

JUNGHEINRICH

4.0

CSR Status Report 2016

About this report

G4-03; G4-22; G4-28; G4-29; G4-30 In this CSR Status Report, Jungheinrich describes the economic, environmental and social aspects of its company activity and their impact for the 2016 financial year (1 January to 31 December). This first report will provide the basis for ongoing annual reporting.

The following organisational units were included in the collected data:

- ▶ the production plants in Norderstedt, Lüneburg, Moosburg, Degernpoint, Landsberg, Dresden and Qingpu (China)
- ▶ the spare part centre in Kaltenkirchen
- ▶ the sales unit in Germany
- ▶ the five largest international sales units (according to employee numbers): France, Italy, UK, Russia and Poland
- ▶ the Group headquarters in Hamburg
- ▶ the IT office in Hamburg

G4-23 This scope covers 67 per cent of the 15,010 Jungheinrich Group employees (as of 31 December 2016) and will be gradually increased in future reports.

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Editorial note: In some cases the values reported have been rounded. This report is available in German and English. The editorial closing date was August 2017. The Jungheinrich AG 2017 CSR Report will be published in spring 2018.

Foreword from the Chairman

G4-01



Hans-Georg Frey

Ladies and Gentlemen,

With more than 60 years' experience in intralogistics and over 15,000 staff around the world, we at Jungheinrich are well aware that CSR affects all areas of a company. We believe in comprehensive entrepreneurship, make long-sighted decisions and create good and secure jobs, thereby making a positive contribution to developments in society as well as the German, European and global economies.

As a family-run company active in global markets, we set ourselves long-term goals and aim for profitable growth. We always have the coming generations in mind. Hamburg, our home town, has long stood for the principles of honourable business conduct – this has always been our approach to business and always will be.

CSR is a well-established part of our company history – and it has been since Jungheinrich was founded. One example where this is clear to see is electric mobility. While this topic is still a long way off for other suppliers of material handling equipment, we have been setting economic and ecological standards in this area for decades. Another is our opinion of ourselves as an employer. Since 2010, we have created more than 5,000 new jobs worldwide. Reliability, trust and responsibility are values that we live by at Jungheinrich.

With this CSR Status Report, we are proud to present how deeply and extensively this topic is anchored in our company and our decision-making processes.

Sincerely yours,

A handwritten signature in black ink, reading 'H. G. Frey'. The signature is fluid and cursive, with a long, sweeping tail on the 'y'.

Hans-Georg Frey
Chairman of the Board of Management

MORE THAN

100,000

ELECTRIC TRUCKS SOLD



OVER 5,000

new jobs created worldwide
since 2010

12%

REDUCTION

in CO₂e emissions in the
product life cycle assessment
between 2010 and 2016

Average period
of employment of

11

years



Uniform level
of knowledge:

introduction
of Group-wide
compliance

E-LEARNING
MODULES

PROXIMITY TO
CUSTOMERS WORLDWIDE
WITH OVER

4,700



JUNGHEINRICH SERVICE ENGINEERS

Jungheinrich the company

Company profile

Founded in 1953, Jungheinrich ranks among the world's leading intralogistics companies. Drawing on a coordinated portfolio of material handling equipment, logistics systems and services, we can offer our customers comprehensive solutions from a one-stop shop. The Group's strategy is based on sustainable and profitable growth and therefore on increasing company value. Our goal is to become the number 1 intralogistics brand in all European markets and to be ranked among the top 3 global suppliers long term.

Business model

G4-04

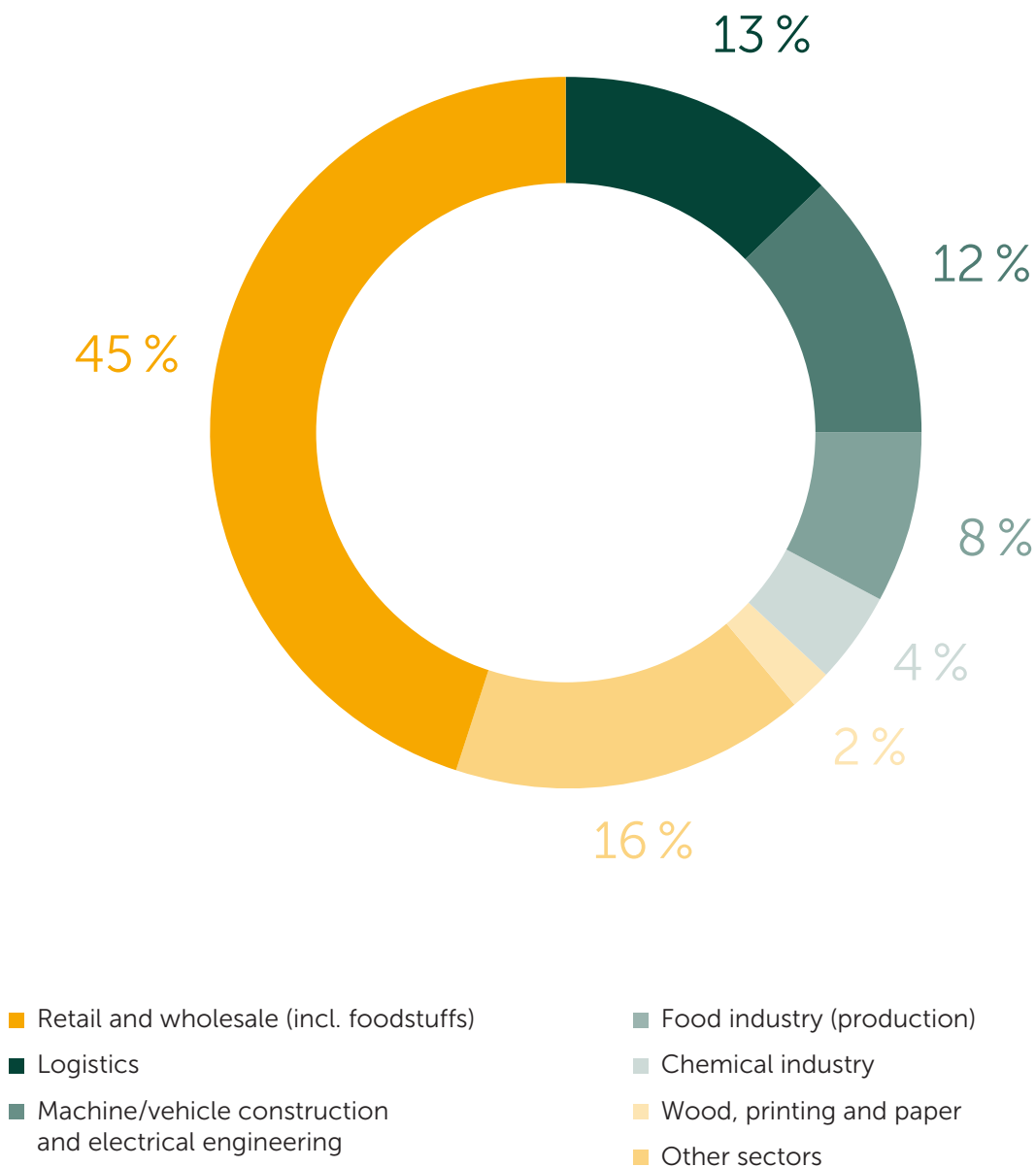
Our integrated business model covers the development, production and distribution of material handling equipment, including logistics systems and business and mail order, short-term hire of new and used equipment, reconditioning and sale of used equipment and maintenance, repair and spare parts businesses. Combined with comprehensive financial services offers, it is our aim to serve our customers from a single source for the duration of a product's life cycle.



Customers by sector

G4-08

Due to the diverse array of products and services we offer, ranging from technology and software to services, we cater to a number of sectors. We can also accommodate individual customer requests with solutions from our Lüneburg production plant, which is able to manufacture small series and customised products.



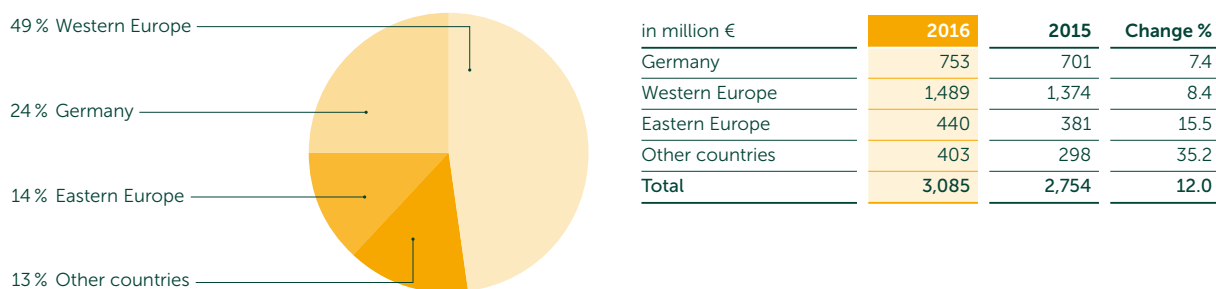
Note: These figures are based on incoming orders in units.

Markets by region

G4-08

In addition to our domestic market of Germany, the sales markets in Europe and other regions are growing ever faster. International sales are increasing steadily. As a result, the share of international sales is now at 76 per cent.

2016 net sales by region



Key figures at a glance

G4-09

The following table shows the Jungheinrich Group's key figures for the 2016 financial year.

Jungheinrich Group		2016	2015	Change %
Incoming orders	million €	3,220	2,817	14.3
	units	109,200	97,100	12.5
Production of material handling equipment	units	106,300	91,200	16.6
Net sales	million €	3,085	2,754	12.0
Foreign ratio	%	76	75	–
Orders on hand 31/12	million €	610	477	27.9
Earnings before interest and taxes (EBIT)	million €	235	213	10.3
EBIT return on sales (EBIT ROS)	%	7.6	7.7	–
EBIT return on capital employed (ROCE) ¹	%	17.8	17.9	–
Earnings before taxes (EBT)	million €	216	198	9.1
EBT return on sales (EBT ROS)	%	7.0	7.2	–
Net income	million €	154	138	11.6
Capital expenditures ²	million €	59	87	–32.2
Research and development expenditures	million €	62	55	12.7
Balance sheet total 31/12	million €	3,643	3,349	8.8
Shareholders' equity as of 31/12	million €	1,114	1,026	8.6
thereof subscribed capital	million €	102	102	–
Employees 31/12	FTE ³	15,010	13,962	7.5
Earnings per preferred share	€	1.52	1.36 ⁴	11.8
Dividend per share – ordinary share	€	0.42	0.38 ⁴	10.5
– preferred share	€	0.44	0.40 ⁴	10.0

¹ EBIT as a percentage of interest-bearing capital employed (cut-off date).

² Property, plant and equipment and intangible assets without capitalised development expenditure.

³ FTE: Full-time equivalents.

⁴ Prior-year figures retroactively adjusted due to share split (1:3).

CSR at Jungheinrich

As a globally leading company in intralogistics, we are responsible for our activities in Germany, Europe and the rest of the world from an economic, environmental and social viewpoint. We are aware of this responsibility and act accordingly every day. Our conduct is based on our understanding of CSR: the successful combination of profitable growth and awareness of social and environmental issues.

Common understanding of CSR

Responsible conduct in our business activities has always been an immutable part of our business identity at Jungheinrich. Furthermore, by going beyond this and integrating environmental and social issues in our company values we are able to generate long-term corporate value and meet the expectations of our stakeholders¹. We want to improve everyday – to achieve this we rely on our employees to act responsibly.

CSR at Jungheinrich

- ▶ is based on our integrity and business ethics as a family-run company.
- ▶ is based on long-term cooperation with our partners in the value chain.
- ▶ is evident through the creation of stable and valuable jobs in order to make a positive contribution to society.
- ▶ means showing responsibility towards our employees through mutual respect and team spirit.
- ▶ focusses on environmental sustainability and energy efficiency.
- ▶ requires constant evaluation of our CSR performance.

Meeting demands

G4-14 A central part of increasing CSR in our company involves avoiding negative effects for people and the environment. We have therefore firmly established a precautionary approach in our Group guidelines and processes for quality, environment and energy, work safety and compliance issues. We aim to go beyond the legal requirements and are committed to keeping our impact as neutral as possible – we consider both mandatory.

We also take into consideration the demands of our internal and external stakeholders. This involves evaluating risks and opportunities, the effectiveness of processes (purchasing, development, production, sales, personnel, etc.), making necessary resources available and constantly improving performance.

Quality, environment, energy and work safety

Cooperation: we depend on the cooperation of our employees in quality, environment, energy and work safety issues. They are therefore kept well informed and involved. This applies equally to all company divisions, activities and processes.

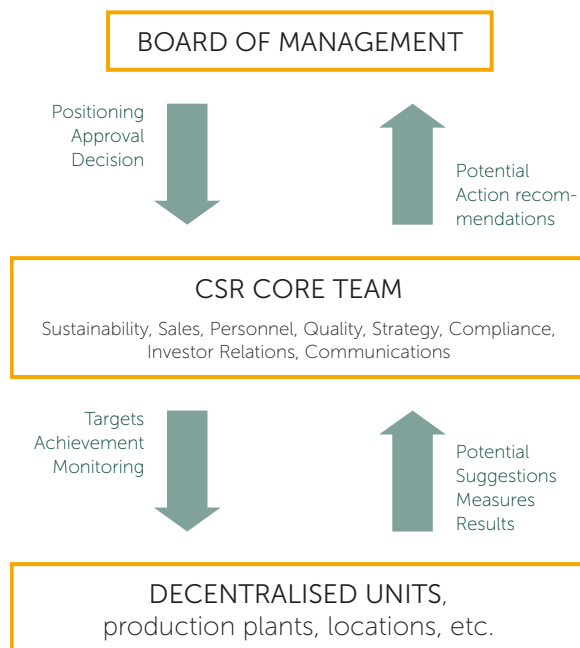
If you want to improve yourself, you need targets. We set Group-wide targets as well as site and area targets. In order to achieve our targets, we implement appropriate measures and regularly monitor their effectiveness.

You can find more information and details about CSR at Jungheinrich on our website.

¹Stakeholder: collective term for organisations, groups and individuals impacted by or with an impact on economic and political activities or decisions.

How CSR is managed at Jungheinrich

G4-34



We created the “CSR Core Team” in 2016 to manage issues relating to CSR within the Jungheinrich organisation. The interdisciplinary team, comprised of members from CSR, sales, personnel, quality, strategy, compliance, investor relations and communications, recommends courses of action and suggests targets. This organisational structure enables us to successfully integrate CSR in our company.

The core team occupies a key role as an intermediary between the business units and the Board of Management. Decisions for the Board of Management are prepared and discussed under the leadership of the CSR department. Various departments are included to ensure an overarching view of CSR and provide input. Beyond this, more input comes from the production plants, sales units and other locations. After all, they are the ones who will carry out suggestions approved by the Board of Management.

G4-18 The “CSR Core Team” identifies and deals with issues relevant to Jungheinrich. The members have already played an active part in organising a materiality workshop. Based on the UN Sustainable Development Goals, the workshop participants determined and weighted the most important aspects for Jungheinrich. Because our stakeholders bring external topics that are important to Jungheinrich to our attention, the stakeholders’ point of view was represented in this process by the sustainability department.

By grouping everything into four distinct fields of action, we are able to create a simplified view of material aspects. The field of action “good employer”, for example, includes topics such as training and development, employee health and years of service.

The Jungheinrich fields of action

G4-19



Responsibility and values

Jungheinrich has always adhered to the principles and values of honourable business conduct; we believe humanity, integrity and high ethical standards in business are compatible with profitability. These principles take our sense of responsibility beyond the boundaries of our company to include customers, suppliers, society and more. This entrepreneurial attitude applies to everyone at Jungheinrich. All-encompassing compliance regulations form the foundation of our consistent corporate values. Acting within the law and showing commitment to social initiatives create non-financial benefits both regionally and internationally.

Product development, quality and safety

Our development, production, sale and servicing of efficient, safe and economic products and solutions is what distinguishes Jungheinrich from the rest. Our employees play a decisive role in this as they actively contribute to ensuring high standards of quality with the "zero-error" principle. We continually develop our processes for the satisfaction and safety of our customers. An important foundation for this is setting, monitoring and regularly aligning targets and ascertaining performance indicators.

Good employer

Our company strategy is based on sustainable and profitable growth. This includes ensuring that the company is a good employer that creates secure jobs, thereby making a positive contribution to the development of society. With the "Jungheinrich Way of Leadership" concept we encourage our managers to conduct themselves responsibly, think entrepreneurially and include our over 15,000 employees on the path to growth. We are facing ever tougher competition for the most talented candidates by creating attractive jobs and an ever increasing number of apprenticeships and student positions.

Energy, environment and climate protection

Jungheinrich has been producing electric trucks for over 60 years. For the first time in our history, we sold more than 100,000 electric trucks last year. We strongly believe that energy efficiency is one of the key issues of our time. Solutions that are environmentally friendly and energy efficient are increasingly becoming a decisive factor in intralogistics. Our unique vertical integration in the area of energy allows us to approach this topic in its entirety. We are the only intralogistics supplier that develops, produces and offers trucks, batteries, charging systems and power units.

In dialogue with our stakeholders

G4-25; G4-26; G4-27 In-depth communication with various stakeholders represents a vital element of our understanding of CSR and our business model. Our customers show us directly what the markets expect from us and what their demands are. Issues such as energy efficiency, product safety, compliance and equality are becoming increasingly relevant. We actively encourage this communication. We also maintain contact with other stakeholders via direct discussions, online platforms, surveys and events. To this end, we aim to increase satisfaction in stakeholder groups and create long-term relationships. To achieve this aim, we exchange information with a range of public and private institutions and other companies.

G4-24 Stakeholders are weighted according to the relevance of their business operations to Jungheinrich. This includes those who have direct contact with our products, those affected by processes at our locations or those who have any other connection to our company. The most important stakeholder groups for Jungheinrich are therefore customers, suppliers, employees, investors, competitors and associations.



Every year, the Dr. Friedrich Jungheinrich Foundation invests

€**250,000**

**IN THE EDUCATION
OF YOUNG PEOPLE.**



Uniform level of knowledge:
introduction of Group-wide

**compliance
e-learning modules**



In collaboration with **action medeor**,

**donations
from Jungheinrich**

helped support **humanitarian projects.**

1

Responsibility and values

We don't just feel obliged to take responsibility for social issues – it is a part of our corporate philosophy. We therefore support charity initiatives and promote the education of young people. With our commitment we make an important contribution to society. We also believe that good corporate governance involves constantly exceeding legal requirements and internal regulations. Our compliance management system and well-trained employees are crucial to achieving this.

Jungheinrich assumes its social responsibility

As a traditional company with roots in Hamburg, we take responsibility for social issues both inside and outside of the Group. We support initiatives and projects that match our corporate philosophy and our core skills. We have a long-term commitment to education, young talent in science and charity projects. All activities – both national and international – are coordinated at the Group headquarters in Hamburg. Individual Jungheinrich locations also select local initiatives to support. In addition, the Dr. Friedrich Jungheinrich Foundation allows us to make a positive contribution to the education of young people. We have long-term partnerships with the Kinder-Uni Hamburg and the German medical aid organisation action medeor e.V. In addition to donating money and supplies, we also provide our expertise in storage logistics and encourage our employees to volunteer for charitable causes.

Promoting young talent through the Dr. Friedrich Jungheinrich Foundation

Investing in the training and development of our employees has long been a cornerstone of our success. Young employees with outstanding training are one of Jungheinrich's most valuable resources. That is why Jungheinrich AG and the two shareholder families took the idea a step further and established the Dr. Friedrich Jungheinrich Foundation on 17 May 2004. The aim is to promote education in the MINT¹ subjects, and to support science and research. The foundation grants scholarships to support uniquely qualified young people and cooperates with certain professorships at universities. Thanks to considerable support from the Dr. Friedrich Jungheinrich Foundation and Jungheinrich AG, in September 2017 the Institute for Technical Logistics was opened at the Hamburg University of Technology. The institute will provide education that covers all aspects of intralogistics.

1 MINT: maths, information technology, natural sciences and technology

The Dr. Friedrich Jungheinrich Foundation currently supports the Helmut Schmidt University in Hamburg, the Hamburg University of Technology, the Munich University of Technology and the Tongji University in Shanghai. National and international activities will be expanded in the future, and the focus on supporting young talent will be increased.

The Foundation has access to funds of €250,000 per year. The Foundation exclusively and directly promotes charitable causes, is not-for-profit and acts independently from Jungheinrich AG. The Foundation's funds may therefore only be used for causes matching its statutes.



The Dr. Friedrich Jungheinrich Foundation promotes the education of young talent.

A partner to Kinder-Uni Hamburg

We support even the smallest scientists: Jungheinrich has been supporting the Kinder-Uni Hamburg since 2013. The aim is to give youngsters early access to education and help them discover a love for science. The Kinder-Uni is an annual series of events at the University of Hamburg for children aged 8 to 12. Lecturers explain scientific contexts in their specialist field in free seminars – specifically designed for children.



Learning like grown-ups: the Kinder-Uni Hamburg explains complex topics in a comprehensible way.

The Kinder-Uni Hamburg is a joint project of the University of Hamburg, the Claussen-Simon Foundation, the children's magazine GEOLino, ETV KiJu (subsidiary of the Eimsbütteler Turnverbandes e.V. sports association) and the Hamburg companies Euler Hermes Deutschland and Jungheinrich AG.

JUNGHEINRICH AND ACTION MEDEOR – A POWERFUL PARTNERSHIP

Health is a basic need for all people, but not everyone has access to medical aid. This is a cause that is close to all of our hearts here at Jungheinrich: the Board of Management, the shareholder families and all of our employees have decided to support action medeor in their work to the best of our ability, with donations of supplies, regular monetary donations and advice on all intralogistics issues. As the “world's emergency pharmacy”, action medeor has been committed to sustainably improving the health of people living in the world's poorest regions since 1964. Together with local partners, action medeor has provided drugs and medical supplies to over 10,000 health stations in 140 countries since then. With Jungheinrich's support, the organisation has established drug storage facilities in Tanzania and Malawi and expanded its storage facilities at the headquarters in Tönisvorst. Our help enables action medeor to organise medical aid more efficiently and ensures that supplies arrive where they are most needed. We are flexible in our support: we try to provide the right help at the right time.



Our long-standing partnership:
German medical aid organisation action medeor e.V.



“We – that is Jungheinrich AG and our employees – support action medeor with our intralogistics expertise, storage technology and donations in order to make a positive contribution to social and economic development. After all, our commitment to sustainability does not end at the factory gates.”

Hans-Georg Frey, Chairman of the Board of Management



The action medeor storage facility in Tönisvorst.

Employees show charitable spirit

Jungheinrich employees also collect donations through the internal "Donate your Pennies" campaign. With this voluntary programme, employees can donate the change behind the decimal point from their monthly pay. The money is then donated to charity projects chosen every year. The total amount raised by the end of the year is doubled by the Board of Management and donated, including tax benefit, to action medeor. Like Germany, the Jungheinrich companies in Spain, Portugal, Austria, Italy and the UK also participate in the Donate your Pennies campaign. We hope that other countries will also set up their own programmes.

In addition to the Donate your Pennies campaign, our employees also volunteer for other charity causes by contributing their expertise or participating in fundraisers. This includes cash donations for special occasions, Christmas fundraisers for social institutions like Die Arche – Christliches Kinder- und Jugendwerk (a Christian charity for children and youths), and a variety of donations in kind, such as donations of trucks for the voluntary fire brigade at various locations.

Social commitment – outlook

We select our charitable activities carefully. In addition to the aim of the activity, we look at the charities' long-term perspective in particular. Together with our partners we prioritise projects to support each year and also provide support in crisis situations. We intend to deepen these collaborative efforts both internally and externally in order to encourage more support by raising awareness of these joint projects.

Adherence to rules and regulations

Jungheinrich's business model is based on the responsible and ethically proper conduct of all people who work for the company. Only then can we be perceived and respected by our customers, suppliers, employees, shareholders and all other stakeholders as a reliable partner.

Consistent Code of Conduct

SO-04 Jungheinrich's guidelines, binding regulations and standards are made centrally available to employees – including guidelines on dealing with issues relevant to compliance. These guidelines outline the procedure for dealing with suspected or actual violations of legal requirements or internal regulations. This includes the Code of Conduct, which is applicable throughout the company and requires all employees to observe legal regulations and standards. It also outlines the flawless conduct we expect of all employees when it comes to competition law. The main topics covered in the Code of Conduct are anti-corruption, competition law and data protection.

Informational events on compliance

SO-04 In order to promote correct conduct, the central compliance department organises training events for our employees on site. In 2014 and 2015 such events were held in all German Jungheinrich locations. In 2016, 14 compliance training events were organised, including in China, Italy and Thailand (2015: 22). In addition to on-site events, Jungheinrich has also made various compliance e-learning modules available since 2016. These modules are available to the entire Group. In the coming years, we aim to gradually train all of our employees, continually offer courses and expand our training offer. The course content includes competition law, data protection and our Code of Conduct.

In addition, we also keep our employees informed and make them aware of target group-specific compliance principles in various risk areas. This covers, for instance, anti-corruption and competition law. The production plants and sales locations also organise more in-depth informational events with topics relevant to the location.

Assessment via corporate audit

SO-05 All suspected cases of corruption are generally first investigated by the Chief Compliance Officer and Head of Central Compliance, who will then initiate further measures, such as document audits, on-site interviews or disciplinary measures, as necessary. There were no incidences of corruption in the year under review (2015: 0).

SO-03 In order to prevent corruption, all Jungheinrich locations are monitored for risk indications through revolving corporate audits. A standard part of the process is checking documents and financial transactions. 30 audits were performed in 2016 (2015: 33).

Clearly defined reporting channels – in person or anonymously

We are committed to providing firmly defined, clearly communicated Group-wide reporting channels for all issues concerning compliance topics and suspected violations. A hotline was set up in 2016 – at the moment just for Germany – to supplement the established reporting channels, i.e., reporting to direct supervisor, local personnel manager or compliance officer and/or the central compliance team. As this reporting channel is provided by an external supplier, employees can report potential compliance topics and receive information anonymously.

High data protection standards

G4 PR-08 Complying with privacy rights and protecting company secrets are crucial to Jungheinrich. We have guidelines in place to ensure that protection standards are maintained and legal regulations (EU law) observed when handling private data. In addition, responsibilities are regulated to ensure our standards are met. The system works: we had no complaints regarding insufficient data protection in 2016 (2015: 0).

SO-07 We also place the same high expectations on our suppliers and sales partners when it comes to compliance and data protection. Along with ethically proper conduct we expect them to observe the principles of free and fair competition. That is why we have integrated these points in our general supplier agreements and require explicit confirmation that the relevant antitrust and competition laws and provisions will be observed.

Cooperation with our manufacturing suppliers

EN-32; HR-5; HR-6; HR-10; LA-14 We aim to shape the success of our products together with our suppliers – the best foundation for this is long-term, cooperative partnerships. The careful selection of suppliers is the basis for guaranteeing our outstanding product quality. Before a manufacturer becomes a Jungheinrich supplier, it has to meet approval criteria that are consistent throughout the entire Group. One essential aspect of this is the supplier manual that we have developed, which must be signed by the supplier. The supplier manual lists Jungheinrich's expectations for cooperation. Certain points are obligatory, such as the prohibition of child, forced and compulsory labour. We also require information on work practices and human rights, quality, environment, energy and CSR in order to raise the transparency of our suppliers.

The supplier manual is constantly updated to ensure that it meets our high standards and those of our customers. In order to find out more about our partners, we regularly conduct supplier visits and standardised audits performed by purchasing, quality and development experts.



€62 million

spent on research and development
(2016)

With more than



we are always at our
customers' side.



All

Jungheinrich trucks

are subject to safety and
function checks.

With the introduction of
assistance and safety
systems, such as the new
**pedestrian recognition
system**,



we are making our trucks
even safer.



ISO 9001

CERTIFIED

2

Product development, quality and safety

At Jungheinrich, product responsibility means supplying high-quality, safe products and services. We therefore maintain the highest safety standards. The ongoing optimisation of processes and the introduction of new technology are commonplace in our working day. We aim to protect our customers to the best of our ability from any possible harm they may come to when using our products. We also aim to provide the latest technology to the benefit of our customers. Thanks to our service technicians, we can guarantee that this is also the case beyond the factory gates.

Holistic quality management

Jungheinrich has adopted a systematic approach to quality management. Our development projects, for example, have to reach set milestones at which certain quality criteria are checked.

A crucial element of developing safe products is to consider and fulfil external and internal stakeholder demands. This can be achieved by taking a comprehensive view of all relevant areas from the product's development to use phases.



The production plants in Norderstedt, Lüneburg, Moosburg, Degernpoint, Landsberg and Qingpu (China) all work with ISO 9001 certified quality management systems. This approach is especially reflected in processes set for the entire Group.

Adhering to all laws and standards relevant to safety issues (such as the machinery directive, EMC Directive²) and complying with internal ergonomic and safety requirements are obligatory at Jungheinrich at all stages – starting with product development.

Proactive approach to standardisation processes a strategic task

G4-16 Jungheinrich considers being proactive in standardisation processes an important strategic task. Standards provide legal clarity, for example by defining central safety requirements for material handling equipment. This allows us to minimise risks of error and prevent accidents. Applying standards also facilitates export and ensures level playing fields between suppliers. Common standardisation processes also enable standards to be checked for practical application, and product optimisation to be achieved in research associations. Some of the trade associations in which Jungheinrich is a member include the Verband Deutscher Maschinen- und Anlagenbau (VDMA – Mechanical Engineering Industry Association), the Verein Deutscher Ingenieure (VDI – Association of German Engineers), the International Organization of Standardization (ISO) and the Deutsches Institut für Normung (DIN – German Institute for Standardisation).

Standardisation processes are an important basis for increasing the safety and reliability of our products even further. They are therefore a vital element of CSR at Jungheinrich. Adhering to standards ensures the user-friendliness of our products and also covers aspects of work safety. As an example, we are currently involved in the ongoing development of ISO 3691¹.

In addition to safety, other CSR issues are becoming increasingly relevant in standardisation processes – such as the energy efficiency of products for instance. Jungheinrich is also proactive in this area and is currently developing a new consumption standard for material handling equipment together with other manufacturers. It is designed to enable better comparisons, which in turn enable more sustainable purchasing decisions.

Quality awareness in all processes



Purchasing, quality and logistics working in harmony.

Our company is growing at speed – and so are the production numbers – while order throughput times are dropping significantly. These developments are leading to higher quality and flexibility demands of our suppliers. We are aware of this, and we amended our organisation structure in supply chain management for production material accordingly (see above) in 2016. Standardising the organisation and processes in purchasing, quality and logistics is a decisive step in achieving Jungheinrich's important strategic targets. A centralised quality organisation standardises processes and the consistent quality levels expected of suppliers. Our intention is to reduce the number of complaints for parts purchased from suppliers in the long term.

Jungheinrich value chain

G4-12



¹ Material handling equipment safety.

² Directive 2014/30/EU regarding electromagnetic compatibility.

Production plants systematically check parts purchased during the incoming goods inspection. The cycle and scope of the check is determined by the quality department together with product development – the check always matches the level of importance for safety and function.

The performance of the suppliers can be seen based on the performance indicators, which are regularly ascertained, such as timeliness and quantities rejected.

The appropriate escalation levels are initiated as soon as pre-defined limits are exceeded in quality or logistics performance. Suppliers that stand out during this process are flagged and monitored as part of a monthly supplier qualification committee meeting with measures to return performance to better levels. The aim of this procedure is to bring supplier performance back within the set limits as quickly as possible. If the measures show no results, the supplier will be barred from the purchasing process.

WE HAVE AN EYE ON OUR TRUCKS EVERYWHERE

The direct sales organisations in 36 countries, each with their own after-sales service, represent an important aspect of the Jungheinrich business model. The tight service network, which includes over 4,700 technicians, ensures permanent and direct market observation, and in particular, market support. This is the foundation for our incredibly fast reaction times when it comes to product defects.

We closely evaluate over a million service reports per year and determine optimisation measures to improve safety and reduce down times for our products.

Jungheinrich has established responsibilities for problem reporting, mistake analysis and solution finding in a binding process that is valid across the Group. We use the transparency and evaluation of the data to the best of our ability to recognise mistakes in time and use corrective measures to prevent them in series and in trucks already in service.

Our tried-and-tested processes are also effective when accidents occur with Jungheinrich products: the product line responsible receives a standardised incident report, allowing the immediate initiation of an investigation – and, if necessary, appropriate measures in production and in service.

The systematic evaluation of incident reports shows that the majority of accidents are caused by incorrect handling of loads or problems in the storage facilities' organisation. This knowledge allows us to offer the appropriate customer support, such as driver training. Intelligent assistance and safety systems and automated solutions also play an increasingly important role when it comes to increasing customer work safety. One of the highlights of our assistance systems is the optional pedestrian recognition system, which we introduced in 2016: people and objects in the path of material handling equipment are recognised and the speed of the equipment is automatically reduced. In addition to the pedestrian recognition system, we also offer a number of other assistance systems for our products designed to increase safety through load and collision protection, and stability.



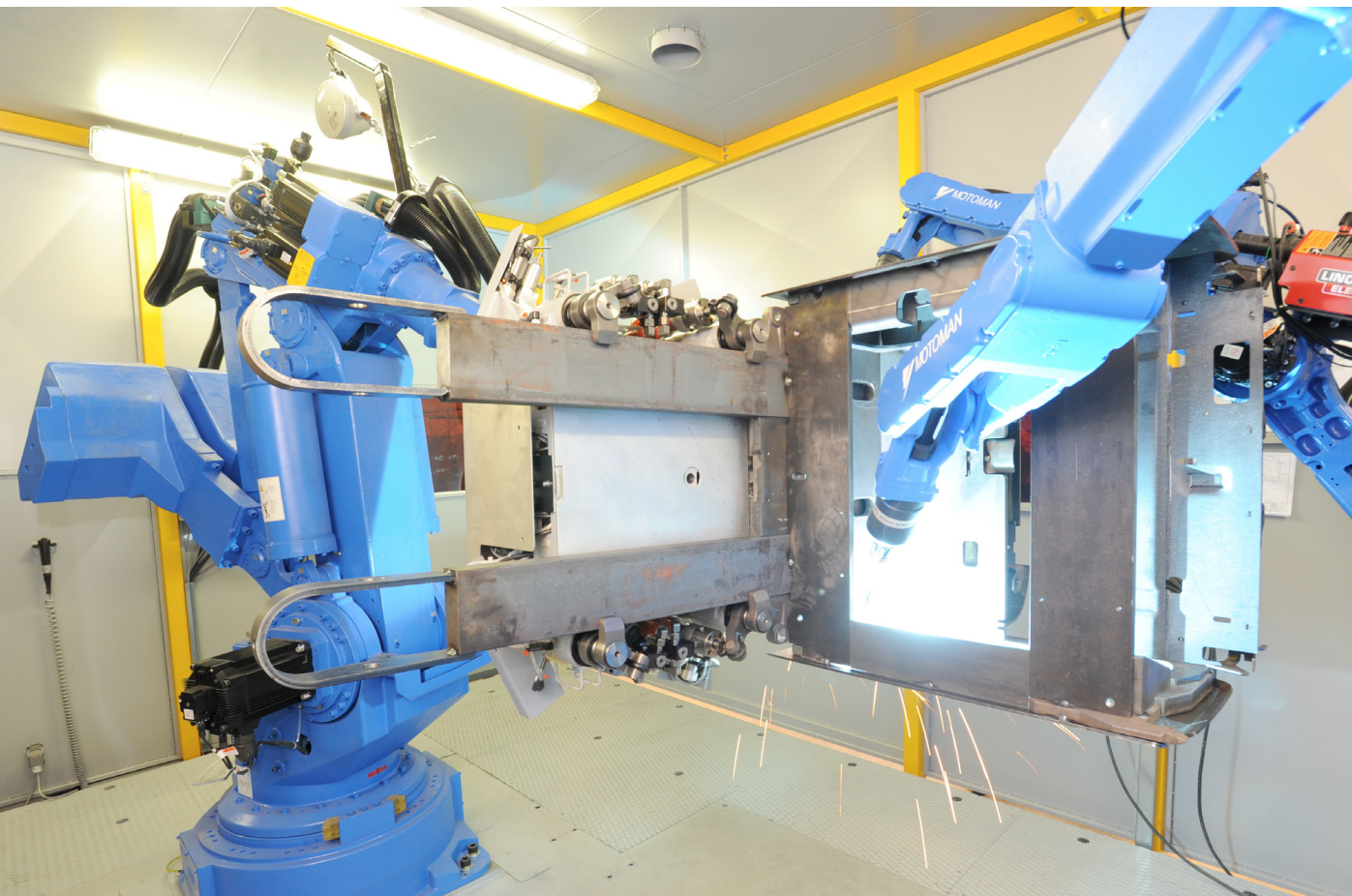
Set standards for in-house production

Jungheinrich is synonymous with quality – that is why we have the highest standards in all production areas. We have clearly defined quality standards, particularly when it comes to producing and assembling parts or components that are designed to ensure security and/or functionality. One of our core skills is welding: it is crucial to the load-bearing structure of our products, like the truck frame or lifting frame. We take full responsibility for this. The inspection of welding joints is a fixed step of the manufacturing process at every Jungheinrich production plant and at defined intervals in the laboratory (destructive testing).

We regularly check that our welding quality standards – such as welding joint inspections – meet the ISO 3834-2 standard.

Comprehensive control mechanisms

PR-01 The passing of control points is standard procedure in the production plants after every important manufacturing step. In prefabrication, there are a number of control points where random geometry checks are performed along with the normal inspections carried out by employees. Along with critical issues such as braking, steering, lifting and driving, product quality is also checked thoroughly during and at the end of assembly. There are also random checks – where issues such as structural stability are examined – as well as regular, comprehensive audits, which are performed by quality assurance in cooperation with the development, after-sales service and production departments. Components relevant to safety and functions, such as lifting frames, are thoroughly



Welding is Jungheinrich's core skill.



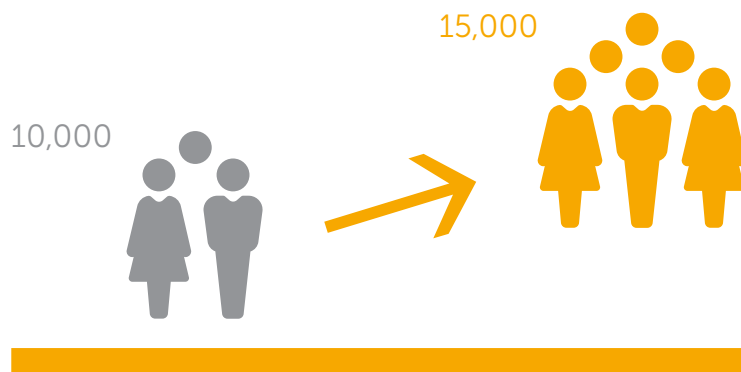
Our new Andon system is increasing transparency in error management.

tested at workstations specifically designed for this purpose. Systematically recording errors on the assembly lines caused by the company or third parties allows for continual improvement, which is tracked by performance indicators.

In order to make our production even more efficient and ensure quality, we are gradually introducing a new technology: the Andon system assists with the real-time recording of errors in assembly and in future in prefabrication. The system has already been implemented in the Degernpont production plant. It will now be rolled out to the other production plants. The system basically allows employees to quickly flag a problem at their workstation and signal what kind of error it is.

Focussed application of big data

The possibilities resulting from data collection in terms of product quality and safety are constantly increasing. Our internal specialists are looking into how the data collected can be used most efficiently. In this way, findings from field observation are included in the product development and standardisation processes. We want to make increased use of the data analysis from our own production and from monitoring suppliers to reduce error costs.



OVER 5,000 new jobs created worldwide since 2010

AVERAGE PERIOD OF
EMPLOYMENT OF

11
YEARS



PARTICIPANTS
IN THE TRAINING
CENTRE (2016)

We offered to take on

98% of our
APPRENTICES
in 2016.

1,150
MEASURES

to improve employee satisfaction
carried out since 2015.



We employed

250

apprentices
last year.

3

Good employer

Our employees are the backbone of the Jungheinrich Group. We believe that good employers encourage their employees to identify with the company and its targets. A family-friendly work environment, active promotion of health and positions with personal responsibility and good prospects form the foundation of our endeavours to raise employee satisfaction and motivation.

Jungheinrich as an employer

G4-10 An international player with a sense of familiarity: even as a Group with more than 15,000 employees around the world and exponential growth over the last few years, Jungheinrich has managed to retain the advantages and character of a family-run company. This is especially reflected in the way we treat our employees. Our corporate values of courage, innovation, trust, passion and entrepreneurship are based on mutuality.

LA-01 Each employee contributes to our overall success with their dedication. Outstanding products and highly skilled employees make Jungheinrich a secure and attractive employer over the long run. Our average period of employment of eleven years and low employee fluctuation show that our employees are happy at the company¹.

Gaining and retaining skilled employees

G4-10 Society's changing attitudes in favour of sustainability along with the demographic changes mean that we face new challenges when it comes to gaining the most talented candidates for our company. We aim to fulfil employees' expectations regarding personal development and work-life balance to the best of our ability. Flexible working-time models, company pensions and training offers are the incentives we use to increase employee loyalty and win new employees. That we aim for long-term relationships is shown in the fact that 95.6 per cent of employees in Germany and 99.4 per cent of employees abroad have permanent contracts with Jungheinrich.

Fluctuation rate

in %



■ National ■ International

¹ Employee fluctuation is at 4.7 per cent throughout the Group.



"Jungheinrich Way of Leadership" sets the course for a future-oriented company.

THE "JUNGHEINRICH WAY OF LEADERSHIP"

Our unique attitude towards leadership, based on the deepest of trust in our employees, has always characterised Jungheinrich. The company founder Dr. Friedrich Jungheinrich used just three words to express this attitude: "Go for it!" With these words he encouraged his employees to go for their suggestions and ideas and so become a part of the company. We have translated and future-proofed this message in our current management guide, the "Jungheinrich Way of Leadership".

"Living the Change. Creating the Future. Starting with me." The motto of the Executive Management Conference 2016 at Jungheinrich shows how important our employees' ability to learn and accept change is for us to achieve our growth targets. The company's success is directly dependent on the qualifications, skills and commitment of each of our employees. We believe one of the decisive factors here is the combination of strategy and leadership. Employees in leadership positions play a prominent role in integrating the guiding principle with pivotal values such as entrepreneurship, focus and growth in the Group.

Custom-made training programme

In order to establish this holistic leadership concept in our organisation, we have added target group-specific seminars, informational events and new learning formats to our training programme.

The "Jungheinrich Way of Leadership Essentials" training course provided the basic context, while 450 managers focussed on a special core element of our approach with "Personal Mastery" training.

The "Team Talks", held with more than 40 international teams, gave managers the opportunity to include all employees in the "Jungheinrich Way of Leadership". Other measures included a newly introduced skill model and networking events with the Board of Management and top executives. Together with existing training courses we were able to create new opportunities to integrate our "Jungheinrich Way of Leadership" management concept nationally and internationally in the Group.

Shaping changes together

In 2016, we also identified and promoted "Change management and culture development" as a main focus in personnel development. The main aim was to integrate the leadership model further. Developing our employees' management skills is crucial, particularly in times where circumstances can change fast. We have developed and deployed a number of different training concepts that focus on this, with the aim of effectively initiating and steering lasting changes.

EC-01; EC-05; G4-11 Furthermore, weekly working hours are set out in collective labour agreements. 96.7 per cent of our employees in Germany are covered by collective agreements. For employees abroad this figure stands at 71.5 per cent¹. We observe regulations regarding the minimum legal wage and remunerate our employees fairly for their performance. Impressive proof of our policy is the fact that 78.4 per cent of net value added is used to pay employee salaries.

What we offer our employees

Our employees' opinions are important to us. That is why we have carried out our employee survey ECHO throughout the Group since 2011. It provides us with a detailed overview of the needs of our employees and helps us formulate approaches for improvement. Following evaluation of the results from 2015 we were able to identify over 1,800 measures. 1,150 of these have now been implemented.

Broad spectrum of career development opportunities

LA-09; LA-11 With our extensive training offers, that are often not just job specific, we aim to encourage all employees to develop themselves further. In 2016, employees in Germany completed an average of 17 hours of training and education, while those abroad completed 31 hours¹. Annual feedback reviews with managers are another step in ensuring the diligent development of employees. The personnel development department supports our employees in their development efforts. We are particularly appreciative of our employees' willingness to constantly learn and develop themselves further.

Committed to health

LA-06 Our employees' health is important to us. Our primary goal is to keep improving employee health. The healthiness ratio of our employees in Germany stands at 94.1 per cent. With 29 work accidents per 1,000 employees, the number of accidents in Germany has increased by one incident compared to the previous year. Internationally they declined by nine incidents, falling to 68².

We aim to help our employees get through the working day, fit and healthy, with diverse measures and initiatives. They include:

- ▶ site-based ergonomically furnished workspaces
- ▶ subsidised occupational health check-ups
- ▶ a varied company sports programme
- ▶ holding "Yes I Care" workshops for managers to raise awareness of employee health issues

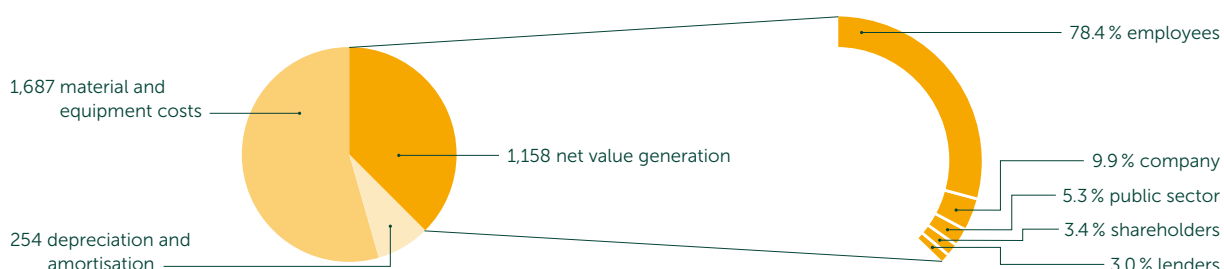
We also aim to organise regular health awareness days with a specific focus. These days provide employees with the opportunity to receive advice on health and nutrition, feedback on personal health status and tips and ideas on how to improve health. Numerous offers such as circulation and mobility checks or vaccination advice complete our health awareness days.

Value generation calculation 2016

EC-01

Value generation in million €

Utilisation of net value generation



¹ Excluding UK sales unit.

² 2015: Excluding UK sales unit.



Healthy eating is also an important aspect of our health days.

Balancing work and family commitments

Jungheinrich takes the phrase family business seriously: the satisfaction of our employees and their families is of the utmost importance to us. We are well aware that it can be quite a balancing act to fulfil both work and family commitments. Our employees in Germany can turn to pme family service for help with managing this balancing act.



When things get difficult, call pme family service.

pme family service offers advice and support for a variety of issues relating to child care. The services on offer include advice during pregnancy, help finding child care places and support for general parenting issues.

Impartial advice

Should our employees experience situations or phases in their lives where speaking with an impartial, professional person would be helpful, they can benefit from the services of the Fürstenberg Institute. Our employees in Germany and their close family members can take advantage of an individual consultation at any time, without fuss and suited to their daily plans. They will receive individual, discreet and professional advice.



Support when you need it: the Fürstenberg Institute.

Equal opportunities for all

LA-12; HR-03 Diversity as a success factor: we employ people from more than 40 countries in Germany alone. From school-leavers to employees who have been with us for years – we are proud of the diverse individuals employed at Jungheinrich. That is why we put great effort into creating an atmosphere of openness and acceptance so that our employees and we as a company can benefit from this heterogeneity. A positive consequence of this approach is that no cases of discrimination have been reported in the company (2015: 0).

EC-06 We particularly value our employees' diverse perspectives: they enable us to come up with numerous innovative solutions and make sound, viable decisions. It is important to us that our managers are from the region and are aware of local conditions. In our national units, 98 per cent of our managers are from the region; in the international units, 81 per cent are from the region.

LA-12; LA-13 At 19.6 per cent, the quota of women in the company exceeds the most recent comparable figure for the mechanical engineering sector of 16.5 per cent¹. Jungheinrich pays all employees in the same role the same salary. The quota of women on the Supervisory Board is 33 per cent. There are no women on the Board of Management.

Setting the course for the future

We have great plans – that is why we need energetic, innovative people who also think entrepreneurially. We offer committed and ambitious school-leavers attractive and secure apprenticeships and dual study places. Every year, we aim to take on all apprentices and students (hereafter apprentices) who have completed their training and studies with us. In 2016, we offered 98 per cent of our apprentices temporary or permanent contracts with the company.

Apprenticeships at Jungheinrich are based on a comprehensive concept: apprentices receive reliable mentoring as well as encouragement from their supervisors to show initiative. We give them both the necessary freedom and responsibilities by assigning them a variety of tasks – from the very start of the apprenticeship right through to the end of their training.

Number of apprenticeships rising

In 2016, we had an average of around 250 apprentices in 17 different positions, all of whom successfully completed their apprenticeships. From September 2017, we aim to employ 300 apprentices. The percentage of dual study places stood at 20 per cent in 2016 – based on the number of apprentices in Germany.

International trainee programme expanded

We have expanded and rolled out our international trainee programme "Jungheinrich International Graduate Program" (JIG), for the development of the next generation of managers, to other countries. By the end of the year, 40 trainees from Germany, France, Italy, the UK, Spain, Russia, China and Singapore were enrolled in the programme. The trainees were deployed in various areas of the Group, according to their skills and interests. In 2016, JIG once again received the "Career-enhancing, fair trainee programme" quality certificate from ABSOLVENTA, a jobs forum for students, school-leavers and young professionals.



Qualified employees are our future.

¹ According to the German Federal Office for Employment in 2015.

12% CO_2e

REDUCTION

in product life cycle assessments between 2010 and 2016

WE REFURBISHED OVER

5,700

TRUCKS

 IN 2016.

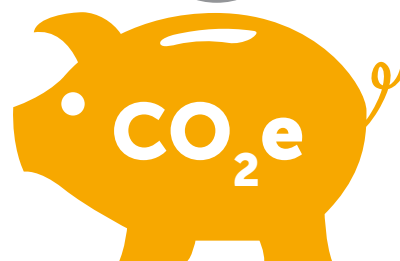
MORE THAN

100,000

ELECTRIC TRUCKS SOLD:

Jungheinrich offers an integrated system for electric trucks, ranging from charging stations and energy storage to power units.

80%
less



in production process for refurbished trucks (JUNGSTARS) compared to new production.

First **product life cycle assessment** in the sector:

81,000

PRODUCTS

were analysed in 2016.



x3

In 2016, we were able to triple sales of **lithium-ion batteries** compared with last year.

4

Energy, environment and climate protection

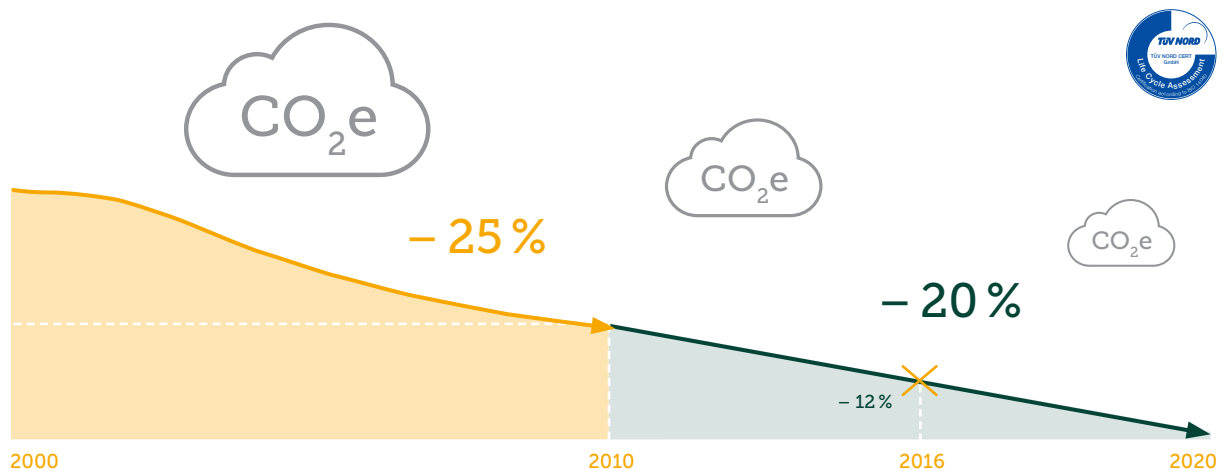
Ranked among the world's leading intralogistics companies, we have a great responsibility in terms of the environmental impact of our products and business activities. We completely accept this responsibility and encourage environmentally friendly conduct on a number of levels. Our products and solutions guarantee a high level of customer benefit and the minimisation of environmental impacts through energy and resource efficiency.

Environmental impact of our products

G4-EN7 Our long-term aim is to reduce the total amount of direct and indirect greenhouse gas emissions by another 20 per cent by 2020 against 2010 levels. We have already reduced these emissions – by 12 per cent between 2010 and 2016 – and so we are on track to achieve our target. We analysed more than 81,000 new products as part of the product life cycle assessment in 2016.

In the last ten years, we have achieved reductions of up to 29 per cent in CO₂e emissions¹ in manufacturing and use in the various segments. This allows us to permanently offer new products that are more efficient than their predecessors. This in turn allows our customers to reduce their energy costs and the associated CO₂e emissions.

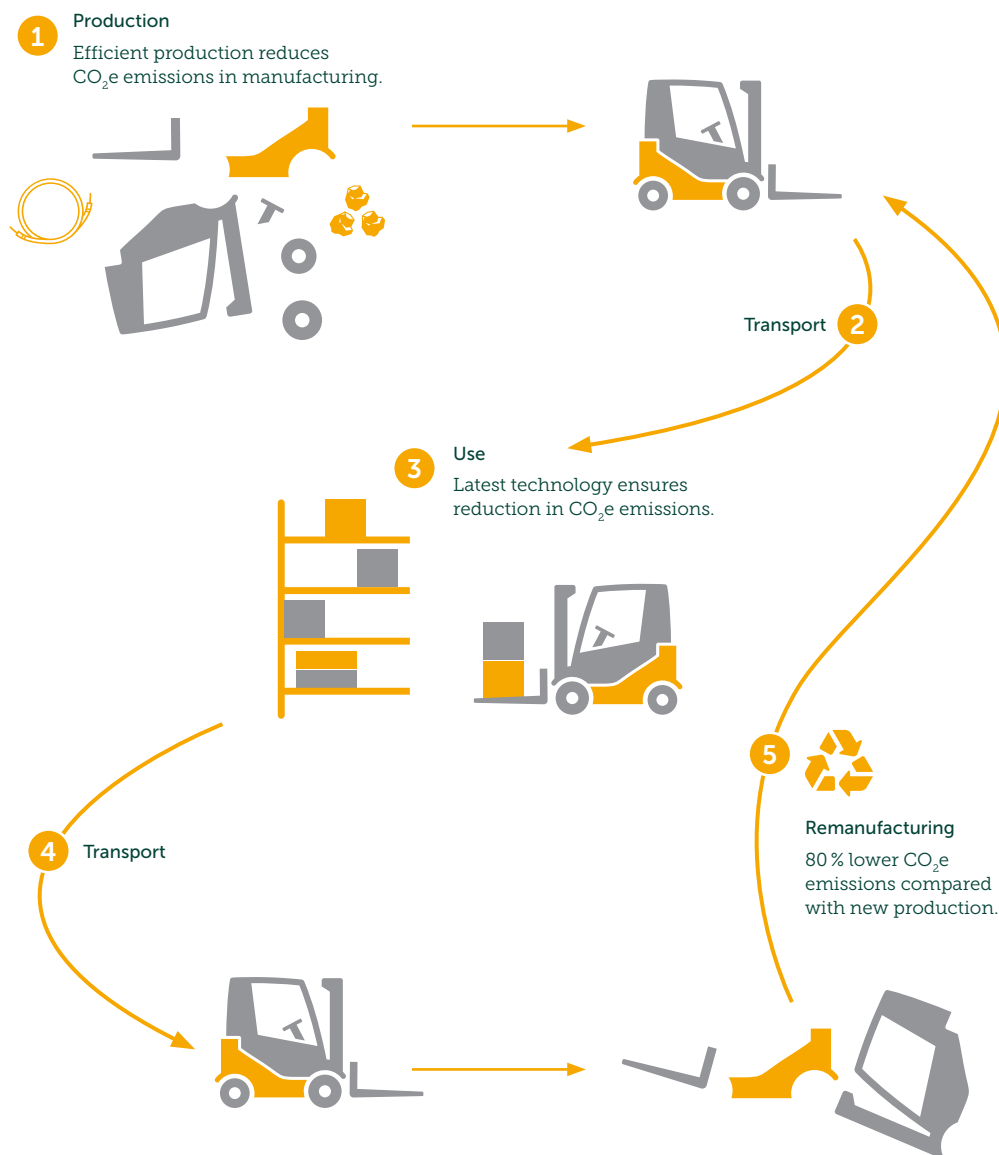
Reducing our CO₂e emissions



This development reflects the CO₂e emissions of an average Jungheinrich truck. The most recent product life cycle assessment and more details can be found on our homepage.

¹ CO₂ equivalent: A unit of measure that shows the greenhouse effect of various gases as equivalent to CO₂.

Stages of the product life cycle assessment



20 PER CENT REDUCTION IN CO₂e EMISSIONS BY 2020

In 2011 we became the first manufacturer of material handling equipment to receive DIN EN ISO 14040 product life cycle assessment certification from TÜV Nord, an international provider of security, inspection and certification services. This systematic product life cycle assessment includes the manufacturing, use and refurbishment stages.

Impacts are presented in CO₂e. This "currency" allows us to calculate the raw material and energy consumption during the individual stages and compare them based on CO₂e. We are continually improving the energy efficiency of our products and the pro-

duction process. The total certified assessment has already shown a 25 per cent reduction between 2000 and 2010. We managed to achieve this impressive reduction by reaching a variety of technology milestones. One of these milestones was the introduction of high-frequency charging technology and fourth-generation alternating power technology. With 80 per cent of the total, the use stage makes up the largest part of the product life cycle assessment. Energy-efficient intralogistics products therefore make an important contribution to climate protection.

Used trucks – a growing business field

EN-27 Along with manufacturing more efficient products, we are also working to gradually expand the range of used equipment we offer, our JUNGSTARS, thereby actively boosting all three aspects of sustainability: we are creating good jobs, and securing these jobs and our economic performance with constant growth in units. In addition, the refurbishment of used trucks requires far fewer materials and much less energy.

Frames, engines, motors, hydraulic components, lifting frames, protective driver roofs and drive and steering shafts are some of the parts that are refurbished. This results in reductions of around 80 per cent in CO₂e compared with new production. We also guarantee correct and environmentally friendly disposal of fuels and trucks that are no longer useful.

Refurbished used equipment

in units



¹ Conversion work was carried out at our Dresden plant in 2015 to expand production capacities. Due to this work, less equipment was refurbished that year.

But we are not just looking to reduce our own emissions – we also want to help our partners reduce theirs. And we have been successful so far: with our JUNGSTARS we have made a considerable contribution to helping the Deutsche Post DHL Group achieve its sustainability targets. The Deutsche Post DHL Group even awarded us the supplier award in the “sustainability” category in 2017.

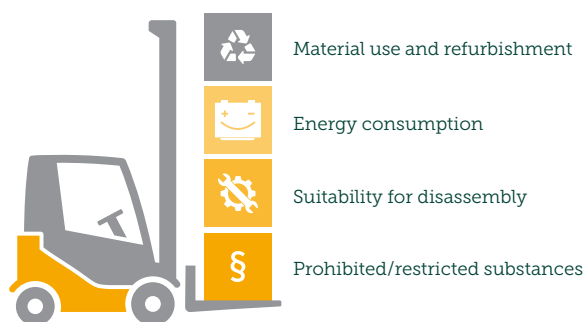


Turning the old into the new: our Used Equipment Centre in Dresden refurbishes trucks, scrutinising their safety, technology, appearance, reliability and sustainability, to turn them into real JUNGSTARS.

Ecological design – considered from the very start

Sustainability plays an important role at Jungheinrich throughout the entire product life cycle and is taken into account with ecological design criteria right from the new product design phase. We include all relevant areas when developing our material handling equipment. The environmental compatibility assessment during the product development phase allows us to exhaust the energy and resource efficiency potential for each product. Defined milestones ensure that the following ecological design criteria and more are recorded, evaluated and implemented:

Ecological design criteria



Thought through: our ecological design criteria form the basis for our product life cycle assessments and refurbishment.



We are setting new standards in intralogistics.

Our materials

The main components of material handling equipment are steel and grey cast iron¹. Another important component, particularly for Jungheinrich, is the battery, because our product portfolio largely consists of electric material handling equipment. The majority of batteries that we fit are currently still lead-acid batteries. Lead is virtually completely recyclable and can be reused in new batteries. That is why we mostly use batteries with recycled lead.

However, we see great potential in lithium-ion technology. Our current research and development work for electric power is therefore now focussed on this technology. In 2011, Jungheinrich became the first supplier of serial trucks powered by lithium-ion batteries. In 2016, we were able to triple sales of lithium-ion batteries compared with

the previous year. Our success encourages us to keep working on this technology. We are also continually developing our business model – with the right short-term hire options and guaranteed returns, for example.

Materials used

EN-01

in tonnes	2016	2015	2014
Steel	317,036	250,636	229,608
Grey cast iron	29,834	27,456	26,787
Aluminium	674	592	564
Copper	3,182	2,412	2,167
Plastic	325	285	241
Rubber	6,888	5,284	4,581
Lead	23,229	21,861	19,914

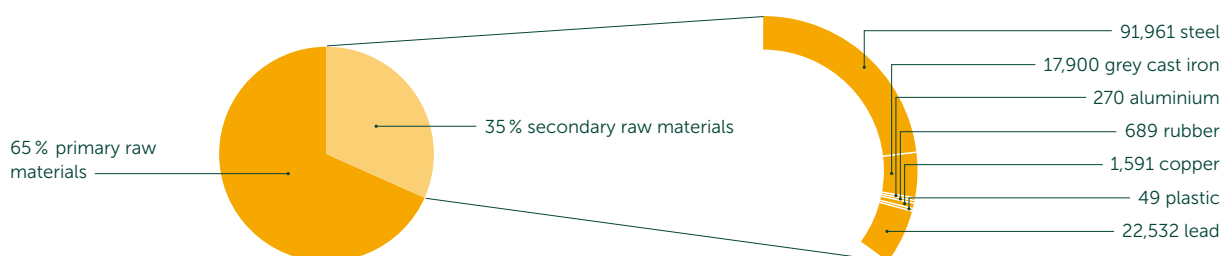
Data excludes replacement parts business.

Share of secondary raw materials² in total material used

EN-02

Total raw materials

Secondary raw materials in tonnes



¹ Grey cast iron is an iron-carbon alloy.

² Secondary raw materials are recycled raw materials.

Environmental impact of our locations

Both during production and in our sales activities, we handle water and energy in an environmentally friendly manner. We meet all legal environmental requirements, and more – such as customer requirements. These are systematically recorded in an online legal database, in specialist committees (e.g. VDMA) and other sources. Internal specialist committees regularly monitor, discuss and coordinate water, waste, emissions, energy and hazardous substance requirements for sites and other Jungheinrich units. The responsibilities are laid out in the Group guidelines and processes.

This is also how we deal with product-relevant laws and guidelines, such as the battery law and the RoHS¹ directive. By integrating them into Jungheinrich guidelines and processes and monitoring them during internal and external audits, we can ensure that all locations comply with these requirements. We also focus on stakeholder requirements and the constant reduction of our environmental impact. Examples include our ISO 14001 certified environmental management system at our production plants in Norderstedt, Lüneburg, Moosburg, Degerndorf, Landsberg and Qingpu (China) and several sales units, as well as the construction of our headquarters, which was awarded a gold certificate by the German Sustainable Building Council (Deutsche Gesellschaft für Nachhaltiges Bauen e.V. – DGNB).

Certification as foundation for energy analysis

Energy is an increasingly important topic. Given the legal requirements and standards that exist, this is clear to see – for our customers and our Group alike. With ISO 50001 certification at our production plants in Norderstedt, Lüneburg, Moosburg, Degerndorf and Landsberg, Jungheinrich is laying the foundation for a systematic performance analysis in terms of energy. As part of these management systems, but also through projects, such as the gradual transition to LED lighting technology at several locations, we are identifying and acting on potential opportunities to reduce energy consumption.

Energy consumption

EN03

	2016 ¹	2015	2014
Natural gas in kWh	39,578,176	39,751,214	36,961,278
Heating oil in kWh	2,519,223	2,947,970	2,185,098
Diesel in l	5,707,519	5,468,671	5,158,496
Petrol in l	12,000	10,000	9,032
Electricity in kWh	54,195,808	49,660,826	47,369,796
District heating in kWh	12,295,489	11,361,478	12,092,870

Figures are partially estimated.

Diesel: only for sales service vehicles.

¹ Despite higher diesel, petrol, electricity and district heating figures, energy consumption increased at a lower rate than units produced.

Handling energy sources

As a manufacturing company, Jungheinrich is reliant on the use of a variety of energy sources. Our production plants use natural gas, heating oil, diesel, electricity and district heating. Due to the comprehensive range of services offered, our sales activities also cause emissions. That is why we offer our service technicians training in petrol saving in order to help them reduce their CO₂ emissions. Some locations use electric vehicles, which lowers direct emissions further.

Greenhouse gas emissions

EN-15 and EN-16

in kg CO ₂ e	2016	2015	2014
Direct GHG emissions (scope 1) ¹	35,572,667	36,312,460	32,294,584
Indirect GHG emissions (scope 2) ²	28,214,596	26,368,950	25,489,998

Converted according to EN03.

¹ Direct emissions from sources owned or controlled by the organisation.

² Indirect emissions from purchased energy sources.

Turning waste into a resource

Whether hazardous or not – both types of waste can be a valuable resource for recycling or even repurposing. The majority of waste from production plants, sales units and other locations is recycled, and the material or heat re-used. We aim to keep the amount of waste that is disposed of/sent to landfills compared to waste that is recycled at a permanently low level and aim to continually reduce it.

Total amount of waste

EN-23

in tonnes	2016 ¹	2015	2014
Total hazardous waste	3,472	3,353	3,599
Total non-hazardous waste	15,322	13,232	13,893

Figures are partially estimated.

¹ The higher amount of waste is caused by the resumption of normal scrapping processes in the Used Equipment Centre in Dresden.

Due to measures associated with the expansion, the centre scrapped less equipment in the previous year.

¹ 2011/65/EU directive on the restriction of the use of certain hazardous substances in electrical and electronic equipment.

GRI Index

G4-32

This report is in accordance with the core option of the current Global Reporting Initiative (GRI) G4 Guidelines. The report has not been externally audited.

General standard disclosures

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GRI indicator

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Labour practices and decent work

GRI indicator

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GRI indicator

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Legal notice

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