

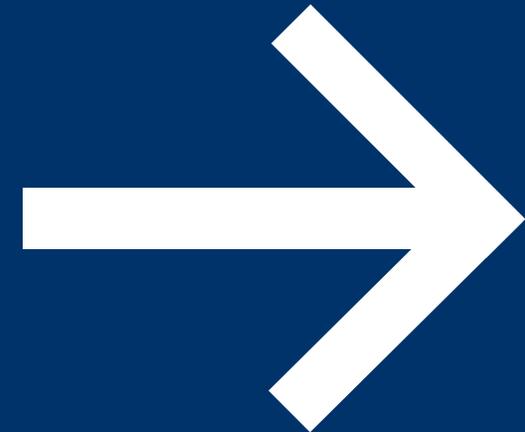
Analyst conference Half-year 2021 results

Kuehne + Nagel International AG
Schindellegi, Switzerland

20 July 2021 (CET 14.00)

01

Overview half-year 2021 results



Highlights half-year 2021 results

13,273

Net turnover
CHF million
2020: 9,808

→ 35% increase including FX, acquisition and divestment impact of 2% on the previous year

4,327

Gross profit
CHF million
2020: 3,650

→ 23% growth on the previous year

424

Free cash flow
CHF million
2020: 383

→ 11% increase on the previous year –
2020 includes additional CHF 161 million from sale of property, plant & equipment

6.31

EPS
CHF
2020: 2.58

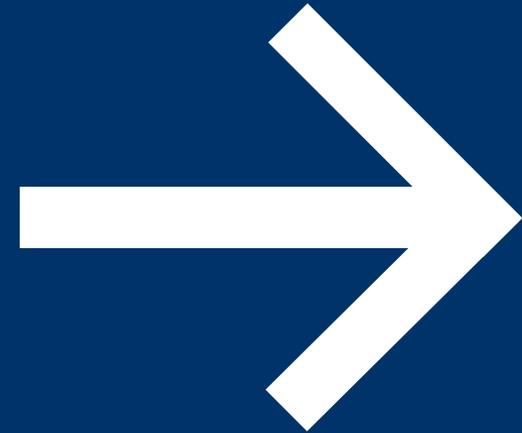
→ 145% increase on the previous year

Kuehne+Nagel doubles earnings in the first half of 2021

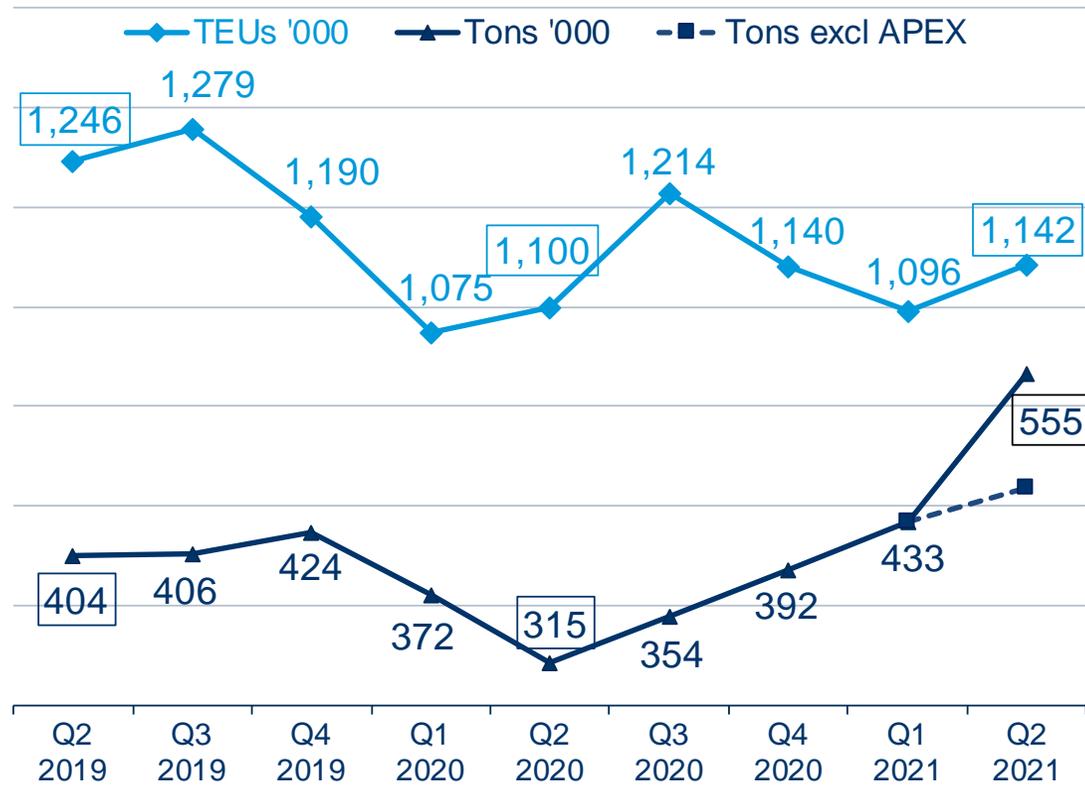
| | | | | |
|--|--|--|--|--|
| <p>KUEHNE+NAGEL </p> <p>Group</p> | <ul style="list-style-type: none">▪ EBIT of CHF 504 million▪ Strong performance▪ High value products▪ Increased service intensity |  <p>Air Logistics</p> | <ul style="list-style-type: none">▪ EBIT of CHF 54 million▪ Volume growth in Europe▪ High demand for digital solutions |  <p>Contract Logistics</p> |
| <ul style="list-style-type: none">▪ Group HY 2021 EBIT at CHF 1,036 million, up by 147% | <p>Sea Logistics</p>  | <ul style="list-style-type: none">▪ EBIT of CHF 406 million▪ Strong volume and yield performance in HY 2021▪ Consolidation of Apex | <p>Road Logistics</p>  | <ul style="list-style-type: none">▪ EBIT of CHF 72 million▪ Continued organic growth especially in Pharma and eCommerce |

02

Business unit update



Sea and Air Logistics volumes



- Sea Logistics volumes half-year 2021 3% above prior year; Q2 2021 up by 4%
- Air Logistics volumes half-year 2021 44% above prior year; Q2 2021 up by 76%



Sea Logistics

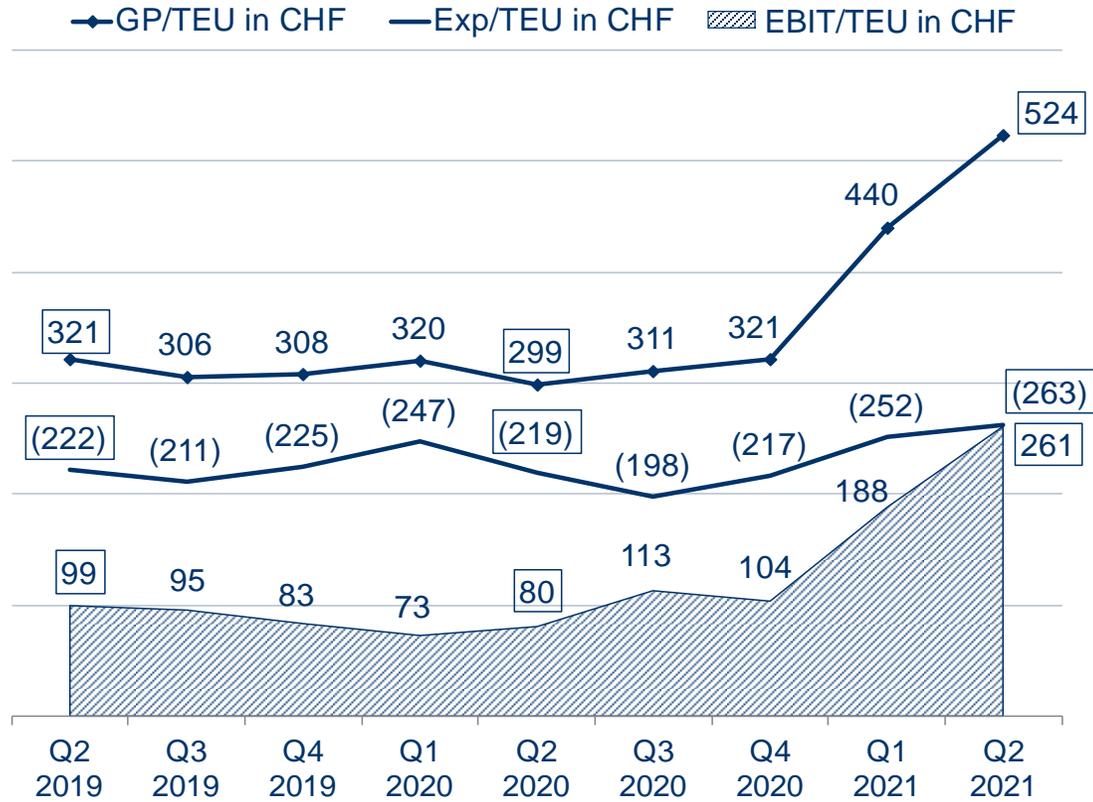
Strong performance

Focus on high value products

Increased service intensity due to supply chain disruptions



Sea Logistics



- Gross profit half-year 2021 at CHF 1,080 million, 61% above prior year; Q2 2021 CHF 598 million, 82% above prior year
- EBIT half-year 2021 at CHF 504 million, 202% above prior year; Q2 2021 CHF 298 million, 239% above prior year



Air Logistics

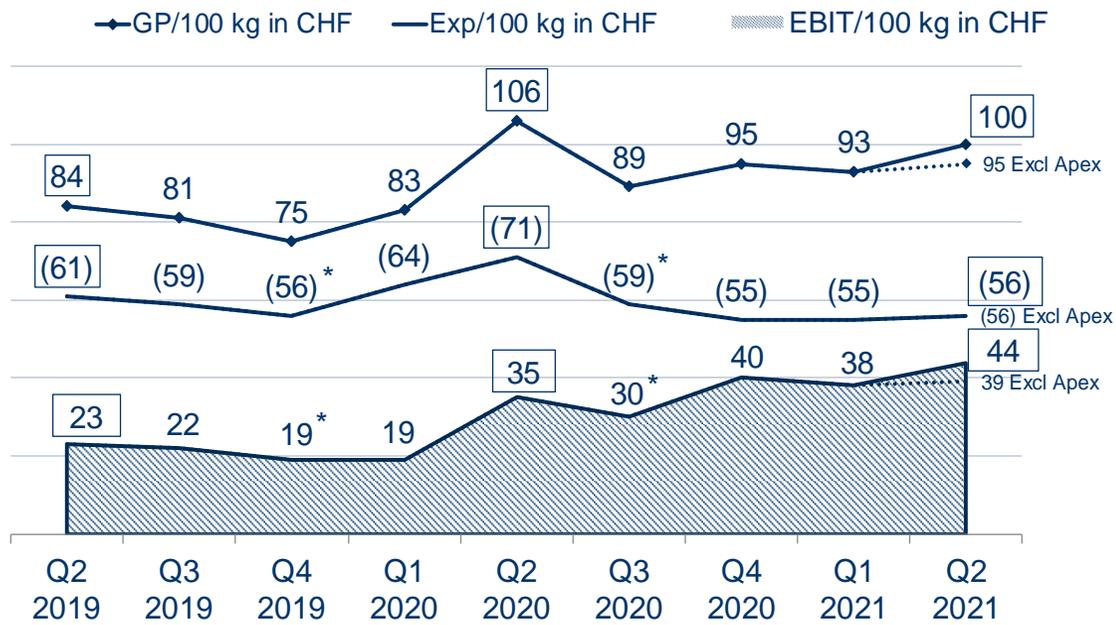
Strong volume growth

Continuation of strong yield

Consolidation of Apex



Air Logistics*



* adjusted for write-off of intangibles in Q4 2019 of CHF (14) million and Quick one-off in Q3 2020 of net CHF +63 million

- Gross profit half-year 2021 at CHF 959 million, 49% above prior year; Q2 2021 CHF 557 million, 66% above prior year
- Reported EBIT half-year 2021: CHF 406 million, 124% above prior year; Q2 2021 CHF 243 million, 121% above prior year

Update Apex

- One of the leading airfreight forwarders in Asia
- Focus on Trans-Pacific trades (supported by US presence) and intra-Asia markets
- Reputed expertise in e-commerce fulfilment, hi-tech and e-mobility
- Closing of the acquisition effective May 11, 2021
- Net turnover of CHF 568 million, Gross Profit of CHF 134 million, EBIT of CHF 71 million and 94,000 airfreight export tons are included in the Q2 2021 results of the Kuehne+Nagel Group, 1,880 FTE
- Agreed upon divestment of 24.9% of Apex to Partners Group for CHF 373 million

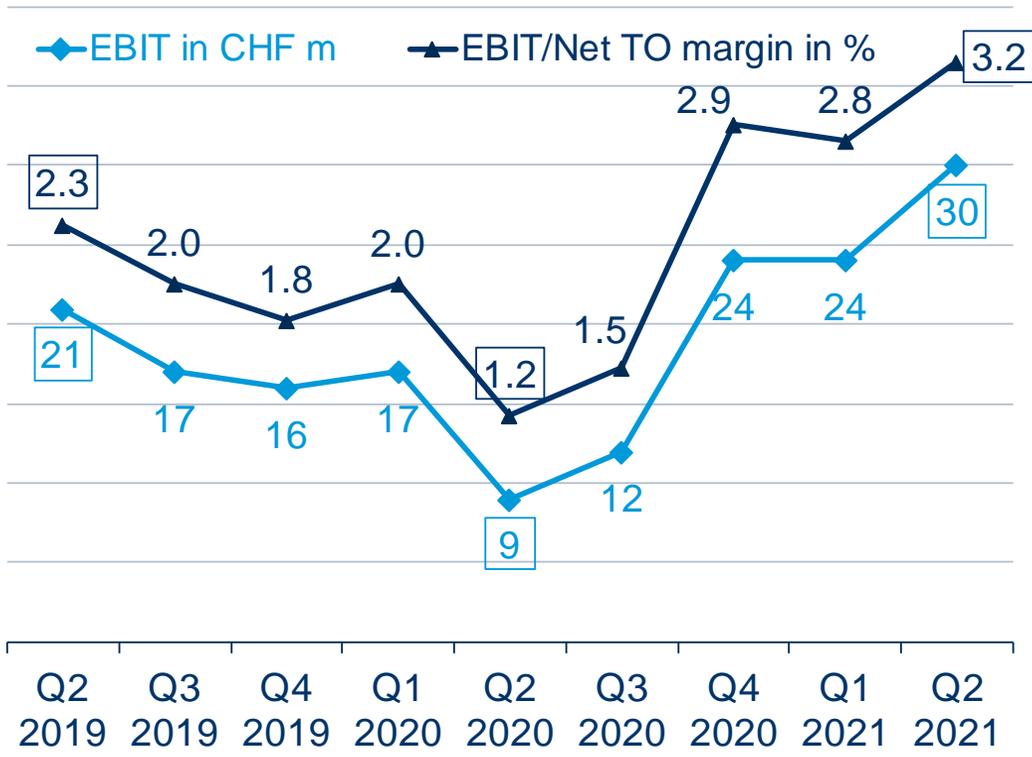


Road Logistics

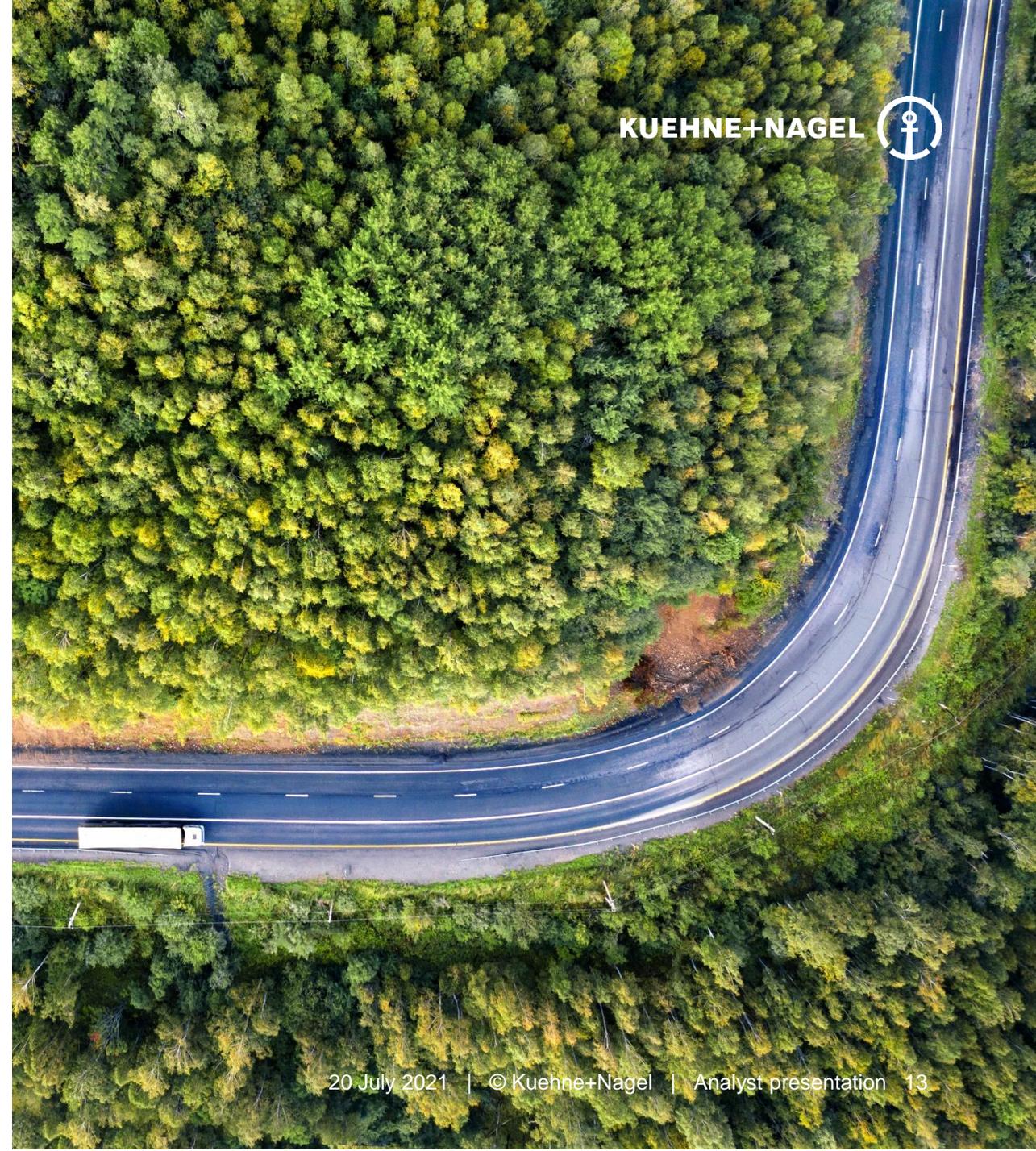
Strong volume growth in European network

High demand for digital solutions

Road Logistics



- Net turnover half-year 2021 at CHF 1,809 million, 14% above prior year, Q2 2021 CHF 939 million, 30% above prior year
- EBIT half-year 2021 at CHF 54 million, 108% above prior year, Q2 2021 CHF 30 million, 233% above prior year

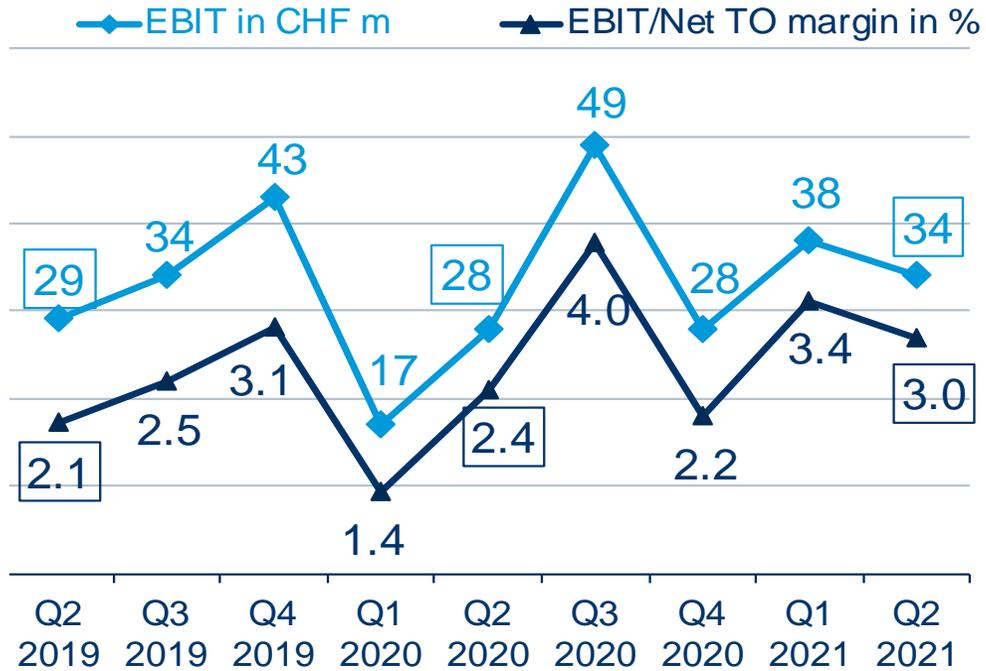


Contract Logistics

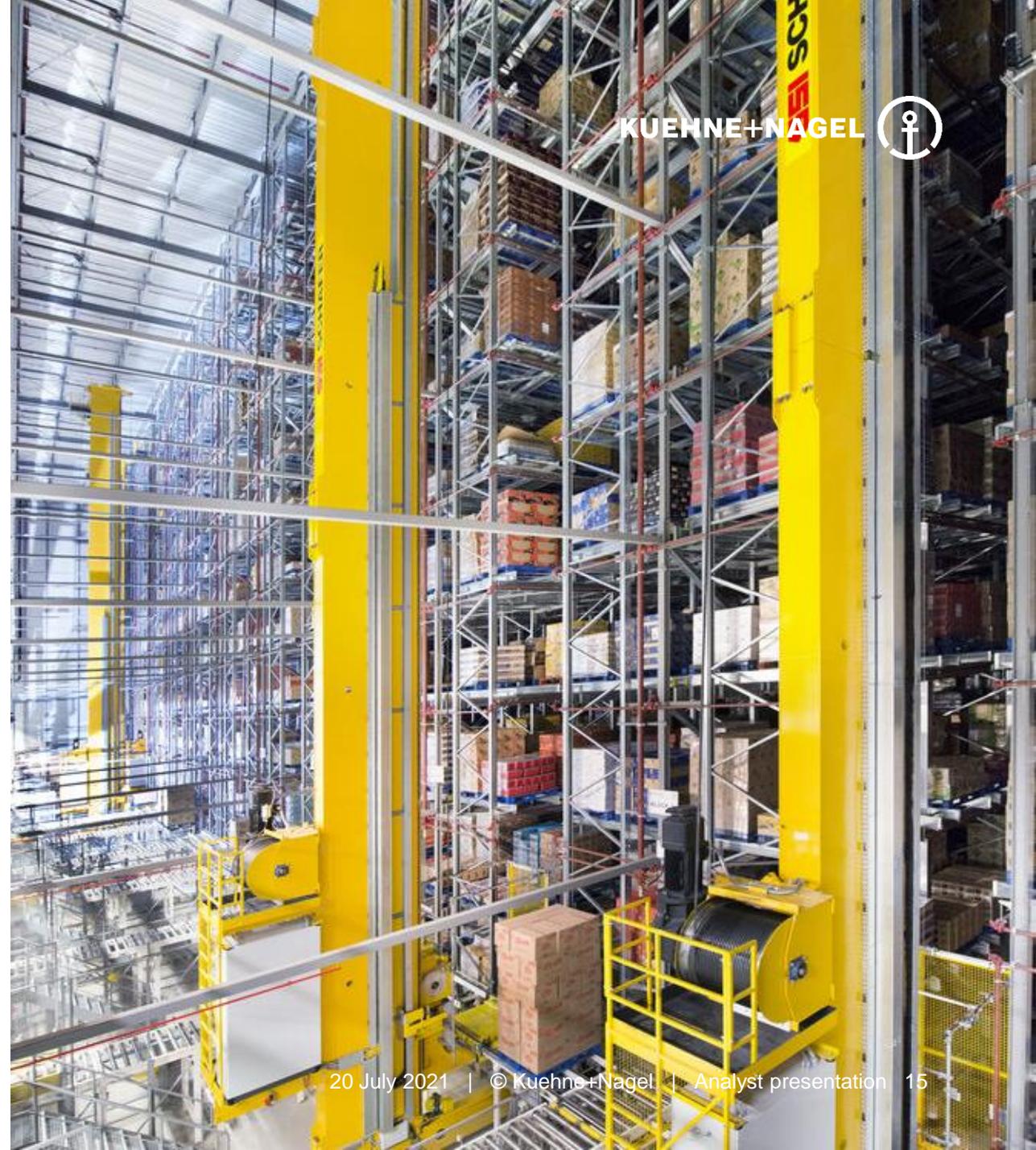
Strong growth in Pharma and eCommerce
High demand for automated solutions

Contract Logistics

(excluding one-off impacts)

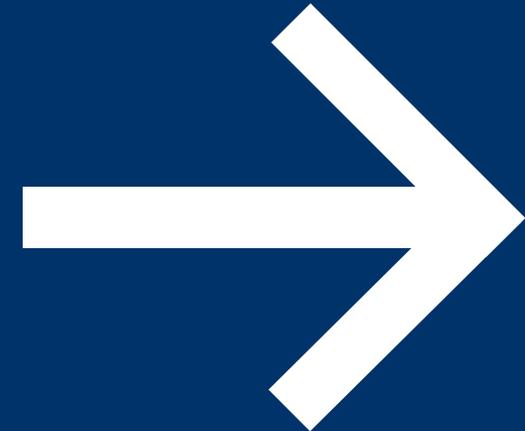


- Net turnover half-year 2021 at CHF 2,246 million, 6% below prior year
- EBIT half-year 2021 at CHF 72 million, 60% above prior year



03

Key financial figures half-year 2021



Income statement

| CHF million | 2020 Q1 | 2020 Q2 | 2020 YTD | 2021 Q1 | 2021 Q2 | 2021 YTD | Variance | | | YTD Variance in % | | | |
|---|------------|------------|-------------|------------|------------|-------------|-----------|-------|-------|-------------------|--------|----------------------------|-------------------------------|
| | | | | | | | 2021/2020 | Q1 | Q2 | 2021/2020 | Growth | Acquisition/ Divestment | thereof Forex ¹ |
| Net turnover | 4,912 | 4,896 | 9,808 | 6,032 | 7,241 | 13,273 | 3,465 | 1,120 | 2,345 | 35.3% | 32.9% | 3.8% | (1.4%) |
| Gross profit | 1,878 | 1,772 | 3,650 | 2,019 | 2,308 | 4,327 | 677 | 141 | 536 | 18.5% | 23.0% | (4.1%) | (0.4%) |
| Gross profit margin | 38.2% | 36.2% | 37.2% | 33.5% | 31.9% | 32.6% | | | | | | | |
| EBITDA | 378 | 421 | 799 | 611 | 787 | 1,398 | 599 | 233 | 366 | 75.0% | 68.2% | 7.8% | (1.0%) |
| EBITDA margin | 7.7% | 8.6% | 8.1% | 10.1% | 10.9% | 10.5% | | | | | | | |
| Depreciation of property, plant & equipment | (49) | (42) | (91) | (46) | (48) | (94) | | | | | | | |
| Depreciation of right-of-use assets | (134) | (120) | (254) | (124) | (121) | (245) | | | | | | | |
| Amortisation of other intangibles | (11) | (24) | (35) | (10) | (13) | (23) | | | | | | | |
| EBIT | 184 | 235 | 419 | 431 | 605 | 1,036 | 617 | 247 | 370 | 147.3% | 132.5% | 16.7% | (1.9%) |
| Conversion rate | 9.8% | 13.3% | 11.5% | 21.3% | 26.2% | 23.9% | | | | | | | |
| EBT | 182 | 230 | 412 | 430 | 603 | 1,033 | 621 | 248 | 373 | 150.7% | 135.6% | 17.0% | (1.9%) |
| Earnings for the period | 139 | 170 | 309 | 318 | 446 | 764 | 455 | 179 | 276 | 147.2% | 131.9% | 17.2% | (1.9%) |
| Non-controlling interests | (1) | - | (1) | (1) | (7) | (8) | (7) | - | (7) | | | | |
| Net earnings | 138 | 170 | 308 | 317 | 439 | 756 | 448 | 179 | 269 | 145.5% | 130.2% | 17.2% | (1.9%) |

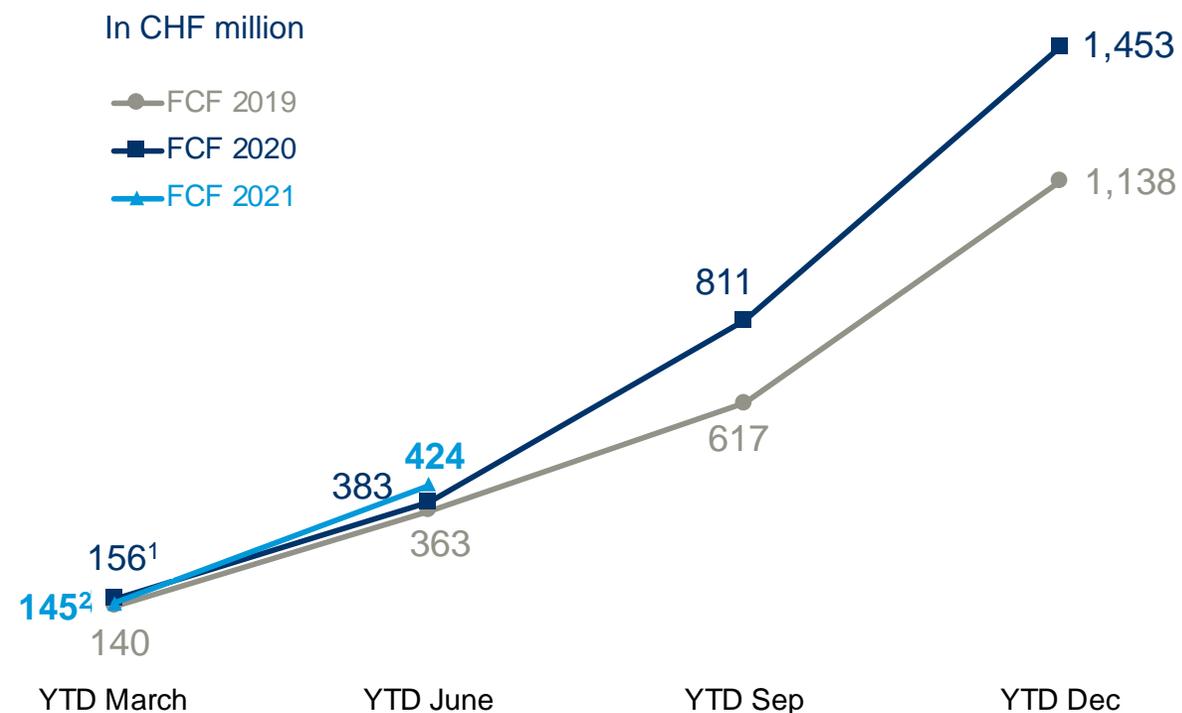
¹ Foreign currency translation impact

Balance sheet

| CHF million | December 31, 2020 | June 30, 2021 | | December 31, 2020 | June 30, 2021 |
|-------------------------------|----------------------|------------------|--|----------------------|------------------|
| Assets | | | Equity and Liabilities | | |
| Property, plant and equipment | 797 | 802 | Equity attributable to the equity holders of the parent company | 2,407 | 2,725 |
| Right-of-use assets | 1,500 | 1,469 | Non-controlling interests | 6 | 7 |
| Goodwill | 1,155 | 2,281 | Total equity | 2,413 | 2,732 |
| Other intangibles | 101 | 273 | Non-current lease liabilities | 1,150 | 1,116 |
| Others | 262 | 273 | Others | 979 | 1,314 |
| Non-current assets | 3,815 | 5,098 | Non-current liabilities | 2,129 | 2,430 |
| Assets held for sale | 434 | - | Liabilities associated to assets held for sale | 419 | - |
| Trade receivables | 3,412 | 4,737 | Trade payables | 1,875 | 2,257 |
| Contract assets | 259 | 402 | Contract liabilities | 87 | 173 |
| Cash and cash equivalents | 1,697 | 662 | Accrued trade expenses/deferred income | 1,338 | 1,632 |
| Others | 234 | 364 | Bank and other interest-bearing liabilities | 2 | 6 |
| Current assets | 6,036 | 6,165 | Current lease liabilities | 433 | 434 |
| Assets | 9,851 | 11,263 | Others | 1,155 | 1,599 |
| | | | Current liabilities | 5,309 | 6,101 |
| | | | Equity and Liabilities | 9,851 | 11,263 |

Cash / free cash flow

| CHF million | YTD 2020 | YTD 2021 | Variance |
|---|--------------|--------------|----------------|
| Cash and cash equivalents January 1, net | 904 | 1,713 | 809 |
| Operational cash flow | 804 | 1,418 | 614 |
| Changes in working capital | (141) | (424) | (283) |
| Income taxes paid | (111) | (237) | (126) |
| Cash flow from operating activities | 552 | 757 | 205 |
| Cash flow from investing activities | 44 | (973) | (1,017) |
| Repayment of lease liabilities | (264) | (250) | 14 |
| Dividend paid to equity holders of parent company | - | (538) | (538) |
| Others | (48) | (70) | (22) |
| Total cash flow from financing activities | (312) | (858) | (546) |
| Exchange difference on cash and cash equivalents | (29) | 17 | 46 |
| Increase/(decrease) in cash and cash equivalents | 255 | (1,057) | (1,312) |
| Cash and cash equivalents June 30, net | 1,159 | 656 | (503) |



¹ FCF Q1 2020 reported is CHF 84 million, which includes CHF 72 million from the prepayment of withholding tax. YTD June 2020 cash flow from disposal of real estate of CHF 170 million included.

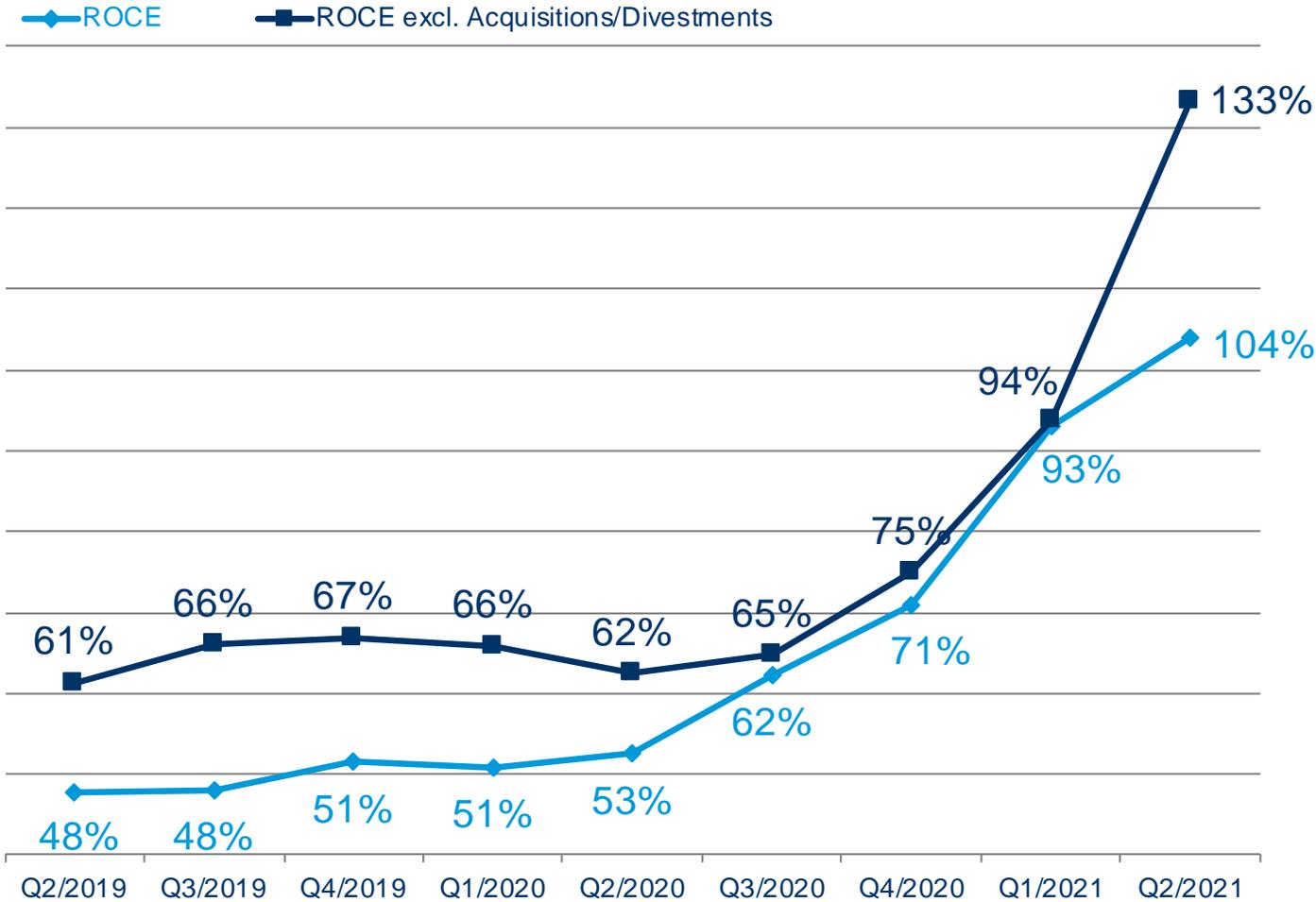
² FCF Q1 2021 reported is CHF 65 million, which includes CHF 80 million from the prepayment of withholding tax. YTD June 2021 cash flow from disposal of real estate CHF 9 million.

The Kuehne+Nagel Group has successfully extended the revolving credit facility of CHF 750 million by one more year until 24.04.2024.

Working capital

| CHF million | June 30, 2020 | June 30, 2021 | Better/(worse) 2021 vs. 2020 |
|--|------------------|------------------|---------------------------------|
| Trade receivables/contract assets/work in progress | 3,716 | 5,241 | (1,525) |
| Trade payables/contract liabilities/accrued trade expenses | (2,829) | (3,889) | 1,060 |
| Net working capital | 887 | 1,352 | (465) |
| KPIs: | | | |
| Working capital intensity | 3.9% | 4.0% | (0.1%) |
| DSO | 54.9 | 51.2 | 3.7 |
| DPO | 64.3 | 56.5 | (7.8) |
| Δ | 9.4 | 5.3 | (4.1) |

Return on capital employed (ROCE)



Acquisition effect:

Acquisition impact of one year due to assets added and full EBIT included only after one year

Effect assets held for sale:
Divestment of major part of the UK Contract Logistics business

Calculation: last four quarters EBIT (rolling EBIT) divided by the average of the last four quarters capital employed (rolling capital employed); capital employed: assets and liabilities excluding investments in joint ventures and associates, deferred tax assets and liabilities, income tax receivables and liabilities, borrowings, cash and cash equivalents

eTouch efforts produce further gains in HY1 2021



- Annualised man-hour gains expanded by 65% relative to year-end 2020
- Positive CR contribution: eTouch traction more than keeping pace with workload growth
- Other CR support factors: portfolio mix, market dynamics, AirLog

| Air Logistics workflow categories | hours saved (000) | CHF cents / 100kg | AL CR impact |
|--|-------------------|-------------------|--------------|
| Customer quotation, booking and status | 245 | 40 | 0.3pp |
| Carrier and supplier communication | - - - | - - - | - - - |
| Documentation | 80 | 15 | 0.1pp |
| Invoicing | 730 | 120 | 1.0pp |
| Total | 1,055 | 175 | 1.5pp |

Market

- Another year impacted by the pandemic - uncertainty to persist
- Private consumption and trade volumes growth to remain strong in the second half 2021
- Inefficiencies in global transport networks caused by the pandemic

Kuehne+Nagel

- Successfully meeting high-end service level requirements against a backdrop of constrained supply chains
- Provides value with solutions and technology (SeaExplorer, KN etrucknow, myKN)
- Remains well-positioned and with high service intensity and tailor-made solutions for its customers

Inspire. Empower. Deliver.





Upcoming events

06. – 20.10.2021
20.10.2021

Closed period
Nine-months 2021 results

03.01. – 02.03.2022
02.03.2022

Closed period
Full-year 2021 results

08. – 26.04.2022
26.04.2022

Closed period
Three-months 2022 results

03.05.2022

Annual General Meeting

08. – 25.07.2022
25.07.2022

Closed period
Half-year 2022 results

Quarter over Quarter 2021/2020

| CHF million | 2021 | | | 2020 | | | Change in % | | | Change in mCHF | | |
|-------------------------------|-------|-------|-------|-------|-------|-------|-------------|--------|--------|----------------|-------|-------|
| | Q1 | Q2 | TOTAL | Q1 | Q2 | TOTAL | Q1 | Q2 | TOTAL | Q1 | Q2 | TOTAL |
| 1. Sea Logistics | | | | | | | | | | | | |
| A) Income Statement | | | | | | | | | | | | |
| Turnover | 2,878 | 3,311 | 6,189 | 2,235 | 2,095 | 4,330 | +28.8 | +58.0 | +42.9 | 643 | 1,216 | 1,859 |
| Net Turnover | 2,393 | 2,849 | 5,242 | 1,724 | 1,662 | 3,386 | +38.8 | +71.4 | +54.8 | 669 | 1,187 | 1,856 |
| Gross Profit | 482 | 598 | 1,080 | 344 | 329 | 673 | +40.1 | +81.8 | +60.5 | 138 | 269 | 407 |
| Opex | (268) | (293) | (561) | (258) | (235) | (493) | (3.9) | (24.7) | (13.8) | (10) | (58) | (68) |
| EBITDA | 214 | 305 | 519 | 86 | 94 | 180 | +148.8 | +224.5 | +188.3 | 128 | 211 | 339 |
| Depreciation and Amortisation | (8) | (7) | (15) | (7) | (6) | (13) | (14.3) | (16.7) | (15.4) | (1) | (1) | (2) |
| EBIT | 206 | 298 | 504 | 79 | 88 | 167 | +160.8 | +238.6 | +201.8 | 127 | 210 | 337 |
| B) KPI | | | | | | | | | | | | |
| EBIT / GP conversion rate | 42.7% | 49.8% | 46.7% | 23.0% | 26.7% | 24.8% | | | | | | |
| Volume (TEU's '000) | 1,096 | 1,142 | 2,238 | 1,075 | 1,100 | 2,175 | +2.0 | +3.8 | +2.9 | 21 | 42 | 63 |
| GROSS PROFIT | 440 | 524 | 483 | 320 | 299 | 309 | +37.5 | +75.3 | +56.3 | 120 | 225 | 174 |
| EXPENSES | (252) | (263) | (258) | (247) | (219) | (232) | (2.0) | (20.1) | (11.2) | (5) | (44) | (26) |
| EBIT | 188 | 261 | 225 | 73 | 80 | 77 | +157.5 | +226.3 | +192.2 | 115 | 181 | 148 |
| 2. Air Logistics | | | | | | | | | | | | |
| A) Income Statement | | | | | | | | | | | | |
| Turnover | 1,798 | 2,495 | 4,293 | 1,285 | 1,515 | 2,800 | +39.9 | +64.7 | +53.3 | 513 | 980 | 1,493 |
| Net turnover | 1,650 | 2,326 | 3,976 | 1,091 | 1,369 | 2,460 | +51.2 | +69.9 | +61.6 | 559 | 957 | 1,516 |
| Gross Profit | 402 | 557 | 959 | 307 | 335 | 642 | +30.9 | +66.3 | +49.4 | 95 | 222 | 317 |
| Opex | (230) | (299) | (529) | (225) | (215) | (440) | (2.2) | (39.1) | (20.2) | (5) | (84) | (89) |
| EBITDA | 172 | 258 | 430 | 82 | 120 | 202 | +109.8 | +115.0 | +112.9 | 90 | 138 | 228 |
| Depreciation and Amortisation | (9) | (15) | (24) | (11) | (10) | (21) | +18.2 | (50.0) | (14.3) | 2 | (5) | (3) |
| EBIT | 163 | 243 | 406 | 71 | 110 | 181 | +129.6 | +120.9 | +124.3 | 92 | 133 | 225 |
| B) KPI | | | | | | | | | | | | |
| EBIT / GP conversion rate | 40.5% | 43.6% | 42.3% | 23.1% | 32.8% | 28.2% | | | | | | |
| Volume (TON's '000) | 433 | 555 | 988 | 372 | 315 | 687 | +16.4 | +76.2 | +43.8 | 61 | 240 | 301 |
| GROSS PROFIT | 93 | 100 | 97 | 83 | 106 | 93 | +12.0 | (5.7) | +4.3 | 10 | (6) | 4 |
| EXPENSES | (55) | (56) | (56) | (64) | (71) | (67) | +14.1 | +21.1 | +16.4 | 9 | 15 | 11 |
| EBIT | 38 | 44 | 41 | 19 | 35 | 26 | +100.0 | +25.7 | +57.7 | 19 | 9 | 15 |

Quarter over Quarter 2021/2020

| CHF million | 2021 | | | 2020 | | | Change in % | | | Change in mCHF | | |
|-------------------------------|-------|-------|---------|-------|-------|---------|-------------|--------|--------|----------------|------|-------|
| | Q1 | Q2 | TOTAL | Q1 | Q2 | TOTAL | Q1 | Q2 | TOTAL | Q1 | Q2 | TOTAL |
| 3. Road Logistics | | | | | | | | | | | | |
| A) Income Statement | | | | | | | | | | | | |
| Turnover | 1,009 | 1,134 | 2,143 | 975 | 829 | 1,804 | +3.5 | +36.8 | +18.8 | 34 | 305 | 339 |
| Net Turnover | 870 | 939 | 1,809 | 863 | 721 | 1,584 | +0.8 | +30.2 | +14.2 | 7 | 218 | 225 |
| Gross Profit | 304 | 326 | 630 | 281 | 257 | 538 | +8.2 | +26.8 | +17.1 | 23 | 69 | 92 |
| Opex | (265) | (280) | (545) | (249) | (235) | (484) | (6.4) | (19.1) | (12.6) | (16) | (45) | (61) |
| EBITDA | 39 | 46 | 85 | 32 | 22 | 54 | +21.9 | +109.1 | +57.4 | 7 | 24 | 31 |
| Depreciation and Amortisation | (15) | (16) | (31) | (15) | (13) | (28) | - | (23.1) | (10.7) | - | (3) | (3) |
| EBIT | 24 | 30 | 54 | 17 | 9 | 26 | +41.2 | +233.3 | +107.7 | 7 | 21 | 28 |
| B) KPI | | | | | | | | | | | | |
| EBITDA / Net turnover | 4.5% | 4.9% | 4.7% | 3.7% | 3.1% | 3.4% | | | | | | |
| EBIT / GP conversion rate | 7.9% | 9.2% | 8.6% | 6.0% | 3.5% | 4.8% | | | | | | |
| EBIT / Net turnover | 2.8% | 3.2% | 3.0% | 2.0% | 1.2% | 1.6% | | | | | | |
| 4. Contract Logistics | | | | | | | | | | | | |
| A) Income Statement | | | | | | | | | | | | |
| Turnover | 1,248 | 1,272 | 2,520 | 1,365 | 1,274 | 2,639 | (8.6) | (0.2) | (4.5) | (117) | (2) | (119) |
| Net turnover | 1,119 | 1,127 | 2,246 | 1,234 | 1,144 | 2,378 | (9.3) | (1.5) | (5.6) | (115) | (17) | (132) |
| Gross Profit | 831 | 827 | 1,658 | 946 | 851 | 1,797 | (12.2) | (2.8) | (7.7) | (115) | (24) | (139) |
| Opex | (645) | (649) | (1,294) | (768) | (666) | (1,434) | +16.0 | +2.6 | +9.8 | 123 | 17 | 140 |
| EBITDA | 186 | 178 | 364 | 178 | 185 | 363 | +4.5 | (3.8) | +0.3 | 8 | (7) | 1 |
| Depreciation and Amortisation | (148) | (144) | (292) | (161) | (157) | (318) | +8.1 | +8.3 | +8.2 | 13 | 13 | 26 |
| EBIT | 38 | 34 | 72 | 17 | 28 | 45 | +123.5 | +21.4 | +60.0 | 21 | 6 | 27 |
| B) KPI | | | | | | | | | | | | |
| EBITDA / Net turnover | 16.6% | 15.8% | 16.2% | 14.4% | 16.2% | 15.3% | | | | | | |
| EBIT / GP conversion rate | 4.6% | 4.1% | 4.3% | 1.8% | 3.3% | 2.5% | | | | | | |
| EBIT / Net turnover | 3.4% | 3.0% | 3.2% | 1.4% | 2.4% | 1.9% | | | | | | |

Quarter over Quarter 2021/2020

| CHF million | 2021 | | | 2020 | | | Change in % | | | Change in mCHF | | |
|--|---------|---------|---------|---------|---------|---------|-------------|---------|---------|----------------|---------|---------|
| | Q1 | Q2 | TOTAL | Q1 | Q2 | TOTAL | Q1 | Q2 | TOTAL | Q1 | Q2 | TOTAL |
| 5. Kuehne+Nagel Group | | | | | | | | | | | | |
| A) Income Statement | | | | | | | | | | | | |
| Turnover | 6,933 | 8,212 | 15,145 | 5,860 | 5,713 | 11,573 | +18.3 | +43.7 | +30.9 | 1,073 | 2,499 | 3,572 |
| Customs duties and taxes | (901) | (971) | (1,872) | (948) | (817) | (1,765) | +5.0 | (18.8) | (6.1) | 47 | (154) | (107) |
| Net Turnover | 6,032 | 7,241 | 13,273 | 4,912 | 4,896 | 9,808 | +22.8 | +47.9 | +35.3 | 1,120 | 2,345 | 3,465 |
| Net expenses for services from 3rd parties | (4,013) | (4,933) | (8,946) | (3,034) | (3,124) | (6,158) | (32.3) | (57.9) | (45.3) | (979) | (1,809) | (2,788) |
| Gross Profit | 2,019 | 2,308 | 4,327 | 1,878 | 1,772 | 3,650 | +7.5 | +30.2 | +18.5 | 141 | 536 | 677 |
| Opex | (1,408) | (1,521) | (2,929) | (1,500) | (1,351) | (2,851) | +6.1 | (12.6) | (2.7) | 92 | (170) | (78) |
| EBITDA | 611 | 787 | 1,398 | 378 | 421 | 799 | +61.6 | +86.9 | +75.0 | 233 | 366 | 599 |
| Depreciation and Amortisation | (180) | (182) | (362) | (194) | (186) | (380) | +7.2 | +2.2 | +4.7 | 14 | 4 | 18 |
| EBIT | 431 | 605 | 1,036 | 184 | 235 | 419 | +134.2 | +157.4 | +147.3 | 247 | 370 | 617 |
| Result from finance and associates | (1) | (2) | (3) | (2) | (5) | (7) | +50.0 | +60.0 | +57.1 | 1 | 3 | 4 |
| EBT | 430 | 603 | 1,033 | 182 | 230 | 412 | +136.3 | +162.2 | +150.7 | 248 | 373 | 621 |
| Income tax | (112) | (157) | (269) | (43) | (60) | (103) | (160.5) | (161.7) | (161.2) | (69) | (97) | (166) |
| Earnings for the period | 318 | 446 | 764 | 139 | 170 | 309 | +128.8 | +162.4 | +147.2 | 179 | 276 | 455 |
| Non-controlling interests | (1) | (7) | (8) | (1) | - | (1) | | | | - | (7) | (7) |
| Net Earnings | 317 | 439 | 756 | 138 | 170 | 308 | +129.7 | +158.2 | +145.5 | 179 | 269 | 448 |
| B) KPI | | | | | | | | | | | | |
| EBIT / GP conversion rate | 21.3% | 26.2% | 23.9% | 9.8% | 13.3% | 11.5% | | | | | | |
| GP / Net turnover | 33.5% | 31.9% | 32.6% | 38.2% | 36.2% | 37.2% | | | | | | |
| EBITDA / Net turnover | 10.1% | 10.9% | 10.5% | 7.7% | 8.6% | 8.1% | | | | | | |
| EBIT / Net turnover | 7.1% | 8.4% | 7.8% | 3.7% | 4.8% | 4.3% | | | | | | |
| EBT / Net turnover | 7.1% | 8.3% | 7.8% | 3.7% | 4.7% | 4.2% | | | | | | |
| Earnings for the year / Net turnover | 5.3% | 6.2% | 5.8% | 2.8% | 3.5% | 3.2% | | | | | | |



Contact

Markus Blanka-Graff
CFO
markus.blanka@kuehne-nagel.com
Tel: +41 (0)44 7869 644

Christopher Combé
Head of Investor Relations
christopher.combe@kuehne-nagel.com
Tel: +41 (0)44 7869 693

Andrea Kobi
Investor Relations
andrea.kobi@kuehne-nagel.com
Tel: +41 (0)44 7869 561

Disclaimer

Investing in the shares of Kuehne + Nagel International AG involves risks. Prospective investors are strongly requested to consult their investment advisors and tax advisors prior to investing in shares of Kuehne + Nagel International AG.

This document contains forward-looking statements which involve risks and uncertainties. These statements may be identified by such words as “may”, “plans”, “expects”, “believes” and similar expressions, or by their context. These statements are made on the basis of current knowledge and assumptions. Various factors could cause actual future results, performance or events to differ materially from those described in these statements. No obligation is assumed to update any forward-looking statements. Potential risks and uncertainties include such factors as general economic conditions, foreign exchange fluctuations, competitive product and pricing pressures and regulatory developments.

The information contained in this document has not been independently verified and no representation or warranty, express or implied, is made to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or opinions contained herein. The information in this presentation is subject to change without notice, it may be incomplete or condensed, and it may not contain all material information concerning the Kuehne+Nagel Group. None of Kuehne + Nagel International AG or their respective affiliates shall have any liability whatsoever for any loss whatsoever arising from any use of this document, or otherwise arising in connection with this document.

This presentation is not an offer of securities for sale in the United States. The offer and sale of Kuehne + Nagel International AG securities has not been, and will not be registered under the United States Securities Act of 1933, as amended. Kuehne + Nagel International AG securities may not be offered or sold to anyone in the United States absent such registration, except pursuant to an appropriate exemption from registration. There will be no public offering of Kuehne + Nagel International AG securities in the United States.

