



Kimball Electronics

CDP Corporate Questionnaire 2026

Word version

Important: this export excludes unanswered questions

This document is an export of your organization's CDP questionnaire response. It contains all data points for questions that are answered or in progress. There may be questions or data points that you have been requested to provide, which are missing from this document because they are currently unanswered. Please note that it is your responsibility to verify that your questionnaire response is complete prior to submission. CDP will not be liable for any failure to do so.

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Contents

C1. Introduction

(1.1) In which language are you submitting your response?

Select from:

☒ English

(1.2) Select the currency used for all financial information disclosed throughout your response.

Select from:

☒ USD

(1.3) Provide an overview and introduction to your organization.

(1.3.2) Organization type

Select from:

☒ Publicly traded organization

(1.3.3) Description of organization

Kimball Electronics is a publicly traded company (NASDAQ: KE) founded in 1961 and incorporated in 1998. Headquartered in the United States, we operate globally with facilities in Poland, China, Thailand, Mexico, Romania, and the U.S. We specialize in contract manufacturing services, including durable electronics, non-electronic components, medical disposables, drug delivery solutions, and precision molded plastics. All our work is performed on a contractual basis—we do not take any product directly to market. Our customers rely on our track record of quality, international standard certifications, financial stability, social responsibility, and commitment to long-term relationships. Our Customer Relationship Management (CRM) model ensures seamless access to our global footprint and services throughout the product life cycle.

[Fixed row]

(1.4) State the end date of the year for which you are reporting data. For emissions data, indicate whether you will be providing emissions data for past reporting years.

(1.4.1) End date of reporting year

12/31/2025

(1.4.2) Alignment of this reporting period with your financial reporting period

Select from:

☒ Yes

(1.4.3) Indicate if you are providing emissions data for past reporting years

Select from:

☒ Yes

(1.4.4) Number of past reporting years you will be providing Scope 1 emissions data for

Select from:

☒ 1 year

(1.4.5) Number of past reporting years you will be providing Scope 2 emissions data for

Select from:

☒ 1 year

(1.4.6) Number of past reporting years you will be providing Scope 3 emissions data for

Select from:

☒ 1 year

[Fixed row]

(1.4.1) What is your organization's annual revenue for the reporting period?

1461961503

(1.5) Provide details on your reporting boundary.

	Is your reporting boundary for your CDP disclosure the same as that used in your financial statements?
	Select from: ☒ Yes

[Fixed row]

(1.6) Does your organization have an ISIN code or another unique identifier (e.g., Ticker, CUSIP, etc.)?

ISIN code - bond

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

ISIN code - equity

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

CUSIP number

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ Yes

(1.6.2) Provide your unique identifier

49428J

Ticker symbol

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ Yes

(1.6.2) Provide your unique identifier

KE

SEDOL code

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

LEI number

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

D-U-N-S number

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ Yes

(1.6.2) Provide your unique identifier

131522401

Other unique identifier

(1.6.1) Does your organization use this unique identifier?

Select from:

☒ No

[Add row]

(1.7) Select the countries/areas in which you operate.

Select all that apply

☒ China

☒ United States of America

☒ Mexico

☒ Poland

☒ Romania

☒ Thailand

(1.8) Are you able to provide geolocation data for your facilities?

	Are you able to provide geolocation data for your facilities?
	Select from: ☒ Yes, for all facilities

[Fixed row]

(1.8.1) Please provide all available geolocation data for your facilities.

Row 1

(1.8.1.1) Identifier

KEMX-1 in Reynosa, Mexico

(1.8.1.2) Latitude

26.0333

(1.8.1.3) Longitude

-98.2194

Row 2

(1.8.1.1) Identifier

KEMX-2 in Reynosa, Mexico

(1.8.1.2) Latitude

26.0448

(1.8.1.3) Longitude

-98.2272

Row 3

(1.8.1.1) Identifier

KETL in Laem Chabang, Thailand

(1.8.1.2) Latitude

13.0843

(1.8.1.3) Longitude

100.9035

Row 4**(1.8.1.1) Identifier**

KECN in Nanjing, China

(1.8.1.2) Latitude

31.8964

(1.8.1.3) Longitude

118.835

Row 5**(1.8.1.1) Identifier**

KEPS in Poznan, Poland

(1.8.1.2) Latitude

52.4522

(1.8.1.3) Longitude

16.7025

Row 6

(1.8.1.1) Identifier

KERO in Timisoara, Romania

(1.8.1.2) Latitude

45.7823

(1.8.1.3) Longitude

21.3559

Row 7

(1.8.1.1) Identifier

KEJ in Jasper, Indiana, United States

(1.8.1.2) Latitude

38.4008

(1.8.1.3) Longitude

-86.9175

Row 8

(1.8.1.1) Identifier

KEHQ in Jasper, Indiana, United States (Corporate Headquarters)

(1.8.1.2) Latitude

38.3714

(1.8.1.3) Longitude

-86.9522

Row 9

(1.8.1.1) Identifier

KEIND in Indianapolis, Indiana, United States

(1.8.1.2) Latitude

39.8096

(1.8.1.3) Longitude

-86.0612

Row 10

(1.8.1.1) Identifier

KESS-INDY (Indianapolis Office) in Indianapolis, Indiana

(1.8.1.2) Latitude

39.8106

(1.8.1.3) Longitude

-86.0611

Row 11

(1.8.1.1) Identifier

KECN-Office (Leased Office) in Nanjing, China

(1.8.1.2) Latitude

31.8978

(1.8.1.3) Longitude

118.8333

[Add row]

(1.24) Has your organization mapped its value chain?

(1.24.1) Value chain mapped

Select from:

☒ Yes, we have mapped or are currently in the process of mapping our value chain

(1.24.2) Value chain stages covered in mapping

Select all that apply

☒ Upstream value chain

☒ Downstream value chain

(1.24.3) Highest supplier tier mapped

Select from:

☒ Tier 4+ suppliers

(1.24.4) Highest supplier tier known but not mapped

Select from:

(1.24.7) Description of mapping process and coverage

We map our value chain through supplier onboarding, contractual requirements, supplier screening, customer and product-level information, and responsible minerals due diligence. Upstream mapping includes supplier identification, ESG and denied-party screening, supplier acknowledgment of our Supplier Code of Conduct, and targeted due diligence for responsible minerals. Our Supplier Code of Conduct is based on the RBA Code of Conduct and includes labor, health and safety, environmental, ethics, and management systems expectations. We use the RBA Risk Assessment Platform for supplier sustainability risk screening and require suppliers to acknowledge applicable compliance requirements. For responsible minerals, we conduct an annual Reasonable Country of Origin Inquiry and due diligence process using the Responsible Minerals Initiative Conflict Minerals Reporting Template. This process collects information about tin, tantalum, tungsten, and gold in products supplied to us, including smelters and refiners, countries and mines of origin, recycled or scrap sourcing, and related supply chain information. We review supplier responses for completeness, consistency, plausibility, smelter/refiner identification, RMI CID validity, RMAP status, mineral content, recycled or scrap sourcing, and reported countries of origin. We follow up with suppliers that do not respond or provide incomplete or inconsistent information and compare supplier-reported smelter information against RMI resources. Downstream mapping is conducted at the customer, product, and market level based on customer relationships, product categories, and known customer requirements. As a contract manufacturer, we manufacture components and assemblies to customer specifications and do not control downstream processing, final product design, customer assembly steps, or end-of-life treatment. Accordingly, downstream mapping provides visibility into customer and product-level relationships, while detailed downstream processing and end-of-life pathways remain dependent on customer-controlled information.

[Fixed row]

C2. Identification, assessment, and management of dependencies, impacts, risks, and opportunities

(2.1) How does your organization define short-, medium-, and long-term time horizons in relation to the identification, assessment, and management of your environmental dependencies, impacts, risks, and opportunities?

Short-term

(2.1.1) From (years)

1

(2.1.3) To (years)

3

(2.1.4) How this time horizon is linked to strategic and/or financial planning

We define our short-term time horizon as a period of 1-3 years. It focuses on immediate actions, targets, and initiatives that can be implemented in the near future. This timeframe allows us to address pressing climate-related challenges, such as reducing greenhouse gas (GHG) emissions, improving energy efficiency, or implementing specific projects aimed at mitigating climate risks. Short-term time horizons align with our 3-year strategic plans and our annual reporting cycles, financial planning periods, capital investment planning, and operational decision-making.

Medium-term

(2.1.1) From (years)

3

(2.1.3) To (years)

10

(2.1.4) How this time horizon is linked to strategic and/or financial planning

Our medium-term time horizon typically spans 4 to 10 years, providing a broader planning perspective. During this period, we aim to achieve significant milestones toward our goals and in our strategies, including our climate change mitigation and adaptation efforts. This timeframe allows for the implementation of more complex and transformative initiatives, such as transitioning to renewable energy sources and integrating sustainable practices across our value chain or investing in long-term initiatives with our stakeholders for climate-related solutions. Our medium-term horizon aligns with our ESG planning cycle and goals, such as setting 2030 reduction milestones with a 2024 baseline.

Long-term

(2.1.1) From (years)

10

(2.1.2) Is your long-term time horizon open ended?

Select from:

☒ No

(2.1.3) To (years)

30

(2.1.4) How this time horizon is linked to strategic and/or financial planning

We define our long-term horizon as 11-30 years. This horizon involves setting ambitious goals that align with global climate objectives, such as our 2050 net-zero goal. This timeframe allows us to plan for and make transformative changes in business models, supply chain strategies, and long-term investments. Our long-term goals typically align with sustainability or net-zero targets that we set or that international frameworks recommend.

[Fixed row]

(2.2) Does your organization have a process for identifying, assessing, and managing environmental dependencies and/or impacts?

	Process in place	Dependencies and/or impacts evaluated in this process
	Select from: ☒ Yes	Select from: ☒ Both dependencies and impacts

[Fixed row]

(2.2.1) Does your organization have a process for identifying, assessing, and managing environmental risks and/or opportunities?

	Process in place	Risks and/or opportunities evaluated in this process	Is this process informed by the dependencies and/or impacts process?
	Select from: ☒ Yes	Select from: ☒ Both risks and opportunities	Select from: ☒ Yes

[Fixed row]

(2.2.2) Provide details of your organization's process for identifying, assessing, and managing environmental dependencies, impacts, risks, and/or opportunities.

Row 1

(2.2.2.1) Environmental issue

Select all that apply

☒ Climate change

☒ Water

☒ Biodiversity

(2.2.2.3) Value chain stages covered

Select all that apply

- ☒ Direct operations
- ☒ Upstream value chain
- ☒ Downstream value chain
- ☒ End of life management

(2.2.2.4) Coverage

Select from:

- ☒ Full

(2.2.2.7) Type of assessment

Select from:

- ☒ Qualitative and quantitative

(2.2.2.8) Frequency of assessment

Select from:

- ☒ More than once a year

(2.2.2.9) Time horizons covered

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term

(2.2.2.11) Location-specificity used

Select all that apply

- ☒ Site-specific
- ☒ Local
- ☒ Sub-national
- ☒ National

(2.2.2.12) Tools and methods used

Commercially/publicly available tools

- ☒ EcoVadis
- ☒ RBA Country Risk Assessment Tool
- ☒ WRI Aqueduct

Enterprise Risk Management

- ☒ Enterprise Risk Management

International methodologies and standards

- ☒ ISO 14001 Environmental Management Systems

Other

- ☒ Scenario analysis
- ☒ Desk-based research
- ☒ Materiality assessment
- ☒ Internal company methods
- ☒ Jurisdictional/landscape assessment
- ☒ Partner and stakeholder consultation/analysis

(2.2.2.16) Partners and stakeholders considered

Select all that apply

- ☒ Customers
- ☒ Employees
- ☒ Investors
- ☒ Local communities
- ☒ Water utilities at a local level
- ☒ National and/or subnational governments

- ☒ Suppliers
- ☒ Regulators

- ☒ Other water users at the basin/catchment level

(2.2.2.17) Has this process changed since the previous reporting year?

Select from:

- ☒ Yes

(2.2.2.18) Further details of process

Kimball Electronics identifies, assesses and manages environmental dependencies, impacts, risks and opportunities through an integrated process that combines enterprise risk management, ESRS-aligned double materiality assessment, site-level environmental management systems, scenario analysis, supplier engagement and sustainability reporting. The process considers direct operations and value chain relationships across short-, medium- and long-term horizons. Environmental topics are evaluated through both impact materiality, including actual and potential impacts on people and the environment, and financial materiality, including risks and opportunities that could affect financial performance, position or access to capital. Climate-related risks and opportunities are assessed within enterprise risk management using likelihood, financial impact and strategic relevance. Scenario analysis informs planning for facilities, continuity and energy sourcing, while ISO 14001 environmental management systems support ongoing operational controls for energy, emissions, water and other environmental aspects. Water risks are assessed using facility-level data and location-specific tools, including WRI Aqueduct and WWF Water Risk Filter, to prioritize water-stressed and high-use locations. Supplier-related risks are assessed through supplier screening, responsible sourcing due diligence and engagement with high-impact and strategic suppliers. Downstream and end-of-life considerations are assessed primarily through customer relationships, product categories, customer specifications, market expectations and available information, reflecting our role as a contract manufacturer. The process was strengthened during the reporting year through the formal ESRS-aligned double materiality assessment, which is integrated with enterprise risk management and supports more structured identification and management of environmental dependencies, impacts, risks and opportunities.

[Add row]

(2.2.7) Are the interconnections between environmental dependencies, impacts, risks and/or opportunities assessed?

(2.2.7.1) Interconnections between environmental dependencies, impacts, risks and/or opportunities assessed

Select from:

- ☒ Yes

(2.2.7.2) Description of how interconnections are assessed

We assess interconnections between environmental dependencies, impacts, risks, and opportunities through our ESRS-aligned Double Materiality Assessment, which is integrated with Enterprise Risk Management. The process evaluates each topic through both impact materiality, including actual and potential impacts on people and the environment, and financial materiality, including risks and opportunities that could affect financial performance, position, or access to capital over short-, medium-, and long-term horizons. For each topic, we define boundaries across our operations and value chain, including upstream suppliers, logistics, and downstream product use, and consider geographic sensitivities such as water stress and compliance readiness. This allows us to assess environmental topics together rather than as isolated issues. Impact materiality is assessed using ESRS severity criteria, including scale, scope, and irremediability, along with likelihood, while financial materiality is evaluated through pathways such as regulatory change, market dynamics, resource pricing, technology transition, and climate impacts. We identify alignment, synergies, contributions, and potential trade-offs by evaluating how environmental topics interact within business strategy, governance, performance management, and risk response. For example, our climate assessment considers both transition issues, such as renewable electricity needs, and physical risks, such as heat, flooding, and drought. Site-level results also connect climate and water considerations by identifying higher exposure to water and heat stress in Laem Chabang, Thailand, flood risk in Reynosa, Mexico, and water-stressed conditions in Poznan, Poland. These findings inform priorities such as energy efficiency, renewable electricity, business continuity, sourcing resilience, and site-level water stewardship. We also assess water-related interconnections by linking water withdrawals, discharges, and consumption data with annual water risk assessments using WRI Aqueduct and 2030/2050 scenario planning. Our water risk evaluation goes beyond location-based metrics by considering water accessibility for production, availability for future growth, and quality considerations that could affect compliance and community health. The results inform investments in advanced recycling, rainwater harvesting, and local stakeholder engagement at higher-risk sites.

[Fixed row]

(2.3) Have you identified priority locations across your value chain?

(2.3.1) Identification of priority locations

Select from:

☒ Yes, we have identified priority locations

(2.3.2) Value chain stages where priority locations have been identified

Select all that apply

☒ Direct operations

(2.3.3) Types of priority locations identified

Sensitive locations

☒ Areas of limited water availability, flooding, and/or poor quality of water

Locations with substantive dependencies, impacts, risks, and/or opportunities

☒ Locations with substantive dependencies, impacts, risks, and/or opportunities relating to water

(2.3.4) Description of process to identify priority locations

We identify priority locations within our direct operations through our environmental management, water stewardship, and risk assessment processes. Water is recognized as a significant environmental aspect at all operational facilities under our ISO 14001-certified Environmental Management System. Facility-level water audits provide data on withdrawals, discharges, and consumption, and these data inform annual water risk assessments using the WRI Aqueduct Water Risk Atlas and 2030/2050 scenario planning. The assessment evaluates water accessibility for production, future water availability, and water quality considerations that could affect compliance and community health. We prioritize locations where the assessment identifies high water stress or other substantive water-related risks to operational resilience. In 2025, this process identified Laem Chabang, Thailand; Reynosa, Mexico; and Poznan, Poland as facilities in high-stress basins, representing the most significant water-related exposure in our global operational footprint. Site-level climate scenario analysis also identified higher exposure to water and heat stress in Laem Chabang, flood risk in Reynosa, and water-stressed conditions in Poznan. These locations are identified at the facility/site level rather than aggregated, allowing us to target mitigation actions such as advanced water recycling, rainwater harvesting, efficiency projects, and local stakeholder engagement at higher-risk sites.

(2.3.5) Will you be disclosing a list/spatial map of priority locations?

Select from:

☒ Yes, we will be disclosing the list/geospatial map of priority locations

(2.3.6) Provide a list and/or spatial map of priority locations

Priority Locations.docx

[Fixed row]

(2.4) How does your organization define substantive effects on your organization?

Risks

(2.4.1) Type of definition

Select all that apply

☒ Qualitative

☒ Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

☒ Other, please specify :Double materiality rating based on impact severity, likelihood, and financial materiality pathways.

(2.4.3) Change to indicator

Select from:

☒ Absolute increase

(2.4.5) Absolute increase/ decrease figure

1

(2.4.6) Metrics considered in definition

Select all that apply

☒ Time horizon over which the effect occurs

☒ Likelihood of effect occurring

☒ Other, please specify :Impact severity; financial materiality; ERM insights; stakeholder, regulatory, and customer expectations.

(2.4.7) Application of definition

We define substantive risk effects through our ESRS-aligned Double Materiality Assessment, which is integrated with Enterprise Risk Management. The assessment evaluates environmental matters through both impact materiality and financial materiality, including risks that could affect financial performance, position, or access to capital over short-, medium-, and long-term horizons. For each topic, we define boundaries across our operations and value chain, including upstream suppliers, logistics, and downstream product use, and consider geographic sensitivities such as water stress and compliance readiness. Impact materiality is assessed using ESRS severity criteria, including scale, scope, and irremediability, together with likelihood. Financial materiality is evaluated through pathways such as regulatory change, market dynamics, resource pricing, technology transition, and climate impacts. We apply a three-tier High/Medium/Low threshold to both impact and financial materiality. A risk is considered substantive when the related topic is rated High under at least one materiality lens, because High ratings indicate significant impacts or financial effects requiring rigorous management, targets, and disclosure. Topics rated High are treated as highest-priority matters for governance and management attention and require enhanced oversight, defined actions, and, where applicable, targets. The thresholds are calibrated using ERM insights, benchmarking, internal performance data, and regulatory and customer expectations. Risks are assessed at least annually as part of the DMA and ERM reviews, and emerging risks trigger

interim assessments to maintain relevance and responsiveness. The source disclosure does not assign numerical weightings or percentage likelihood thresholds; instead, likelihood, time horizon, severity, and financial materiality pathways are considered together through the DMA and ERM process.

Opportunities

(2.4.1) Type of definition

Select all that apply

- ☒ Qualitative
- ☒ Quantitative

(2.4.2) Indicator used to define substantive effect

Select from:

- ☒ Other, please specify :Double materiality rating based on impact severity, likelihood, and financial materiality pathways.

(2.4.3) Change to indicator

Select from:

- ☒ Absolute increase

(2.4.5) Absolute increase/ decrease figure

1

(2.4.6) Metrics considered in definition

Select all that apply

- ☒ Time horizon over which the effect occurs
- ☒ Likelihood of effect occurring
- ☒ Other, please specify :Impact severity; financial materiality; ERM insights; stakeholder, regulatory, and customer expectations.

(2.4.7) Application of definition

We define substantive opportunity effects through our ESRS-aligned Double Materiality Assessment, which is integrated with Enterprise Risk Management. The assessment evaluates environmental matters through both impact materiality and financial materiality, including opportunities that could affect financial performance, position, or access to capital over short-, medium-, and long-term horizons. For each topic, we define boundaries across our operations and value chain, including upstream suppliers, logistics, and downstream product use, and consider geographic sensitivities such as water stress and compliance readiness. Impact materiality is assessed using ESRS severity criteria, including scale, scope, and irremediability, together with likelihood. Financial materiality is evaluated through pathways such as regulatory change, market dynamics, resource pricing, technology transition, and climate impacts. We apply a three-tier High/Medium/Low threshold to both dimensions. A topic is considered substantive when it is rated High under at least one materiality lens, because High ratings indicate significant impacts or financial effects requiring rigorous management, targets, and disclosure. Topics rated High are treated as highest-priority matters for governance and management attention and are managed through defined actions, metrics, and targets where applicable. The thresholds are calibrated using ERM insights, benchmarking, internal performance data, and regulatory and customer expectations. The assessment is performed at least annually as part of DMA and ERM reviews, and emerging risks or opportunities can trigger interim assessment to maintain relevance and responsiveness. The source disclosure does not assign numerical weightings or percentage likelihood thresholds; instead, likelihood, time horizon, severity, and financial materiality pathways are considered together through the DMA and ERM process.

[Add row]

(2.5) Does your organization identify and classify potential water pollutants associated with its activities that could have a detrimental impact on water ecosystems or human health?

(2.5.1) Identification and classification of potential water pollutants

Select from:

☒ Yes, we identify and classify our potential water pollutants

(2.5.2) Details of policies and processes in place to identify and classify potential water pollutants

We identify and classify potential water pollutants based on the substances handled in our operations and the properties of facility wastewater discharges. Our process is embedded in our ISO 14001-certified Environmental Management System and facility-level wastewater management practices. Wastewater quality assessments are performed based on site-specific discharge profiles, applicable permit conditions, local authority requirements, and regulatory obligations. The indicators and metrics used to identify pollutants include monitored wastewater parameters such as pH, total suspended solids, biochemical oxygen demand, chemical oxygen demand, nutrients, oils and fats, surfactants, cyanide, and other regulated substances. Where applicable, facilities also monitor regulated metals, including cadmium, chromium, copper, lead, nickel, zinc, mercury, arsenic, and cyanide, under established permit limits. Pollutants are classified using applicable local regulatory frameworks, site-specific wastewater discharge permits, ISO 14001 requirements, and our chemical and hazardous substance management program. Our chemical management process identifies and evaluates chemicals used in operations, assesses safety, environmental, and regulatory risks, and maintains restricted substance controls aligned with global regulations and standards, including EU REACH, EU RoHS, US TSCA, the Stockholm Convention, the Montreal Protocol, GADSL, IEC 62474, PFAS, and BOMcheck. Pollutants are monitored and tracked over time through routine wastewater monitoring, internal review of

effluent results, regulatory reporting, internal audits, supplier assessments, compliance checks, and corrective actions where needed. Monitoring frequency varies by location, ranging from biweekly testing to annual reporting. Facilities submit effluent results to local authorities as required and review results internally to verify compliance. Treatment and pretreatment methods, including sedimentation and septic tanks, wash bay filtration, grease traps, fat separators, filtration systems, pretreatment, controlled discharge practices, and other site-specific controls, are selected based on operational activities and wastewater characteristics.

[Fixed row]

(2.5.1) Describe how your organization minimizes the adverse impacts of potential water pollutants on water ecosystems or human health associated with your activities.

Row 1

(2.5.1.1) Water pollutant category

Select from:

- ☒ Inorganic pollutants

(2.5.1.2) Description of water pollutant and potential impacts

Includes regulated inorganic substances monitored where applicable, including cadmium, chromium, copper, lead, nickel, zinc, mercury, arsenic, and cyanide. If not controlled, these pollutants may affect receiving water bodies, aquatic organisms, and regulatory compliance due to toxicity, persistence, or potential human health impacts.

(2.5.1.3) Value chain stage

Select all that apply

- ☒ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

- ☒ Improving wastewater treatment processes/capacity
- ☒ Industrial and chemical accidents prevention, preparedness, and response
- ☒ Reduction or phase out of hazardous substances
- ☒ Discharge treatment using sector-specific processes

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

- ☒ Compliance with discharge permits / regulatory limits
- ☒ Zero incidents (spills, exceedances, waterborne disease cases)
- ☒ Other, please specify :Internal review of effluent results and regulatory reporting

(2.5.1.6) Please explain

We manage inorganic pollutants through facility-level wastewater controls, permit-based monitoring, pretreatment, filtration, controlled discharge practices, and regulatory reporting where applicable. Several facilities monitor regulated metals, including cadmium, chromium, copper, lead, nickel, zinc, mercury, arsenic, and cyanide, under established permit limits. We also identify and evaluate chemicals used in our operations, maintain restricted substance controls, and work to reduce or phase out high-concern substances.

Row 2

(2.5.1.1) Water pollutant category

Select from:

- ☒ Oil

(2.5.1.2) Description of water pollutant and potential impacts

Includes oils and fats monitored in wastewater. If released above applicable limits, these pollutants may affect receiving water bodies by interfering with water quality and aquatic habitat conditions.

(2.5.1.3) Value chain stage

Select all that apply

- ☒ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

- ☒ Improving wastewater treatment processes/capacity

- ☒ Industrial and chemical accidents prevention, preparedness, and response
- ☒ Discharge treatment using sector-specific processes

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

- ☒ Compliance with discharge permits / regulatory limits
- ☒ Other, please specify :Internal review of effluent results and regulatory reporting

(2.5.1.6) Please explain

We monitor oils and fats as part of site-specific wastewater quality assessments. Treatment and pretreatment systems are selected based on each facility's operations and wastewater characteristics and may include grease traps, fat separators, filtration systems, and other controls. Effluent results are submitted to local authorities as required and reviewed internally to verify compliance.

Row 3

(2.5.1.1) Water pollutant category

Select from:

- ☒ Other nutrients and oxygen demanding pollutants

(2.5.1.2) Description of water pollutant and potential impacts

Includes nutrients, biochemical oxygen demand, and chemical oxygen demand monitored in wastewater. If not controlled, these pollutants may contribute to degraded receiving water quality by increasing oxygen demand or nutrient loading.

(2.5.1.3) Value chain stage

Select all that apply

- ☒ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

- ☒ Improving wastewater treatment processes/capacity
- ☒ Discharge treatment using sector-specific processes

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

- ☒ Compliance with discharge permits / regulatory limits
- ☒ Other, please specify :Internal review of effluent results and regulatory reporting

(2.5.1.6) Please explain

We monitor nutrients, biochemical oxygen demand, and chemical oxygen demand based on site-specific discharge profiles and regulatory obligations. Monitoring is conducted consistent with permit conditions or local authority requirements, and effluent results are submitted to local authorities as required and reviewed internally to verify compliance.

Row 4

(2.5.1.1) Water pollutant category

Select from:

- ☒ Other synthetic organic compounds

(2.5.1.2) Description of water pollutant and potential impacts

Includes surfactants monitored in wastewater. Based on CDP's definitions, surfactants fit within synthetic organic compounds, such as detergents. If not controlled, surfactants may affect receiving water quality and aquatic organisms.

(2.5.1.3) Value chain stage

Select all that apply

- ☒ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

- ☒ Improving wastewater treatment processes/capacity
- ☒ Discharge treatment using sector-specific processes

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

- ☒ Compliance with discharge permits / regulatory limits
- ☒ Other, please specify :Internal review of effluent results and regulatory reporting

(2.5.1.6) Please explain

We monitor surfactants as part of wastewater quality assessments where relevant to site-specific discharge profiles and regulatory obligations. Facilities use appropriate treatment or pretreatment systems to meet discharge requirements, and monitoring is conducted in line with permit conditions or local authority requirements.

Row 5

(2.5.1.1) Water pollutant category

Select from:

- ☒ Other physical pollutants

(2.5.1.2) Description of water pollutant and potential impacts

Includes total suspended solids. If not controlled, suspended solids can affect receiving water quality through turbidity, sedimentation, or impacts to aquatic habitat.

(2.5.1.3) Value chain stage

Select all that apply

- ☒ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

- ☒ Improving wastewater treatment processes/capacity

- ☒ Discharge treatment using sector-specific processes

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

- ☒ Compliance with discharge permits / regulatory limits
- ☒ Other, please specify :Internal review of effluent results and regulatory reporting

(2.5.1.6) Please explain

We monitor total suspended solids as part of facility-level wastewater quality assessments. Monitoring frequency varies by location, ranging from biweekly testing to annual reporting. Effluent results are submitted to local authorities as required and reviewed internally to verify compliance with applicable discharge requirements.

Row 6

(2.5.1.1) Water pollutant category

Select from:

- ☒ Other, please specify :pH

(2.5.1.2) Description of water pollutant and potential impacts

pH is monitored as a wastewater quality parameter. If wastewater pH is outside applicable limits, it may affect receiving water quality, aquatic organisms, and discharge compliance.

(2.5.1.3) Value chain stage

Select all that apply

- ☒ Direct operations

(2.5.1.4) Actions and procedures to minimize adverse impacts

Select all that apply

- ☒ Improving wastewater treatment processes/capacity
- ☒ Discharge treatment using sector-specific processes

(2.5.1.5) Indicators for measuring and evaluating the success of the procedure

Select all that apply

- ☒ Compliance with discharge permits / regulatory limits
- ☒ Other, please specify :Internal review of effluent results and regulatory reporting

(2.5.1.6) Please explain

We monitor pH as part of facility-level wastewater quality assessments based on site-specific discharge profiles and regulatory obligations. Monitoring is conducted consistent with permit conditions or local authority requirements, and effluent results are submitted to local authorities as required and reviewed internally to verify compliance.

[Add row]

C3. Disclosure of risks and opportunities

(3.1) Have you identified any environmental risks which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

	Environmental risks identified
Climate change	Select from: ☒ Yes, both in direct operations and upstream/downstream value chain
Water	Select from: ☒ Yes, both in direct operations and upstream/downstream value chain

[Fixed row]

(3.1.1) Provide details of the environmental risks identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk1

(3.1.1.3) Risk types and primary environmental risk driver

Policy

☒ Other policy risk, please specify :Regulatory changes and reporting/decarbonization requirements

(3.1.1.4) Value chain stage where the risk occurs

Select from:

- ☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

- ☒ China ☒ United States of America
- ☒ Mexico
- ☒ Poland
- ☒ Romania
- ☒ Thailand

(3.1.1.9) Organization-specific description of risk

We may incur increased compliance, reporting, procurement, or operational costs as climate-related laws, regulations, disclosure requirements, and customer expectations continue to evolve. Our assessment process identifies climate and energy as a high-priority topic and considers transition drivers such as regulatory change, market dynamics, resource pricing, technology transition, and climate impacts.

(3.1.1.11) Primary financial effect of the risk

Select from:

- ☒ Increased compliance costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The risk has already had a substantive effect on our organization in the reporting year

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

☒ Virtually certain

(3.1.1.14) Magnitude

Select from:

☒ Medium-high

(3.1.1.15) Effect of the risk on the financial position, financial performance and cash flows of the organization in the reporting year

This risk affected our business activities in the reporting year through climate-related disclosure, emissions target management, renewable electricity planning, customer climate expectations, and related data-management activities. These activities affected operating resources and management attention, but the adverse effect on financial position, financial performance, and cash flows was not separately quantified.

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

The risk could increase compliance costs, reporting costs, legal and advisory support, data management needs, procurement costs, and operating expenses. Depending on the pace and scope of regulatory change, it could also affect capital allocation and cost of capital.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.18) Financial effect figure in the reporting year (currency)

0

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

1000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

10000000

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

1000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

10000000

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

1000000

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

10000000

(3.1.1.25) Explanation of financial effect figure

The \$1 million to \$10 million range is an internal pre-mitigation planning estimate used to quantify potential exposure from substantive environmental risks. For this risk, the range reflects potential compliance, reporting, advisory, data management, procurement, and operating costs. The reporting-year amount is shown as zero because the financial effect was managed through existing processes and was not separately quantified as a discrete cost. Prior CDP working materials support use of a company-wide environmental risk exposure range of \$1 million to \$10 million.

(3.1.1.26) Primary response to risk

Compliance, monitoring and targets

☒ Establish organization-wide targets

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

No separate response cost is disclosed for this specific risk. The response is managed through existing ERM, sustainability, compliance, climate, reporting, and governance processes.

(3.1.1.29) Description of response

We manage this risk through climate strategy, emissions target management, energy efficiency, renewable electricity, on-site solar, renewable energy certificates, green power agreements, and site-level energy projects. These actions support our emissions reduction and renewable electricity objectives while reducing exposure to transition-related energy and procurement risks.

Water

(3.1.1.1) Risk identifier

Select from:

☒ Risk1

(3.1.1.3) Risk types and primary environmental risk driver

Chronic physical

☒ Water stress

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ Mexico

☒ Poland

☒ Thailand

(3.1.1.7) River basin where the risk occurs

Select all that apply

- ☒ Bravo
- ☒ Chao Phraya
- ☒ Oder River

(3.1.1.9) Organization-specific description of risk

Water stress may affect operational resilience, water accessibility for production, availability for future growth, and water quality considerations that could affect compliance and community health. Laem Chabang, Thailand; Reynosa, Mexico; and Poznan, Poland are identified as high-stress basin locations and represent the most significant exposure to water-related risks within our global footprint.

(3.1.1.11) Primary financial effect of the risk

Select from:

- ☒ Constraint to growth

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The risk has already had a substantive effect on our organization in the reporting year

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain

(3.1.1.14) Magnitude

Select from:

☒ Medium-high

(3.1.1.15) Effect of the risk on the financial position, financial performance and cash flows of the organization in the reporting year

This risk affected our business activities in the reporting year through annual water risk assessment, facility-level monitoring, and prioritization of high-stress locations for mitigation. Laem Chabang, Thailand; Reynosa, Mexico; and Poznan, Poland remained in high-stress basins and were identified as the most significant exposure to water-related risks within our global footprint. The adverse effect on financial position, financial performance, and cash flows was not separately quantified.

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

This risk could constrain future growth or increase operating and capital costs if water accessibility, availability, or quality becomes more limited at higher-exposure locations. It could also require additional investment in recycling, efficiency, treatment, rainwater harvesting, or other site-level mitigation measures.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.18) Financial effect figure in the reporting year (currency)

0

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

1000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

10000000

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

1000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

10000000

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

1000000

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

10000000

(3.1.1.25) Explanation of financial effect figure

The \$1 million to \$10 million range is an internal pre-mitigation planning estimate used to quantify potential exposure. For this risk, the range reflects potential water access, water availability, water quality, compliance, operational resilience, and site-level mitigation costs across higher-exposure facilities. The reporting-year amount is shown as zero because the financial effect was managed through existing processes and was not separately quantified as a discrete cost.

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☒ Adopt water efficiency, water reuse, recycling and conservation practices

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

No separate response cost is disclosed for this specific risk. The response is managed through existing water stewardship, environmental management, recycling, efficiency, and site-level mitigation processes.

(3.1.1.29) Description of response

We have set a target to recycle one-third of our water use globally by 2030, with a focus on high-stress locations with significant water-use intensities. This target is implemented through annual water risk assessments, site-specific water stewardship actions, facility-level monitoring of withdrawals, discharges, and consumption, recycling and reuse systems, rainwater harvesting, and closed-loop processes. These actions prioritize higher-risk sites, including Laem Chabang, Thailand; Reynosa, Mexico; and Poznan, Poland, and are intended to reduce freshwater demand, improve operational resilience, and support continued access to water for production and future growth.

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk2

(3.1.1.3) Risk types and primary environmental risk driver

Technology

☒ Transition to lower emissions technology and products

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ China

☒ United States of America

☒ Mexico

☒ Poland

☒ Romania

☒ Thailand

(3.1.1.9) Organization-specific description of risk

We may need to deploy lower-emissions technologies, renewable electricity solutions, energy efficiency projects, on-site solar, renewable energy certificates, green power agreements, and related procurement or retrofit measures to support our climate goals and customer expectations. These actions can increase capital expenditures or operating costs.

(3.1.1.11) Primary financial effect of the risk

Select from:

- ☒ Increased capital expenditures

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The risk has already had a substantive effect on our organization in the reporting year

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain

(3.1.1.14) Magnitude

Select from:

- ☒ Medium-high

(3.1.1.15) Effect of the risk on the financial position, financial performance and cash flows of the organization in the reporting year

This risk affected our business activities in the reporting year through renewable electricity procurement, onsite solar, energy efficiency projects, and process upgrades intended to reduce emissions and support customer expectations. Renewable electricity increased to 37% in 2025, supported by onsite solar and vendor mix improvements. The adverse effect on financial position, financial performance, and cash flows was not separately quantified.

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

The risk could increase capital expenditures and operating costs for energy efficiency, renewable electricity, on-site solar, procurement of renewable energy attributes, equipment upgrades, and related implementation activities.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.18) Financial effect figure in the reporting year (currency)

0

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

1000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

10000000

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

1000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

10000000

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

1000000

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

10000000

(3.1.1.25) Explanation of financial effect figure

The \$1 million to \$10 million range is an internal pre-mitigation planning estimate used to quantify potential exposure. For this risk, the range reflects potential capital expenditures, procurement costs, renewable electricity costs, energy efficiency projects, and technology upgrades. The reporting-year amount is shown as zero because individual financial effects were not separately quantified as a discrete risk impact, while the cost of response is separately disclosed below.

(3.1.1.26) Primary response to risk

Infrastructure, technology and spending

☒ Increase environment-related capital expenditure

(3.1.1.27) Cost of response to risk

516360

(3.1.1.28) Explanation of cost calculation

Calculated from disclosed 2025 energy conservation initiative implementation costs with dollar values: Jasper LED/VFD/controls \$45,489; Thailand OAU replacement \$162,445; China chiller replacement \$101,800; Mexico solar activation \$200,000; Mexico LED replacements \$6,626. Total: \$516,360.

(3.1.1.29) Description of response

We manage this risk by pursuing energy efficiency, renewable electricity, on-site solar, renewable energy certificates, green power agreements, and site-level energy projects. These actions support our emissions reduction and renewable electricity objectives while reducing exposure to transition-related energy and procurement risks.

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk3

(3.1.1.3) Risk types and primary environmental risk driver

Market

- ☒ Lack of availability and/or increased cost of certified sustainable material

(3.1.1.4) Value chain stage where the risk occurs

Select from:

- ☒ Upstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

- ☒ China
- ☒ Mexico
- ☒ Poland
- ☒ Romania
- ☒ Thailand
- ☒ United States of America

(3.1.1.9) Organization-specific description of risk

We rely on a global supplier base for raw materials and components. Upstream supplier ESG performance, responsible sourcing requirements, material availability, geopolitical instability, and responsible sourcing expectations may increase material costs, supplier engagement costs, audit or due diligence costs, remediation costs, or alternative sourcing needs.

(3.1.1.11) Primary financial effect of the risk

Select from:

- ☒ Disruption in upstream value chain

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

- ☒ Likely

(3.1.1.14) Magnitude

Select from:

- ☒ Medium

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

This risk could increase production costs, supplier due diligence costs, audit costs, supplier remediation costs, logistics costs, or alternative sourcing costs, and could affect customer programs if supply chain expectations are not met.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

- ☒ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

1000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

10000000

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

1000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

10000000

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

1000000

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

10000000

(3.1.1.25) Explanation of financial effect figure

The \$1 million to \$10 million range is an internal pre-mitigation planning estimate used to quantify potential exposure. For this risk, the range reflects potential material cost increases, supplier engagement costs, due diligence, audits, remediation, alternative sourcing, logistics, and disruption costs.

(3.1.1.26) Primary response to risk

Engagement

☒ Engage with suppliers

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

No separate response cost is disclosed for this specific risk. The response is managed through supplier engagement, responsible sourcing, compliance, sustainability, and supply chain risk management processes.

(3.1.1.29) Description of response

We manage this risk through supplier engagement, responsible sourcing processes, supplier due diligence, supplier ESG expectations, conflict minerals compliance, and supply chain risk management. These processes support material availability, responsible sourcing objectives, and customer requirements. Our Supplier Code of Conduct includes environmental expectations for suppliers, including reducing air pollution, energy and water consumption, waste, wastewater, and greenhouse gases.

Climate change

(3.1.1.1) Risk identifier

Select from:

☒ Risk4

(3.1.1.3) Risk types and primary environmental risk driver

Market

☒ Changing customer behavior

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Downstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ China

☒ United States of America

☒ Mexico

☒ Poland

☒ Romania

☒ Thailand

(3.1.1.9) Organization-specific description of risk

Customers increasingly expect GHG data, Scope 3 support, responsible sourcing information, and ESG performance across their value chains. If customer climate and ESG requirements become more stringent, we may face increased reporting, engineering, procurement, or operational requirements, and potential commercial risk if expectations are not met.

(3.1.1.11) Primary financial effect of the risk

Select from:

- ☒ Increased indirect [operating] costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The risk has already had a substantive effect on our organization in the reporting year

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain

(3.1.1.14) Magnitude

Select from:

- ☒ Medium

(3.1.1.15) Effect of the risk on the financial position, financial performance and cash flows of the organization in the reporting year

This risk affected our business activities in the reporting year through customer ESG and climate-data expectations, including requests for emissions information and support for customer Scope 3 reporting and sustainability assessments. We support these expectations through climate disclosure, external assurance of climate-related data, and product-level GHG data support upon request. The adverse effect on financial position, financial performance, and cash flows was not separately quantified.

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

This risk could increase customer support costs, engineering support costs, data/reporting costs, and procurement and operational costs needed to meet customer climate and ESG expectations. It could also affect customer relationships or sales opportunities if requirements are not met.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.18) Financial effect figure in the reporting year (currency)

0

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

1000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

10000000

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

1000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

10000000

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

1000000

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

10000000

(3.1.1.25) Explanation of financial effect figure

The \$1 million to \$10 million range is an internal pre-mitigation planning estimate used to quantify potential exposure. For this risk, the range reflects potential customer requirement costs, reporting costs, engineering support, procurement changes, operational adjustments, and potential commercial exposure if customer expectations are not met. The reporting-year amount is shown as zero because the financial effect was managed through existing processes and was not separately quantified as a discrete cost.

(3.1.1.26) Primary response to risk

Engagement

☒ Engage with customers

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

No separate response cost is disclosed for this specific risk. The response is managed through customer engagement, ESG reporting, GHG data management, sustainability, and commercial support processes.

(3.1.1.29) Description of response

We manage this risk through customer engagement, Scope 1, 2, and 3 GHG reporting, climate strategy work, supplier engagement for Scope 3, and responsiveness to customer ESG and climate-related requirements.

Water

(3.1.1.1) Risk identifier

Select from:

☒ Risk2

(3.1.1.3) Risk types and primary environmental risk driver

Acute physical

☒ Flooding (coastal, fluvial, pluvial, groundwater)

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Direct operations

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ Mexico

(3.1.1.7) River basin where the risk occurs

Select all that apply

☒ Bravo

(3.1.1.9) Organization-specific description of risk

Flooding in Reynosa, Mexico may affect operational resilience and production continuity. Site-level assessment identifies flood risk in Reynosa, and the location is also included in water-risk assessment for a high-stress basin. This risk is included as a water risk because the source disclosure discusses flooding in connection with site-level water and physical risk exposure.

(3.1.1.11) Primary financial effect of the risk

Select from:

☒ Disruption in production capacity

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

- ☒ Likely

(3.1.1.14) Magnitude

Select from:

- ☒ Medium-high

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

This risk could disrupt production capacity, affect business continuity, increase recovery or mitigation costs, increase insurance-related exposure, or require site-level flood resilience measures.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

- ☒ Yes

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

1000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

10000000

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

1000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

10000000

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

1000000

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

10000000

(3.1.1.25) Explanation of financial effect figure

The \$1 million to \$10 million range is an internal pre-mitigation planning estimate used to quantify potential exposure. For this risk, the range reflects potential production disruption, recovery costs, flood resilience costs, insurance-related exposure, or water-related business continuity costs.

(3.1.1.26) Primary response to risk

Policies and plans

☒ Develop flood emergency plans

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

No separate response cost is disclosed for this specific risk. The response is managed through existing business continuity, environmental management, insurance, site-level risk assessment, and flood-related mitigation planning.

(3.1.1.29) Description of response

We manage this risk through site-level assessment, business continuity planning, environmental management systems, insurance coverage for high-impact events, and mitigation planning for higher-exposure locations. The reporting-year response also included community support actions following severe floods in the Reynosa area.

Water

(3.1.1.1) Risk identifier

Select from:

☒ Risk3

(3.1.1.3) Risk types and primary environmental risk driver

Market

☒ Changing customer behavior

(3.1.1.4) Value chain stage where the risk occurs

Select from:

☒ Downstream value chain

(3.1.1.6) Country/area where the risk occurs

Select all that apply

☒ Mexico

☒ Thailand

(3.1.1.7) River basin where the risk occurs

Select all that apply

☒ Bravo

☒ Chao Phraya

(3.1.1.9) Organization-specific description of risk

Certain customer-specified products and manufacturing requirements can drive significant water use in Thailand and Mexico, including production processes that require water for washing, cleaning, cooling, or related manufacturing needs. Because Thailand and Mexico include high-stress basin locations, customer-driven water demand may increase exposure to water availability, water efficiency, compliance, and operational resilience risks. Prior reporting supports that customer demand contributed to high water consumption at the Thailand facility, and current reporting confirms Laem Chabang and Reynosa remain in high-stress basins.

(3.1.1.11) Primary financial effect of the risk

Select from:

- ☒ Increased direct costs

(3.1.1.12) Time horizon over which the risk is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The risk has already had a substantive effect on our organization in the reporting year

(3.1.1.13) Likelihood of the risk having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain

(3.1.1.14) Magnitude

Select from:

- ☒ Medium-high

(3.1.1.15) Effect of the risk on the financial position, financial performance and cash flows of the organization in the reporting year

This risk affected business activities in the reporting year because customer-specific washing requirements concentrate water use at the Thailand facility, where closed-loop product wash water recycling reused 11,923.8 cubic meters, approximately 3.15 million gallons, of recycled wash water in 2025. The risk also informed site-level water stewardship actions, including recycling, reuse, and rainwater harvesting. The adverse effect on financial position, financial performance, and cash flows was not separately quantified.

(3.1.1.16) Anticipated effect of the risk on the financial position, financial performance and cash flows of the organization in the selected future time horizons

This risk could increase direct operating costs, capital expenditures, customer program costs, water recycling costs, water treatment costs, and operational planning needs if customer requirements continue to drive high water demand in water-stressed locations.

(3.1.1.17) Are you able to quantify the financial effect of the risk?

Select from:

☒ Yes

(3.1.1.18) Financial effect figure in the reporting year (currency)

0

(3.1.1.19) Anticipated financial effect figure in the short-term – minimum (currency)

1000000

(3.1.1.20) Anticipated financial effect figure in the short-term – maximum (currency)

10000000

(3.1.1.21) Anticipated financial effect figure in the medium-term – minimum (currency)

1000000

(3.1.1.22) Anticipated financial effect figure in the medium-term – maximum (currency)

10000000

(3.1.1.23) Anticipated financial effect figure in the long-term – minimum (currency)

1000000

(3.1.1.24) Anticipated financial effect figure in the long-term – maximum (currency)

10000000

(3.1.1.25) Explanation of financial effect figure

The \$1 million to \$10 million range is an internal pre-mitigation planning estimate used to quantify potential exposure. For this risk, the range reflects customer-driven water demand, water recycling or treatment needs, water efficiency investments, operating costs, and potential constraints in water-stressed locations. The reporting-year amount is shown as zero because the financial effect was managed through existing processes and was not separately quantified as a discrete cost.

(3.1.1.26) Primary response to risk

Engagement

☒ Engage with customers

(3.1.1.27) Cost of response to risk

0

(3.1.1.28) Explanation of cost calculation

No separate response cost is disclosed for this specific risk. The response is managed through customer engagement, site-level water stewardship, water efficiency, recycling, environmental management, and program-specific operating practices.

(3.1.1.29) Description of response

We manage this risk through customer engagement and operational water-stewardship actions at relevant sites, including water recycling, efficiency projects, treatment/pretreatment controls, and site-level evaluation of water withdrawals, discharges, and consumption. These actions help support customer programs while reducing exposure in water-stressed locations.

[Add row]

(3.1.2) Provide the amount and proportion of your financial metrics from the reporting year that are vulnerable to the substantive effects of environmental risks.

Climate change

(3.1.2.1) Financial metric

Select from:

☒ OPEX

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ Less than 1%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ Less than 1%

(3.1.2.7) Explanation of financial figures

We used a pre-mitigation planning estimate of \$1 million to \$10 million to assess OPEX potentially vulnerable to climate-related risks. Transition risk includes compliance and reporting costs, procurement costs, and operating costs related to decarbonization requirements. Physical risk includes potential operating disruption or response costs from heat, flooding, and drought. The percentage range is based on the \$10 million maximum estimate compared to FY2025 operating expenses of approximately \$1.441 billion, calculated from cost of sales, selling and administrative expenses, restructuring expense, and gain on disposal/asset impairment.

Water

(3.1.2.1) Financial metric

Select from:

☒ OPEX

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ Less than 1%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ Less than 1%

(3.1.2.7) Explanation of financial figures

We used the same pre-mitigation planning range to estimate OPEX potentially vulnerable to water-related risks where a separate water financial exposure is not disclosed. Transition risk includes potential costs associated with wastewater compliance, customer-driven water requirements, water quality obligations, reporting, and site-level operating controls. Physical risk includes potential operating costs from water stress, flooding, water availability constraints, and water quality considerations at higher-risk sites. The percentage range is based on the \$10 million maximum estimate compared to FY2025 operating expenses of approximately \$1.441 billion.

Climate change

(3.1.2.1) Financial metric

Select from:

☒ Assets

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

267231000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 21-30%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

179622000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ 11-20%

(3.1.2.7) Explanation of financial figures

For transition risk, we used FY2025 total long-lived assets of \$267.231 million as the asset base potentially vulnerable to climate transition requirements because decarbonization, renewable electricity, energy efficiency, and retrofit or procurement needs can affect facilities and equipment across operations. For physical risk, we used long-lived assets in Mexico, Thailand, and Poland, totaling \$179.622 million, because site-level results identify flood risk in Reynosa, water and heat stress in Laem Chabang, and water-stressed conditions in Poznan. Percentages are calculated against FY2025 total assets of \$1.077 billion.

Water

(3.1.2.1) Financial metric

Select from:

☒ Assets

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

179622000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 11-20%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

179622000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ 11-20%

(3.1.2.7) Explanation of financial figures

We used long-lived assets in Mexico, Thailand, and Poland, totaling \$179.622 million, as the asset amount vulnerable to water-related transition and physical risks. These locations align with the high-stress basin locations identified through annual water risk assessment: Laem Chabang, Thailand; Reynosa, Mexico; and Poznan, Poland. Transition risk includes water-related compliance, efficiency, wastewater, and customer-driven water management requirements. Physical risk includes water stress, flood exposure, availability for production and growth, and quality considerations. Percentages are calculated against FY2025 total assets of \$1.077 billion.

Climate change

(3.1.2.1) Financial metric

Select from:

☒ Liabilities

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.7) Explanation of financial figures

We used the \$10 million maximum pre-mitigation planning estimate as the amount of liabilities potentially vulnerable to climate-related transition and physical risks. Transition risks could create liabilities or obligations related to compliance, reporting, procurement, or other decarbonization requirements. Physical risks could create liabilities or obligations related to business interruption, property impacts, recovery costs, or insurance-related exposure. The percentage range is based on \$10 million compared to FY2025 total liabilities of approximately \$507.428 million, calculated from total current liabilities and total other liabilities.

Water

(3.1.2.1) Financial metric

Select from:

☒ Liabilities

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ 1-10%

(3.1.2.7) Explanation of financial figures

We used the \$10 million maximum pre-mitigation planning estimate as the amount of liabilities potentially vulnerable to water-related transition and physical risks. Transition risks could include obligations related to wastewater permits, discharge quality, water management requirements, compliance, or customer water expectations. Physical risks could include obligations or costs related to water stress, flooding, water availability, or water quality at higher-risk sites. The percentage range is based on \$10 million compared to FY2025 total liabilities of approximately \$507.428 million.

Climate change

(3.1.2.1) Financial metric

Select from:

☒ CAPEX

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 21-30%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ 21-30%

(3.1.2.6) Amount of CAPEX in the reporting year deployed towards risks related to this environmental issue

516360

(3.1.2.7) Explanation of financial figures

We used the \$10 million maximum pre-mitigation planning estimate as the amount of CAPEX potentially vulnerable to climate-related transition and physical risks. Transition risk includes potential capital needs for energy efficiency, renewable electricity, on-site solar, procurement of renewable energy attributes, and equipment upgrades. Physical risk includes potential capital needs for resilience, adaptation, or infrastructure improvements at higher-exposure sites. The percentage range is based on \$10 million compared to FY2025 capital expenditures of \$33.675 million. CAPEX deployed toward climate-related risk response includes 2025 energy conservation initiative costs totaling \$516,360.

Water

(3.1.2.1) Financial metric

Select from:

☒ CAPEX

(3.1.2.2) Amount of financial metric vulnerable to transition risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.3) % of total financial metric vulnerable to transition risks for this environmental issue

Select from:

☒ 21-30%

(3.1.2.4) Amount of financial metric vulnerable to physical risks for this environmental issue (unit currency as selected in 1.2)

10000000

(3.1.2.5) % of total financial metric vulnerable to physical risks for this environmental issue

Select from:

☒ 21-30%

(3.1.2.7) Explanation of financial figures

We used the \$10 million maximum pre-mitigation planning estimate as the amount of CAPEX potentially vulnerable to water-related transition and physical risks. Transition risk includes potential capital needs for wastewater treatment, water efficiency, recycling, reuse, and customer-driven water management requirements. Physical risk includes potential capital needs at high-stress or higher-exposure sites, including Laem Chabang, Reynosa, and Poznan. The percentage range is based on \$10 million compared to FY2025 capital expenditures of \$33.675 million. We invested in advanced recycling, rainwater harvesting, and closed-loop water reuse, but the water-related CAPEX amount was not separately quantified for this response.

[Add row]

(3.2) Within each river basin, how many facilities are exposed to substantive effects of water-related risks, and what percentage of your total number of facilities does this represent?

Row 1

(3.2.1) Country/Area & River basin

Mexico

☒ Bravo

(3.2.2) Value chain stages where facilities at risk have been identified in this river basin

Select all that apply

☒ Direct operations

(3.2.3) Number of facilities within direct operations exposed to water-related risk in this river basin

2

(3.2.4) % of your organization's total facilities within direct operations exposed to water-related risk in this river basin

Select from:

☒ 1-25%

(3.2.10) % organization's total global revenue that could be affected

Select from:

☒ 21-30%

(3.2.11) Please explain

Direct operations in this basin are exposed to water-related risk. We estimate potential revenue exposure using FY2025 net sales by the country location of the business unit providing the manufacturing or other service. FY2025 Mexico net sales were \$445.717 million, compared to total company net sales of \$1.486727 billion, or approximately 30.0%, so the appropriate CDP range is 21-30%. Reynosa is identified as a high-stress basin location, and site-level assessment also identifies flood risk in Reynosa. The basin-level exposure relates to water availability, operational continuity, potential flood-related disruption, and the need for focused mitigation strategies. Customer requirements may also affect water use in Mexico-based manufacturing programs. We address this exposure through annual water risk assessment, facility-level monitoring, operational improvements, water stewardship planning, and continued evaluation of recycling, efficiency, and resilience measures at higher-risk sites.

Row 2

(3.2.1) Country/Area & River basin

Thailand

☒ Chao Phraya

(3.2.2) Value chain stages where facilities at risk have been identified in this river basin

Select all that apply

☒ Direct operations

(3.2.3) Number of facilities within direct operations exposed to water-related risk in this river basin

1

(3.2.4) % of your organization's total facilities within direct operations exposed to water-related risk in this river basin

Select from:

☒ 1-25%

(3.2.10) % organization's total global revenue that could be affected

Select from:

☒ 1-10%

(3.2.11) Please explain

One direct operation in this basin is exposed to water-related risk. We estimate potential revenue exposure using FY2025 net sales by the country location of the business unit providing the manufacturing or other service. FY2025 Thailand net sales were \$132.298 million, compared to total company net sales of \$1.486727 billion, or approximately 8.9%, so the appropriate CDP range is 1-10%. The facility is in a high-stress water location and accounts for the largest share of our global water footprint. The risk evaluation considers water accessibility for production, availability for future growth, and water quality considerations that could affect compliance and community health. Customer-specific washing requirements concentrate water use at this location, increasing the importance of water recycling and reuse. We address this exposure through annual water risk assessment, facility-level monitoring, advanced recycling, rainwater harvesting, and closed-loop product wash water recycling.

Row 3

(3.2.1) Country/Area & River basin

Poland

☒ Oder River

(3.2.2) Value chain stages where facilities at risk have been identified in this river basin

Select all that apply

☒ Direct operations

(3.2.3) Number of facilities within direct operations exposed to water-related risk in this river basin

1

(3.2.4) % of your organization's total facilities within direct operations exposed to water-related risk in this river basin

Select from:

☒ 1-25%

(3.2.10) % organization's total global revenue that could be affected

Select from:

☒ 11-20%

(3.2.11) Please explain

One direct operation in this basin is exposed to water-related risk. We estimate potential revenue exposure using FY2025 net sales by the country location of the business unit providing the manufacturing or other service. FY2025 Poland net sales were \$241.939 million, compared to total company net sales of \$1.486727 billion, or approximately 16.3%, so the appropriate CDP range is 11-20%. Poznan is identified as a high-stress basin location with water-stressed conditions. The basin-level exposure relates to water availability, operational resilience, and the need for focused mitigation strategies. Our assessment considers water accessibility for production, availability for future growth, and water quality considerations that could affect compliance and community health. We address this exposure through annual water risk assessment, facility-level monitoring of withdrawals, discharges and consumption, and site-level water stewardship actions.

[Add row]

(3.3) In the reporting year, was your organization subject to any fines, enforcement orders, and/or other penalties for water-related regulatory violations?

(3.3.1) Water-related regulatory violations

Select from:
☒ No

(3.3.3) Comment

No. In the reporting year, we were not subject to any fines, enforcement orders, or other penalties for water-related regulatory violations. We reported no incidents of non-compliance associated with water permits, regulations, or standards.
[Fixed row]

(3.5) Are any of your operations or activities regulated by a carbon pricing system (i.e. ETS, Cap & Trade or Carbon Tax)?

Select from:
☒ No, and we do not anticipate being regulated in the next three years

(3.6) Have you identified any environmental opportunities which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future?

	Environmental opportunities identified
Climate change	Select from:

	Environmental opportunities identified
	☒ Yes, we have identified opportunities, and some/all are being realized
Water	<i>Select from:</i> ☒ Yes, we have identified opportunities, and some/all are being realized

[Fixed row]

(3.6.1) Provide details of the environmental opportunities identified which have had a substantive effect on your organization in the reporting year, or are anticipated to have a substantive effect on your organization in the future.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp1

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Energy source

☒ Use of renewable energy sources

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- ☒ China
- ☒ Mexico
- ☒ Poland
- ☒ Romania
- ☒ Thailand
- ☒ United States of America

(3.6.1.8) Organization specific description

We have an opportunity to reduce climate transition exposure and meet current customer expectations by increasing renewable electricity across our global operations. In 2025, renewable electricity increased to 37%, supported by onsite solar and vendor mix improvements. This opportunity supports customer requirements for lower-carbon manufacturing, reduces reliance on conventional electricity, and advances our 2030 target to achieve 100% renewable electricity across all locations.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain (99–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

The opportunity had a substantive effect in the reporting year because renewable electricity increased to 37%, supported by onsite solar and vendor mix improvements. This supported current customer expectations for lower-carbon manufacturing and advanced our 2030 renewable electricity target.

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

In the short term, continued renewable electricity procurement and onsite solar support current customer requirements and reduce exposure to energy-related transition risks. In the medium and long term, progress toward 100% renewable electricity by 2030 is expected to strengthen customer confidence, support climate-related commercial expectations, and reduce exposure to future regulatory, market, and energy-cost pressures.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

Costs are embedded in ordinary-course energy procurement, site operations, customer support, and sustainability management activities and are not separately quantified for this opportunity.

(3.6.1.26) Strategy to realize opportunity

Continue advancing the 2030 renewable electricity target through onsite solar where feasible, renewable electricity procurement, green power arrangements, and vendor mix improvements. These actions support near-term customer expectations and the long-term target to achieve 100% renewable electricity across all locations.

Water

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp1

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resource efficiency

☒ Reduced water usage and consumption

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ Mexico

☒ Poland

☒ Thailand

(3.6.1.6) River basin where the opportunity occurs

Select all that apply

☒ Bravo

☒ Chao Phraya

☒ Oder River

(3.6.1.8) Organization specific description

We have an opportunity to reduce freshwater demand and improve operating resilience through water recycling, reuse, rainwater harvesting, and closed-loop processes at higher-risk sites. This opportunity links to water stress and customer-driven water-use risks because water availability, production needs, and customer-specific washing requirements can affect operational continuity at high-stress locations.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Reduced direct costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain (99–100%)

(3.6.1.12) Magnitude

Select from:

- ☒ Medium

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

The opportunity had a substantive effect in the reporting year through water recycling, reuse, and rainwater harvesting actions, including closed-loop product wash water recycling in Thailand that reduced freshwater demand.

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

In the short, medium, and long term, expanding water recycling and reuse may reduce freshwater demand, improve operational resilience, and reduce exposure to water availability constraints at high-stress locations.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

Costs are embedded in site-level water stewardship, operating budgets, recycling/reuse projects, facility management, and environmental management activities and are not separately quantified for this opportunity.

(3.6.1.26) Strategy to realize opportunity

Continue implementing the 2030 target to recycle one-third of water globally, with prioritization of high-stress and high-intensity sites through water recycling, reuse, rainwater harvesting, and closed-loop processes.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp2

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resource efficiency

- ☒ Increased efficiency of production and/or distribution processes

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

- ☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- ☒ China
- ☒ Mexico
- ☒ Poland
- ☒ Romania
- ☒ Thailand
- ☒ United States of America

(3.6.1.8) Organization specific description

We have an opportunity to lower energy intensity and improve operating stability through energy efficiency initiatives, environmental and energy audits, process upgrades, and equipment improvements. These activities support emissions reduction, strengthen production resilience, and help address customer and regulatory expectations related to climate transition.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term

- ☒ Long-term
- ☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain (99–100%)

(3.6.1.12) Magnitude

Select from:

- ☒ Medium

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

The opportunity had a substantive effect in the reporting year through energy efficiency projects, process upgrades, and operational improvements that supported emissions reduction and operating resilience.

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

In the short, medium, and long term, continued efficiency improvements may reduce utility use, improve equipment performance, strengthen production stability, and reduce exposure to energy-price and transition risks.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

- ☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

Costs are embedded in operating budgets, site-level improvement projects, maintenance, equipment upgrades, and sustainability management activities and are not separately quantified for this opportunity.

(3.6.1.26) Strategy to realize opportunity

Continue environmental and energy audits, targeted process upgrades, equipment efficiency improvements, and employee energy-awareness activities to identify and implement energy reduction opportunities.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp3

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Products and services

☒ Increased sales of existing products and services

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ China

☒ Mexico

☒ Poland

☒ Romania

☒ Thailand

☒ United States of America

(3.6.1.8) Organization specific description

A significant portion of our product portfolio supports cleaner and more efficient technologies for customers. These products support fuel economy, power management, and industrial operations and automation. This opportunity links to downstream climate transition risks because customers increasingly seek technologies that support electrification, energy efficiency, automation, and reduced environmental impact.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain (99–100%)

(3.6.1.12) Magnitude

Select from:

- ☒ Medium-high

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

The opportunity had a substantive effect in the reporting year because a significant portion of net sales was associated with products that support cleaner or more efficient technologies, including fuel economy, power management, and industrial operations and automation.

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

In the short, medium, and long term, customer demand for technologies that support electrification, efficiency, automation, and power management may support revenue resilience and growth if customers continue prioritizing lower-impact technologies and climate-related performance.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

Costs are embedded in ordinary-course product development, engineering, customer program support, manufacturing, and commercial activities and are not separately quantified for this opportunity.

(3.6.1.26) Strategy to realize opportunity

Continue supporting customer demand for resource-efficient technologies, including fuel economy, power management, industrial operations and automation, electrification, energy efficiency, and smart infrastructure solutions.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp4

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resilience

- ☒ Increased upstream value chain resilience

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

- ☒ Upstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- ☒ China
- ☒ Mexico
- ☒ Poland
- ☒ Romania
- ☒ Thailand
- ☒ United States of America

(3.6.1.8) Organization specific description

We have an opportunity to strengthen supplier resilience and customer confidence through supplier engagement, responsible sourcing, supplier environmental expectations, and Scope 3 supplier engagement. This opportunity helps address upstream supply chain and customer climate requirements by improving supplier transparency, reducing disruption exposure, and supporting customer expectations for value-chain climate data and responsible sourcing practices.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term

☒ Long-term

☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

☒ Virtually certain (99–100%)

(3.6.1.12) Magnitude

Select from:

☒ Medium

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

The opportunity had a substantive effect in the reporting year through supplier engagement, responsible sourcing processes, supplier environmental expectations, and Scope 3-related engagement activities that support customer and supply chain requirements.

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

In the short, medium, and long term, stronger supplier engagement may reduce disruption exposure, improve supplier readiness, support customer ESG requirements, and improve business continuity.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

Costs are embedded in procurement, supplier management, responsible sourcing, sustainability reporting, and compliance activities and are not separately quantified for this opportunity.

(3.6.1.26) Strategy to realize opportunity

Continue supplier engagement, supplier ESG expectations, supplier due diligence, Scope 3 engagement, and responsible sourcing processes to strengthen upstream resilience and support customer requirements.

Climate change

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp5

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Reputational capital

☒ Improved ratings by sustainability/ESG indexes

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Downstream value chain

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

☒ China

☒ Mexico

☒ Poland

☒ Romania

☒ Thailand

☒ United States of America

(3.6.1.8) Organization specific description

We have an opportunity to strengthen customer and investor confidence through transparent climate disclosure, external assurance of climate-related data, product-level GHG data support upon request, and continued improvement in sustainability ratings and customer ESG responses. This opportunity helps address customer climate expectations and supports commercial differentiation where customers request reliable climate data from suppliers.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain (99–100%)

(3.6.1.12) Magnitude

Select from:

- ☒ Medium

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

The opportunity had a substantive effect in the reporting year through climate disclosure, external assurance of climate-related data, product-level GHG data support upon request, and participation in customer ESG and sustainability rating processes.

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

In the short, medium, and long term, stronger disclosure, ratings performance, and verified climate data may support customer retention, customer ESG requests, and competitive positioning.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

Costs are embedded in sustainability reporting, external assurance, ESG rater engagement, customer support, climate data management, and ordinary-course compliance activities and are not separately quantified for this opportunity.

(3.6.1.26) Strategy to realize opportunity

Continue improving climate disclosure, maintaining assurance over climate-related data, responding to customer ESG data requests, and providing product-level GHG data where available and appropriate.

Water

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp2

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Resilience

- ☒ Increased resilience to impacts of climate change

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

- ☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- ☒ Mexico
- ☒ Poland
- ☒ Thailand

(3.6.1.6) River basin where the opportunity occurs

Select all that apply

- ☒ Bravo
- ☒ Chao Phraya
- ☒ Oder River

(3.6.1.8) Organization specific description

We have an opportunity to increase resilience at water-stressed and higher-exposure locations through annual water risk assessment, scenario analysis, facility-level monitoring, and focused mitigation strategies. This opportunity links to identified water risks for water stress, flooding, and customer-driven water use by supporting continuity of production and future growth in higher-risk locations.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Reduced indirect (operating) costs

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain (99–100%)

(3.6.1.12) Magnitude

Select from:

- ☒ Medium

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

The opportunity had a substantive effect in the reporting year through annual water risk assessment, scenario analysis, monitoring of withdrawals, discharges and consumption, and identification of high-stress basin locations. These activities support operating continuity and reduce potential disruption exposure at higher-risk sites.

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

In the short, medium, and long term, stronger site-level water risk management may reduce disruption exposure, support continuity of production, and help avoid operating inefficiencies or response costs associated with water stress, flooding, or water availability constraints.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

- ☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

Costs are embedded in environmental management systems, site monitoring, water risk assessment, facility operations, and mitigation planning and are not separately quantified for this opportunity.

(3.6.1.26) Strategy to realize opportunity

Continue annual water-risk assessments, monitor site-level water data, and prioritize mitigation at higher-risk locations, including Laem Chabang, Reynosa, and Poznan.

Water

(3.6.1.1) Opportunity identifier

Select from:

☒ Opp3

(3.6.1.3) Opportunity type and primary environmental opportunity driver

Reputational capital

☒ Improved ratings by sustainability/ESG indexes

(3.6.1.4) Value chain stage where the opportunity occurs

Select from:

☒ Direct operations

(3.6.1.5) Country/area where the opportunity occurs

Select all that apply

- ☒ China
- ☒ Mexico
- ☒ Poland
- ☒ Romania
- ☒ Thailand

- ☒ United States of America

(3.6.1.8) Organization specific description

We have an opportunity to strengthen stakeholder confidence through clearer water governance, water audits, transparent disclosure, annual water risk assessment, and improved water security performance. This opportunity links to water risks by demonstrating that high-stress locations are identified, monitored, and prioritized for mitigation.

(3.6.1.9) Primary financial effect of the opportunity

Select from:

- ☒ Increased revenues resulting from increased demand for products and services

(3.6.1.10) Time horizon over which the opportunity is anticipated to have a substantive effect on the organization

Select all that apply

- ☒ Short-term
- ☒ Medium-term
- ☒ Long-term
- ☒ The opportunity has already had a substantive effect on our organization in the reporting year

(3.6.1.11) Likelihood of the opportunity having an effect within the anticipated time horizon

Select from:

- ☒ Virtually certain (99–100%)

(3.6.1.12) Magnitude

Select from:

- ☒ Medium-low

(3.6.1.13) Effect of the opportunity on the financial position, financial performance and cash flows of the organization in the reporting period

The opportunity had a substantive effect in the reporting year through stronger water governance, water-risk transparency, and improved water security performance.

(3.6.1.14) Anticipated effect of the opportunity on the financial position, financial performance and cash flows of the organization in the selected future time horizons

In the short, medium, and long term, stronger water disclosure and governance may support customer confidence, ESG ratings performance, and social license to operate in water-stressed locations.

(3.6.1.15) Are you able to quantify the financial effects of the opportunity?

Select from:

☒ No

(3.6.1.24) Cost to realize opportunity

0

(3.6.1.25) Explanation of cost calculation

Costs are embedded in water audits, sustainability disclosure, risk assessment, governance, environmental management, and customer/stakeholder engagement activities and are not separately quantified for this opportunity.

(3.6.1.26) Strategy to realize opportunity

Continue using water audits, facility-level monitoring, risk assessment, transparent disclosure, and high-stress-site prioritization to strengthen governance and support continued improvement in water stewardship performance.

[Add row]

(3.6.2) Provide the amount and proportion of your financial metrics in the reporting year that are aligned with the substantive effects of environmental opportunities.

Climate change

(3.6.2.1) Financial metric

Select from:

☒ Assets

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

267231000

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ 21-30%

(3.6.2.4) Explanation of financial figures

We used long-lived assets as the portion of assets aligned with climate-related opportunities because our climate opportunities are tied to operating assets used in energy efficiency, renewable electricity, process improvements, and resilience planning across our global operations. The amount represents reported long-lived assets, including property and equipment and capitalized software. The percentage was calculated by dividing \$267.231 million by total assets of \$1.077312 billion.

Water

(3.6.2.1) Financial metric

Select from:

☒ Assets

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

179622000

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ 11-20%

(3.6.2.4) Explanation of financial figures

We used long-lived assets in Thailand, Mexico, and Poland as the portion of assets aligned with water-related opportunities because these locations are linked to water stewardship, water-risk assessment, recycling, reuse, and resilience opportunities. The amount includes long-lived assets in Mexico, Poland, and Thailand. The percentage was calculated by dividing \$179.622 million by total assets of \$1.077312 billion.

Climate change

(3.6.2.1) Financial metric

Select from:

☒ Revenue

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

832567120

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ 51-60%

(3.6.2.4) Explanation of financial figures

We used the portion of net sales associated with products that support cleaner or more efficient technologies. In 2025, 56% of products by net sales supported resource efficiency benefits across fuel economy, power management, and industrial operations and automation. The amount was calculated as 56% of total net sales of \$1.486727 billion.

Water

(3.6.2.1) Financial metric

Select from:

☒ Revenue

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

819954000

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ 51-60%

(3.6.2.4) Explanation of financial figures

We used country-level net sales for Thailand, Mexico, and Poland as a proxy for revenue aligned with water-related opportunities at higher-risk locations. These locations are associated with water-risk assessment, recycling, reuse, and mitigation opportunities. The amount includes FY2025 net sales for Mexico, Poland, and Thailand, divided by total net sales of \$1.486727 billion. This is an estimate based on country-level net sales, not facility-level revenue.

Climate change

(3.6.2.1) Financial metric

Select from:

☒ CAPEX

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

516360

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ 1-10%

(3.6.2.4) Explanation of financial figures

We used disclosed implementation costs for 2025 energy conservation and renewable electricity-related initiatives as CAPEX aligned with climate-related opportunities. These included lighting, HVAC, chiller, and solar-related projects. The percentage was calculated by dividing \$516,360 by total FY2025 capital expenditures of \$33.675 million.

Climate change

(3.6.2.1) Financial metric

Select from:

☒ OPEX

(3.6.2.2) Amount of financial metric aligned with opportunities for this environmental issue (unit currency as selected in 1.2)

270949

(3.6.2.3) % of total financial metric aligned with opportunities for this environmental issue

Select from:

☒ Less than 1%

(3.6.2.4) Explanation of financial figures

We used disclosed cost savings from 2025 energy conservation initiatives as the portion of OPEX aligned with climate-related resource efficiency opportunities. These savings reflect reduced operating costs from energy efficiency, process changes, and equipment improvements. The percentage was calculated by dividing \$270,949 by estimated FY2025 operating expenses of approximately \$1.441192 billion.
[Add row]

C4. Governance

(4.1) Does your organization have a board of directors or an equivalent governing body?

(4.1.1) Board of directors or equivalent governing body

Select from:

☒ Yes

(4.1.2) Frequency with which the board or equivalent meets

Select from:

☒ Quarterly

(4.1.3) Types of directors your board or equivalent is comprised of

Select all that apply

☒ Executive directors or equivalent

☒ Independent non-executive directors or equivalent

(4.1.4) Board diversity and inclusion policy

Select from:

☒ Yes, and it is publicly available

(4.1.5) Briefly describe what the policy covers

Among the Board's core responsibilities are to oversee the Company's strategies, policies, and key metrics related to its talent, including matters such as diversity, inclusion, belonging, retention, leadership succession, culture, and the alignment with and advancement of the Company's Guiding Principles. To support our DEI&B objectives, we have an enterprise-wide target and expectation that 100% of the candidate slates for Board of Directors, executive, and director-level employee positions include candidates from underrepresented groups (Women, Black, Latino/a, Asian, Indigenous, Multiracial, LGBTQ, People with Disabilities, and Veterans).

(4.1.6) Attach the policy (optional)

(4.1.1) Is there board-level oversight of environmental issues within your organization?

	Board-level oversight of this environmental issue
Climate change	Select from: ☒ Yes
Water	Select from: ☒ Yes
Biodiversity	Select from: ☒ Yes

[Fixed row]

(4.1.2) Identify the positions (do not include any names) of the individuals or committees on the board with accountability for environmental issues and provide details of the board’s oversight of environmental issues.

Climate change

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

- ☒ Board chair
- ☒ Director on board
- ☒ Board-level committee
- ☒ Chief Executive Officer (CEO)
- ☒ Other, please specify :Board of Directors

- ☒ Chief Compliance Officer (CCO)

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

- ☒ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

- ☒ Board Terms of Reference
- ☒ Board mandate
- ☒ Individual role descriptions

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

- ☒ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

- | | |
|--|--|
| ☒ Reviewing and guiding annual budgets | ☒ Overseeing and guiding public policy engagement |
| ☒ Overseeing and guiding scenario analysis | ☒ Reviewing and guiding innovation/R&D priorities |
| ☒ Overseeing the setting of corporate targets | ☒ Approving and/or overseeing employee incentives |
| ☒ Monitoring progress towards corporate targets | ☒ Overseeing and guiding major capital expenditures |
| ☒ Approving corporate policies and/or commitments | ☒ Monitoring the implementation of the business strategy |
| ☒ Overseeing reporting, audit, and verification processes | |
| ☒ Monitoring the implementation of a climate transition plan | |
| ☒ Overseeing and guiding the development of a business strategy | |
| ☒ Overseeing and guiding acquisitions, mergers, and divestitures | |
| ☒ Monitoring supplier compliance with organizational requirements | |
| ☒ Monitoring compliance with corporate policies and/or commitments | |

- ☒ Overseeing and guiding the development of a climate transition plan
- ☒ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities

(4.1.2.7) Please explain

The Board of Directors directly and as appropriately delegated to the Nominating and ESG Committee, shape effective corporate governance and oversee matters related to climate, sustainability and environmental, social and governance (ESG) issues (including climate change and environmental sustainability policies, programs, goals, and progress), and shapes and oversees targets, standards, and other metrics used to measure and track ESG performance and progress. The Board of Directors' Nominating and ESG Committee (NESG), comprised exclusively of independent directors, oversees Kimball's corporate responsibility and sustainability/ESG programs, including all climate-related issues. The NESG supports the Board in reviewing, monitoring, and engaging with management on the development of climate change and environmental policies, programs, goals and progress, and regularly reviewing such matters with the full Board. The NESG Committee has express responsibilities for overseeing the Company's ESG performance, including climate change issues. The charter of the NESG includes the following responsibilities: "overseeing and advising the Board on the Company's goals, strategies, and initiatives related to climate, sustainability, and ESG, including climate risks and opportunities; community and social impact; and disclosures and external stakeholder input related to human rights and human capital management; and diversity, equity, inclusion, and belonging." The NESG is updated at least quarterly on ESG-related priorities including those related to climate and our achievement of climate-and environmental goals. Their feedback and alignment was obtained as part of the process for developing our strategic plan for stakeholder outreach during the past year. The NESG also regularly receives updates on ESG issues of relevance to our stakeholders, including our Share Owners, which often includes information related to climate risks, oversight and disclosure. Also, in the past year, our full Board met in two special, ESG-focused meetings with presentations by outside speakers with subject matter expertise. The Board encourages directors to attend director education opportunities, with expenses covered by the Company, including for various ESG topics, including climate. The CEO, a member of the Board of Directors, is responsible for the company's ESG strategy, which includes our overall climate strategy. The CEO is directly responsible for the company's strategic goals, including, for example, climate related and ESG targets. The CEO is tasked with ensuring that the company is actively making progress toward our climate related goals, integrating our ESG Goals with our business and executive compensation strategies that the CEO was responsible for reviewing and approving that integration as head of the Company.

Water

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

- ☒ Board chair
- ☒ Director on board
- ☒ Board-level committee
- ☒ Chief Executive Officer (CEO)
- ☒ Chief Compliance Officer (CCO)
- ☒ Other, please specify :**Board of Directors**

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

☒ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

- ☒ Board Terms of Reference
- ☒ Board mandate
- ☒ Individual role descriptions

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

- ☒ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

- | | |
|--|--|
| ☒ Reviewing and guiding annual budgets | ☒ Overseeing and guiding public policy engagement |
| ☒ Overseeing and guiding scenario analysis | ☒ Reviewing and guiding innovation/R&D priorities |
| ☒ Overseeing the setting of corporate targets | ☒ Approving and/or overseeing employee incentives |
| ☒ Monitoring progress towards corporate targets | ☒ Overseeing and guiding major capital expenditures |
| ☒ Approving corporate policies and/or commitments | ☒ Monitoring the implementation of the business strategy |
| ☒ Overseeing reporting, audit, and verification processes | |
| ☒ Monitoring the implementation of a climate transition plan | |
| ☒ Overseeing and guiding the development of a business strategy | |
| ☒ Overseeing and guiding acquisitions, mergers, and divestitures | |
| ☒ Monitoring supplier compliance with organizational requirements | |
| ☒ Monitoring compliance with corporate policies and/or commitments | |
| ☒ Overseeing and guiding the development of a climate transition plan | |
| ☒ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities | |

(4.1.2.7) Please explain

The Board of Directors directly and as appropriately delegated to the Nominating and ESG Committee, shape effective corporate governance and oversee matters related to climate, sustainability and environmental, social and governance (ESG) issues (including climate change and environmental sustainability policies, programs, goals, and progress), and shapes and oversees targets, standards, and other metrics used to measure and track ESG performance and progress. The Board of Directors' Nominating and ESG Committee (NESG), comprised exclusively of independent directors, oversees Kimball's corporate responsibility and sustainability/ESG programs, including all climate-related issues. The NESG supports the Board in reviewing, monitoring, and engaging with management on the development of climate change and environmental policies, programs, goals and progress, and regularly reviewing such matters with the full Board. The NESG Committee has express responsibilities for overseeing the Company's ESG performance, including climate change issues. The charter of the NESG includes the following responsibilities: "overseeing and advising the Board on the Company's goals, strategies, and initiatives related to climate, sustainability, and ESG, including climate risks and opportunities; community and social impact; and disclosures and external stakeholder input related to human rights and human capital management; and diversity, equity, inclusion, and belonging." The NESG is updated at least quarterly on ESG-related priorities including those related to climate and our achievement of climate-and environmental goals. Their feedback and alignment was obtained as part of the process for developing our strategic plan for stakeholder outreach during the past year. The NESG also regularly receives updates on ESG issues of relevance to our stakeholders, including our Share Owners, which often includes information related to climate risks, oversight and disclosure. Also, in the past year, our full Board met in two special, ESG-focused meetings with presentations by outside speakers with subject matter expertise. The Board encourages directors to attend director education opportunities, with expenses covered by the Company, including for various ESG topics, including climate. The CEO, a member of the Board of Directors, is responsible for the company's ESG strategy, which includes our overall climate strategy. The CEO is directly responsible for the company's strategic goals, including, for example, climate related and ESG targets. The CEO is tasked with ensuring that the company is actively making progress toward our climate related goals, integrating our ESG Goals with our business and executive compensation strategies that the CEO was responsible for reviewing and approving that integration as head of the Company.

Biodiversity

(4.1.2.1) Positions of individuals or committees with accountability for this environmental issue

Select all that apply

- ☒ Board chair
- ☒ Director on board
- ☒ Board-level committee
- ☒ Chief Executive Officer (CEO)
- ☒ Chief Compliance Officer (CCO)
- ☒ Other, please specify :**Board of Directors**

(4.1.2.2) Positions' accountability for this environmental issue is outlined in policies applicable to the board

Select from:

- ☒ Yes

(4.1.2.3) Policies which outline the positions' accountability for this environmental issue

Select all that apply

- ☒ Board Terms of Reference
- ☒ Board mandate
- ☒ Individual role descriptions

(4.1.2.4) Frequency with which this environmental issue is a scheduled agenda item

Select from:

- ☒ Scheduled agenda item in every board meeting (standing agenda item)

(4.1.2.5) Governance mechanisms into which this environmental issue is integrated

Select all that apply

- | | |
|--|--|
| ☒ Reviewing and guiding annual budgets | ☒ Overseeing and guiding public policy engagement |
| ☒ Overseeing and guiding scenario analysis | ☒ Reviewing and guiding innovation/R&D priorities |
| ☒ Overseeing the setting of corporate targets | ☒ Approving and/or overseeing employee incentives |
| ☒ Monitoring progress towards corporate targets | ☒ Overseeing and guiding major capital expenditures |
| ☒ Approving corporate policies and/or commitments | ☒ Monitoring the implementation of the business strategy |
| ☒ Overseeing reporting, audit, and verification processes | |
| ☒ Monitoring the implementation of a climate transition plan | |
| ☒ Overseeing and guiding the development of a business strategy | |
| ☒ Overseeing and guiding acquisitions, mergers, and divestitures | |
| ☒ Monitoring supplier compliance with organizational requirements | |
| ☒ Monitoring compliance with corporate policies and/or commitments | |
| ☒ Overseeing and guiding the development of a climate transition plan | |
| ☒ Reviewing and guiding the assessment process for dependencies, impacts, risks, and opportunities | |

(4.1.2.7) Please explain

The Board of Directors directly and as appropriately delegated to the Nominating and ESG Committee, shape effective corporate governance and oversee matters related to climate, sustainability and environmental, social and governance (ESG) issues (including climate change and environmental sustainability policies,

programs, goals, and progress), and shapes and oversees targets, standards, and other metrics used to measure and track ESG performance and progress. The Board of Directors' Nominating and ESG Committee (NESG), comprised exclusively of independent directors, oversees Kimball's corporate responsibility and sustainability/ESG programs, including all climate-related issues. The NESG supports the Board in reviewing, monitoring, and engaging with management on the development of climate change and environmental policies, programs, goals and progress, and regularly reviewing such matters with the full Board. The NESG Committee has express responsibilities for overseeing the Company's ESG performance, including climate change issues. The charter of the NESG includes the following responsibilities: "overseeing and advising the Board on the Company's goals, strategies, and initiatives related to climate, sustainability, and ESG, including climate risks and opportunities; community and social impact; and disclosures and external stakeholder input related to human rights and human capital management; and diversity, equity, inclusion, and belonging." The NESG is updated at least quarterly on ESG-related priorities including those related to climate and our achievement of climate-and environmental goals. Their feedback and alignment was obtained as part of the process for developing our strategic plan for stakeholder outreach during the past year. The NESG also regularly receives updates on ESG issues of relevance to our stakeholders, including our Share Owners, which often includes information related to climate risks, oversight and disclosure. Also, in the past year, our full Board met in two special, ESG-focused meetings with presentations by outside speakers with subject matter expertise. The Board encourages directors to attend director education opportunities, with expenses covered by the Company, including for various ESG topics, including climate. The CEO, a member of the Board of Directors, is responsible for the company's ESG strategy, which includes our overall climate strategy. The CEO is directly responsible for the company's strategic goals, including, for example, climate related and ESG targets. The CEO is tasked with ensuring that the company is actively making progress toward our climate related goals, integrating our ESG Goals with our business and executive compensation strategies that the CEO was responsible for reviewing and approving that integration as head of the Company.

[Fixed row]

(4.2) Does your organization's board have competency on environmental issues?

Climate change

(4.2.1) Board-level competency on this environmental issue

Select from:

☒ Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

Select all that apply

- ☒ Consulting regularly with an internal, permanent, subject-expert working group
- ☒ Engaging regularly with external stakeholders and experts on environmental issues
- ☒ Integrating knowledge of environmental issues into board nominating process
- ☒ Regular training for directors on environmental issues, industry best practice, and standards (e.g., TCFD, SBTi)
- ☒ Having at least one board member with expertise on this environmental issue

(4.2.3) Environmental expertise of the board member

Experience

- ☒ Executive-level experience in a role focused on environmental issues
- ☒ Management-level experience in a role focused on environmental issues
- ☒ Staff-level experience in a role focused on environmental issues
- ☒ Experience in an organization that is exposed to environmental-scrutiny and is going through a sustainability transition
- ☒ Active member of an environmental committee or organization

Water

(4.2.1) Board-level competency on this environmental issue

Select from:

- ☒ Yes

(4.2.2) Mechanisms to maintain an environmentally competent board

Select all that apply

- ☒ Consulting regularly with an internal, permanent, subject-expert working group
- ☒ Engaging regularly with external stakeholders and experts on environmental issues
- ☒ Integrating knowledge of environmental issues into board nominating process
- ☒ Regular training for directors on environmental issues, industry best practice, and standards (e.g., TCFD, SBTi)
- ☒ Having at least one board member with expertise on this environmental issue

(4.2.3) Environmental expertise of the board member

Experience

- ☒ Executive-level experience in a role focused on environmental issues
- ☒ Management-level experience in a role focused on environmental issues
- ☒ Staff-level experience in a role focused on environmental issues
- ☒ Experience in an organization that is exposed to environmental-scrutiny and is going through a sustainability transition

☒ Active member of an environmental committee or organization

[Fixed row]

(4.3) Is there management-level responsibility for environmental issues within your organization?

	Management-level responsibility for this environmental issue
Climate change	Select from: ☒ Yes
Water	Select from: ☒ Yes
Biodiversity	Select from: ☒ Yes

[Fixed row]

(4.3.1) Provide the highest senior management-level positions or committees with responsibility for environmental issues (do not include the names of individuals).

Climate change

(4.3.1.1) Position of individual or committee with responsibility

Executive level

☒ Chief Executive Officer (CEO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

- ☒ Assessing environmental dependencies, impacts, risks, and opportunities
- ☒ Assessing future trends in environmental dependencies, impacts, risks, and opportunities

Engagement

- ☒ Managing public policy engagement related to environmental issues
- ☒ Managing value chain engagement related to environmental issues

Policies, commitments, and targets

- ☒ Monitoring compliance with corporate environmental policies and/or commitments
- ☒ Measuring progress towards environmental corporate targets
- ☒ Measuring progress towards environmental science-based targets
- ☒ Setting corporate environmental policies and/or commitments
- ☒ Setting corporate environmental targets

Strategy and financial planning

- ☒ Developing a climate transition plan
- ☒ Implementing a climate transition plan
- ☒ Conducting environmental scenario analysis
- ☒ Managing annual budgets related to environmental issues
- ☒ Implementing the business strategy related to environmental issues
- ☒ Developing a business strategy which considers environmental issues
- ☒ Managing environmental reporting, audit, and verification processes
- ☒ Managing major capital and/or operational expenditures relating to environmental issues
- ☒ Managing priorities related to innovation/low-environmental impact products or services (including R&D)

Other

- ☒ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

Select from:

- ☒ Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

- ☒ Quarterly

(4.3.1.6) Please explain

The CEO has highest senior management-level responsibility for ESG strategy, including climate strategy and climate-related goals. Sustainability impacts, risks, and opportunities are identified, assessed, and integrated into corporate strategy through management-led risk processes, functional teams, and cross-site councils. The NESG Committee oversees sustainability strategy and disclosures, and management leaders for sustainability report to the Board and NESG Committee at least quarterly on sustainability topics and progress toward goals.

Water

(4.3.1.1) Position of individual or committee with responsibility

Executive level

- ☒ Chief Executive Officer (CEO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

- ☒ Assessing environmental dependencies, impacts, risks, and opportunities
- ☒ Assessing future trends in environmental dependencies, impacts, risks, and opportunities
- ☒ Managing environmental dependencies, impacts, risks, and opportunities

Engagement

- ☒ Managing engagement in landscapes and/or jurisdictions
- ☒ Managing public policy engagement related to environmental issues
- ☒ Managing supplier compliance with environmental requirements
- ☒ Managing value chain engagement related to environmental issues

Policies, commitments, and targets

- ☒ Monitoring compliance with corporate environmental policies and/or commitments
- ☒ Measuring progress towards environmental corporate targets
- ☒ Setting corporate environmental policies and/or commitments
- ☒ Setting corporate environmental targets

Strategy and financial planning

- ☒ Conducting environmental scenario analysis
- ☒ Managing annual budgets related to environmental issues
- ☒ Implementing the business strategy related to environmental issues
- ☒ Developing a business strategy which considers environmental issues
- ☒ Managing environmental reporting, audit, and verification processes
- ☒ Managing major capital and/or operational expenditures relating to environmental issues
- ☒ Managing priorities related to innovation/low-environmental impact products or services (including R&D)

Other

- ☒ Providing employee incentives related to environmental performance

(4.3.1.4) Reporting line

Select from:

- ☒ Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

- ☒ Quarterly

(4.3.1.6) Please explain

The CEO has highest senior management-level responsibility for ESG strategy, including water-related sustainability goals. Water-related dependencies, impacts, risks, and opportunities are managed through site-level environmental systems, enterprise risk management, water stewardship target tracking, and sustainability

reporting. The NESG Committee oversees sustainability strategy and disclosures, and management leaders for sustainability report to the Board and NESG Committee at least quarterly on sustainability topics and progress toward goals.

Biodiversity

(4.3.1.1) Position of individual or committee with responsibility

Executive level

- ☑ Chief Executive Officer (CEO)

(4.3.1.2) Environmental responsibilities of this position

Dependencies, impacts, risks and opportunities

- ☑ Assessing environmental dependencies, impacts, risks, and opportunities
- ☑ Assessing future trends in environmental dependencies, impacts, risks, and opportunities
- ☑ Managing environmental dependencies, impacts, risks, and opportunities

Engagement

- ☑ Managing engagement in landscapes and/or jurisdictions
- ☑ Managing public policy engagement related to environmental issues
- ☑ Managing supplier compliance with environmental requirements
- ☑ Managing value chain engagement related to environmental issues

Policies, commitments, and targets

- ☑ Monitoring compliance with corporate environmental policies and/or commitments
- ☑ Measuring progress towards environmental corporate targets
- ☑ Setting corporate environmental policies and/or commitments
- ☑ Setting corporate environmental targets

Strategy and financial planning

- ☑ Conducting environmental scenario analysis
- ☑ Managing annual budgets related to environmental issues

- ☒ Implementing the business strategy related to environmental issues
- ☒ Developing a business strategy which considers environmental issues
- ☒ Managing environmental reporting, audit, and verification processes
- ☒ Managing priorities related to innovation/low-environmental impact products or services (including R&D)

(4.3.1.4) Reporting line

Select from:

- ☒ Reports to the board directly

(4.3.1.5) Frequency of reporting to the board on environmental issues

Select from:

- ☒ Quarterly

(4.3.1.6) Please explain

The CEO has highest senior management-level responsibility for ESG strategy, including biodiversity-related sustainability considerations. Biodiversity is addressed through sustainability risk assessment, double materiality assessment, environmental management systems, enterprise risk management, and sustainability reporting. The NESG Committee oversees sustainability strategy and disclosures, and management leaders for sustainability report to the Board and NESG Committee at least quarterly on sustainability topics and progress toward goals.

[Add row]

(4.5) Do you provide monetary incentives for the management of environmental issues, including the attainment of targets?

Climate change

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

- ☒ Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

2

(4.5.3) Please explain

For fiscal year 2025, executive officers were eligible for a monetary incentive through an ESG Performance Scorecard that modified the Short-Term Incentive Plan. The scorecard included climate performance against science-based 1.5°C-aligned greenhouse gas targets, other environmental and social progress, sustainability disclosure quality, Guiding Principles and Net Promoter scores, and ESG rating benchmarks. Performance could increase or decrease the annual cash incentive multiplier by -5% to +5%. For fiscal year 2025, executives earned a 2% multiplier under this ESG metric.

Water

(4.5.1) Provision of monetary incentives related to this environmental issue

Select from:

☒ Yes

(4.5.2) % of total C-suite and board-level monetary incentives linked to the management of this environmental issue

2

(4.5.3) Please explain

For fiscal year 2025, executive officers were eligible for a monetary incentive through an ESG Performance Scorecard that modified the Short-Term Incentive Plan. The scorecard measured achievement of sustainability targets and maintenance of top-tier ESG rater rankings, and included environmental progress as part of the broader ESG metric. Because water stewardship is one of our environmental sustainability targets, the ESG incentive is treated as linked to water management. Performance could increase or decrease the annual cash incentive multiplier by -5% to +5%; executives earned a 2% multiplier for fiscal year 2025.
[Fixed row]

(4.5.1) Provide further details on the monetary incentives provided for the management of environmental issues (do not include the names of individuals).

Climate change

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

- ☒ Corporate executive team

(4.5.1.2) Incentives

Select all that apply

- ☒ Bonus - % of salary

(4.5.1.3) Performance metrics

Targets

- ☒ Progress towards environmental targets
- ☒ Achievement of environmental targets
- ☒ Organization performance against an environmental sustainability index
- ☒ Reduction in absolute emissions in line with net-zero target

Emission reduction

- ☒ Reduction in emissions intensity
- ☒ Reduction in absolute emissions

Resource use and efficiency

- ☒ Improvements in emissions data, reporting, and third-party verification
- ☒ Energy efficiency improvement
- ☒ Reduction in total energy consumption

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

- ☒ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

For fiscal year 2025, executive officers were eligible for a monetary incentive through an ESG Performance Scorecard that modified the annual cash incentive under the Short-Term Incentive Plan. The ESG metric was applied as a percentage multiplier to the annual cash incentive, not as a fixed-dollar amount. Performance against the scorecard could increase or decrease the annual cash incentive multiplier by -5% to +5% on a sliding scale; for fiscal year 2025, performance resulted in an Above Threshold multiplier of 2%. The scorecard evaluated climate performance against science-based 1.5°C-aligned greenhouse gas targets, other environmental and social progress, sustainability disclosure quality, adherence to the Guiding Principles, information security, and ESG benchmark performance.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The incentive supports implementation of our climate commitments by linking executive compensation to performance against climate-related targets and sustainability disclosure quality. These metrics reinforce management accountability for reducing Scope 1 and 2 emissions, engaging suppliers on Scope 3 emissions, increasing renewable electricity, and maintaining transparent, decision-useful disclosure. By tying annual cash incentives to climate and ESG performance, the program supports execution of our climate strategy and long-term net-zero objective.

Water

(4.5.1.1) Position entitled to monetary incentive

Board or executive level

☒ Corporate executive team

(4.5.1.2) Incentives

Select all that apply

☒ Bonus - % of salary

(4.5.1.3) Performance metrics

Targets

☒ Progress towards environmental targets

☒ Achievement of environmental targets

☒ Organization performance against an environmental sustainability index

Resource use and efficiency

- ☒ Reduction of water withdrawals – direct operations
- ☒ Reduction in water consumption volumes – direct operations
- ☒ Improvements in water efficiency – direct operations
- ☒ Improvements in water accounting, reporting, and third-party verification

(4.5.1.4) Incentive plan the incentives are linked to

Select from:

- ☒ Short-Term Incentive Plan, or equivalent, only (e.g. contractual annual bonus)

(4.5.1.5) Further details of incentives

For fiscal year 2025, executive officers were eligible for a monetary incentive through an ESG Performance Scorecard that modified the annual cash incentive under the Short-Term Incentive Plan. The ESG metric was applied as a percentage multiplier to the annual cash incentive, not as a fixed-dollar amount. Performance against the scorecard could increase or decrease the annual cash incentive multiplier by -5% to +5% on a sliding scale; for fiscal year 2025, performance resulted in an Above Threshold multiplier of 2%. The scorecard measured achievement of sustainability targets, other environmental and social progress, sustainability disclosure quality, adherence to the Guiding Principles, information security, and ESG benchmark performance. Water stewardship is included within our environmental sustainability commitments, including the 2030 target to recycle one-third of water globally with a focus on high-stress locations with significant water-use intensities.

(4.5.1.6) How the position's incentives contribute to the achievement of your environmental commitments and/or climate transition plan

The incentive supports water stewardship by linking executive compensation to broader sustainability target achievement and environmental progress. Water-related commitments include annual water-risk assessment, facility-level monitoring of withdrawals, discharges and consumption, focus on high-stress locations, water recycling and reuse, and the 2030 target to recycle one-third of water globally. By including environmental progress and sustainability target achievement in the annual incentive framework, the program reinforces executive accountability for water-risk management and continued improvement in water stewardship.

[Add row]

(4.6) Does your organization have an environmental policy that addresses environmental issues?

	Does your organization have any environmental policies?
	Select from: ☒ Yes

[Fixed row]

(4.6.1) Provide details of your environmental policies.

Row 1

(4.6.1.1) Environmental issues covered

Select all that apply

- ☒ Climate change
- ☒ Water
- ☒ Biodiversity

(4.6.1.2) Level of coverage

Select from:

- ☒ Organization-wide

(4.6.1.3) Value chain stages covered

Select all that apply

- ☒ Direct operations
- ☒ Upstream value chain
- ☒ Downstream value chain

(4.6.1.4) Explain the coverage

The KEI Sustainability Policy provides comprehensive coverage across all global operations, subsidiaries, and key business partners, addressing the full spectrum of material sustainability matters identified in our Double Materiality Assessment. It integrates environmental, social, and governance (ESG) principles into corporate decision-making, with Board-level oversight and clear accountability structures. The policy encompasses climate change mitigation, responsible sourcing, human rights, diversity and inclusion, health and safety, ethical business conduct, and community engagement. It also embeds due diligence processes across the value chain, including conflict minerals compliance and supplier ESG assessments. By aligning with international standards and applying rigorous monitoring, reporting, and continuous improvement practices, the policy ensures transparency, risk management, and long-term value creation for stakeholders. This holistic approach reflects our commitment to managing impacts, mitigating risks, and seizing opportunities for sustainable growth. The Human Rights Policy typically addresses environmental matters indirectly by recognizing the interconnection between environmental stewardship and human rights. It often includes commitments to prevent environmental degradation that could harm communities, ensure safe and healthy working conditions, and respect the rights of Indigenous Peoples and local communities regarding land, water, and natural resources.

(4.6.1.5) Environmental policy content

Environmental commitments

- ☒ Commitment to a circular economy strategy
- ☒ Commitment to comply with regulations and mandatory standards
- ☒ Commitment to take environmental action beyond regulatory compliance
- ☒ Commitment to stakeholder engagement and capacity building on environmental issues
- ☒ Other environmental commitment, please specify :Pollution prevention, emissions reduction, sustainable resource use

Climate-specific commitments

- ☒ Commitment to 100% renewable energy
- ☒ Commitment to net-zero emissions
- ☒ Other climate-related commitment, please specify :Scope 1, 2, and relevant Scope 3 reporting, ISO 14001 systems

Water-specific commitments

- ☒ Commitment to reduce water consumption volumes
- ☒ Commitment to reduce water withdrawal volumes
- ☒ Commitment to control/reduce/eliminate water pollution
- ☒ Commitment to safely managed WASH in local communities
- ☒ Commitment to the conservation of freshwater ecosystems
- ☒ Commitment to water stewardship and/or collective action

Social commitments

- ☒ Adoption of the UN International Labour Organization principles
- ☒ Commitment to promote gender equality and women's empowerment
- ☒ Commitment to respect and protect the customary rights to land, resources, and territory of Indigenous Peoples and Local Communities
- ☒ Commitment to respect internationally recognized human rights
- ☒ Commitment to secure Free, Prior, and Informed Consent (FPIC) of indigenous people and local communities

Additional references/Descriptions

- ☒ Acknowledgement of the human right to water and sanitation
- ☒ Description of environmental requirements for procurement
- ☒ Description of grievance/whistleblower mechanism to monitor non-compliance with the environmental policy and raise/address/escalate any other greenwashing concerns
- ☒ Reference to timebound environmental milestones and targets

(4.6.1.6) Indicate whether your environmental policy is in line with global environmental treaties or policy goals

Select all that apply

- ☒ Yes, in line with the Paris Agreement
- ☒ Yes, in line with the Kunming-Montreal Global Biodiversity Framework
- ☒ Yes, in line with Sustainable Development Goal 6 on Clean Water and Sanitation
- ☒ Yes, in line with another global environmental treaty or policy goal, please specify :It references the UN Global Compact, UN Guiding Principles on Business and Human Rights, OECD Guidelines, and ILO conventions, which are global standards encompassing environmental matters.

(4.6.1.7) Public availability

Select from:

- ☒ Publicly available

(4.6.1.8) Attach the policy

KEI Sustainability Policy Final 31Mar25 v2.pdf
[Add row]

(4.10) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

(4.10.1) Are you a signatory or member of any environmental collaborative frameworks or initiatives?

Select from:

☒ Yes

(4.10.2) Collaborative framework or initiative

Select all that apply

☒ Other, please specify :Responsible Business Alliance; Responsible Minerals Initiative; Responsible Labor Initiative

(4.10.3) Describe your organization's role within each framework or initiative

We are an active member of the Responsible Business Alliance (RBA), the Responsible Minerals Initiative (RMI), and the Responsible Labor Initiative (RLI). Through these multi-industry initiatives, we support responsible business conduct across our operations and global supply chain, including expectations related to labor, health and safety, environmental responsibility, ethics, and responsible sourcing. Our Supplier Code of Conduct is based on the RBA Code of Conduct and requires suppliers to follow labor, environmental, and ethical standards. Through RMI, we use responsible minerals due diligence tools, including reporting templates, to support traceability and responsible sourcing of tin, tantalum, tungsten, and gold. Through RLI, an initiative managed by the RBA, we support responsible recruitment and ethical employment practices and use available tools to help address forced labor risks in the supply chain. As a member of the RBA, Kimball Electronics bases its own Supplier Code of Conduct on the alliance's comprehensive framework and requires its suppliers to adhere to strict labor, environmental, and ethical standards. Within the RMI, the company actively addresses issues related to responsibly sourced minerals, particularly focusing on conflict minerals (3TG: tantalum, tin, tungsten, and gold). Kimball utilizes RMI resources, such as reporting templates, and performs due diligence to ensure its minerals are sourced from conflict-free regions. Furthermore, as a member of the RLI—an initiative managed by the RBA—Kimball supports ethical employment practices and leverages RLI tools to address forced labor risks in its supply chain. This holistic engagement with these key industry initiatives highlights Kimball's dedication to improving accountability and social responsibility throughout its operations and value chain.

[Fixed row]

(4.11) In the reporting year, did your organization engage in activities that could directly or indirectly influence policy, law, or regulation that may (positively or negatively) impact the environment?

(4.11.1) External engagement activities that could directly or indirectly influence policy, law, or regulation that may impact the environment

Yes

☒ Yes, we engaged indirectly through, and/or provided financial or in-kind support to a trade association or other intermediary organization or individual whose activities could influence policy, law, or regulation

(4.11.2) Indicate whether your organization has a public commitment or position statement to conduct your engagement activities in line with global environmental treaties or policy goals

Select from:

☒ Yes, we have a public commitment or position statement in line with global environmental treaties or policy goals

(4.11.3) Global environmental treaties or policy goals in line with public commitment or position statement

Select all that apply

☒ Paris Agreement

☒ Sustainable Development Goal 6 on Clean Water and Sanitation

☒ Another global environmental treaty or policy goal, please specify :OECD Guidelines for Multinational Enterprises on Responsible Business Conduct and OECD-aligned responsible minerals due diligence.

(4.11.4) Attach commitment or position statement

GPR 2025 Final 30Mar26.pdf

(4.11.5) Indicate whether your organization is registered on a transparency register

Select from:

☒ Unknown

(4.11.8) Describe the process your organization has in place to ensure that your external engagement activities are consistent with your environmental commitments and/or transition plan

Kimball Electronics prohibits direct political donations and does not engage lobbyists. Lobbying-related spending is limited to trade association membership fees, which support responsible sourcing, ethical labor practices, resilient manufacturing, and local economic development through collective industry participation. In 2025, disclosed trade association memberships and fees included the Responsible Business Alliance, including the Responsible Minerals Initiative and Responsible Labor Initiative; Indiana Manufacturers Association; National Council of Maquiladora & Export Manufacturing Industry; Jasper Chamber of Commerce; and Timiș Chamber

of Commerce, Industry & Agriculture. These lobbying activities, trade association memberships, and related expenditures were reviewed by senior leadership and overseen by the Board's Nominating and ESG Committee. External engagement is reviewed for consistency with our sustainability governance, Double Materiality Assessment, Enterprise Risk Management process, climate and water commitments, and responsible sourcing program. Our climate commitments include a science-based 1.5°C-aligned target to reduce Scope 1 and 2 emissions by 42 percent from a 2024 baseline, active supplier engagement to reduce Scope 3 emissions, a 100 percent renewable electricity target, and a long-term net zero objective. Our water commitments include a 2030 target to recycle one-third of water globally, with focus on high-stress locations with significant water-use intensities. Our responsible sourcing program aligns with the Responsible Minerals Initiative and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct to responsibly source 3TG, using RMI reporting templates for supplier due diligence, traceability, and audits. If an inconsistency is identified between an external engagement activity and our environmental commitments, the engagement would be reviewed through senior leadership, sustainability, legal, procurement, and governance channels before continuing, modifying, or discontinuing the activity.

[Fixed row]

(4.11.2) Provide details of your indirect engagement on policy, law, or regulation that may (positively or negatively) impact the environment through trade associations or other intermediary organizations or individuals in the reporting year.

Row 1

(4.11.2.1) Type of indirect engagement

Select from:

☒ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☒ Other trade association in North America, please specify :Responsible Business Alliance, including Responsible Minerals Initiative and Responsible Labor Initiative

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☒ Climate change

☒ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☒ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☒ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Our position is consistent with the Responsible Business Alliance's focus on responsible business conduct, environmental sustainability, supply-chain visibility, resource efficiency, decarbonization, and water stewardship. Our Supplier Code of Conduct aligns with the Responsible Business Alliance Code and includes environmental expectations related to pollution prevention, resource reduction, air emissions, wastewater and solid waste, water management, biodiversity, and greenhouse gas data. Our responsible minerals due diligence also aligns with the Responsible Minerals Initiative and OECD-aligned responsible sourcing practices. We did not attempt to influence the organization's position in the reporting year beyond membership participation.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

35000

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Funding consisted of membership fees. The aim was to support responsible sourcing, ethical labor practices, resilient manufacturing, supplier due diligence, traceability, and collective industry participation. This engagement may influence policy, law, or regulation by supporting harmonized supply-chain expectations, environmental management standards, supplier due diligence, traceability, and responsible minerals practices.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☒ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☒ Paris Agreement

☒ Sustainable Development Goal 6 on Clean Water and Sanitation

☒ Another global environmental treaty or policy goal, please specify :OECD Guidelines for Multinational Enterprises on Responsible Business Conduct and OECD-aligned responsible minerals due diligence

Row 2

(4.11.2.1) Type of indirect engagement

Select from:

☒ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

☒ Other trade association in North America, please specify :Indiana Manufacturers Association

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

☒ Climate change

☒ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

☒ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☒ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Our position is consistent with the Indiana Manufacturers Association's support for environmental stewardship through regulatory compliance, management systems, pollution prevention, clear environmental requirements, and reliable energy policy. Our position is consistent to the extent both organizations support responsible environmental compliance, operational clarity, energy reliability, and manufacturing resilience. Our climate commitments are company-specific and include emissions reduction, renewable electricity, supplier engagement, and long-term decarbonization objectives. We did not attempt to influence the organization's position in the reporting year.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

12231

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Funding consisted of membership fees. The aim was to support manufacturing-sector engagement, regulatory awareness, and collective industry participation on topics that can include environmental permitting, energy policy, compliance, and operational resilience. Such engagement could influence policy, law, or regulation by supporting industry input on state-level environmental and energy requirements affecting manufacturers.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☒ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

- ☒ Paris Agreement
- ☒ Sustainable Development Goal 6 on Clean Water and Sanitation

Row 3

(4.11.2.1) Type of indirect engagement

Select from:

- ☒ Indirect engagement via a trade association

(4.11.2.4) Trade association

North America

- ☒ Other trade association in North America, please specify :National Council of Maquiladora & Export Manufacturing Industry

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

- ☒ Climate change
- ☒ Water

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

- ☒ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

☒ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Our position is consistent with the organization's role in representing the maquiladora and export manufacturing sector, engaging with authorities, participating in working groups, and supporting regulatory clarity and operational continuity for manufacturers. Our position is consistent to the extent the engagement supports responsible manufacturing, regulatory clarity, sustainability, and compliance in Mexico. We did not attempt to influence the organization's position in the reporting year.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

5800

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Funding consisted of membership fees. The aim was to support industry participation and engagement on matters affecting export manufacturing in Mexico, including regulatory clarity and operational continuity. Such engagement could influence policy, law, or regulation by supporting sector input into regulatory requirements affecting manufacturing operations, including compliance and sustainability-related matters.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☒ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

- ☒ Paris Agreement
- ☒ Sustainable Development Goal 6 on Clean Water and Sanitation

Row 4

(4.11.2.1) Type of indirect engagement

Select from:

- ☒ Indirect engagement via a trade association

(4.11.2.4) Trade association

Europe

- ☒ Other trade association in Europe, please specify :Timiș Chamber of Commerce, Industry & Agriculture

(4.11.2.5) Environmental issues relevant to the policies, laws, or regulations on which the organization or individual has taken a position

Select all that apply

- ☒ Climate change

(4.11.2.6) Indicate whether your organization's position is consistent with the organization or individual you engage with

Select from:

- ☒ Consistent

(4.11.2.7) Indicate whether your organization attempted to influence the organization or individual's position in the reporting year

Select from:

- ☒ No, we did not attempt to influence their position

(4.11.2.8) Describe how your organization's position is consistent with or differs from the organization or individual's position, and any actions taken to influence their position

Our position is consistent with the organization's sustainability- and climate-related business support activities, including sustainable development programming and climate innovation initiatives. Our position is consistent because our climate strategy includes emissions reduction, renewable electricity, energy efficiency, supplier engagement, and long-term decarbonization objectives. We did not attempt to influence the organization's position in the reporting year.

(4.11.2.9) Funding figure your organization provided to this organization or individual in the reporting year (currency)

380

(4.11.2.10) Describe the aim of this funding and how it could influence policy, law or regulation that may impact the environment

Funding consisted of membership fees. The aim was regional business engagement and participation in a local chamber that supports workforce, business development, sustainable development programming, and climate-related innovation activity. Such engagement could influence policy, law, or regulation by supporting business participation in climate-aligned regional development and skills initiatives.

(4.11.2.11) Indicate if you have evaluated whether your organization's engagement is aligned with global environmental treaties or policy goals

Select from:

☒ Yes, we have evaluated, and it is aligned

(4.11.2.12) Global environmental treaties or policy goals aligned with your organization's engagement on policy, law or regulation

Select all that apply

☒ Paris Agreement

[Add row]

(4.12) Have you published information about your organization's response to environmental issues for this reporting year in places other than your CDP response?

Select from:

☒ Yes

(4.12.1) Provide details on the information published about your organization's response to environmental issues for this reporting year in places other than your CDP response. Please attach the publication.

Row 1

(4.12.1.1) Publication

Select from:

☒ In voluntary sustainability reports

(4.12.1.2) Is your publication in line with a standard or framework?

Select from:

☒ Yes

(4.12.1.3) Standard or framework the publication is in line with

Select all that apply

☒ ESRS

☒ GRI

☒ TCFD

☒ Other, please specify :SASB; UN Sustainable Development Goals; UN Global Compact Principles

(4.12.1.4) Environmental issues covered in publication

Select all that apply

☒ Climate change

☒ Water

☒ Biodiversity

(4.12.1.5) Status of the publication

Select from:

☒ Complete

(4.12.1.6) Content elements

Select all that apply

- | | |
|--|--|
| ☒ Strategy | ☒ Dependencies & Impacts |
| ☒ Governance | ☒ Public policy engagement |
| ☒ Risks & Opportunities | ☒ Climate-related targets |
| ☒ Water-related targets | ☒ Water accounting figures |
| ☒ Value chain engagement | ☒ Water pollution indicators |
| ☒ Greenhouse gas emissions figures | |
| ☒ Content of environmental policies | |
| ☒ Other, please specify :Biodiversity disclosures, external assurance, and framework alignment | |

(4.12.1.7) Page/section reference

About This Report p. 2; DMA/Risk Framework pp. 11-14; Corporate Governance pp. 16-18; Climate Change pp. 22-27; Responsible Sourcing pp. 28-31; Water Stewardship pp. 57-60; Biodiversity p. 61; Public Policy Engagement p. 68; ESRS/Framework Alignment pp. 76-91.

(4.12.1.8) Attach the relevant publication

GPR 2025 Final 30Mar26.pdf

(4.12.1.9) Comment

Our annual sustainability report provides climate-, water-, and biodiversity-related disclosures across governance, strategy, risk management, metrics and targets, value chain engagement, and public policy engagement. The publication describes how sustainability topics are identified through a double materiality assessment and enterprise risk management process, including consideration of impacts, dependencies, risks, and opportunities across operations and the value chain. Climate disclosures include greenhouse gas emissions, renewable electricity, energy efficiency, scenario analysis, transition and physical risks, climate-related opportunities, and progress against climate targets. Water disclosures include water stewardship strategy, water-risk assessment, high-stress locations, recycling and reuse, water withdrawal, discharge, consumption, and progress against the 2030 water recycling target. Biodiversity disclosures describe our assessment of biodiversity impacts and risks, including supply-chain-related biodiversity risk, policy commitments, and monitoring of emerging standards and stakeholder expectations. The publication

also includes supplier engagement, responsible sourcing, trade association and political engagement disclosures, and an ESRS/framework alignment index mapping disclosures to GRI, SASB, UN SDGs, UN Global Compact Principles, and TCFD.

[Add row]

C5. Business strategy

(5.1) Does your organization use scenario analysis to identify environmental outcomes?

Climate change

(5.1.1) Use of scenario analysis

Select from:

☒ Yes

(5.1.2) Frequency of analysis

Select from:

☒ Annually

Water

(5.1.1) Use of scenario analysis

Select from:

☒ Yes

(5.1.2) Frequency of analysis

Select from:

☒ Annually

[Fixed row]

(5.1.1) Provide details of the scenarios used in your organization's scenario analysis.

Climate change

(5.1.1.1) Scenario used

Climate transition scenarios

☒ IEA NZE 2050

(5.1.1.3) Approach to scenario

Select from:

☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☒ Policy

☒ Market

☒ Reputation

☒ Technology

☒ Liability

(5.1.1.6) Temperature alignment of scenario

Select from:

☒ 1.5°C or lower

(5.1.1.7) Reference year

2025

(5.1.1.8) Timeframes covered

Select all that apply

- ☒ 2030
- ☒ 2040
- ☒ 2050
- ☒ 2100

(5.1.1.9) Driving forces in scenario

Finance and insurance

- ☒ Cost of capital

Stakeholder and customer demands

- ☒ Consumer sentiment
- ☒ Consumer attention to impact
- ☒ Impact of nature footprint on reputation

Regulators, legal and policy regimes

- ☒ Global regulation
- ☒ Level of action (from local to global)
- ☒ Global targets
- ☒ Methodologies and expectations for science-based targets

Relevant technology and science

- ☒ Granularity of available data (from aggregated to local)
- ☒ Data regime (from closed to open)

Direct interaction with climate

- ☒ Perception of efficacy of climate regime

Macro and microeconomy

- ☒ Domestic growth

- ☒ Globalizing markets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

This scenario assumes a faster global shift to clean energy that limits warming to 1.5°C to 2°C and increases transition-related issues such as renewable electricity needs, compliance and reporting costs, and retrofit or procurement costs to meet decarbonization requirements. The analysis assumes continued customer and regulatory expectations for lower-carbon manufacturing, renewable electricity adoption, energy efficiency, and supplier engagement. Key uncertainties include the timing and consistency of policy action, regional availability and cost of renewable electricity, customer requirements, grid decarbonization, supplier readiness and Scope 3 data quality, and the pace of technology deployment. Constraints include variable energy markets, regional infrastructure limitations, and reliance on supplier and utility data.

(5.1.1.11) Rationale for choice of scenario

IEA NZE 2050 was selected because it provides a recognized 1.5°C-aligned transition pathway to test resilience under a faster decarbonization future. It is relevant to our business strategy because our climate approach includes reducing Scope 1 and 2 emissions, increasing renewable electricity, engaging suppliers on Scope 3 emissions, improving energy efficiency, and pursuing a long-term net zero objective. The scenario helps assess potential transition risks and opportunities related to policy, market expectations, customer sustainability requirements, energy procurement, technology shifts, and cost of capital.

Water

(5.1.1.1) Scenario used

Water scenarios

- ☒ WRI Aqueduct

(5.1.1.3) Approach to scenario

Select from:

- ☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

- ☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

- ☒ Acute physical
- ☒ Chronic physical
- ☒ Policy
- ☒ Market
- ☒ Reputation

(5.1.1.7) Reference year

2025

(5.1.1.8) Timeframes covered

Select all that apply

- ☒ 2030
- ☒ 2050
- ☒ 2100

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

- ☒ Changes to the state of nature
- ☒ Changes in ecosystem services provision
- ☒ Speed of change (to state of nature and/or ecosystem services)
- ☒ Climate change (one of five drivers of nature change)

Stakeholder and customer demands

- ☒ Consumer attention to impact
- ☒ Impact of nature footprint on reputation
- ☒ Impact of nature service delivery on consumer

Regulators, legal and policy regimes

- ✓ Global regulation
- ✓ Level of action (from local to global)
- ✓ Methodologies and expectations for science-based targets

Relevant technology and science

- ✓ Granularity of available data (from aggregated to local)
- ✓ Data regime (from closed to open)

Direct interaction with climate

- ✓ On asset values, on the corporate

Macro and microeconomy

- ✓ Domestic growth
- ✓ Globalizing markets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

This scenario assumes that basin-level water stress, water availability, drought, flood exposure, and water quality can affect operating resilience, production continuity, compliance, customer expectations, and community relationships. The analysis assumes that water risk varies by location and that higher-stress sites require focused monitoring and mitigation. The GPR identifies Laem Chabang, Thailand; Reynosa, Mexico; and Poznań, Poland as higher-exposure locations for water or related physical risk considerations. Key uncertainties include the precision of basin-level projections at facility scale, future local water demand, infrastructure resilience, regulatory expectations, customer requirements, and changes in water quality or availability. Constraints include differences between basin-level indicators and facility-specific operating conditions and uncertainty in translating water-risk scores into financial effects.

(5.1.1.11) Rationale for choice of scenario

WRI Aqueduct was selected because it is a recognized water-risk tool used to identify water-stressed basins and support location-based prioritization. It is relevant to business resilience because water availability, water stress, and water quality can affect operations, production planning, compliance, customer expectations, and community relationships. The scenario supports our water stewardship strategy, including facility-level monitoring, prioritization of high-stress locations, recycling and reuse planning, and progress toward the 2030 target to recycle one-third of water globally.

Climate change

(5.1.1.1) Scenario used

Physical climate scenarios

☒ RCP 8.5

(5.1.1.2) SSPs used in conjunction with scenario

Select from:

☒ SSP5

(5.1.1.3) Approach to scenario

Select from:

☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

☒ Acute physical

☒ Chronic physical

(5.1.1.6) Temperature alignment of scenario

Select from:

☒ 4.0°C and above

(5.1.1.7) Reference year

2025

(5.1.1.8) Timeframes covered

Select all that apply

- ☒ 2030
- ☒ 2040
- ☒ 2050
- ☒ 2100

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

- ☒ Changes to the state of nature
- ☒ Changes in ecosystem services provision
- ☒ Speed of change (to state of nature and/or ecosystem services)
- ☒ Climate change (one of five drivers of nature change)

Stakeholder and customer demands

- ☒ Consumer attention to impact
- ☒ Impact of nature footprint on reputation
- ☒ Impact of nature service delivery on consumer

Regulators, legal and policy regimes

- ☒ Global regulation
- ☒ Level of action (from local to global)

Relevant technology and science

- ☒ Granularity of available data (from aggregated to local)
- ☒ Data regime (from closed to open)

Direct interaction with climate

- ☒ On asset values, on the corporate

Macro and microeconomy

- ☒ Domestic growth
- ☒ Globalizing markets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

This scenario assumes a high-emissions physical-risk pathway with greater exposure over time to acute and chronic physical hazards, including heat, flooding, drought, and water stress. The assessment applies to our global operating footprint, which includes Indiana, Mexico, Poland, Romania, China, Thailand, Amsterdam, and Indianapolis locations, with current manufacturing operations in Indiana, Mexico, China, Poland, Romania, and Thailand. The GPR identifies higher exposure to water and heat stress in Laem Chabang, Thailand; flood risk in Reynosa, Mexico; and water-stressed conditions in Poznań, Poland. Potential financial effects from climate risks are estimated in the range of \$1 million to \$10 million over the next decade. Key uncertainties include the timing, frequency, and severity of extreme weather events; the precision of localized climate projections; local infrastructure and utility resilience; insurance market response; supplier and logistics exposure; and the effectiveness of adaptation actions. Constraints include limited site-specific modeled outputs and the need to interpret physical-risk indicators with operational knowledge and facility-level controls.

(5.1.1.11) Rationale for choice of scenario

RCP 8.5 was selected because it provides a conservative high-emissions physical climate pathway and directly supports testing resilience against greater-than-2°C physical risks. It complements the IEA NZE 2050 transition scenario by assessing a materially different future in which physical risks such as heat, flooding, drought, and water stress are more pronounced. This scenario is relevant because our operations depend on facility continuity, reliable utilities, supplier continuity, logistics access, and water availability. It supports business continuity planning, site-level prioritization, insurance and resilience review, water stewardship, and adaptation planning across our global footprint.

Water

(5.1.1.1) Scenario used

Water scenarios

- ☒ WWF Water Risk Filter

(5.1.1.3) Approach to scenario

Select from:

- ☒ Qualitative and quantitative

(5.1.1.4) Scenario coverage

Select from:

- ☒ Organization-wide

(5.1.1.5) Risk types considered in scenario

Select all that apply

- ☒ Acute physical
- ☒ Chronic physical
- ☒ Policy
- ☒ Market
- ☒ Reputation

(5.1.1.7) Reference year

2025

(5.1.1.8) Timeframes covered

Select all that apply

- ☒ 2030
- ☒ 2050
- ☒ 2100

(5.1.1.9) Driving forces in scenario

Local ecosystem asset interactions, dependencies and impacts

- ☒ Changes to the state of nature
- ☒ Changes in ecosystem services provision
- ☒ Speed of change (to state of nature and/or ecosystem services)
- ☒ Climate change (one of five drivers of nature change)

Finance and insurance

- ☑ Sensitivity of capital (to nature impacts and dependencies)

Stakeholder and customer demands

- ☑ Consumer attention to impact
- ☑ Impact of nature footprint on reputation
- ☑ Impact of nature service delivery on consumer

Regulators, legal and policy regimes

- ☑ Global regulation
- ☑ Level of action (from local to global)

Relevant technology and science

- ☑ Granularity of available data (from aggregated to local)
- ☑ Data regime (from closed to open)

Direct interaction with climate

- ☑ On asset values, on the corporate

Macro and microeconomy

- ☑ Domestic growth
- ☑ Globalizing markets

(5.1.1.10) Assumptions, uncertainties and constraints in scenario

This scenario assumes that water-related risk is influenced by basin conditions and operational context, including exposure to scarcity, flooding, drought, water quality, regulatory expectations, and stakeholder attention. It assumes that water-risk exposure may vary by site and may affect production continuity, operating costs, compliance obligations, customer expectations, and reputation. The GPR identifies WRI Aqueduct and WWF Water Risk Filter as tools used to identify water-stressed basins and prioritize site-level action. Key uncertainties include local hydrological variability, future demand, regulatory change, shared-basin data completeness, local infrastructure conditions, and how basin-level risk translates into facility-specific vulnerability. Constraints include the need to interpret tool outputs together with operational knowledge and site-level controls.

(5.1.1.11) Rationale for choice of scenario

WWF Water Risk Filter was selected to complement WRI Aqueduct by providing an additional water-risk lens for basin and operational risk. It is relevant to resilience planning because it helps identify water-related risks that could affect facilities, production continuity, operating cost, compliance, and stakeholder expectations. The scenario supports site-level water stewardship planning, prioritization of high-stress locations, and evaluation of water efficiency, recycling, reuse, and mitigation actions.

[Add row]

(5.1.2) Provide details of the outcomes of your organization's scenario analysis.

Climate change

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

Select all that apply

- ☒ Risk and opportunities identification, assessment and management
- ☒ Strategy and financial planning
- ☒ Resilience of business model and strategy
- ☒ Capacity building
- ☒ Target setting and transition planning

(5.1.2.2) Coverage of analysis

Select from:

- ☒ Organization-wide

(5.1.2.3) Summarize the influence of the scenario analysis on the selected business processes

We use climate-related scenario analysis to test our climate strategy against a range of possible futures and to inform risk and opportunity identification, strategy, financial planning, business resilience, capacity building, and transition planning. The analysis considers both a faster global transition to clean energy that limits warming to approximately 1.5°C to 2°C and a higher physical-risk pathway, including RCP 8.5, to assess a future with more significant heat, flooding, drought, and water-stress impacts. We assess near-, medium-, and long-term horizons, including 2030, 2040, 2050, and 2100, to understand how transition and physical risks could affect our operations and value chain. Key insights from the analysis include the importance of energy efficiency, renewable electricity, supplier engagement, and site-level resilience. In faster transition scenarios, the primary pressures are compliance and reporting costs and retrofit or procurement costs needed to meet decarbonization expectations. In higher physical-risk scenarios, heat, flooding, drought, and water stress become more relevant in certain geographies. Our review identified higher exposure to water and heat stress in Laem Chabang, Thailand; flood risk in Reynosa, Mexico; and water-stressed conditions in Poznań, Poland. The analysis supports our risk management process by helping prioritize climate-related risks and opportunities within enterprise risk management and by informing

business continuity, site-level planning, and sustainability governance. It also supports strategy and financial planning by reinforcing the value of our 2030 climate targets, including reducing Scope 1 and Scope 2 emissions, increasing renewable electricity, engaging suppliers on Scope 3 emissions, and pursuing our long-term net zero objective. We estimate potential financial effects from climate risks in the range of \$1 million to \$10 million over the next decade. Current and planned investments in climate mitigation and resilience include energy efficiency projects, renewable electricity procurement, on-site solar where feasible, contracts or renewable energy certificates where appropriate, supplier engagement, and adaptation actions focused on resilience and risk reduction. The analysis also supports capacity building by improving internal understanding of climate-related risks, data needs, and site-level priorities. Overall, scenario analysis confirmed that our business model remains focused on resilient operations, responsible sourcing, renewable electricity, energy efficiency, verified greenhouse gas reporting, and support for customer Scope 3 goals under both transition and physical-risk pathways.

Water

(5.1.2.1) Business processes influenced by your analysis of the reported scenarios

Select all that apply

- ☒ Risk and opportunities identification, assessment and management
- ☒ Strategy and financial planning
- ☒ Resilience of business model and strategy
- ☒ Capacity building
- ☒ Target setting and transition planning

(5.1.2.2) Coverage of analysis

Select from:

- ☒ Organization-wide

(5.1.2.3) Summarize the influence of the scenario analysis on the selected business processes

We use water-related scenario analysis and water-risk tools to assess how water stress, basin conditions, drought, flooding, water availability, and water quality may affect operations, resilience, compliance, customer expectations, and community relationships. The analysis uses location-based tools, including WRI Aqueduct and WWF Water Risk Filter, to identify water-stressed basins and prioritize site-level action. The analysis considers future time horizons, including 2030, 2050, and 2100, and is applied across our global operating footprint. Key insights include that water risk is localized and varies by basin, operational profile, and facility needs. The analysis identified water-stressed or higher-exposure conditions at Laem Chabang, Thailand; Reynosa, Mexico; and Poznań, Poland, which informs prioritization of water stewardship actions. Scenario analysis has influenced risk and opportunity identification by helping us evaluate water stress, water use, discharge, consumption, reuse, and potential operational disruption. It has influenced strategy and financial planning by supporting our focus on high-stress locations with significant water-use intensity and by informing water-efficiency, reuse, recycling, and resilience planning. It has influenced resilience of the business model by reinforcing the need to monitor water availability and quality, maintain controls through environmental management systems, and prioritize actions where water-

related risks could affect operations or stakeholder expectations. The analysis also supports capacity building by improving internal awareness of basin-level risks, water data needs, and site-specific risk mitigation. It supports target setting and transition planning through our 2030 target to recycle one-third of water globally, with a focus on high-stress locations. In the reporting year, water recycling performance was monitored against the target, and water withdrawals, discharge, consumption, high-stress exposure, and recycled water were disclosed to support transparent management of water-related impacts and risks. Overall, water scenario analysis helps direct resources toward the locations and actions most relevant to long-term operational resilience, water stewardship, and customer and community expectations.

[Fixed row]

(5.2) Does your organization's strategy include a climate transition plan?

(5.2.1) Transition plan

Select from:

☒ Yes, we have a climate transition plan which aligns with a 1.5°C world

(5.2.3) Publicly available climate transition plan

Select from:

☒ Yes

(5.2.4) Plan explicitly commits to cease all spending on, and revenue generation from, activities that contribute to fossil fuel expansion

Select from:

☒ No, and we do not plan to add an explicit commitment within the next two years

(5.2.6) Explain why your organization does not explicitly commit to cease all spending on and revenue generation from activities that contribute to fossil fuel expansion

We are a contract manufacturing services company and do not extract, produce, refine, transport, or sell fossil fuels. Our transition plan is focused on reducing greenhouse gas emissions from our own operations and value chain through energy efficiency, renewable electricity, supplier engagement, and transparent reporting. Because our business model is not based on fossil fuel extraction, production, or fossil fuel infrastructure expansion, our climate transition plan does not include a standalone commitment to cease all spending on, or revenue generation from, fossil fuel expansion activities.

(5.2.10) Mechanism by which feedback is collected from shareholders on your climate transition plan

Select from:

☒ We have a different feedback mechanism in place

(5.2.11) Description of feedback mechanism

Feedback is collected through ongoing shareholder and stakeholder engagement, customer sustainability ratings and requests, Board and committee oversight, and sustainability reporting and disclosure processes. The Board and its Nominating and ESG Committee oversee climate, sustainability, ESG goals, strategy, risks, opportunities, disclosures, and progress toward goals. Management provides regular updates on sustainability matters, including climate-related priorities, and shareholder and stakeholder feedback is considered through governance, enterprise risk management, customer engagement, and disclosure processes.

(5.2.12) Frequency of feedback collection

Select from:

☒ More frequently than annually

(5.2.13) Description of key assumptions and dependencies on which the transition plan relies

The transition plan relies on assumptions that renewable electricity will remain available through a combination of on-site solar where feasible, contracts or renewable energy certificates where appropriate, and continued procurement options across the regions where we operate. It also depends on continued energy-efficiency opportunities, reliable utility and supplier data, supplier engagement to improve Scope 3 transparency and reduction efforts, customer demand for lower-carbon manufacturing, and continued access to verified greenhouse gas accounting and assurance processes. Key uncertainties include energy market conditions, regional grid decarbonization, renewable electricity availability and cost, technology deployment, customer requirements, policy timing, regulatory expectations, supplier readiness, and data quality. The plan is resourced through operational energy-efficiency projects, renewable electricity procurement, on-site solar projects where feasible, supplier engagement, environmental management systems, and internal governance processes.

(5.2.14) Description of progress against transition plan disclosed in current or previous reporting period

During the reporting year, we continued implementing our climate transition plan through renewable electricity procurement, on-site solar, energy-efficiency projects, greenhouse gas accounting, supplier engagement, and climate-related risk assessment. We reduced Scope 1 and 2 emissions by 9.27% against the 2024 baseline and increased renewable electricity to 37%, a 12% year-over-year increase driven by on-site solar and vendor mix improvements. We also continued work on our supplier Scope 3 baseline and disclosed Scope 1, Scope 2, and relevant Scope 3 emissions. Scenario analysis continued to inform climate strategy, including transition risks under a faster 1.5°C to 2°C pathway and physical risks such as heat, flooding, drought, and water stress under a slower-transition pathway.

(5.2.15) Attach any relevant documents which detail your climate transition plan (optional)

(5.2.16) Other environmental issues that your climate transition plan considers*Select all that apply*

- ☒ Plastics
- ☒ Water
- ☒ Biodiversity

(5.2.17) Explain how the other environmental issues are considered in your climate transition plan

Water is considered because climate-related physical risks include drought, flooding, heat, and water stress, and because water availability can affect operational resilience. We use WRI Aqueduct and WWF Water Risk Filter to identify water-stressed basins and prioritize site-level action, and we maintain a 2030 target to recycle one-third of water globally, with a focus on high-stress locations. Biodiversity is considered through supply-chain-related biodiversity risk, policy commitments, and monitoring of emerging standards and stakeholder expectations. Plastics and broader resource-use considerations are addressed through responsible sourcing and sustainable resource management, including tracking materials, evaluating lower-impact alternatives where appropriate for customer programs, and improving transparency around material sourcing and resource efficiency.

(5.2.18) Adaptation-specific objectives included within your climate transition plan*Select from:*

- ☒ Yes

(5.2.19) Describe the adaptation objectives included in your climate transition plan or standalone adaptation plan

Adaptation objectives include improving resilience to physical climate risks, including heat, flooding, drought, water stress, and related business continuity risks. Scenario analysis and water-risk tools are used to identify higher-exposure locations and prioritize mitigation and adaptation actions. Identified areas of focus include water and heat stress in Laem Chabang, Thailand; flood risk in Reynosa, Mexico; and water-stressed conditions in Poznań, Poland. Adaptation actions include maintaining ISO 14001-certified environmental management systems, using location-based water-risk tools, prioritizing water-stressed sites, improving energy efficiency and renewable electricity resilience, evaluating business continuity exposure, and maintaining insurance coverage for high-impact events.

*[Fixed row]***(5.3) Have environmental risks and opportunities affected your strategy and/or financial planning?****(5.3.1) Environmental risks and/or opportunities have affected your strategy and/or financial planning**

Select from:

- ☒ Yes, both strategy and financial planning

(5.3.2) Business areas where environmental risks and/or opportunities have affected your strategy

Select all that apply

- ☒ Products and services
☒ Upstream/downstream value chain
☒ Investment in R&D
☒ Operations

[Fixed row]

(5.3.1) Describe where and how environmental risks and opportunities have affected your strategy.

Products and services

(5.3.1.1) Effect type

Select all that apply

- ☒ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

- ☒ Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Climate-related opportunities have affected our products and services strategy by reinforcing our focus on product areas that support cleaner, more efficient technologies and help customers meet their own sustainability objectives. As a contract manufacturer, we build to customer designs and specifications, so our strategy focuses on supporting customers with reliable manufacturing solutions, verified environmental data, and capabilities that can reduce embedded emissions in the products we manufacture. A significant portion of our product portfolio supports cleaner and more efficient technologies, including automotive fuel economy and electrification-related applications, demand-side energy management, HVAC controls, power management, and industrial automation. These opportunities affect our short-, medium-, and long-term strategy by supporting customer retention, growth in markets tied to electrification and efficiency, and alignment with customer Scope

3 reduction expectations. Strategic decisions influenced by these opportunities include continued emphasis on clean technology markets, improved product-level greenhouse gas data capabilities where requested, energy efficiency in manufacturing, and renewable electricity procurement to reduce the emissions profile of our operations and the products we manufacture for customers.

Upstream/downstream value chain

(5.3.1.1) Effect type

Select all that apply

☒ Transition risks

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☒ Climate change

☒ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Environmental transition risks have affected our value chain strategy by increasing the importance of supplier engagement, responsible sourcing, Scope 3 transparency, and supplier environmental expectations. Climate-related transition risks include customer and regulatory expectations for value-chain emissions data and supplier reduction efforts. Water-related transition risks include increasing expectations for water stewardship, water-risk assessment, and responsible resource management in water-stressed regions. In response, we engage suppliers on climate and responsible sourcing expectations, request environmental information where applicable, and use supplier assessments and contractual requirements to strengthen compliance and risk management. Our Supplier Code of Conduct includes environmental expectations for management systems, pollution prevention, resource reduction, hazardous substances, air emissions, wastewater and solid waste, water management, biodiversity, animal welfare, and Scope 1-3 data on request. These actions support our strategy by improving supplier transparency, reducing value-chain risk, and helping customers meet their sustainability expectations.

Investment in R&D

(5.3.1.1) Effect type

Select all that apply

☒ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☒ Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Climate-related opportunities have affected our value chain strategy by reinforcing supplier engagement and responsible sourcing as key parts of our transition plan. Reducing our own emissions helps lower customers' Scope 3 footprint, while supplier engagement supports improved transparency and future reductions in upstream emissions. This affects strategy over the short, medium, and long term by prioritizing supplier data quality, supplier engagement, and responsible sourcing practices that support customer sustainability goals. It also supports resilience because customers increasingly value suppliers that can provide transparent, internationally recognized climate data and demonstrate progress against emissions targets. Strategic actions include maintaining a corporate greenhouse gas inventory, obtaining external assurance, improving Scope 3 data quality, and engaging high-impact and strategic suppliers for performance, transparency, and corrective actions.

Operations

(5.3.1.1) Effect type

Select all that apply

☒ Physical risks

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☒ Climate change

☒ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Physical climate and water risks have affected our operations strategy by informing site-level resilience, business continuity, water stewardship, and adaptation planning. Scenario analysis considers a faster climate transition pathway and a slower-transition physical-risk pathway, including heat, flooding, drought, and water stress. The analysis identified higher exposure to water and heat stress in Laem Chabang, Thailand, flood risk in Reynosa, Mexico, and water-stressed conditions in Poznań, Poland. These risks affect our operations strategy over near-, medium-, and long-term horizons because they could affect facility continuity, utility reliability, production schedules, water availability, operating costs, insurance considerations, and community expectations. We estimate potential financial effects from climate risks in the range of \$1 million to \$10 million over the next decade. Strategic responses include using WRI Aqueduct and WWF Water Risk Filter to identify water-stressed basins, prioritizing higher-exposure sites, maintaining ISO 14001-certified environmental management systems, improving energy efficiency, increasing renewable electricity, maintaining business continuity planning, and focusing water recycling and reuse actions on high-stress locations with significant water-use intensity.

Products and services

(5.3.1.1) Effect type

Select all that apply

☒ Transition risks

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☒ Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Climate-related transition risks have affected our products and services strategy because customers increasingly expect suppliers to support lower-carbon supply chains, transparent emissions data, and progress toward credible climate targets. These risks include changing customer requirements, increased disclosure expectations, and market preference for lower-emission manufacturing partners. In response, our strategy emphasizes science-based emissions reduction, renewable electricity, energy efficiency, supplier engagement, and externally verified greenhouse gas reporting. These actions support our ability to remain a preferred manufacturing partner for customers seeking to reduce Scope 3 emissions. Over the short and medium term, this affects customer engagement, data collection, and operational improvement priorities. Over the longer term, it supports our broader transition planning and net zero objective by aligning our manufacturing services with customer and market expectations for responsible, lower-carbon production.

Operations

(5.3.1.1) Effect type

Select all that apply

☒ Transition risks

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☒ Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Climate-related transition risks have affected our operations strategy by increasing focus on renewable electricity, energy efficiency, greenhouse gas reduction, and transition planning. In faster transition scenarios, the primary pressures include compliance and reporting costs, retrofit or procurement costs to meet decarbonization expectations, and the need for more renewable electricity. These risks affect short- and medium-term operational decisions related to energy procurement, process upgrades, capital allocation, and data systems, and they affect long-term planning through our net zero objective. Strategic actions include prioritizing energy efficiency projects, expanding on-site solar where feasible, procuring renewable electricity instruments where appropriate, tracking Scope 1 and 2 emissions monthly, assessing relevant Scope 3 categories annually, and using external assurance for emissions data. These decisions help reduce exposure to energy transition risk while improving operational resilience and supporting customer expectations for lower-carbon manufacturing.

Operations

(5.3.1.1) Effect type

Select all that apply

☒ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☒ Climate change

☒ Water

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Environmental opportunities have affected our operations strategy by supporting investments and actions that improve resource efficiency, reduce operating costs, strengthen resilience, and support progress toward climate and water targets. Climate opportunities include energy efficiency, renewable electricity, on-site solar, and lower-carbon operations that can reduce emissions and improve energy cost stability. Water opportunities include water recycling, reuse, monitoring, and prioritization of high-stress sites. These opportunities affect short- and medium-term resource allocation through energy conservation projects, renewable electricity procurement, solar deployment, and water recycling initiatives. They also support long-term resilience by reducing dependency on higher-emission energy sources and freshwater withdrawals in stressed locations. During the reporting year, we reduced Scope 1 and 2 emissions by 9.27% against the 2024 baseline and increased renewable electricity to 37%, a 12% year-over-year increase driven by on-site solar and vendor mix improvements. Water performance is managed through facility-level monitoring of withdrawals, discharge, consumption, reuse, and progress toward the 2030 target to recycle one-third of water globally.

Investment in R&D

(5.3.1.1) Effect type

Select all that apply

☒ Opportunities

(5.3.1.2) Environmental issues relevant to the risks and/or opportunities that have affected your strategy in this area

Select all that apply

☒ Climate change

(5.3.1.3) Describe how environmental risks and/or opportunities have affected your strategy in this area

Climate-related opportunities have affected our strategy for innovation and research and development by reinforcing the importance of clean technology, electrification, energy efficiency, and smart infrastructure solutions in the markets we serve. We actively advance clean technology through research and development, strategic partnerships, and product innovation, focusing on electrification, energy efficiency, and smart infrastructure solutions that support sustainability objectives. These opportunities influence medium- and long-term strategy by supporting participation in markets where customers are seeking lower-emission, efficient, and resilient technologies. Strategic decisions include continued support for customer programs tied to efficient energy use, climate controls, power management, automation, and electrified applications. These priorities help align our business model with customer sustainability needs and broader market shifts toward cleaner technologies.

[Add row]

(5.3.2) Describe where and how environmental risks and opportunities have affected your financial planning.

Row 1

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

☒ Revenues

(5.3.2.2) Effect type

Select all that apply

☒ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

☒ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Climate-related opportunities have affected revenue planning by reinforcing our focus on customer programs and markets that support cleaner and more efficient technologies. A significant portion of our product portfolio supports cleaner, more efficient technologies, including fuel economy and electrification-related applications, power management, HVAC controls, and industrial automation. These opportunities affect revenue planning over the short, medium, and long term because customers increasingly seek manufacturing partners that can support their own sustainability and Scope 3 goals. In response, we continue to emphasize reliable manufacturing, verified greenhouse gas data, energy efficiency, renewable electricity, and customer engagement as part of our value proposition. The strategy is intended to support customer retention, growth in clean technology-related programs, and alignment with customer sustainability expectations.

Row 2

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

☒ Direct costs

☒ Indirect costs

☒ Capital expenditures

☒ Capital allocation

(5.3.2.2) Effect type

Select all that apply

☒ Transition risks

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

- ☒ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Climate transition risks have affected financial planning by increasing focus on energy procurement, compliance and reporting costs, renewable electricity, energy efficiency, and supplier engagement. Under faster transition scenarios, the main financial pressures identified are compliance and reporting costs and retrofit or procurement costs to meet decarbonization requirements. These risks are reflected in operating and capital planning through energy efficiency projects, renewable electricity procurement, on-site solar where feasible, renewable energy certificates where appropriate, and continued tracking of greenhouse gas emissions. Energy consumption is managed as a significant environmental aspect under ISO 14001-certified systems, and projects in the reporting year included LED lighting, HVAC upgrades, process optimization, solar, and equipment efficiency actions with disclosed implementation costs, kWh impacts, and cost savings. These actions help reduce exposure to future energy and emissions costs while supporting progress toward climate targets.

Row 3

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

- ☒ Direct costs
- ☒ Indirect costs
- ☒ Capital expenditures
- ☒ Capital allocation

(5.3.2.2) Effect type

Select all that apply

- ☒ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

- ☒ Climate change

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Climate-related opportunities have affected financial planning by supporting investments and operational actions that reduce energy use, lower operating costs, increase renewable electricity, and improve resilience. In the reporting year, renewable electricity increased to 37%, a 12% year-over-year increase driven by on-site solar and vendor mix improvements, and Scope 1 and 2 emissions were reduced by 9.27% against the 2024 baseline. Energy conservation initiatives included projects at Jasper, Thailand, Mexico, China, and Poland, with disclosed implementation costs, kWh reductions, and cost savings. These opportunities affect financial planning by prioritizing capital and operating expenditures that can reduce energy intensity, stabilize energy costs, support customer expectations, and advance the 2030 renewable electricity target.

Row 4

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

- ☒ Indirect costs
- ☒ Capital expenditures
- ☒ Capital allocation
- ☒ Assets
- ☒ Liabilities

(5.3.2.2) Effect type

Select all that apply

- ☒ Physical risks

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

- ☒ Climate change
- ☒ Water

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Physical climate and water risks have affected financial planning by informing resilience, site-level prioritization, business continuity, insurance considerations, and adaptation planning. Scenario analysis considers a slower-transition physical-risk pathway in which heat, flooding, drought, and water stress become more relevant in some operating regions. Higher-exposure areas identified include water and heat stress in Laem Chabang, Thailand, flood risk in Reynosa, Mexico, and water-

stressed conditions in Poznań, Poland. Potential financial effects from climate risks are estimated in the range of \$1 million to \$10 million over the next decade. These risks influence financial planning for facility resilience, environmental controls, water stewardship, insurance coverage, and site-level mitigation actions. The company uses WRI Aqueduct and WWF Water Risk Filter to identify water-stressed basins and prioritize site-level action, which supports capital allocation and operating planning for resilience and risk reduction.

Row 5

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

- ☒ Indirect costs
- ☒ Capital expenditures
- ☒ Capital allocation

(5.3.2.2) Effect type

Select all that apply

- ☒ Physical risks

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

- ☒ Water

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Water-related physical risks have affected financial planning by increasing focus on water-risk assessment, water recycling, reuse, monitoring, and prioritization of high-stress locations. Water stress creates localized operational and community risk, and the company's 2030 target is to recycle one-third of water globally, with focus on high-stress locations with significant water-use intensity. Water planning includes monitoring withdrawals, discharge, consumption, reuse, and recycled water. The prior CDP disclosure also identified a significant increase in water-related CAPEX tied to water efficiency and system reliability upgrades, with water-related OPEX also increasing in the reporting year described there. While the current source materials do not provide a full forward financial model for water-related CAPEX and OPEX, they support that water risk affects capital planning, operating-cost planning, and prioritization of water-efficiency and reuse actions.

Row 6

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

- ☒ Capital allocation
- ☒ Access to capital

(5.3.2.2) Effect type

Select all that apply

- ☒ Transition risks
- ☒ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

- ☒ Climate change
- ☒ Water

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Environmental risks and opportunities have affected financial planning by influencing sustainability governance, disclosure quality, target tracking, and ESG performance priorities that can affect stakeholder confidence and access to capital. Climate and water are assessed through the Double Materiality Assessment and enterprise risk management process. Climate transition is identified as affecting resilience, customers, and cost of capital, and the company's targets include Scope 1 and 2 emissions reduction, supplier engagement on Scope 3, 100% renewable electricity, and net zero by 2050. Maintaining strong ESG ratings and transparent sustainability disclosures is also identified as a governance-related priority. The financial planning effect is primarily through capital allocation to emissions reduction, renewable electricity, energy efficiency, supplier engagement, and water stewardship, as well as continued investment in data quality, assurance, and reporting processes that support stakeholder and capital-market confidence. The source materials support this directional relationship, but they do not quantify a specific cost-of-capital change.

Row 7

(5.3.2.1) Financial planning elements that have been affected

Select all that apply

- ☒ Capital expenditures
- ☒ Capital allocation
- ☒ Assets

(5.3.2.2) Effect type

Select all that apply

- ☒ Opportunities

(5.3.2.3) Environmental issues relevant to the risks and/or opportunities that have affected these financial planning elements

Select all that apply

- ☒ Water

(5.3.2.4) Describe how environmental risks and/or opportunities have affected these financial planning elements

Water-related opportunities have affected financial planning by supporting investments and resource allocation for recycling, reuse, and efficiency actions that can improve operational resilience and reduce dependency on freshwater in higher-stress locations. The company tracks water withdrawals, discharge, consumption, high-stress exposure, recycled water, and water intensity, and has a 2030 target to recycle one-third of water globally. These metrics inform planning for site-level water stewardship and prioritization of high-stress sites. The financial planning effect is reflected in capital allocation and operating planning for water reuse, recycling, monitoring, and risk mitigation projects. The source materials support the strategic and operational influence of water opportunities but do not provide a complete quantified return-on-investment analysis for all water projects.

[Add row]

(5.4) In your organization's financial accounting, do you identify spending/revenue that is aligned with your organization's climate transition?

	Identification of spending/revenue that is aligned with your organization's climate transition	Methodology or framework used to assess alignment with your organization's climate transition
	Select from: ☒ Yes	Select all that apply ☒ Other methodology or framework

[Fixed row]

(5.4.1) Quantify the amount and percentage share of your spending/revenue that is aligned with your organization's climate transition.

Row 1

(5.4.1.5) Financial metric

Select from:

☒ Revenue/Turnover

(5.4.1.6) Amount of selected financial metric that is aligned in the reporting year (currency)

832567120

(5.4.1.7) Percentage share of selected financial metric aligned in the reporting year (%)

56

(5.4.1.12) Details of the methodology or framework used to assess alignment with your organization's climate transition

We assessed revenue alignment using an internal climate transition methodology based on net sales from products that support cleaner or more efficient technologies. In 2025, 56% of products by net sales supported cleaner, more efficient technologies across fuel economy, power management, and industrial operations and automation. The aligned amount was calculated as 56% of total net sales of \$1.486727 billion, or \$832.567 million. Included activities are product categories that support resource efficiency, electrification, demand-side energy management, efficient climate and equipment operation, automation, and data-driven manufacturing efficiency. Activities not included are products outside these identified cleaner or more efficient technology categories. Planned 2030 and 2035

alignment percentages are not separately quantified in the available financial planning materials. GPR 2025 Final 30Mar26 identifies the 56% product-by-net-sales figure and categories; KEI-2025-Annual-Report reports total net sales of \$1.486727 billion.
[Add row]

(5.9) What is the trend in your organization's water-related capital expenditure (CAPEX) and operating expenditure (OPEX) for the reporting year, and the anticipated trend for the next reporting year?

(5.9.1) Water-related CAPEX (+/- % change)

-49

(5.9.2) Anticipated forward trend for CAPEX (+/- % change)

0

(5.9.3) Water-related OPEX (+/- % change)

-17

(5.9.4) Anticipated forward trend for OPEX (+/- % change)

0

(5.9.5) Please explain

These figures are estimates. Water-related CAPEX decreased because the prior year included larger water treatment and recovery investments, while the reporting year focused mainly on operating, monitoring, and optimizing existing water stewardship projects. Water-related OPEX decreased compared with the prior-year baseline, while ongoing activities continued, including water supply and wastewater management, wastewater monitoring, water quality testing, compliance, water-risk assessment, and site-level stewardship. Reporting-year actions included closed-loop wash water recycling at Thailand, rainwater harvesting at Thailand, and condensate recovery at Jasper. Forward CAPEX and OPEX are estimated to remain flat because no comparable major new water-related capital project is currently reflected in the estimate, while ongoing monitoring, testing, compliance, wastewater management, and stewardship activities are expected to continue.

[Fixed row]

(5.10) Does your organization use an internal price on environmental externalities?

Carbon

(5.10.1) Use of internal pricing for this environmental externality

Select from:

☒ No, but we plan to in the next two years

(5.10.2) Primary reason for not pricing this environmental externality

Select from:

☒ Not an immediate strategic priority

(5.10.3) Explain why your organization does not price this environmental externality

We do not currently apply a formal internal carbon price. We assess and manage climate-related risks through scenario analysis, enterprise risk management, emissions targets, renewable electricity procurement, energy efficiency projects, supplier engagement, and greenhouse gas reporting. These processes inform investment decisions and risk management, but they do not currently assign a uniform monetary value to carbon emissions. We plan to evaluate whether an internal carbon pricing approach could further support capital planning, project prioritization, and progress toward our climate targets within the next two years.

Water

(5.10.1) Use of internal pricing for this environmental externality

Select from:

☒ No, but we plan to in the next two years

(5.10.2) Primary reason for not pricing this environmental externality

Select from:

☒ Not an immediate strategic priority

(5.10.3) Explain why your organization does not price this environmental externality

We do not currently apply a formal internal water price beyond direct water and wastewater costs. We assess and manage water-related risks through water-risk assessment, facility-level monitoring, water audits, wastewater controls, recycling and reuse projects, and prioritization of high-stress locations. These processes inform investment decisions and water stewardship actions, but they do not currently assign a uniform monetary value to water externalities such as scarcity, conservation value, environmental impact, or social effects. We plan to evaluate whether an internal water pricing approach could further support water-risk mitigation, capital planning, and progress toward our 2030 water recycling target within the next two years.

[Fixed row]

(5.11) Do you engage with your value chain on environmental issues?

	Engaging with this stakeholder on environmental issues	Environmental issues covered
Suppliers	Select from: ☒ Yes	Select all that apply ☒ Climate change ☒ Water
Customers	Select from: ☒ Yes	Select all that apply ☒ Climate change ☒ Water
Investors and shareholders	Select from: ☒ Yes	Select all that apply ☒ Climate change ☒ Water
Other value chain stakeholders	Select from: ☒ Yes	Select all that apply ☒ Climate change ☒ Water

[Fixed row]

(5.11.2) Does your organization prioritize which suppliers to engage with on environmental issues?

Climate change

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:

- ☒ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply

- | | |
|--|--|
| ☒ Material sourcing | ☒ Strategic status of suppliers |
| ☒ Procurement spend | ☒ Product safety and compliance |
| ☒ Regulatory compliance | ☒ Supplier performance improvement |
| ☒ Reputation management | ☒ Other, please specify : responsible minerals and supplier environmental |
| compliance risk | |
| ☒ Business risk mitigation | |

(5.11.2.4) Please explain

We prioritize supplier engagement based on climate-related supply chain risk, material sourcing relevance, procurement spend, strategic supplier status, regulatory and customer requirements, responsible minerals due diligence, and supplier environmental performance. Priority suppliers include those in scope for responsible sourcing due diligence, suppliers providing critical materials or parts, suppliers representing significant spend or strategic sourcing relevance, and suppliers requiring additional environmental data, including Scope 1-3 information on request. Engagement includes supplier screening and assessments, contractual environmental requirements, supplier code acknowledgment, audits, training, corrective action where needed, and follow-up engagement to support improved performance and supply chain resilience.

Water

(5.11.2.1) Supplier engagement prioritization on this environmental issue

Select from:

- ☒ Yes, we prioritize which suppliers to engage with on this environmental issue

(5.11.2.2) Criteria informing which suppliers are prioritized for engagement on this environmental issue

Select all that apply

- | | |
|---|---|
| ☒ Material sourcing | ☒ Strategic status of suppliers |
|---|---|

- ☒ Procurement spend
- ☒ Regulatory compliance
- ☒ Reputation management
- environmental compliance risk**
- ☒ Business risk mitigation

- ☒ Product safety and compliance
- ☒ Suppliers' exposure or vulnerability to physical risks
- ☒ Other, please specify :**supplier water management, wastewater controls, and**

(5.11.2.4) Please explain

We prioritize supplier engagement based on water-related supply chain risk, water management expectations, wastewater and solid waste controls, pollution prevention, material sourcing relevance, procurement spend, strategic supplier status, regulatory and customer requirements, and supplier environmental performance. Priority suppliers include those in scope for responsible sourcing due diligence, suppliers providing critical materials or parts, suppliers with material operational relevance, and suppliers requiring additional environmental management or water-related controls. Engagement includes supplier screening and assessments, contractual environmental requirements, supplier code acknowledgment, audit activity, training, corrective action where needed, and follow-up engagement to support improved water stewardship, compliance, and resilient supply chain practices.

[Fixed row]

(5.11.5) Do your suppliers have to meet environmental requirements as part of your organization's purchasing process?

Climate change

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

- ☒ Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

- ☒ Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

Our Supplier Code of Conduct requires suppliers to reduce GHG emissions, improve energy efficiency, and provide Scope 1–3 emissions data upon request. Suppliers must pursue continuous improvement and align with GHG Protocol standards. Non-compliance triggers corrective action plans, follow-up audits, and potential termination of the business relationship.

Water

(5.11.5.1) Suppliers have to meet specific environmental requirements related to this environmental issue as part of the purchasing process

Select from:

☒ Yes, environmental requirements related to this environmental issue are included in our supplier contracts

(5.11.5.2) Policy in place for addressing supplier non-compliance

Select from:

☒ Yes, we have a policy in place for addressing non-compliance

(5.11.5.3) Comment

Our Supplier Code of Conduct requires suppliers to implement water management programs, monitor and control water sources and discharge, and ensure wastewater treatment compliance. Non-compliance is addressed through audits, corrective action plans, and escalation protocols.

[Fixed row]

(5.11.6) Provide details of the environmental requirements that suppliers have to meet as part of your organization's purchasing process, and the compliance measures in place.

Climate change

(5.11.6.1) Environmental requirement

Select from:

☒ Disclosure of GHG emissions to your organization (Scope 1 and 2)

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

- ☒ First-party verification
- ☒ Grievance mechanism/ Whistleblowing hotline
- ☒ Supplier scorecard or rating
- ☒ Supplier self-assessment
- ☒ Other, please specify :supplier risk platform, supplier audits, contract review, and supplier code acknowledgment

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

- ☒ 76-99%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:

- ☒ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

- ☒ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

- ☒ All suppliers compliant during the reporting period

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

- ☒ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics
- ☒ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance
- ☒ Providing information on appropriate actions that can be taken to address non-compliance
- ☒ Other, please specify :corrective action, renewed audits, training, escalation, and reconsideration of supplier relationship where compliance cannot be achieved

(5.11.6.12) Comment

Suppliers are expected to provide Scope 1-3 data on request. This requirement supports value-chain emissions transparency, supplier engagement, and progress toward climate-related supply chain objectives. Compliance is monitored through supplier screening, assessments, audits, supplier acknowledgment, purchasing controls, and reporting channels. No supplier non-conformance requiring corrective action was identified during the reporting period.

Water

(5.11.6.1) Environmental requirement

Select from:

- ☒ Compliance with an environmental certification, please specify :ISO 14001 or EMAS

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

- ☒ Certification
- ☒ First-party verification
- ☒ Supplier self-assessment
- ☒ Other, please specify :**supplier risk platform, supplier audits, contract review, supplier code acknowledgment, and wastewater compliance review**

- ☒ Supplier scorecard or rating
- ☒ Grievance mechanism/ Whistleblowing hotline

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

- ☒ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

- ☒ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

- ☒ All suppliers compliant during the reporting period

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

- ☒ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics
- ☒ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance
- ☒ Providing information on appropriate actions that can be taken to address non-compliance
- ☒ Other, please specify :corrective action, renewed audits, training, escalation, and reconsideration of supplier relationship where compliance cannot be achieved

(5.11.6.12) Comment

Suppliers are expected to maintain certified environmental management systems, including ISO 14001 or EMAS where applicable. This requirement supports water management, wastewater controls, pollution prevention, resource reduction, and compliance with applicable environmental requirements. Compliance is monitored through supplier screening, assessments, audits, supplier acknowledgments, contract requirements, and reporting channels.

Climate change

(5.11.6.1) Environmental requirement

Select from:

- ☒ Compliance with an environmental certification, please specify :ISO 14001 or EMAS

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

- ☒ Certification
and supplier code acknowledgment
- ☒ First-party verification
- ☒ Supplier self-assessment
- ☒ Supplier scorecard or rating
- ☒ Grievance mechanism/ Whistleblowing hotline
- ☒ Other, please specify :supplier risk platform, supplier audits, contract review,

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

- ☒ 76-99%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:

☒ 100%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:

☒ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☒ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

☒ All suppliers compliant during the reporting period

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

- ☒ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics
- ☒ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance
- ☒ Providing information on appropriate actions that can be taken to address non-compliance
- ☒ Other, please specify :corrective action, renewed audits, training, escalation, and reconsideration of supplier relationship where compliance cannot be achieved

(5.11.6.12) Comment

Suppliers are expected to maintain certified environmental management systems, including ISO 14001 or EMAS where applicable. This requirement supports environmental management, pollution prevention, resource reduction, emissions controls, and supply chain resilience. Compliance is monitored through supplier screening, assessments, audits, supplier acknowledgments, contract requirements, and reporting channels.

Climate change

(5.11.6.1) Environmental requirement

Select from:

- ☒ Regular environmental risk assessments (at least once annually)

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

- ☒ First-party verification
- ☒ Grievance mechanism/ Whistleblowing hotline
- ☒ Supplier scorecard or rating
- ☒ Supplier self-assessment
- ☒ Other, please specify :supplier risk platform, supplier audits, contract review, and supplier code acknowledgment

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

- ☒ 76-99%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:

☒ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

☒ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

☒ All suppliers compliant during the reporting period

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

- ☒ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics
- ☒ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance
- ☒ Providing information on appropriate actions that can be taken to address non-compliance
- ☒ Other, please specify :corrective action, renewed audits, training, escalation, and reconsideration of supplier relationship where compliance cannot be achieved

(5.11.6.12) Comment

Suppliers are screened and assessed for sustainability risks, including environmental risk. This supports identification and prioritization of supplier risks across environmental compliance, emissions, resource use, and business continuity. Supplier engagement includes assessments, audits, targeted follow-up, training, and escalation where needed.

Climate change

(5.11.6.1) Environmental requirement

Select from:

- ☒ Waste and resource reduction and material circularity

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

- ☒ First-party verification
- ☒ Grievance mechanism/ Whistleblowing hotline
- ☒ Supplier scorecard or rating
- ☒ Supplier self-assessment
- ☒ Other, please specify :supplier risk platform, supplier audits, contract review, and supplier code acknowledgment

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

- ☒ 76-99%

(5.11.6.7) % tier 1 supplier-related scope 3 emissions attributable to the suppliers required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.8) % tier 1 supplier-related scope 3 emissions attributable to the suppliers in compliance with this environmental requirement

Select from:

- ☒ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

- ☒ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

- ☒ All suppliers compliant during the reporting period

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

- ☒ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics
- ☒ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance
- ☒ Providing information on appropriate actions that can be taken to address non-compliance
- ☒ Other, please specify :corrective action, renewed audits, training, escalation, and reconsideration of supplier relationship where compliance cannot be achieved

(5.11.6.12) Comment

Suppliers are expected to support pollution prevention, resource reduction, hazardous substances controls, waste controls, and responsible material management. This requirement supports lower-impact sourcing, reduced environmental risk, and improved supply chain transparency.

Water

(5.11.6.1) Environmental requirement

Select from:

- ☒ Regular environmental risk assessments (at least once annually)

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

- ☒ First-party verification
- ☒ Grievance mechanism/ Whistleblowing hotline
- ☒ Second-party verification
- ☒ Supplier scorecard or rating
- ☒ Other, please specify :supplier risk platform, supplier audits, contract review, supplier code acknowledgment, and wastewater compliance review

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

- ☒ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

- ☒ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

- ☒ All suppliers compliant during the reporting period

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

- ☒ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics
- ☒ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance
- ☒ Providing information on appropriate actions that can be taken to address non-compliance
- ☒ Other, please specify :corrective action, renewed audits, training, escalation, and reconsideration of supplier relationship where compliance cannot be achieved

(5.11.6.12) Comment

Suppliers are screened and assessed for environmental risks, including water management, wastewater controls, resource reduction, hazardous substances, and environmental compliance. This prioritizes engagement with suppliers that may present higher environmental, operational, compliance, or customer-related risk.

Water

(5.11.6.1) Environmental requirement

Select from:

- ☒ Setting and monitoring withdrawal reduction targets

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

- ☒ First-party verification
- ☒ Grievance mechanism/ Whistleblowing hotline
- ☒ Supplier scorecard or rating
- ☒ Supplier self-assessment
- ☒ Other, please specify :supplier risk platform, supplier audits, contract review, supplier code acknowledgment, and wastewater compliance review

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

- ☒ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

- ☒ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

- ☒ All suppliers compliant during the reporting period

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

- ☒ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics
- ☒ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance
- ☒ Providing information on appropriate actions that can be taken to address non-compliance
- ☒ Other, please specify :corrective action, renewed audits, training, escalation, and reconsideration of supplier relationship where compliance cannot be achieved

(5.11.6.12) Comment

Suppliers are expected to manage wastewater, solid waste, hazardous substances, pollution prevention, and related environmental compliance obligations. Where non-compliance is identified, the response process includes engagement, corrective action, training, renewed audits, escalation, and reassessment of the supplier relationship if compliance cannot be achieved.

Water

(5.11.6.1) Environmental requirement

Select from:

- ☒ Waste and resource reduction and material circularity

(5.11.6.2) Mechanisms for monitoring compliance with this environmental requirement

Select all that apply

- ☒ First-party verification
- ☒ Grievance mechanism/ Whistleblowing hotline

- ☒ Supplier scorecard or rating
- ☒ Supplier self-assessment
- ☒ Other, please specify :supplier risk platform, supplier audits, contract review, supplier code acknowledgment, and wastewater compliance review

(5.11.6.3) % tier 1 suppliers by procurement spend required to comply with this environmental requirement

Select from:

- ☒ 100%

(5.11.6.4) % tier 1 suppliers by procurement spend in compliance with this environmental requirement

Select from:

- ☒ 76-99%

(5.11.6.9) Response to supplier non-compliance with this environmental requirement

Select from:

- ☒ Retain and engage

(5.11.6.10) % of non-compliant suppliers engaged

Select from:

- ☒ All suppliers compliant during the reporting period

(5.11.6.11) Procedures to engage non-compliant suppliers

Select all that apply

- ☒ Assessing the efficacy and efforts of non-compliant supplier actions through consistent and quantified metrics
- ☒ Developing quantifiable, time-bound targets and milestones to bring suppliers back into compliance
- ☒ Providing information on appropriate actions that can be taken to address non-compliance
- ☒ Other, please specify :corrective action, renewed audits, training, escalation, and reconsideration of supplier relationship where compliance cannot be achieved

(5.11.6.12) Comment

Suppliers are expected to support pollution prevention, resource reduction, water management, wastewater and solid waste controls, and responsible material practices. This requirement supports water stewardship, reduced environmental impact, and stronger supply chain resilience.
[Add row]

(5.11.7) Provide further details of your organization's supplier engagement on environmental issues.

Climate change

(5.11.7.2) Action driven by supplier engagement

Select from:

☒ Emissions reduction

(5.11.7.3) Type and details of engagement

Capacity building

☒ Provide training, support and best practices on how to mitigate environmental impact

☒ Other capacity building activity, please specify :supplier screening, supplier code acknowledgment, supplier audits and assessments, corrective action, training, and engagement on environmental management expectations

(5.11.7.4) Upstream value chain coverage

Select all that apply

☒ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☒ 100%

(5.11.7.6) % of tier 1 supplier-related scope 3 emissions covered by engagement

Select from:

☒ 100%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

We engage suppliers through our purchasing process, supplier screening, contractual ESG provisions, supplier code acknowledgment, audits, assessments, training, and corrective action processes. Engagement supports emissions reduction by reinforcing supplier expectations for environmental management systems, pollution prevention, resource reduction, air emissions controls, hazardous substances management, waste controls, and Scope 1-3 data on request. The engagement also supports supplier transparency and continued development of our supplier Scope 3 baseline. Success is evaluated through supplier screening coverage, audit and assessment coverage, supplier acknowledgment of requirements, compliance status, corrective action status, and follow-up engagement where needed.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☒ Yes, please specify the environmental requirement :100% of suppliers must conform to our Supplier Code of Conduct. Engagement supports the Code's environmental requirements on energy efficiency, pollution prevention, resource reduction, air emissions, GHG reduction, and Scope 1-3 data on request.

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☒ Yes

Water

(5.11.7.2) Action driven by supplier engagement

Select from:

☒ Waste and resource reduction and improved end-of-life management

(5.11.7.3) Type and details of engagement

Capacity building

☒ Provide training, support and best practices on how to mitigate environmental impact

Information collection

☒ Other information collection activity, please specify :supplier screening, supplier code acknowledgment, supplier audits and assessments, corrective action, training, and engagement on water management and wastewater controls

(5.11.7.4) Upstream value chain coverage

Select all that apply

☒ Tier 1 suppliers

(5.11.7.5) % of tier 1 suppliers by procurement spend covered by engagement

Select from:

☒ 100%

(5.11.7.9) Describe the engagement and explain the effect of your engagement on the selected environmental action

We engage suppliers through our purchasing process, supplier screening, contractual ESG provisions, supplier code acknowledgment, audits, assessments, training, and corrective action processes. Engagement supports water stewardship by reinforcing supplier expectations for environmental management systems, pollution prevention, resource reduction, hazardous substances controls, wastewater and solid waste controls, water management, and compliance with applicable environmental requirements. Success is evaluated through supplier screening coverage, audit and assessment coverage, supplier acknowledgment of requirements, compliance status, corrective action status, and follow-up engagement where needed.

(5.11.7.10) Engagement is helping your tier 1 suppliers meet an environmental requirement related to this environmental issue

Select from:

☒ Yes, please specify the environmental requirement :100% of suppliers must conform to our Supplier CoC. Engagement supports the Code's env'l requirements on water management, wastewater and solid waste controls, pollution prevention, hazardous substances, resource reduction, and env'l compliance.

(5.11.7.11) Engagement is helping your tier 1 suppliers engage with their own suppliers on the selected action

Select from:

☒ Yes

[Add row]

(5.11.9) Provide details of any environmental engagement activity with other stakeholders in the value chain.

Climate change

(5.11.9.1) Type of stakeholder

Select from:

☒ Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing

☒ Educate and work with stakeholders on understanding and measuring exposure to environmental risks

☒ Share information about your products and relevant certification schemes

☒ Share information on environmental initiatives, progress and achievements

Innovation and collaboration

☒ Align your organization's goals to support customers' targets and ambitions

☒ Collaborate with stakeholders on innovations to reduce environmental impacts in products and services

(5.11.9.3) % of stakeholder type engaged

Select from:

☒ 76-99%

(5.11.9.4) % stakeholder-associated scope 3 emissions

Select from:

☒ 76-99%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

Customers are a core stakeholder group because we manufacture products to customer specifications and many customers rely on suppliers to support their own Scope 3, responsible sourcing, and sustainability goals. Engagement includes account reviews, customer audits, product compliance support, sustainability questionnaires, emissions-related information, product-level greenhouse gas data upon request, and discussion of renewable electricity, emissions reduction, and other climate-related progress. This engagement supports customer decision-making and helps align our manufacturing services with customer climate targets and procurement expectations.

(5.11.9.6) Effect of engagement and measures of success

Engagement has strengthened customer confidence in our climate data, transition planning, and sustainability performance. Success is measured through customer scorecards and feedback, timely response to customer sustainability requests, customer audit results and closure of any corrective actions, verified greenhouse gas disclosures, renewable electricity progress, product-level GHG data support where requested, and continued participation in customer sustainability programs.

Water

(5.11.9.1) Type of stakeholder

Select from:

☒ Customers

(5.11.9.2) Type and details of engagement

Education/Information sharing

- ☒ Educate and work with stakeholders on understanding and measuring exposure to environmental risks
- ☒ Share information about your products and relevant certification schemes
- ☒ Share information on environmental initiatives, progress and achievements

Innovation and collaboration

- ☒ Align your organization's goals to support customers' targets and ambitions
- ☒ Collaborate with stakeholders on innovations to reduce environmental impacts in products and services

(5.11.9.3) % of stakeholder type engaged

Select from:

☒ 76-99%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

Customers engage us on product compliance, chemicals, water, wastewater, and environmental due diligence needs. Engagement includes support for customer audits, documentation, water-related questionnaires, product compliance reviews, and communication of site-level water management, wastewater controls, and water-risk mitigation actions. Where feasible, we also collaborate with customers on process, design, or documentation improvements that can help reduce water, wastewater, pollution, or compliance risks across the value chain.

(5.11.9.6) Effect of engagement and measures of success

Engagement supports customer confidence in our water stewardship and compliance controls and helps reduce regulatory, operational, and reputational risk for both parties. Success is measured through customer audit results, timely completion of customer information requests, closure of any corrective actions, documented compliance support, water-risk disclosure quality, and progress toward water stewardship objectives, including recycling, reuse, monitoring, and high-stress location prioritization.

Climate change

(5.11.9.1) Type of stakeholder

Select from:

☒ Investors and shareholders

(5.11.9.2) Type and details of engagement

Education/Information sharing

☒ Share information on environmental initiatives, progress and achievements

(5.11.9.3) % of stakeholder type engaged

Select from:

☒ 100%

(5.11.9.4) % stakeholder-associated scope 3 emissions

Select from:

☒ None

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

Investors and shareholders are engaged to provide transparency on climate governance, strategy, risks, opportunities, targets, and performance. Engagement channels include public filings, annual meeting and proxy-related communications, investor relations communications, sustainability disclosures, ESG ratings, and CDP responses. These channels provide information on Board oversight, climate-related risk management, greenhouse gas emissions, renewable electricity, climate targets, assurance, and progress toward long-term climate objectives.

(5.11.9.6) Effect of engagement and measures of success

Engagement supports investor understanding of climate governance, transition credibility, and performance. Success is measured through investor feedback, proxy voting outcomes, ESG rating performance, CDP Climate performance, external assurance results, completeness and comparability of climate disclosures, and evidence that stakeholder feedback is incorporated into governance, risk management, and disclosure improvement processes.

Water

(5.11.9.1) Type of stakeholder

Select from:

☒ Investors and shareholders

(5.11.9.2) Type and details of engagement

Education/Information sharing

☒ Share information on environmental initiatives, progress and achievements

(5.11.9.3) % of stakeholder type engaged

Select from:

☒ 100%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

Investors and shareholders are engaged to provide transparency on water governance, water risk, water stewardship, compliance controls, and progress against water-related commitments. Engagement channels include public disclosures, annual meeting and proxy-related communications, investor relations communications, ESG ratings, CDP Water disclosure, and sustainability reporting. Scope includes water-risk assessment, high-stress basin exposure, water recycling and reuse, wastewater management, water accounting, and water-related governance.

(5.11.9.6) Effect of engagement and measures of success

Engagement improves investor understanding of water risk posture, governance, and resilience planning. Success is measured through investor feedback, proxy voting outcomes, CDP Water performance, ESG rating performance, disclosure completeness, water accounting transparency, and continued progress on water stewardship priorities, including monitoring, recycling, reuse, wastewater controls, and high-stress location prioritization.

Climate change

(5.11.9.1) Type of stakeholder

Select from:

☒ Other value chain stakeholder, please specify :ESG rating agencies, disclosure platforms, and independent assurance providers

(5.11.9.2) Type and details of engagement

Education/Information sharing

☒ Share information on environmental initiatives, progress and achievements

(5.11.9.3) % of stakeholder type engaged

Select from:

☒ 100%

(5.11.9.4) % stakeholder-associated scope 3 emissions

Select from:

☒ None

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

ESG rating agencies, disclosure platforms, and assurance providers are engaged because they provide transparency, comparability, and credibility for customers, investors, and other stakeholders. Engagement includes responding to climate-related questionnaires and data requests, providing supporting evidence, obtaining assurance over greenhouse gas disclosures, and using feedback to improve climate governance, data quality, target credibility, and disclosure alignment.

(5.11.9.6) Effect of engagement and measures of success

Engagement has improved transparency, data quality, rating performance, and stakeholder confidence in climate-related disclosures. Success is measured through ESG rating trends, CDP Climate performance, timely remediation of disclosure gaps, assurance outcomes, consistency with recognized disclosure frameworks, and clearer market signals regarding climate governance, transition planning, and emissions performance.

Water

(5.11.9.1) Type of stakeholder

Select from:

☒ Other value chain stakeholder, please specify :ESG rating agencies, disclosure platforms, and independent assurance providers

(5.11.9.2) Type and details of engagement

Education/Information sharing

☒ Share information on environmental initiatives, progress and achievements

(5.11.9.3) % of stakeholder type engaged

Select from:

☒ 100%

(5.11.9.5) Rationale for engaging these stakeholders and scope of engagement

ESG rating agencies, disclosure platforms, and assurance providers are engaged because stakeholders seek comparable and credible information on water governance, risk management, water accounting, water stewardship, and compliance controls. Engagement includes water-related questionnaires, supporting evidence, disclosure reviews, and assurance-related processes where water-related information is included in the scope of broader sustainability disclosure.

(5.11.9.6) Effect of engagement and measures of success

Engagement improves the credibility and comparability of water-related disclosures and strengthens stakeholder confidence in water governance and risk management. Success is measured through CDP Water performance, ESG rating trends, timely remediation of disclosure gaps, water accounting completeness, support for assurance processes, and continued improvement in transparency around water-risk assessment, water recycling, wastewater management, and high-stress location prioritization.

[Add row]

(5.12) Indicate any mutually beneficial environmental initiatives you could collaborate on with specific CDP Supply Chain members.

Row 1

(5.12.1) Requesting member

Select from:

☒ Koninklijke Philips NV

(5.12.2) Environmental issues the initiative relates to

Select all that apply

☒ Water

(5.12.4) Initiative category and type

Change to provision of goods and services

☒ Reduce water-related impacts

(5.12.5) Details of initiative

We propose collaborating with the requesting customer to reduce water-related impacts associated with customer-required production processes that use substantial water resources. The initiative would focus on reviewing customer-specific washing or processing requirements, identifying opportunities to reduce freshwater demand, increasing closed-loop recycling and reuse where feasible, evaluating non-potable water alternatives such as rainwater harvesting, and improving visibility into water-use drivers connected to the customer's programs. The collaboration would support our shared interest in reducing water withdrawals, improving water efficiency, maintaining product quality and compliance, and strengthening water resilience at high-stress or high-use locations.

(5.12.6) Expected benefits

Select all that apply

- ☒ Improved water stewardship
- ☒ Reduction of own operational water withdrawals and/or consumption
- ☒ Other, please specify :reduced water intensity for customer-specific production requirements

(5.12.7) Estimated timeframe for realization of benefits

Select from:

- ☒ 1-3 years

(5.12.8) Are you able to estimate the lifetime CO2e and/or water savings of this initiative?

Select from:

- ☒ No

(5.12.11) Please explain

Water savings cannot yet be estimated because the final benefit will depend on the customer's production requirements, product mix, production volume, process specifications, technical feasibility of process changes, and the extent to which additional recycling, reuse, or non-potable water systems can be implemented. The initiative is expected to improve water stewardship by reducing reliance on freshwater where feasible, expanding closed-loop or reuse opportunities, and improving transparency into water-use drivers for customer-specific production. Success would be measured through reductions in freshwater withdrawals or water intensity for the applicable customer program, increased recycled or reused water, completion of feasibility reviews, implementation of agreed process improvements, and continued compliance with product quality and wastewater requirements.

[Add row]

(5.13) Has your organization already implemented any mutually beneficial environmental initiatives due to CDP Supply Chain member engagement?

(5.13.1) Environmental initiatives implemented due to CDP Supply Chain member engagement

Select from:

- ☒ No, and we do not plan to within the next two years

(5.13.2) Primary reason for not implementing environmental initiatives

Select from:

☒ Other, please specify :Currently focused on implementing 2030 sustainability targets and aligning with customer and investor expectations

(5.13.3) Explain why your organization has not implemented any environmental initiatives

While we have not yet implemented initiatives specifically driven by CDP Supply Chain member engagement, we are actively executing our 2030 sustainability roadmap, which includes science-based climate targets, water stewardship, and responsible sourcing. Our current priority is to integrate these targets into operations and supplier programs. We plan to explore CDP member-driven initiatives as part of our next phase of engagement, leveraging our existing ESG governance structure, RBA VAP supplier assessments, and customer collaboration programs. These steps will ensure that any new initiatives complement our strategic objectives and deliver measurable value for both our organization and CDP members.

[Fixed row]

C6. Environmental performance - Consolidation approach

(6.1) Provide details on your chosen consolidation approach for the calculation of environmental performance data.

Climate change

(6.1.1) Consolidation approach used

Select from:

☒ Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

We use the operational control approach because we have authority to implement operating policies and environmental controls at our manufacturing sites. This approach supports accurate accounting for emissions we can directly influence through energy efficiency, renewable electricity procurement, operational controls, and emissions management. It is also aligned with our greenhouse gas inventory approach and supports consistent tracking of progress toward our climate targets.

Water

(6.1.1) Consolidation approach used

Select from:

☒ Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

We use the operational control approach because our facilities manage water withdrawals, treatment, discharge, monitoring, and compliance obligations at the site level. This approach supports accountability for water stewardship actions, wastewater controls, and site-specific mitigation activities. Using the same consolidation approach for water and climate also supports consistency across environmental performance data and enables comparable management of environmental impacts across our operations.

Biodiversity

(6.1.1) Consolidation approach used

Select from:

☒ Operational control

(6.1.2) Provide the rationale for the choice of consolidation approach

We use the operational control approach for biodiversity to maintain consistency across environmental performance data and because biodiversity-related policies, controls, and expectations are managed through our operational and supplier governance processes. This approach supports consistent evaluation of biodiversity-related dependencies, impacts, risks, and controls across the facilities and value chain activities where we have authority to implement environmental management expectations.

[Fixed row]

C7. Environmental performance - Climate change

(7.1) Is this your first year of reporting emissions data to CDP?

Select from:

☒ No

(7.1.1) Has your organization undergone any structural changes in the reporting year, or are any previous structural changes being accounted for in this disclosure of emissions data?

(7.1.1.1) Has there been a structural change?

Select all that apply

☒ Yes, a divestment

(7.1.1.2) Name of organization(s) acquired, divested from, or merged with

Tampa, Florida facility

(7.1.1.3) Details of structural change(s), including completion dates

During 2025, we closed our Tampa, Florida facility as part of our ongoing optimization strategy to align capacity with market demand and strengthen our global manufacturing footprint. Following this structural change, the Tampa facility is no longer included in our current manufacturing footprint. To maintain consistency and comparability in emissions reporting, Tampa metrics have been excluded from our calendar year 2025 figures and from our 2024 baseline figures in accordance with GHG Protocol guidance on baseline recalculation following divestitures. This adjustment ensures that reported emissions trends reflect our current operational footprint.

[Fixed row]

(7.1.2) Has your emissions accounting methodology, boundary, and/or reporting year definition changed in the reporting year?

(7.1.2.1) Change(s) in methodology, boundary, and/or reporting year definition?

Select all that apply

- ☒ Yes, a change in methodology
- ☒ Yes, a change in boundary

(7.1.2.2) Details of methodology, boundary, and/or reporting year definition change(s)

During the reporting year, we restated our 2024 baseline metrics to reflect methodology refinements identified through the assurance process and a boundary change related to the closure of our Tampa, Florida facility. The methodology refinements were incorporated to improve the accuracy and consistency of our baseline environmental performance data. The boundary change reflects the removal of Tampa from our current operational footprint. Tampa metrics were excluded from calendar year 2025 figures and from the 2024 baseline to maintain consistency and comparability over time in accordance with GHG Protocol baseline recalculation guidance. There was no change to the reporting year definition.

[Fixed row]

(7.1.3) Have your organization's base year emissions and past years' emissions been recalculated as a result of any changes or errors reported in 7.1.1 and/or 7.1.2?

(7.1.3.1) Base year recalculation

Select from:

- ☒ Yes

(7.1.3.2) Scopes recalculated

Select all that apply

- ☒ Scope 1
- ☒ Scope 2, market-based
- ☒ Scope 3

(7.1.3.3) Scope 3 categories recalculated

Select all that apply

- ☒ Capital goods
- ☒ Business travel
- ☒ Employee commuting
- ☒ Purchased goods and services
- ☒ Waste generated in operations
- ☒ Upstream transportation and distribution
- ☒ Fuel and energy-related activities (not included in Scope 1 or 2)

(7.1.3.4) Base year emissions recalculation policy, including significance threshold

We apply GHG Protocol Corporate Standard recalculation guidance. Our significance threshold for recalculating base year emissions is a structural change, methodology refinement, error, or other relevant change that materially affects progress toward targets or alters consolidated emissions by 5% or more. For this disclosure, we recalculated our 2024 base year metrics to reflect methodology refinements identified through the assurance process and the removal of data associated with the closed Tampa, Florida facility. The recalculation changed Scope 1 emissions from 2,110 mt CO₂e to 2,115 mt CO₂e, Scope 2 emissions from 27,869 mt CO₂e to 26,901 mt CO₂e, and Scope 3 emissions from 122,220 mt CO₂e to 130,819 mt CO₂e. This restatement maintains consistency and comparability with our current operational footprint and supports accurate tracking against our environmental targets.

(7.1.3.5) Past years' recalculation

Select from:

- ☒ No

[Fixed row]

(7.2) Select the name of the standard, protocol, or methodology you have used to collect activity data and calculate emissions.

Select all that apply

- ☒ The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard (Revised Edition)
- ☒ The Greenhouse Gas Protocol: Scope 2 Guidance
- ☒ The Greenhouse Gas Protocol: Corporate Value Chain (Scope 3) Standard

(7.3) Describe your organization's approach to reporting Scope 2 emissions.

(7.3.1) Scope 2, location-based

Select from:

☒ We are reporting a Scope 2, location-based figure

(7.3.2) Scope 2, market-based

Select from:

☒ We are reporting a Scope 2, market-based figure

(7.3.3) Comment

Kimball Electronics reports Scope 2 emissions using both the location-based and market-based methods in alignment with the GHG Protocol Scope 2 Guidance (2015). Location-based method: Calculated using regional or national grid average emission factors for the countries where our nine manufacturing facilities operate (United States, Mexico, China, Poland, Romania, and Thailand). Market-based method: Calculated using supplier-specific emission factors and residual mix factors where available. This includes contractual instruments such as renewable energy certificates (RECs) and supplier-provided emission rates in markets where these instruments exist. Market-based hierarchy: 1. Supplier-specific emission factors (including RECs) 2. Residual mix factors (where available) 3. Location-based grid average factors as a proxy when no market-based data is available

[Fixed row]

(7.4) Are there any sources (e.g. facilities, specific GHGs, activities, geographies, etc.) of Scope 1, Scope 2 or Scope 3 emissions that are excluded from your disclosure of climate-related data?

Select from:

☒ No

(7.5) Provide your base year and base year emissions.

Scope 1

(7.5.1) Base year end

12/31/2024

(7.5.2) Base year emissions (metric tons CO2e)

2110

(7.5.3) Methodological details

This base year was chosen because our newly disclosed environmental reduction targets will use 2024 as the base year. Our previous targets used 2019 as the base year, which was recalculated to reflect the divestiture of our Automation, Test, and Measurement (GES) business in July 2024. This ensures consistency and comparability across reporting years and aligns our emissions inventory with our current operational footprint. Methodology: Scope 1 emissions were calculated based on actual consumption of natural gas, liquid propane, fuel oil, and fugitive emissions. Emission factors were sourced from the EPA Emission Factor Hub and applied in accordance with the GHG Protocol Corporate Standard. Our boundary is all sites under operational control.

Scope 2 (location-based)

(7.5.1) Base year end

12/31/2024

(7.5.2) Base year emissions (metric tons CO2e)

41269

(7.5.3) Methodological details

Same rationale as Scope 1: 2024 selected as the new base year for updated targets, with historical recalculation for structural changes to maintain comparability. Methodology: Location-based emissions were calculated using regional or national grid average emission factors for each country where we operate (U.S., Mexico, China, Poland, Romania, Thailand). Emission factors were obtained from the EPA Emission Factor Hub and Carbon Database Initiative, following GHG Protocol Scope 2 Guidance.

Scope 2 (market-based)

(7.5.1) Base year end

12/31/2024

(7.5.2) Base year emissions (metric tons CO2e)

(7.5.3) Methodological details

Market-based emissions were calculated using supplier-specific emission factors and renewable energy certificates (RECs) where available. Where vendor data was not provided, location-based factors were used as a proxy. This approach aligns with the GHG Protocol Scope 2 hierarchy.

Scope 3 category 1: Purchased goods and services

(7.5.1) Base year end

12/31/2024

(7.5.2) Base year emissions (metric tons CO2e)

88335

(7.5.3) Methodological details

Spend-based method using USEEIO emission factors (NAICS 334418) with inflation adjustment; includes material costs, inventory change, and services. 0% supplier-specific data; we plan to increase supplier engagement and collect primary data in future years.

Scope 3 category 2: Capital goods

(7.5.1) Base year end

12/31/2024

(7.5.2) Base year emissions (metric tons CO2e)

3839

(7.5.3) Methodological details

Spend-based method using USEEIO emission factors (NAICS 335999) with inflation adjustment; based on CapEx spend.

Scope 3 category 3: Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.5.1) Base year end

12/31/2024

(7.5.2) Base year emissions (metric tons CO2e)

5363

(7.5.3) Methodological details

Average-data method using Well-to-Tank (WTT) emission factors from UK DEFRA Guidelines for generation and T&D losses

Scope 3 category 4: Upstream transportation and distribution

(7.5.1) Base year end

12/31/2024

(7.5.2) Base year emissions (metric tons CO2e)

14504

(7.5.3) Methodological details

Spend-based method; freight spend allocated by transport mode (ocean, ground, air) and multiplied by cradle-to-gate emission factors.

Scope 3 category 5: Waste generated in operations

(7.5.1) Base year end

12/31/2024

(7.5.2) Base year emissions (metric tons CO2e)

(7.5.3) Methodological details

Waste-type-specific method; EPA WARM model used for landfill, incineration, and recycling emissions.

Scope 3 category 6: Business travel

(7.5.1) Base year end

12/31/2024

(7.5.2) Base year emissions (metric tons CO₂e)

1633

(7.5.3) Methodological details

Distance-based method; air travel emissions from FOX World Travel, hotel stays (DEFRA factors), rental car and mileage reimbursement (EPA factors).

Scope 3 category 7: Employee commuting

(7.5.1) Base year end

12/31/2024

(7.5.2) Base year emissions (metric tons CO₂e)

6784

(7.5.3) Methodological details

Distance-based method; based on employee survey data and EPA emission factors, scaled for response rate.

Scope 3 category 8: Upstream leased assets

(7.5.1) Base year end

12/31/2024

(7.5.3) Methodological details

No base year emissions were calculated for this category because we did not identify upstream leased assets outside our operational control boundary that would require separate Scope 3 reporting. Emissions from facilities and assets within our operational control are included in Scope 1 and Scope 2, as applicable.

Scope 3 category 9: Downstream transportation and distribution

(7.5.1) Base year end

12/31/2024

(7.5.3) Methodological details

No base year emissions were calculated for this category. We manufacture intermediate components and assemblies to customer specifications and generally do not control downstream transportation, customer distribution networks, or final delivery pathways after products transfer to customers or their logistics providers.

Scope 3 category 10: Processing of sold products

(7.5.1) Base year end

12/31/2024

(7.5.3) Methodological details

No base year emissions were calculated for this category. We manufacture intermediate components and assemblies to customer specifications and do not control or have sufficient visibility into final product design, assembly, processing steps, or manufacturing activities performed by customers or downstream value chain partners.

Scope 3 category 11: Use of sold products

(7.5.1) Base year end

12/31/2024

(7.5.3) Methodological details

No base year emissions were calculated for this category. We manufacture intermediate components and assemblies rather than final products sold directly to end users. We do not control or have sufficient visibility into final product design, operating profiles, use-phase energy requirements, or product lifetime assumptions for products incorporating our components.

Scope 3 category 12: End of life treatment of sold products

(7.5.1) Base year end

12/31/2024

(7.5.3) Methodological details

No base year emissions were calculated for this category. We manufacture intermediate components and assemblies to customer specifications and do not control final product design, material composition, product lifetime, customer integration, disposal pathways, or end-of-life treatment decisions.

Scope 3 category 13: Downstream leased assets

(7.5.1) Base year end

12/31/2024

(7.5.3) Methodological details

No base year emissions were calculated for this category because downstream leased assets are not applicable to our business model. We do not lease assets to downstream entities as part of our contract manufacturing operations.

Scope 3 category 14: Franchises

(7.5.1) Base year end

12/31/2024

(7.5.3) Methodological details

No base year emissions were calculated for this category because franchises are not applicable to our business model. We do not operate through franchise arrangements or grant franchises to third parties.

Scope 3 category 15: Investments

(7.5.1) Base year end

12/31/2024

(7.5.3) Methodological details

No base year emissions were calculated for this category because investment-related emissions are not applicable to our business model for this disclosure. We are not a financial services company, and no relevant Scope 3 Category 15 investment emissions were identified for the base year.

Scope 3: Other (upstream)

(7.5.1) Base year end

12/31/2024

(7.5.3) Methodological details

No additional upstream Scope 3 emissions sources beyond the disclosed Scope 3 categories were identified for the base year.

Scope 3: Other (downstream)

(7.5.1) Base year end

12/31/2024

(7.5.3) Methodological details

No additional downstream Scope 3 emissions sources beyond the disclosed Scope 3 categories were identified for the base year.

[Fixed row]

(7.6) What were your organization’s gross global Scope 1 emissions in metric tons CO2e?

Reporting year

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

2259

(7.6.3) Methodological details

Scope 1 emissions are calculated based on actual consumption of natural gas, liquid propane, fuel oil, and fugitive emissions. Emission factors are applied in accordance with the GHG Protocol Corporate Standard. Scope 1 emissions are reported on a gross basis for facilities within our operational control boundary, before any offsets or reductions. Scope 1 is managed as a key environmental aspect under ISO 14001, with regular assessment and control at certified locations and a directional goal of continuous reduction.

Past year 1

(7.6.1) Gross global Scope 1 emissions (metric tons CO2e)

2115

(7.6.2) End date

12/31/2024

(7.6.3) Methodological details

This figure reflects the restated 2024 Scope 1 baseline. The 2024 baseline was restated to reflect methodology refinements identified through the assurance process and removal of data associated with the closed Tampa, Florida facility. Scope 1 emissions are calculated based on actual consumption of natural gas, liquid propane, fuel oil, and fugitive emissions, with emission factors applied in accordance with the GHG Protocol Corporate Standard.
[Fixed row]

(7.7) What were your organization’s gross global Scope 2 emissions in metric tons CO2e?

Reporting year

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO2e)

36743

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO2e)

24069

(7.7.4) Methodological details

Scope 2 emissions are calculated based on purchased electricity and steam for facilities within our operational control boundary. Location-based emissions are calculated using applicable regional or national grid-average emission factors. Market-based emissions are calculated using supplier-specific emission factors and contractual instruments, including renewable electricity certificates, where available; where supplier-specific factors are not available, location-based factors are used as a proxy. The market-based figure reflects increased renewable electricity procurement, expanded on-site solar generation, and vendor mix improvements during the reporting year.

Past year 1

(7.7.1) Gross global Scope 2, location-based emissions (metric tons CO2e)

40299

(7.7.2) Gross global Scope 2, market-based emissions (metric tons CO2e)

26901

(7.7.3) End date

12/31/2024

(7.7.4) Methodological details

This row reflects restated 2024 Scope 2 emissions. Scope 2 emissions are calculated based on purchased electricity and steam for facilities within our operational control boundary. Location-based emissions are calculated using applicable regional or national grid-average emission factors. Market-based emissions are

calculated using supplier-specific emission factors and contractual instruments, including renewable electricity certificates, where available; where supplier-specific factors are not available, location-based factors are used as a proxy. The 2024 Scope 2 baseline was restated to reflect methodology refinements identified through the assurance process and removal of data associated with the closed Tampa, Florida facility.

[Fixed row]

(7.8) Account for your organization's gross global Scope 3 emissions, disclosing and explaining any exclusions.

Purchased goods and services

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

96471

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

Purchased goods and services are relevant because we are a global contract manufacturer and purchase materials, components, goods, and services to support customer-specific production. Emissions are calculated using a spend-based method for purchased materials and services in the reporting year. Supplier-specific emissions data was not used for this category; suppliers are expected to provide Scope 1-3 data on request, and supplier Scope 3 baseline development remains in progress. The Scope 3 inventory was included in the 2025 limited assurance process.

Capital goods

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

3879

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Average spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

Capital goods are relevant because we purchase equipment and other capital assets to support manufacturing operations. Emissions are calculated using an average spend-based method based on capital expenditures during the reporting year and applicable emissions factors. Supplier-specific emissions data was not used for this category. The category is included in our Scope 3 target and disclosure set.

Fuel-and-energy-related activities (not included in Scope 1 or 2)

(7.8.1) Evaluation status

Select from:

☒ Not relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

5151

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Average data method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

Fuel-and-energy-related activities are relevant because they include upstream emissions associated with purchased and consumed energy that are not included in Scope 1 or Scope 2. Emissions are calculated using an average data method based on energy consumed by type, including electricity, natural gas, and other relevant energy sources. Supplier-specific emissions data was not used for this category. The Scope 3 inventory was included in the 2025 limited assurance process.

Upstream transportation and distribution

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

10646

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Spend-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

Upstream transportation and distribution are relevant because we purchase and receive materials, components, and goods used in our manufacturing operations. Emissions include transportation and distribution of purchased products in vehicles and facilities not owned or operated by us. Emissions are calculated using a spend-based method. Supplier or carrier-specific emissions data was not used for this category. The calculation covers upstream transportation and distribution activity associated with purchased goods.

Waste generated in operations

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

680

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Waste-type-specific method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

Waste generated in operations is relevant because our facilities generate waste from manufacturing and business activities. Emissions are calculated using waste-type-specific methods based on the amount, type, and disposal method of waste from our facilities. The calculation includes emissions associated with landfill, incineration, and recycling and uses EPA WARM methodology and related emission factors. Supplier or value chain partner emissions data was not used for this category.

Business travel

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

1847

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

97.7

(7.8.6) Please explain

Business travel is relevant because employees travel for business purposes. Emissions are calculated using a distance-based method and include activity such as air travel, hotel stays, and rental car travel where applicable. Most business travel activity data is provided directly by travel-related providers or agency sources. The calculation covers business travel activity within the reporting boundary for the reporting year.

Employee commuting

(7.8.1) Evaluation status

Select from:

☒ Relevant, calculated

(7.8.2) Emissions in reporting year (metric tons CO2e)

5263

(7.8.3) Emissions calculation methodology

Select all that apply

☒ Distance-based method

(7.8.4) Percentage of emissions calculated using data obtained from suppliers or value chain partners

0

(7.8.6) Please explain

Employee commuting is relevant because employees commute between their homes and worksites. Emissions are calculated using a distance-based method based on employee commuting information collected through an annual employee survey. Supplier or value chain partner emissions data was not used for this category. The calculation covers employee commuting associated with our workforce during the reporting year.

Upstream leased assets

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

This category is not applicable because we did not operate any upstream leased assets for the reporting period that are not already included within our operational control boundary or otherwise reflected in Scope 1 or Scope 2 reporting.

Downstream transportation and distribution

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Emissions are from intermediary products where end-use is unknown

(7.8.6) Please explain

We are a contract manufacturer of intermediate components and assemblies and do not take products directly to market. Downstream transportation of sold products is generally arranged or controlled by customers or downstream value chain partners, and we do not control the final product distribution pathway. This category is therefore not relevant to our Scope 3 inventory based on our business model and the intermediary nature of the products we manufacture.

Processing of sold products

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Emissions are from intermediary products where end-use is unknown

(7.8.6) Please explain

We are a contract manufacturer of intermediate components and assemblies and do not take products directly to market. Downstream transportation of sold products is generally arranged or controlled by customers or downstream value chain partners, and we do not control the final product distribution pathway. This category is therefore not relevant to our Scope 3 inventory based on our business model and the intermediary nature of the products we manufacture.

Use of sold products

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Emissions are from intermediary products where end-use is unknown

(7.8.6) Please explain

We manufacture intermediate components and assemblies to customer specifications. We do not sell final products to end users, and we do not control or have sufficient visibility into the final product design, assembly, use profile, operating life, or use-phase energy requirements of products incorporating our components. Therefore, this category is not relevant to our Scope 3 inventory based on the intermediary nature of the products we manufacture.

End of life treatment of sold products

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Emissions are from intermediary products where end-use is unknown

(7.8.6) Please explain

We manufacture intermediate components and assemblies to customer specifications and do not control final product design, final product composition, customer integration, useful life, disposal pathway, or end-of-life treatment. Because end-of-life outcomes depend on customer and downstream product design and use, this category is not relevant to our Scope 3 inventory based on the intermediary nature of the products we manufacture.

Downstream leased assets

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

This category is not applicable because we do not lease assets to downstream entities as part of our business model. We are a contract manufacturer of components and assemblies, and downstream leased assets are not a relevant source of Scope 3 emissions for our operations. Prior CDP disclosures also reflected zero emissions for downstream leased assets.

Franchises

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

This category is not applicable because we do not operate a franchise business model or grant franchises to third parties. Prior CDP disclosures also reflected zero emissions for franchises.

Investments

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

This category is not applicable because we are not a financial services company and do not have investment activities that are relevant to Scope 3 Category 15 emissions for this disclosure. Prior CDP disclosures also reflected zero emissions for investments.

Other (upstream)

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

No other upstream Scope 3 emissions categories beyond those already disclosed were identified as relevant for the reporting period. Prior CDP disclosure materials used this same approach for the "Other (upstream)" row.

Other (downstream)

(7.8.1) Evaluation status

Select from:

☒ Not relevant, explanation provided

(7.8.5) Reason for this category not being relevant

Select from:

☒ Not applicable to our organization's activities

(7.8.6) Please explain

No other downstream Scope 3 emissions categories beyond those already disclosed were identified as relevant for the reporting period. Prior CDP disclosure materials used this same approach for the "Other (downstream)" row.
[Fixed row]

(7.8.1) Disclose or restate your Scope 3 emissions data for previous years.

Past year 1

(7.8.1.1) End date

12/31/2024

(7.8.1.2) Scope 3: Purchased goods and services (metric tons CO2e)

97917

(7.8.1.3) Scope 3: Capital goods (metric tons CO2e)

3839

(7.8.1.4) Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

5376

(7.8.1.5) Scope 3: Upstream transportation and distribution (metric tons CO2e)

(7.8.1.6) Scope 3: Waste generated in operations (metric tons CO2e)

766

(7.8.1.7) Scope 3: Business travel (metric tons CO2e)

1633

(7.8.1.8) Scope 3: Employee commuting (metric tons CO2e)

6784
[Fixed row]

(7.9) Indicate the verification/assurance status that applies to your reported emissions.

	Verification/assurance status
Scope 1	Select from: ☒ Third-party verification or assurance process in place
Scope 2 (location-based or market-based)	Select from: ☒ Third-party verification or assurance process in place
Scope 3	Select from: ☒ Third-party verification or assurance process in place

[Fixed row]

(7.9.1) Provide further details of the verification/assurance undertaken for your Scope 1 emissions, and attach the relevant statements.

Row 1

(7.9.1.1) Verification or assurance cycle in place

Select from:
☒ Annual process

(7.9.1.2) Status in the current reporting year

Select from:
☒ Complete

(7.9.1.3) Type of verification or assurance

Select from:
☒ Limited assurance

(7.9.1.4) Attach the statement

2025 GHG Assurance Statement.pdf

(7.9.1.5) Page/section reference

Pages 1-2; "Verification Assurance Opinion," "KERAMIDA's Approach," and "Table 1. Data Verified by KERAMIDA."

(7.9.1.6) Relevant standard

Select all that apply
☒ ISO14064-3

(7.9.1.7) Proportion of reported emissions verified (%)

100
[Add row]

(7.9.2) Provide further details of the verification/assurance undertaken for your Scope 2 emissions and attach the relevant statements.

Row 1

(7.9.2.1) Scope 2 approach

Select from:

☒ Scope 2 market-based

(7.9.2.2) Verification or assurance cycle in place

Select from:

☒ Annual process

(7.9.2.3) Status in the current reporting year

Select from:

☒ Complete

(7.9.2.4) Type of verification or assurance

Select from:

☒ Limited assurance

(7.9.2.5) Attach the statement

2025 GHG Assurance Statement.pdf

(7.9.2.6) Page/ section reference

Pages 1-2; "Verification Assurance Opinion," "KERAMIDA's Approach," and "Table 1. Data Verified by KERAMIDA."

(7.9.2.7) Relevant standard

Select all that apply

☒ ISO14064-3

(7.9.2.8) Proportion of reported emissions verified (%)

100

Row 2

(7.9.2.1) Scope 2 approach

Select from:

☒ Scope 2 location-based

(7.9.2.2) Verification or assurance cycle in place

Select from:

☒ Annual process

(7.9.2.3) Status in the current reporting year

Select from:

☒ Complete

(7.9.2.4) Type of verification or assurance

Select from:

☒ Limited assurance

(7.9.2.5) Attach the statement

2025 GHG Assurance Statement.pdf

(7.9.2.6) Page/ section reference

(7.9.2.7) Relevant standard

Select all that apply

☒ ISO14064-3

(7.9.2.8) Proportion of reported emissions verified (%)

100

[Add row]

(7.9.3) Provide further details of the verification/assurance undertaken for your Scope 3 emissions and attach the relevant statements.

Row 1

(7.9.3.1) Scope 3 category

Select all that apply

☒ Scope 3: Capital goods

☒ Scope 3: Business travel

☒ Scope 3: Employee commuting

☒ Scope 3: Purchased goods and services

☒ Scope 3: Waste generated in operations

☒ Scope 3: Upstream transportation and distribution

☒ Scope 3: Fuel and energy-related activities (not included in Scopes 1 or 2)

(7.9.3.2) Verification or assurance cycle in place

Select from:

☒ Annual process

(7.9.3.3) Status in the current reporting year

Select from:

☒ Complete

(7.9.3.4) Type of verification or assurance

Select from:

☒ Limited assurance

(7.9.3.5) Attach the statement

2025 GHG Assurance Statement.pdf

(7.9.3.6) Page/section reference

Pages 1-2; "Verification Assurance Opinion," "KERAMIDA's Approach," and "Table 1. Data Verified by KERAMIDA."

(7.9.3.7) Relevant standard

Select all that apply

☒ ISO14064-3

(7.9.3.8) Proportion of selected emissions categories verified (%)

100

(7.9.3.9) Proportion of total reported scope 3 emissions verified (%)

100

[Add row]

(7.10) How do your gross global emissions (Scope 1 and 2 combined) for the reporting year compare to those of the previous reporting year?

Select from:

☒ Decreased

(7.10.1) Identify the reasons for any change in your gross global emissions (Scope 1 and 2 combined), and for each of them specify how your emissions compare to the previous year.

Change in renewable energy consumption

(7.10.1.1) Change in emissions (metric tons CO₂e)

2832

(7.10.1.2) Direction of change in emissions

Select from:

☒ Decreased

(7.10.1.3) Emissions value (percentage)

9.5

(7.10.1.4) Please explain calculation

Scope 2 market-based emissions decreased from 26901 mt CO₂e in the restated 2024 baseline to 24069 mt CO₂e in 2025, a decrease of 2832 mt CO₂e. The percentage was calculated as $2832 / 29979.14 \times 100 = 9.4466$. The decrease reflects renewable electricity progress, including expanded on-site solar generation, increased renewable energy certificate procurement, and vendor mix improvements.

Divestment

(7.10.1.1) Change in emissions (metric tons CO₂e)

1074

(7.10.1.2) Direction of change in emissions

Select from:

☒ Decreased

(7.10.1.3) Emissions value (percentage)

3.6

(7.10.1.4) Please explain calculation

The Tampa facility accounted for 21.22 mt CO₂e of Scope 1 emissions and 1053.09 mt CO₂e of Scope 2 market-based emissions, for a combined Scope 1 + Scope 2 market-based total of 1074.31 mt CO₂e. The percentage was calculated as $1074.31 / 29979.14 \times 100 = 3.5835$. This decrease reflects removal of Tampa emissions following closure of the facility.

Change in methodology

(7.10.1.1) Change in emissions (metric tons CO₂e)

255

(7.10.1.2) Direction of change in emissions

Select from:

☒ Increased

(7.10.1.3) Emissions value (percentage)

0.85

(7.10.1.4) Please explain calculation

The 2024 baseline was restated to reflect methodology refinements and removal of Tampa facility data. Originally reported 2024 Scope 1 + Scope 2 market-based emissions were 29979.14 mt CO₂e, and restated 2024 Scope 1 + Scope 2 market-based emissions were 29016 mt CO₂e, a net decrease of 963.14 mt CO₂e. Because the Tampa divestment accounted for a 1074.31 mt CO₂e decrease, the remaining balancing impact from the restatement was a 111.17 mt CO₂e increase. Scope 1 emissions also increased by 144 mt CO₂e, from 2115 mt CO₂e in the restated 2024 baseline to 2259 mt CO₂e in 2025. These increases total 255.17 mt CO₂e. The percentage was calculated as $255.17 / 29979.14 \times 100 = 0.8512$.

[Fixed row]

(7.10.2) Are your emissions performance calculations in 7.10 and 7.10.1 based on a location-based Scope 2 emissions figure or a market-based Scope 2 emissions figure?

Select from:

☒ Market-based

(7.12) Does your organization have significant land sector activities in its operations or value chain?

	Agriculture, forestry or other land sector activities	Specify the reason for no significant activities
	Select from: ☒ No, explanation provided	Select from: ☒ No relevant activities identified

[Fixed row]

(7.13) Does your organization choose to account for and report technological CO2 removals or captured CO2 with geologic storage, or have you done so in previous years?

	Technological CO2 removals or captured CO2 with geologic storage in the reporting year	Specify the reason for no technological CO2 removals or captured CO2 with geological storage in the reporting year	Technological CO2 removals or captured CO2 with geologic storage were accounted for and reported in previous years
	Select from: ☒ No, explanation provided	Select from: ☒ No relevant activities identified	Select from: ☒ No

[Fixed row]

(7.15) Does your organization break down its Scope 1 and/or Scope 2 emissions by greenhouse gas type?

(7.15.1) Emissions breakdown by greenhouse gas type

Select from:

☒ Yes, both Scope 1 and Scope 2 emissions

[Fixed row]

(7.15.1) Break down your total gross global Scope 1 and Scope 2 emissions by greenhouse gas type and provide the source of each used global warming potential (GWP).

Row 1

(7.15.1.1) Greenhouse gas

Select from:

☒ CO2

(7.15.1.2) Scope 1 emissions (metric tons of selected gas)

1384.43

(7.15.1.3) Scope 1 emissions (metric tons of CO2e)

1384.43

(7.15.1.4) Scope 2 location-based emissions (metric tons of selected gas)

36743

(7.15.1.5) Scope 2 location-based emissions (metric tons of CO2e)

36743

(7.15.1.6) Scope 2 market-based emissions (metric tons of selected gas)

24069

(7.15.1.7) Scope 2 market-based emissions (metric tons of CO₂e)

24069

(7.15.1.8) GWP Reference

Select from:

☒ IPCC Fifth Assessment Report (AR5 – 100 year)

Row 2

(7.15.1.1) Greenhouse gas

Select from:

☒ CH₄

(7.15.1.2) Scope 1 emissions (metric tons of selected gas)

0.025

(7.15.1.3) Scope 1 emissions (metric tons of CO₂e)

0.7

(7.15.1.4) Scope 2 location-based emissions (metric tons of selected gas)

0

(7.15.1.5) Scope 2 location-based emissions (metric tons of CO₂e)

0

(7.15.1.6) Scope 2 market-based emissions (metric tons of selected gas)

0

(7.15.1.7) Scope 2 market-based emissions (metric tons of CO2e)

0

(7.15.1.8) GWP Reference

Select from:

☒ IPCC Fifth Assessment Report (AR5 – 100 year)

Row 3

(7.15.1.1) Greenhouse gas

Select from:

☒ N2O

(7.15.1.2) Scope 1 emissions (metric tons of selected gas)

0.003

(7.15.1.3) Scope 1 emissions (metric tons of CO2e)

0.66

(7.15.1.4) Scope 2 location-based emissions (metric tons of selected gas)

0

(7.15.1.5) Scope 2 location-based emissions (metric tons of CO2e)

0

(7.15.1.6) Scope 2 market-based emissions (metric tons of selected gas)

0

(7.15.1.7) Scope 2 market-based emissions (metric tons of CO2e)

0

(7.15.1.8) GWP Reference

Select from:

☒ IPCC Fifth Assessment Report (AR5 – 100 year)

Row 4

(7.15.1.1) Greenhouse gas

Select from:

☒ HFCs

(7.15.1.2) Scope 1 emissions (metric tons of selected gas)

827.04

(7.15.1.3) Scope 1 emissions (metric tons of CO2e)

873.2

(7.15.1.4) Scope 2 location-based emissions (metric tons of selected gas)

0

(7.15.1.5) Scope 2 location-based emissions (metric tons of CO2e)

0

(7.15.1.6) Scope 2 market-based emissions (metric tons of selected gas)

0

(7.15.1.7) Scope 2 market-based emissions (metric tons of CO₂e)

0

(7.15.1.8) GWP Reference*Select from:*☒ IPCC Fifth Assessment Report (AR5 – 100 year)*[Add row]***(7.16) Break down your total gross global Scope 1 and 2 emissions by country/area.**

	Scope 1 emissions (metric tons CO ₂ e)	Scope 2, location-based (metric tons CO ₂ e)	Scope 2, market-based (metric tons CO ₂ e)
China	607	7224	945
Mexico	129	11303	11979
Poland	673	6573	0
Romania	78	960	0
Thailand	178	6434	5329
United States of America	594	4249	5815

*[Fixed row]***(7.17) Indicate which gross global Scope 1 emissions breakdowns you are able to provide.***Select all that apply*☒ By facility

(7.17.2) Break down your total gross global Scope 1 emissions by business facility.

Row 1

(7.17.2.1) Facility

KEPS in Poznan, Poland

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

673

(7.17.2.3) Latitude

52.4522

(7.17.2.4) Longitude

16.7025

Row 2

(7.17.2.1) Facility

KETL in Laem Chabang, Thailand

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

178

(7.17.2.3) Latitude

13.0847

(7.17.2.4) Longitude

100.92

Row 3

(7.17.2.1) Facility

KEMX 1 in Reynosa, Mexico

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

76

(7.17.2.3) Latitude

26.0333

(7.17.2.4) Longitude

-98.2194

Row 4

(7.17.2.1) Facility

KEMX 2 in Reynosa, Mexico

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

53

(7.17.2.3) Latitude

26.044811

(7.17.2.4) Longitude

-98.22723

Row 5

(7.17.2.1) Facility

KEJ in Jasper, Indiana, USA

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

317

(7.17.2.3) Latitude

38.4008

(7.17.2.4) Longitude

-86.9175

Row 6

(7.17.2.1) Facility

KERO in Timisoara, Romania

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

78

(7.17.2.3) Latitude

45.7823

(7.17.2.4) Longitude

21.3559

Row 8

(7.17.2.1) Facility

KEHQ in Jasper, IN, USA

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

317

(7.17.2.3) Latitude

38.3714

(7.17.2.4) Longitude

-86.9522

Row 9

(7.17.2.1) Facility

KECN in Nanjing, China

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

607

(7.17.2.3) Latitude

31.8958

(7.17.2.4) Longitude

118.835

Row 10

(7.17.2.1) Facility

KEIND in Indianapolis, Indiana, USA

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

271

(7.17.2.3) Latitude

38.8097

(7.17.2.4) Longitude

-86.0611

Row 11

(7.17.2.1) Facility

Indianapolis Office in Indiana, United States

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

0

(7.17.2.3) Latitude

39.8106

(7.17.2.4) Longitude

-86.0611

Row 12

(7.17.2.1) Facility

China Office in Nanjing, China

(7.17.2.2) Scope 1 emissions (metric tons CO2e)

0

(7.17.2.3) Latitude

31.8978

(7.17.2.4) Longitude

118.8333

[Add row]

(7.20) Indicate which gross global Scope 2 emissions breakdowns you are able to provide.

Select all that apply

☒ By facility

(7.20.2) Break down your total gross global Scope 2 emissions by business facility.

Row 1

(7.20.2.1) Facility

KETL in Laem Chabang, Thailand

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

6434

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

5329

Row 2

(7.20.2.1) Facility

KEPS in Poznan, Poland

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

6573

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 3

(7.20.2.1) Facility

KEJ in Jasper, Indiana, USA

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3058

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

4268

Row 5

(7.20.2.1) Facility

KEHQ in Jasper, IN, USA

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

134

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

187

Row 6

(7.20.2.1) Facility

KECN in Nanjing, China

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

7136

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

874

Row 7

(7.20.2.1) Facility

KEMX 1 in Reynosa, Mexico

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

7413

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

7856

Row 8

(7.20.2.1) Facility

KERO in Timisoara, Romania

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

960

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

0

Row 9

(7.20.2.1) Facility

KEMX 2 in Reynosa, Mexico

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

3890

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

4123

Row 10

(7.20.2.1) Facility

KEIND in Indianapolis, Indiana, USA

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

1049

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

1351

Row 11

(7.20.2.1) Facility

Indianapolis Office in Indiana, United States

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

8

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

10

Row 12

(7.20.2.1) Facility

China Office in Nanjing, China

(7.20.2.2) Scope 2, location-based (metric tons CO2e)

88

(7.20.2.3) Scope 2, market-based (metric tons CO2e)

(7.22) Break down your gross Scope 1 and Scope 2 emissions between your consolidated accounting group and other entities included in your response.

Consolidated accounting group

(7.22.1) Scope 1 emissions (metric tons CO2e)

2259

(7.22.2) Scope 2, location-based emissions (metric tons CO2e)

36743

(7.22.3) Scope 2, market-based emissions (metric tons CO2e)

24069

(7.22.4) Please explain

All reported Scope 1 and Scope 2 emissions are included in the consolidated accounting group. This includes emissions from entities and operations included in our annual financial statements and within our operational control reporting boundary, including manufacturing facilities and office locations included in our sustainability reporting footprint. Scope 1 emissions include direct emissions from fuel use and fugitive emissions, and Scope 2 emissions include purchased electricity and steam reported using both location-based and market-based methods.

All other entities

(7.22.1) Scope 1 emissions (metric tons CO2e)

0

(7.22.2) Scope 2, location-based emissions (metric tons CO2e)

0

(7.22.3) Scope 2, market-based emissions (metric tons CO2e)

0

(7.22.4) Please explain

We do not include emissions from any entities outside the consolidated accounting group in our Scope 1 or Scope 2 emissions inventory. Accordingly, 0 mt CO2e is reported for Scope 1, Scope 2 location-based, and Scope 2 market-based emissions for this row.

[Fixed row]

(7.23) Is your organization able to break down your emissions data for any of the subsidiaries included in your CDP response?

Select from:

☒ Yes

(7.23.1) Break down your gross Scope 1 and Scope 2 emissions by subsidiary.

Row 1

(7.23.1.1) Subsidiary name

Kimball Electronics (Thailand), Ltd.

(7.23.1.2) Primary activity

Select from:

☒ Electronic components

(7.23.1.3) Select the unique identifier you are able to provide for this subsidiary

Select all that apply

☒ D-U-N-S number

☒ Other unique identifier, please specify :Tax or Registered ID#

(7.23.1.10) D-U-N-S number

660727947

(7.23.1.11) Other unique identifier

205542007315

(7.23.1.12) Scope 1 emissions (metric tons CO2e)

178

(7.23.1.13) Scope 2, location-based emissions (metric tons CO2e)

6434

(7.23.1.14) Scope 2, market-based emissions (metric tons CO2e)

5329

Row 2

(7.23.1.1) Subsidiary name

Kimball Electronics Indianapolis, Inc.

(7.23.1.2) Primary activity

Select from:

☒ Medical equipment

(7.23.1.3) Select the unique identifier you are able to provide for this subsidiary

Select all that apply

☒ D-U-N-S number

☒ Other unique identifier, please specify :Tax or Registered ID#

(7.23.1.10) D-U-N-S number

080274050

(7.23.1.11) Other unique identifier

81-2596152

(7.23.1.12) Scope 1 emissions (metric tons CO2e)

271

(7.23.1.13) Scope 2, location-based emissions (metric tons CO2e)

1057

(7.23.1.14) Scope 2, market-based emissions (metric tons CO2e)

1361

Row 3

(7.23.1.1) Subsidiary name

Kimball Electronics Romania, SRL

(7.23.1.2) Primary activity

Select from:

☒ Electronic components

(7.23.1.3) Select the unique identifier you are able to provide for this subsidiary

Select all that apply

☒ D-U-N-S number

☒ Other unique identifier, please specify :Tax or Registered ID#

(7.23.1.10) D-U-N-S number

533641865

(7.23.1.11) Other unique identifier

J35/2022/2015

(7.23.1.12) Scope 1 emissions (metric tons CO2e)

78

(7.23.1.13) Scope 2, location-based emissions (metric tons CO2e)

960

(7.23.1.14) Scope 2, market-based emissions (metric tons CO2e)

0

Row 4

(7.23.1.1) Subsidiary name

Kimball Electronics-Mexico, S.A. de C.V.

(7.23.1.2) Primary activity

Select from:

☒ Electronic components

(7.23.1.3) Select the unique identifier you are able to provide for this subsidiary

Select all that apply

☒ D-U-N-S number

☒ Other unique identifier, please specify :Tax or Registered ID#

(7.23.1.10) D-U-N-S number

812413144

(7.23.1.11) Other unique identifier

RFC: KEL721025NR5

(7.23.1.12) Scope 1 emissions (metric tons CO2e)

129

(7.23.1.13) Scope 2, location-based emissions (metric tons CO2e)

11303

(7.23.1.14) Scope 2, market-based emissions (metric tons CO2e)

11979

Row 5

(7.23.1.1) Subsidiary name

Kimball Electronics Group, LLC (Headquarters Facility)

(7.23.1.2) Primary activity

Select from:

☒ Electronic components

(7.23.1.3) Select the unique identifier you are able to provide for this subsidiary

Select all that apply

☒ Ticker symbol

☒ LEI number

☒ D-U-N-S number

☒ Other unique identifier, please specify :Tax or Registered ID#

(7.23.1.7) Ticker symbol

KE

(7.23.1.9) LEI number

549300COBYN2GZCBIU87

(7.23.1.10) D-U-N-S number

131522401

(7.23.1.11) Other unique identifier

35-2047713

(7.23.1.12) Scope 1 emissions (metric tons CO2e)

5

(7.23.1.13) Scope 2, location-based emissions (metric tons CO2e)

134

(7.23.1.14) Scope 2, market-based emissions (metric tons CO2e)

187

(7.23.1.15) Comment

Row 6

(7.23.1.1) Subsidiary name

Kimball Electronics (Nanjing) Co., Ltd.

(7.23.1.2) Primary activity

Select from:

☒ Electronic components

(7.23.1.3) Select the unique identifier you are able to provide for this subsidiary

Select all that apply

☒ D-U-N-S number

☒ Other unique identifier, please specify :Tax or Registered ID#

(7.23.1.10) D-U-N-S number

545279072

(7.23.1.11) Other unique identifier

USCC: 913201157770475000

(7.23.1.12) Scope 1 emissions (metric tons CO2e)

(7.23.1.13) Scope 2, location-based emissions (metric tons CO2e)

7224

(7.23.1.14) Scope 2, market-based emissions (metric tons CO2e)

945

Row 8**(7.23.1.1) Subsidiary name***Kimball Electronics Poland, Sp. z o.o.***(7.23.1.2) Primary activity***Select from:*☒ Electronic components**(7.23.1.3) Select the unique identifier you are able to provide for this subsidiary***Select all that apply*☒ D-U-N-S number☒ Other unique identifier, please specify :Tax or Registered ID#**(7.23.1.10) D-U-N-S number**

366052660

(7.23.1.11) Other unique identifier

KRS: 0000060456

(7.23.1.12) Scope 1 emissions (metric tons CO2e)

673

(7.23.1.13) Scope 2, location-based emissions (metric tons CO2e)

6573

(7.23.1.14) Scope 2, market-based emissions (metric tons CO2e)

0

Row 9

(7.23.1.1) Subsidiary name

Kimball Electronics Jasper, Inc.

(7.23.1.2) Primary activity

Select from:

☒ Electronic equipment

(7.23.1.3) Select the unique identifier you are able to provide for this subsidiary

Select all that apply

☒ D-U-N-S number

☒ Other unique identifier, please specify :Tax or Registered ID#

(7.23.1.10) D-U-N-S number

829929194

(7.23.1.11) Other unique identifier

(7.23.1.12) Scope 1 emissions (metric tons CO2e)

317

(7.23.1.13) Scope 2, location-based emissions (metric tons CO2e)

3058

(7.23.1.14) Scope 2, market-based emissions (metric tons CO2e)

4268
[Add row]

(7.26) Allocate your emissions to your customers listed below according to the goods or services you have sold them in this reporting period.

	Requesting member
Row 1	Select from: ☒ Koninklijke Philips NV

[Add row]

(7.27) What are the challenges in allocating emissions to different customers, and what would help you to overcome these challenges?

Row 1

(7.27.1) Allocation challenges

Select from:

- ☒ Diversity of product lines makes accurately accounting for each product/product line cost ineffective

(7.27.2) Please explain what would help you overcome these challenges

As a contract manufacturer, Kimball Electronics produces a wide variety of intermediate components and assemblies for many different customers, each with unique specifications, production processes, and supply chain requirements. Our products are not final goods, and we do not control or have visibility into the final product's design, assembly, or distribution. Accurately allocating emissions to individual customers or product lines would require detailed, product-specific tracking of energy and material flows, as well as access to proprietary customer data regarding downstream processing and final product use. This level of granularity is not feasible with current systems and would require significant investment in data collection, customer collaboration, and potentially the disclosure of business-sensitive information by both Kimball and our customers. Collaboration with customers to develop standardized, industry-wide approaches for emissions allocation—such as digital product passports, harmonized data exchange protocols, or customer-supported life cycle assessments—could help overcome these challenges in the future.

Row 2

(7.27.1) Allocation challenges

Select from:

- ☒ Customer base is too large and diverse to accurately track emissions to the customer level

(7.27.2) Please explain what would help you overcome these challenges

Kimball Electronics serves a large and diverse customer base across multiple industries and geographies. Many of our customers purchase custom or low-volume products, and our sales mix changes frequently. Tracking and allocating emissions to each customer would require a robust, automated system for linking production data, energy use, and supply chain information to individual customer orders. This is not currently practical given the scale and diversity of our operations. Industry-wide digital solutions, customer willingness to share downstream data, and the development of standardized allocation methodologies would be necessary to enable more accurate customer-level emissions allocation.

[Add row]

(7.28) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

(7.28.1) Do you plan to develop your capabilities to allocate emissions to your customers in the future?

Select from:

☒ Yes

(7.28.2) Describe how you plan to develop your capabilities

We recognize the growing importance of customer-level emissions data for value chain transparency. As a contract manufacturer with a diverse product portfolio and customer base, our current allocation method is based on the proportion of total sales to each customer. To improve accuracy, we plan to enhance our internal data systems to better track energy and material use by product line and facility. We are exploring digital solutions and process improvements that would allow us to link production data, energy consumption, and supply chain information to specific customer orders. We also plan to collaborate with customers and industry partners to develop standardized, sector-wide approaches for emissions allocation, such as life cycle assessments. Progress will depend on customer willingness to share downstream data, the development of industry standards, and investment in new data management tools. Over time, and with customer support, we aim to provide more granular, product- or order-specific emissions data.

[Fixed row]

(7.29) What percentage of your total operational spend in the reporting year was on energy?

Select from:

☒ More than 0% but less than or equal to 5%

(7.30) Select which energy-related activities your organization has undertaken.

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of fuel (excluding feedstocks)	Select from: ☒ Yes
Consumption of purchased or acquired electricity	Select from: ☒ Yes

	Indicate whether your organization undertook this energy-related activity in the reporting year
Consumption of purchased or acquired heat	Select from: ☒ No
Consumption of purchased or acquired steam	Select from: ☒ Yes
Consumption of purchased or acquired cooling	Select from: ☒ No
Generation of electricity, heat, steam, or cooling	Select from: ☒ Yes

[Fixed row]

(7.30.1) Report your organization's energy consumption totals (excluding feedstocks) in MWh.

Consumption of fuel (excluding feedstock)

(7.30.1.1) Heating value

Select from:

☒ Unable to confirm heating value

(7.30.1.2) MWh from renewable sources

0

(7.30.1.3) MWh from non-renewable sources

7391.38

(7.30.1.5) Total (renewable + non-renewable) MWh

7391.38

Consumption of purchased or acquired electricity

(7.30.1.2) MWh from renewable sources

30644.23

(7.30.1.3) MWh from non-renewable sources

43292.63

(7.30.1.4) MWh from non-renewable zero or near-zero emission sources

0

(7.30.1.5) Total (renewable + non-renewable) MWh

73936.86

Consumption of purchased or acquired steam

(7.30.1.2) MWh from renewable sources

0

(7.30.1.3) MWh from non-renewable sources

3849.87

(7.30.1.5) Total (renewable + non-renewable) MWh

3849.87

Consumption of self-generated non-fuel renewable energy

(7.30.1.2) MWh from renewable sources

1727.13

(7.30.1.5) Total (renewable + non-renewable) MWh

1727.13

Total energy consumption

(7.30.1.2) MWh from renewable sources

32371.36

(7.30.1.3) MWh from non-renewable sources

54533.88

(7.30.1.4) MWh from non-renewable zero or near-zero emission sources

0

(7.30.1.5) Total (renewable + non-renewable) MWh

86905.24
[Fixed row]

(7.30.6) Select the applications of your organization’s consumption of fuel.

	Indicate whether your organization undertakes this fuel application
Consumption of fuel for the generation of electricity	Select from: ☒ No
Consumption of fuel for the generation of heat	Select from: ☒ Yes
Consumption of fuel for the generation of steam	Select from: ☒ No
Consumption of fuel for the generation of cooling	Select from: ☒ No
Consumption of fuel for co-generation or tri-generation	Select from: ☒ No

[Fixed row]

(7.30.7) State how much fuel in MWh your organization has consumed (excluding feedstocks) by fuel type.

Sustainable biomass

(7.30.7.1) Total fuel MWh consumed by the organization

0

Other biomass

(7.30.7.1) Total fuel MWh consumed by the organization

0

Other renewable fuels (e.g. renewable hydrogen)

(7.30.7.1) Total fuel MWh consumed by the organization

0

Coal

(7.30.7.1) Total fuel MWh consumed by the organization

0

Oil

(7.30.7.1) Total fuel MWh consumed by the organization

443

(7.30.7.7) Comment

This includes propane and diesel

Gas

(7.30.7.1) Total fuel MWh consumed by the organization

6948

(7.30.7.7) Comment

This is natural gas

Other non-renewable fuels (e.g. non-renewable hydrogen)

(7.30.7.1) Total fuel MWh consumed by the organization

Total fuel

(7.30.7.1) Total fuel MWh consumed by the organization

7391

[Fixed row]

(7.30.9) Provide details on the electricity, heat, steam, and cooling your organization has generated and consumed in the reporting year.

Electricity

(7.30.9.1) Total Gross generation (MWh)

1727.13

(7.30.9.2) Generation that is consumed by the organization (MWh)

1727.13

(7.30.9.3) Gross generation from renewable sources (MWh)

1727.13

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

1727.13

Heat

(7.30.9.1) Total Gross generation (MWh)

0

(7.30.9.2) Generation that is consumed by the organization (MWh)

0

(7.30.9.3) Gross generation from renewable sources (MWh)

0

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

0

Steam

(7.30.9.1) Total Gross generation (MWh)

0

(7.30.9.2) Generation that is consumed by the organization (MWh)

0

(7.30.9.3) Gross generation from renewable sources (MWh)

0

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

0

Cooling

(7.30.9.1) Total Gross generation (MWh)

0

(7.30.9.2) Generation that is consumed by the organization (MWh)

0

(7.30.9.3) Gross generation from renewable sources (MWh)

0

(7.30.9.4) Generation from renewable sources that is consumed by the organization (MWh)

0

[Fixed row]

(7.30.14) Provide a breakdown by country/area of your electricity/heat/steam/cooling consumption in the reporting year.

China

(7.30.14.1) Consumption of purchased electricity (MWh)

9579

(7.30.14.2) Consumption of self-generated electricity (MWh)

47

(7.30.14.4) Consumption of purchased heat, steam, and cooling (MWh)

3850

(7.30.14.5) Consumption of self-generated heat, steam, and cooling (MWh)

0

(7.30.14.6) Total electricity/heat/steam/cooling energy consumption (MWh)

13476.00

Mexico

(7.30.14.1) Consumption of purchased electricity (MWh)

26979

(7.30.14.2) Consumption of self-generated electricity (MWh)

299

(7.30.14.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.14.5) Consumption of self-generated heat, steam, and cooling (MWh)

424

(7.30.14.6) Total electricity/heat/steam/cooling energy consumption (MWh)

27702.00

Poland

(7.30.14.1) Consumption of purchased electricity (MWh)

10223

(7.30.14.2) Consumption of self-generated electricity (MWh)

0

(7.30.14.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.14.5) Consumption of self-generated heat, steam, and cooling (MWh)

3399

(7.30.14.6) Total electricity/heat/steam/cooling energy consumption (MWh)

13622.00

Romania

(7.30.14.1) Consumption of purchased electricity (MWh)

4283

(7.30.14.2) Consumption of self-generated electricity (MWh)

0

(7.30.14.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.14.5) Consumption of self-generated heat, steam, and cooling (MWh)

417

(7.30.14.6) Total electricity/heat/steam/cooling energy consumption (MWh)

4700.00

Thailand

(7.30.14.1) Consumption of purchased electricity (MWh)

12659

(7.30.14.2) Consumption of self-generated electricity (MWh)

1382

(7.30.14.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.14.5) Consumption of self-generated heat, steam, and cooling (MWh)

135

(7.30.14.6) Total electricity/heat/steam/cooling energy consumption (MWh)

14176.00

United States of America

(7.30.14.1) Consumption of purchased electricity (MWh)

10215

(7.30.14.2) Consumption of self-generated electricity (MWh)

0

(7.30.14.4) Consumption of purchased heat, steam, and cooling (MWh)

0

(7.30.14.5) Consumption of self-generated heat, steam, and cooling (MWh)

(7.30.14.6) Total electricity/heat/steam/cooling energy consumption (MWh)

13227.00

[Fixed row]

(7.30.15) Provide details on the electricity purchases that were accounted for at a zero or near-zero emission factor in the reporting year.

Row 1**(7.30.15.1) Country/area of electricity consumption***Select from:*☒ Poland**(7.30.15.2) Sourcing method***Select from:*☒ Unbundled procurement of energy attribute certificates (EACs)**(7.30.15.3) Low-carbon technology type***Select from:*☒ Wind (technology type unknown)**(7.30.15.5) Low-carbon electricity consumed via selected sourcing method in the reporting year (MWh)**

10223

(7.30.15.6) Energy attribute certificate (EAC) tracking system used*Select from:*

☒ GO [Europe]

(7.30.15.7) Country/area of origin (generation) of the low-carbon electricity or energy attribute

Select from:

☒ Poland

(7.30.15.8) Are you able to report the commissioning or re-powering year of the electricity generation facility?

Select from:

☒ Yes

(7.30.15.9) Commissioning year of the energy generation facility (e.g. date of first commercial operation or repowering)

2015

(7.30.15.14) Comment

Energy Certificates confirm cancellation of guarantees of origin for Kimball Electronics Poland for the 2025 consumption period, with a total volume of 10,223 MWh. The certificate identifies the domain/country as Poland and lists technology code WIL and a first support date of 2015-12-17; the 2015 year is used here as the available generation-facility date from the certificate.

Row 2

(7.30.15.1) Country/area of electricity consumption

Select from:

☒ Romania

(7.30.15.2) Sourcing method

Select from:

☒ Retail supply contract with an electricity supplier (retail green electricity)

(7.30.15.3) Low-carbon technology type

Select from:

☒ Renewable electricity mix, please specify :100% green electricity supported by Romanian guarantees of origin

(7.30.15.5) Low-carbon electricity consumed via selected sourcing method in the reporting year (MWh)

4283

(7.30.15.6) Energy attribute certificate (EAC) tracking system used

Select from:

☒ GO [Europe]

(7.30.15.7) Country/area of origin (generation) of the low-carbon electricity or energy attribute

Select from:

☒ Romania

(7.30.15.8) Are you able to report the commissioning or re-powering year of the electricity generation facility?

Select from:

☒ No

(7.30.15.14) Comment

Energy certificates confirm Romanian guarantees of origin allocated in the ANRE registry for 100% green electricity sold to Kimball Electronics Romania for and confirms additional guarantees of origin for 2025. The reported MWh assumes the standard GO convention of one certificate per MWh.

[Add row]

(7.45) Describe your gross global combined Scope 1 and 2 emissions for the reporting year in metric tons CO2e per unit currency total revenue and provide any additional intensity metrics that are appropriate to your business operations.

Row 1

(7.45.1) Intensity figure

0.00001801

(7.45.2) Metric numerator (Gross global combined Scope 1 and 2 emissions, metric tons CO2e)

26327

(7.45.3) Metric denominator

Select from:

☒ unit total revenue

(7.45.4) Metric denominator: Unit total

1461961503

(7.45.5) Scope 2 figure used

Select from:

☒ Market-based

(7.45.6) % change from previous year

1.54

(7.45.7) Direction of change

Select from:

☒ Decreased

(7.45.8) Reasons for change

Select all that apply

☒ Change in renewable energy consumption

(7.45.9) Please explain

Scope 1 and Scope 2 market-based emissions intensity decreased year over year. The decrease was primarily driven by lower market-based Scope 2 emissions from renewable electricity progress, including expanded on-site solar generation, increased renewable energy certificate procurement, and vendor mix improvements. Lower revenue partially offset the improvement by reducing the denominator used to calculate intensity. The prior-year comparison uses restated 2024 emissions to maintain comparability.

[Add row]

(7.53) Did you have an emissions target that was active in the reporting year?

Select all that apply

☒ Absolute target

(7.53.1) Provide details of your absolute emissions targets and progress made against those targets.

Row 1

(7.53.1.1) Target reference number

Select from:

☒ Abs 1

(7.53.1.2) Is this a science-based target?

Select from:

☒ Yes, we consider this a science-based target, and we have committed to seek validation of this target by the Science Based Targets initiative in the next two years

(7.53.1.4) Target ambition

Select from:

☒ 1.5°C aligned

(7.53.1.5) Date target was set

02/11/2025

(7.53.1.6) Target coverage

Select from:

- ☒ Organization-wide

(7.53.1.7) Greenhouse gases covered by target

Select all that apply

- ☒ Carbon dioxide (CO₂)
- ☒ Methane (CH₄)
- ☒ Nitrous oxide (N₂O)
- ☒ Hydrofluorocarbons (HFCs)

(7.53.1.8) Scopes

Select all that apply

- ☒ Scope 1
- ☒ Scope 2
- ☒ Scope 3

(7.53.1.9) Scope 2 accounting method

Select from:

- ☒ Market-based

(7.53.1.10) Scope 3 categories

Select all that apply

- | | |
|--|---|
| ☒ Scope 3, Category 2 – Capital goods | ☒ Scope 3, Category 4 – Upstream transportation and distribution |
| ☒ Scope 3, Category 6 – Business travel
Scope 1 or 2) | ☒ Scope 3, Category 3 – Fuel- and energy- related activities (not included in |
| ☒ Scope 3, Category 7 – Employee commuting | |
| ☒ Scope 3, Category 1 – Purchased goods and services | |

☒ Scope 3, Category 5 – Waste generated in operations

(7.53.1.11) End date of base year

12/31/2024

(7.53.1.12) Base year Scope 1 emissions covered by target (metric tons CO2e)

2115

(7.53.1.13) Base year Scope 2 emissions covered by target (metric tons CO2e)

26901

(7.53.1.14) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target (metric tons CO2e)

97917

(7.53.1.15) Base year Scope 3, Category 2: Capital goods emissions covered by target (metric tons CO2e)

3839

(7.53.1.16) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target (metric tons CO2e)

5376

(7.53.1.17) Base year Scope 3, Category 4: Upstream transportation and distribution emissions covered by target (metric tons CO2e)

14504

(7.53.1.18) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target (metric tons CO2e)

766

(7.53.1.19) Base year Scope 3, Category 6: Business travel emissions covered by target (metric tons CO2e)

1633

(7.53.1.20) Base year Scope 3, Category 7: Employee commuting emissions covered by target (metric tons CO2e)

6784

(7.53.1.31) Base year total Scope 3 emissions covered by target (metric tons CO2e)

130819.000

(7.53.1.32) Total base year emissions covered by target in all selected Scopes (metric tons CO2e)

159835.000

(7.53.1.33) Base year Scope 1 emissions covered by target as % of total base year emissions in Scope 1

100

(7.53.1.34) Base year Scope 2 emissions covered by target as % of total base year emissions in Scope 2

100

(7.53.1.35) Base year Scope 3, Category 1: Purchased goods and services emissions covered by target as % of total base year emissions in Scope 3, Category 1: Purchased goods and services (metric tons CO2e)

100

(7.53.1.36) Base year Scope 3, Category 2: Capital goods emissions covered by target as % of total base year emissions in Scope 3, Category 2: Capital goods (metric tons CO2e)

100

(7.53.1.37) Base year Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions covered by target as % of total base year emissions in Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) (metric tons CO2e)

100

(7.53.1.38) Base year Scope 3, Category 4: Upstream transportation and distribution covered by target as % of total base year emissions in Scope 3, Category 4: Upstream transportation and distribution (metric tons CO2e)

100

(7.53.1.39) Base year Scope 3, Category 5: Waste generated in operations emissions covered by target as % of total base year emissions in Scope 3, Category 5: Waste generated in operations (metric tons CO2e)

100

(7.53.1.40) Base year Scope 3, Category 6: Business travel emissions covered by target as % of total base year emissions in Scope 3, Category 6: Business travel (metric tons CO2e)

100

(7.53.1.41) Base year Scope 3, Category 7: Employee commuting covered by target as % of total base year emissions in Scope 3, Category 7: Employee commuting (metric tons CO2e)

100

(7.53.1.52) Base year total Scope 3 emissions covered by target as % of total base year emissions in Scope 3 (in all Scope 3 categories)

100

(7.53.1.53) Base year emissions covered by target in all selected Scopes as % of total base year emissions in all selected Scopes

(7.53.1.54) End date of target

12/31/2030

(7.53.1.55) Targeted reduction from base year (%)

42

(7.53.1.56) Total emissions at end date of target covered by target in all selected Scopes (metric tons CO2e)

92704.300

(7.53.1.57) Scope 1 emissions in reporting year covered by target (metric tons CO2e)

2259

(7.53.1.58) Scope 2 emissions in reporting year covered by target (metric tons CO2e)

24069

(7.53.1.59) Scope 3, Category 1: Purchased goods and services emissions in reporting year covered by target (metric tons CO2e)

96471

(7.53.1.60) Scope 3, Category 2: Capital goods emissions in reporting year covered by target (metric tons CO2e)

3879

(7.53.1.61) Scope 3, Category 3: Fuel-and-energy-related activities (not included in Scopes 1 or 2) emissions in reporting year covered by target (metric tons CO2e)

5151

(7.53.1.62) Scope 3, Category 4: Upstream transportation and distribution emissions in reporting year covered by target (metric tons CO2e)

10646

(7.53.1.63) Scope 3, Category 5: Waste generated in operations emissions in reporting year covered by target (metric tons CO2e)

680

(7.53.1.64) Scope 3, Category 6: Business travel emissions in reporting year covered by target (metric tons CO2e)

1847

(7.53.1.65) Scope 3, Category 7: Employee commuting emissions in reporting year covered by target (metric tons CO2e)

5263

(7.53.1.76) Total Scope 3 emissions in reporting year covered by target (metric tons CO2e)

123937.000

(7.53.1.77) Total emissions in reporting year covered by target in all selected scopes (metric tons CO2e)

150265.000

(7.53.1.78) Land-related emissions covered by target

Select from:

☒ No, it does not cover any land-related emissions (e.g. non-FLAG SBT)

(7.53.1.79) % of target achieved relative to base year

14.26

(7.53.1.80) Target status in reporting year

Select from:

☒ New

(7.53.1.82) Explain target coverage and identify any exclusions

The target is organization-wide and covers Scope 1, Scope 2 market-based emissions, and the Scope 3 categories currently calculated in our inventory: Purchased goods and services, Capital goods, Fuel-and-energy-related activities, Upstream transportation and distribution, Waste generated in operations, Business travel, and Employee commuting. Downstream Scope 3 categories are excluded where they are not applicable or where emissions relate to intermediate products for which we do not control or have sufficient visibility into downstream processing, use, distribution, or end-of-life treatment. Land-related emissions are not covered because significant land sector activities are not part of our operations or value chain.

(7.53.1.83) Target objective

Reduce absolute Scope 1, Scope 2, and selected Scope 3 emissions by 42% by 2030 from a 2024 base year, aligned with a 1.5°C pathway and supporting our long-term net zero emissions ambition.

(7.53.1.84) Plan for achieving target, and progress made to the end of the reporting year

We plan to achieve the target through continued renewable electricity progress, energy efficiency, operational controls, supplier engagement, and value chain data improvement. In 2025, we reduced combined Scope 1 and Scope 2 market-based emissions against the restated 2024 baseline, increased renewable electricity to 37%, expanded on-site solar generation, increased renewable energy certificate procurement, and advanced energy-efficiency projects. For Scope 3, we are continuing supplier engagement and supplier baseline development to improve transparency and support long-term reductions in relevant value chain categories. We do not plan to rely on offsets to meet this target.

(7.53.1.85) Target derived using a sectoral decarbonization approach

Select from:

☒ No

[Add row]

(7.54) Did you have any other climate-related targets that were active in the reporting year?

Select all that apply

- ☒ Targets to increase or maintain low-carbon energy consumption or production
- ☒ Net-zero targets
- ☒ Other climate-related targets

(7.54.1) Provide details of your targets to increase or maintain low-carbon energy consumption or production.

Row 1

(7.54.1.1) Target reference number

Select from:

- ☒ Low 1

(7.54.1.2) Date target was set

02/11/2025

(7.54.1.3) Target coverage

Select from:

- ☒ Organization-wide

(7.54.1.4) Target type: energy carrier

Select from:

- ☒ Electricity

(7.54.1.5) Target type: activity

Select from:

- ☒ Consumption

(7.54.1.6) Target type: energy source

Select from:

☒ Renewable energy source(s) only

(7.54.1.7) End date of base year

12/31/2024

(7.54.1.8) Consumption or production of selected energy carrier in base year (MWh)

31162.91

(7.54.1.9) % share of low-carbon or renewable energy in base year

25

(7.54.1.10) End date of target

12/31/2030

(7.54.1.11) % share of low-carbon or renewable energy at end date of target

100

(7.54.1.12) % share of low-carbon or renewable energy in reporting year

37

(7.54.1.13) % of target achieved relative to base year

16.00

(7.54.1.14) Target status in reporting year

Select from:

☒ New

(7.54.1.16) Is this target part of an emissions target?

Abs 1

(7.54.1.17) Is this target part of an overarching initiative?

Select all that apply

☒ Other, please specify :2030 climate strategy and long-term net zero goal

(7.54.1.19) Explain target coverage and identify any exclusions

This organization-wide target covers renewable electricity consumed across our sustainability reporting footprint, including manufacturing facilities and office locations included in our reporting boundary. The target covers both purchased renewable electricity and self-generated renewable electricity. No electricity consumption within the reporting boundary is excluded.

(7.54.1.20) Target objective

Achieve 100% renewable electricity consumption by 2030 to reduce market-based Scope 2 emissions, support our absolute emissions reduction target, and advance our long-term net zero goal.

(7.54.1.21) Plan for achieving target, and progress made to the end of the reporting year

We plan to achieve this target through onsite solar generation where feasible, renewable energy certificates, green power agreements, supplier-specific renewable electricity procurement, and continued evaluation of renewable sourcing options across our footprint. In 2025, renewable electricity increased to 37%, supported by expanded onsite solar generation, increased renewable energy certificate procurement, and vendor mix improvements. Solar use doubled year over year, including a solar panel system at our Mexico operation and Phase 2 of our Thailand solar project.

[Add row]

(7.54.2) Provide details of any other climate-related targets, including methane reduction targets.

Row 1

(7.54.2.1) Target reference number

Select from:

☒ Oth 1

(7.54.2.2) Date target was set

02/11/2025

(7.54.2.3) Target coverage

Select from:

☒ Organization-wide

(7.54.2.4) Target type: absolute or intensity

Select from:

☒ Absolute

(7.54.2.5) Target type: category & metric (target numerator if reporting an intensity target)

Waste management

☒ Other waste management, please specify :Percentage of total waste directed to beneficial use

(7.54.2.7) End date of base year

12/31/2024

(7.54.2.8) Figure or percentage in base year

89

(7.54.2.9) End date of target

12/31/2030

(7.54.2.10) Figure or percentage at end of date of target

(7.54.2.11) Figure or percentage in reporting year**(7.54.2.12) % of target achieved relative to base year**

300.0000000000

(7.54.2.13) Target status in reporting year*Select from:*☒ New**(7.54.2.15) Is this target part of an emissions target?***Not part of an emissions target***(7.54.2.16) Is this target part of an overarching initiative?***Select all that apply*☒ No, it's not part of an overarching initiative**(7.54.2.18) Please explain target coverage and identify any exclusions**

This organization-wide target applies to waste generated across our sustainability reporting footprint. The target is to achieve zero waste, defined as more than 90% landfill diversion and maximum beneficial use, by 2030. Beneficial use includes reuse, recycling, and waste-to-energy pathways. No waste within the reporting boundary is excluded.

(7.54.2.19) Target objective

Achieve zero waste by increasing landfill diversion and maximizing beneficial use of waste across our operations.

(7.54.2.20) Plan for achieving target, and progress made to the end of the reporting year

We plan to achieve this target by continuing to audit waste streams, map origins and destinations, improve segregation, prioritize repair, reuse, recycling, and energy recovery, and identify landfill alternatives at each location. In 2025, beneficial use increased to 92%, exceeding the more-than-90% threshold on an organization-wide basis. We will continue working toward sustained performance and site-level consistency through our ISO 14001-certified environmental management systems, vendor partnerships, internal audits, and dedicated programs for business, production, packaging, chemical, and electronic waste.

Row 2

(7.54.2.1) Target reference number

Select from:

☒ Oth 2

(7.54.2.2) Date target was set

02/11/2025

(7.54.2.3) Target coverage

Select from:

☒ Organization-wide

(7.54.2.4) Target type: absolute or intensity

Select from:

☒ Intensity

(7.54.2.5) Target type: category & metric (target numerator if reporting an intensity target)

Waste management

☒ metric tons of waste generated

(7.54.2.6) Target denominator (intensity targets only)

Select from:

☒ Other, please specify :million net revenue

(7.54.2.7) End date of base year

12/31/2024

(7.54.2.8) Figure or percentage in base year

0.121

(7.54.2.9) End date of target

12/31/2030

(7.54.2.10) Figure or percentage at end of date of target

0.09075

(7.54.2.11) Figure or percentage in reporting year

0.105

(7.54.2.12) % of target achieved relative to base year

52.8925619835

(7.54.2.13) Target status in reporting year

Select from:

☒ New

(7.54.2.15) Is this target part of an emissions target?

Not part of an emissions target

(7.54.2.16) Is this target part of an overarching initiative?

Select all that apply

☒ No, it's not part of an overarching initiative

(7.54.2.18) Please explain target coverage and identify any exclusions

This organization-wide intensity target applies to hazardous waste generated across our sustainability reporting footprint. The target is measured as metric tons of hazardous waste per million net revenue. No hazardous waste within the reporting boundary is excluded.

(7.54.2.19) Target objective

Reduce hazardous waste intensity by 25% by 2030 to minimize environmental impact, improve resource efficiency, and strengthen hazardous substance and waste management across operations.

(7.54.2.20) Plan for achieving target, and progress made to the end of the reporting year

We plan to achieve this target by continuing to monitor hazardous waste streams, identify reduction opportunities, improve segregation and handling practices, work with approved vendors, and maintain site-level controls through our ISO 14001-certified environmental management systems. In 2025, hazardous waste intensity decreased to 0.105 mt per million net revenue, representing a 13% reduction from the 2024 baseline and approximately 52.9% progress toward the 2030 target.
[Add row]

(7.54.3) Provide details of your net-zero target(s).

Row 1

(7.54.3.1) Target reference number

Select from:

☒ NZ1

(7.54.3.2) Date target was set

08/15/2023

(7.54.3.3) Target Coverage

Select from:

☒ Organization-wide

(7.54.3.4) Targets linked to this net zero target

Select all that apply

☒ Abs1

☒ Low1

(7.54.3.5) End date of target for achieving net zero

12/31/2050

(7.54.3.6) Is this a science-based target?

Select from:

☒ Yes, we consider this a science-based target, but we have not committed to seek validation of this target by the Science Based Targets initiative within the next two years

(7.54.3.8) Scopes

Select all that apply

☒ Scope 1

☒ Scope 2

(7.54.3.9) Greenhouse gases covered by target

Select all that apply

☒ Carbon dioxide (CO2)

☒ Methane (CH4)

☒ Nitrous oxide (N2O)

☒ Hydrofluorocarbons (HFCs)

(7.54.3.10) Explain target coverage and identify any exclusions

This is an organization-wide net-zero target for Scope 1 and Scope 2 emissions by 2050. The target is linked to our absolute emissions reduction target and our renewable electricity target. Our near-term progress is supported by energy efficiency, operational controls, renewable electricity adoption, onsite solar generation, renewable energy certificate procurement, and supplier engagement. Scope 3 is excluded from this net-zero target at this time due to data limitations and limited control over downstream processing, use, and end-of-life phases for intermediate products manufactured to customer specifications. We continue to improve Scope 3 data quality through supplier engagement and relevant value chain emissions tracking.

(7.54.3.11) Target objective

Reach net-zero Scope 1 and Scope 2 emissions by 2050 by reducing operational emissions through energy efficiency, renewable electricity adoption, onsite solar generation, green power agreements, operational controls, and continued emissions management across our global footprint.

(7.54.3.12) Do you intend to neutralize any residual emissions with permanent carbon removals at the end of the target?

Select from:

☒ Unsure

(7.54.3.13) Do you plan to mitigate emissions beyond your value chain?

Select from:

☒ No, but we plan to within the next two years

(7.54.3.17) Target status in reporting year

Select from:

☒ Underway

(7.54.3.19) Process for reviewing target

The target is reviewed annually through executive and Board oversight and publicly reported each year. Performance is tracked against decarbonization metrics, with recalculation considered for material structural or methodological changes. Greenhouse gas accounting is subject to external assurance.

[Add row]

(7.55) Did you have emissions reduction initiatives that were active within the reporting year? Note that this can include those in the planning and/or implementation phases.

	Emissions reduction initiatives that were active within the reporting year
	Select from: ☒ Yes

[Fixed row]

(7.55.1) Identify the total number of initiatives at each stage of development, and for those in the implementation stages, the estimated CO2e savings.

	Number of initiatives	Total estimated annual CO2e savings in metric tonnes CO2e
Under investigation	0	`Numeric input
To be implemented	0	0
Implementation commenced	0	0
Implemented	10	6909
Not to be implemented	0	`Numeric input

[Fixed row]

(7.55.2) Provide details on the initiatives implemented in the reporting year in the table below.

Row 1

(7.55.2.1) Initiative category & Initiative type

Low-carbon energy consumption

☒ Low-carbon electricity mix

(7.55.2.2) Estimated annual CO₂e savings (metric tonnes CO₂e)

5584

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☒ Scope 1

☒ Scope 2 (market-based)

(7.55.2.4) Voluntary/Mandatory

Select from:

☒ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

0

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

328512

(7.55.2.7) Payback period

Select from:

☒ No payback

(7.55.2.8) Estimated lifetime of the initiative

Select from:

☒ Ongoing

(7.55.2.9) Comment

Our China operation increased renewable electricity coverage through Green Energy Certificates, supporting reduction of market-based Scope 2 emissions. The 2025 GPR confirms increased REC procurement to achieve 100% renewable electricity in China, and the prior CDP disclosure estimated annual savings for this initiative at 5583.76 mt CO₂e.

Row 2

(7.55.2.1) Initiative category & Initiative type

Other

☒ Other, please specify :Site energy conservation and efficiency initiatives

(7.55.2.2) Estimated annual CO₂e savings (metric tonnes CO₂e)

1325

(7.55.2.3) Scope(s) or Scope 3 category(ies) where emissions savings occur

Select all that apply

☒ Scope 1

(7.55.2.4) Voluntary/Mandatory

Select from:

☒ Voluntary

(7.55.2.5) Annual monetary savings (unit currency – as specified in 1.2)

270949

(7.55.2.6) Investment required (unit currency – as specified in 1.2)

(7.55.2.7) Payback period

Select from:

☒ 1-3 years**(7.55.2.8) Estimated lifetime of the initiative**

Select from:

☒ Ongoing**(7.55.2.9) Comment**

This row summarizes the 2025 GPR page 27 Energy Conservation Initiatives, including lighting upgrades, HVAC and chiller efficiency improvements, climate-setting adjustments during plant downtime, compressed air and humidification optimization, and solar activation. The GPR lists nine implemented initiatives with a total kWh impact of 2594943 kWh and total annual cost savings of 270949 USD. Estimated annual CO₂e savings were calculated using the GPR-disclosed 2025 market-based Scope 2 emissions and non-renewable electricity/steam energy: 24069 mt CO₂e / 47142494 kWh = 0.00051055 mt CO₂e/kWh; 2594943 kWh × 0.00051055 = 1324.80 mt CO₂e.

*[Add row]***(7.55.3) What methods do you use to drive investment in emissions reduction activities?****Row 1****(7.55.3.1) Method**

Select from:

☒ Compliance with regulatory requirements/standards**(7.55.3.2) Comment**

Kimball Electronics complies with any local/national regulatory requirements or standards that may relate to emissions reduction activities.

Row 2

(7.55.3.1) Method

Select from:

☒ Other :Customer Requirements

(7.55.3.2) Comment

As part of new business negotiations, we are willing to adapt and comply with customer-related requirements regarding sustainability or emissions reduction activities.

Row 3

(7.55.3.1) Method

Select from:

☒ Other :To achieve Kimball Electronics sustainability goals

(7.55.3.2) Comment

New and ongoing emissions reduction activities are analyzed to ensure that we are working to achieve our publicly stated sustainability goals.

[Add row]

(7.73) Are you providing product level data for your organization's goods or services?

Select from:

☒ No, I am not providing data

(7.74) Do you classify any of your existing goods and/or services as low-carbon products?

Select from:

☒ Yes

(7.74.1) Provide details of your products and/or services that you classify as low-carbon products.

Row 1

(7.74.1.1) Level of aggregation

Select from:

- ☒ Group of products or services

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

Select from:

- ☒ The IEA Energy Technology Perspectives Clean Energy Technology Guide

(7.74.1.3) Type of product(s) or service(s)

Road

- ☒ Other road, please specify :Vehicle efficiency and electrification components

(7.74.1.4) Description of product(s) or service(s)

We manufacture resource-efficient automotive components that can be used in electric and hybrid vehicles, as well as in internal-combustion vehicles where they improve operating efficiency. These components help manage thermal loads, support electrified powertrains, enable precise motion control, and enhance safety performance. Examples include cooling fan controllers, door-opener regulators, data loggers, steering and braking electronic control units, engine-starter generators, and passive safety components such as hand-on-wheel and seat-belt sensors. We classify this group as low-carbon because these products support cleaner and more efficient mobility technologies, including electrification and improved vehicle operating efficiency.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Select from:

- ☒ No

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

37.64

Row 2

(7.74.1.1) Level of aggregation

Select from:

☒ Group of products or services

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

Select from:

☒ The IEA Energy Technology Perspectives Clean Energy Technology Guide

(7.74.1.3) Type of product(s) or service(s)

Systems integration

☒ Other systems integration, please specify :Demand-side energy management and power management technologies

(7.74.1.4) Description of product(s) or service(s)

We manufacture demand-side energy management technologies that help reduce and shift energy use in commercial and industrial environments by optimizing thermal systems, motor efficiency, and equipment load. These products include smart meters, industrial controls, HVAC controls, variable-speed motor and pump drive systems, and heat-pump electronics that enable more efficient climate and equipment operation. We classify this group as low-carbon because these technologies support energy efficiency, demand-side energy management, and lower-carbon operation of buildings and industrial systems.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Select from:

☒ No

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

16.51

Row 3

(7.74.1.1) Level of aggregation

Select from:

☒ Group of products or services

(7.74.1.2) Taxonomy used to classify product(s) or service(s) as low-carbon

Select from:

☒ The IEA Energy Technology Perspectives Clean Energy Technology Guide

(7.74.1.3) Type of product(s) or service(s)

Other

☒ Other, please specify :Industrial automation and control technologies

(7.74.1.4) Description of product(s) or service(s)

We support more efficient, digitally connected manufacturing through automation and control technologies that enhance throughput, reduce energy intensity, and enable data-driven decision-making. These capabilities include machine controls, robotics and automation modules, machine data-collection devices, variable-speed motor and pump drives, and climate-control automation systems that improve process performance. We classify this group as low-carbon because these products support energy-efficient industrial operations and more efficient use of manufacturing resources.

(7.74.1.5) Have you estimated the avoided emissions of this low-carbon product(s) or service(s)

Select from:

☒ No

(7.74.1.13) Revenue generated from low-carbon product(s) or service(s) as % of total revenue in the reporting year

1.9

[Add row]

(7.79) Has your organization retired any project-based carbon credits within the reporting year?

Select from:

☒ No

C9. Environmental performance - Water security

(9.1) Are there any exclusions from your disclosure of water-related data?

Select from:

☒ No

(9.2) Across all your operations, what proportion of the following water aspects are regularly measured and monitored?

Water withdrawals – total volumes

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ At least once a month

(9.2.3) Method of measurement

Meter readings and vendor invoices; consolidated in our environmental data system.

(9.2.4) Please explain

Covers 100% of operational facilities where Kimball Electronics manages or monitors water use. Withdrawals are tracked at least monthly through meter readings, vendor invoices, and our environmental data system.

Water withdrawals – volumes by source

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ At least once a month

(9.2.3) Method of measurement

Meter readings, supplier invoices, and source categorization, including municipal and groundwater sources.

(9.2.4) Please explain

Covers 100% of operational facilities where Kimball Electronics manages or monitors water use. Withdrawal sources are tracked at least monthly, including municipal and groundwater sources where applicable.

Water withdrawals quality

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Continuously

(9.2.3) Method of measurement

Municipal quality reports and in-house monitoring where required by production processes, including deionized water monitoring where applicable.

(9.2.4) Please explain

Covers 100% of operational facilities where Kimball Electronics manages or monitors water use. Water quality is monitored through municipal quality reports and in-house monitoring where required for production processes.

Water discharges – total volumes

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ At least once a month

(9.2.3) Method of measurement

Facility-level water balance calculations, meter data, municipal billing, discharge records, and permit reporting records where applicable.

(9.2.4) Please explain

Covers 100% of operational facilities where Kimball Electronics manages or monitors water use. Discharges are tracked at least monthly through water balance calculations, discharge records, municipal billing, and permit reporting where applicable.

Water discharges – volumes by destination

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ At least once a month

(9.2.3) Method of measurement

Discharge records, municipal billing, and facility-level destination tracking.

(9.2.4) Please explain

Covers 100% of operational facilities where Kimball Electronics manages or monitors water use. Discharge destinations are tracked at least monthly, including municipal systems and other permitted destinations where applicable.

Water discharges – volumes by treatment method

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ At least once a month

(9.2.3) Method of measurement

Facility wastewater management records, permit records, and site-specific treatment or pretreatment information.

(9.2.4) Please explain

Covers 100% of relevant operational facilities where Kimball Electronics manages or monitors wastewater. Treatment method or discharge pathway is tracked at least monthly based on site-specific requirements.

Water discharge quality – by standard effluent parameters

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ At least once a month

(9.2.3) Method of measurement

Sampling and wastewater quality assessments based on site-specific discharge profiles and regulatory obligations.

(9.2.4) Please explain

Covers 100% of relevant operational facilities where Kimball Electronics manages or monitors wastewater. Wastewater quality is monitored according to permit conditions or local authority requirements, including applicable standard effluent parameters.

Water discharge quality – emissions to water (nitrates, phosphates, pesticides, and/or other priority substances)

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ At least once a month

(9.2.3) Method of measurement

Permit-based wastewater quality assessments and monitoring of regulated substances where applicable.

(9.2.4) Please explain

Covers 100% of relevant operational facilities where Kimball Electronics manages or monitors wastewater. Regulated substances are monitored where applicable under permit conditions or local authority requirements.

Water discharge quality – temperature

(9.2.1) % of sites/facilities/operations

Select from:

☒ Not relevant

(9.2.4) Please explain

Water discharge temperature is not a relevant monitoring parameter for our operations. Our wastewater monitoring focuses on parameters applicable to our site-specific discharge profiles and regulatory obligations.

Water consumption – total volume

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ At least once a month

(9.2.3) Method of measurement

Calculated from withdrawals, discharges, recycled/reused water, meter data, and invoices.

(9.2.4) Please explain

Covers 100% of operational facilities where Kimball Electronics manages or monitors water use. Consumption is tracked at least monthly using withdrawals, discharges, recycled or reused water, meter data, and invoices.

Water recycled/reused

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ At least once a month

(9.2.3) Method of measurement

Internal tracking of closed-loop systems, condensate recovery, recycled wash water, and reuse projects.

(9.2.4) Please explain

Covers 100% of operational facilities where Kimball Electronics manages or monitors water use. Recycled and reused water is tracked at least monthly where applicable, including closed-loop systems, recycled wash water, condensate recovery, and other reuse projects.

The provision of fully-functioning, safely managed WASH services to all workers

(9.2.1) % of sites/facilities/operations

Select from:

☒ 100%

(9.2.2) Frequency of measurement

Select from:

☒ Continuously

(9.2.3) Method of measurement

Daily custodial routines, checks for water availability, sanitation facilities, and hygiene supplies, integrated into site-level management systems.

(9.2.4) Please explain

Covers 100% of operational facilities and workplace locations where Kimball Electronics is responsible for worker facilities. WASH services are monitored through site-level health, safety, environmental, facility, and custodial routines.

[Fixed row]

(9.2.2) What are the total volumes of water withdrawn, discharged, and consumed across all your operations, how do they compare to the previous reporting year, and how are they forecasted to change?

Total withdrawals

(9.2.2.1) Volume (megaliters)

137.18

(9.2.2.2) Comparison with previous reporting year

Select from:

☒ Lower

(9.2.2.3) Primary reason for comparison with previous reporting year

Select from:

☒ Investment in water-smart technology/process

(9.2.2.4) Five-year forecast

Select from:

☒ About the same

(9.2.2.5) Primary reason for forecast

Select from:

☒ Increase/decrease in efficiency

(9.2.2.6) Please explain

Total withdrawals decreased year over year, supported by water stewardship actions including closed-loop wash water recycling, condensate recovery, rainwater harvesting, and process-efficiency projects. Although absolute recycled/reused water decreased slightly, recycled/reused water improved as a share of total withdrawals. We classify changes of 25% or more as “much higher” or “much lower”; directional changes below that threshold are classified as “higher” or “lower.” Over the next five years, withdrawals are expected to remain about the same as water-smart projects help offset operational demand.

Total discharges

(9.2.2.1) Volume (megaliters)

107.93

(9.2.2.2) Comparison with previous reporting year

Select from:

☒ Lower

(9.2.2.3) Primary reason for comparison with previous reporting year

Select from:

☒ Investment in water-smart technology/process

(9.2.2.4) Five-year forecast

Select from:

☒ About the same

(9.2.2.5) Primary reason for forecast

Select from:

☒ Increase/decrease in efficiency

(9.2.2.6) Please explain

Total discharges decreased year over year, generally in line with lower withdrawals and continued water stewardship actions. We classify changes of 25% or more as “much higher” or “much lower”; directional changes below that threshold are classified as “higher” or “lower.” Over the next five years, discharges are expected to remain about the same as recycling, reuse, rainwater harvesting, and process-efficiency projects continue to support water management across operations.

Total consumption

(9.2.2.1) Volume (megaliters)

29.24

(9.2.2.2) Comparison with previous reporting year

Select from:

☒ About the same

(9.2.2.3) Primary reason for comparison with previous reporting year

Select from:

☒ Investment in water-smart technology/process

(9.2.2.4) Five-year forecast

Select from:

☒ About the same

(9.2.2.5) Primary reason for forecast

Select from:

☒ Increase/decrease in business activity

(9.2.2.6) Please explain

Total consumption decreased year over year, generally in line with lower withdrawals and continued water stewardship actions. We classify changes of 25% or more as “much higher” or “much lower”; directional changes below that threshold are classified as “higher” or “lower.” Over the next five years, consumption is expected to remain about the same as recycling, reuse, rainwater harvesting, and process-efficiency projects continue to support water management across operations.
[Fixed row]

(9.2.4) Indicate whether water is withdrawn from areas with water stress, provide the volume, how it compares with the previous reporting year, and how it is forecasted to change.

(9.2.4.1) Withdrawals are from areas with water stress

Select from:

☒ Yes

(9.2.4.2) Volume withdrawn from areas with water stress (megaliters)

90.26

(9.2.4.3) Comparison with previous reporting year

Select from:

☒ Lower

(9.2.4.4) Primary reason for comparison with previous reporting year

Select from:

☒ Investment in water-smart technology/process

(9.2.4.5) Five-year forecast

Select from:

☒ About the same

(9.2.4.6) Primary reason for forecast

Select from:

☒ Investment in water-smart technology/process

(9.2.4.7) % of total withdrawals that are withdrawn from areas with water stress

65.80

(9.2.4.8) Identification tool

Identification tool used

☒ WRI Aqueduct

(9.2.4.9) Please explain

We assess water stress annually using the WRI Aqueduct Water Risk Atlas and scenario planning for 2030 and 2050. The assessment identifies priority locations where water stress, operational water use, and business continuity considerations require focused mitigation. We classify changes of 25% or more as “much higher” or “much lower”; directional changes below that threshold are classified as “higher” or “lower.” Year-over-year withdrawals from water-stressed areas decreased, supported by water-smart projects including recycling, reuse, rainwater harvesting, and process-efficiency actions at priority locations. Over the next five years, withdrawals from water-stressed areas are expected to remain about the same as continued water-smart projects help offset operational demand.

[Fixed row]

(9.2.7) Provide total water withdrawal data by source.

Fresh surface water, including rainwater, water from wetlands, rivers, and lakes

(9.2.7.1) Relevance

Select from:

☒ Not relevant

(9.2.7.5) Please explain

We do not withdraw from this source.

Brackish surface water/Seawater

(9.2.7.1) Relevance

Select from:

☒ Not relevant

(9.2.7.5) Please explain

We do not withdraw from this source.

Groundwater – renewable

(9.2.7.1) Relevance

Select from:

☒ Relevant

(9.2.7.2) Volume (megaliters)

3.98

(9.2.7.3) Comparison with previous reporting year

Select from:

☒ Lower

(9.2.7.4) Primary reason for comparison with previous reporting year

Select from:

☒ No/minimal change in business activity

(9.2.7.5) Please explain

Renewable groundwater withdrawals are from our Romania well. Volumes are based on site-level meter readings and reporting records. We classify changes of 25% or more as “much higher” or “much lower”; changes greater than 5% but less than 25% are classified as “higher” or “lower”; changes within 5% are classified as “about the same.”

Groundwater – non-renewable

(9.2.7.1) Relevance

Select from:

☒ Not relevant

(9.2.7.5) Please explain

We do not withdraw from this source.

Produced/Entrained water

(9.2.7.1) Relevance

Select from:

☒ Not relevant

(9.2.7.5) Please explain

We do not withdraw from this source.

Third party sources

(9.2.7.1) Relevance

Select from:

☒ Relevant

(9.2.7.2) Volume (megaliters)

(9.2.7.3) Comparison with previous reporting year*Select from:*☒ Lower**(9.2.7.4) Primary reason for comparison with previous reporting year***Select from:*☒ Investment in water-smart technology/process**(9.2.7.5) Please explain**

Third party sources primarily include municipal water suppliers. Volumes are based on site-level water data, including meter readings, invoices, and reporting records. The decrease reflects water stewardship actions, including recycling, reuse, and efficiency projects. We classify changes of 25% or more as “much higher” or “much lower”; changes greater than 5% but less than 25% are classified as “higher” or “lower”; changes within 5% are classified as “about the same.”

*[Fixed row]***(9.2.8) Provide total water discharge data by destination.****Fresh surface water****(9.2.8.1) Relevance***Select from:*☒ Relevant**(9.2.8.2) Volume (megaliters)**

3.97

(9.2.8.3) Comparison with previous reporting year*Select from:*

☒ Lower

(9.2.8.4) Primary reason for comparison with previous reporting year

Select from:

☒ No/minimal change in business activity

(9.2.8.5) Please explain

Discharge to fresh surface water relates to the Romania site's field discharge. Volumes are based on site-level discharge records. We classify changes of 25% or more as "much higher" or "much lower"; changes greater than 5% but less than 25% as "higher" or "lower"; and changes within 5% as "about the same."

Brackish surface water/seawater

(9.2.8.1) Relevance

Select from:

☒ Not relevant

(9.2.8.5) Please explain

We do not discharge water to this destination.

Groundwater

(9.2.8.1) Relevance

Select from:

☒ Not relevant

(9.2.8.5) Please explain

We do not discharge water directly to groundwater.

Third-party destinations

(9.2.8.1) Relevance

Select from:

☒ Relevant

(9.2.8.2) Volume (megaliters)

103.96

(9.2.8.3) Comparison with previous reporting year

Select from:

☒ Lower

(9.2.8.4) Primary reason for comparison with previous reporting year

Select from:

☒ Investment in water-smart technology/process

(9.2.8.5) Please explain

Third-party destinations primarily include municipal wastewater systems. Volumes are based on site-level discharge records, municipal billing, permit reporting, and water balance calculations where applicable. The decrease reflects water stewardship actions, including recycling, reuse, and efficiency projects. We classify changes of 25% or more as “much higher” or “much lower”; changes greater than 5% but less than 25% as “higher” or “lower”; and changes within 5% as “about the same.”

[Fixed row]

(9.2.9) Indicate the highest level to which your wastewater is treated (either by your organization or a third party) before being discharged to the environment.

Quaternary treatment

(9.2.9.1) Volume (megaliters)

0

(9.2.9.6) Please explain

No discharge volume is treated to this level.

Tertiary treatment

(9.2.9.1) Volume (megaliters)

0

(9.2.9.6) Please explain

No discharge volume is treated to this level.

Secondary treatment

(9.2.9.1) Volume (megaliters)

0

(9.2.9.6) Please explain

No discharge volume is treated to this level.

Primary treatment only

(9.2.9.1) Volume (megaliters)

107.93

(9.2.9.2) Comparison of treated volume with previous reporting year

Select from:

☒ Lower

(9.2.9.3) Primary reason for comparison with previous reporting year

Select from:

- ☒ Investment in water-smart technology/process

(9.2.9.4) % of discharge volume treated in compliance with local regulatory standards

Select from:

- ☒ 100

(9.2.9.5) Factors considered in determining appropriate treatment level beyond local regulatory standards

Select all that apply

- ☒ Internally developed water quality standards or guidelines
☒ Profile of the receiving waterbody
☒ The water discharge impacts

(9.2.9.6) Please explain

Wastewater management is addressed at the facility level in accordance with local requirements and environmental management systems. Treatment and pretreatment methods vary by site and may include sedimentation, septic tanks, wash bay filtration, grease traps, fat separators, and filtration systems. Treatment levels are selected based on site-specific activities, wastewater characteristics, discharge profiles, and regulatory obligations. We classify changes of 25% or more as "much higher" or "much lower"; changes greater than 5% but less than 25% as "higher" or "lower"; and changes within 5% as "about the same."

No treatment

(9.2.9.1) Volume (megaliters)

0

(9.2.9.6) Please explain

No discharge volume is released without treatment or applicable pretreatment.

Unknown

(9.2.9.1) Volume (megaliters)

0

(9.2.9.6) Please explain

*Treatment level is known for the reported discharge volume.
[Fixed row]*

(9.2.10) Provide details of your organization's emissions of nitrates, phosphates, pesticides, and other priority substances to water in the reporting year.

(9.2.10.1) Emissions to water in the reporting year (metric tons)

0

(9.2.10.2) Categories of substances included

Select all that apply

☒ Priority substances listed under the EU Water Framework Directive

(9.2.10.3) List the specific substances included

Cadmium and its compounds; lead and its compounds; mercury and its compounds; nickel and its compounds

(9.2.10.4) Please explain

Wastewater monitoring is conducted according to site-specific discharge profiles and applicable permit requirements. We do not use nitrates, phosphates, or pesticides in our operations. Regulated metals are monitored where applicable, and no detected emissions of the listed EU Water Framework Directive priority substances were identified in the reporting year. Wastewater controls include treatment or pretreatment, filtration, controlled discharge practices, routine monitoring, and regulatory reporting where required.

[Fixed row]

(9.3) In your direct operations and upstream value chain, what is the number of facilities where you have identified substantive water-related dependencies, impacts, risks, and opportunities?

Direct operations

(9.3.4) Please explain

We assess water-related dependencies, impacts, risks, and opportunities in direct operations through annual WRI Aqueduct analysis, facility-level environmental assessments, and enterprise risk management processes. For this response, “facilities” means operational facilities assessed for water stress, water use, discharge, and related business continuity considerations. In 2025, we identified three facilities in high-stress basins as having substantive water-related dependencies, impacts, risks, or opportunities. These locations require focused mitigation through water stewardship actions, including recycling, reuse, rainwater harvesting, and process-efficiency projects.

Upstream value chain

(9.3.1) Identification of facilities in the value chain stage

Select from:

☒ No, we have not assessed this value chain stage for facilities with substantive water-related dependencies, impacts, risks, and opportunities, but we are planning to do so in the next 2 years

(9.3.4) Please explain

We have not yet identified upstream supplier facilities with substantive water-related dependencies, impacts, risks, or opportunities at the facility level. We are expanding supplier ESG risk assessments to include water risk considerations and will use the results to prioritize supplier engagement and risk mitigation for suppliers in high-stress basins.

[Fixed row]

(9.4) Could any of your facilities reported in 9.3.1 have an impact on a requesting CDP supply chain member?

Select from:

☒ Yes, CDP supply chain members buy goods or services from facilities listed in 9.3.1

(9.4.1) Indicate which of the facilities referenced in 9.3.1 could impact a requesting CDP supply chain member.

	Requesting member
Row 1	Select from: ☒ Koninklijke Philips NV

[Add row]

(9.5) Provide a figure for your organization's total water withdrawal efficiency.

(9.5.1) Revenue (currency)

1461961503

(9.5.2) Total water withdrawal efficiency

10657249.62

(9.5.3) Anticipated forward trend

Upward trend. We expect water withdrawal efficiency to improve as water recycling, reuse, and process-efficiency projects continue to support reduced water intensity, particularly at water-stressed and high-use locations. The forward trend may vary based on production mix and customer-specified process water requirements.

[Fixed row]

(9.13) Do any of your products contain substances classified as hazardous by a regulatory authority?

	Products contain hazardous substances
	Select from: ☒ Yes

[Fixed row]

(9.13.1) What percentage of your company's revenue is associated with products containing substances classified as hazardous by a regulatory authority?

Row 1

(9.13.1.1) Regulatory classification of hazardous substances

Select from:

☒ Candidate List of Substances of Very High Concern for Authorisation above 0.1% by weight (EU Regulation)

(9.13.1.2) % of revenue associated with products containing substances in this list

Select from:

☒ Less than 10%

(9.13.1.3) Please explain

Under EU REACH, Article 33 communication duties apply to suppliers of articles when articles are placed on the EU market and SVHCs are present above 0.1% by weight. As a contract manufacturer, Kimball Electronics manufactures to customer specifications and supports compliance by screening components and notifying customers of any SVHC findings for their action.

Row 2

(9.13.1.1) Regulatory classification of hazardous substances

Select from:

☒ Annex XVII of EU REACH Regulation

(9.13.1.2) % of revenue associated with products containing substances in this list

Select from:

☒ Less than 10%

(9.13.1.3) Please explain

Annex XVII restricts the manufacture, placing on the market, and use of certain substances, mixtures, and articles. Kimball Electronics provides manufacturing services to customers and does not substitute components, materials, or vendors in customer specifications without written consent. If due diligence identifies materials that may contain substances in excess of regulatory limits, we notify customers in writing and work with them to support environmental regulation compliance for affected products.

[Add row]

(9.14) Do you classify any of your current products and/or services as low water impact?

(9.14.1) Products and/or services classified as low water impact

Select from:

☒ Yes

(9.14.2) Value chain stage where low water impact is assessed

Select all that apply

☒ Direct operations

☒ Downstream value chain

(9.14.3) Indicator used to assess water impact

Water quantity

- ☒ Lower water withdrawal/consumption than conventional processes
- ☒ Lower water intensity than conventional products/services

(9.14.4) Have you used a certification standard to classify your products/services as low water impact?

Select from:

- ☒ No

(9.14.5) Definition used to classify low water impact

We classify products and services as low water impact if they meet one or both of the following criteria: they do not consume water during the use phase, or they are specifically designed to enable water resource management or efficiency. This includes products such as smart meters and industrial controls that help customers monitor, manage, and reduce water use or loss. The classification considers water quantity impacts in direct operations and downstream use, including lower water withdrawal, lower water consumption, and reduced water intensity.

(9.14.7) Please explain

Kimball Electronics manufactures products to customer specifications, and many of the electronic assemblies we manufacture do not consume water during use. Certain products also support water resource management or efficiency by enabling customers to monitor, manage, and reduce water use or loss. Our classification is based on internal criteria and EU Taxonomy-aligned water resource management and efficiency concepts, rather than a product certification standard.
[Fixed row]

(9.15) Indicate whether you have targets relating to water pollution, water withdrawals, WASH, or other water-related categories.

	Target set in this category	Science-based target set in this target category according to SBTN guidance
Water pollution	Select from:	Select from:

	Target set in this category	Science-based target set in this target category according to SBTN guidance
	☒ Yes	☒ No, and we do not plan to in the next two years
Water withdrawals	Select from: ☒ Yes	Select from: ☒ No, and we do not plan to in the next two years
Water, Sanitation, and Hygiene (WASH) services	Select from: ☒ Yes	Select from:
Other	Select from: ☒ No, and we do not plan to within the next two years	Select from:

[Fixed row]

(9.15.1) Provide details of your water-related targets and the progress made.

Row 1

(9.15.1.1) Target reference number

Select from:

☒ Water target 1

(9.15.1.2) Target coverage

Select from:

☒ Organization-wide (direct operations only)

(9.15.1.3) Category of target & Quantitative metric

Water pollution

☒ Increase in water use met through recycling/reuse

(9.15.1.4) Date target was set

02/11/2025

(9.15.1.5) End date of base year

12/31/2024

(9.15.1.6) Base year figure

14

(9.15.1.7) End date of target year

12/31/2030

(9.15.1.8) Target year figure

33.33

(9.15.1.9) Reporting year figure

12

(9.15.1.10) Target status in reporting year

Select from:

☒ New

(9.15.1.11) % of target achieved relative to base year

-10

(9.15.1.12) Global environmental treaties/initiatives/frameworks aligned with or supported by this target

Global environmental treaties/initiatives/frameworks aligned with or supported by this target

☒ Sustainable Development Goal 6

(9.15.1.13) Explain target coverage and identify any exclusions

This target covers direct operations and has no exclusions. The target focuses particularly on high-stress locations and sites with significant water use intensity.

(9.15.1.14) Plan for achieving target, and progress made to the end of the reporting year

We plan to achieve this existing 2030 target through water recycling, reuse, rainwater harvesting, and process-efficiency projects, with priority given to high-stress and high-use locations. The target is reported under water pollution because increasing reuse reduces wastewater discharge volumes and associated water quality impacts. In 2025, recycled water performance was below the 2024 baseline because reduced reuse in Mexico outweighed gains from expanded capacity at Thailand.

(9.15.1.18) Further details of target

Unit is percent of water use met through recycling/reuse. This is the existing 2030 target to recycle one-third of water globally, with a focus on high-stress locations and sites with significant water use intensity. It supports water pollution management by reducing the volume of water requiring discharge or treatment.

Row 2

(9.15.1.1) Target reference number

Select from:

☒ Water target 2

(9.15.1.2) Target coverage

Select from:

☒ Organization-wide (direct operations only)

(9.15.1.3) Category of target & Quantitative metric

Water withdrawals

☒ Increase in water use met through recycling/reuse

(9.15.1.4) Date target was set

02/11/2025

(9.15.1.5) End date of base year

12/31/2024

(9.15.1.6) Base year figure

14

(9.15.1.7) End date of target year

12/31/2030

(9.15.1.8) Target year figure

33.33

(9.15.1.9) Reporting year figure

12

(9.15.1.10) Target status in reporting year

Select from:

☒ New

(9.15.1.11) % of target achieved relative to base year

-10

(9.15.1.12) Global environmental treaties/initiatives/frameworks aligned with or supported by this target

Global environmental treaties/initiatives/frameworks aligned with or supported by this target

☒ Sustainable Development Goal 6

(9.15.1.13) Explain target coverage and identify any exclusions

This target covers direct operations and has no exclusions. The target focuses particularly on high-stress locations and sites with significant water use intensity.

(9.15.1.14) Plan for achieving target, and progress made to the end of the reporting year

We plan to achieve this existing 2030 target through water recycling, reuse, rainwater harvesting, and process-efficiency projects, with priority given to high-stress and high-use locations. Our largest water use is concentrated at our Thailand facility, where customer-specified wash processes create significant process water demand. We are addressing this through closed-loop wash water recycling, reuse of RO/DI water, rainwater harvesting, process-efficiency projects, and customer collaboration where process requirements affect freshwater demand. In 2025, recycled water performance was below the 2024 baseline because reduced reuse in Mexico outweighed gains from expanded capacity at Thailand.

(9.15.1.18) Further details of target

Unit is percent of water use met through recycling/reuse. This is the same existing 2030 water recycling/reuse target reported under the water withdrawals category because increased reuse reduces reliance on freshwater withdrawals, particularly at high-stress and high-use locations. The target is especially relevant to Thailand, where customer-specified wash requirements drive the company's highest water consumption.

Row 3

(9.15.1.1) Target reference number

Select from:

☒ Water target 3

(9.15.1.2) Target coverage

Select from:

☒ Organization-wide (direct operations only)

(9.15.1.3) Category of target & Quantitative metric

Water, Sanitation, and Hygiene (WASH) services

☒ Increase in the proportion of local population using safely managed sanitation services, including a hand-washing facility with soap and water around our facilities and operations

(9.15.1.4) Date target was set

01/01/2021

(9.15.1.5) End date of base year

12/31/2021

(9.15.1.6) Base year figure

100

(9.15.1.7) End date of target year

12/31/2025

(9.15.1.8) Target year figure

100

(9.15.1.9) Reporting year figure

100

(9.15.1.10) Target status in reporting year

Select from:

☒ Achieved and maintained

(9.15.1.12) Global environmental treaties/initiatives/frameworks aligned with or supported by this target

Global environmental treaties/initiatives/frameworks aligned with or supported by this target

☒ Sustainable Development Goal 6

(9.15.1.13) Explain target coverage and identify any exclusions

This target covers direct operations and has no exclusions.

(9.15.1.15) Actions which contributed most to achieving or maintaining this target

We maintain 100% employee access to fully functioning WASH services through site-level health, safety, environmental, facility, and custodial routines, including checks for drinking water availability, sanitation facilities, and hygiene supplies.

(9.15.1.18) Further details of target

Unit is percent of employees with access to safely managed WASH services. This is a maintenance target to continue providing fully functioning water, sanitation, and hygiene services to employees at 100% of covered locations.

[Add row]

C11. Environmental performance - Biodiversity

(11.2) What actions has your organization taken in the reporting year to progress your biodiversity-related commitments?

(11.2.1) Actions taken in the reporting period to progress your biodiversity-related commitments

Select from:

☒ Yes, we are taking actions to progress our biodiversity-related commitments

(11.2.2) Type of action taken to progress biodiversity- related commitments

Select all that apply

- ☒ Law & policy
- ☒ Species management
- ☒ Education & awareness
- ☒ Land/water protection
- ☒ Land/water management
- ☒ Livelihood, economic & other incentives

[Fixed row]

(11.3) Does your organization use biodiversity indicators to monitor performance across its activities?

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
	Select from: ☒ Yes, we use indicators	Select all that apply ☒ State and benefit indicators

	Does your organization use indicators to monitor biodiversity performance?	Indicators used to monitor biodiversity performance
		☒ Pressure indicators ☒ Response indicators

[Fixed row]

(11.4) Does your organization have activities located in or near to areas important for biodiversity in the reporting year?

Legally protected areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ Yes (partial assessment)

(11.4.2) Comment

We assessed mapped direct operations using facility coordinates and available public biodiversity sources. The assessment identified proximity to legally protected areas for certain locations, including Poznan, Poland near the Fortyfikacje w Poznaniu Natura 2000 site and Timisoara, Romania near the Mureş Floodplain protected landscape. The assessment is classified as partial because it was based on available public sources and not a formal site-level biodiversity assessment for every facility.

UNESCO World Heritage sites

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ Yes (partial assessment)

(11.4.2) Comment

We assessed mapped direct operations using facility coordinates and available public biodiversity sources. The assessment identified Nanjing, China as within approximately 25 km of the Ming Xiaoling component of the UNESCO World Heritage-listed Imperial Tombs of the Ming and Qing Dynasties. The assessment is classified as partial because it was based on available public sources and not a formal site-level biodiversity assessment for every facility.

UNESCO Man and the Biosphere Reserves

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ No

(11.4.2) Comment

We assessed mapped direct operations using facility coordinates and available public biodiversity sources. The assessment did not identify locations within or near a UNESCO Man and the Biosphere Reserve within the screening distances reviewed.

Ramsar sites

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ Yes (partial assessment)

(11.4.2) Comment

We assessed mapped direct operations using facility coordinates and available public biodiversity sources. The assessment identified Timisoara, Romania as near the Mureş Floodplain Ramsar site, with proximity dependent on the official site boundary. The assessment is classified as partial because it was based on available public sources and not a formal site-level biodiversity assessment for every facility.

Key Biodiversity Areas

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ No

(11.4.2) Comment

We assessed mapped direct operations using facility coordinates and available public biodiversity sources. The assessment did not identify locations within or near a Key Biodiversity Area within the screening distances reviewed.

Other areas important for biodiversity

(11.4.1) Indicate whether any of your organization's activities are located in or near to this type of area important for biodiversity

Select from:

☒ Yes (partial assessment)

(11.4.2) Comment

We assessed mapped direct operations using facility coordinates and available public biodiversity sources. The assessment identified biodiversity-relevant local contexts for certain locations, including the Laem Chabang, Thailand mangrove and coastal ecosystem, the Natura 2000 context near Poznan, Poland, and the Ramsar and protected landscape context near Timisoara, Romania. The assessment is classified as partial because it was based on available public sources and not a formal site-level biodiversity assessment for every facility.

[Fixed row]

(11.4.1) Provide details of your organization's activities in the reporting year located in or near to areas important for biodiversity.

Row 1

(11.4.1.4) Country/area

Select from:

☒ Poland

(11.4.1.5) Name of the area important for biodiversity

Fortyfikacje w Poznaniu Natura 2000 site

(11.4.1.6) Proximity

Select from:

☒ Up to 25 km

(11.4.1.8) Briefly describe your organization's activities in the reporting year located in or near to the selected area

Kimball Electronics operates a manufacturing facility in Poznan, Poland. Proximity was identified through a preliminary coordinate-based desktop screening using available public biodiversity sources.

(11.4.1.9) Indicate whether any of your organization's activities located in or near to the selected area could negatively affect biodiversity

Select from:

☒ Yes, but mitigation measures have been implemented

(11.4.1.10) Mitigation measures implemented within the selected area

Select all that apply

☒ Operational controls

☒ Abatement controls

(11.4.1.11) Explain how your organization's activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

Potential indirect impacts from manufacturing operations could include wastewater, stormwater, waste, air emissions, noise, or other operational releases if not properly managed. The proximity assessment was conducted using facility coordinates and publicly available biodiversity information. Mitigation measures include site-level environmental management, wastewater and discharge controls, waste management, regulatory compliance processes, and operational controls.

Row 2

(11.4.1.4) Country/area

Select from:

☒ China

(11.4.1.5) Name of the area important for biodiversity

Ming Xiaoling component of the Imperial Tombs of the Ming and Qing Dynasties

(11.4.1.6) Proximity

Select from:

☒ Up to 25 km

(11.4.1.8) Briefly describe your organization's activities in the reporting year located in or near to the selected area

Kimball Electronics operates a manufacturing facility in Nanjing, China. Proximity was identified through a preliminary coordinate-based desktop screening using available public biodiversity and UNESCO information.

(11.4.1.9) Indicate whether any of your organization's activities located in or near to the selected area could negatively affect biodiversity

Select from:

☒ No

(11.4.1.11) Explain how your organization's activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

The preliminary assessment identified proximity to a UNESCO World Heritage site, but no overlap or direct impact pathway was identified. The Nanjing facility operates in an established manufacturing context and is managed through site-level environmental controls and regulatory compliance processes.

Row 3

(11.4.1.4) Country/area

Select from:

☒ Romania

(11.4.1.5) Name of the area important for biodiversity

Mureş Floodplain Ramsar site

(11.4.1.6) Proximity

Select from:

☒ Up to 50 km

(11.4.1.8) Briefly describe your organization's activities in the reporting year located in or near to the selected area

Kimball Electronics operates a manufacturing facility in Timisoara, Romania. Proximity was identified through a preliminary coordinate-based desktop screening using available public biodiversity sources.

(11.4.1.9) Indicate whether any of your organization's activities located in or near to the selected area could negatively affect biodiversity

Select from:

☒ Yes, but mitigation measures have been implemented

(11.4.1.10) Mitigation measures implemented within the selected area

Select all that apply

☒ Operational controls

☒ Abatement controls

(11.4.1.11) Explain how your organization's activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

Potential indirect impacts from manufacturing operations could include wastewater, stormwater, waste, air emissions, or other operational releases if not properly managed. The proximity assessment was conducted using facility coordinates and publicly available biodiversity information. Mitigation measures include site-level environmental management, wastewater and discharge controls, waste management, regulatory compliance processes, and operational controls.

Row 4

(11.4.1.4) Country/area

Select from:

☒ Romania

(11.4.1.5) Name of the area important for biodiversity

Mureş Floodplain protected landscape / Natural Park context

(11.4.1.6) Proximity

Select from:

☒ Up to 50 km

(11.4.1.8) Briefly describe your organization's activities in the reporting year located in or near to the selected area

Kimball Electronics operates a manufacturing facility in Timisoara, Romania. Proximity was identified through a preliminary coordinate-based desktop screening using available public biodiversity sources.

(11.4.1.9) Indicate whether any of your organization's activities located in or near to the selected area could negatively affect biodiversity

Select from:

☒ Yes, but mitigation measures have been implemented

(11.4.1.10) Mitigation measures implemented within the selected area

Select all that apply

☒ Operational controls

☒ Abatement controls

(11.4.1.11) Explain how your organization's activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

Potential indirect impacts from manufacturing operations could include wastewater, stormwater, waste, air emissions, or other operational releases if not properly managed. The proximity assessment was conducted using facility coordinates and publicly available biodiversity information. Mitigation measures include site-level environmental management, wastewater and discharge controls, waste management, regulatory compliance processes, and operational controls.

Row 5

(11.4.1.4) Country/area

Select from:

☒ Thailand

(11.4.1.5) Name of the area important for biodiversity

Laem Chabang mangrove and coastal ecosystem

(11.4.1.6) Proximity

Select from:

☒ Up to 25 km

(11.4.1.8) Briefly describe your organization's activities in the reporting year located in or near to the selected area

Kimball Electronics operates a manufacturing facility in Laem Chabang, Thailand. The area has nearby mangrove and coastal biodiversity context identified through preliminary desktop screening of facility coordinates and available public sources.

(11.4.1.9) Indicate whether any of your organization's activities located in or near to the selected area could negatively affect biodiversity

Select from:

☒ Yes, but mitigation measures have been implemented

(11.4.1.10) Mitigation measures implemented within the selected area

Select all that apply

- ☒ Operational controls
- ☒ Abatement controls

(11.4.1.11) Explain how your organization's activities located in or near to the selected area could negatively affect biodiversity, how this was assessed, and describe any mitigation measures implemented

Potential indirect impacts from manufacturing operations could include wastewater, stormwater, waste, air emissions, or other operational releases if not properly managed. The proximity assessment was conducted using facility coordinates and available public biodiversity information. Mitigation measures include site-level environmental management, wastewater and discharge controls, waste management, regulatory compliance processes, and operational controls.

[Add row]

C13. Further information & sign off

(13.1) Indicate if any environmental information included in your CDP response (not already reported in 7.9.1/2/3, 8.9.1/2/3/4, and 9.3.2) is verified and/or assured by a third party?

	Other environmental information included in your CDP response is verified and/or assured by a third party
	Select from: ☒ Yes

[Fixed row]

(13.1.1) Which data points within your CDP response are verified and/or assured by a third party, and which standards were used?

Row 1

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☒ Climate change

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Climate change

☒ Other data point in module 7, please specify :2025 Scope 1, Scope 2 location-based, Scope 2 market-based, and Scope 3 Categories 1-7 GHG emissions inventory

(13.1.1.3) Verification/assurance standard

General standards

☒ ISO 14064-3

(13.1.1.4) Further details of the third-party verification/assurance process

KERAMIDA Inc. provided limited assurance verification of Kimball Electronics' 2025 Scope 1, Scope 2, and Scope 3 GHG emissions inventory for January 1, 2025 to December 31, 2025. Verification was conducted in accordance with ISO 14064-3:2019 using the operational control approach, limited assurance, and a 5% materiality threshold. Procedures included interviews, evidence review, data analytics, recalculation procedures, evaluation of assumptions, and review of disclosure presentation. KERAMIDA concluded that there was no evidence that the GHG emissions calculations and summaries were not a fair representation of the actual GHG emissions data and information.

(13.1.1.5) Attach verification/assurance evidence/report (optional)

2025 GHG Assurance Statement.pdf

Row 2

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☒ Climate change

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Climate change

☒ Fuel consumption

☒ Progress against targets

☒ Energy attribute certificates (EACs)

☒ Electricity/Steam/Heat/Cooling generation

☒ Electricity/Steam/Heat/Cooling consumption

renewable and non-renewable energy mix, supplier-specific energy mix, and energy conservation initiative kWh impact and cost savings

☒ Emissions reduction initiatives/activities

☒ Renewable Electricity/Steam/Heat/Cooling generation

☒ Renewable Electricity/Steam/Heat/Cooling consumption

☒ Year on year change in absolute emissions (Scope 1 and 2)

☒ Other data point in module 7, please specify :**energy consumption and mix,**

(13.1.1.3) Verification/assurance standard

General standards

☒ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

KERAMIDA Inc. provided independent limited assurance of quantitative metrics included in Kimball Electronics' CY2025 Guiding Principles Report for January 1, 2025 to December 31, 2025. The assurance process was performed in accordance with ISAE 3000 (Revised). The assured metric categories included Energy Consumption and Mix and Energy Conservation Initiatives on page 27. The assured page includes total energy, renewable and non-renewable energy, solar panels, renewable energy certificates, supplier-specific renewable and non-renewable mix, natural gas, propane, diesel, steam, and energy conservation initiatives with kWh impact, implementation cost, and cost savings.

(13.1.1.5) Attach verification/assurance evidence/report (optional)

2025 GPR Assurance Statement.pdf

Row 3

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☒ Water

(13.1.1.2) Disclosure module and data verified and/or assured

Environmental performance – Water security

☒ Water consumption– total volume

☒ Volume withdrawn from areas with water stress (megaliters)

☒ Water discharges– total volumes

☒ Other data point in module 9, please specify :**total water recycled and reused,**

percent of water recycled, water intensity, and percent of operations in high-stress areas

☒ Water withdrawals– total volumes

☒ Water withdrawals – volumes by source

☒ Water discharges – volumes by destination

(13.1.1.3) Verification/assurance standard

General standards

☒ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

KERAMIDA Inc. provided independent limited assurance of quantitative metrics included in Kimball Electronics' CY2025 Guiding Principles Report for January 1, 2025 to December 31, 2025. The assurance process was performed in accordance with ISAE 3000 (Revised), and the assured metric categories included Water on pages 57 and 60. The assured water metrics include total water use, well water, municipality water, total water use in areas at water risk, percent of water withdrawn from high-stress areas, percent of operations in high-stress areas, total water recycled and reused, percent of water recycled, water intensity, total water discharged, discharge to municipality, discharge to surface, and total water consumed.

(13.1.1.5) Attach verification/assurance evidence/report (optional)

2025 GPR Assurance Statement.pdf

Row 4

(13.1.1.1) Environmental issue for which data has been verified and/or assured

Select all that apply

☒ Biodiversity

(13.1.1.2) Disclosure module and data verified and/or assured

Identification, assessment, and management of dependencies, impacts, risks, and opportunities

☒ Other data point in module 2, please specify :Double Materiality Assessment, including Biodiversity & Ecosystems topic assessment

(13.1.1.3) Verification/assurance standard

General standards

☒ ISAE 3000

(13.1.1.4) Further details of the third-party verification/assurance process

KERAMIDA Inc. provided independent limited assurance of quantitative metrics included in Kimball Electronics' CY2025 Guiding Principles Report for January 1, 2025 to December 31, 2025. The assured metric categories included the Double Materiality Assessment on pages 11-14, and the assured GPR content includes Biodiversity & Ecosystems in the DMA topic matrix.

(13.1.1.5) Attach verification/assurance evidence/report (optional)

2025 GPR Assurance Statement.pdf
[Add row]

(13.3) Provide the following information for the person that has signed off (approved) your CDP response.

(13.3.1) Job title

Chief Legal and Administrative Officer

(13.3.2) Corresponding job category

Select from:

☒ Other C-Suite Officer

[Fixed row]

(13.4) Please indicate your consent for CDP to share contact details with the Pacific Institute to support content for its Water Action Hub to facilitate collective action in priority basins.

Select from:

☒ Yes, CDP may share our Disclosure Submission Lead contact details with the Pacific Institute

