We only use fresh water, which is sourced from the municipal water supply.

Despite being classified as non-material in our double materiality analysis, we pursue a strategy of conscious and sustainable use of water resources. This is achieved through water efficiency and conservation measures, such as water-saving flushes and appeals to our employees to reduce water waste both at KUKA and in their private lives. We are also developing a concept to continuously analyze our supply chain for geopolitical and climate-related risks, including water.

At 267,778 m<sup>3</sup>, water consumption increased compared to the previous year (2023: 289,065 m<sup>3</sup>). Most of the water consumption was attributable to our Chinese location. We measure our wastewater on the basis of our water withdrawal volume, from which we deduct 10 percent for total fresh water consumption according to internal estimates. In Augsburg, around 350,000 m<sup>3</sup> of groundwater is drawn from

» Despite being classified as non-material in our Double Materiality Analysis, we pursue a strategy of conscious and sustainable use of water resources. «

three production wells to cool the data center and parts of the main building. Here, the water is heated exclusively in a controlled manner and the same volume is returned to the groundwater. Wastewater is returned via the local networks and in the quality stipulated by the local authorities.

	2023 <sup>2</sup>	2024 <sup>2</sup>	Change year-on-year
In m <sup>3</sup>			
<b>Total water withdrawal</b>	<b>289,065</b>	<b>266,201</b>	<b>-7.4%</b>
<b>Water consumption<sup>1</sup></b>	<b>28906.5</b>	<b>26,620</b>	<b>-7.4%</b>
<b>Water discharges</b>	<b>260,159</b>	<b>239,581</b>	<b>-7.4%</b>

<sup>1</sup> Estimated value: 10% of total water withdrawn

<sup>2</sup> KUKA's large sites in Europe, North America and Asia (Augsburg, Bremen, Dortmund, Westerstede, Kunshan, Shanghai, Shunde, Sterling Heights, Toledo, Broomfield, Füzesgyarmat, Taksony, Sibiu, Eberstälzell, Buchs, Boxholm, Cuneo and Maranello)

Our water risk is assessed once a year and as required. As part of our scenario analysis of water risks in the catchment areas of our global locations, we aim to proactively address potential changes and review and document developments that could make water a material issue.

We analyze water stress with the aid of the Aqueduct Water Risk Atlas of the World Resources Institute (WRI), using the forecast water stress data for the year 2030. Water stress occurs when a country's available drinking water supply in relation to water withdrawal is a major obstacle to development. WRI measures the global water stress caused by total annual water withdrawals (municipal, industrial and agricultural), expressed as a percentage of total annually available water. Higher values indicate stronger competition between users. According to this tool, we operate in 3 countries that will be affected by extreme water scarcity and in 8 countries where water scarcity is rated as high. Additionally, according to our climate risk and vulnerability analysis, which was carried out as part of our materiality analysis, we operate in 17 countries with a heightened risk of flooding. The analysis is based on an evaluation by our insurer and includes rented warehouses as well as production and office sites. Based on this, further evaluations were carried out for prioritized locations.



# Efficient products and solutions

Products and systems from KUKA are synonymous with innovation, quality and efficiency. We can reduce the environmental impact of our customers with energy-efficient products and solutions. Energy consumption is also a significant cost factor. For this reason, the operating costs of a robot or system are becoming an increasingly important decision-making criterion for our customers, alongside functionality and acquisition costs. This applies in particular to customers who want to save costs over the life cycle and reduce their environmental impact. Furthermore, KUKA is working jointly with other companies and researchers on the working world of tomorrow, which will be characterized by interaction between humans and machines.

- ▶ Cutting costs with energy-efficient products and solutions
- ▶ Sustainable innovations in robotics
- ▶ Sustainable innovations in systems engineering
- ▶ Sustainable innovations in intralogistics
- ▶ World of work of the future

## Cutting costs with energy-efficient products and solutions

Energy-efficient robots and systems are an important lever for reducing our customers' consumption and thus also their environmental impact. The Research and Development department at KUKA is implementing these requirements and specifically working on new products with lower energy consumption compared to predecessor models. This has resulted in a wide range of energy-efficient solutions. In our experience, energy costs account for at least 40 percent of the total cost of ownership (TCO) for production systems. We measure the satisfaction of our customers with regular customer surveys.

We are involved in various initiatives and working groups to further develop our approach and attract even more customers to energy-efficient products. With an optimized energy model for newly developed robots, the use of durable components, the upgrading of welding processes and automation solutions for warehouse logistics, we have already launched groundbreaking innovations. For example, the new design of the robots in the KR FORTEC ultra family results in greater dynamic performance, lower energy consumption and a lower carbon footprint due to the reduced use of material.

In our own research and development as well as in cooperation with renowned partners from industry and research, we systematically address customer requirements and are continuously working on solutions to achieve greater energy efficiency. At KUKA, expenditure on research and development amounted to €202.3 million in 2024 (2023: €194.9 million).

	2023	2024
R&D expenditure (in € millions)	194.9	202.3
R&D ratio (in % of sales)	4.8	5.4

	2023	2024
filed patents and utility models	30	37
Granted patents and utility models	253	228

## Sustainable innovations in robotics

For all manufacturing companies wanting to operate sustainably, the energy consumption of an industrial robot is an important factor. This is because, depending on the electricity mix, energy consumption is associated not only with costs, but also with significant CO<sub>2</sub> emissions. Eco-efficiency as a contribution to both cost reduction and climate protection is therefore becoming increasingly important. Market dynamics are also driven by the European Green Deal, which makes the contribution of industrial products and processes to sustainability an important criterion in lending.

KUKA attaches great importance to eco-efficiency in the new development of a robot system. Robots are issued with a certificate in accordance with a specific measurement procedure relating to the energy consumption of industrial robots and can thus be compared with competitors. Furthermore, most newly developed robot systems are equipped as standard with an optimized energy model, making it possible to determine energy consumption for a wide range of applications without the need for additional peripheral equipment. This applies to both ongoing operation and simulation. It opens up a wide range of possibilities for further reducing the energy consumption of the application in question.

KUKA has set itself the goal of calculating the product carbon footprint of its core products by 2026. To do this, we are looking at the materials used, production, transportation, use and disposal. This enables us to identify where the most

emissions are generated in order to introduce targeted measures to reduce the product carbon footprint.

By developing energy- and resource-efficient products, we reduce our customers' costs with new, more economical robots. At the same time, consumption of resources is reduced and the climate is sustainably protected. The savings potential is enormous: The energy it consumes accounts for up to 40 percent of the total cost of ownership of a robotic product. The KUKA developers primarily use these three factors to optimize energy efficiency:

- » **Weight & design:** The streamlined design of the robot arm reduces energy consumption and the use of materials.
- » **Hardware:** Robot controllers with energy-efficient components and algorithms ensure up to 60 percent less energy consumption compared to previous models.
- » **Software:** Intelligent path planning, optimized motion characteristics and energy-saving options (e.g. ECO mode) also reduce energy consumption.

These measures have made it possible to reduce energy consumption by 35 percent for the new KR FORTEC compared to the previous generation. The more efficient robots make it easier for our customers to achieve their sustainability goals. Furthermore, simulation tools from KUKA already

enable virtual simulation of the consumption of production systems as early as the planning phase. This means that every customer can be offered the right sustainable concept at an early stage.

The further development of our robots and system concepts is particularly important because they will be making the future industrial landscape more energy-efficient. Robots and systems powered by economical DC technology are an important tool. Direct current allows renewable energy sources to be integrated more efficiently, as conversion losses are reduced. Here, electric drives can also feed their braking energy back into the DC supply system without losses and without converting it into heat via braking resistors and releasing it unused. Furthermore, with our latest robots from the KR QUANTEC family, our customers can save up to 60 percent energy compared to our Series 2000 generation produced until 2010.

With this commitment, we are doing our part to achieve the UN Sustainable Development Goals (SDGs), in particular target 7.3.



**SDG 7.3:**

Double the rate of improvement in energy efficiency

### Circular Services: investment in a green future

Customer Service at KUKA Robotics is committed to better use of valuable resources and aims to make an active contribution to climate protection. As soon as a robot system has reached the end of its first life cycle, “Circular Services” set about reusing the valuable resources. In addition to traditional customer service products and services, such as maintenance or hotline support, Robotics offers its customers a sustainable customer journey along the second and third life cycle of a robot system and its components. Circular Services offers sustainable automation solutions that extend the service life of robots and save investment costs through the use of refurbished components and used robots. These services promote recycling and the efficient use of resources, thereby reducing the ecological footprint. Continuous access to spare parts and customized maintenance services maximize robot operating time and offer flexibility in planning. KUKA ensures optimum utilization of all resources and supports sustainable corporate development. The expansion of our Customer Service portfolio to include Circular Services is also a decisive step towards meeting the changing needs of our customers.

### Contributing to the circular economy with used robots

The global demand for new industrial robots is high and the used robot market is growing as a result. For buyers, on the other hand, a used robot can be an interesting alternative to purchasing a new one. On the one hand, automation costs can be kept low and, on the other, the carbon footprint of a used robot is generally far lower than that of a new product. This is primarily due to the materials used in the robot, which are reused rather than being procured from scratch.

Before reselling, KUKA checks both the condition and the performance of the used robots. They are repaired and repainted as required and, if necessary, overhauled and passed on to the buyer with a full guarantee. Many used robots have only a small number of operating hours behind them. At KUKA, used robots are divided into three categories: Superior, Premium and Certified. The latter are used robots that have been fully overhauled. Premium devices are completely refurbished robots that are set up precisely for their new task. Superior used robots are former exhibit showpieces that are brand-new on paper. Additionally, KUKA offers a worldwide guarantee for spare parts and service.

For customers who no longer need their KUKA robots, KUKA offers two options. On the one hand, we look into the possibility of buying the robot. Registered sellers can also offer their used KUKA robots via my.kuka Marketplace. On request, KUKA offers additional services such as inspection and start-up support.

### Service and maintenance concept

Regular preventive maintenance lays the foundation for high availability of the production system and is designed to extend the technical and economic service life. With various service level agreements, we cover everything from regular inspections and technical hotlines to servicing and extended warranties. Customers also benefit from our repair and replacement concepts, the KUKA spare parts finder and the detailed analysis and performance check of the robot system. KUKA offers cheaper, fully reconditioned used parts from repairs. These are tested according to the same high quality guidelines as new KUKA original spare parts and reconditioned according to strict specifications.

Furthermore, depending on the service agreement, KUKA guarantees the availability and response time of qualified technicians, minimizes unplanned downtimes, reduces storage costs and enables transparent escalation scenarios. During regular maintenance, statutory inspections, load tests or process and system optimizations, our service specialists can detect and rectify signs of wear at an early stage. To ensure that spare parts are easily accessible and exchangeable, we make sure that the product is designed for disassembly and repair. For our customers, this means high availability of their systems and increased service life of their KUKA robots, systems, cells and equipment.



### Extending the life cycle with digitalization

Digitalization offers many opportunities to work more sustainably. That is why we have developed the KUKA iiQoT tool (based on the Industrial Internet of Things), which enables customers to use their robot fleet transparently and efficiently. Thanks to the condition monitoring feature, the software makes it possible to monitor the condition of the robot continually, identify faults at an early stage and thus prevent damage. Combined with proactive maintenance intervals based on the predictive maintenance option, the life cycle of the robot can be extended.

In addition to this, the modern and modular software architecture of the new iiQKA.OS2 operating system enables high user-friendliness, performance and flexibility, thereby increasing the efficiency and speed of development processes. The new operating system is designed for both experts and beginners. iiQKA.OS2 is easy to use and offers beginners an intuitive application of robotics and experienced users an improvement of their automation processes.

Customers benefit from the transparent presentation of their robot fleet, continuous condition monitoring and notifications in the event of faults. Thanks to the intelligent data collection in the secure Microsoft cloud, customers are able to minimize machine downtime in their production operations and thus maximize operating time. For example, the necessary maintenance measures for the robots are displayed transparently in KUKA iiQoT and can thus be harmonized for the entire robot fleet.

## Sustainable innovations in systems engineering

KUKA Systems already pays attention to energy efficiency when planning and designing new systems: Industrial robots, robot control and programming are optimized so that as little energy as possible is consumed while maintaining short cycle times. The location of the system and how the cycle times are regulated also play a role. This can significantly reduce energy consumption, e.g. by keeping robot travel distances short.

Systems is present in every single step of the process chain: from battery module & pack assembly lines to rotational friction welding systems for the production of battery contacts and battery compartments using robot-guided friction stir welding and on to robot systems for the assembly of electric motors or hybrid transmissions, to quality control with leak tests and even the installation of battery packs in the electric vehicle as well as solutions for the production of battery cells. In this context, KUKA is primarily seeking synergies from its expertise in mechanical engineering and the Digital Factory for efficient and intelligent automation.

With this experience, Systems supports its customers in reducing the energy consumption of their production systems by implementing the most resource-saving processes and optimized programming, for example with “sleep mode”. This is because energy consumption, for the most sustainable production possible, is also a decisive criterion when awarding contracts.

Sustainable solutions are also used in the company’s own production facilities. KUKA converted an existing cell at the Augsburg location to direct current. Recovered braking energy or yields from PV systems, for example, can be stored with low losses. This energy can then be used when needed, thus reducing peak loads in the grid. This storage supplies the required energy even in the event of short-term AC grid failures, so that the system can continue to operate self-sufficiently. In order to make it easier for DC technology to enter the market, further standards must be incorporated into the world of standardization and DC-compatible devices must be available as standard.

### Higher-quality and more efficient welding

In friction stir welding, or FSW welding, a rotating, pin-like tool is guided between the contact surfaces of the workpiece. The frictional heat causes the material to plasticize and the parts are joined together. This means that even difficult-to-weld or dissimilar materials such as aluminum can be welded to magnesium, copper or steel. This process reduces energy and material consumption and, unlike conventional processes, does not require shielding gas or filler wire.

## Sustainable innovations in intralogistics

In complex logistics applications, energy consumption is becoming an increasingly important criterion. Significant savings can be achieved by improving energy management for entire plants or subsystems. The Swisslog Vectura pallet crane and the Tornado light goods crane, for example, have been designed according to the lightweight construction principle and equipped with a range of energy-saving functions, such as the internal use of regenerative energy, cycle optimization and a regenerative power unit to feed the energy generated back into the main supply system. The special mast design of the Vectura crane reduces the weight and therefore the energy consumption by up to 20 percent compared to other pallet stacker cranes.

The CarryPick goods-to-person solution is also characterized by energy-efficient robots and a modular design that can extend the service life of existing warehouses and reduce the environmental impact of new buildings. CarryPick is an innovative automated warehouse and order picking system for multichannel logistics. A fleet of mobile vehicles (KMP600) navigate in a grid to transport mobile racks to workstations for order picking. This greatly reduces the walking distances for warehouse staff. The workstations are safe and can be adapted to your requirements.

Furthermore, the modular PowerStore pallet shuttle system increases the capacity of a pallet warehouse by up to 60 percent compared to manual systems. In addition, it can be individually adapted to warehouse buildings of any shape and size. The narrow design of the Row Carrier saves storage space. This offers enormous advantages, particularly in cold storage depots with high energy consumption.

In the year under review, Swisslog began analyzing the product carbon footprint using the “cradle-to-gate” method and with the first life cycle analysis (LCA) of the Vectura crane. Further products will follow in 2025. At the same time, measurement concepts were developed to determine detailed energy consumption data during the operating phase. These data are used by customers for calculation of their carbon footprints and are also an important element for the future calculation of the carbon footprint of our products according to the “cradle-to-cradle” approach.

### Support for sustainable practices

A logistics solution developed by Swisslog for the food distribution industry has significantly reduced both energy consumption and cardboard waste. Conventional cardboard boxes were replaced by reusable crates, which led to a reduction in cardboard consumption of 1.8 tons per year and halved daily truck deliveries. It was also possible to minimize the time spent by employees in the deep-freeze environment.

The Swisslog service portfolio includes the planning, support, maintenance and servicing of warehouse automation systems at the customers’ premises throughout their entire service life. Swisslog’s expert service technicians provide support in the continuous optimization and further development of existing warehouse automation systems. Customers can also use the condition monitoring solutions to display the current status of their intralogistics system at any time, thus ensuring that it works efficiently and reliably throughout its entire service life.

## World of work of the future

The digital transformation of the economy is an unstoppable process that simultaneously forms the basis of KUKA Group's business. Within this dynamic market environment of industrial automation and digitalization, the share of robotics is gradually increasing. In Germany, for example, the proportion of industrial robots per 10,000 employees rose to 429 units in 2023. The average annual growth rate between 2019 and 2023 was 5 percent. This means that Germany remains by far the largest robot market in Europe. The Chinese market in particular has grown strongly, with an average annual growth rate between 2019 and 2023 of 23 percent. Despite a large labor force, China invested heavily in automation technologies. In the same period, the growth rate was 7 percent in Europe and 6 percent in North America.

With its products and solutions for robotics, automation and digitalization, KUKA is helping to shape the working world of tomorrow. We are aware of the social responsibility that this change entails. Certain manual or industrial professions that were common decades ago are on the decline. At the same time, however, new jobs have been created in areas that did not previously exist. Occupational profiles are changing due to increasing digitalization and automation. In this way, automation can also lead to production facilities that were once relocated abroad being brought back to Western industrialized nations and contributing to economic growth here.

### Good work – with robots

Today, robots perform many tasks, but they cannot carry out an entire qualified occupation. They lack creativity and intuition. What they can do is to take on jobs that are monotonous, repetitive, physically demanding, or even posing a health hazard. With our automation solutions, we thus support our customers and their employees in equal measure. In the [Good Work Charter](#) of the former European Engineering Industries Association [EU-nited Robotics](#), which has meanwhile merged with VDMA, the European robotics industry presents its vision of good work in the future. Here it identifies ten focus areas and argues for a transition to an era of digitization and automation. In this age, the focus remains on people as workers.

The transition to a more sustainable and resource-conserving economy and lifestyle can succeed with the aid of new technologies such as automation, robotics and digitalization. KUKA and Swisslog are aware of this responsibility and support the UN's [AI for Good](#) initiative, which has developed into a year-round digital platform where start-ups and AI innovators can network and exchange ideas. AI for Good is organized by the ITU, the UN specialized agency for information and communication technologies, together with 40 UN partner organizations. It has set itself the goal of creating AI-based solutions that contribute to the UN's Sustainable Development Goals (SDGs).



## Progress through cooperation

Cooperation with partners and joint research projects open up innovative possibilities for the use of robotics in entirely new areas of application. These include the medical and healthcare sector, where KUKA demonstrates potential applications with partners.

### “Robin” supports operations in orthopedic surgery

The “Robin” application is an innovative, collaborative robotic solution for orthopedic surgery. It was designed as an open platform and enables the use of various implants from different manufacturers. The technology supports a variety of orthopedic procedures, such as robot-assisted total knee implants. An outstanding feature of “Robin” is the real-time tracking of the patient and robot positions, which creates virtual boundaries for precise bone resections and thus improves accuracy and safety during the operation. This also increases the reproducibility of procedures and enables surgeons to achieve optimal restoration of alignment and kinematics. Robin is easy to integrate into the operating room and requires only a minimal learning curve, without the need for pre-operative imaging.

### Utmost accuracy in neurosurgical procedures with “RONNA G6”

The “RONNA G6” system from our partner RONNA Medical is based on the LBR Med and has been specially developed for stereotactic cranial neurosurgery. According to RONNA Medical, it not only has submillimeter accuracy, but also features an ergonomic design and an intuitive user interface. The solution also includes automatic patient localization and registration as well as operation planning and control software. RONNA Medical developed the system to support surgeons in various minimally invasive neurosurgical procedures, including stereotactic brain biopsies, external ventricular drainage (EVD) and brain tumor surgery. RONNA G6 is equipped with state-of-the-art safety features, such as a continuous activation switch, a force-sensitive robotic arm, system status indicators, an Emergency Stop switch and a safety controller designed to protect patients, surgeons and operating room staff. The application’s proprietary camera ensures the necessary precision of the procedures.

### Clean solution for electronic waste thanks to robotics

With our products and solutions, we support customers in the implementation of sustainable projects. The recycling of electronic consumer goods plays an important role in the circular economy worldwide. However, recycling electronic waste can be harmful to human health. For this reason, the Irish technology company Votechnik developed an automated application using a KUKA robot. By extracting hazardous gases and removing sharp-edged elements, such as fluorescent tubes and screens, the innovative automation solution eliminates hazards for people. This is also achieved by recycling batteries from the electromobility sector. Fraunhofer IPA has successfully tested how industrial battery disassembly can be implemented efficiently with the help of robots in the multi-year research project “[DeMoBat – Industrial disassembly of batteries and electric motors](#)”.

### Swisslog France SAS and La Réserve des Saveurs win Supply Chain Award

Swisslog France SAS, in collaboration with [La Réserve des Saveurs](#), has received the “[Kings of the Supply Chain 2024](#)” award, presented by Supply Chain Magazine at the Cité Internationale Universitaire de Paris. The award recognizes the work of Swisslog and La Réserve des Saveurs in revolutionizing warehouse and order preparation processes. La Réserve des Saveurs, a leading food retailer in the Rhône-Alpes region, developed a state-of-the-art warehousing and processing system together with Swisslog. Even though the plant is not yet in operation, it already represents a groundbreaking innovation in France and will be one of the first in the world to be able to process tri-temperature flows. The project, which integrates two AutoStore systems under the control of [Swisslog’s SynQ WMS/WCS](#), includes both chilled and frozen products in a single streamlined system.



# Sustainable supply chain

Suppliers can have a major impact on a company's sustainability footprint. By instilling a common understanding of quality and responsibility, as well as monitoring in the business segments and regions, we are able to shape our supply chain on the basis of sustainability criteria. By systematically anchoring sustainability criteria in our policies and procurement processes, as well as corresponding audit procedures, we are also meeting the increasing regulatory obligations in this area.

▶ Supply chain responsibility

## Supply chain responsibility

Globally oriented supply chain management based on the principles of sustainability is a significant success factor for KUKA. Ultimately, minimizing quality-related, ecological and social risks on suppliers' premises increases the resilience of the supply chain and has a direct impact on customer satisfaction.

We are always talking to our suppliers about ways to minimize potential risks. After all, the impact that our supply chain has on our own sustainability performance grows in direct proportion to the increase in the quantity of outsourced products and services. Depending on the division, the scale of the impact felt at KUKA can be significant. Basic and uniform rules of conduct apply worldwide to cooperation within the company and with our suppliers. These are summarized in a Code of Conduct and in our Corporate Compliance Manual. Furthermore, we are guided by various Group-wide and segment-specific policies. With the annual risk analysis, we identify risks in our supply chain, review our preventive measures and implement further measures if these contribute to an improvement.

We are aware that despite all of the supplier management measures, the supply chain is still exposed to human rights risks. Even proven processes and management systems cannot fully cover all risks. However, high standards are important to us, particularly in view of our global growth strategy.

The systematic integration of sustainability and compliance into operational processes is continuously being driven forward in supply chain management. We can use the supplier portal or an online platform to check the basic requirements during the registration and qualification process of a new supplier. These include, for example, approval of the Code of Conduct for Business Partners, valid environmental certification, or the degree of maturity of hazardous materials management.

### Segment-specific responsibility

The processes and responsibilities pertaining to supply chain management are clearly defined at KUKA. Our overall business is divided into individual segments, each with its own responsible management bodies. These report directly to the Management Board, so that segment-specific requirements can be implemented within the associated functions while at the same time maintaining close coordination between the specialist departments. The purchasing organizations are set up differently depending on the region and size. In the Robotics and Digital business segments, Supply Chain Management is responsible for the procurement of products and standard solutions together with the Order Management, Planning, Logistics, Purchasing and Supplier Quality Management departments. This area closely coordinates with the corresponding functions of other segments. In this way, potential can be exploited

in a targeted manner at the global level while taking local conditions into account. The Robotics segment has procurement departments at all of its production locations. At KUKA Systems, the regional companies in Europe, North America and China use their own purchasing processes and corresponding reporting lines. In the current year under review, Swisslog restructured and further developed its procurement organization, which is now managed centrally in the Supply Chain department. With this change, a new global category management was also introduced, whereby all activities in the defined key category are aligned across the regions, while projects in the regions continue to be supported by specific assigned procurement managers. In addition to the economic benefits, one of the main reasons for this change was to increase the focus on sustainability within the supply chain and to harmonize the corresponding requirements and procedures worldwide.

The business activities of the Systems, Robotics, Swisslog and Swisslog Healthcare divisions at the Chinese subsidiaries are bundled in the China segment. Depending on the product and system solution, China is thus closely intertwined structurally with the corresponding business segments (Systems, Robotics, Swisslog and Swisslog Healthcare) for various customer groups. There is no separate description of supplier management in this report considering the fact that the processes used by the divisions around the world are organized in a similar way.

### Requirements and expectations on suppliers

KUKA has more than 10,000 suppliers worldwide. The selection is made at segment level based on the different business models within the Group. For this, quality, reliability and business conditions are checked. Furthermore, the procurement strategies are geared towards giving preference to regional suppliers in order to minimize transport routes and environmental impact. In the China segment, the local supplier base is being continuously expanded. Here, right from the outset of a project, local procurement strategies are incorporated into all new developments that are tailored to the Chinese market. This way, we are contributing to a continuous reduction in long-distance transportation and the associated environmental impact.

### Procured components and materials

In addition to standard industrial sheet metal, electronic parts, cables and hoses, KUKA also procures specialized gear units, motors, castings and structural parts for the robot arms, for example. The main material of the procured parts is steel. Due to the high quality requirements and the often complex technical specifications of our customers, our suppliers can only rarely meet our requirements with standardized catalog goods. That is why we produce many special configurations with a high development effort, and for which the origin of the required components is traceable for quality reasons. Reliable supplier relationships and digital mapping of known and probable raw materials provide us with greater transparency in the deeper supply chain.

Within quality management, the Material Compliance team at Robotics deals with the use or avoidance of SVHCs and conflict minerals in the components of our product portfolio. The process was adapted due to the German Mineral Resources Due Diligence Act (MinRohSorgG), which has been in force in Germany since 2021, and automated to a greater extent via the supplier portal. The process is accompanied by audits. As far as possible, we avoid substances of very high concern (SVHCs) and potential conflict minerals in our products, as these substances can have a negative impact on human health and the environment or result in human rights violations.

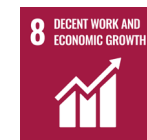
At KUKA, so-called conflict minerals (raw materials from conflict areas) may be contained in purchased components. No direct procurement of non-certified melts is carried out. KUKA requires its suppliers to make reasonable efforts to verify the sources and supply chain of potential conflict minerals and to avoid the indirect use of minerals from high-risk areas. In doing so, we comply with the recommendations of the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas.

### Sustainability goals

The consequences of the war of aggression in Ukraine, the COVID-19 pandemic and natural disasters have shown how quickly supply chains can break down and what impact they have on the resilience of companies. Effective risk management is crucial in order to be able to react to

the changes. Identifying and minimizing our sustainability risks through our annual risk analysis contributes to our due diligence obligations in respect of human rights and the environment. Furthermore, we expect our suppliers to comply with basic ethical, environmental, health and safety standards. We have summarized these in the KUKA Code of Conduct for Business Partners. We actively demand these from our suppliers and take a risk-based approach. As a preventive measure, we require our suppliers, who account for at least 80 percent of the total purchasing volume, to confirm compliance with the KUKA Code of Conduct for Business Partners or an equivalent code. We request confirmation from the remaining suppliers if an increased risk has been identified.

With our commitment to ecological and social criteria in the supply chain, we want to support the human rights-related targets of the United Nations Sustainable Development Goals (SDGs). For us, these are the following targets in particular:



**SDG 8.5:** Achieve full and productive employment and decent work, and equal pay for work of equal value

**SDG 8.7:** End modern slavery, trafficking and child labor

**SDG 8.8:** Protect labor rights and promote safe and secure working environments



## Risk management in the supply chain

Our holistic corporate risk management approach to sustainable procurement is coordinated centrally and implemented on a segment-specific basis. The goal of the risk management process is to obtain a comprehensive overview of the risks in the supply chain. Regular communication and the establishment of good relationships with our suppliers are of decisive importance when it comes to maintaining a resilient and compliant supply chain. The KUKA risk management system is based on the risk management cycle, which requires systematic, consistent and structured risk identification, assessment, treatment and reporting. In each segment, a Supply Chain Risk Manager ensures the risk management process for the supply chain. This person collects and aggregates the relevant risk information and ensures the annual risk assessment and risk reporting in accordance with the requirements of the German Supply Chain Due Diligence Act.

## Risk analysis

The risk analysis is carried out at least once a year and involves several steps:

- » Step 1: Abstract risk analysis taking country- and sector-specific risks into account
- » Step 2: Concrete risk analysis
- » Step 3: Weighting and prioritization of risks
- » Step 4: Allocation of existing preventive measures

We have identified the risk factors of occupational health and safety, discrimination and fair working conditions as inherent industrial risks in our value chain. There is an increased risk of accidents at work particularly in manufacturing companies. The probability of occurrence is low, as the risk is mitigated by group guidelines, training and personal protective equipment. Nonetheless, the complexity of products, variety of services and international orientation increase the risk of serious consequences in the event of an accident. Violations of discrimination in the workplace based on gender or origin, for example, as well as violations of fair working conditions can occur despite all preventive measures. We are continuing to work on strengthening our preventive measures in order to minimize risks.

The global risk analysis in fiscal 2024 did not identify any specific risks or indications of violations in our supply chain. An event-related risk analysis was not conducted

as no cases of acute risks were identified. Increased risks in the risk analysis were primarily caused by information gaps. The affected suppliers will be contacted one by one to close those gaps in information. After the information has become available, the suppliers will be reassessed in the annual risk analysis.

## Preventive measures

In addition to the risk analysis described above, preventive measures include our Code of Conduct for Business Partners, which aims to establish basic requirements for minimum standards and norms within our global supply chain network. This Code of Conduct is aligned with KUKA's corporate values and contains, among other things, core elements relating to environmental protection, product quality and safety, data protection and information security, as well as the protection of human rights, including good working conditions. Other essential components include compliance with and dissemination of the contents of the Code of Conduct by suppliers to their subcontractors. Alternatively, we also accept an equivalent company code from the supplier. If a high country or industry risk has been identified, confirmation is mandatory.

As part of the supplier qualification process, relevant certifications and proof of quality and environmental management are requested in advance. An on-site audit is also carried out for specific suppliers. In addition to content-related focal points such as quality, costs, delivery capability or process reliability, environmental risk avoidance and

compliance issues are also addressed. Additional audits can be carried out if critical performance metrics suggest that these are necessary.

KUKA trained the responsible employees in the respective segments on the meaning, scope and implementation of the defined core contents of the Code of Conduct for Suppliers. New employees – especially in Strategic Purchasing – are also made aware at an early stage of the importance of ecological and human rights due diligence at KUKA. Sustainability training for all employees in procurement was also introduced worldwide at Swisslog in the year under review in order to further expand knowledge of all ESG aspects and strengthen the supplier selection and onboarding process.

### Further development of suppliers

Continuous improvement of the supply chain with regard to process optimization and quality is carried out in close cooperation with quality, environmental and energy experts. Findings from audits, such as corrective and preventive actions, are systematically analyzed and processed. The Supplier Quality Team continuously audits the selected suppliers with clearly defined priorities and defined cycles.

We require our suppliers to observe and comply with the defined environmental goals. According to the contractually agreed performance requirements, they are obliged, for example, to use environmentally-friendly products and energy-efficient processes both for their own services and for ancillary services provided by third parties. In addition to recycled variants with regard to the direct use of materials, reusable packaging plays a key role in the supply process.



# Responsible employer

As an automation corporation, KUKA specializes in future-oriented technologies. Our working environment is shaped by our customers' expectations with regard to sustainability, efficiency and cost discipline. We are meeting these challenges with forward-looking human resources work. As a company, we are continuously transforming. Our corporate values are however essential constants. This includes quality-driven education and training and a commitment to diversity. KUKA promotes a working environment in which everyone can develop. This requires adaptable work models that offer greater flexibility by means of freedom in terms of time and space. In this way, KUKA is creating a more modern (work) culture in order to attract and retain talent. We are also promoting occupational health management measures even more intensively.

- ▶ Responsibility as an employer
- ▶ Employees: Challenges and opportunities
- ▶ Leadership and values
- ▶ Vocational training in a future-oriented industry
- ▶ Diversity as a success factor
- ▶ Occupational health and safety

## Responsibility as an employer

KUKA is shaping the workplace of the future. With our technologies, we have a formative influence on many different sectors. Just like our customers, the digital transformation is also changing our working world. We are continually advancing digital processes and preparing our employees accordingly through structured training and continuing education. As one of the key topics of the materiality analysis, employee responsibility and development are a top priority for KUKA. The measures in the People & Organization department are intended to create added value for our company as well as designed in an intuitive and modern way to ensure our future viability as an automation specialist.

Challenging projects, agile teams and an international setting offer plenty of room for shaping these future topics and people's personal careers at KUKA. Our success is founded upon productive and motivated employees. They are key to dealing with the changes our customers experience and to opening up new markets for robot-based automation.

### People & Organization

The People & Organization (P&O) department reports directly to the Chief Executive Officer and, together with our experienced Centers of Excellence, is responsible for all strategic personnel processes worldwide. We manage these processes via a globally and regionally differentiated P&O business partner organization, taking segment-specific

circumstances into account. Local P&O departments and Shared Service Centers are responsible for implementation.

At various locations, employee representatives ensure that the interests of employees are safeguarded vis-à-vis the employer. Employee representatives are also represented on the Supervisory Board of KUKA AG and participate in corporate decision-making processes. The interests of our employees are regulated in a series of contracts and policies. In Germany, for example, collective bargaining agreements and local works agreements apply. Around 50 percent of our employees worldwide are covered by collective bargaining agreements. In Germany, this proportion is 80 percent. Employees not covered by collective bargaining agreements receive pay increases in line with collective bargaining agreements. In addition, the company has its own target agreements, working time regulations, policies and Code of Conduct. Our Integrated Management System (IMS) describes and governs principles, organizational structures, tasks, processes and responsibilities. In the case of particularly high production capacity utilization, KUKA also resorts to the use of temporary workers in the form of personnel leasing.

### Broad support

KUKA is striving to further improve its attractiveness as an employer. This includes the promotion of job rotation, a challenging training and development package, diversity and equal opportunities, a good work-life balance, the possibility of sabbaticals, individual development plans, high occupational safety standards, and a health and sports program. Diversity within the company is governed, among other things, by the corporate policy "Principles of cooperation within KUKA Group" as part of the Corporate Compliance Handbook. In Germany, KUKA is also a signatory to the [Diversity Charter](#) and is thus publicly professing to the company's commitment to diversity and a prejudice-free work environment. KUKA measures the success of these measures using various KPIs. These include, for example, the turnover rate and the number of applications received, especially for key and bottleneck positions.

## Employees: Challenges and opportunities

### Increasing employer attractiveness

A high level of employer attractiveness is a decisive success factor in attracting talent. We know that our success is based on committed and creative employees. They work on challenging projects in an international setting that gives them plenty of room for shaping these future topics and their personal and career development. KUKA is committed to further improving its attractiveness as an employer. Through a positive image within and outside the company as well as high attractiveness of the location, we want to retain talent in the company and attract high-profile applicants to KUKA.



Swisslog Malaysia was awarded the HR Asia Best Companies to work for in Asia (Malaysia Chapter) award in 2024. The award recognizes companies across Asia with the best HR practices that demonstrate high levels of employee commitment and an outstanding workplace culture. This award underscores Swisslog’s unwavering commitment to establishing a people-centered culture that fosters growth, innovation and success for the company. Regular one-on-one meetings with employees that focus on individual development and the global employee survey are examples of how Swisslog has created a safe space for feedback from employees to management. This ensures that every voice is heard, regardless of position in the company.

Initiatives such as the Swisslog Hackathon promote cross-cultural collaboration. Employees from different regions and departments work together as “One Swisslog” and exchange ideas and expertise to develop innovative solutions. These efforts are in line with Swisslog’s commitment to living its corporate values.

Swisslog’s offices in Italy and the United Kingdom have been completely renovated with the aim of modernizing the workplace and thus promoting social contacts and collaboration.

### Work and private life

At many locations, KUKA offers flexible working times to allow work and private life to be better combined. For example, our employees at the German sites may work part-time, use flextime arrangements or work from home (teleworking). The “reduced full-time” model was also continued in 2024 in accordance with the IGM collective agreement. This model includes an entitlement to reduce working hours down to 28 hours per week for a period of between six months and two years, as well as a right to return to the collectively agreed full-time working hours of 35 hours per week. Internal job opportunities for management positions with a part-time option of at least 32 hours per week are also offered in Augsburg.

Swisslog Healthcare’s SMART Work program offers employees various options to make their own workday more flexible. The situation of each colleague is assessed individually. SMART Work describes adaptable work models and includes a flexible arrangement of working hours and/or a choice of work location. Thus, each job is checked in advance for the following options: flexible work hours, telework, job sharing, reduced work hours, shortened work week, remote work.

At our headquarters in Augsburg, the non-profit association Orange Care e.V. founded by KUKA employees offers a daycare center with a capacity for 30 children. Moreover, employees at the Augsburg location had the opportunity once gain in 2024 to make use of a kid’s holiday club with a varied and creative program for children aged 3 to 12 for four weeks during the summer vacation.

### Sustainable mobility

KUKA has been offering the JobTicket in Augsburg since 2023. The JobTicket is a discounted version of the Deutschlandticket, which was introduced by the German government in spring 2023 to make local public transport more attractive and thus reduce the number of people traveling on their own by car. KUKA subsidizes the Deutschlandticket, which enables every employee to travel in an environmentally conscious manner, including at weekends and in their free time. This offer has been very well received by the employees in Augsburg. In addition, KUKA offers its employees at many German locations the opportunity to finance a new bicycle or e-bike through deferred compensation and thus benefit from cost advantages.

### Surveys on the emotional attachment of employees

The corporate culture, cooperation and the way we approach tasks at KUKA are important to us. We want to improve ourselves together and create an environment in which we feel empowered and motivated to give our best. That is why we regularly conduct employee retention surveys at KUKA. Participation in the survey is voluntary, all responses are strictly anonymous and only consolidated data are displayed. This process ensures that employees can give honest, open and thoughtful feedback. The results of the survey are evaluated down to team level and discussed with the respective managers. We concentrated on where we could realize specific potential for improvement. It is

important for us to address one point at a time and achieve results that help us move forward on our Culture Journey.

### IT satisfaction survey

For some years now, Group IT has conducted an annual customer satisfaction survey, which focuses on the satisfaction of our employees with their IT equipment and IT services. More than 1,900 employees worldwide (just under 15 percent of the relevant workforce) took part. The results of the survey showed the same high level of overall satisfaction as in the previous year.

### Challenges for KUKA Group

The robotics and automation market is a growing market of the future. However, although the trend is upwards, the market is heavily dependent on investments and is therefore subject to cyclical fluctuations and very competitive. KUKA must therefore also act dynamically, adapt and work continuously on its efficiency and competitiveness. KUKA has grown and become more international in recent years. And in such a large, global company, we have to constantly work on ourselves, make changes, remain flexible and agile. Only then we can remain competitive in this enormously dynamic environment, in which markets are changing and players from all over the world are involved. Unfortunately, as a company, making workforce adjustments is unavoidable. KUKA aims to proceed in as socially responsible a manner as possible.

### Risk analysis in our own operations

The risk analysis in our own operations for the fiscal year 2024 showed that KUKA, as a manufacturing company, generally faces a medium risk in the areas of Health & Safety (H & S), discrimination, and fair working conditions. The likelihood of occurrence is low due to our corporate policies, regular training, and the provision of personal protective equipment. A violation in the area of fair working conditions was already identified in 2023 before the risk analysis. Remedial actions had already been initiated at the time of the analysis, and the violation was resolved. An internal audit was conducted in the fiscal year 2025 to assess the effectiveness of the remedial actions taken.

Employees by age group, type of employment and gender<sup>1</sup>

	2023	2024
Under 35 years	5,564	5,503
36 to 55 years	6,999	7,116
Over 56 years	2,130	2,110
<b>Total</b>	<b>14,693</b>	<b>14,761</b>
Female	2,996	2,957
in %	20.4	20.0
Male	11,684	11,804
in %	79.6	80.0
<b>Temporary employees</b>	<b>1,893</b>	<b>2,108</b>
Female	348	357
Male	1,545	1,751
<b>Permanent employees</b>	<b>12,800</b>	<b>12,653</b>
Female	2,648	2,600
Male	10,152	10,053
<b>Full-time employees</b>	<b>14,177</b>	<b>14,204</b>
Female	2,681	2,616
Male	11,496	11,588
<b>Part-time employees</b>	<b>516</b>	<b>557</b>
Female	315	341
Male	201	216
<b>Number of temporary employees</b>	<b>1,401</b>	<b>1,259</b>

Employees by region and employee turnover<sup>1</sup>

	2023	2024
Europe/Middle East/Africa	8,729	8,516
Americas	3,028	2,942
Asia/Pacific	2,936	3,303
<b>Total</b>	<b>14,693</b>	<b>14,761</b>
<b>Temporary employees</b>		
Europe/Middle East/Africa	181	161
Americas	0	1
Asia/Pacific	1,712	1,946
<b>Permanent employees</b>		
Europe/Middle East/Africa	8,548	8,355
Americas	3,028	2,941
Asia/Pacific	1,224	1,357
<b>Full-time employees</b>		
Europe/Middle East/Africa	8,233	7,971
Americas	3,018	2,934
Asia/Pacific	2,926	3,299
<b>Part-time employees</b>		
Europe/Middle East/Africa	496	545
Americas	10	8
Asia/Pacific	10	4
<b>New hires</b>	<b>3,470</b>	<b>2,134</b>
<b>Employee departures</b>	<b>2,588</b>	<b>2,154</b>

<sup>1</sup> Group-wide, December 31. Active personnel excluding casual workers, student trainees, apprentices, interns, dormant jobs and employees exempted from normal duties.

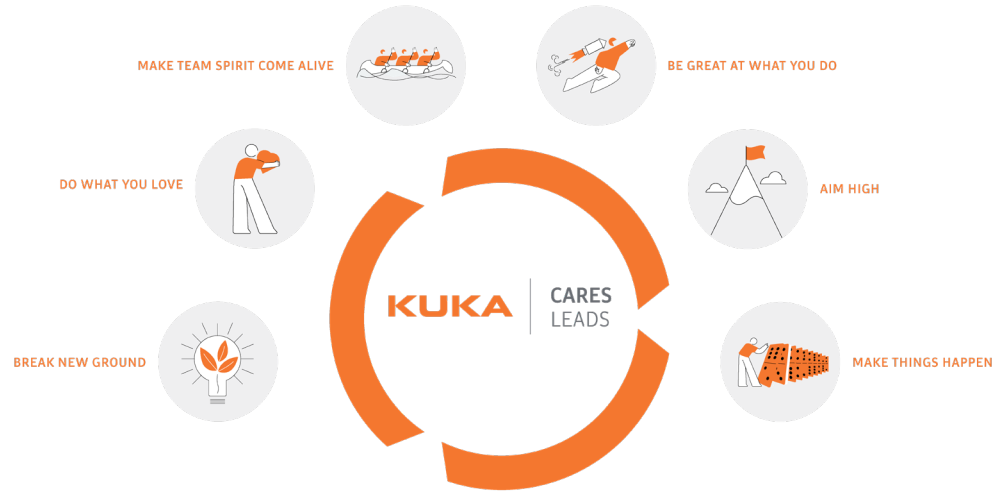
## Leadership and values

The world of work has undergone fundamental change. The way we recognize and take into account the needs and values of both our employees and the people we want to attract is the key to our success and future growth. Regardless of which country or business area our employees work in, our working environment has a major impact on our performance, job satisfaction, innovation, employee retention, collaboration and our ability to create value for our customers. We know that a culture characterized by clear expectations and genuine care creates an environment where employees feel connected and empowered to contribute and make a difference.

For this reason, we have jointly reformulated and communicated the KUKA Values. They define who we are as a company and what we stand for. Our values serve as a compass that guides us in our daily actions and ensures that we move in the same direction across different segments and areas.

While our values represent our fundamental shared convictions, we use our leadership principles to demonstrate in concrete terms how decisions are made, the principles on which collaboration is based and how challenges are overcome. They are the basis for consistent and transparent conduct. Our managers have a responsibility to set a good example and send clear signals. In this way, they make a significant contribution to putting our values into practice and creating trust. The values and leadership principles will

### KUKA VALUES



therefore form part of the global performance management process in future. This means that part of the compensation is also dependent on conduct that is in line with our values and principles. This gives them a high level of visibility and makes them central to global talent management. This forms the basis for structured succession planning when filling key positions in the Company worldwide. Individual development plans as well as specific measures for the personal and professional skills profile are drawn up with all new recruits.

A survey on the emotional attachment of employees is conducted annually to support this process. This makes it possible to identify and realize specific potential for improvement at team level. The participation rate in the two surveys in 2024 was over 70 percent and over 80 percent respectively.



## Vocational training in a future-oriented industry

Just a few years after the company was founded in 1898, KUKA began vocational training of young people in Augsburg. We have continued to develop over the years. Today, in a modern education center with digital curricula and new technologies, KUKA is currently preparing a total of 210 young men and women for the working world of the future in ten apprenticeships and seven dual integrated studies courses, and attaches great importance to high standards.

We are proud of our young talents. Training has a high priority at KUKA, because the people behind the technologies are the basis for the success of our company.

Vocational training and continuing education in the fields of robotics and automation turn junior KUKA talent and employees into responsible participants in shaping the working world of tomorrow. Our commitment to education and training is our contribution to achieving the UN Development Goal SDG 4.3.



**SDG 4.3:**

Equal access to affordable technical, vocational and higher education

We offer apprenticeships throughout the Group at various locations worldwide, including Germany, Switzerland, the UK, Hungary and Norway. The Group offers apprenticeships ranging from technical professions – such as industrial mechanic, lathe/milling machine operator, mechatronics technician, electronics technician for automation technology, warehouse logistics specialist and vehicle paint technician – to the commercial sector, with occupations such as industrial clerk, specialist for forwarding and logistics services, and IT specialist. In the Swabian region of Bavaria, KUKA Augsburg is top ten among the approximately 5,000 regional training companies.

KUKA trains in line with requirements. On completion of their training, our apprentices are qualified specialists, immediately ready for their jobs and with whom future projects and new technologies can be quickly implemented. KUKA has a state-of-the-art education center at its Augsburg location with training rooms for apprentices, employees and customers.

The German training system stands out in a global comparison because it is based on a dual system. This means that, on the one hand, the trainees are at a vocational school, where they acquire theoretical knowledge. On the other hand, they also work in the company, where they complete the practical part of their training and put their theoretical knowledge into practice straight away. During vocational training at KUKA, there is the opportunity to take part in

robotics programming courses as well as stays abroad and English language courses.

Swisslog also offers a 12-month Global Trainee Program with structured training, mentoring and international travel.

At KUKA, employees also have the opportunity to benefit from intercultural learning and to think and act across company boundaries. We attach great importance to familiarizing apprentices with the international strategy of the Group at an early stage. For successful integration into local life and work, it is important to understand the local culture. This can certainly be a challenge, but it is also fun. We offer all employees the opportunity to learn and work abroad for a period of 3 to 6 months to gain intercultural experience as part of our Global Exchange Program.

KUKA also offers the opportunity to train as a “Robot Trainer”. The prospective trainers are trained in the use of our robots at [KUKA College](#). After a training period of up to three years, the trainers are endowed with a broad range of technical know-how for maintaining and programming the robots. They also have teaching skills for the transfer of knowledge.

### Offerings with external partners

In addition to the traditional apprenticeships, KUKA offers a dual, training-integrated degree course at the University of Augsburg, culminating in a Bachelor's degree. In addition to the dual studies course for mechanical engineering, mechatronics and electrical engineering, the disciplines of business administration, information technology, technical information systems and business information systems are also available to choose from. KUKA Assembly & Test GmbH in Bremen also offers dual integrated studies courses in mechatronics and mechanical engineering in cooperation with Bremen University of Applied Sciences. Furthermore, KUKA attends numerous university contact fairs each year and appears at many graduate fairs.

At the Augsburg location alone, KUKA trained 210 apprentices and dual degree students in 2024. In total, there were around 260 apprentices in Germany. This number also includes the apprentices of our external partner organizations. KUKA offers bookable training modules for these partners. In the year under review, 168 people also took part in internships or completed their theses at KUKA.

In November 2024, the new KUKA Institute was opened at the Shenyang Institute of Technology in China. This initiative represents a significant step towards promoting innovation and collaboration between science and industry. The aim of the partnership between the Shenyang Institute of Technology and KUKA China is to train talented people in an application-oriented manner to meet changing technological and industrial requirements.

The newly built KUKA Academy, which covers an area of more than 8,000 square meters, offers state-of-the-art equipment, including KUKA standard training systems, a learning factory and industrial simulations with digital twin technology. In addition, KUKA China sends experienced engineers to provide students with in-depth knowledge of new technologies and strengthen their practical skills. The institution enables students to gain practical experience with highly developed robotics and intelligent manufacturing systems and ensures that academic training is geared towards the requirements of industry.

KUKA India opened the "Pragati Vidya Kendra" – Progressive Learning Centre (Advanced Industrial Robotic Centre of Excellence) in 2024 and is celebrating 10 years of partnership with the Chennai Institute of Technology. The modern center is intended to close the gap between industry and universities in order to tackle key challenges and train qualified specialists for up-and-coming industries such as electronics or fast-moving consumer goods (FMCG). The training center was built for customers, system partners and students and also serves as a customer support center. It is located in Chennai, the center of the manufacturing industry, including automotive, electronics and general industry. The aim of the center is to offer hands-on robot technology that you can experience. It has been equipped with modern tools, including a simulation studio with 15 PC stations, a spot welding robot cell, SCARA robots, two training cells, image processing systems, pick-and-place applications on conveyor belts and an autonomous mobile robot.

Another prevention project in which Swisslog trainees can participate as part of the health management program is "zackstark" from the Lungenliga Aargau. The teachers sign an agreement between Swisslog and the Lungenliga Aargau. In it, they undertake to remain smoke-free for the entire duration of the apprenticeship – both at work and in their free time. If successful, teachers receive a reward in the form of additional days off or a financial subsidy.

### Further education and training

As part of the continuing education programs at KUKA Academy, we accompany and support KUKA employees in their personal and professional development. Our diverse range of continuing education courses includes specialist seminars as well as technical training for a wide variety of areas in the company.

Our continuing education measures, which we offer internationally with a regional focus, include seminars to promote personal and social as well as intercultural skills, in addition to language courses. Another essential component relates to the Global Leadership Circle, which focuses on teaching and strengthening leadership skills.

KUKA further expanded its training program in the year under review and offers employees additional flexible learning formats with a wide range of e-learning courses. A total of 34,017 WBT (Web Based Training) modules were successfully completed. In Germany, 4,517 employees took advantage of 377 in-house continuing education events in 2024. This includes our global leadership programs, to which we welcomed 162 people in 16 workshops.

»» Our diverse range of continuing education courses includes specialist seminars as well as technical training for a wide variety of areas in the company. «

## Diversity as a success factor

The diversity of our workforce is a source of creativity and innovation at the company and thus an important business success factor. That is why it is also part of our corporate culture to live and promote diversity. Regardless of social background, gender, age, physical or mental disability, religious beliefs, political opinion or sexual orientation, it is our duty to ensure that KUKA employees are equally valued. Our aim is to create a work environment that is characterized by acceptance and tolerance and is free of prejudice and discrimination. No distinction is made between genders in our compensation system. On the contrary, for us, fairness and equality of all includes compensation exclusively on the basis of performance and competence.

### Global KUKA diversity principles and campaigns

As a signatory to the Diversity Charter, KUKA has anchored the topic within the structure of the company. Diversity, respect, acceptance and appreciation are an integral part of the company with a corresponding Group policy. Diversity aspects are taken into account when creating new policies and processes and when adapting existing processes. In this way, we support UN Development Goal SDG 10.3.



#### SDG 10.3:

Ensure equal opportunities and eliminate discrimination

Our diversity principles, which are valid worldwide, emphasize KUKA's positive attitude toward diversity within the company. This is also associated with clear expectations on the part of the Management Board, Corporate Human Resources and the management of all segments. The principles are intended to ensure equal rights, equal opportunities and respect for all, and to prevent discrimination. Any violations will be rigorously sanctioned. A diversity manager coordinates the relevant issues.

KUKA is represented with a diverse workforce all over the world. We therefore have a responsibility to create a secure basis for the global and Group-wide communication of diversity. For example, we celebrated the 12<sup>th</sup> German Diversity Day for an entire week under the motto "Understanding and passing on diversity, equity and inclusion" and raised awareness of it with various articles and video recordings. The focus was on the concepts behind diversity, equity and inclusion and what we as a company understand by them. These concepts include, for example, intersectionality, power, privilege and anti-discrimination. One focus was on learning processes in order to understand these concepts and to reflect on and counteract prevailing power structures and discrimination. These findings, together with the messages from top management, are intended to draw attention to grievances and prevent and eliminate discrimination.

We also carried out the Diversity Group Learning pilot project, in which an international group learned about diversity, equity and inclusion concepts, and measures in self-learning modules. A space was created here for open discussion, joint further training and reflection.

Diversity in its various dimensions is crucial for KUKA, especially in the area of innovation. After all, innovation and diversity are mutually dependent. Diversity makes it possible to incorporate new perspectives into the thought process and thus create innovations that promote market growth. At KUKA, the female Innovation Network (femaleIN) supports women by encouraging them to participate actively in innovations at KUKA Group. The femaleIN network provides up-to-date information on innovation topics, addresses women directly for specific open teamwork, offers special training on various innovation methods and approaches, and promotes exchange among its members.

KUKA thus supports the UN development goals SDG 5.1 and 5.5.



#### SDG 5.1:

End all forms of discrimination against women and girls everywhere

#### SDG 5.5:

Ensure women's full and effective participation and equal opportunities for leadership

As at December 31, 2024, the proportion of women in the Group as a whole was 20 percent. The proportion of women on the Management Board was 0 percent (2023: 0 percent). In the Global Leadership Team, the proportion of women was 10.4 percent as at December 31, 2024. Our goal is to increase the proportion of women in the Global Leadership Team to 20 percent by 2030. We are consciously focusing on a continual increase in the proportion of women in the Global Talent Program and in succession planning.

### Networking and support

Through our internal networks, we not only promote exchange among ourselves. We create places for employees to find individual ideas and solutions, for joint initiatives and reciprocal support. These include, for example, the women's networks orangeWIN and femaleIN. The global network "Female Innovation Network" (femaleIN) has set itself the goal of bringing together and supporting the skills of women in the field of innovation. The orangeWIN (Women in Network) network, which is under the patronage of the CEO, is actively committed to the promotion, visibility and further development of talents. orangeWIN took International Women's Day as an opportunity to draw attention to women's and human rights. Presentations on gender equality in business were organized, both to underscore their central role and necessity and to motivate people to take action and contribute to a more inclusive future for KUKA. After all, the company's economic progress is closely linked to gender equality

and inclusiveness. In addition, a series of interviews was published, portraying various women and their journeys, highlighting the role models within the Group. In 2024, various working groups within the network once again planned fundraising campaigns, such as a wishing tree and a pledge campaign to collect donations and gifts for the women's shelter and Wildwasser e. V. in Augsburg (counseling center against sexual violence). Lectures were also organized for International Men's Day to address the effects of inequality on the psyche and care work.

The exchange of ideas and further training and networking opportunities take place regularly in various formats. Within the framework of the "Lunch & Learn" initiative, for example, a cross-divisional exchange takes place on specialist topics such as work-life balance, artificial intelligence and part-time management.

An internal mentoring program initiated by women's network orangeWIN for the exchange of experiences and the targeted further development of individual strengths was joined by three new pairings from different hierarchical levels in 2024 (2023: 8). Thus a total of 99 pairings have so far participated in the program, which was launched in April 2017.

In addition, the LGBTQI+ network organized weekly communication initiatives on the intranet during Pride Month in June 2024. A photo box was set up at the Augsburg site to show support for the network's cause.

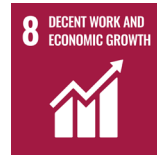
KUKA is also active in external networks, such as the association of women's networks "Women in Network" (WIN) in Munich and the surrounding area. This includes more than 20 companies whose representatives meet once a quarter.

In addition, KUKA has been participating in the Augsburg cross-mentoring program since 2011. This program supports young managers with their professional and personal development and is designed as a company-wide program. A female mentee and a male mentor from KUKA are taking part in 2024/2025. KUKA is also involved in the mentoring partnership MigraNet, which is committed to the professional integration of people with a migrant background. A further four KUKA employees were involved as mentors in 2024.

## Occupational health and safety

Occupational health and safety are an essential requirement for ensuring that business operations run safely and efficiently in manufacturing companies like KUKA. Appropriate management systems and general awareness of occupational health and safety not only serve to protect the health of employees, but also affect the success of our company.

Through occupational health and safety, we aim to eliminate hazards at our sites, prevent work-related illnesses and avoid accidents. Health and safety at work are regulated in a Group policy. In addition, there are site-specific regulations and safety instructions (SOP), for example on working safely with machinery (equipment safety). In the KUKA Group, our employees take personal responsibility for their health and safety at work by carrying out their activities in a safety-conscious manner. Our managers are responsible for compliance with internal policies and statutory regulations on occupational health and safety. Various templates and checklists, such as the risk assessment sheet, are made available to managers to help them identify hazards in their work areas and prevent accidents. There are also processes and documentation requirements for immediate incident reports. KUKA trains its employees to comply with and improve occupational health and safety. We are thus, within the scope of our influence, committed to achieving the UN Development Goal SDG 8.8.



**SDG 8.8:**  
Protect labor rights and promote safe and secure working environments

Occupational health and safety are firmly embedded in management systems at KUKA Group's main production locations, with certifications in some cases. In the year under review, further locations were certified to the international occupational safety standard ISO 45001. The scope has been covered by ISO 45001 since 2020. The locations are responsible for occupational health and safety. At the Augsburg location, our experts from various departments regularly discuss occupational health and safety, and develop improvement measures together.

### Involvement of employees

Another Germany-wide cross-segment Health & Safety workshop was held in 2024. The aim was to leverage synergies between the locations by harmonizing processes and software solutions, defining uniform standards and implementing these together. In addition, the global focus in the area of Health & Safety is being stepped up further and cross-segment cooperation is being expanded.

To improve the involvement of our employees, we have set up a showroom for personal protective equipment in Augsburg, where employees not only receive expert advice, but can also test the protective equipment and actively influence the choice of equipment provided. This has contributed to a significant improvement in the acceptance of personal protective equipment.

Swisslog launched the "Play your part" campaign in Europe in the year under review. The campaign focused on behavior-based safety and prevention measures with various key topics such as:

- » **Mandatory basic health & safety e-learning modules on ergonomics, manual handling, slips, trips and falls, near misses and fire safety for all employees**
- » **Reporting of near misses and introduction of a "call to action" system to disseminate near misses and lessons learned throughout the company**
- » **Toolbox talk as an important management element for promoting safety communication and safety awareness**

In addition, a global webinar was organized on the occasion of World Safety Day on April 29, 2024, with a focus on the health aspect of accidents and human behavior as a cause of accidents.

### Positive balance for 2024

We can work effectively to prevent occupational accidents. At the Augsburg location, we have raised our employees' safety awareness and behavior-based safety approach by setting up a safe box area covering an area of around 160 m². This safe box area uses practical examples to bring occupational health and safety to life and make it tangible. Each box presents one or two key topics, such as occupational health and safety, environment and energy, hazardous goods and fire protection, company medical services, and addiction counseling and prevention. All employees and managers at the Augsburg location undergo safe box area training. In addition, emergency manuals explain to employees how accidents can be avoided and what to do in an emergency.

One focus in 2024 was cooperation with occupational health management. Occupational health and safety is an integral part of an internal steering committee that evaluates and continuously develops health-related topics.

The global roll-out of an IT tool for Health & Safety and Environment for worldwide data collection in Swisslog Group was continued in 2024. Swisslog employees and supervisors benefit from a harmonized procedure, immediately available information and reports, and efficient incident handling. The tool also offers easy-to-use mobile apps, such as last-minute risk assessments, for employees entrusted with higher-risk activities, such as on construction sites or during maintenance work at the customer's premises. This is intended to support preventive behavior and reduce accidents.

The safety performance indicators recorded include the LTIR (lost time injury rate). In Germany the figure was 0.33 in 2024 (2023: 0.44). The figure for the 1,000-man ratio that is widely used in Germany was 2.04 in 2024, the year under review (previous year: 2.64). As a key indicator of accident severity, we also track the severity rate (number of lost days per 200,000 working hours), which was 8.56 in the reporting year (previous year: 7.28). There were no fatal accidents at work across the Group in 2024.

### Preventive healthcare

KUKA attaches great importance to consistent occupational health and safety. To ensure long-term success, the preventative approach to health protection is being consistently expanded and continuously developed.

In Augsburg, occupational health management is continuously evaluated and expanded by a steering committee. We support prevention courses to promote healthy habits. In close cooperation with a statutory health insurance company, workplace health promotion measures provided by the company medical service, such as the annual flu vaccinations, are supplemented by additional measures that are needs-based, modern, medically effective and geared towards everyday life. In 2024, for example, measures adopted included non-smoking courses, back training, mindfulness training, a heart rate variability measurement and a determination of the intima-media thickness of the carotid arteries (carotid screening).

As a modern service provider, the company medical service in Augsburg takes a holistic approach to occupational preventive care, taking into account previous illnesses and professional life as a whole. Since 2024, vaccination status has been checked as standard as part of screening and aptitude tests. Gaps in the standard vaccination schedule can be closed.

Moreover, an EHS Day (Environment, Health & Safety) was initiated for the first time in Augsburg to raise employee awareness of important occupational health and safety issues. Previous accident analyses were taken into account in the conceptual design. The employees had 18 stations to choose from. The spectrum ranged from a forklift simulator, skin protection training, colorectal cancer screening using iFOBT, and resuscitation training to a blood donation campaign and bone marrow typing.

EHS days were also organized at our Hungarian locations to improve colleagues' knowledge in the areas of occupational safety, environmental protection and health promotion. These EHS days helped to reduce the number of accidents in Hungary last year. Furthermore, the "You can count on us!" program was introduced in 2023, which enables our employees and their families to take advantage of free consultations with experts on personal, financial, legal or healthier lifestyle issues. In 2024, specialist presentations on selected topics such as stress management, conflict resolution and maintaining mental well-being were offered in conjunction with the EHS Days.

At the Buchs location in Switzerland, various activities were offered as part of the workplace health program, such as a supervisor training course on “Leadership and health”, Bike to work, a one-day bicycle workshop, back training, flu vaccinations, mindfulness training and meditation workshops. Additionally, a team of volunteers works to increase the attractiveness of the workplace and organizes initiatives in various areas: knowledge sharing, family, office design, appreciation, sustainability, activities and sport.

KUKA promotes physical activity and offers employees a wide range of sporting activities. In Augsburg, for example, employees can keep fit in several company sports groups, as well as participating in the corporate challenge run or city cycling event. Our KUKA Academy also offers employees a wide range of courses in digital and face-to-face formats to improve their physical and mental health. The program ranges from “Mental health and empathic leadership” to “Breathing and mindfulness exercises” and “Positive emotions and resilience”.

Furthermore, KUKA places great importance on mutual appreciation, an open feedback culture that enables constructive criticism, and the reintegration of employees who have fallen ill or whose performance has changed. This mindset is reinforced by the corporate culture “KUKA Cares. KUKA Leads.”. We are aware that a healthy working environment has a decisive influence on the well-being of our employees and therefore also on the productivity of our company.





# Social commitment

KUKA operates in an innovative industry that has a major impact not only on the manufacturing industry, but also on society, our daily lives and the world of work. This is why we promote education and research and are particularly committed to supporting children and young people. We focus our engagement on the locations of our business activities and, in doing so, also consciously establish regional networks. Recognizing the opportunities and risks for our own business, we also aim to heighten the public's understanding of robotics and present possible solutions to a range of challenges confronting society today.

▶ Our commitment to society

KUKA is a future-oriented company with a sense of social responsibility. With its commitment to socially appropriate initiatives and projects, KUKA also wants to contribute to the implementation of the United Nations Sustainable Development Goals (SDGs). The main focus here is on targets SDG 4.7 and 12.8, which address the promotion of sustainable development through information and education. Beyond this, there are targets relevant to climate change mitigation, SDG 13.2 and 13.3.



**SDG 13.2:**  
Integrate climate change measures into strategies and planning

**SDG 13.3:**  
Improve education and awareness for climate change mitigation and adaptation

### Support for children, young people and families

In the communities near our sites, the non-profit association Orange Care e. V. founded in 2012 by KUKA employees supports social and charitable causes. In particular, the association is concerned with helping needy children and families, and supporting working parents in balancing family and career. Orange Care frequently supports local projects or ones that can be attributed to the dedication of our employees. Furthermore, since 2013, Orange Care e. V. has been responsible for the Orange Care daycare center, which looks after up to young 30 children.

Orange Care also continued to help people in need in the year under review.

In 2024, Orange Care supported the “Empowerland” initiative. This is a project that offers specially designed vacation camps to provide children with the tools they need to master the challenges of today’s world with confidence. Orange Care sponsored the participation of a socially disadvantaged child at the vacation camp in Dasing.

In the run-up to Christmas, Orange Care once again made Christmas wishes come true through the charitable organization Kinderweihnachtswunsch e. V. The association supports children and young people who live in and are cared for by social institutions in the Augsburg area. With donations through the association, Orange Care was able to realize a number of group wishes, such as a trip to an amusement park, toys and equipment for the group kitchen.

Orange Care also supports the Klinik Clowns organization. The clowns regularly visit the pediatric ward of the KJF Josefinum hospital and make everyday life in hospitals easier for the children by playing and having fun. This helps both the children and their parents deal with the illnesses. The activities of the two KlinikClowns in hospitals, care and therapy facilities are based on the scientific finding that laughter and humor can facilitate healing, as they have a positive effect on a person’s general outlook and health.

Beyond the Orange Care program in Germany, KUKA employees worldwide are committed to social causes. Employees in the USA, for example, support the [KUKACARES Foundation](#). This is a non-profit organization (under Section 501(c)(3) of the US Internal Revenue Code) established by KUKA Systems North America and KUKA U.S. Holdings Company in conjunction with eight suppliers. Through various events, funds are raised for individuals and families who are facing particular challenges or difficult situations.

## Our commitment to society

Education makes us strong, because it allows us to shape our lives in a self-determined manner. Companies can and should also make their contribution to education – for the youngest and the oldest, and thus for the skilled workers of tomorrow. These four examples from KUKA show just how diverse this commitment can be.

### Bringing robotics and automation closer to the public

In 2024, KUKA once again took part in European Robotics Week (ERW) – initiated by the European robotics association euRobotics. From November 14 to 24, we once again offered a colorful program for robot fans of all ages. Under the motto “You and me – experiencing robots together”, children, young people and adults were not only able to learn all kinds of exciting things about the world of robotics, but also take part in creative activities and prize draws along the way. The various activities included a handicrafts competition, a robot experience day, robot lectures for children and an AI demonstration. Young people aged 13 and over were able to experience industrial robots up close and even program them by themselves on Robot Experience Day. Anyone who had always wondered what robot production at KUKA’s headquarters in Augsburg looks like behind the scenes had the opportunity to take part in the virtual Robo plant tour. During ERW 2024, KUKA offered a program with exciting activities for all age groups.

KUKA in Hungary donated 15 KUKA.Sim classroom licenses to the Budapest University of Technology and Economics (BME) in the second half of 2024. KUKA and BME are working together to help students gain knowledge in a real industrial environment using modern robotic tools to lay the foundation for their future careers. There have been several joint projects between BME and KUKA in the past. These include joint topics, the provision of professional guest speakers, the creation of teaching materials, and the development of robots and the learning environment.

Additionally, various voluntary campaigns on environmental protection and animal welfare were carried out in Hungary, with many employees taking part.

Furthermore, in Germany, KUKA has been a sponsor of the Herrenberg-Gäu Aerospace Lab e.V. youth research center for many years now. The aim of this non-profit association is to familiarize children more with applied robotics and programming at an early age. This way, the children are introduced to technical topics and research by means of long-term and individual support in group work for STEM subjects.



### Female students discover robotics and STEM professions

At the research camp, 12 young women learn about technical courses in a practical and fun way and test their own skills and interests by working on their own project on the topic of automation and sustainability. The researcher camp is one of several camp formats for career guidance, implemented by the educational initiative Technik – Zukunft in Bavaria and financed by the Bavarian metal and electrical employers’ associations bayme vbm and the Bavarian Ministry of Economic Affairs. KUKA hosted the research camp for the third time.

In addition to this, a Girls' Day was once again held at the Augsburg location's education center in the year under review, in which 12 girls participated. Various stations offered insight into mechanics, electronics, control technology and working with robots. The girls were able to assemble components, plug together installation circuits, set up pneumatic systems or even program a robot.

### Swisslog sponsors Team Rynkeby

Team Rynkeby is a European charity cycling team. Every summer, we cycle to Paris to raise money for seriously ill children. Team Rynkeby was founded in 2002 when 11 amateur cyclists from Rynkeby Foods A/S decided to cycle to Paris to watch the final stage of the Tour de France. Rynkeby Foods was the main sponsor of this trip, which was also supported by other companies. The cyclists of the world's first Team Rynkeby were so successful in their search for sponsors that the team had made a profit of €5,100 by the time they returned to Denmark just over a week later.

### KUKA and Swisslog support UN "AI for Good" initiative

KUKA sponsored the international start-up competition "Robotics for Good Innovation Factory". The competition is organized by the International Telecommunication Union (ITU), a specialized agency of the United Nations for information and communication technologies, which promotes collaborative AI solutions through its "AI for Good" platform with the aim of advancing the SDGs of the United Nations. In addition to the prize money of €20,000, KUKA supports the competition through its participation in the jury. The KUKA and Swisslog brands are also "Full Year Supporters" of AI for Good.

### Cobot assistant for SMEs

With the KUKA Innovation Award, we raise awareness of innovation through automation and robotics in new fields of activity. The prize has been awarded since 2024 and is endowed with €20,000. The three teams in the final of the KUKA Innovation Award 2024 presented their ideas and solutions for collaborative robotics for the trades and small and medium-sized enterprises to an international audience at the Hannover Messe. For their innovative concepts, the research teams used the KUKA Cobot LBR iiy, the iiQKA robot operating and ecosystem and a vision system from Roboception. The winning team presented "Ricobb", a mobile LBR iiy cobot assistant designed to enable small and medium-sized enterprises in Europe to

reshore manufacturing processes that are otherwise be located in low-wage countries. This is the ambitious goal of the Belgian research group LVD Robotic Solutions and Acro. At the heart of the concept is a user-friendly cobot application platform that is specifically used for a bending process. The intelligent robot programming is embedded in the controller of the bending press and, thanks to simple modules, is easily accessible and adaptable to the bending process, including processes and modules for product families. The application also offers the option of being used for other related tasks such as sorting or deburring. The jury was particularly impressed by the simple operation of the application and the highly developed concept. With this idea, the team is also convincingly addressing the issue of skills shortages and demographic change.



# Appendix

The standards of the Global Reporting Initiative (GRI) support companies in disclosing their sustainability performance in a transparent and comprehensible manner. This serves to fulfill the information needs and requirements of a wide range of stakeholder groups, including customers, suppliers, policymakers, capital markets and the general public.

- ▶ GRI Content Index
- ▶ Imprint and contact

## GRI Content Index

<b>Declaration of use</b>	KUKA AG reports on the 2024 fiscal year in accordance with the GRI standards.
<b>GRI used</b>	GRI 1: Foundation 2021
<b>Applicable GRI sector standard(s)</b>	None

GRI Standards	Page	Response/Comment
<b>General Disclosures</b>		
<b>GRI 2: General Disclosures 2021</b>		
<b>1. The organization and its reporting practices</b>		
2-1 Organizational details	5 – 10	
2-2 Entities included in the organization's sustainability reporting	3	
2-3 Reporting period, frequency and contact point	3	
2-4 Restatements of information		Corrections have been marked and justified in the chapters.
2-5 External assurance		There was no external assurance on the information in this report.
<b>2. Activities and workers</b>		
2-6 Activities, value chain and other business relationships	5 – 10, 13, 15 – 16, 54 – 58	
2-7 Employees	63	
2-8 Workers who are not employees	60, 63	
<b>3. Governance</b>		
2-9 Governance structure and composition	10 – 11	<a href="#">Report of the Supervisory Board</a> as well as our <a href="#">website</a>
2-10 Nomination and selection of the highest governance body	10	
2-11 Chair of the highest governance body	10	<a href="#">Report of the Supervisory Board</a> as well as our <a href="#">website</a>
2-12 Role of the highest governance body in overseeing the management of impacts	10 – 13, 15 – 16, 19 – 20	

GRI Standards	Page	Response/Comment
2-13 Delegation of responsibility for managing impacts	6, 10 – 11, 15 – 16, 19 – 21, 28 – 30, 37, 55, 60	
2-14 Role of the highest governance body in sustainability reporting	6, 10 – 11, 15 – 16, 19 – 24, 28 – 30, 37, 55, 60	
2-15 Conflicts of interest		No reporting
2-16 Communication of critical concerns	28 – 30	
2-17 Collective knowledge of the highest governance body		<a href="#">Report of the Supervisory Board</a> as well as our website
2-18 Evaluation of the performance of the highest governance body		The performance evaluation is based on the financial results of the group, which can be found in the <a href="#">annual report</a> .
2-19 Compensation policies		No reporting
2-20 Process to determine compensation		No reporting
2-21 Annual total compensation ratio		No reporting
<b>4. Strategy, policies and procedures</b>		
2-22 Statement on sustainable development strategy	4, 8 – 9, 13, 15 – 18, 21 – 26	
2-23 Policy commitments	15 – 18	
2-24 Embedding policy commitments	11, 15 – 18, 21 – 22, 28 – 35, 37, 55 – 58, 60	
2-25 Processes to remediate negative impacts	15 – 18, 28 – 35	
2-26 Mechanisms for seeking advice and raising concerns	28 – 31	
2-27 Compliance with laws and regulations	15 – 18, 28 – 35	2024 there were no significant instances of non-compliance with laws and regulations.
2-28 Membership associations	19, 52	
<b>5. Stakeholder engagement</b>		
2-29 Approach to stakeholder engagement	19 – 20	
2-30 Collective bargaining agreements	60	
<b>Material Topics</b>		
<b>GRI 3: Material Topics 2021</b>		
3-1 Process to determine material topics	20 – 24	
3-2 List of material topics	23 – 24	

GRI Standards	Page	Response/Comment
<b>Climate protection and climate risks</b>		
<b>3-3</b> Management of material topics	11 – 13, 15 – 18, 21 – 22	
<b>GRI 302 Energy 2016</b>		
<b>302-1</b> Energy consumption within the organization	39 – 41	
<b>302-2</b> Energy consumption outside of the organization		Due to an IT system migration for data collection, the Scope 3 data was not yet available at the publishing date of the report.
<b>302-3</b> Energy intensity	39	
<b>302-4</b> Reduction in energy consumption	38 – 40	
<b>302-5</b> Reductions in energy requirements of products and services	46 – 47, 50 – 51	
<b>GRI 303 Water and Effluents 2018</b>		
<b>303-1</b> Interactions with water as a shared resource	43 – 44	
<b>303-2</b> Management of water discharge-related impacts	43 – 44	
<b>303-3</b> Water withdrawal	44	
<b>GRI 305 Emissions 2016</b>		
<b>305-1</b> Direct (Scope 1) GHG emissions	40 – 41	
<b>305-2</b> Energy indirect (Scope 2) GHG emissions	40 – 41	
<b>305-3</b> Other indirect (Scope 3) GHG emissions	40	Due to an IT system migration for data collection, the Scope 3 data was not yet available at the publishing date of the report.
<b>305-4</b> GHG emissions intensity	41	
<b>305-5</b> Reduction of GHG emissions	40 – 41	
<b>305-6</b> Emissions of ozone-depleting substances (ODS)		Data are not recorded
<b>GRI 305-7</b> Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		Data are not recorded
<b>GRI 306 Waste 2020</b>		
<b>306-1</b> Waste generation and significant waste-related impacts	42 – 43	
<b>306-2</b> Management of significant waste-related impacts	42 – 43	
<b>306-3</b> Waste generated	43	



GRI Standards	Page	Response/Comment
<b>Efficient and responsible products and solutions</b>		
3-3 Management of material topics	32 – 33, 46 – 47, 50 – 51	
<b>GRI 302 Energy 2016</b>		
302-5 Reductions in energy requirements of products and services	46 – 47, 50 – 51	
<b>GRI 416 Customer Health and Safety 2016</b>		
416-1 Assessment of the health and safety impacts of product and service categories	32 – 33, 51 – 52	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services		There were no legal proceedings with fines for breach of customer safety in the year under review.
<b>GRI 417 Marketing and Labeling 2016</b>		
417-1 Requirements for product and service information and labeling	32	
417-2 Incidents of non-compliance concerning product and service information and labeling		No such incidents of non-compliance were reported in the year under review
417-3 Incidents of non-compliance concerning marketing communications		No such incidents of non-compliance were reported in the year under review
<b>GRI 418 Customer Privacy 2016</b>		
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	34 – 35	
<b>Employee responsibility and development</b>		
3-3 Management of material topics	60 – 72	
<b>GRI 401 Employment 2016</b>		
401-1 New employee hires and employee turnover	63	We do not report on new hires by age group and gender at a global level, as these are not controller-relevant data.
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		Benefits are provided to all full-time and part-time employees. There may be deviations for temporary employees.
401-3 Parental leave		In Germany, the right to parental leave is governed by law. However, parental leave is not socially established in all countries. We do not record the data company-wide.
<b>GRI 402 Labor/Management Relations 2016</b>		
402-1 Minimum notice periods regarding operational changes		KUKA complies with the applicable legal requirements with regard to notice periods.

GRI Standards	Page	Response/Comment
<b>GRI 403 Occupational Health and Safety 2018</b>		
403-1 Occupational health and safety management system	37, 70 – 72	
403-2 Hazard identification, risk assessment, and incident investigation	62, 70 – 72	
403-3 Occupational health services	71 – 72	
403-4 Worker participation, consultation, and communication on occupational health and safety	70 – 72	
403-5 Worker training on occupational health and safety	70 – 72	
403-6 Promotion of worker health	70 – 72	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	32 – 33, 70 – 72	
403-8 Workers covered by an occupational health and safety management system	37	
403-9 Work-related injuries	71	
403-10 Work-related ill health		The data on work-related illnesses are not collected globally, as the possibilities for recording work-related illnesses vary from country to country.
<b>GRI 404 Training and Education 2016</b>		
404-1 Average hours of training per year per employee		The number of hours for training and continuing education is not currently recorded globally.
404-2 Programs for upgrading employee skills and transition assistance programs	60 – 62, 65 – 67, 69	
404-3 Percentage of employees receiving regular performance and career development reviews		The data are not currently recorded globally.
<b>GRI 405 Diversity and Equal Opportunity 2016</b>		
405-1 Diversity of governance bodies and employees	10, 63, 68 – 69	For corresponding disclosures for the Supervisory Board, see the Corporate Governance Statement
405-2 Ratio of basic salary and remuneration of women to men		Data are not recorded
406-1 Incidents of discrimination and corrective actions taken		In the year under review, isolated complaints about discriminatory behavior were received. Substantiated complaints were processed further by Human Resources and/or Compliance.

GRI Standards	Page	Response/Comment
<b>Responsible procurement</b>		
3-3 Management of material topics	15 – 18, 55 – 58	
<b>GRI 204 Procurement Practices 2016</b>		
204-1 Proportion of spending on local suppliers	56	We do not record the proportion of procurement spending on local suppliers at a global level, as the effort involved in obtaining the information is not reasonably proportionate to its value.
<b>GRI 308 Supplier Environmental Assessment 2016</b>		
308-1 New suppliers that were screened using environmental criteria	15 – 16, 55 – 58	
308-2 Negative environmental impacts in the supply chain and actions taken	57 – 58	
<b>Good Corporate Governance</b>		
3-3 Management of material topics	10, 28 – 31	
<b>GRI 205 Anti-corruption 2016</b>		
205-1 Operations assessed for risks related to corruption		Operating sites are regularly audited by the Corporate Audit department. Corporate Audit's task as a process-independent entity is to identify and assess potential risks for the business activities of the KUKA Group.
205-2 Communication and training about anti-corruption policies and procedures	17 – 18, 29	We do not currently collect quantitative data on training measures completed.
205-3 Confirmed incidents of corruption and actions taken		No such incidents were reported in the year under review
<b>GRI 206 Anti-competitive Behavior 2016</b>		
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		There were no legal actions in the year under review.
<b>Additionally reported topics</b>		
<b>GRI 207 Tax 2019</b>		
207-1 Approach to tax	33	
207-2 Tax governance, control, and risk management	21, 33	
207-3 Stakeholder engagement and management of concerns related to tax	33	
207-4 Country-by-country reporting	33	

GRI Standards	Page	Response/Comment
<b>GRI 407 Freedom of Association and Collective Bargaining 2016</b>		
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	57 – 58, 62	KUKA recognizes the right to freedom of association and assembly at its own locations and expects the same from its suppliers. The expectations on suppliers are described in the Code of Conduct for Business Partners. Further information can be found in our Code of Conduct, Code of Conduct for Business Partners, Policy Statement and on our website.
<b>GRI 408 Child Labor 2016</b>		
408-1 Operations and suppliers at significant risk for incidents of child labor	57 – 58, 62	See Policy Statement on our website
<b>GRI 409 Forced or Compulsory Labor 2016</b>		
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	57 – 58, 62	See Policy Statement on our website
<b>GRI 410 Security Practices 2016</b>		
GRI 410-1 Security personnel trained in human rights policies		Data are not recorded globally
<b>GRI 413 Local Communities 2016</b>		
413-1 Operations with local community engagement, impact assessments, and development programs	74 – 76	
<b>Rights of Indigenous Peoples 2016</b>		
411-1 Incidents of violations involving rights of indigenous peoples	15 – 16, 55 – 58	No such incidents were reported in the year under review
<b>GRI 414 Supplier Social Assessment 2016</b>		
414-1 New suppliers that were screened using social criteria		
414-2 Negative social impacts in the supply chain and actions taken	57 – 58	We are not aware of any cases from the year under review.
<b>Public Policy 2016</b>		
GRI 415-1 Political contributions		No political contributions were made in the year under review.

## Imprint and contact

### **Publisher**

KUKA Aktiengesellschaft  
Zugspitzstrasse 140  
86165 Augsburg/Germany  
[www.kuka.com](http://www.kuka.com)

### **Contact**

Corporate Sustainability  
Zugspitzstrasse 140  
86165 Augsburg/Germany  
T +49 821 797-5481  
[sustainability@kuka.com](mailto:sustainability@kuka.com)

### **Forward-looking statements**

The Sustainability Report contains forward-looking statements on expected developments. These statements are based on current assessments and are naturally subject to risks and uncertainties. Actual results may differ from these statements.

As part of the preparations for the CSRD (Corporate Sustainability Reporting Directive), further global locations will be gradually integrated into the scope of reporting.

The key performance indicators contained in the report have been rounded in accordance with standard commercial practice. In individual cases, it is therefore possible that figures in this report do not add up exactly to the total stated and that percentages do not precisely correspond to the values indicated.

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