

Quarterly Report 2025

Condensed
Consolidated
Interim Financial
Statements 2025
(unaudited)

January – September 2025

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Schindellegi, October 21, 2025

Income statement

CHF million	January - September			July - September		
	2025	2024	Variance in per cent	2025	2024	Variance in per cent
Net turnover	18,522	18,041	2.7	6,043	6,487	-6.8
Net expenses for services from third parties	-11,991	-11,581		-3,936	-4,300	
Gross profit	6,531	6,460	1.1	2,107	2,187	-3.7
Personnel expenses	-3,727	-3,603		-1,231	-1,201	
Selling, general and administrative expenses	-1,118	-1,020		-370	-330	
Other operating income/expenses, net	21	9		8	5	
EBITDA	1,707	1,846	-7.5	514	661	-22.2
Depreciation of property, plant and equipment	-145	-136		-50	-48	
Depreciation of right-of-use assets	-491	-437		-166	-145	
Amortisation of other intangibles	-42	-40		-13	-13	
EBIT	1,029	1,233	-16.5	285	455	-37.4
Financial income	20	22		4	6	
Financial expenses	-37	-42		-14	-12	
Result from joint ventures and associates	4	5		2	2	
Earnings before tax (EBT)	1,016	1,218	-16.6	277	451	-38.6
Income tax	-255	-303		-71	-112	
Earnings	761	915	-16.8	206	339	-39.2
Attributable to:						
Equity holders of the parent company	725	885	-18.1	194	324	-40.1
Non-controlling interests	36	30		12	15	
Earnings	761	915	-16.8	206	339	-39.2
Basic earnings per share in CHF	6.11	7.47	-18.2	1.63	2.74	-40.5
Diluted earnings per share in CHF	6.10	7.46	-18.2	1.63	2.73	-40.3

Statement of comprehensive income

CHF million	January - September		July - September	
	2025	2024	2025	2024
Earnings	761	915	206	339
Other comprehensive income				
Items that may be reclassified subsequently to profit or loss:				
Foreign exchange differences	-429	-9	-39	-105
Items that will not be reclassified to profit or loss:				
Actuarial gains/(losses) on defined benefit plans	18	-4	-3	-15
Income tax on actuarial gains/(losses) on defined benefit plans	-4	1	1	4
Total other comprehensive income, net of tax	-415	-12	-41	-116
Total comprehensive income	346	903	165	223
Attributable to:				
Equity holders of the parent company	366	869	154	220
Non-controlling interests	-20	34	11	3

Balance sheet

CHF million	Sep. 30, 2025	Dec. 31, 2024	Sep. 30, 2024
Assets			
Property, plant and equipment	897	846	856
Right-of-use assets	2,342	2,041	1,947
Goodwill	2,523	2,326	2,253
Other intangibles	106	104	123
Investments in joint ventures and associates	30	31	30
Deferred tax assets	166	167	155
Non-current assets	6,064	5,515	5,364
Prepayments	239	160	202
Contract assets	316	298	324
Trade receivables	4,296	4,312	4,197
Other receivables	210	189	174
Income tax receivables	116	99	100
Cash and cash equivalents	603	1,152	926
Current assets	5,780	6,210	5,923
Total assets	11,844	11,725	11,287

CHF million	Sep. 30, 2025	Dec. 31, 2024	Sep. 30, 2024
Liabilities and equity			
Share capital	121	121	121
Reserves and retained earnings	1,230	1,961	1,926
Earnings	725	1,181	885
Equity attributable to the equity holders of the parent company	2,076	3,263	2,932
Non-controlling interests	33	2	7
Equity	2,109	3,265	2,939
Provisions for pension plans and severance payments	255	273	278
Deferred tax liabilities	111	107	95
Borrowings	400	-	-
Non-current provisions	50	55	53
Other non-current liabilities	586	20	17
Non-current lease liabilities	1,758	1,576	1,500
Non-current liabilities	3,160	2,031	1,943
Bank and other interest-bearing liabilities	408	217	267
Trade payables	1,981	2,117	2,177
Contract liabilities	108	105	111
Accrued trade expenses	1,167	1,145	1,095
Income tax liabilities	207	249	256
Current provisions	96	99	98
Other current liabilities	1,927	1,944	1,868
Current lease liabilities	681	553	533
Current liabilities	6,575	6,429	6,405
Total liabilities and equity	11,844	11,725	11,287

Schindellegi, October 21, 2025

Kuehne + Nagel International AG

Stefan Paul
CEOMarkus Blanka-Graff
CFO

Statement of changes in equity

CHF million	Share capital	Share premium	
Balance as of January 1, 2025	121	356	
Earnings	-	-	
Other comprehensive income			
Foreign exchange differences	-	-	
Actuarial gains/(losses) on defined benefit plans, net of tax	-	-	
Total other comprehensive income, net of tax	-	-	
Total comprehensive income	-	-	
Purchase of treasury shares ¹	-	-	
Disposal of treasury shares ¹	-	-32	
Dividend paid ²	-	-	
Expenses for share-based compensation plans	-	-	
Acquisition of subsidiaries with non-controlling interests	-	-	
Transaction with non-controlling interests ³	-	-	
Balance as of September 30, 2025	121	324	

¹ Refer to note 12 for further details.

² 2025 Kuehne+Nagel dividend: The Group paid CHF 8.25 per share.

³ The movement in retained earnings relates to written put options on non-controlling interests in connection with the Apex, Morgan Cargo and IMC acquisitions see note 8 of the consolidated interim financial statements for the nine months ended September 30, 2025, and note 28 of the consolidated financial statements for the year ended December 31, 2024.

CHF million	Share capital	Share premium	
Balance as of January 1, 2024	121	592	
Earnings	-	-	
Other comprehensive income			
Foreign exchange differences	-	-	
Actuarial gains/(losses) on defined benefit plans, net of tax	-	-	
Total other comprehensive income, net of tax	-	-	
Total comprehensive income	-	-	
Purchase of treasury shares ¹	-	-	
Disposal of treasury shares ¹	-	-29	
Dividend paid ²	-	-207	
Expenses for share-based compensation plans	-	-	
Transaction with non-controlling interests ³	-	-	
Balance as of September 30, 2024	121	356	

¹ Refer to note 12 for further details.

² 2024 Kuehne+Nagel dividend: The Group paid regular dividend of CHF 8.25 per share and dividend from legal capital contribution reserves of CHF 1.75 per share.

³ The movement in retained earnings relates to written put options on non-controlling interests in connection with the Apex and Morgan Cargo acquisitions, see note 28 of the consolidated financial statements for the year ended December 31, 2024.

Treasury shares	Cumulative translation adjustment	Actuarial gains/ (losses)	Retained earnings	Total equity attributable to the equity holders of parent company	Non-controlling interests	Total equity
-496	-1,716	-102	5,100	3,263	2	3,265
-	-	-	725	725	36	761
-	-373	-	-	-373	-56	-429
-	-	14	-	14	-	14
-	-373	14	-	-359	-56	-415
-	-373	14	725	366	-20	346
-20	-	-	-	-20	-	-20
32	-	-	-	-	-	-
-	-	-	-979	-979	-58	-1,037
-	-	-	19	19	-	19
-	-	-	-	-	114	114
-	-49	-	-524	-573	-5	-578
-484	-2,138	-88	4,341	2,076	33	2,109

Treasury shares	Cumulative translation adjustment	Actuarial gains/ (losses)	Retained earnings	Total equity attributable to the equity holders of parent company	Non-controlling interests	Total equity
-602	-1,811	-101	4,954	3,153	6	3,159
-	-	-	885	885	30	915
-	-13	-	-	-13	4	-9
-	-	-3	-	-3	-	-3
-	-13	-3	-	-16	4	-12
-	-13	-3	885	869	34	903
-29	-	-	-	-29	-	-29
123	-	-	-	94	-	94
-	-	-	-975	-1,182	-23	-1,205
-	-	-	20	20	-	20
-	4	-	3	7	-10	-3
-508	-1,820	-104	4,887	2,932	7	2,939

Cash flow statement

CHF million	Note	January - September			July - September		
		2025	2024	Variance	2025	2024	Variance
Cash flow from operating activities							
Earnings		761	915		206	339	
Adjustments to reconcile earnings to net cash flows:							
Income tax		255	303		71	112	
Financial income		-20	-22		-4	-6	
Financial expenses		37	42		14	12	
Result from joint ventures and associates		-4	-5		-2	-2	
Depreciation of property, plant and equipment		145	136		50	48	
Depreciation of right-of-use assets		491	437		166	145	
Amortisation of other intangibles		42	40		13	13	
Expenses for share-based compensation plans		19	20		6	6	
(Gain)/loss on disposal of property, plant and equipment, net		-4	-		-2	1	
Net addition to provisions for pension plans and severance payments		3	2		1	-	
Subtotal operational cash flow		1,725	1,868	-143	519	668	-149
(Increase)/decrease contract assets		-47	-61		-33	-67	
(Increase)/decrease trade and other receivables, prepayments		-215	-636		-94	-183	
Increase/(decrease) provisions		-4	-11		-10	-7	
Increase/(decrease) other liabilities		-18	-30		94	71	
Increase/(decrease) trade payables, contract liabilities and accrued trade expenses		59	98		53	65	
Income taxes paid		-326	-257		-87	-67	
Total cash flow from operating activities		1,174	971	203	442	480	-38

CHF million	Note	January - September			July - September		
		2025	2024	Variance	2025	2024	Variance
Cash flow from investing activities							
Capital expenditure							
– Property, plant and equipment		-165	-233		-51	-54	
– Other intangibles		-4	-3		-1	-	
Disposal of property, plant and equipment		18	11		9	4	
(Acquisition)/divestment of businesses, net of cash (acquired)/disposed	8/9/10	-521	-199		-	-51	
Settlement of deferred/contingent considerations from business combinations		-11	-		-	-	
Capital (contributions to)/distributions from joint ventures and associates		-1	-1		-	-	
Dividend received from joint ventures and associates		4	5		2	3	
Interest received		10	21		2	5	
Total cash flow from investing activities		-670	-399	-271	-39	-93	54
Cash flow from financing activities							
Proceeds from borrowings and other interest-bearing liabilities	11	400	-		-	-	
Repayment of other interest-bearing liabilities	11	-207	-		-	-	
Repayment of lease liabilities		-480	-433		-164	-145	
Interest paid on borrowings and other interest-bearing liabilities		-6	-3		-3	-1	
Interest paid on lease liabilities		-30	-24		-10	-8	
Purchase of treasury shares	12	-20	-29		-	-	
Dividend paid to equity holders of parent company		-979	-1,182		-	-	
Dividend paid to non-controlling interests		-58	-23		-19	-1	
Acquisition of non-controlling interests		-13	-17		-	-	
Total cash flow from financing activities		-1,393	-1,711	318	-196	-155	-41
Foreign exchange difference on cash and cash equivalents		-58	-1	-57	-11	-21	10
Increase/(decrease) in cash and cash equivalents		-947	-1,140	193	196	211	-15
Cash and cash equivalents at the beginning of the period, net		1,142	2,008	-866	-1	657	-658
Cash and cash equivalents at the end of the period, net		195	868	-673	195	868	-673
Bank overdraft		408	58		408	58	
Cash and cash equivalents on balance sheet		603	926	-323	603	926	-323

Notes to the condensed consolidated interim financial statements

1 Organisation

Kuehne + Nagel International AG (the Company) is incorporated in Schindellegi (Feusisberg), Switzerland. The Company is one of the world's leading logistics providers. Its strong market position lies in the sea logistics, air logistics, road logistics and contract logistics businesses.

The condensed consolidated interim financial statements of the Company for the nine months ended September 30, 2025, comprise the Company, its subsidiaries (the Group) and its interests in joint ventures and associates.

The Group voluntarily presents a balance sheet as of September 30, 2024.

2 Statement of compliance

The unaudited condensed consolidated interim financial statements have been prepared in accordance with IAS 34 Interim Financial Reporting. They do not include all of the information required for full annual financial statements and should be read in conjunction with the consolidated financial statements of the Group for the year ended December 31, 2024.

3 Basis of preparation

The condensed consolidated interim financial statements are presented in Swiss Francs (CHF) million. They are prepared on a historical cost basis except for certain financial instruments, which are stated at fair value. Non-current assets and disposal groups held for sale are stated at the lower of the carrying amount and fair value less costs to sell.

The preparation of the condensed consolidated interim financial statements in accordance with International Accounting Standard (IAS) 34 Interim Financial Reporting, as issued by the International Accounting Standards Board (IASB), requires the management to make judgements, estimates and assumptions that affect

the application of policies and reported amounts of assets and liabilities, income and expenses. The actual result may differ from these estimates. Judgements made by the management in the application of IFRS Accounting Standards that have a significant effect on the condensed consolidated interim financial statements and estimates with a significant risk of material adjustment in the next period were the same as those applied to the consolidated financial statements for the year ended December 31, 2024.

4 Accounting policies

The accounting policies applied in the preparation of the condensed consolidated interim financial statements are consistent with those followed in the preparation of the Group's consolidated financial statements for the year ended December 31, 2024. The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Other new, revised and amended standards, improvements and interpretations apply for the first time in 2025, but do not have a material impact on the condensed consolidated interim financial statements of the Group.

5 Foreign exchange rates

Conversion rates of major foreign currencies are applied as follows:

Income statement and cash flow statement

(average rates for the period)

Currency	Jan.- Sep. 2025 CHF	Jan.- Sep. 2024 CHF	Variance in per cent
EUR 1.-	0.9388	0.9586	-2.1
USD 1.-	0.8441	0.8791	-4.0

Balance sheet

(period end rates)

Currency	Sep. 2025 CHF	Sep. 2024 CHF	Variance in per cent	Dec. 2024 CHF
EUR 1.-	0.9337	0.9459	-1.3	0.9385
USD 1.-	0.7980	0.8468	-5.8	0.9007

6 Seasonality

The Group is not exposed to significant seasonal or cyclical variations in its operations.

7 Changes in the scope of consolidation

Major changes in the scope of consolidation in the first nine months of 2025 related to the following companies:

2025	Capital share in per cent equals voting rights	Effective date
Acquisitions		
IMC Logistics, LLC Group (IMC) ¹	51	January 3, 2025
Transporte y Distribucion Nacional S.A.U. Group (TDN) ¹	100	June 16, 2025

¹ Refer to note 8 for details to the acquisitions.

8 Acquisitions

The acquisitions in the first nine months of 2025 had the following effect on the Group's assets and liabilities:

CHF million	Recognised fair values
Other intangibles	54
Other non-current assets	330
Acquired cash and cash equivalents	45
Other current assets	166
Subtotal assets	595
Non-current liabilities	-234
Other current liabilities	-116
Total identifiable assets and liabilities, net	245
Goodwill	435
Total assets and liabilities, net	680
Non-controlling interests, proportionate share of identifiable net assets	-114
Purchase price for the ownership acquired	566
Purchase price, paid in cash	566
Acquired cash and cash equivalents, net	-45
Net cash outflow	521

Effective January 3, 2025, the Group acquired 51 per cent of the shares of IMC for a purchase price of CHF 510 million, which was paid in cash. IMC is a leading marine drayage provider in the United States, headquartered in Collierville, Tennessee. The company has more than 40 years of experience in providing intermodal solutions for Sea Logistics in the United States. IMC's national network includes 49 locations with a strategic presence at major US seaports and rail transportation hubs. With around 1,700 employees and an extensive network of independent contractors, the company handles 2 million TEUs annually in intermodal

drayage and rail operations. IMC specialises in comprehensive end-to-end transportation solutions to or from seaports or rail hubs, customer facilities, and inland in the United States. With this investment, Kuehne+Nagel enhances its access to one of the most important logistics networks in North America and ensures flexible transportation solutions in times of increasing supply chain disruptions.

For the remaining shares, the Group entered into a call option to acquire the remaining 49.0 per cent of shares from minority shareholders and simultaneously wrote a put option to the holders of the non-controlling interests to sell 33.3 per cent of their shares to the Group. The option exercise price depends on IMC's financial performance (adjusted EBITDA) over the measurement period. For the put option, a liability was recognised at the present value of the redemption amount with a corresponding entry in equity. As the non-controlling shareholders still have present access to the economic benefits associated with the underlying ownership interest, the non-controlling interest continues to be recognised as a separate component in equity and continues to receive an allocation of profit and loss and other comprehensive income. The non-controlling interest is reclassified as a financial liability at each reporting date as if the acquisition took place on that date. Any excess over the reclassified carrying amount of the non-controlling interest and all subsequent changes in the redemption value of the financial liability are recognised directly in retained earnings.

At the balance sheet date, the carrying amount of the put option liability amounted to CHF 579 million. The put option liability is recognised in the balance sheet item "Other non-current liabilities".

Effective June 16, 2025, the Group acquired 100 per cent of the shares of TDN, a Spanish road logistics services provider, for a purchase price of CHF 56 million. Headquartered in Madrid, TDN has over 600 employees and handled more than one million shipments in 2024. With 45 terminals and a fleet of over 700 vehicles within their partner network, TDN serves more than 200 daily routes linking the entirety of Spain as well as the Balearics, the Canaries and Portugal.

Acquisition-related costs (included in the line item “selling, general and administrative expenses” in the income statement) amount to CHF 1 million.

The trade receivables include gross contractual amounts due of CHF 137 million, with none expected to be uncollectible at the acquisition date.

Other intangibles of CHF 54 million recognised on the acquisition represent the IMC contractual and non-contractual customer lists having useful lives of five to seven years. Goodwill of CHF 435 million arose on the acquisitions and represents management expertise, synergies and workforce, which do not meet the definition of an intangible asset to be recognised separately. Goodwill is allocated to the business units Sea Logistics and Road Logistics. Goodwill from the acquisitions of IMC is expected to be tax deductible.

From January 3 to September 30, 2025, the acquisitions contributed CHF 581 million of net turnover and CHF 22 million of earnings. If both acquisitions had occurred on January 1, 2025, the Group's net turnover would have been CHF 18,575 million and consolidated earnings for the period would have been CHF 762 million.

The accounting for the acquisitions made in 2025 was determined provisionally only. Adjustments may be made to the fair values assigned to the identifiable assets acquired and liabilities assumed up to twelve months from the date of acquisition.

On August 19, 2025, Partners Group exercised its put option to sell its 24.9 per cent ownership stake in Apex. The transaction is expected to be settled in cash during the fourth quarter of 2025, against the recognised redemption liability of CHF 886 million. Upon completion, the Group will increase its ownership interest in Apex to 100 per cent.

As of September 30, 2025, the Group recognised redemption liabilities in connection with the put options on non-controlling interests in Apex, Morgan Cargo and IMC. At the balance sheet date, the carrying amount of the put option liabilities amounted to CHF 1,477 million and was recognised in the balance sheet items “Other current liabilities” and “Other non-current liabilities”.

Refer to notes 26, 27 and 33 of the consolidated financial statements for the year ended December 31, 2024, for further details.

9 Divestments

The Group did not divest any businesses in the first nine months of 2025.

10 Segment reporting

a) Reportable segments

The Group provides integrated logistics solutions across customers' supply chains using its global logistics network. The four reportable segments, **Sea Logistics**, **Air Logistics**, **Road Logistics** and **Contract Logistics**, reflect the internal management and reporting structure to the Management Board (the chief operating decision maker, CODM) and are managed through specific organisational structures. The CODM reviews internal management reports on a monthly basis. Each segment is a distinguishable business unit and is engaged in providing and selling discrete products and services.

The discrete distinction between Sea Logistics, Air Logistics and Road Logistics is the usage of the same transportation mode within a reportable segment. In addition to common business processes and management routines, a single main transportation mode is used within a reportable segment. For the reportable segment Contract Logistics, the services performed are related to customer contracts for warehouse and distribution activities, whereby services performed are storage, handling, and distribution. The accounting policies of the reportable segments are the same as applied in the consolidated financial statements.

Information about the reportable segments is presented on the next pages. Segment performance is based on EBIT as reviewed by the CODM. The column “eliminations” shows the eliminations of turnover and expenses between segments. All operating expenses are allocated to the segments and included in the EBIT.

b) Major customers

There is no single customer who represents more than ten per cent of the Group's total revenue.

a) Reportable segments

January – September

	Total Group		Sea Logistics		Air Logistics	
CHF million	2025	2024	2025	2024	2025	2024
Turnover (external customers)	21,270	19,940	8,207	7,630	5,872	5,552
Customs duties and taxes	-2,748	-1,899	-1,250	-930	-502	-348
Net turnover (external customers)	18,522	18,041	6,957	6,700	5,370	5,204
Inter-segment turnover	-	-	1,353	1,584	4,436	4,028
Net expenses for services	-11,991	-11,581	-6,751	-6,719	-8,528	-7,976
Gross profit	6,531	6,460	1,559	1,565	1,278	1,256
Total expenses	-4,824	-4,614	-1,017	-893	-911	-877
EBITDA	1,707	1,846	542	672	367	379
Depreciation of property, plant and equipment	-145	-136	-27	-15	-17	-18
Depreciation of right-of-use assets	-491	-437	-27	-3	-3	-3
Amortisation of other intangibles	-42	-40	-9	-1	-25	-28
EBIT (segment profit)	1,029	1,233	479	653	322	330
Financial income	20	22				
Financial expenses	-37	-42				
Result from joint ventures and associates	4	5				
Earnings before tax (EBT)	1,016	1,218				
Income tax	-255	-303				
Earnings	761	915				
Attributable to:						
Equity holders of the parent company	725	885				
Non-controlling interests	36	30				
Earnings	761	915				
Additional information not regularly reported to CODM						
Allocation of goodwill	2,523	2,253	466	130	1,179	1,260
Allocation of other intangibles	106	123	43	1	46	85
Capital expenditure property, plant and equipment	165	233	14	12	15	11
Capital expenditure right-of-use assets	681	818	26	35	17	37
Capital expenditure other intangibles	4	3	2	1	-	1
Property, plant and equipment, goodwill and intangibles through business combinations	587	238	540	-	-	-

	RoadLogistics		Contract Logistics		Total reportable segments		Eliminations	
	2025	2024	2025	2024	2025	2024	2025	2024
	3,354	2,980	3,837	3,778	21,270	19,940	-	-
	-719	-351	-277	-270	-2,748	-1,899	-	-
	2,635	2,629	3,560	3,508	18,522	18,041	-	-
	1,062	1,042	75	100	6,926	6,754	-6,926	-6,754
	-2,700	-2,683	-938	-957	-18,917	-18,335	6,926	6,754
	997	988	2,697	2,651	6,531	6,460	-	-
	-876	-852	-2,020	-1,992	-4,824	-4,614	-	-
	121	136	677	659	1,707	1,846	-	-
	-21	-19	-80	-84	-145	-136	-	-
	-28	-21	-433	-410	-491	-437	-	-
	-5	-8	-3	-3	-42	-40	-	-
	67	88	161	162	1,029	1,233	-	-
	539	511	339	352	2,523	2,253	-	-
	12	29	5	8	106	123	-	-
	12	13	124	197	165	233	-	-
	75	41	563	705	681	818	-	-
	1	-	1	1	4	3	-	-
	47	238	-	-	587	238	-	-

11 Fair value of financial assets and liabilities

As of September 30, 2025

CHF million	Financial assets at FVPL	Financial assets at amortised cost	Total carrying amount	Total fair value
Cash and cash equivalents	-	603	603	603
Trade receivables	-	4,296	4,296	4,296
Other receivables	1	209	210	210
Total	1	5,108	5,109	5,109

CHF million	Financial liabilities at FVPL	Financial liabilities at amortised cost	Total carrying amount	Total fair value
Bank and other interest-bearing liabilities	-	408	408	408
Borrowings	-	400	400	402
Trade payables	-	1,981	1,981	1,981
Accrued trade expenses	-	1,167	1,167	1,167
Contingent and deferred consideration liabilities	10	-	10	10
Put options on non-controlling interests	-	1,477	1,477	1,477
Other liabilities	2	280	282	282
Total	12	5,713	5,725	5,727

On June 18, 2019, the Group issued a CHF 200 million public bond with a nominal interest rate of 0.2 per cent which was repaid on June 18, 2025. On May 13, 2025, the Group issued two new public bonds: one for 200 million with a nominal interest rate of 0.6848 per cent, maturing on November 13, 2028, and another for CHF 200 million with a nominal interest rate of 0.9823 per cent, maturing on November 13, 2031, both redeemed at par. There are no other non-current fixed rate interest-bearing loans.

The fair values of financial assets and liabilities carried at amortised cost are approximately equal to the carrying amounts.

Level 3 financial liabilities include contingent consideration liabilities of CHF 10 million.

No significant impact resulted from the remeasurement of the liabilities measured at fair value through profit and loss (FVPL) in the first nine months 2025.

Level 3 fair values

CHF million	Contingent consideration liabilities
Balance as of January 1, 2025	11
Utilised for settlements	-1
Balance as of September 30, 2025	10
of which	
– Current portion	3
– Non-current portion	7

12 Equity

In the first nine months of 2025, the Company purchased 100,000 own shares for CHF 20 million and matched 129,291 treasury shares under the share-based compensation plans.

13 Employees

Number	Sep. 30, 2025	Sep. 30, 2024
Total employees	84,917	80,441
Full-time equivalents of employees	79,742	75,073
Full-time equivalents of temporary staff	25,606	21,143
Total full-time equivalents	105,348	96,216

14 Capital expenditure

In the first nine months of 2025, the capital expenditure on property, plant and equipment (excluding other intangible assets and property, plant and equipment from acquisitions) was CHF 165 million and the non-cash capital expenditure on right-of-use assets (excluding right-of-use assets from acquisitions) was CHF 681 million.

15 Legal claims

The status of proceedings, disclosed in the notes 24 and 29 to the consolidated financial statements for the year ended December 31, 2024, has not changed materially.

16 Post balance sheet events

There have been no material events between September 30, 2025, and the date of authorisation that would require adjustments of the condensed consolidated interim financial statements or disclosure.

These unaudited condensed consolidated interim financial statements of Kuehne + Nagel International AG were authorised for issue by the Audit Committee of the Group on October 21, 2025.

Financial calendar

March 3, 2026	Full-year 2025 results
April 23, 2026	Three-months 2026 results
May 6, 2026	Annual general meeting
July 23, 2026	Half-year 2026 results
October 22, 2026	Nine-months 2026 results

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