

2024 Edition

Sustainability Report



Contents

3	CEO message
4	Message from the Executive Management Board
5	Sustainability highlights 2024
6	Our business
8	ESG strategy and achievements
10	ESG governance
12	Materiality assessment
13	Stakeholder engagement
16	ESG Progress
18	Environment
19	Climate change
30	Pollution prevention
33	Waste and circularity
36	Social
37	Working conditions
41	Equal treatment and opportunities for all
44	Human rights
46	Community engagement
48	Governance
48	Business integrity and corporate culture
52	Supplier management
54	Factbook, data and assurance
54	Summary of progress on non-financial matters (OR 964 index)
58	ESG performance data
62	Definitions and accounting policies
66	List of abbreviations
67	TCFD index
68	GRI index
73	Assurance statement

CEO message



Dear Reader,

At Kuehne+Nagel, our commitment to ESG practices is a cornerstone of our long-term growth. Like us, many of our customers have committed to science-based targets and look to us as a partner who can provide solutions supporting them to achieve their sustainability goals. Our colleagues are equally passionate, finding purpose in working for a company that lives its ESG principles every day, and proud of our vision to be the most trusted supply chain partner supporting a sustainable future.

We are fully committed to scaling our low-emission logistics solutions as well as strengthening collaboration and partnerships with customers and industry partners to drive sustainability forward.

Over the past year, a standout moment for me was visiting our newest and largest fulfilment centre in Mantova, Italy, dedicated to our customer adidas. This state-of-the-art centre can manage up to half a million packages a day, operates with only renewable energy and is Gold certified by the LEED green building rating system, making it one of the most advanced and

sustainable logistics hubs in Europe. This fulfilment centre is a great example of our commitment to supporting our customers' sustainability goals.

We are also proud of our efforts to foster a diverse and inclusive workplace. Our recent initiatives, such as neurodiverse internships in the UK, are creating a more supportive and dynamic environment where everyone can thrive. This is not just good for our people; it's good for our business.

Looking ahead, we have set ambitious goals to further reduce our environmental impact and enhance our social contributions. We are committed to transparency and will continue to share our progress with you.

Thank you for being part of this journey. Together, we are building a sustainable future for all.

Stefan Paul
CEO

Message from the Executive Management Board



Dear Reader,

As we reflect on the past year, I am proud to highlight some of the remarkable steps we have made in our sustainability journey. Our commitment to fostering a sustainable future has been strengthened by strong collaboration across business and functional units. This aligned and harmonised approach has not only embedded sustainability further into our business activities but also ensures that we are working towards a common goal.

We offer customers a competitive range of sustainability solutions, such as low-carbon fuels and electric vehicles, and have seen a steady increase in customer adoption. These advancements not only help reduce carbon emissions but also support our customers to achieve their sustainability goals.

Our investment in renewable electricity underscores our commitment to sustainability with more than 98% of the electricity for our sites coming from renewable sources. Additionally, we produce the equivalent of 26% of electricity needs on site through photovoltaics.

We also launched our inaugural Community Engagement Awards to recognise and reward the outstanding efforts of our teams, through colleague volunteering in over 124 projects across 34 countries, showcasing the power of collective action and, importantly, local impact.

Listening and providing a positive experience to our employees has remained a cornerstone of our strategy. We are proud to announce that 64 countries are now certified as a Great Place to Work, that's 11 more countries than in the previous year.

Together, we are making a difference. I am confident that our collective efforts will continue to drive positive change.

Sarah Kreienbühl
CHRO with additional responsibility for
ESG and QSHE

Sustainability highlights 2024

Category	Strategic targets	Performance highlights and achievements
Environment 	■ 2030: 33% scope 1,2 and 3 absolute GHG emission reduction (from 2019 baseline) ■ 2030: 100% renewable energy consumption ■ 2030: 30% on-site renewable electricity production (interim goal: 25% in 2024)	■ 16.740 million tonnes total GHG emissions (+16% YoY, -9% from baseline*) ■ 67% renewable energy at our sites (2023: 66%), 98% renewable electricity (2023: 98%) ■ 26% on-site renewable electricity production** (2023: 20%) ■ Sourcing of sustainable fuels: ■ Sea Logistics: 270 tonnes SMF (-98% YoY***) ■ Air Logistics: 29 million litres SAF (+21% YoY) ■ Road Logistics: 1.2 million litres HVO (+56% YoY) ■ Contract Logistics: 2.9 million litres HVO (through introduction of Book and Claim solution in 2024) ■ 80,000 tonnes scope 3 GHG emission reduction via sustainable fuels****
Social 	■ Zero incidents resulting in fatality ■ 2025: lost time injury frequency (LTIF) reduction: ■ If LTIF at <3.0: maintain ■ If LTIF at >3.0: reduce 10% YoY ■ One community engagement initiative per country by year-end 2025	■ Zero fatalities for the second consecutive year ■ LTIF: 8.0 (2023: 8.0) ■ Launch of Community Engagement Awards: 125 projects from 34 countries by year-end 2024 ■ 64 countries certified as a 'Great Place to Work' (GPTW), >80% response rate to GPTW and Voice of Employee surveys
Governance 	■ Roll-out of new supplier management tool in 50 major countries by year-end 2025 ■ Annual confirmation of Code of Conduct: >95%	■ Roll-out of supplier management tool in progress in 15 countries ■ Launch of enhanced Supplier Code of Conduct ■ 612 Integrity Due Diligence target companies approved as per year-end ■ 96% completion rate of annual Code of Conduct confirmation

* Baseline not restated following acquisitions and methodological improvements

** Equivalent production based on 2023 electricity consumption

*** Decrease due to allocation method of SMF to respective reporting year

**** Through Book and Claim chain-of-custody solution

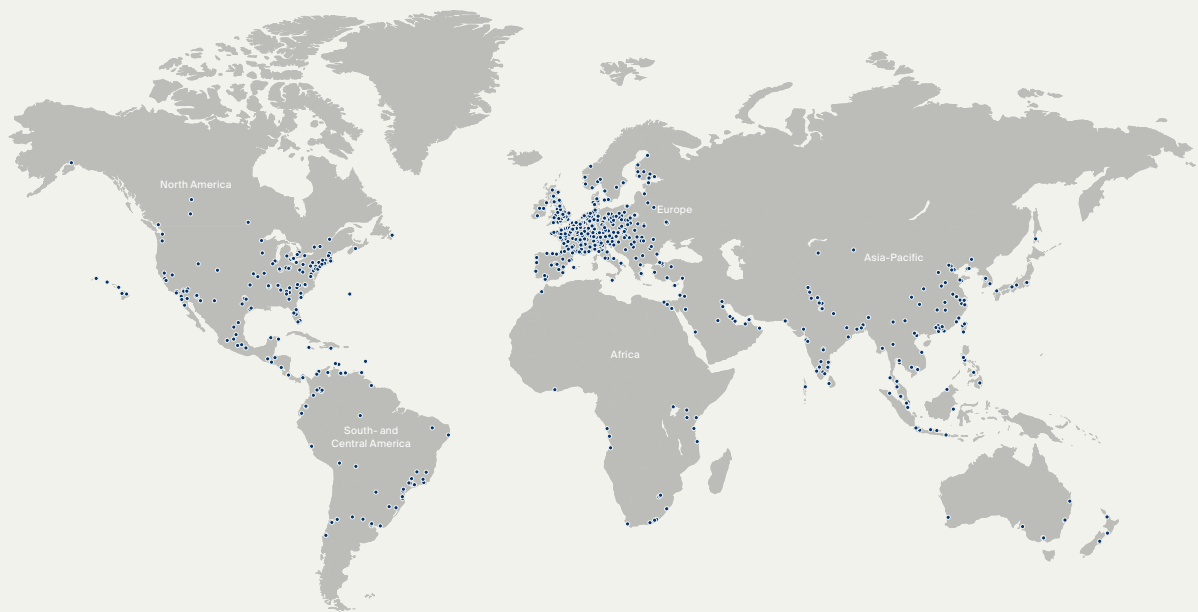
Our business

Kuehne+Nagel's 80,215 employees in 94 countries provide transportation and logistics services to customers worldwide. Bridging continents, we address customer needs by shaping a more innovative and sustainable supply chain.

Thanks to the Sea, Air, Road and Contract Logistics business units that offer complex, end-to-end, multimodal solutions, Kuehne+Nagel is one of the world's largest freight forwarders based on managed volumes.

Our ultimate holding company, Kuehne + Nagel International AG (KNI), is headquartered in Switzerland and its shares (KNIN) are listed on the leading Market Index (SMI) with the Swiss Stock Exchange (SIX).

To service over 400,000 customers, Kuehne+Nagel continues to operate an asset-light business model and partners with trusted shipping carriers, airlines and road hauliers to deliver its services.



94

countries
worldwide



1,345

sites
worldwide



80,215

employees
worldwide



24,802

million CHF
net turnover

End-to-end logistics services

Kuehne+Nagel consolidates and synchronises supply chain data, making it easily accessible to internal teams and customers alike. Stakeholders can access advance shipping notifications, delivery data, track-and-trace information and visibility on inbound and outbound flows. Specialising in key industry verticals, our logistics solutions allow Kuehne+Nagel to meet customer needs in Aerospace, Automotive and New Mobility, Consumer, Healthcare, High-Tech and Semicon, Industrial and Perishables.

This asset-light, segmented and multi-modal business model allows us to quickly scale or adapt services. Thanks to a global presence and in-market relationships, Kuehne+Nagel capitalises on the latest supply chain innovations to maintain a market-leading position.

Our strategic Roadmap 2026 (detailed in the following section) embodies this ambition while nurturing quality and trust. With continued investment, long-term vision and dedicated experts,

Kuehne+Nagel cultivates a 360° view of the global transport and logistics landscape. In doing so, we strengthen and shape sustainable supply chains, benefitting our customers and the world around us.

In addition to end-to-end logistics services, customers benefit from value chain solutions such as cargo insurance, emission visibility and reporting, supply chain design and optimisation, returns management and quality inspections.

Scope of end-to-end logistics services



ESG strategy and achievements



Roadmap 2026

Roadmap 2026 is part of Kuehne+Nagel's overarching Vision 2030: to become the most trusted supply chain partner supporting a sustainable future. Four cornerstones form our strategy, all feeding into our ESG vision and demonstrating progress in 2024.

Kuehne+Nagel Experience

Customer and employee satisfaction and retention are drivers of long-term sustainability. This cornerstone ensures a globally consistent journey for customers and those working at Kuehne+Nagel. Key deliverables decided in 2023 have now been fully, or largely, implemented. More information about survey response rates and key outcomes can be found in the section on stakeholder engagement.

Market Potential

Value-added solutions and a wider geographic footprint promote scalable impact and inclusivity across diverse markets, while aligning with sustainability and social responsibility goals. To support business growth, the acquisition of City Zone Express was completed during 2024 and a majority shareholding in IMC Logistics, reinforcing the Sea Logistics business unit, closed in early 2025.

Digital Ecosystem

To continue to connect the right people with the right goods at the right time, Kuehne+Nagel is modernising and migrating its IT environment to the cloud. Leveraging big data, artificial intelligence and automation enables data-driven decision-making, enhances transparency and optimises resources. In 2024, our digital workplace took shape with the IT Ecosystem, comprising data, Application Programme Interface (API) management as well as message and event platforms.

Living ESG

Complementing the three other cornerstones, Living ESG recognises and firmly anchors sustainability in Kuehne+Nagel's core business strategy. The following report outlines our sustainability commitment, its governance and the identification and management of material sustainability impacts, risks and opportunities. It also details actions and targets that reinforce our commitment to the Science Based Targets initiative (SBTi) and UN Sustainable Development Goals, serving as a testament to our vision in this area.

2024 Living ESG achievements

Kuehne+Nagel made steady progress towards achieving Roadmap's 2026 Living ESG ambitions during 2024.

Environment

We continued to demonstrate the commitment to our science-based targets by taking concrete measures to reduce emissions over the past year. This included investing in low-emission trucks, renewable electricity and on-site renewable electricity production as well as promoting the adoption and use of sustainable fuels for sea, air and road transportation.

As a result, 67% of our energy consumption in 2024 came from renewable sources, and the equivalent of 26% of our electricity needs was produced on-site, largely through photovoltaic installations. Additionally, 86% of our controlled surface area is now covered by LED lighting.

Deploying sustainable fuels with our partners through a Book and Claim mechanism allowed us to successfully reduce scope 3 GHG emissions by 80,000 tonnes, compared to using conventional fuels. Furthermore, we enhanced our emission reporting tools and calculation methodologies to ensure we provide customers

with high-quality emission data, which is essential for reducing emissions.

Social

Our social initiatives in 2024 continued to foster a positive and inclusive workplace culture. We are proud to have 64 countries certified as a 'Great Place to Work'. A high employee survey response rate of over 80% reflects the engagement and satisfaction of office-based as well as fulfilment and delivery staff. Highlighting our commitment to providing a physically and psychologically safe place to work, these results reflect how progress made within the company is recognised by employees.

The launch of our Community Engagement Awards also saw 125 projects submitted from 34 countries, showcasing our employees' dedication to making a difference in their communities. Lastly, Kuehne+Nagel introduced a number of leadership initiatives to continue to drive cultural change in 2025.

Governance

The Group's commitment to ethical business practices was further strengthened this year with the issuing of a Declaration of Integrity. In addition, we rolled out a new

supplier management system in 15 countries, launched an enhanced Supplier Code of Conduct and 612 companies were approved using our Integrity Due Diligence process, minimising compliance-related risk exposures. A 96% completion rate was recorded for the annual Code of Conduct confirmation, underscoring our dedication to maintaining high standards of integrity and compliance across operations.

Kuehne+Nagel undertook supplier due diligence in the course of applicable supply chain laws (such as the German LkSG) and the Human Rights Officer, based in Germany, enhanced this approach with a suitable software solution for a more sophisticated processing. Additionally, the General Assembly (AGM) 2024 adopted a new additional purpose in Article 2 paragraph 3 of KNI's [Articles of Association](#) ('Statuten'), according to which Kuehne + Nagel International AG aims at long-term, sustainable value creation.

Key ratings

Kuehne+Nagel's performance with key ESG rating agencies underpins our commitment to sustainability.

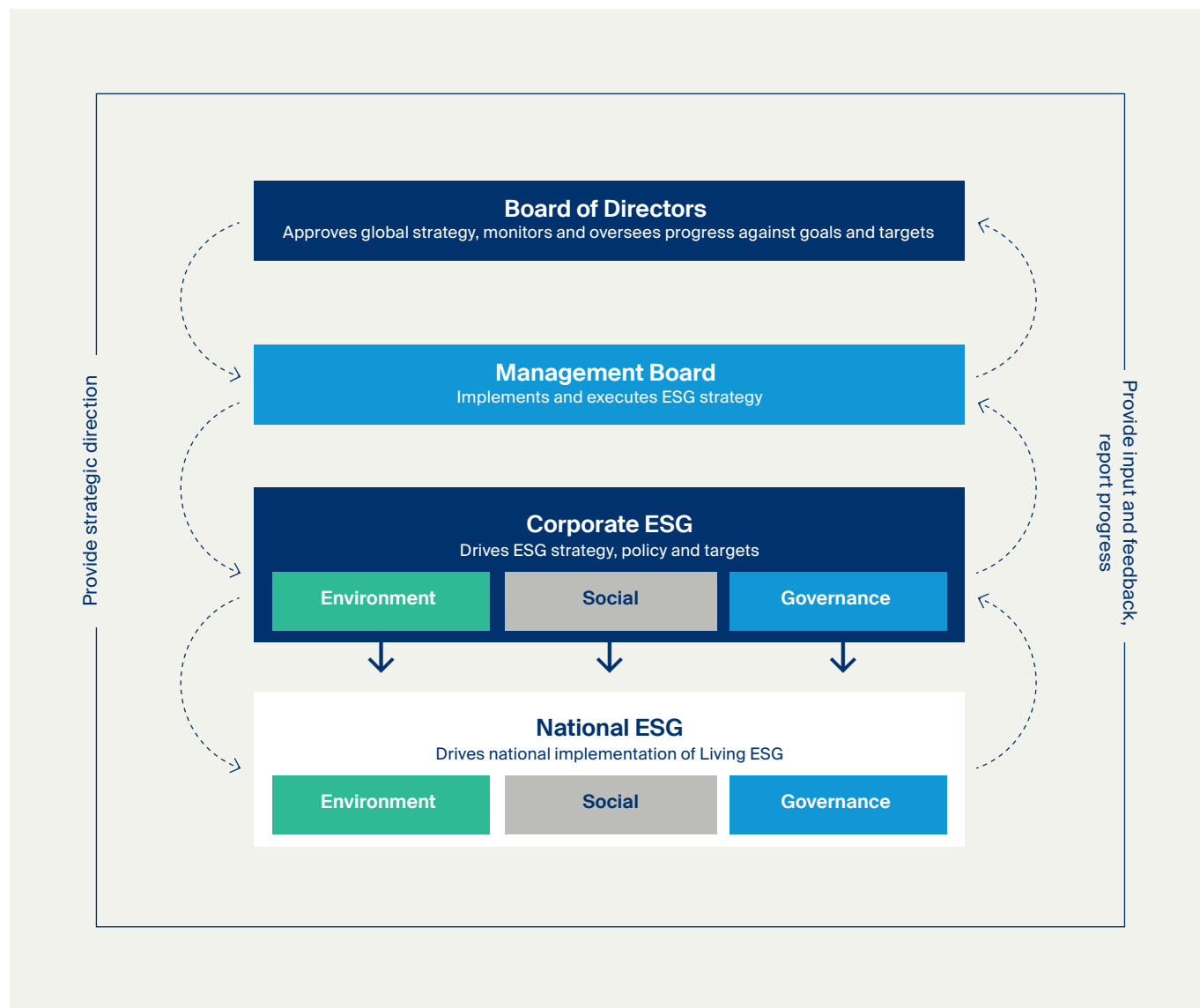
Kuehne+Nagel's performance with ESG rating agencies

Rating Agency	Performance			Scoring scale	
	2024	2023	2022	Best	Worst
Ecovadis	66 (Silver Medal)	70 (Gold Medal)	72	100	0
CDP	B (Management)	B (Management)	–	A	F
MSCI	AAA (Leader)	AAA (Leader)	AAA	AAA	CCC
Sustainalytics	13.9 (Low Risk)	15.0 (Low Risk)	17.8	0	50

Status December 2024

ESG governance

Sustainability management and reporting structure



Management Board and Board of Directors

Kuehne+Nagel has a two-tier management system on parent level, comprising a Management Board and a Board of Directors (BoD). The Management Board implements and executes the ESG strategy and monitors performance. The BoD approves the global strategy and proposes the annual sustainability report for approval by the General Assembly (AGM) in line with applicable Swiss law. The BoD also monitors and oversees progress against goals and targets addressing climate-related issues, e.g., when reviewing and guiding strategy, material plans of action, risk management, annual budgets, business plans, and overseeing major capital expenditures, acquisitions or divestitures.

Usually, the Chief Executive Officer (CEO) and/or the Chief Financial Officer (CFO) represent the Management Board at quarterly meetings of the BoD, along with other functional and business unit executives (more details about the composition of the Management Board and the BoD can be found in Kuehne+Nagel's Corporate Governance Report). ESG topics are discussed as necessary when of strategic nature.

The Chief Human Resources Officer (CHRO) is responsible for ESG as well as QSHE (Quality, Safety, Health Environment, Security and Dangerous Goods) at Management Board level. This also includes over-

seeing the identification and management of climate-related risks and opportunities.

Embedding sustainability throughout the organisation

Reporting to the CHRO, the Global Head of Sustainability is charged with cross-business unit coordination and national strategy alignment for Living ESG, as well as performance monitoring and reporting.

Close collaboration between business and functional units on a global and national level is essential to a harmonised and aligned approach. Dedicated groups, such as the Environment Working Group—in which the corporate sustainability team, business unit sustainability managers and members of the sales team focus on decarbonisation targets, strategy development and execution—are in place. In addition, the Head of Social Impact drives the implementation of all social aspects of Living ESG in alignment with the Global Head of Sustainability, while functional units such as QSHE, Legal and Finance contribute to overarching aspects of Living ESG.

Together, the corporate sustainability team and national sustainability managers cascade Living ESG throughout the organisation. The latter drive execution, adapting to markets with high customer demand or applicable specific regulatory requirements. Their input is equally sought for

leverage at corporate level, with quarterly meetings ensuring close alignment. A sustainability blueprint establishing dotted line reporting to the corporate team by the national and business unit sustainability managers further enhances coordination and alignment. As of April 2024, the discontinuation of Kuehne+Nagel's regional structure means that country organisations now report directly to representatives of the Management Board.

ESG risk management

ESG risk management is embedded in Kuehne+Nagel's global risk management strategy, as well as planning and controlling processes as a result of continuous dialogue between the Management Board, national management and sustainability representatives. When needed, an escalation is available to the Group's Risk and Compliance Committee and the Audit Committee (more information can be found in Kuehne+Nagel's Status Report).

Several sustainability and climate-related risks are considered in the risk assessment undertaken by Kuehne+Nagel.

In 2024, the Global Head of Sustainability also led a climate-risk assessment in line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). The outcomes of the assessment are described in the Environment section.

Materiality assessment

In preparation for the EU Corporate Sustainability Reporting Directive (CSRD) reporting requirements and building on previous materiality assessments, Kuehne+Nagel's double materiality assessment was updated in 2024. With renewed focus on identifying material topics based on impacts, risks and opportunities for Kuehne+Nagel and its value chain, desktop research was complemented by stakeholder input. Additional assessment is underway in 2025 to further adhere to CSRD requirements.

The materiality of impacts, risks and opportunities was evaluated according to their severity (and likelihood in the case of potential impacts). Topics falling below the materiality threshold or classified as not concerning Kuehne+Nagel's operations and value chain were not retained.

Closely aligned to our Living ESG strategy, the material topics identified by this initial assessment are resumed in the following table and detailed in the rest of this report.

Material topics

Category	Material topic	Topic description
Environment 	Climate change	GHG emissions associated with direct energy consumption, purchased electricity and indirect emissions arising in our value chain
	Pollution prevention	Non-GHG air pollutants generated at our own operations, as well as air and soil pollution arising from accidental spills
	Waste and circularity	Packaging materials and waste
Social 	Working conditions	Employment conditions for own employees, including workplace health and safety
	Equal treatment and opportunities for all	Diversity, equity and inclusion, as well as employee development
	Human rights	Respecting human rights across our operations and promoting the same standards for our suppliers
Governance 	Business integrity and corporate culture	Ethical leadership as well as the Group's commitment to ethics and compliance, including combatting anti-bribery and corruption
	Supplier management	Management of suppliers including payment practices

Stakeholder engagement

Informing our strategic direction and material topics, stakeholder engagement is essential to Kuehne+Nagel.

Gathering employee and customer feedback

Employees and customers are stakeholders at the forefront of our mind. Our people are a key differentiator for the success of our customers: leaders of transformation and trusted partners, they bring Roadmap 2026 and Vision 2030 to life. Customer and employee experience are inextricably linked: if our people are satisfied, they will go above and beyond to deliver the best service to our customers. Ensuring a positive experience for those who work for us and those we serve is therefore key to meeting both our sustainability commitments and growth potential.

Reflecting the importance of employee and customer engagement, several activities were undertaken in 2024, forming part of the Roadmap 2026 cornerstone Kuehne+Nagel Experience.

Voice of the Employee

We understand that listening to our employees and their views on working for our

organisation is critical to improving their experience.

Within our Voice of the Employee framework, we conduct annual engagement surveys—including the Great Place To Work (GPTW) survey—to gather feedback and measure satisfaction. In 2024, even greater participation was recorded, with a response rate of more than 80%, as well as higher satisfaction levels than in 2023. Overall, 64 countries were certified by Great Place to Work, up from 53 in 2023.

Voice of the Customer

We follow the same approach with our customers. As such, in 2024, a Voice of the Customer survey was conducted across all Kuehne+Nagel business units, attracting thousands of individual customer responses that highlighted our core strengths and key areas of interest.

Moving forward, Kuehne+Nagel is committed to continuing with employee and customer surveys to continuously improve service and experience. How we identify expectations and engage with and respond to our stakeholders is outlined in the following table.

Relationship with stakeholders

Stakeholder groups	Key issues of interest	How we engage	How we respond
Employees 	■ Working conditions (incl. compensation and benefits, health and safety) ■ Equal treatment and opportunities for all, including training and development	■ Voice of Employee surveys, including Great Place to Work survey ■ Town hall meetings ■ Internal communication ■ Workers councils, health and safety committees	■ Career development framework ■ Learning management system ■ Performance enablement process ■ Safety and health management system ■ Diversity and inclusion programme
Customers 	■ Sustainability service offering, emissions reporting ■ Customer service ■ ESG performance and reporting	■ Customer satisfaction survey and feedback tool ■ Customer meetings and events ■ Joint projects ■ Customer sustainability surveys, tenders, RFQs	■ Emissions reporting and analytics ■ Low-emission logistics services and consultancy ■ Internal and external QSHE audits ■ ESG reporting and ratings
Investors 	■ Economic performance ■ ESG performance and reporting ■ Ethical governance	■ Annual General Meeting (AGM) ■ Disclosure duties ■ Capital Markets Day ■ Management engagement ■ Roadshows, investor and analyst meetings ■ Financial press releases	■ ESG reporting and ratings
Suppliers and partners 	■ Ethical and social standards ■ Long-term partnership ■ Fair payment terms	■ Business associations ■ Partnerships ■ Public forums and working groups	■ Audits and risk assessments ■ Supplier Management System ■ Webinars and communication
Communities/ Non-governmental organisations (NGOs) 	■ Ethical, social and environmental practices ■ Community partnerships	■ Community engagement initiatives	■ Human rights due diligence ■ Emergency and Relief Logistics ■ Community engagement initiatives
Governments/ Regulatory bodies 	■ Regulatory compliance	■ Public forums and industry bodies ■ Transparent dialogue with tax authorities	■ ESG reporting ■ External assurance and audits

Partnerships and memberships

A member of the UN Global Compact, Kuehne+Nagel is committed to respecting its ten principles.

In addition, we engage with a number of organisations relevant to our industry. Many of our sustainability engagements centre around climate change and decarbonisation.



Decarbonisation initiatives and coalitions

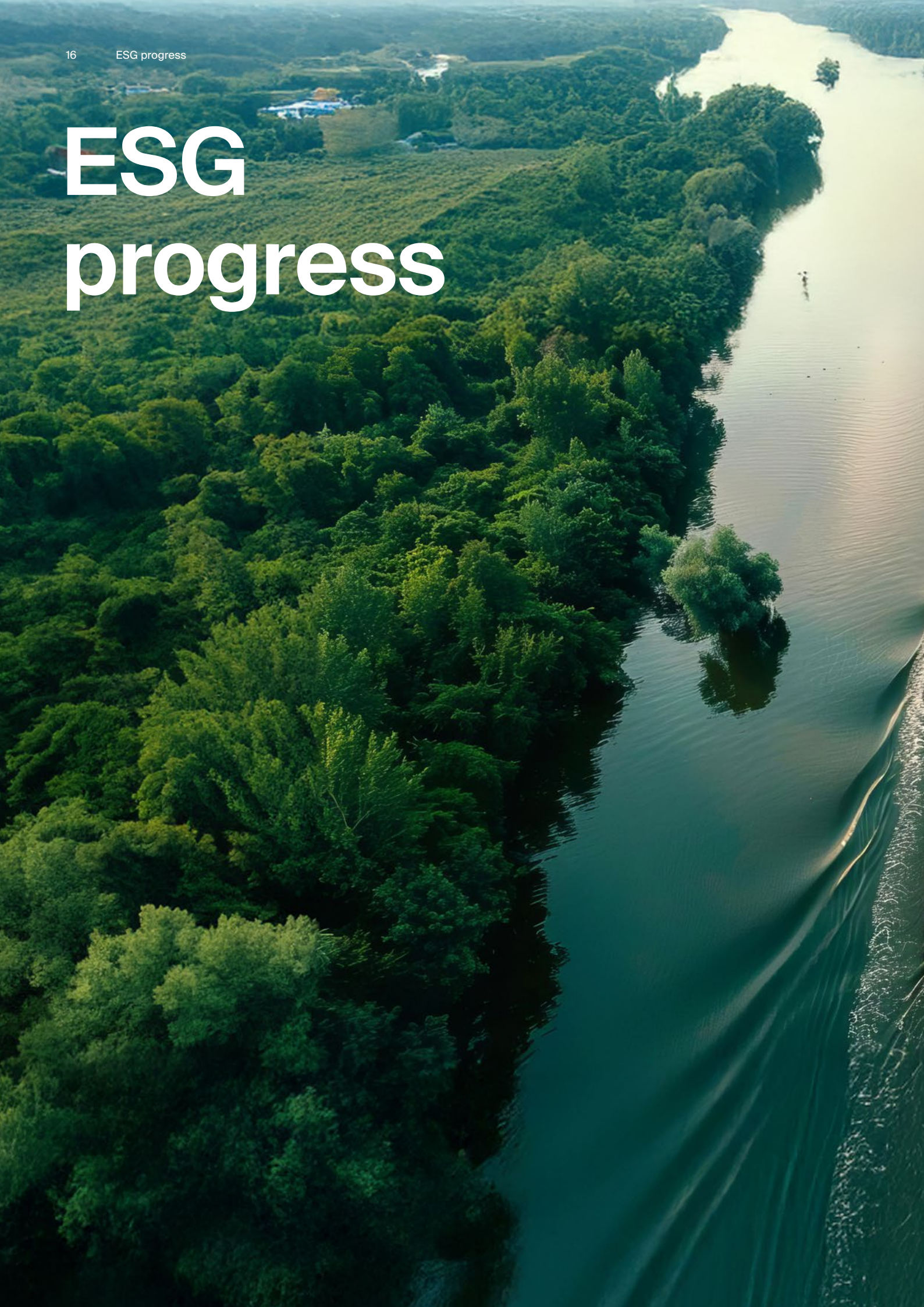


**Getting to
Zero Coalition**

Book and Claim Community



ESG progress





Environment



In a year marked by unprecedented global temperatures—2024 being the hottest year on record and extreme weather events and wildfires profoundly impacting communities and businesses worldwide—addressing environmental issues remained a critical global challenge. For Kuehne+Nagel, it underscored the importance of our environmental initiatives. This section outlines our approach to addressing topics such as greenhouse gas emissions, energy consumption, pollution and waste, allowing us to align with global frameworks like the Paris Agreement and ensuring resilience in an increasingly resource-constrained world.

Environmental Management System (EMS) and Environmental Policy

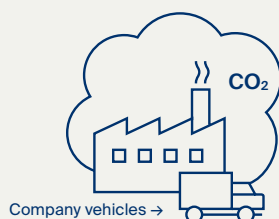
Kuehne+Nagel's global Environmental Management System (EMS) offers an overarching framework for all environmental matters. Applicable to all business and functional units worldwide, its implementation requires facilities to comply to ISO14001 standards. With activities such as waste generation and energy con-

sumption happening at site level, the EMS is therefore used to reduce actual and potential negative environmental impacts by affording better measurement, a more detailed understanding of their causes and a continuous improvement of the processes involved. Kuehne+Nagel's Global Facility Carbon Calculator (GFCC) tool assists by tracking key performance indicators (KPIs) on a monthly basis and setting targets on site, local and global level.

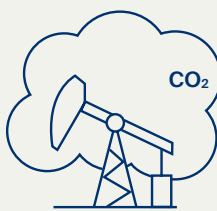
The Global Environmental Policy establishes the implementation and maintenance of environmental matters within the EMS. Communication of the Global Environmental Policy—and any related targets or documents—is managed by the Global Environmental Manager via various means of communication, including direct communication, through local environmental experts and via the internal communication platform. All policies are also available through Kuehne+Nagel's document management system. By year-end 2024, 423 sites were certified to ISO 14001:2015.

Impacts, risks and opportunities

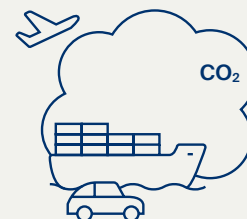
Material topic	Impacts, risks and opportunities	Location in value chain	Time horizon
Climate change 	GHG emissions impact from own operations and value chain	Own operations, upstream	Short to long-term
	Climate-related transition risks and opportunities	Own operations, value chain	Short to long-term
	Climate-related physical risks	Own operations, value chain	Medium to long-term
	Energy consumption within the organisation	Own operations	Short-term
Pollution prevention 	Non-GHG air pollution from own operations and value chain	Own operations, upstream	Short to long-term
	Water and soil pollution from accidental spills	Own operations, upstream	Short-term
Waste and circularity 	Packaging materials for fulfilment and delivery	Own operations, downstream	Short-term
	Waste disposal and recovery in our operations	Own operations, downstream	Short-term

Direct emissions**Scope 1**

- Company cars
- Road Logistics trucks
- Buildings (gas/fuel)

Indirect emissions**Scope 2**

- Purchased electricity for buildings (our offices and operated fulfilment centres) and electric vehicles

Other indirect emissions**Scope 3**

- Suppliers' emissions for Air, Road and Sea Logistics
- Business travel
- Employee commuting

Our emission scopes**Climate change****What it means to Kuehne+Nagel**

Kuehne+Nagel recognises climate change as a sustainability priority. Measuring and reducing greenhouse gas (GHG) emissions—as well as identifying, assessing and managing climate-related risks—is crucial for long-term business resilience and growth. It drives us to optimise transport and warehousing, seek supply chain efficiency and adapt our operations to address climate-related risks, investing in renewable electricity, on-site photovoltaic installations and emission measurement tools.

As a third-party logistics provider, Kuehne+Nagel sits at the heart of a sector that contributes significantly to global emissions. As such, both our own operations and transport services offered via our supplier network can play a part in climate change.

More specifically, and divided across three scopes, the main sources of emissions at Kuehne+Nagel are as pictured above.

Energy usage at Kuehne+Nagel offices and facilities as well as owned or operated company cars and trucks (scope 1) directly generate GHG emissions, as does purchased electricity (scope 2). However, our asset-light business model—whereby we partner with suppliers to offer our services—means that more than 98% of our GHG emissions fall outside our immediate sphere of influence and are therefore considered as other indirect emissions in scope 3.



Climate-related risks and opportunities

In 2024, Kuehne+Nagel initiated a climate resilience assessment by performing a scenario analysis to evaluate climate-related physical and transition risks and opportunities. Examining owned and operated locations—but also key network locations such as ports and airports—it established a common understanding of those possible risks and opportunities as well as their associated timelines.

Supported by scientific and policy literature, industry-specific research and performance benchmarking, this climate-scenario analysis used two scenarios outlined in the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report: an optimistic low-emission scenario with a +1.5 °C temperature increase (representative concentration pathway (RCP) 2.6) and a more concerning high-emission scenario with a +4 °C temperature increase (RCP 8.5).

This was completed with reference scenarios from the Network for Greening the Financial System (NGFS), the

International Energy Agency (IEA) and climate-related impacts validated using an external climate risk tool.

Overall, Kuehne+Nagel recognises that physical climate-related risks have the potential to disrupt logistics networks and global supply chains. However, we also see significant opportunities in moving to low-carbon technologies and providing our customers with competitive low-emission logistics services to improve long-term resilience.

More detailed descriptions of the risks and opportunities identified as having a potentially high likelihood and/or impact on Kuehne+Nagel and its value chain are contained in the following tables. Under the scenarios evaluated, physical risks become more severe in the medium to long-term (2030–2050), although they may already have an effect in the short-term (before 2030). Transition risks and opportunities, on the other hand, could materialise in the short to medium-term.

	Physical risk	How Kuehne+Nagel can mitigate the risk
Chronic 	Temperature changes (such as prolonged heatwaves and extreme cold spells) result in operational disruption and cost increases	■ Invest in energy-efficient fulfilment centres and operational resilience
	Rising sea levels or changes in rainfall patterns cause supply chain disruptions and operational delays	■ Identify high-risk areas and work with suppliers to adapt critical infrastructure
Acute 	Severe storms and flooding lead to delays and rising costs in local networks	■ Leverage predictive analytics ■ Identify high-risk locations and implement business continuity plans ■ Diversify logistics hub locations

	Transition risk	How Kuehne+Nagel can mitigate the risk
Policy and legal 	Increasing compliance requirements and costs due to existing and emerging regulations	■ Increase engagement with experts and policymakers on compliance strategies ■ Invest in energy-efficient technologies and promote low-emissions logistics services ■ Acknowledge suitable carrier engagements
Technology 	Transition costs for low-carbon solutions, fuels and technologies	■ Partner with technology providers and suppliers to secure cost-effective access to scalable solutions such as low-carbon fuels and renewable energy

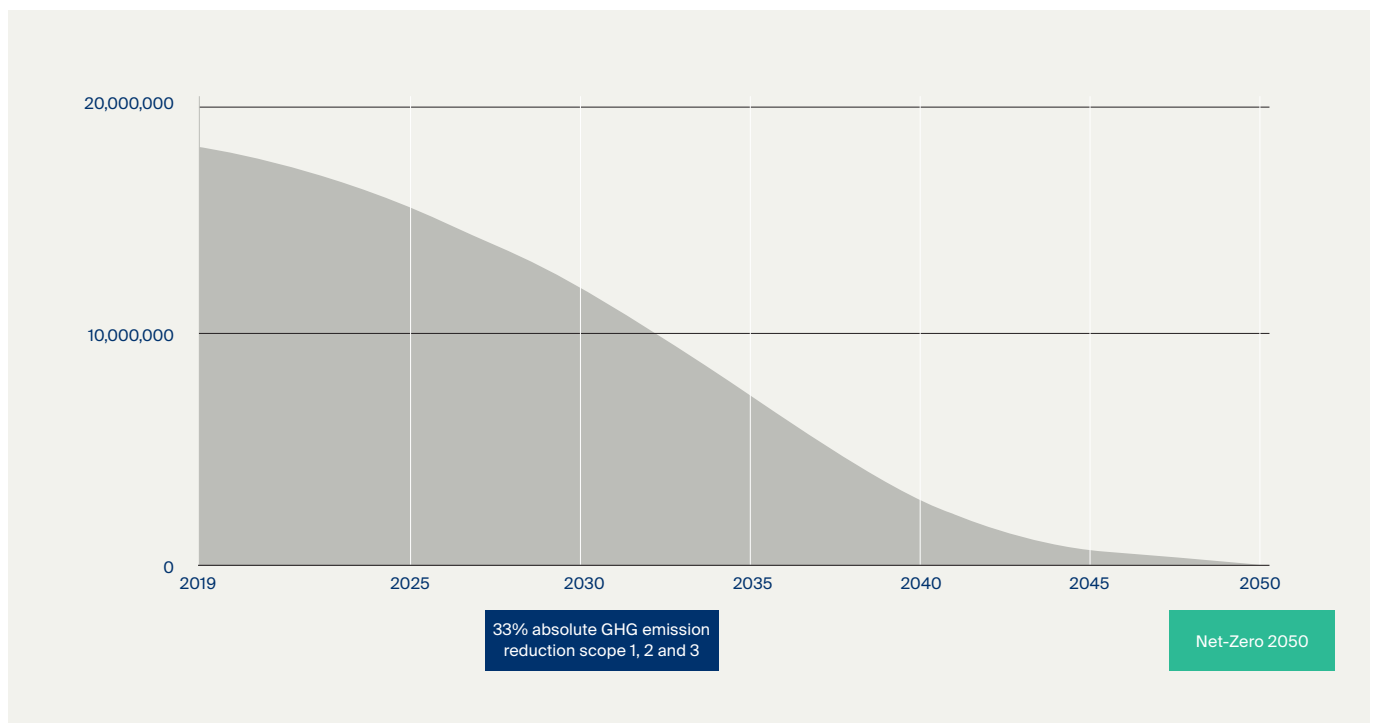
	Transition opportunity	How Kuehne+Nagel can mitigate the risk
Products and services 	Provide low-emission logistics services and technologies	■ Develop and roll-out competitive low-emission logistics solutions to attract and retain customers ■ Cater to growing sectors such as the renewable energy sector
	Meet circular economy goals and customer expectations	■ Develop and promote supply chain design solutions that support circular economy principles such as reverse logistics and sustainable packaging solutions

Actions

Kuehne+Nagel has set the absolute science-based target of reducing scope 1, 2 and 3 emissions by 33% by 2030 (from a 2019 baseline) and expressed its ambition to reach net-zero emissions by 2050. Additional targets—overall electricity

consumption reduction, increased renewable energy usage and the continued introduction of low-carbon fuels and transport electrification—are designed to help us meet our ambition.

Transition to net-zero in tonnes CO₂e



Key levers for decarbonisation:

Data and analytics

Measuring and reporting emissions based on rigorous accounting measures as basis to reduce emissions

Supplier collaboration

Engaging with suppliers/carriers to accelerate and scale decarbonisation solutions

Low-carbon technologies, fuels and renewable energy

Deploying low-carbon fuels and renewable energy to reduce emissions of transportation, fulfilment and delivery. Invest in low-emission trucks

Customer engagement

Building strong partnerships with customers to jointly address scope 3 emissions



Climate transition plan and actions across emission scopes

In 2024, Kuehne+Nagel took a number of actions to address emissions from our own operations and across our value chain.

Our focus was on expanding existing low-emission solutions into other areas and regions, for example, growing our electric fleet in Europe, further investing in on-site photovoltaic (PV) panels at fulfilment centres, pioneering Book and Claim for electric vehicles and introducing our Book and Claim HVO solution to the Contract Logistics business unit in Europe. In addition, we invested in our processes, emission reporting tools and aligning our calculation methodologies with the latest

industry standards, ensuring the integration of today's ever-accelerating trends into sustainable logistics and remaining a trustworthy partner to our customers.

Scope 1: direct emissions

Within our own sphere of influence, we continued electrifying our Road Logistics fleet in Europe with an additional ~50 trucks ordered in France and 6 delivered in Germany. Kuehne+Nagel also pioneered Book and Claim for electric vehicles, making this solution accessible to a wider customer base (learn more about Book and Claim for electric trucks in our [whitepaper](#)), while deploying more hybrid and full-electric company cars.

Scope 2: indirect emissions from purchased electricity

The year also saw Kuehne+Nagel make further investments in on-site photovoltaic (PV) panels at fulfilment centres as well as energy attribute certificates (EACs). Additional energy efficiency measures were also implemented in fulfilment centres to reduce overall electricity consumption, including the installations of Smart Metres, which now monitor approximately 75% of our electricity consumption. Furthermore, we continue to equip fulfilment centres with LEDs where possible.

Scope 3: indirect emissions in Kuehne+Nagel's value chain

To address value chain emissions, Kuehne+Nagel has taken the following main actions:

■ Improvements in emission measurement and reporting

Emission calculation tools were updated to align with ISO 14083:2023 and the GLEC 3.0 framework. We also added shipment-level carbon intensity, hub emissions and fuel consumption estimates to emission reports and launched internal Book and Claim ledgers for sustainable maritime fuel (SMF) and hydrotreated vegetable oil (HVO).

■ Adoption and promotion of low-carbon fuels

Continuing to procure and offer sustainable fuels for all modes of transport, Kuehne+Nagel expanded its Book and Claim solution to the Contract Logistics business unit in Europe. Our Book and Claim solution is externally verified for all transport modes, ensuring our certificates reflect real emissions reductions and support meaningful decarbonisation.

■ Supplier engagement and collaboration

Carriers are fundamental suppliers to providing Kuehne+Nagel's services and, therefore, crucial to achieving emission reduction targets. We continued to partner with key carriers and suppliers across all business units to secure sustainable fuels, extending our carrier base of sustainable marine fuel (SMF) and sustainable aviation fuel (SAF) and joining Cathay's Corporate SAF programme as a Diamond Partner. In Road Logistics, we also launched multiple collaborative projects with partners and customers. For example, in the United Kingdom, Kuehne+Nagel and associated haulier partners are participating in two consortiums of the government's 'Zero Emission HGV and Infrastructure Demonstrator Programme'. Additionally, Road Logistics piloted the integration of carriers into its Book and Claim solution.



Metrics and targets

The table below details progress made in 2024 towards our 2030 climate change-related targets and against 2019 baselines:

Data point/KPI	2030 target	2024 status and performance against 2023	2023 status	2019 baseline
Total GHG emissions (scope 1, 2, 3) [million tonnes]	33% reduction from 2019 baseline (approved, science-based target)	16.740 million tonnes (+16% YoY, –9% from baseline*)	14.445 million tonnes	18.4 million tonnes
Sourcing of sustainable fuels	–	0.080 million tonnes scope 3 emission reduction**: ■ SAF (Air Logistics): 29 million litres (+21% YoY) ■ SMF (Sea Logistics): 270 tonnes (–98% YoY***) ■ HVO (Contract Logistics): 2.9 million litres HVO deployment for Road Logistics, scope 1: 1.2 million litres (+56% YoY)	0.106 million tonnes scope 3 emission reduction**: ■ SAF: 24 million litres ■ SMF: 13,391 tonnes HVO deployment for Road Logistics, scope 1: 0.8 million litres	–
Share of low-emission vehicles [%]	Ambition of 60% representation of low-emission vehicles (2019 baseline)	2.3% low-emission vehicles (+0.8% YoY)	1.5%	–
Share of renewable energy [%]	100%	67% (+1% YoY)	66%	–
Share of renewable electricity [%]	–	98%	98%	–
Share of on-site renewable electricity production [%]	30% (interim target: 25% in 2024)	26% (+6% YoY)	20%	–
LED coverage of global lease and freehold portfolio	–	86% (+6% YoY)	80%	44%

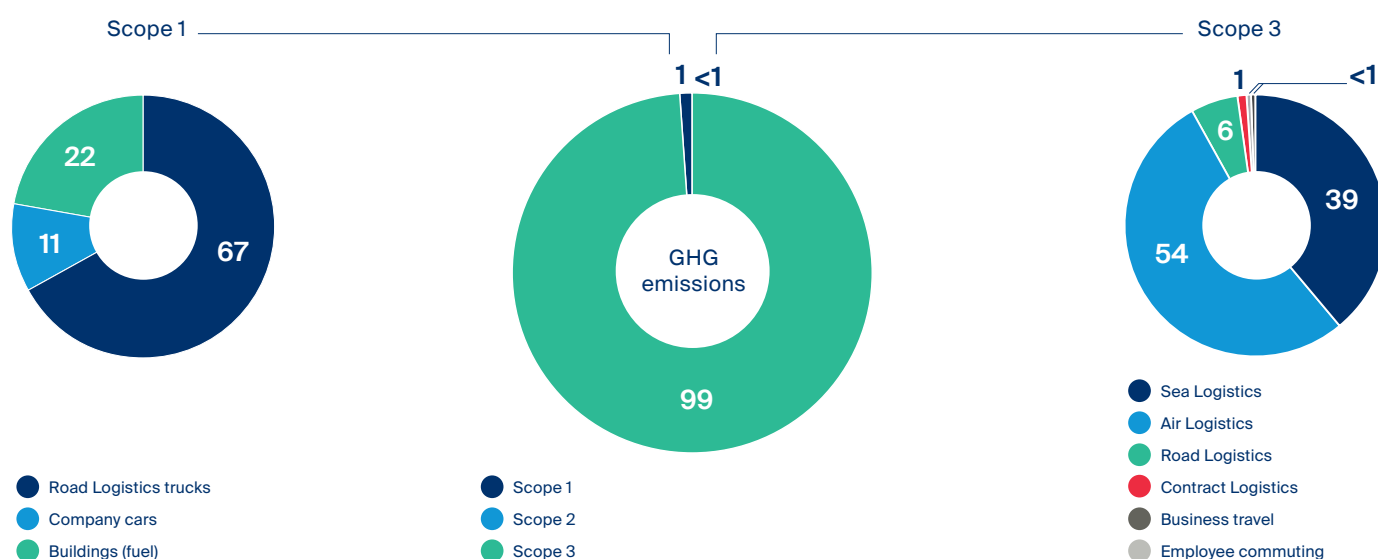
* Baseline not restated following acquisitions and methodological improvements

** Via Book and Claim mechanism for SAF, SMF and HVO; reduction compared to conventional fuels

*** Decrease due to allocation method of SMF to respective reporting year

GHG emissions

in %



Overall reported emissions increased by 16% YoY to 16.740 million tonnes. The reasons for this absolute increase mainly lie in methodological adjustments, the use of the recent emission factors as well as increased volumes and distances due to the Suez Canal detour rather than a change in the environmental performance of our activities. More details are outlined below:

Sea Logistics

Sea freight emissions have been affected by increased shipments and, more significantly, longer distances caused by the Suez Canal detour. Improvements in emission reporting tools also played a role, offering more granular data, particularly regarding distances sailed, aligning our calculations even more with operational reality. Overall, this increased total transport distance by 21%. This, alongside methodology changes to align with the GLEC 3.0 framework, resulted in a 29% rise in emissions.

Procurement of new volumes of SMF was reduced during the calendar year to bring the inventory in line with customer annual sales, which increased significantly 38% from 2023.

Air Logistics

Emissions in 2024 have increased primarily due to a methodological update considering increased emission factors for jet kerosene (+7% YoY). This was partially offset by enhanced emission intensity performance (-3.5% YoY) from operational and industry improvements. The additional changes are attributed to an overall increase in air freight volumes.

Emission reporting tool improvements have also enabled the simultaneous calculation of emissions for belly freight (cargo carried in the lower deck of a passenger aircraft) based on two differing industry methodologies: ISO and ICAO. The difference between these methodologies

concerns their approach to weight allocation and passenger weight assumptions (100 kg vs. 150 kg). We continued to use the ISO method for 2024 while evaluating a switch to the ICAO method to align with the SBTi aviation sector decarbonisation methodology. The difference in emissions depending on which method is used is disclosed below, highlighting the potential impact of choice of methodology on emission reporting:

Our customer SAF program showed another year of strong growth, with overall procurement increasing by 21% YoY.

Road Logistics

Scope 1 emissions decreased due to the divestment of assets in various countries, partially offset by an increase resulting from the integration of City Zone Express. Additionally, proactive decarbonisation efforts further lowered emissions, driven by an increased adoption of HVO fuel (+56%

Air Logistics emissions [million tonnes]	2023	2024
ISO methodology	7.963	8.952
ICAO methodology	-	7.369



YoY) and the expansion of our electric vehicle fleet. Growing our fleet of low-emission vehicles was slower than expected, mainly due to unexpected delays in truck and charging infrastructure deliveries. However, with additional trucks on order, further progress towards our ambition of reaching 60% low-emission vehicles in our European Road Logistics fleet by 2030 is expected next year.

For scope 3 emissions, the aforementioned enhanced granularity of emission data along with improvements in the methodology led to a substantial reduction in reported emissions.

Contract Logistics

For 2024, Contract Logistics scope 3 emissions are reported as separate line item in our emission inventory for the first time (see ESG performance data on page 58). Contract Logistics also started to offer customers the Book and Claim chain-of-custody model for HVO to

reduce value chain emissions with 2.9 million litres of HVO deployed.

Furthermore, our Contract Logistics business unit achieved the ambitious target of producing the equivalent of 26% of Kuehne+Nagel's electricity needs from on-site generation using photovoltaics, demonstrating significant progress towards the 2030 target of producing 30% and exceeding our 2024 interim target of 25%.

Thanks to these investments, as well as those in energy attribute certificates, our renewable energy share—which does not consider natural gas as renewable energy source—now sits at 67%, representing a 1% increase on the previous year (66% in 2023).

Most lights in our offices and fulfilment centres now use LED lamps. In 2024, we reached 86% coverage of controlled surface area, representing a year-on-year increase of 6%, up from 80% in 2023.

Our low-emission logistics solutions

Meeting customer needs across their supply chain

Many customers share the goal of addressing supply chain emissions. Kuehne+Nagel has the ability to leverage our position as a global, multimodal logistics provider to offer tangible solutions to support this goal, while scaling today's low-emission technologies.

As such, Kuehne+Nagel accompanies customers on their GHG emission reduction journey, from shipment pickup right through to delivery, making the pathway easily accessible by featuring sustainability solutions as an integral service offering.

A carbon emission reduction journey

Emission reduction starts with accurate measurement and understanding of emissions. Kuehne+Nagel analyses in-house transport data to help customers understand their supply chain's carbon footprint, before inviting them to deploy and scale

low-emission logistics and avail of other supply chain optimisation services. This creates a feedback loop and an ongoing journey to reduce emissions.

1. Understanding emissions

Thanks to our Emission Insights Services, customers gain a clear picture of transport-related emissions. Using EcoTransIT and shipment data that aligns with the latest guidelines and standards (including ISO 14083:2023 and GLEC 3.0), well-to-wake (WTW)¹ transport-related emissions and intensity measurements are available for any shipment processed by Kuehne+Nagel. An interactive dashboard allows customers to view and analyse estimated emissions, no matter if transporting by road, sea or air. Based on specific units or vessels, transport types, shipping priorities, trade routes or specific purchase orders, integrated analytical functions examine trends over time, offering customers the possibility to make lower emission choices.

2. Embracing low-emission logistics solutions

Armed with these insights, we guide our customers through the process of integrating low-emission logistics solutions into their transport operations. Market trends and technological advancements shape the solutions on offer, with Kuehne+Nagel focusing on technologies that are readily available, scalable and integral to the future of decarbonisation.

3. Optimising the supply chain

We complement our low-emission logistics solutions with supply chain optimisation services, including intermodal solutions, improved container and trailer utilisation and packaging optimisation. In this way, we transition our sector while maintaining cost-effectiveness and efficiency. This further embeds sustainability into customer supply chains, ensuring adherence to environmental regulations and standards and enhancing brand reputation.



¹ Well-to-wake emissions encompass all greenhouse gas emissions produced during the entire lifecycle of a fuel



Battery electric vehicles (BEVs)

Battery-powered vehicles produce no tailpipe emissions and offer up to 90% reduction in CO₂e when compared to internal combustion engine vehicles. As we electrify our Road Logistics fleet of trucks in Europe to achieve 60% low-emission vehicles by 2030, Kuehne+Nagel also offers customers Book and Claim solutions on road carriage services using our own fleet in Europe.



Sustainable fuels

Fuel derived from biomass has a lower environmental impact than conventional fossil fuels and can reduce well-to-wake emissions by up to 94%, depending on the feedstock. Kuehne+Nagel offers customers Sustainable Aviation Fuel (SAF), Sustainable Marine Fuel (SMF) and Hydrotreated Vegetable Oil (HVO) for road transport via a Book and Claim solution. For more information on how Book and Claim works, please refer to our [2024 Corporate Brochure](#).



Carbon removal

An additional means of helping meet net-zero emission targets, Kuehne+Nagel recognises the role of carbon removal projects to capture CO₂e from the air and durably store it, be it nature-based (such as afforestation and reforestation projects) or engineered (projects that use advanced technologies like biochar solutions including marine forestry). Such projects can complement reduction efforts (for example the deployment of sustainable fuels) and neutralise remaining 'unavoidable' emissions to set customers on a path to net-zero.

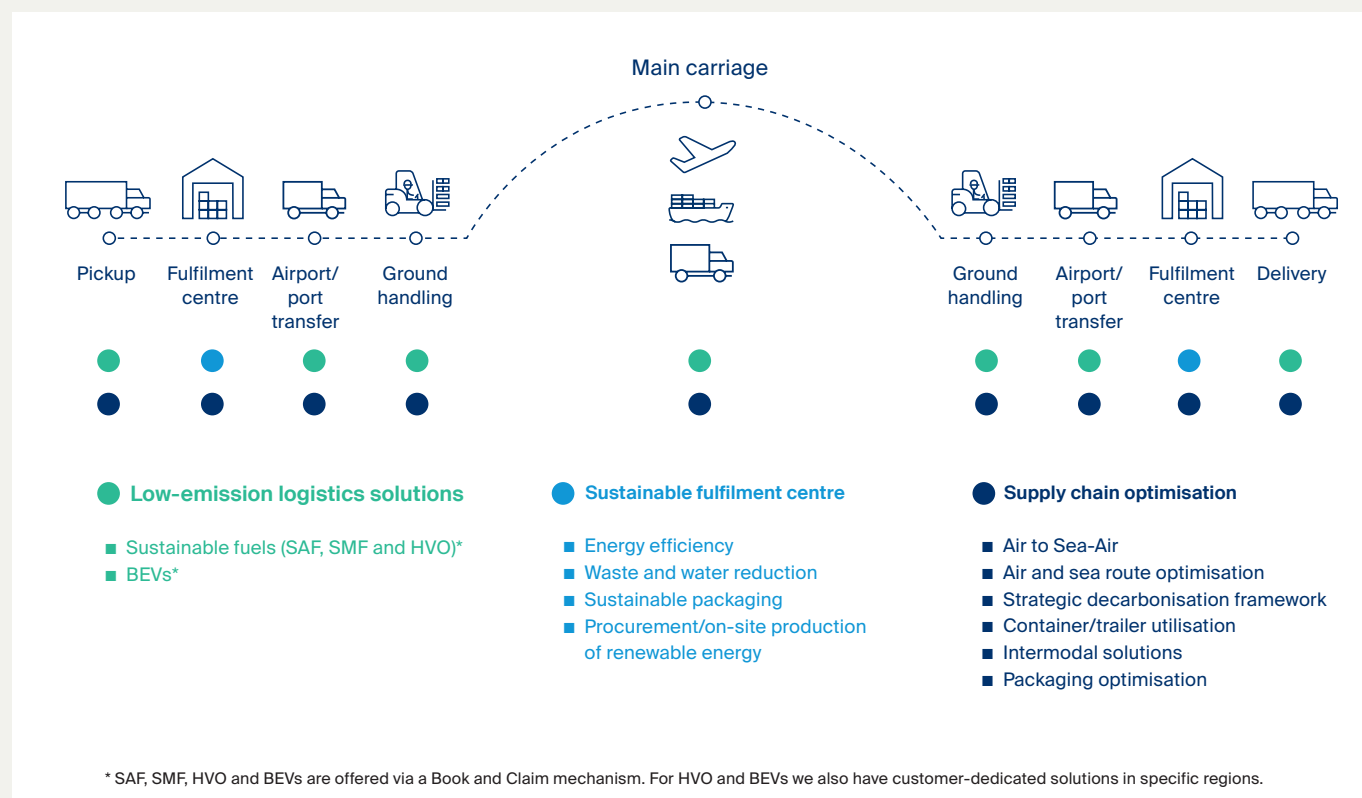


Sustainable fulfilment centres

Fulfilment centres are an important link in the supply chain. Consuming energy and handling packaging materials and waste, they contribute to Kuehne+Nagel's—and our customers'—environmental impact. For this reason, we invest in renewable electricity and its on-site production and offer customers energy efficiency and sustainable packaging solutions. In addition, green certification for new buildings and green solutions for building upgrades are proposed.

Embracing low-emission logistics solutions

Reducing CO₂e at every stage in the supply chain



Pollution prevention

What it means to Kuehne+Nagel

Pollution prevention is a vital part of Kuehne+Nagel's ESG commitment. Striving to minimise GHG emissions, we are equally aware of non-GHG emissions caused by fuel combustion during transport and soil and water pollution that can result from accidental spills.

Air pollution from non-GHG emissions is linked to transport activities within our own operations and value chain and includes particulate matter (PM), nitrogen oxides (NOx), sulphur oxides (SOx) and volatile organic compounds (VOCs). These have the potential to degrade air quality, harm human health and contribute to environmental issues like acid rain and smog.

Soil and water pollution, on the other hand, can stem from accidental spills of potentially hazardous materials, including dangerous goods that Kuehne+Nagel handles and transports on behalf of its customers. Therefore, upholding rigorous safety standards for the transport and storage of such goods is essential to our commitment to reduce our environmental impact, while safeguarding people, animals and ecosystems.

Policies

At present, Kuehne+Nagel does not have specific policies related to non-GHG air pollution. Instead, any policies and actions, as described in the previous section, are tied to our commitment to reduce overall GHG emissions, which will ultimately also lead to a reduction in non-GHG pollution.

However, we do have specific policies in place to ensure the safe handling and storage of dangerous goods which, i.a., are aimed at preventing accidental spills and pollution from these.

Global Dangerous Goods Policy

The Global Dangerous Goods Policy outlines procedures and responsibilities for the safe and compliant handling, storage and transport of dangerous goods within the Kuehne+Nagel network. It contains an indicative list of applicable national and international legal requirements. Dangerous Goods subject matter experts from different countries and business units are consulted during its development and implementation and it is made available to every employee via the Intranet and Kuehne+Nagel's document management system.



The Global Dangerous Goods Battery Guideline

Providing comprehensive technical and regulatory guidance on the storage, preparation, carriage and transport of lithium and sodium batteries, this specific guideline—developed in 2024—complements the overarching policy described above. Its content is developed by the Global Dangerous Goods Manager in consultation with Dangerous Goods experts, while business unit Dangerous Goods Coordinators (NDGCs) are responsible for its distribution. NDGCs and branch Dangerous Goods Supervisors are responsible for its implementation and training on a national level.

Actions

To ensure policy information cascades throughout the organisation, a network of

Dangerous Goods experts oversees its implementation in each country. In addition to improving general processes, incident reporting and building on training campaigns from previous years, additional training was carried out during 2024.

Dangerous goods training

From awareness training for employees who do not work directly with dangerous goods to operational training for those who do, Kuehne+Nagel developed a number of modules in 2024. Specific training for QSHE auditors and expert-level training for Dangerous Goods Supervisors and Approvers were also developed. Having trained the trainers in 2023, in 2024, shopfloor training was conducted with 20,000 people in delivery and fulfilment roles.

Metrics and targets

The main continuous target in relation to pollution prevention involving dangerous goods is to record zero incidents with severe consequences.

In 2024, Kuehne+Nagel recorded a total of 9 dangerous goods incidents that required the engagement of emergency services. However, none of these caused any harm to people or the environment, as immediate action and follow-up investigations were undertaken. In addition, 20 minor incidents were recorded during the year. These did not require the involvement of external services, nor did they cause environmental damage or harm to people. Therefore, the target of zero incidents with severe consequences was achieved for 2024.



Waste and circularity

What it means to Kuehne+Nagel

Addressing waste with circular strategies—that seek to reduce, reuse or recycle—is important to Kuehne+Nagel as it offers the means of reducing our environmental impact, optimising resource use and aligning with customer sustainability goals. By implementing circular practices, Kuehne+Nagel fosters cost efficiency, strives for more sustainable operations and ensures compliance with evolving regulations.

Policies

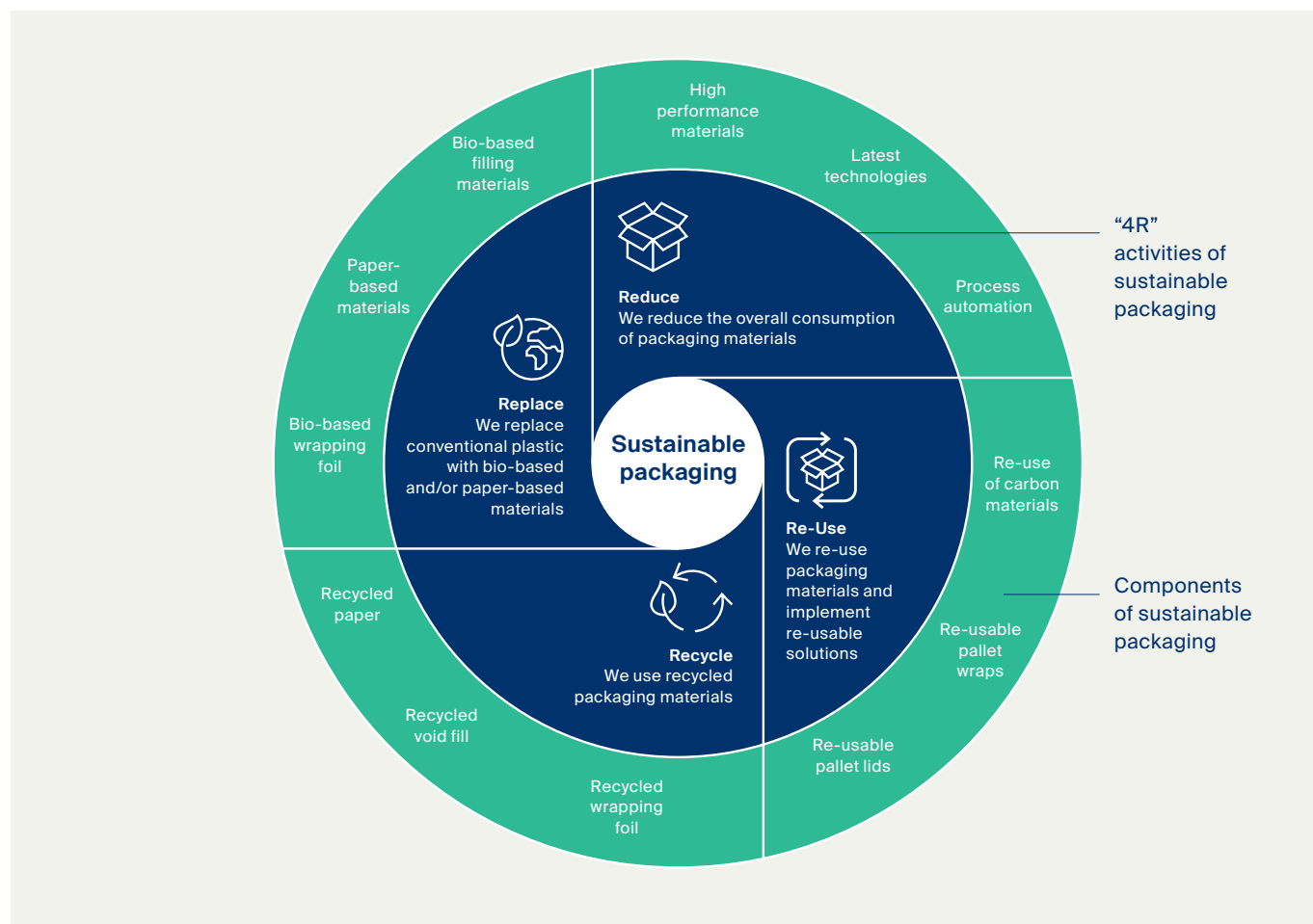
Waste management at Kuehne+Nagel is covered by the Global Environment Policy, its measurement part of the Environmental Management System. There is no global standalone policy. More information can be found at the beginning of the Environment section.

Actions

Launched in 2022, Kuehne+Nagel's Sustainable Packaging Roadmap guides our packaging and waste reduction initiatives.

It seeks to identify ways to reduce the overall consumption of packaging materials, reuse or recycle them and replace plastic materials with plastic-free alternatives. Waste data, as well as waste reduction and sustainable packaging initiative results, are recorded in the GFCC. In addition, our internal Plastic Calculator creates awareness of the different forms of plastics used in a warehousing environment and provides guidance to limit their usage according to the principles laid out in the Sustainable Packaging Roadmap.

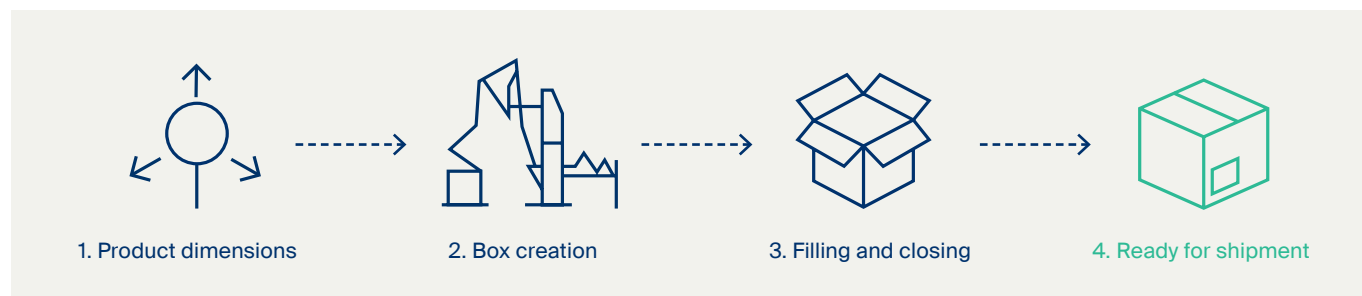
Sustainable Packaging Roadmap



Actions are undertaken at site level, many in partnership with our customers, and include initiatives to limit single-use plastic and favour compostable wrapping. Some best-practice examples include:

1. Carbon and filling material optimisation for an international toy manufacturer

Challenges in the packaging process	Action	Results
■ 'Shipped air': 40 – 55% empty space in boxes ■ Difficulty in selecting the best sized packaging	■ Packaging-on-demand solution: cartons individually produced using (semi)automated machines	■ 40% smaller packaging, reduced carton usage ■ 60% less void fill ■ Reduced transport costs ■ Less warehousing space for packaging ■ Elimination of repetitive tasks



2. Stretch film replacement for an international fast-moving consumer goods (FMCG) customer

Challenges in the packaging process	Action	Results
■ Single use stretch film usage for pallet packaging	■ Re-usable pallet lid created to replace stretch film (used on approx. 10,000 pallets per year)	■ 30 tonnes less plastic per annum ■ 20 second reduction in average process time per pallet

3. Stretch film optimisation across a number of sites in Germany

Challenges in the packaging process	Action	Results
■ High usage of single use stretch film	■ Replacement of stretch film with thinner alternatives (following on-site material tests)	■ 26% reduction in plastics stretch film



Metrics and targets

Data point/KPI	2030 target	2024 status and performance against 2023	2023 status	2019 baseline
Waste to landfill [tonnes]	Zero waste to landfill	19,943 tonnes (11% YoY increase)	18,000 tonnes	—
Waste volumes in Contract Logistics [tonnes]	Reduce waste volumes by 20% in Contract Logistics (from 2019 baseline)	33% increase from baseline to 80,501 tonnes	3% decrease from baseline	60,415 tonnes
Recycling rate [%]	2025: 70%	70% (5% YoY increase)	65%	—

The increase in recorded waste is partly attributed to an increase in the number of operations and warehousing space, as well as continuous improvements in our data collection processes.

Social



As a large global company, Kuehne+Nagel defines the professional lives of more than 80,000 people around the world. The way we shape our company culture, organise our work, provide employee engagement and development opportunities, as well as how we offer monetary compensation, rewards and recognition, impacts an employee's journey with us. In a world that is experiencing rapid change, Kuehne+Nagel wants its employees to feel respected, supported in their own development and driven by a sense of purpose. It is therefore our ambition to create a working environment where employees can thrive and working at Kuehne+Nagel is a fulfilling experience.

In 2024, amidst a backdrop of geopolitical shifts and economic uncertainties, Kuehne+Nagel was focused on enhancing its resilience and adaptability. Even in a year of significant global developments, including intensified climate crises and rapid technological innovation, we recognised our role in shaping more sustainable and resilient supply chains. Enhanced resilience also meant empowering our people through training and development, ensuring they have the skills to navigate an evolving world.

Impacts, risks and opportunities

Material topic	Impacts, risks and opportunities	Location in value chain	Time horizon
Working conditions (own workforce)	Health and safety impacts, particularly for fulfilment and delivery workers	Own operations	Short to long-term
Equal treatment and opportunities for all (own workforce)	Risk of inability to attract, retain and develop employees	Own operations	Short-term
	Potential negative impact on own workforce regarding diversity, equity and inclusion	Own operations	Short-term
Human rights (workers in our value chain)	Potential negative impacts on workers in our value chain	Own operations, upstream	Short-term

Working conditions

What it means to Kuehne+Nagel

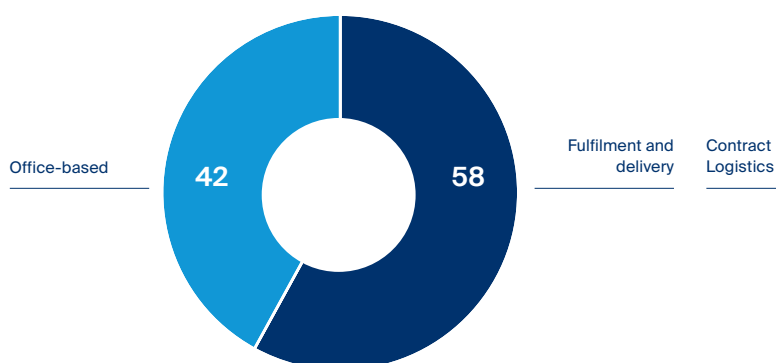
Our company's long-term success is driven by its ability to attract and retain high-performing employees. To achieve this and be seen as the employer of choice in the logistics industry, we offer favourable employment conditions, including competitive compensation packages, comprehensive benefits and secure employment. Furthermore, our company focuses on occupational health and safety with the aim of preventing hazards and minimising risks to both employees and third parties on Kuehne+Nagel premises. Ensuring the well-being of these groups positively impacts everyone operating on our sites globally.

Description of own workforce

Kuehne+Nagel is present around the globe and its workforce comprises more than 80,000 employees, with significant representation in Europe, North America and the Asia-Pacific region. These employees operate across a wide range of functions, including logistics and freight forwarding services, fulfilment and delivery, customer service, sales and administration. A notable proportion of employees work in operational environments such as warehouses and transportation hubs, while others are engaged in office-based and hybrid roles. The workforce reflects diversity in terms of age, gender and cultural background, aligned with the company's global footprint (for more, see the 'Equal treatment and opportunities for all' section, page 41).

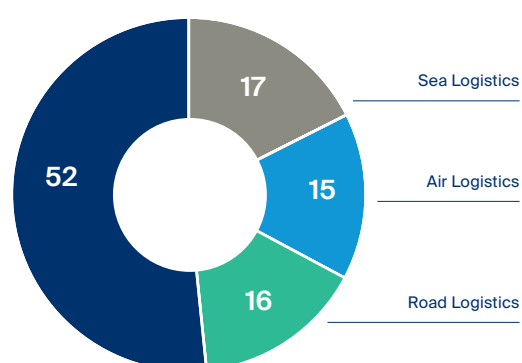
Employees by category

in %



Number of operating staff per business unit

in %





Policies

Code of Conduct

Generally, our Code of Conduct sets out the principles of Kuehne+Nagel's business conduct worldwide and this includes overall principles pertaining to employment practices and working conditions.

It also outlines that all employees have the right to legal freedom of association and assembly, and the right to collective bargaining. Our employees have the opportunity to elect their representatives according to applicable local and international practices and laws, without fear of reprisal or hectoring. More information on the Code of Conduct can be found in the Governance section, page 48.

Policies for working conditions on a national level (such as working hours) are set and managed by the respective country organisations, aligned with locally applicable laws and regulations and adapted to local market specificities.

General Guideline Safety and Health

This guideline is a key component of our Safety and Health Management System and describes how safety and health (S&H) is managed within the Kuehne+Nagel Group, ensuring business objectives are met. Kuehne+Nagel has a global S&H Management System, based on industry best practices, that covers all Kuehne+Nagel entities and is certified

to ISO 45001. All facilities are required to comply to ISO 45001 standards.

Methods for communicating S&H topics to employees and relevant stakeholders include direct mail, internal platforms, notice boards and regular meetings.

Actions

Social dialogue

In Europe, our workforce is represented by the European Works Council (EWC); this facilitates dialogue between management and employee representatives and ensures that employee representatives are informed and consulted. Furthermore, Kuehne+Nagel provides for the consultation and participation of workers in managing safety and health in our workplaces. Engagement takes place in the form of one annual meeting and four Select Committee meetings between the EWC and the company. In addition, we facilitate an open dialogue between management and employees and/or employee representatives and we follow local legislation regarding employee representation.

Employee safety and health training

As in previous years, our 8 Safety Anchors remain fundamental for raising awareness of safety and health and preventing incidents in our operations. Developed in 2021, these anchors followed an analysis of risks, incidents and unsafe acts/conditions in our operations and the industry.



>35,000

employees completed
the Global Safety Anchors
Campaign training

After training operational employees annually, we launched our Global Safety Anchors Campaign as computer-based training for our office-based employees in late 2023. By the end of 2024, the targeted 85% of colleagues in scope had completed this training, meaning that over 35,000 colleagues have now been trained.

In 2024, we also continued our focus on our NO HARM Level 3 Safety and Health Leadership training, which was rolled out globally. This training targets leaders and managers who guide operations, as Kuehne+Nagel believes that leadership engagement is crucial for achieving culture change.

Metrics and targets

Working conditions

Providing favourable working conditions has an impact on employee satisfaction and affects our ability to retain our employees. An indirect measure for employee satisfaction is the employee turnover rate, which sits at 22.7% and has remained stable compared to the previous year (increase of 0.2%).

Safety and health

Overall, we have increased the accuracy of reporting and will use this higher accuracy for re-prioritising actions with the aim of improving overall safety and health performance.

The increase in reporting of unsafe acts/unsafe conditions demonstrates an increased awareness of safety and health among employees. Proactive reporting serves as a leading indicator for identifying potential hazards and ultimately supports the reduction of incidents.

Data point/KPI	2025 target	2024	2023	2022
Number of fatalities (FAT)	Zero incidents resulting in fatality	0	0	0 (1*)
Lost time injury frequency (LTIF)	LTIF: ■ If at <3.0: maintain ■ If at >3.0: reduce 10% YoY	8.0	8.0	8.8
Total reportable case frequency (TRCF)	–	9.8	9.5	11.8
Lost workday cases (LWC)	–	1,500	1,455	1,468
Lost workday (LWD)	–	31,246	25,346	29,351
Unsafe act/unsafe condition	–	131,095	84,025	63,730

* Related to a third-party accident on Kuehne+Nagel premises

Equal treatment and opportunities for all

What it means to Kuehne+Nagel

Equal treatment and opportunities for all are central to our commitment to inclusion and diversity. Through our Diversity, Equity and Inclusion (DEI) policy and engagement, as well as our people-focused initiatives—including structured onboarding, professional development and performance enablement—we foster a more equitable workplace. These efforts not only enhance employee satisfaction and retention but also help address industry-wide talent shortages by attracting and developing skilled professionals in a competitive market.

Policies

Diversity, Equity and Inclusion Policy

This policy commits all colleagues and Kuehne+Nagel to the creation of a diverse and inclusive work environment. Overseen by the Head of Social Impact, this policy aspires to support an experience where discrimination and bullying, harassment or victimisation of any kind are not tolerated. Furthermore, employees should expect to have equitable opportunity for impact and growth, while employees and candidates are entitled to experience fair and equitable treatment.

Actions

Aside from the policy, we integrate DEI within the organisation through our training initiatives and the use of inclusive wording, for example, for our Employee Value Proposition. Furthermore, we promote gender equity and female representation at all levels of leadership through our internal Women in Logistics Leadership (WILL) network. WILL is currently present in Europe, Canada, the US and Mexico and is open to everyone.

In addition, the following actions are integrated throughout the organisation:

Global onboarding journey

To offer a positive experience when someone accepts an offer to join our organisation, we provide a globally standardised pre-employee onboarding journey via our virtual portal; this applies to all new employees and fosters a sense of belonging in advance. For 2024, our onboarding app received a rating of 4.73 on a scale of 1-5, with 5 being highest. We are also committed to an internally robust employee onboarding experience; this includes our Buddy programme. Furthermore, we implemented the Manager Onboarding Guide to provide additional support on the onboarding journey for all newly hired and internally promoted managers.

Employee development

At Kuehne+Nagel, we believe everyone has talent. All our colleagues have diverse strengths and can make meaningful contributions to our organisation. As a learning organisation, it is the responsibility of all people leaders to drive the development of their teams. And it's the responsibility of each team member to own their growth. We therefore offer a number of different activities and platforms—including our e-learning portfolio and Learning Management System (LMS)—for the development of our workforce. Furthermore, for our leaders, our activities include an onboarding programme, training sessions on our strategic vision, and a new learning path, currently in development, which is tailored to each business unit. Alongside promoting internal mobility for our overall workforce, we identify talents and are implementing a programme to prepare them for the next steps in our organisation.



4.73

out of 5 was the rating
our onboarding app has
received in 2024

Performance enablement

Our performance enablement activities, which target all office-based employees, complement our development activities. To improve engagement and performance, we provide visibility of the company’s strategic goals, support meaningful conversations with managers, focus on employee development and are introducing feedback and recognition tools. By year-end 2024, we had established a global Performance Enablement process, including meaningful conversations. 96% of year-end conversations were completed. Furthermore, we are implementing an integrated Performance Enablement tool for cycle 2025.

shops, content, discussions and interactive sessions. The topics for 2024 were well-being, International Women’s Day and inclusion (featuring content on neurodiversity, disability inclusion and the LGBTQ+ community).

In addition to the actions described above, we developed cultural awareness guides for more than 30 countries to support our employees during business travel. These guides are designed to provide insights into professional behaviours, helping our employees respect cultural norms and etiquette.

Engagement Weeks

In 2024, we introduced Engagement Weeks. Held three to four times a year, these dedicated weeks focus on fostering understanding while offering valuable opportunities to deepen our collective knowledge and cultivating a culture that drives meaningful progress for society. These weeks feature globally coordinated, locally hosted activities, including work-

Metrics and targets

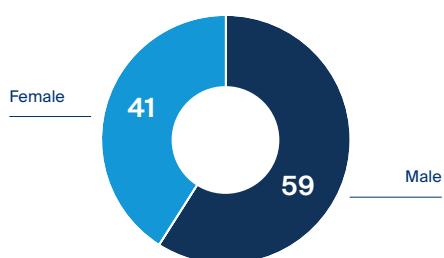
We can report the following targets and progress against these during 2024 (see table below).

Following the successful achievement of the intern intake target, this target will no longer be reported against from 2025. However, we will continue to offer internships and graduate placements.

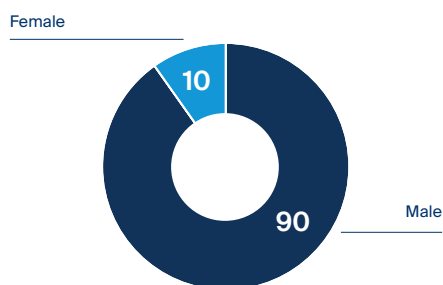
Data point/KPI	2030 target	2024 status and performance against 2023	2023 status	2021 baseline
Female representation in Top Management [%]	Double female representation in Top Management from 2021 baseline	9.8% (-0.6% YoY, +0.4% from baseline)	10.4 %	9.4%
Intern intake [%]	Increase intern intake 15% from 2021 baseline	26% intern intake increase from baseline to 1,875 (+8% YoY)	18% intern intake increase	1,494 interns



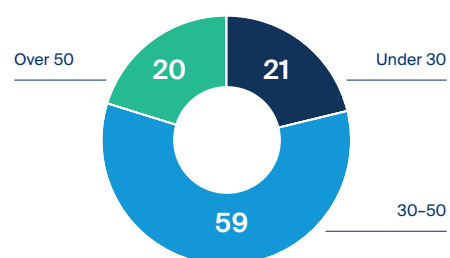
Gender diversity
in %



Gender diversity Top Management
in %



Age distribution
in %



Human rights

What it means to Kuehne+Nagel

As a member of the United Nations Global Compact, Kuehne+Nagel is committed to respect and promote internationally recognised human rights standards across our operations and across our global supply chain networks. This includes the prevention of child and forced labour. Compliance with the International Labour Organization core standards, as amended from time to time, is also mandatory for Kuehne+Nagel members worldwide.

Kuehne+Nagel is committed to preventing and minimising any risks or negative impact on compliance with human rights within our global business operations, as outlined in our Human Rights Policy. Furthermore, we hold our suppliers to similarly high standards as outlined in our Supplier Code of Conduct. Underlining their importance, human rights are a strategic pillar of our social impact framework.



Policies

Human Rights Policy

This policy outlines our commitment to upholding and promoting human rights across our operations. As issued and implemented by the Management Board, the responsible managers of each group function, business unit and legal entity worldwide are the most senior levels accountable for its implementation. It states that Kuehne+Nagel opposes violations or limitations of human rights of any kind including any form of discrimination, slavery and torture, human trafficking, or forced and child labour. Furthermore, the policy covers diversity and inclusion, ensuring equal opportunities for all; fair labour practices, including fair wages and reasonable working hours; employees' rights to freely associate and collectively bargain; a commitment to a safe and healthy workplace; and environmental responsibility to minimise operational impact. The policy also emphasises the importance of incident reporting and provides mechanisms for employees to report any human rights violations confidentially.

The [Human Rights Policy](#) is complemented by Kuehne+Nagel's [Code of Conduct](#) as well as the [Supplier Code of Conduct](#).

Actions

Human rights due diligence in our own operations and supply chain

With more than 80,000 employees in 94 countries, the Kuehne+Nagel group of companies will be subject to the European Union's Corporate Sustainability Due Diligence Directive (CSDDD) and has been subject to respective national laws targeting similar aspects, such as the requirements of the national supply chain due diligence acts in Germany, France, Switzerland, UK and Australia.

As a consequence, Kuehne+Nagel has implemented due diligence measures in addition to its supplier management system (see also Governance section page 52).

In 2024, Kuehne+Nagel carried out child labour checks within its own operations without any findings and updated its Integrated Management System audit processes to incorporate additional checks for child labour and human rights risks and violations, effective from 2025. Kuehne + Nagel International AG adheres to the Swiss legislation on child labour and conflict minerals. Kuehne + Nagel International AG and its subsidiaries with seat, head office or principal place of business in Switzerland are exempt from the Swiss due diligence and reporting obligations regarding child labour and for minerals and metals from conflict and high-risk areas.

Kuehne+Nagel also conducts a number of activities in response to the German Supply Chain Due Diligence Law ('LkSG').

In 2024, the company implemented a suitable market software solution for a more structured and comprehensive risk analysis of all registered and recorded suppliers with direct contractual relationships to our German organisation, Kuehne + Nagel (AG & Co.) KG. We expect this to further improve the quality of our diligence on all suppliers in the supply chain working with Kuehne+Nagel subsidiaries.

In addition, in 2024, we developed and further implemented regular processes to mitigate human rights and environmental risk violations. And for the second year in a row, we conducted German Supply Chain Due Diligence Law training on human rights and environmental obligations for all relevant employees. Approximately 1,000 people received this training.

Kuehne+Nagel aims to leverage the experience gained from implementing the German Supply Chain Due Diligence Law on a global level. This will also support preparatory work to abide by the applicable national implementation of laws concerning the European CSDDD to promote sustainability in companies and monitor the social and environmental impacts of their business activities.

Metrics and targets

Employees and suppliers can raise their concerns related to the Code of Conduct or potential violations of laws via the Confidential Reporting Line. Figures regarding allegation management can be found in the Governance section, page 51.



125

projects from 34 countries
qualified for the Community
Engagement Awards

Community engagement

What it means to Kuehne+Nagel

Community engagement is about giving back and actively contributing to the well-being of the communities we work and live in.

At Kuehne+Nagel, we acknowledge our responsibility to support these communities and recognise the opportunity we have for positive impact. We create this by supporting local initiatives, charities and causes that align with our values and road-map and, in doing so, we positively shape people's lives.

Policies

Community Support Policy

The global Community Support Policy outlines the commitment of Kuehne+Nagel to contribute positively to the communities in which we operate. The Head of Social Impact sets the overall strategy and goals in collaboration with the national management. National management is responsible for implementation, execution and measurement in line with the overall strategy and goals. The policy states that employees are encouraged to actively take part in community support initiatives. It also outlines the types of community support initiatives Kuehne+Nagel aims to engage in, what kind of partner organisations the company aims to work with, reporting requirements, the amount of employee time dedicated to volunteering, and compliance with laws, regulations and policies.

Actions

In many countries, Kuehne+Nagel already conducts initiatives that give back to

local communities. To acknowledge such initiatives and provide a more structured framework, we introduced our global approach in 2024.

This is our commitment to leverage these impactful local projects at a global level, building on existing activities and establishing community projects in countries where we are not yet engaged.

Community Engagement Awards

The inaugural edition of the Community Engagement Awards took place in 2024. This initiative recognises outstanding projects from our employees while highlighting best practices and increasing engagement. It is planned to be held annually.

Metrics and targets

The target is to implement a minimum of one community engagement initiative per country from the end of 2024 through to the end of 2025. The scope of this target is all national organisations.

- For this first edition of the Community Engagement Awards, a total of 125 projects from 34 countries qualified for review across three categories: The local impact award demonstrates a significant positive impact on the local community and benefits underrepresented groups.
- The Volunteering heroes award fosters team growth through a long-term volunteering commitment.
- The ESG promoters award highlights unique and creative methods to address Environmental, Social or Governance (ESG) issues, with the potential to be expanded to other places or business units.



Winning projects per category

Category	Local impact	Volunteering heroes	ESG promoters
Winning initiative	Give Wings to Dreams project Empowering rural Vietnamese children with education and happiness	Annual reforestation campaign Planting trees in specific zones near Kuehne+Nagel operations across the country	Neuropathway project Championing inclusive employment and neurodiversity
Country	Vietnam	Mexico	UK
Achievement/impact	For achieving over 90% employee participation, helping 270 children with essentials, enhancing infrastructure, and fostering team connectivity, all with a modest budget, this project exemplifies impactful local engagement and dedication.	For mobilising 1,200 volunteers nationwide, including Kuehne+Nagel employees' families, and demonstrating a long-standing commitment to community engagement, this project was named the winner.	For providing supported work experiences for young adults with special education needs and neurodiverse conditions, fostering a collaborative community, and setting exemplary standards for inclusive employment practices, this project was honoured with an award.

Governance



As one of the world's leading logistics companies, Kuehne+Nagel is committed to establishing loyal and trustworthy relationships with its customers and suppliers, employees, and the communities where we operate. Based on our Ethics and Compliance programme, comprehensive

policy framework, supplier assurance, and commitment to ethical leadership, we strive to be a reliable and resilient business partner acting according to fundamental principles of ethics, integrity, and transparency in everything we do.

Impacts, risks and opportunities

Material topic	Impacts, risks and opportunities	Location in value chain	Time horizon
Business integrity and corporate culture	Impact on business relationships through its commitment to ethics and integrity and its corporate culture	Own operations, value chain	Short to long-term
	Opportunity to raise concerns through Confidential Reporting Line and providing remedy for affected stakeholders	Own operations, value chain	Short-term
Supplier management	Suppliers may not adhere to expectations outlined in the Supplier Code of Conduct	Own operations, upstream	Short-term
	Timely payment of suppliers	Upstream	Short-term

Business integrity and corporate culture

What it means to Kuehne+Nagel

Kuehne+Nagel instils trust in its business relationships thanks to our committed approach to ethics and integrity. By safeguarding our reputation, we are also protecting our business partners. This commitment is reflected in our corporate culture, which is based on respect and accountability.

Policies

Code of Conduct

Kuehne+Nagel's **Code of Conduct** is designed to enable employees and managers to act according to clear roles and responsibilities based on strong ethical principles that mark the minimum standards of how Kuehne+Nagel conducts business and is represented in the global marketplace. Managers and employees are empowered to personally demonstrate, live up to and constantly apply the principles of the Code of Conduct when engaged in our business, whether internally or in public.



According to the Code of Conduct, employees and managers are encouraged to report observed concerns through the Confidential Reporting Line. Employees and managers reporting concerns in good faith should not fear retaliation and will be under the protection of Kuehne+Nagel and local laws where applicable; the same applies to third parties engaged in Kuehne+Nagel's business activities.

The Code of Conduct is complemented with further guidelines such as the Anti-Bribery Guideline, Antitrust Guideline, Gift and Entertainment Guideline, or Conflict of Interest Guideline.

The Code of Conduct is available on our webpage in several languages, while other policies and guidelines are available to employees via internal platforms and a document management system.

Actions

Shaping culture through leadership, engagement and open communication

Kuehne+Nagel believes that leadership engagement is a key factor for achieving a positive company culture. It, therefore, offers training courses for new and existing leaders, enabling them to drive the development of their teams. In September 2024, we launched a revised Onboarding Programme for new leaders. This programme is designed to equip all new leaders, whether internally promoted or externally hired, with the essential knowledge and tools they need to excel in their roles.

Kuehne+Nagel also believes in offering platforms for open and transparent communication with its internal stakeholders. The core element of our internal communication is our Intranet, to which

employees have access. As well as being a platform for information distribution, our Intranet supports the measurement of employee engagement and allows the sharing of comments alongside providing the opportunity to ask questions, interact and learn. Additionally, our internal communication is enhanced by our Voice of the Employee surveys—another means by which to gauge employee satisfaction and engagement—as well as by our regular town halls and communication campaigns on a wide range of topics.

Ethics and Compliance programme

Based on risk considerations, the Kuehne+Nagel Ethics and Compliance programme provides an overview of our elements of business-minded governance. Formed from applicable and relevant laws and regulations, the programme can be used as a comprehensive day-to-day manual for managers and employees.

The Board of Directors acknowledges and endorses the programme and exercises reasonable oversight with respect to the programme's design effectiveness. Further, the Kuehne+Nagel Management Board issued a Declaration of Integrity in December 2024.

Kuehne+Nagel's commitment to ethics and integrity includes ongoing risk-based and mandatory awareness campaigns and compliance trainings for ensuring that managers and employees are and remain adequately knowledgeable to act accordingly in their day-to-day business activities. Trainings typically include live-in-person and online sessions as well as computer-based trainings such as the mandatory Code of Conduct training that is primarily delivered to new joiners. All managers and employees are requested to confirm they have read and understand the principles of the Code of Conduct on an annual basis.

Further training campaigns address topics such as anti-corruption and bribery, or antitrust. Following the completion of an antitrust campaign for around 3,000 selected people managers in 2021 and 2022, Kuehne+Nagel completed an online training campaign for around 7,000 people managers focused on basic awareness in 2023, and advanced awareness in 2024 of anti-bribery and anti-corruption.

Confidential reporting

The Code of Conduct encourages employees to raise concerns over observed potential non-compliance. Such concerns can be reported, if desired anonymously, via the [Confidential Reporting Line \(CRL\)](#). The CRL is operated by an external service provider for recording reports 24/7 and in all needed languages, without assuming responsibility over handling or managing any of the reports. With access details publicly available, third parties are also empowered to raise concerns via the CRL. Concerns reported through the CRL are assessed and evaluated by the Independent Allegation Management Committee (IAMC) to ensure a fair, independent, confidential and effective process for handling and investigating allegation reports. Based upon risk considerations, the IAMC presents significant cases to the Risk and Compliance Committee or members of Kuehne+Nagel Group Management. Cases of material impact are disclosed in Kuehne+Nagel's Annual Report.

Metrics and targets

Training and awareness campaigns

The anti-bribery and anti-corruption online campaign was completed with a participation rate of 99% for the basic awareness course in 2023 and 66% for the advanced awareness course in 2024.

Code of Conduct participation rates

Data point/KPI	Ongoing target	2024	2023	2022
Live induction training [%]	>95	83	83	86
Live induction training top and senior managers [%]	>99	96	98	98
Computer-based training [%]	>95	94	92	92
Annual confirmation [%]	>95	96	97	96

Allegation management

Facts and figures regarding allegation management (for concerns related to the Code of Conduct or potential violations of laws and regulations):

Data point/KPI	2024	2023	2022
Absolute number of cases	393	260	220
Cases per 1,000 employees	4.9	3.2	2.7
Incoming reports via Confidential Reporting Line [%]	78	72	55
Incoming reports anonymously [%]	53	54	41
Incoming reports of HR vs. non-HR matters* [%]	72	65	62
Closed cases with merit [%]	32	42	51

* For effective and risk-based internal case handling, „HR cases“ refer to situations or issues related to behavior, leadership, or collaboration, for example, which are typically investigated by the HR department. „Non-HR cases“ refer to all other concerns and issues.





Supplier management

What it means to Kuehne+Nagel

As an asset-light business, a sustainable supply chain starts with trust in our suppliers, all of whom are required to adhere to Kuehne+Nagel's Supplier Code of Conduct and use reasonable efforts to ensure their own suppliers do the same. Our aim is to build strong relationships with our suppliers who share the same ethical principles that we do.

Policies

Supplier Code of Conduct

The **Supplier Code of Conduct**, which was updated in 2024, outlines Kuehne+Nagel's expectations from suppliers across several key areas. It requires suppliers to uphold high ethical standards, conducting business with integrity and in compliance with all

relevant laws, including anti-corruption and bribery. They must respect internationally recognised human rights, ensuring fair wages, safe working conditions, and the prohibition of child or forced labour. Additionally, suppliers are expected to minimise their environmental impact, maintain quality management systems such as ISO 9001, disclose conflicts of interest, and seek approval before using Kuehne+Nagel's brand or making public statements on its behalf. The policy also raises the possibility of incident reporting and provides mechanisms for suppliers to report any concerns confidentially. In addition, the Supplier Code of Conduct describes expectations for supporting and facilitating supplier audits by Kuehne+Nagel, including but not limited to self-assessments as well as on-site audits and inspections.

Actions

Supplier management

The Kuehne+Nagel Group pays specific attention to choosing its suppliers in support of its service offering. All suppliers are subject to a globally consistent commercial check and qualification process via our supplier management tools. Country-specific legal requirements, licences and insurance certificates need to be submitted by suppliers for Kuehne+Nagel's scrutiny.

To become an approved supplier in the respective Kuehne+Nagel supplier management database, authorised representatives of suppliers are expected to sign and acknowledge adherence to Kuehne+Nagel's Supplier Code of Conduct.

Mitigating risk exposures, a global process for supplier Integrity Due Diligence (IDD) has been operating for more than 10 years. Suppliers selected based on risk must be approved by the internal control process IDD. This includes, for example, suppliers providing customs clearance services on behalf of Kuehne+Nagel, or those interacting with government officials while executing services for Kuehne+Nagel.

Payment practices

The agreement of individual payment terms with each supplier is the responsibility of the respective business unit.

Payment terms are always market-based and comply with applicable local laws such as EU Directive 2011/7/EU and its respective national implementation laws. Payments are executed by the respective national or corporate finance departments according to the agreed payment terms as entered in the supplier management tools and based on supplier data.

Payments of all mature invoices are made twice a month. Regular payment terms are 30 or 60 days, as individually agreed with suppliers.

Metrics and targets

Supplier management system and Integrity Due Diligence

Through 2024, the roll-out of a new supplier management tool was launched; by year-end, it had been implemented in 15 countries and further countries were in progress. The 2025 target is roll-out in 50 major countries. The system will be rolled out to the remaining countries once the first roll-out wave has been completed.

Integrity Due Diligence

In 2024, 53 target companies were initially evaluated for IDD and 142 were renewed. Of these, 165 were approved and one was rejected for business as per 31 December 2024, with the remaining 32 still in progress of completion. In total, 612 IDD target companies had been approved as per 31 December 2024.



612

Integrity Due Diligence target companies were approved as per 31 December 2024

Payment practices

	2024	2023	2022
Vendor terms (in days)*	53.2	53.3	51.0

* Expenses for services from third parties in relation to trade liabilities/ accrued trade expenses at the end of the current year

Factbook, data and assurance

Summary of progress on non-financial matters

The following index outlines how this report addresses non-financial matters as required by the Swiss Code of Obligations OR 964b.

The shareholder vote on the report at the Annual General Meeting is limited to the

information provided in these sections. In addition, the table provides information about the governance and functional responsibility of these topics on a corporate level and links the material topics to the respective United Nations Sustainable Development Goals (UN SDGs).

OR 964b requirements				
Description of the business model				
Our business, page 6-7				
Material risks				
Risk management, page 11				
Materiality assessment, page 12				
Climate-related risks and opportunities, page 20-21				
Material topic	UN SDGs	Targets	2024 progress and achievements	Functional responsibility
Environmental matters				
Climate change page 19-29	   	2030: 33% reduction of absolute scope 1, 2 and 3 GHG emissions (2019 baseline)	■ 16.740 million tonnes (16% YoY increase, 9% reduction from baseline ²)	Sustainability Core Panel
		2030 ambition: 60% representation of low-emission vehicles in Road Logistics (2019 baseline)	■ 2.3% low-emission vehicles (2023: 1.5%)	Road Logistics
		2030: 100% renewable energy	■ 67% renewable energy (2023: 66%) ■ 98% renewable electricity (2023: 98%)	Corporate Sustainability and Contract Logistics
		2030: 30% on-site renewable electricity production in Contract Logistics (interim goal: 25% in 2024)	■ 26% on-site renewable electricity production ³ (2023: 20%)	Contract Logistics

² Baseline not restated following acquisitions and methodological improvements

³ Equivalent production based on 2023 electricity consumption

Material topic	UN SDGs	Targets	2024 progress and achievements	Functional responsibility
Pollution prevention page 30-31		Accidental spills: zero incidents with severe consequences	■ Zero incidents with severe consequences achieved	QSHE
Waste and circularity page 33-35		2030: zero waste to landfill	■ 19,943 tonnes (+11% YoY)	Contract Logistics
		2030: 20% reduction of waste volumes in Contract Logistics (2019 baseline)	■ 33% increase from baseline to 80,501 tonnes	Contract Logistics
		70% recycling ratio	■ 70% recycling ratio achieved (2023: 65%)	Contract Logistics
Water withdrawal	 	2030: maintain 10% water withdrawal reduction (2019 baseline)	■ Water withdrawal 2024: 745 megalitres (2023: 730 megalitres, 2019: 966 megalitres) ■ 23% decrease from baseline	Contract Logistics
Social matters				
Stakeholder engagement page 13-15		–	■ 64 countries certified as Great Place to Work (2023: 53)	Human Resources
Community engagement page 46-47		2025: implement at least one community engagement initiatives per country	■ 125 projects from 34 countries submitted by year-end 2024	Human Resources and national management
Employee matters				
Working conditions page 37-40	 	2024+: zero incidents resulting in fatality	■ Zero fatalities	QSHE
		2024: 85% of office-based-employees completed No Harm Training	■ 85% training completion rate	QSHE
		2025: lost time injury frequency (LTIF) reduction: ■ If LTIF at <3.0: maintain ■ If LTIF at >3.0: reduce 10% YoY	■ LTIF: 8.0 (2023: 8.0)	QSHE

Material topic	UN SDGs	Targets	2024 progress and achievements	Functional responsibility
Employee matters				
Equal treatment and opportunities for all page 41-43	  	2030: double the female representation in Top Management (from 2021)	■ 9.8% female representation in Top Management (2023: 10.4%, 2021 baseline: 9.4%)	Human Resources
		2030: increase intern intake by 15% globally (from 2021 baseline)	■ 26% increase of intern intake from 2021 baseline (2023: 18% increase from baseline)	Human Resources
Human Rights				
Human Rights page 44-45		–	■ Launched enhanced Supplier Code of Conduct ■ Updated Integrated Management System audit processes to incorporate additional checks for child labor and human rights risks and violations, effective from 2025	Corporate sustainability for content of Supplier Code of Conduct QSHE for Integrated Management System

Material topic	UN SDGs	Targets	2024 progress and achievements	Functional responsibility
Anti-corruption				
Business integrity and corporate culture page 48-51	 	Code of Conduct training completion targets: ■ Live induction: >95% ■ Live induction (Top and Senior Management): >99% ■ Computer-based training (CBT) induction: >95% ■ Annual confirmation: >95%	Code of Conduct participation rates: ■ Live induction: 83% ■ Live induction (Top and Senior Management): 96% ■ CBT induction: 94% ■ Annual confirmation: 96%	Corporate culture: Human Resources Ethics and Compliance programme: Chief Compliance Officer
		–	■ Advanced training course for anti-bribery and anti-corruption conducted	
Supplier management page 52-53		2025: roll-out of new supplier management tool in 50 major countries	■ Roll-out of new supplier management tool in progress in 15 countries ■ 612 target companies approved with Integrity Due Diligence (IDD) as per year-end 2024	■ Roll-out of supplier management system: coordination by Finance ■ IDD: business units
Main performance indicators				
ESG performance data, page 58-61				
Reference to national, European or international regulations				
TCFD index, page 67				
GRI index, page 68-72				
Coverage of subsidiaries				
Factbook, data and assurance, page 73				

ESG performance data

Note: all environmental metrics reported in metric units (i.e. 1 tonne = 1,000 kg), all emission data since 2022 rounded to three decimal places.

Due to rounding, the sums of individual figures may not always precisely match the total sum stated in the table.

Please see page 62-65 for calculation methodologies and high-level assumptions.

Environment	Metric unit	2024	2023	2022	2019	Notes
Greenhouse gas emissions (WTW)						
Scope 1 GHG emissions						
■ Company cars	million tonnes	0.020	0.022 ⁴	0.021	0.03	
■ Road Logistics trucks	million tonnes	0.119	0.119	0.118	0.08	
■ Buildings	million tonnes	0.038	0.039	0.044	–	
Total scope 1 GHG emissions	million tonnes	0.176	0.180	0.183	0.11	
Scope 2 GHG emissions						
Scope 2 location-based emissions	million tonnes	0.140	0.122	NA	NA	
Scope 2 market-based emissions	million tonnes	0.002 ⁵	0.003 ^{4,5}	0.072	0.200	
Scope 3 GHG emissions						
4) Upstream transportation and distribution, comprising of	million tonnes	16.560	14.286	15.915	16.6	
■ Sea Logistics	million tonnes	6.488	4.629	5.457	–	
■ Air Logistics	million tonnes	8.952	7.963 ⁴	8.777	–	
■ Road Logistics	million tonnes	0.979 ⁶	1.694	1.681	–	
■ Contract Logistics	million tonnes	0.142	–	–	–	⁷
6) Business travel	million tonnes	0.010	0.009	0.007	1.2	
7) Employee commuting	million tonnes	0.071	0.071	0.071	0.3	
Scope 3 GHG emissions 'gross'	million tonnes	16.641	14.367	15.993	18.1	
Scope 3 GHG emission reductions via Book and Claim (SAF, SMF, HVO)	million tonnes	0.080	0.106 ⁸	0.057	–	
Scope 3 GHG emissions 'net'	million tonnes	16.561	14.261	15.936	18.1	
Total GHG emissions (location-based, scope 3 'net')	million tonnes	16.877	14.563	–	–	
Total CO2e emissions (market-based, scope 3 'net')	million tonnes	16.740	14.445	16.191	18.4	
Biogenic emissions	million tonnes	0.003	–	–	–	⁷
GHG emission intensity	Emissions [tonnes CO2e]/net revenue (million CHF)	675	606 ⁴	411	873	
	emissions [tonnes CO2e]/FTE	222	192 ⁴	215	235	⁷

4 Restatement of information

5 Considers impact from market-based measures on emissions

6 2023 legacy methodology (not compliant to ISO 14083:2023) was discontinued in 2024

7 New disclosure

8 Restatement due to change in allocation of SAF to the reporting year

Environment	Metric unit	2024	2023	2022	2019	Notes
Sustainable fuels sourced						
Sea Logistics (SMF, scope 3)	tonnes	270	13,391	6,750	–	
Air Logistics (SAF, scope 3)	000' litres	29,098	24,079 ⁹	13,978	–	
Contract Logistics (HVO, scope 3)	000' litres	2,869	–	–	–	¹⁰
Road Logistics (HVO, scope 1)	000' litres	1,223	782	589	–	
Site energy consumption						
Site fuel consumption from crude oil and liquid petroleum products	GWh	10	–	–	–	¹⁰
Site fuel consumption from gaseous fuels, including	GWh	173	–	–	–	¹⁰
■ fuel consumption from natural	GWh	164	170	204	201	
Consumption of purchased or acquired electricity, heat, steam, and cooling from non-renewable sources	GWh	6	6	3	391	¹⁰
Total non-renewable site energy consumption	GWh	188	176	207	592	¹⁰
Share of non-renewable sources in total site energy consumption	per cent	33	34	36	100	¹⁰
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	GWh	386	345	367	–	¹⁰
Share of renewable electricity in purchased electricity	per cent	98	98	99	–	
Total renewable site energy consumption	GWh	386	345	367	–	¹⁰
Share of renewable sources in site energy consumption	per cent	67	66	64	–	
Total site energy consumption	GWh	574	521	574	592	
On-site PV installations						
Number of sites	count	90	86	69	–	
Output	MW 'peak'	84	74	50	–	
Water						
Water withdrawal total	megalitres	744.7	730.0	678.7	965.9	
	cubic meters	744,654	729,984	678,659	965,879	
Water withdrawal reduction (compared to 2019)	per cent	23	24	30		
Waste						
Total waste	000' tonnes	104	79	92	496	
Waste directed to disposal	000' tonnes	22	19	22	164	
■ Waste hazardous	000' tonnes	2	1	4	22	
■ Waste to landfill	000' tonnes	20	18	18	142	

⁹ Restatement due to change in allocation of SAF to the reporting year

¹⁰ New disclosure

Environment	Metric unit	2024	2023	2022	2019	Notes
Waste diverted from disposal (non-hazardous)		82	60	70	353	
■ Waste recycled	000' tonnes	73	51	55	332	
■ Recycling rate	per cent	70	65	60	67	
■ Waste recovered	000' tonnes	9	9	15	21	

Social	Metric unit	2024	2023	2022	2019	Notes
Employees						
Total employees at year-end	headcount	80,215	80,983	80,334	83,161	
FTEs of employees at year-end	FTE	75,241	75,304	75,194	78,448	
FTEs at year-end including temporary staff	FTE	96,863	94,218	95,079	99,113	
Gender distribution						
Male	per cent	59.9	59.5	60.5	65.0	
Female	per cent	40.1	40.5	39.5	35.0	
Employees by category						
Office-based employees	per cent	56.9	–	–	–	11
Fulfilment and delivery employees	per cent	43.1	–	–	–	11
Personnel expenses	1,000 CHF/FTE	50	52	54	49	
Employee turnover	per cent	22.7	–	–	–	11
Management Board (year-end)						
Male	per cent	88.9	88.9	100	–	
Female	per cent	11.1	11.1	–	–	
Under 30	per cent	–	–	–	–	
30–50	per cent	11.1	11.1	–	–	
Over 50	per cent	89.9	89.9	100	–	
Board of Directors (year-end)						
Male	per cent	77.8	77.8	89	–	
Female	per cent	22.2	22.2	11	–	
Under 30	per cent	–	–	–	–	
30–50	per cent	22.2	11	11	–	
Over 50	per cent	77.8	89	89	–	
Top Management						
Male	headcount	147	154	156	177	
	per cent	90.2	89.5	90.2	95.2	
Female	headcount	16	18	17	9	
	per cent	9.8	10.4	9.8	4.8	

Social	Metric unit	2024	2023	2022	2019	Notes
Senior Management						
Male	headcount	729	770	782	882	
	per cent	75.5	76.3	75.8	79.9	
Female	headcount	236	239	250	222	
	per cent	24.5	23.7	24.2	20.1	
Share of women in Top and Senior Management	per cent	22.3	21.8	22	18	
Age structure						
Employees under 30 years old	per cent	21.4	22.2	22.6	23	
Employees between 30 and 50 years old	per cent	58.2	58.2	58.1	56	
Employees over 50 years old	percent	20.4	19.6	19.3	21	
Training and skills						
Performance reviews						
Office-based employees	per cent	97	99	–	–	
Female	per cent	97.3	–	–	–	
Male	per cent	96.6	–	–	–	
Training hours (office-based employees)	hours/ headcount	15.2	19.4	19.1		
Health and safety						
Number of fatalities (FAT)	count	0	0	0	1	
Number of third-party fatalities on Kuehne+Nagel premises	count	0	0	1	3	
Lost time injury frequency (LTIF)		8.01	8.03	8.8	13.22	
Total reportable case frequency (TRCF)		9.78	9.49	11.8	17.66	
Lost workday cases (LWC)	count	1,500	1,455 ¹²	1,468	2,434	
Lost workday (LWD)	count	31,246	25,346 ¹²	29,351	41,733	
Unsafe acts/unsafe conditions	count	131,095	84,025 ¹²	63,730		
Interns						
Number of interns	headcount	1,875	1,764	1,705	–	2021 baseline: 1,494
Increase of interns from baseline	per cent	26	18	14	–	
Critical business activities						
Share of critical business activities	per cent of revenue	2.7	2.2	2.6	NA	

12 Restatement of information

Definitions and accounting policies

Reporting scope and basis for reporting

Kuehne+Nagel's financial reporting defines the boundary and scope of consolidation, as outlined in Kuehne+Nagel's Annual Report 2024. The scope and boundary have been used as basis for the non-financial statements unless otherwise noted.

Definition of short-term, medium-term and long-term timeframe:

- Short-term: 0-1 years
- Medium-term: >1 to 4 years
- Long-term: > 4 years

The definition of the timeframes aligns with Kuehne+Nagel's 4-year strategic cycles. Timeframes for climate-related risks and opportunities differ as disclosed on p. 20.

Reporting period

The Sustainability Report 2024 covers the Group's sustainability activities and performance in the 12-month period from 01.01.2024 until 31.12.2024.

Independent, external limited assurance

External, limited assurance has been sought for GHG emissions and energy consumption and mix from Swiss Climate AG. The level and scope of the assurance is described in the assurance statement on page 73.

Reporting standards

We report in accordance with the Global Reporting Initiative (GRI) standards. In 2024, we also reported in line with the recommendations of the Task Force of Climate-Related Financial Disclosures. Furthermore, we submit an annual Communication of Progress to the United Nations Global Compact and consider our contribution to the United Nations Sustainable Development Goals whenever possible.

Restatement of information

Due to the continuous improvement of data collection systems and processes, selected KPIs for 2023 have been restated. Restatements of information are clearly marked in the ESG performance data table.

Additional KPIs and changes to previous years

As part of the continuous improvement of our data collection systems and processes, selected KPIs have been added to the ESG performance data table in 2024. Additional KPIs and KPIs that have changed from the previous year are clearly marked in the ESG performance data table.

Calculation methodologies and definitions

Environment data

Emissions

Frameworks

For reporting scope 1 and scope 3 CO₂e emissions from transport and logistics activities, Kuehne+Nagel is using EcoTransIT World software as a core emission calculation tool. The EcoTransIT World methodology is based on the ISO 14083 methodology and offers ISO-aligned and GLEC-compliant calculations. All emission reporting is conducted in line with the GHG Protocol.

The methodology for EcoTransIT is provided by independent scientific institutes (ifeu, INFRAS and Fraunhofer IML) and is continuously updated and validated. EcoTransIT World calculates the transport distances, energy consumption, CO₂ and CO₂ equivalents, air pollutants such as sulfur oxides (SO_x), nitrous oxides (NO_x), non-methane hydrocarbons (NMHC), and particulate matter PM₁₀ (particulate matter with a diameter of 10 micrometres (0.01 mm) or smaller), for global transport chains. CO₂ equivalents include all greenhouse gases as calculated by EcoTransIT World. Emissions are calculated for activities over which Kuehne+Nagel has financial control unless otherwise stated.

Scope 1 emissions

Scope 1 emissions are emissions from company-controlled sources, including emissions from company cars, company trucks (owned or leased), and fuel consumption for buildings, such as gas for heating and cooling of company-controlled offices and fulfilment centres. Scope 1 emission calculations from company cars are based on EN 16258 and the Greenhouse Gas (GHG) Protocol Section 6 (fuel-based method), which involves determining the amount of fuel consumed during business,

the trajectory and applying the appropriate emission factor for that fuel.

Scope 1 emissions for company trucks (owned or leased) are calculated based on fuel consumption and using the ISO 14083 emission factors integrated in EcoTransIT or the local authority factor from the shipper's country of origin. Scope 1 emissions from fuel consumption in buildings are derived from calculating CO₂e emissions from actual fuel consumption (gas, oil, and diesel) for heating/cooling, and using the International Energy Agency (IEA) emission factors. Prior to 2021, direct emissions from fuel consumption for buildings were included in scope 2 emissions.

Scope 2 emissions

Scope 2 emissions are calculated in accordance with requirements from the GHG Protocol and the International Energy Agency (IEA) and include emissions generated from purchased electricity for Kuehne+Nagel buildings (owned or leased) and electric vehicles. Data for scope 2 CO₂e emissions are calculated and disclosed on both a location-based approach as well as a market-based approach. Due to investments in energy attribute certificates, scope 2 market-based emissions are significantly lower than location-based emissions. The majority of electricity data is derived from the Global Facility Carbon Calculator (GFCC) tool, which captures environmental data for facilities.

Scope 3 emissions

Scope 3 emissions include indirect emissions from transporting our customers' freight via our suppliers (freight forwarding services for Sea, Air, Road and Contract Logistics), as well as emissions from business travel and employee commuting.

Category 4: Upstream transportation and distribution

For freight forwarding services in our value chain, routes are split into transport legs,

and emissions are calculated for each leg based on shipment data from the Transport Emission Measurement (TEM) system. Calculations are performed using our shipment data in combination with the EcoTransIT methodology including default values like Clean Cargo values for Sea Logistics, unless more accurate primary data are available and directly passed to EcoTransIT via the Transport Emission Measurement System (TEM). Emissions included in the calculation are from all shipments that commenced in the reporting year.

Category 6: Business travel

Emissions are calculated using the distance-based method by multiplying activity data from air travel by the respective emission factors from the UK Department for Business, Energy and Industrial Strategy. Travel data presented in this report cover approximately 80% of all air travel.

Category 7: Employee commuting

Emissions from employee commuting are calculated according to the GHG Protocol Category 7 using the average-based method. Kuehne+Nagel adopted this method because company-specific data is currently unavailable; therefore, average secondary activity data is used to estimate distance travelled and mode of transport information for calculating employee commuting emissions.

'Gross' emissions vs. 'net' emissions

The 'gross' emission metric does not consider scope 3 emission reductions achieved through the deployment of sustainable fuels via a Book and Claim process.

The 'net' emission metric includes the scope 3 emission reductions achieved through sustainable fuels sourced by Kuehne+Nagel in the reporting year. Emission reductions are considered in comparison to the use of conventional fuels.

In addition, following assumptions have been made in the respective modes of transport:

- **Air Logistics:** emission calculations do not consider the radioactive forcing index (RFI). The RFI considers the higher global warming potential from emissions at higher altitudes and is particularly relevant for the aviation sector. However, in the absence of globally consistent calculation standards and frameworks, Kuehne+Nagel has not included the RFI in emission calculations yet (but is closely monitoring future developments).
- **Road Logistics:** due to the proprietary fleet in Road Logistics, scope 3 emissions are calculated by subtracting scope 1 (trucks) and 2 emissions (low-emission vehicles that use electricity) from the overall emission calculation derived from the EcoTransIT software.

Sustainable fuels sourced

Fuels sourced in the reporting year divided by scope and business unit.

GHG emission intensity

GHG emissions per net turnover and per FTE are based on scope 2 market-based emissions and scope 3 emissions 'net', with the former using net turnover in CHF million and the latter using the number of FTEs of employees at year-end.

On-site PV installations

Reporting based on number of sites with on-site photovoltaic installations as well as their peak capacity installed.

Facility data (energy, water, waste)

Environmental data from facilities, including energy, waste and water, are generally captured on a monthly basis. Sites are required to track all parameters where possible using invoices and meter readings. Data is available for the majority of facilities.

Site energy consumption

Includes fuel consumption from crude oil and liquid petroleum fuel (such as on-site diesel use), fuel consumption from gaseous fuels (such as LPG and natural gas) and consumption of purchased or acquired electricity, heat, steam, and cooling from non-renewable and renewable sources. Purchased electricity via market-based measures such as energy attribute certificates is considered as renewable. Where necessary, 2024 DEFRA conversion factors were used to convert energy consumption to GWh.

Water withdrawal

Water withdrawal is defined as water being drawn into the boundaries of Kuehne+Nagel's sites over the reporting period, typically being recorded by meter readings and invoices.

Waste

Waste includes waste collected and processed on site. Total waste includes waste directed to disposal (including waste to landfill and hazardous waste) as well as waste diverted from disposal (including waste recycled and waste recovered through methods such as incineration). The recycling rate is defined by the amount of waste recycled divided by total waste.

Definition of terminology used

Sustainable fuels

The term sustainable fuel refers to fuels that do not have a fossil origin and have a considerably lower environmental impact than their fossil-origin counterpart. They are either produced from biomass (such as maritime biofuels and bio-SAF) or synthetically (not widely commercially available yet).

Renewable energy

As per the definition of the GHG protocol, energy is only being considered 'renewable', if it is taken from sources that are inexhaustible (e.g., wind, water, solar,

geothermal, and biofuels). Therefore, energy derived from sources such as natural gas and Liquefied Petroleum Gas (LPG) is not considered renewable.

Social data

Office-based employees

Employees typically based in an office setting, performing professional, administrative or managerial work.

Fulfilment and delivery employees

Employees typically performing manual labour in a warehousing, manufacturing or other industrial setting.

Employee turnover

Employee turnover is calculated on a monthly basis by dividing the number of exits by the number of headcounts in a given month. It also records workforce type (office and fulfilment/delivery) and exit reason (wanted or unwanted). The yearly turnover is calculated as the sum of the monthly turnover rates.

Top Management

Employees reporting to the Management Board: national and cluster managers as well as roles with global scope (such as Global Heads).

Senior Management

Employees reporting to Top Management: national business/functional unit leaders as well as Corporate Heads.

Interns

Included in the definition of interns are trainees, interns/working students/post-graduates, as well as apprentices.

Training hours

Training hours per headcount are calculated by using the course or seminar duration, multiplied by the number of course completed and divided by the

active headcount in that time period: $(\sum \text{course completions } N * \text{course duration}) / \text{active headcount}$. Only hours that lead to course completion and are recorded through our internal platform are included in the final value.

Performance reviews

Only data for office-based employees is captured on a global level, with performance reviews for operational employees being handled on a national and local level (and not being captured accurately through our systems).

Health and safety KPIs

Fatalities

A death resulting from a work-related injury or illness regardless of the time intervening between the incident causing the injury or exposure or causing illness and the death.

Lost time injury frequency (LTIF)

Lost time incidents are defined as work-related injuries resulting in a fatality or lost workday case (LWD), excluding medical treatment cases (MTC) and/or first aid cases (FAC). For lost workday cases, incidents incurred by external parties present on our premises are also taken into account. Incidents are recorded after they occur. Depending on the severity of the incident, reporting to (Top) Management takes place within 24 hours or every quarter. Internal auditing and due diligence checks assure the data quality at the national, regional, and global levels. LTIF is recorded as the number of LTIs per 1,000,000 working hours over a 12-month period.

Total reportable case frequency (TRCF)

TRCF is the sum of injuries resulting in fatalities, lost workday cases and medical treatment cases per 1,000,000 working hours.

Lost workday case (LWC)

Any work-related injury that renders the injured person temporarily unable to perform their normal work on any day after the

day on which the injury occurred. Any day includes rest day, weekend day, scheduled holiday, public holiday or subsequent day after ceasing employment. LWCs are also counted for temporary workers working on our premises.

Lost workday (LWD)

The total number of calendar days on which the injured person was temporarily unable to work as a result of a lost workday case (LWC).

Unsafe acts/unsafe condition

An unsafe situation that could lead to a near miss or incident.

Temporary workers

When working for Kuehne+Nagel in premises that Kuehne+Nagel is responsible for and that are under supervision/direction of the company, the health and safety KPIs apply to full-time and part-time temporary workers as well.

We are working on integrating data from recent mergers and acquisitions to the consolidated reporting. We aim to close this gap in the 2025 reporting year.

Critical business activities

In line with the Swiss Association for Responsible Investment's (SVVK-ASIR) aim to provide services to its members that enable them to act responsibly towards the environment, society and the economy, Kuehne+Nagel reports 'critical business activities' on an annual basis. 'Critical business activities' are activities in sectors that may potentially jeopardise the aspects of good business practices. These are aggregated revenues from the alcohol, defense, tobacco, adult entertainment, coal, firearms, gambling, genetically modified organisms (GMO), nuclear energy and oil sands industries.

Approval of Non-Financial Report

The Board of Directors has received and recommended the Kuehne+Nagel Sustainability Report 2024 for approval by the General Assembly.

Signed on behalf of the Board of Directors of Kuehne + Nagel International AG by its Chairman, Dr. Jörg Wolle.

Signed on behalf of the Management Board of Kuehne + Nagel International AG by the Management Board Member responsible for ESG, Sarah Kreienbühl.

Schindellegi, 9 April 2025

List of abbreviations

Abbreviation	Meaning
BEV	Battery electric vehicle
BU	Business unit
CDP	Carbon Disclosure Project
CRL	Confidential Reporting Line
CSRD	Corporate Sustainability
DEI	Diversity, equity and inclusion
DG	Dangerous goods
DMA	Double materiality assessment
EAC	Energy attribute certificates
EMS	Environmental management system
ESG	Environmental, social, governance
EV	Electric vehicles
EWC	European Works Council
FAT	Fatality
GFCC	Global Facilities Carbon Calculator
GHG	Greenhouse gas
GLEC	Global Logistics Emission Council
GPTW	Great Place to Work
GRI	Global Reporting Initiative
HR	Human Resources
HVO	Hydrotreated Vegetable Oil
IAMC	Independent Allegation Management Committee
ICAO	International Civil Aviation Organization

Abbreviation	Meaning
IDD	Integrity Due Diligence
IMS	Integrated management system
KNI	Kuehne + Nagel International AG
LEED	Leadership in Energy and Environmental Design
LkSG	Lieferkettensorgfaltspflichtengesetz
LTIF	Lost time injury frequency
LWC	Lost workday cases
LWD	Lost workday
QSHE	Quality, Safety, Health, Environment, Security and Dangerous Goods
RCP	Representative concentration pathway
RFI	Radiative Forcing Index
SAF	Sustainable Aviation Fuel
SBT	Science-based target(s)
SBTi	Science Based Targets initiative
SMF	Sustainable Marine Fuel
TCFD	Task Force on Climate-Related Financial Disclosures
TRCF	Total recordable case frequency
UN SDG	United Nations Sustainable Development Goal
WTW	Well-to-wake
YoY	Year over Year (i.e. change compared to the previous year)

TCFD index

The table below provides section and page references to the Sustainability Report 2024 and the Annual Report 2024, detailing information recommended for disclosure by the Task Force on

Climate-Related Financial Disclosures (TCFD) and in line with the requirements of the Swiss Ordinance on Climate Disclosures (OR 964a-964c).

Theme	Recommendations	Reference
Governance Disclose the organisation's governance around climate-related risks and opportunities.	a) Describe the Board's oversight of climate-related risks and opportunities. b) Describe management's role in assessing and managing climate-related risks and opportunities.	SR24 ¹³ , page 11 SR24, page 11
Strategy Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material.	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term. b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning. c) Describe the resilience of the organisation's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.	SR24, page 21 SR24, page 11, 21 Quantification of climate-related risks planned for FY 2025/26 SR24, page 20-21
Risk management Disclose how the organisation identifies, assesses and manages climate-related risks.	a) Describe the organisation's process for identifying and assessing climate-related risks. b) Describe the organisation's process for managing climate-related risks. c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	SR24, page 20 SR24, page 21, 22-29 SR24, page 11
Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process. b) Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks. c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	SR24, page 25, 58 SR24, page 58 SR24, page 25, 54

GRI index

Statement of use	Kuehne+Nagel has reported in accordance with the GRI Standards for the period 01.01.2024-31.12.2024
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standard	Disclosure	Reference	Location/page	Omission
General standard disclosures				
GRI 2: General Disclosures 2021	2-1 Organisational details	AR 2024 ¹⁴	17,18,101-112	
	2-2 Entities included in the organisation's sustainability reporting	AR 2024	101-112	
	2-3 Reporting period, frequency and contact point	Sustainability Report (1.1.2024-31.12.2024), published 09.04.2025 Contact point for Sustainability Report 2024: Isabel.Krauss@kuehne-nagel.com Annual Report 2024: 1.1.2024-31.12.2024, published 04.03.2025		
	2-4 Restatements of information	SR 2024 ¹³	62	
	2-5 External assurance	SR 2024	62, 73	
	2-6 Activities, value chain and other business relationships	AR 2024 SR 2024	6-7	
	2-7 Employees	SR 2024	6, 60	
	2-8 Workers who are not employees	SR 2024	60	
	2-9 Governance structure and composition	AR 2024	17-36	
	2-10 Nomination and selection of the highest governance body	AR 2024	24	
	2-11 Chair of the highest governance body	AR 2024	20	

14 Annual Report 2024

13 Sustainability Report 2024

GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	SR 2024	11	
	2-13 Delegation of responsibility for managing impacts	SR 2024	11	
	2-14 Role of the highest governance body in sustainability reporting	SR 2024	11	
	2-15 Conflicts of interest	AR 2024		Potential conflicts of interests are disclosed to shareholders
	2-16 Communication of critical concerns	SR 2024	11	
	2-17 Collective knowledge of the highest governance body	AR 2024	19-24	
	2-18 Evaluation of the performance of the highest governance body			Confidentiality constraints
	2-19 Remuneration policies	AR 2024	39	
	2-20 Process to determine remuneration	AR 2024	37-38	
	2-21 Annual total compensation ratio			CEO compensation: AR, p.42 FTE expenses: AR, p.2
	2-22 Statement on sustainable development strategy	SR 2024	3	
	2-23 Policy commitments	SR 2024	48-51	
	2-24 Embedding policy commitments	SR 2024	48-51	
	2-25 Processes to remediate negative impacts	SR 2024	48-51	
	2-26 Mechanisms for seeking advice and raising concerns	SR 2024	48-51	
	2-27 Compliance with laws and regulations	AR 2024	48-51	
	2-28 Membership associations	SR 2024	15	
	2-29 Approach to stakeholder engagement	SR 2024	13-15	
	2-30 Collective bargaining agreements	SR 2024		Data unavailable for 2024

Materiality assessment and list of material topics			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR 2024	12
	3-2 List of material topics	SR 2024	12
Climate change			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2024	19
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SR 2024	58
	305-2 Energy indirect (Scope 2) GHG emissions	SR 2024	58
	305-3 Other indirect (Scope 3) GHG emissions	SR 2024	58
	305-4 GHG emissions intensity	SR 2024	58
GRI 302: Energy 2016	302-1 Energy consumption within the organization	SR 2024	59
	302-4 Reduction of energy consumption	SR 2024	59
Pollution prevention			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2024	30
GRI 306: Waste 2016	306-6 Significant spills	SR 2024	31
Waste and circularity			
GRI 3: Material Topics 2021	306-1 Waste generation and significant waste-related impacts	SR 2024	33
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	SR 2024	33-35
	306-3 Waste generated	SR 2024	59
	306-4 Waste diverted from disposal	SR 2024	60
	306-5 Waste directed to disposal	SR 2024	59

Working conditions			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2024	37
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR 2024	60
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	SR 2024	39-40
	403-2 Hazard identification, risk assessment, and incident investigation	SR 2024	39-40
	403-5 Worker training on occupational health and safety	SR 2024	40
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR 2024	40
	403-8 Workers covered by an occupational health and safety management system	SR 2024	40
	403-9 Work-related injuries	SR 2024	40, 60
Equal treatment and opportunities for all			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2024	41-42
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR 2024	61
	404-2 Programs for upgrading employee skills and transition assistance programs	SR 2024	41-42
	404-3 Percentage of employees receiving regular performance and career development reviews	SR 2024	61
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR 2024	60

Human rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2024	44-45
Business integrity and corporate culture			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2024	48-51
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	SR 2024	49-50
	205-3: Confirmed incidents of corruption and actions taken		If applicable, significant confirmed incidents and public legal cases regarding corruption are disclosed in the Annual Report.
GRI 206: Anti-competitive behaviour	206-1 Legal actions for anti-competitive-behaviour, anti-trust, and monopoly practices		If applicable, significant confirmed incidents and public legal cases regarding corruption are disclosed in the Annual Report.
Supplier management			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2023	52-53
Other			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	SR 2024	6



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Assurance Statement: CO₂ Footprint and energy consumption 2024 Kuehne + Nagel Management AG (Summary)

SUBJECT OF THE AUDIT

Swiss Climate was commissioned to assure the carbon emissions and the energy consumption within the organisation relating to Kuehne+Nagel for the reporting period 2024. Swiss Climate conducted the audit in accordance with the «AA1000AS v3 Type 2 moderate-level assurance» standard.

Swiss Climate analysed the following elements:

- Standards used for the calculation of the CO₂ footprint
- Raw data: Accuracy and traceability
- Applied methodology of the CO₂ footprint and energy consumption within the organisation, including organisational and operational system boundaries, data quality, conversion factors and calculations used, with an emphasis on the traceability and plausibility of the individual figures
- Defined responsibilities, processes and systems for recording and consolidating data.

Organizational system boundaries: Kuehne+Nagel took a financial control approach to define the organisational boundaries. In 2021, Kuehne+Nagel acquired Apex Logistics International. This unit is considered in the CO₂-Footprint at 100 %. The organisational boundaries include 1012 location sites.

Operational system boundaries: Kuehne+Nagel considers Scope 1, Scope 2, and Scope 3 as part of the operational boundaries for the carbon footprint. More precisely, Kuehne+Nagel considers Scope 1 and 2 emissions from own fleet of trucks, company cars, operation of offices and fulfilment centers (heating and electricity). For Scope 3, emissions from transport and logistics (category 4, comprising of Sea, Air, Road and Contract Logistics), business travel (category 6) and employee commuting (category 7) were considered. As Kuehne+Nagel uses a Well-To-Wheel (WTW) approach, it accounts for the fuel- and energy-related activities (category 3) within Scope 1 and 2. For the energy consumption within the organisation, Kuehne+Nagel considers energy data from own fleet of trucks, company cars and operation of offices and fulfilment centers (heating and electricity).

CO₂-FOOTPRINT

Swiss Climate verified the following greenhouse gas emissions for the year 2024:

	Mio t CO ₂ e
Scope 1, Total	0.176
Scope 2 (location-based), Total	0.140
Scope 2 (market-based), Total	0.002
Scope 3, Total (gross)	16.641
Scope 3, Total (net, reduction through purchase of sustainable fuels)	16.561
Total Scope 1 + Scope 2 (location-based) + Scope 3	16.877
Total Scope 1 + Scope 2 (market-based) + Scope 3	16.740

ENERGY CONSUMPTION WITHIN THE ORGANISATION

Swiss Climate verified the following energy consumption data for the year 2024:

Total energy consumption within the organisation	993	GWh
Total site energy consumption	574	GWh
Total non-renewable site energy consumption	188	GWh
Share of non-renewable sources in total site energy consumption	33	%
Total renewable site energy consumption	386	GWh
Share of renewable sources in site energy consumption	67	%

FINDINGS AND CONCLUSIONS CONCERNING THE RELIABILITY OF THE CO₂ FOOTPRINT AND ENERGY CONSUMPTION

Based on the processes and procedures performed, there is no indication that the documents provided and requested for data collection and calculation of the carbon footprint and the energy consumption within the organisation do not accurately reflect the company's carbon management performance or are not substantially accurate, do not comply with international standards such as the Greenhouse Gas Protocol, and the carbon footprint does not meet the criteria of relevance, completeness, consistency, transparency and accuracy.

SIGNED FOR AND ON BEHALF OF SWISS CLIMATE

Leading Auditor:



Franziska Kastner, Senior Consultant

Bern, 28th March 2025

Internal Review:



Annika Schmidt, Consultant

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