CONSOLIDATED FINANCIAL STATEMENTS 2014
OF THE KUEHNE + NAGEL GROUP

KUEHNE+NAGEL

CONTENTS

Income Statement

CHF million	Note	2014	2013	Variance per cent
Net turnover [1]	20	17,501	17,178	1.9
Net expenses for services from third parties		–11,213	–10,921	
Gross profit	20	6,288	6,257	0.5
Personnel expenses	21	–3,764	–3,735	
Selling, general and administrative expenses	22	–1,542	–1,562	
Other operating income/expenses, net	23	23	2	
EBITDA		1,005	962	4.5
Depreciation of property, plant and equipment	27	–136	–143	
Amortisation of other intangibles	28	–50	–57	
Impairment of other intangibles	28	–	–1	
EBIT		819	761	7.6
Financial income	24	3	5	
Financial expenses	24	–4	–6	
Result from joint ventures and associates	20	6	7	
Earnings before tax (EBT)		824	767	7.4
Income tax	25	–180	–160	
Earnings for the year		644	607	6.1
Attributable to:				
Equity holders of the parent company		633	597	6.0
Non-controlling interests		11	10	
Earnings for the year		644	607	6.1
Basic earnings per share in CHF	26	5.28	4.98	6.0
Diluted earnings per share in CHF	26	5.28	4.98	6.0

1 Refer to Note 3 for details to the change in presentation of turnover.

Statement of Comprehensive Income

CHF million	Note	2014	2013
Earnings for the year		**644**	**607**
Other comprehensive income			
Items that may be reclassified subsequently to profit or loss:			
Foreign exchange differences		14	–66
Items that will not be reclassified to profit or loss:			
Actuarial gains/(losses) on defined benefit plans	36/25	–105	27
Income tax on actuarial gains/(losses) on defined benefit plans		52	–19
Total other comprehensive income, net of tax		**–39**	**–58**
Total comprehensive income for the year		**605**	**549**
Attributable to:			
Equity holders of the parent company		594	540
Non-controlling interests		11	9

Balance Sheet

CHF million	Note	Dec. 31, 2014	Dec. 31, 2013
Assets			
Property, plant and equipment	27	1,175	1,151
Goodwill	28	695	688
Other intangibles	28	49	89
Investments in joint ventures	29	32	33
Deferred tax assets	25	224	172
Non-current assets		**2,175**	**2,133**
Prepayments		108	105
Work in progress	30	307	296
Trade receivables	31	2,600	2,426
Other receivables	32	157	107
Income tax receivables	32	86	52
Cash and cash equivalents	33/34	1,170	1,255
Current assets		**4,428**	**4,241**
Total assets		**6,603**	**6,374**

CHF million	Note	Dec. 31, 2014	Dec. 31, 2013
Liabilities and equity			
Share capital		120	120
Reserves and retained earnings		1,695	1,820
Earnings for the year		633	597
Equity attributable to the equity holders of the parent company		**2,448**	**2,537**
Non-controlling interests		5	21
Equity	35	**2,453**	**2,558**
Provisions for pension plans and severance payments	36	448	340
Deferred tax liabilities	25	135	136
Finance lease obligations	39	17	24
Non-current provisions	41	71	63
Non-current liabilities		**671**	**563**
Bank and other interest-bearing liabilities	38/39	13	21
Trade payables	40	1,485	1,362
Accrued trade expenses/deferred income	40	1,032	936
Income tax liabilities		97	89
Current provisions	41	59	78
Other liabilities	42	793	767
Current liabilities		**3,479**	**3,253**
Total liabilities and equity		**6,603**	**6,374**

Schindellegi, February 24, 2015

KUEHNE + NAGEL INTERNATIONAL AG

Dr. Detlef Trefzger	Markus Blanka-Graff
CEO	CFO

Statement of Changes in Equity

CHF million	Note	Share capital	Share premium	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
Balance as of January 1, 2014		120	551	–7	–801	–73	2,747	2,537	21	2,558
Earnings for the year		–	–	–	–	–	633	633	11	644
Other comprehensive income										
Foreign exchange differences		–	–	–	14	–	–	14	–	14
Actuarial gains/(losses) on defined benefit plans, net of tax	36/25	–	–	–	–	–53	–	–53	–	–53
Total other comprehensive income, net of tax		**–**	**–**	**–**	**14**	**–53**	**–**	**–39**	**–**	**–39**
Total comprehensive income for the year		**–**	**–**	**–**	**14**	**–53**	**633**	**594**	**11**	**605**
Purchase of treasury shares	35	–	–	–53	–	–	–	–53	–	–53
Disposal of treasury shares	35	–	–4	53	–	–	–	49	–	49
Dividend paid	35	–	–	–	–	–	–701	–701	–5	–706
Expenses for share-based compensation plans	37	–	–	–	–	–	13	13	–	13
Total contributions by and distributions to owners		**–**	**–4**	**–**	**–**	**–**	**–688**	**–692**	**–5**	**–697**
Acquisition of non-controlling interests [1]		–	–	–	–	–	9	9	–9	–
Transaction with non-controlling interests [2]		–	–	–	–	–	–	–	–13	–13
Total transactions with owners		**–**	**–**	**–**	**–**	**–**	**9**	**9**	**–22**	**–13**
Balance as of December 31, 2014		**120**	**547**	**–7**	**–787**	**–126**	**2,701**	**2,448**	**5**	**2,453**

1 The movement in retained earnings includes the exercise of a put option for an acquisition of non-controlling interests in one of the Group's subsidiaries, see Note 43 for details.
2 For details to the deconsolidation of subsidiaries with non-controlling interests refer to Note 4.

CHF million	Note	Share capital	Share premium	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
Balance as of January 1, 2013		120	549	–20	–736	–81	2,564	2,396	29	2,425
Earnings for the year		–	–	–	–	–	597	597	10	607
Other comprehensive income										
Foreign exchange differences		–	–	–	–65	–	–	–65	–1	–66
Actuarial gains/(losses) on defined benefit plans, net of tax	36/25	–	–	–	–	8	–	8	–	8
Total other comprehensive income, net of tax		**–**	**–**	**–**	**–65**	**8**	**–**	**–57**	**–1**	**–58**
Total comprehensive income for the year		**–**	**–**	**–**	**–65**	**8**	**597**	**540**	**9**	**549**
Purchase of treasury shares	35	–	–	–24	–	–	–	–24	–	–24
Disposal of treasury shares	35	–	2	37	–	–	–	39	–	39
Dividend paid	35	–	–	–	–	–	–419	–419	–17	–436
Expenses for share-based compensation plans	37	–	–	–	–	–	5	5	–	5
Total contributions by and distributions to owners		**–**	**2**	**13**	**–**	**–**	**–414**	**–399**	**–17**	**–416**
Balance as of December 31, 2013		**120**	**551**	**–7**	**–801**	**–73**	**2,747**	**2,537**	**21**	**2,558**

Cash Flow Statement

CHF million	Note	2014	2013
Cash flow from operating activities			
Earnings for the year		644	607
Reversal of non-cash items:			
Income tax	25	180	160
Financial income	24	–3	–5
Financial expenses	24	4	6
Result from joint ventures and associates	29	–6	–7
Depreciation of property, plant and equipment	27	136	143
Amortisation of other intangibles	28	50	57
Impairment of other intangibles	28	–	1
Expenses for share-based compensation plans	21	13	5
Gain on disposal of subsidiaries	23	–16	–
Gain on disposal of property, plant and equipment and associate	23	–10	–11
Loss on disposal of property, plant and equipment	23	1	2
Net addition to provisions for pension plans and severance payments	36	7	8
Subtotal operational cash flow		**1,000**	**966**
(Increase)/decrease work in progress		–10	–6
(Increase)/decrease trade and other receivables, prepayments		–184	–59
Increase/(decrease) other liabilities		29	–7
Increase/(decrease) provisions		–11	7
Increase/(decrease) trade payables, accrued trade expenses/deferred income		198	82
Income taxes paid		–212	–190
Total cash flow from operating activities		**810**	**793**

CHF million	Note	2014	2013
Cash flow from investing activities			
Capital expenditure			
– Property, plant and equipment	27	–186	–181
– Other intangibles	28	–10	–7
Disposal of property, plant and equipment		25	24
Interest received		3	4
(Increase)/decrease of share capital in joint ventures	29	3	6
Disposal of subsidiaries	4	3	–
Disposal of associate	23	–	1
Dividend received from associates		6	7
Total cash flow from investing activities		**–156**	**–146**
Cash flow from financing activities			
Repayment of interest-bearing liabilities		–8	–12
Interest paid		–4	–6
Purchase of treasury shares	35	–53	–24
Disposal of treasury shares	35	49	39
Dividend paid to equity holders of parent company	35	–701	–419
Dividend paid to non-controlling interests	35	–5	–17
Acquisition of non-controlling interests	43	–16	–
Total cash flow from financing activities		**–738**	**–439**
Exchange difference on cash and cash equivalents		5	–24
Increase/(decrease) in cash and cash equivalents		**–79**	**184**
Cash and cash equivalents at the beginning of the year, net	34	**1,242**	**1,058**
Cash and cash equivalents at the end of the year, net	34	**1,163**	**1,242**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

ACCOUNTING POLICIES

1 ORGANISATION

Kuehne + Nagel International AG (the Company) is incorporated in Schindellegi (Feusisberg), Switzerland. The Company is one of the world's leading global logistics providers. Its strong market position lies in the seafreight, airfreight, overland and contract logistics business.

The Consolidated Financial Statements of the Company for the year ended December 31, 2014, comprise the Company, its subsidiaries (the Group) and its interests in joint ventures.

2 STATEMENT OF COMPLIANCE

The Consolidated Financial Statements have been prepared in accordance with International Financial Reporting Standards (IFRSs).

3 BASIS OF PREPARATION

The Consolidated Financial Statements are presented in Swiss Francs (CHF) million and are based on the individual financial statements of the consolidated companies as of December 31, 2014. Those financial statements have been prepared in accordance with uniform accounting policies issued by the Group, which comply with the requirements of the International Financial Reporting Standards (IFRS) and Swiss law (Swiss Code of Obligation). The Consolidated Financial Statements 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 financial statements in accordance with IFRS requires the management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The actual result may differ from these estimates. Judgements made by the management in the application of IFRS that have a significant effect on the Consolidated Financial Statements and estimates with a significant risk of material adjustment in the future are shown in note 51.

The accounting policies are the same as those applied in the Consolidated Financial Statements for the year ended December 31, 2013, with the exception of the change in the income statement by correcting an error and not presenting anymore gross "turnover" in addition to "net turnover". Therefore, the income statement for the period from January 1, 2014, to December 31, 2014, does not present gross "turnover" and deductions from "customs duties and taxes", but begins with "net turnover". In line with IAS 8, comparative figures for 2013 have been adjusted accordingly. This change has no effect on any other line items presented in the financial statements. However, the Group considers gross "turnover" to be an important key performance indicator, especially in order to properly disclose the total credit risk it is exposed to. As such, gross "turnover" per reportable segment is regularly reported to the Management Board and therefore, continues to be included in the Group's Segment Reporting as shown in Note 20.

New, revised and amended standards that are effective for the 2014 reporting year are not applicable to the Group or do not have a significant impact on the Consolidated Financial Statements.

Adoption of new and revised standards and interpretations in 2015 and later

The following new, revised and amended standards and interpretations have been issued but are not yet effective and not applied early in the Consolidated Financial Statements of the Group. Their impact on the Consolidated Financial Statements has not yet been systematically analysed. A first assessment by the Group Management shows the expected effects as disclosed in the table below.

Standard/interpretation	Effective date	Planned application
Defined Benefit Plans: Employee Contributions – Amendments to IAS 19 [1]	1 July 2014	Reporting year 2015
Accounting for Acquisitions of Interests in Joint Operations – Amendments to IFRS 11 [1]	1 January 2016	Reporting year 2016
Clarification of Acceptable Methods of Depreciation and Amortisation – Amendments to IAS 16 and IAS 38 [1]	1 January 2016	Reporting year 2016
Sale or Contribution of Assets between an Investor and its Associate of Joint Venture – Amendments to IFRS 10 and IAS 28 [1]	1 January 2016	Reporting year 2016
Annual Improvements 2012–2014 Cycle [1]	1 January 2016	Reporting year 2016
Disclosure Initiative – Amendments to IAS 1 [1]	1 January 2016	Reporting year 2016
IFRS 15 – Revenue from Contracts with Customers [1]	1 January 2017	Reporting year 2017
IFRS 9 – Financial Instruments [1]	1 January 2018	Reporting year 2018

1 No or no significant impacts are expected on the Consolidated Financial Statements.

4 SCOPE OF CONSOLIDATION

The Group's significant subsidiaries and joint ventures are listed on pages 76 to 85. Significant changes in the scope of consolidation in 2014 relate to the following companies (for further information on the financial impact of the acquisitions refer to note 43):

Changes in the scope of consolidation 2014	Capital share acquired/disposed in per cent equals voting rights	Currency	Share capital in 1,000	Acquisition/incorporation/divestment date
Acquisition				
Cooltainer Holdings Ltd., New Zealand [1]	25	NZD	1,200	May 1, 2014
Incorporations				
Nacora Japan Insurance Solutions Ltd., Japan	100	JPY	9,900	Feb. 1, 2014
Kuehne & Nagel Information Center Ltd., China	100	CNY	1,000	March 1, 2014
Kuehne + Nagel Real Estate Pte. Ltd., Singapore	100	SGD	< 1	June 1, 2014
GFH Underwriting Agency Ltd., Canada	100	CAD	< 1	July 1, 2014
Kuehne + Nagel Company Ltd., Vietnam	100	VND	7,280,000	Aug. 1, 2014
Kuehne + Nagel Nevada, Inc., USA	100	USD	< 1	Sep. 1, 2014
Divestments				
Ibrakom group of companies [2]	60	USD	273	Nov. 6, 2014

1 The Group previously owned 75 per cent of the share capital and applied the full consolidation method.
2 Effective November 6, 2014, the Group has signed a share sale and purchase agreement with the minority shareholder Biskom International DMCC, Dubai, to sell its 60 per cent share in the Ibrakom group of companies for a total sales price of CHF 34.8 million. The profit recorded on the sale amounts to CHF 15.7 million.
The Ibrakom group of companies was operating in all Business Units of the group but its main business was in Overland. External turnover until the date of transaction in 2014 amounted to CHF 173 million (2013: CHF 144 million) and EBIT was CHF 22 million (2013: CHF 13 million).

Significant changes in the scope of consolidation for the year 2013 are related to the following companies (for further information on the financial impact of the acquisitions refer to note 43):

Changes in the scope of consolidation 2013	Capital share acquired in per cent equals voting rights	Currency	Share capital in 1,000	Acquisition/incorporation date
Acquisition				
Universal Freight Services LLC, Oman	70	OMR	250	Jan. 8, 2013
Incorporations				
Kuehne + Nagel Logistics Services Limited, Barbados	100	BBD	195	March 1, 2013
Kuehne + Nagel Ltd., Myanmar	100	USD	50	April 1, 2013
Kuehne + Nagel Real Estate Pty Ltd, Australia	100	AUD	–	Oct. 1, 2013
Kuehne + Nagel Solutions, France	100	EUR	10	Dec. 1, 2013
Nacora (Luxembourg) S.a.r.l., Luxembourg	100	EUR	50	Dec. 1, 2013

There were no significant divestments in 2013.

5 PRINCIPLES OF CONSOLIDATION

Business Combinations

Business combinations are accounted for by applying the acquisition method. The Group measures goodwill as the fair value of the consideration transferred (including the fair value of any previously held equity interest in the acquiree) and the recognised amount of any non-controlling interests in the acquiree, less the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date. If the excess is negative, a bargain purchase gain is recognised immediately in profit or loss.

The Group elects on a transaction-by-transaction basis whether to measure non-controlling interest at its fair value or at its proportionate share of the recognised amount of the identifiable net assets, at the acquisition date.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Group to the previous owners of the acquiree, equity interests issued by the Group and the fair value of any contingent consideration. If the contingent consideration is classified as equity, it is not re-measured, and settlement is accounted for within equity. Otherwise, subsequent changes to the fair value of the contingent consideration are recognised in profit or loss. The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in profit or loss.

Transaction costs other than those associated with the issue of debt or equity securities incurred in connection with a business combination are expensed as incurred.

Written put options held by non-controlling shareholders

If the Group has a potential obligation to purchase shares in a subsidiary from a non-controlling shareholder through a written put option, a liability is recognised at the present value of the redemption amount with a corresponding entry in equity. If a non-controlling shareholder still has present access to the economic benefits associated with the underlying ownership interest, the non-controlling interest in the subsidiary continues to be recognised as a separate component in equity.

The liability is re-estimated at each reporting date. Any subsequent changes in the liability's carrying amount are recognised in profit or loss.

Acquisitions and disposals of non-controlling interests

Changes in the parent's ownership interest in a subsidiary after having obtained control that do not result in a loss of control are accounted for as transactions with owners in their capacity as owners, and the effect of such transactions is recognised in equity. No goodwill is recognised as a result of acquisition of non-controlling interests, and no gain or loss on disposals of non-controlling interests is recognised in profit or loss. Adjustments to non-controlling interests are based on a proportionate amount of the net assets of the subsidiary.

Subsidiaries

The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Subsidiaries are companies controlled, directly or indirectly, by the Group. This control is normally evidenced if the Group owns, either directly or indirectly, more than 50 per cent of the voting rights, whereby potential voting rights of a company are also considered. Subsidiaries are included in the Consolidated Financial Statements by the full consolidation method as from the date on which control is transferred to the Group until the date control ceases. The non-controlling interests in equity as well as earnings for the period are reported separately in the Consolidated Financial Statements.

Disposal of subsidiaries

When the Group ceases to have control over a subsidiary, it derecognises the assets and liabilities of the respective subsidiary as well as any related non-controlling interest and other components of equity. Any resulting gain or loss is recognised in the income statement. Amounts previously recognised in other comprehensive income are reclassified to the income statement. Any retained interest in the former subsidiary is remeasured to its fair value at the date when the control is lost.

Associates and joint ventures

Associates are companies over which the Group has significant influence but which it does not control. Significant influence is normally evidenced if the Group owns 20 per cent or more of the voting or potential voting rights. Joint ventures are contractual arrangements in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in associates and joint ventures are accounted for using the equity method. They are initially recognised at cost, including transaction costs. Subsequent to initial recognition, the Group’s share of the profit or loss and other comprehensive income of associates and joint ventures is included in the Group’s financial statements, until the date significant influence or joint control ceases.

Transactions eliminated on consolidation

Intra-group balances, transactions, income and expenses are eliminated in preparing the Consolidated Financial Statements.

Foreign exchange translation
Financial statements of consolidated companies are prepared in their respective functional currencies and translated into CHF (the Group's presentation currency) as of year-end. Assets and liabilities, including goodwill and fair value adjustments arising on consolidation, are translated at year-end exchange rates and all items included in the income statement are translated at average exchange rates for the year, which approximate actual rates. Exchange differences originating from such translation methods have no impact on the income statement since they are recognised in other comprehensive income.

Transactions in foreign currencies in individual subsidiaries are translated into the functional currency at actual rates of the transaction day. Monetary assets and liabilities are translated at year-end rates. Non-monetary assets and liabilities that are stated at historical cost are translated at actual rates of the transaction day. Non-monetary assets and liabilities that are stated at fair value, are translated at the rate at the date the values are determined. Exchange differences arising on the translation are included in the income statement.

The major foreign currency conversion rates applied are as follows:

Income statement and cash flow statement (average rates for the year)

Currency	2014 CHF	Variance per cent	2013 CHF
EUR 1.–	1.2146	–1.2	1.2296
USD 1.–	0.9158	–0.9	0.9237
GBP 1.–	1.5071	4.0	1.4492

Balance sheet (year-end rates)

Currency	Dec. 2014 CHF	Variance per cent	Dec. 2013 CHF
EUR 1.–	1.2028	–1.8	1.2252
USD 1.–	0.9877	10.8	0.8916
GBP 1.–	1.5375	4.6	1.4697

6 FINANCIAL ASSETS AND LIABILITIES

The accounting policy applied to financial instruments depends on their classification. The Group's financial assets and liabilities are classified into the following categories:

- The category **financial assets or liabilities at fair value through profit or loss** includes financial assets or liabilities held for trading and financial assets designated as such upon initial regognition. There are no financial liabilities that, upon initial recognition, have been designated at fair value through profit or loss.
- **Loans and receivables** are carried at amortised cost, calculated by using the effective interest rate method, less allowances for impairment.
- **Financial assets/investments available for sale** include all financial assets/investments not assigned to one of the above mentioned categories. These might include investments in affiliates that are not associates or joint ventures and investments in bonds and notes. Financial assets/investments available for sale are recognised at fair value, changes in value (after tax) are recognised directly in other comprehensive income until the assets are sold, at which time the amount reported in other comprehensive income is transferred to the income statement. As of December 31, 2014 and 2013, the Group did not have any financial assets/investments available for sale.
- **Financial liabilities** that are not at fair value through profit or loss, are carried at amortised cost calculated by using the effective interest rate method.

Derivatives and hedge accounting

Derivative financial instruments (foreign exchange contracts) are used to hedge the foreign exchange exposures on outstanding balances in the Group's internal clearing system, centralised at the head office. Given that the Group's hedging activities are limited to hedges of recognised foreign currency monetary items, the Group does not apply hedge accounting under IAS 39. Derivatives are carried at fair value, and all changes in fair value are recognised immediately in the income statement as part of financial income or expenses. All derivatives with a positive fair value would be disclosed as derivative assets and included in the line "financial investments" on the balance sheet, while all derivatives with a negative fair value would be disclosed as derivative liabilities and included in the line current "other liabilities".

Impairment of financial assets

If there is any indication that a financial asset (loans and receivables) or financial assets/investments available for sale may be impaired, its recoverable amount is calculated. The recoverable amount of the Group's loans and receivables is calculated as the present value of expected future cash flows, discounted at the original effective interest rate inherent in the asset. Receivables with a short duration are not discounted.

Trade receivables are reported at their anticipated recoverable amounts. The allowance for bad debts is determined based on an individual basis or on a portfolio basis, where there is objective evidence that impairment losses have been incurred. The allowance account is used to record impairment losses unless the Group is satisfied that no recovery of the amount due is possible; at that point the amount considered irrecoverable is written off against the financial assets directly.

If an asset's recoverable amount is less than its carrying amount, the asset is written down to its recoverable amount. All resultant impairment losses (after reversing previous revaluations recognised in other comprehensive income of available for sale equity securities) are recognised in the income statement.

An impairment loss in respect of a financial asset is reversed if there is a subsequent increase in recoverable amount that can be related objectively to an event occurring after the impairment loss was recognised. Reversals of impairment losses are recognised in the income statement, with the exception for reversals of impairment losses on available for sale equity securities, for which any reversals are recognised in other comprehensive income.

7 SEGMENT REPORTING

A reportable segment is a component of the Group that engages in business activities from which it earns revenues and incurs expenses, including revenues and expenses that relate to transactions with any of the Group's other components. Refer to note 20 for additional information about the segments of the Group.

8 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are included in the Consolidated Financial Statements at cost less accumulated depreciation and accumulated impairment losses. The depreciation is calculated on a straight line basis considering the expected useful life of the individual assets. The estimated useful lives for the major categories are:

Category	Years
Buildings	40
Vehicles	4–10
Leasehold improvements	5
Office machines	4
IT hardware	3
Office furniture	5

If parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment. Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other expenditure is recognised in the income statement as an expense as incurred.

9 LEASES

Leases that transfer substantially all the risks and rewards of ownership of the leased asset to the Group are classified as finance leases. Other leases are classified as operating leases.

Assets leased under finance leases are included at the present value of the future minimum lease payments or their fair value if lower, less accumulated depreciation and accumulated impairment losses. If there is a reasonable certainty that the Group will obtain ownership by the end of the lease term, leased assets are depreciated over their useful life. Otherwise, leased assets are depreciated over the shorter of the lease term and their useful life. The interest portion of the lease payments is expensed through the income statement based on the effective interest rate inherent in the lease.

Operating lease payments are treated as operating cost and charged to the income statement on a straight line basis over the lease period unless another basis is more appropriate to reflect the pattern of benefits to be derived from the leased asset.

Any gain or loss from sale and lease-back transaction resulting in operating leases is taken directly to the income statement if the transaction is established at fair value. If the transaction is established below fair value, any loss that is compensated by future lease payments at below market price is deferred and amortised over the length of the period the asset is expected to be used. Any other loss is recognised in the income statement immediately. If the transaction is established above fair value the gain arising from the transaction is deferred and amortised over the period the asset is expected to be used. If the fair value at the time of the sale and lease-back transaction is less than the carrying amount of the asset, a loss equal to the difference between the carrying amount and the fair value is recognised immediately.

10 INTANGIBLES

Goodwill

All business combinations are accounted for by applying the acquisition method. Goodwill arising from an acquisition represents the fair value of the consideration transferred (including the fair value of any previously held equity interest in the acquiree) and the recognised amount of any non-controlling interests in the acquiree, less the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed. Goodwill is allocated to cash-generating units.

Goodwill is stated at cost less accumulated impairment losses. Goodwill is tested annually for impairment at year-end. However, if there is an indication that goodwill would be impaired at any other point in time, an impairment test is performed.

Other intangibles

Other identifiable intangibles (i.e. software, customer lists, customer contracts, etc.) purchased from third parties or acquired in a business combination are separately recognised as intangibles, and are stated at cost less accumulated amortisation and accumulated impairment losses. Intangibles acquired in a business combination are recognised separately from goodwill if they are subject to contractual or legal rights or are separately transferable. Software is amortised over its estimated useful life, three years maximum. Other intangibles are amortised on a straight line basis over their estimated useful life (up to ten years maximum). There are no intangibles with indefinite useful life recognised in the Group's balance sheet.

11 CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash at banks and in hand as well as short-term deposits and highly liquid investments with a term of three months or less from the date of acquisition that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value. For the purpose of the consolidated cash flow statement, cash and cash equivalents consist also of bank overdrafts that are repayable on demand as forming an integral part of the Group's cash management.

12 IMPAIRMENT OF NON-FINANCIAL ASSETS

The carrying amounts of the Group's investments in associates and joint ventures, its intangibles and property, plant and equipment, are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. Goodwill is tested for impairment every year. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount.

Calculation of a recoverable amount

The recoverable amount of an asset is the greater of its fair value less costs of disposal and its value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

Reversals of impairment losses

An impairment loss recognised for goodwill is not reversed. In respect to other assets, an impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

13 SHARE CAPITAL

Shares

Incremental costs directly attributable to the issue of shares and share options are recognised as a deduction from equity.

Treasury shares

When share capital recognised as equity is repurchased, the amount of the consideration paid, which includes directly attributable costs, net of any tax effects, is recognised as a deduction from equity. Repurchased shares are classified as treasury shares and are presented as a deduction from total equity. When treasury shares are sold or reissued subsequently, the amount received is recognised as an increase in equity, and the resulting surplus or deficit on the transaction is transferred to/from the share premium.

14 PROVISIONS

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event if it is probable that an outflow of resources will be required to settle the obligation and the amount of the obligation can be estimated reliably. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. The provision is classified in non-current liabilities in case the expected timing of the payment of the amounts provided for is more than 1 year.

15 PENSION PLANS, SEVERANCE PAYMENTS AND SHARE-BASED COMPENSATION PLANS

Some consolidated companies maintain pension plans in favour of their personnel in addition to the legally required social insurance schemes. The pension plans partly exist as independent trusts and are operated either under a defined contribution or a defined benefit plan.

Defined benefit plans

The aggregate of the present value of the defined benefit obligation and the fair value of plan assets for each plan is recorded in the Balance Sheet as net defined benefit liability or net defined benefit asset. The discount rate is the yield at the reporting date on "AA" credit-rated bonds that have maturity dates approximating the terms of the Group's obligations and that are denominated in the same currency in which benefits are expected to be paid. The calculation is performed by an independent, qualified actuary using the projected unit credit method.

All actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Defined contribution plans

Obligations for contributions to defined contribution pension plans are recognised in the income statement as an expense in the periods during which services are rendered by the employees.

Severance payments

The Group provides severance benefits to employees as legally required in certain countries, which are accounted for as defined benefit plans if material.

Share-based compensation plans

Share Matching Plan (SMP)

The Company implemented a share-based compensation plan effective August 7, 2012, referred to as "Share Matching Plan" (SMP) that replaced the "Share Purchase and Option Plan" (SPOP) implemented in 2001. This new long-term incentive plan allows selected employees of the Group to acquire shares of the Company with a discount compared to the actual share price at a specified date; such shares are blocked for three years, give its holder immediate voting rights and rights to receive dividends.

For each share purchased, the Company will match additional shares upon completion of a three years' vesting period and service condition during the same period. The level of the share match (share match ratio) is defined based on the performance of the Group achieved over the three financial years in the vesting period against defined targets.

When employees purchase shares at a discounted price, the difference between the fair value of the shares at purchase date and the purchase price of the shares is recognised as a personnel expense with a corresponding increase in equity. The fair value of the shares granted is measured at the market price of the Company's shares.

The fair value of shares matched under SMP is recognised as a personnel expense with a corresponding increase in equity. The fair value of matched shares is equal to the market price at grant date reduced by the present value of the expected dividends during the vesting period and recognised as personnel expense over the relevant vesting periods. The amount expensed is adjusted to reflect actual and expected levels of vesting.

For further details about the SMP refer to note 37.

Share Purchase and Option Plan (SPOP)
The Group's previous share purchase and option plan was discontinued as of July 1, 2012. It allowed selected employees of the Group to acquire shares of the Company at a reduced price at a specified date; such shares are blocked for three years, give its holder immediate voting rights and rights to receive dividends. For each share purchased under this plan, the Company granted two options to the participants. Each option entitled the participant to purchase one share of the Company at a pre-defined price upon completion of the three years vesting period and service condition during the same period.

When employees purchase shares at a discounted price, the difference between the fair value of the shares at purchase date and the purchase price of the shares is recognised as a personnel expense with a corresponding increase in equity. The fair value of the shares granted is measured at the market price of the Company's shares.

The fair value of options granted under SPOP was recognised as a personnel expense with a corresponding increase in equity. The fair value of the granted options is calculated using the lattice binomial model and is measured at grant date and recognised as personnel expense over the relevant vesting periods. The amount expensed is adjusted to reflect actual and expected levels of vesting.

For further details about the SPOP, refer to note 37.

16 REVENUE RECOGNITION

The Company generates its revenues from four principal services: 1) Seafreight, 2) Airfreight, 3) Overland and 4) Contract Logistics. Revenues reported in each of these reportable segments include revenues generated from the principal service as well as revenues generated from services like customs clearance, export documentation, import documentation, door-to-door service, and arrangement of complex logistics supply movement, that are incidental to the principal service.

In Seafreight, Airfreight and Overland the Group generates the majority of its revenues by purchasing transportation services from direct (asset-based) carriers and selling a combination of those services to its customers. In its capacity of arranging carrier services, the Group issues a contract of carriage to customers. Revenues related to shipments are recognised based upon the terms in the contract of carriage. Revenues from other services, including providing services at destination, are recognised when the service is rendered.

In Contract Logistics the principal services are related to customer contracts for warehousing and distribution activities. Based on the customer contracts, revenues are recognised when service is rendered.

A better indication of performance in the logistics industry compared to the turnover is the gross profit. The gross profit represents the difference between the turnover and the cost of services rendered by third parties for all reportable segments.

17 INTEREST EXPENSES AND INCOME

Interest income is recognised as it accrues using the effective interest method.

Borrowing costs that are not directly attributable to an acquisition, construction, or production of a qualifying asset are recognised in the income statement by using the effective interest method. The Group has not capitalised any borrowing costs as it does not have any qualifying assets.

18 INCOME TAXES

Income tax on earnings for the year comprises current and deferred tax. Both current and deferred tax are recognised in the income statement, except to the extent that the tax relates to business combinations or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantially enacted at the balance sheet date and any adjustment to tax payable for previous years.

Deferred tax is recognised based on the balance sheet liability method, on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax base. The following temporary differences are not accounted for: initial recognition of goodwill, initial recognition of assets or liabilities that affects neither accounting nor taxable profit, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax recognised is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantially enacted at the balance sheet date.

A deferred tax asset in respect of temporary differences or unused tax losses is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

19 NON-CURRENT ASSETS HELD FOR SALE AND DISCONTINUED OPERATIONS

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than from continuing use. The asset (or disposal group) must be available for immediate sale in its present condition and the sale must be highly probable. Immediately before classification as held for sale, the measurement of the assets (and all assets and liabilities in a disposal group) is updated in accordance with applicable IFRS. Then, on initial classification as held for sale, non-current assets and disposal groups are recognised at the lower of carrying amount and fair value less costs to sell. Impairment losses on initial classification as held for sale are included in the income statement. Intangible assets and property, plant and equipment once classified as held for sale are not amortised or depreciated.

A discontinued operation is a component of the Group’s business that represents a separate major line of business or geographical area of operations or is a company acquired exclusively with a view to resale. Classification as a discontinued operation occurs upon disposal or, if earlier, when the operation meets the criteria to be classified as held for sale.

OTHER NOTES

20 SEGMENT REPORTING

a) Reportable segments

The Group provides integrated logistics solutions across customer's supply chains using its global logistics network. Until December 31, 2013, the business was divided into six reportable segments namely Seafreight, Airfreight, Road & Rail Logistics, Contract Logistics, Real Estate and Insurance Brokers. As of January 1, 2014, the Kuehne + Nagel Group has amended the internal management and reporting structure. The activities of the former segment Insurance Brokers are now included in the segment Seafreight due to insurance activities being mainly related to brokerage of insurance coverage for marine liability provided for the segment Seafreight. The activities of the former segment Real Estate have been included into the segment Contract Logistics due to these activities mainly being related to internal rent of facilities for the segment Contract Logistics. To facilitate comparability between the years, 2013 segment reporting data have been restated. The segment Road & Rail Logistics has been renamed to Overland.

The four reportable segments, **Seafreight, Airfreight, Overland 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 Seafreight, Airfreight and Overland is the usage of a single transportation mode within a reportable segment. In addition to common business processes and management routines, an identical main transportation mode is used within a reportable segment. For the reportable segment Contract Logistics the services performed are related to customer contracts for warehousing and distribution activities, whereby services performed are storage, handling and distribution.

Pricing between segments is determined on an arm's length basis. 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 "elimination" is eliminations of turnover and expenses between segments. All operating expenses are allocated to the segments and included in the EBIT.

b) Geographical information

The Group operates on a worldwide basis in the following geographical areas: **Europe, Americas, Asia-Pacific and Middle East, Central Asia and Africa**. All products and services are provided in each of these geographical regions. The regional revenue is based on the geographical location of the customers invoiced, and regional assets are based on the geographical location of assets.

c) Major customers

There is no single customer who represents more than 10 per cent of the Group's total revenue.

a) Reportable segments

CHF million	Total Group 2014	Total Group 2013	Seafreight [1] 2014	Seafreight [1] 2013	Airfreight 2014	Airfreight 2013	Overland 2014	Overland 2013
Turnover (external customers)	21,291	20,929	9,240	9,118	4,207	4,143	3,019	3,059
Inter-segment turnover	–	–	1,701	1,694	2,313	2,299	1,349	1,375
Customs duties and taxes	–3,790	–3,751	–2,499	–2,479	–650	–662	–257	–253
Net turnover	17,501	17,178	8,442	8,333	5,870	5,780	4,111	4,181
Net expenses for services	–11,213	–10,921	–7,129	–7,014	–4,990	–4,903	–3,213	–3,279
Gross profit	6,288	6,257	1,313	1,319	880	877	898	902
Total expenses	–5,283	–5,295	–890	–890	–623	–630	–829	–869
EBITDA	1,005	962	423	429	257	247	69	33
Depreciation of property, plant and equipment	–136	–143	–15	–15	–12	–13	–17	–20
Amortisation of other intangibles	–50	–57	–10	–9	–7	–12	–22	–21
Impairment of other intangibles	–	–1	–	–	–	–	–	–
EBIT (segment profit/(loss))	819	761	398	405	238	222	30	–8
Financial income	3	5						
Financial expenses	–4	–6						
Result from joint ventures and associates	6	7	5	3	–	–	–	3
Earnings before tax (EBT)	824	767						
Income tax	–180	–160						
Earnings for the year	644	607						
Attributable to:								
Equity holders of the parent company	633	597						
Non-controlling interests	11	10						
Earnings for the year	644	607						
Additional information not regularly reported to the CODM								
Reportable non-current segment assets	1,919	1,928	86	90	65	71	293	298
Segment assets	6,603	6,374	1,298	1,198	734	652	715	764
Segment liabilities	4,150	3,816	1,290	1,176	701	616	673	669
Allocation of goodwill	695	688	43	43	37	39	214	214
Allocation of other intangibles	49	89	5	12	7	13	29	48
Capital expenditure property, plant and equipment	186	181	18	15	12	14	22	20
Capital expenditure other intangibles	10	7	3	2	2	1	2	1
Non-cash expenses	190	66	39	14	24	4	48	10

1 2013 segment reporting of Seafreight and Contract Logistics is restated due to the change in reportable segments as explained on page 27.

	Contract Logistics [1]		Total Reportable Segments		Eliminations		Unallocated Corporate	
	2014	2013	2014	2013	2014	2013	2014	2013
	4,825	**4,609**	**21,291**	**20,929**	**–**	**–**	**–**	**–**
	146	176	5,509	5,544	–5,509	–5,544	–	–
	–384	–357	–3,790	–3,751	–	–	–	–
	4,587	**4,428**	**23,010**	**22,722**	**–5,509**	**–5,544**	**–**	**–**
	–1,390	–1,269	–16,722	–16,465	5,509	5,544	–	–
	3,197	**3,159**	**6,288**	**6,257**	**–**	**–**	**–**	**–**
	–2,941	–2,906	–5,283	–5,295	–	–	–	–
	256	**253**	**1,005**	**962**	**–**	**–**	**–**	**–**
	–92	–95	–136	–143	–	–	–	–
	–11	–15	–50	–57	–	–	–	–
	–	–1	–	–1	–	–	–	–
	153	142	819	761	–	–	–	–
	1	1	6	7	–	–	–	–
	1,475	1,469	1,919	1,928	–	–	–	–
	2,344	2,248	5,091	4,862	–	–	1,512	1,512
	1,224	1,085	3,888	3,546	–	–	262	270
	401	392	695	688	–	–	–	–
	8	16	49	89	–	–	–	–
	134	132	186	181	–	–	–	–
	3	3	10	7	–	–	–	–
	79	38	190	66	–	–	–	–

b) Geographical information

CHF million	Total Group 2014	Total Group 2013	Europe 2014	Europe 2013	Americas 2014	Americas 2013
Turnover (external customers)	21,291	20,929	12,778	12,530	4,714	4,676
Inter-regional turnover	–	–	3,392	3,398	808	757
Customs duties and taxes	–3,790	–3,751	–2,042	–1,973	–822	–856
Net turnover	17,501	17,178	14,128	13,955	4,700	4,577
Net expenses for services	–11,213	–10,921	–9,655	–9,518	–3,690	–3,549
Gross profit	6,288	6,257	4,473	4,437	1,010	1,028
Total expenses	–5,283	–5,295	–3,918	–3,915	–828	–844
EBITDA	1,005	962	555	522	182	184
Depreciation of property, plant and equipment	–136	–143	–96	–107	–20	–20
Amortisation of other intangibles	–50	–57	–41	–48	–6	–5
Impairment of other intangibles	–	–1	–	–1	–	–
EBIT	819	761	418	366	156	159
Financial income	3	5				
Financial expenses	–4	–6				
Result from joint ventures and associates	6	7	6	7	–	–
Earnings before tax (EBT)	824	767				
Income tax	–180	–160				
Earnings for the year	644	607				
Attributable to:						
Equity holders of the parent company	633	597				
Non-controlling interests	11	10				
Earnings for the year	644	607				
Reportable non-current assets	1,919	1,928	1,545	1,592	205	195
Additional information not regularly reported to the CODM						
Segment assets	6,603	6,374	3,420	3,339	984	865
Segment liabilities	4,150	3,816	2,699	2,478	626	531
Allocation of goodwill	695	688	553	555	111	104
Allocation of other intangibles	49	89	41	74	5	9
Capital expenditure property, plant and equipment	186	181	107	128	26	20
Capital expenditure other intangibles	10	7	8	7	2	–
Non-cash expenses	190	66	157	61	25	–4

	Asia-Pacific		Middle East, Central Asia and Africa		Eliminations		Unallocated Corporate	
	2014	2013	2014	2013	2014	2013	2014	2013
	2,239	**2,162**	**1,560**	**1,561**	–	–	–	–
	1,046	1,124	263	266	–5,509	–5,545	–	–
	–365	–326	–561	–596	–	–	–	–
	2,920	**2,960**	**1,262**	**1,231**	**–5,509**	**–5,545**	–	–
	–2,353	–2,397	–1,024	–1,002	5,509	5,545	–	–
	567	**563**	**238**	**229**	–	–	–	–
	–366	–362	–171	–174	–	–	–	–
	201	**201**	**67**	**55**	–	–	–	–
	–13	–10	–7	–6	–	–	–	–
	–3	–3	–	–1	–	–	–	–
	–	–	–	–	–	–	–	–
	185	**188**	**60**	**48**	–	–	–	–
	–	–	–	–	–	–	–	–
	115	**88**	**54**	**53**	–	–	–	–
	434	371	253	287	–	–	1,512	1,512
	382	344	181	193	–	–	262	270
	25	23	6	6	–	–	–	–
	3	6	–	–	–	–	–	–
	45	19	8	14	–	–	–	–
	–	–	–	–	–	–	–	–
	4	3	4	6	–	–	–	–

b) Geographical information
Country information

The following countries individually constitute more than 10 per cent of the Group's non-current assets or of its net turnover. In addition, Switzerland is reported being the country, where the ultimate holding company of the Group is registered.

	2014		2013	
Countries CHF million	Reportable non-current assets	Net turnover	Reportable non-current assets	Net turnover
France [1]	522	1,500	550	1,458
Germany [1]	452	3,155	443	3,165
Great Britain [1]	229	1,615	230	1,508
Switzerland [1]	5	281	6	258
USA [2]	109	2,080	96	1,852
Others	602	8,870	603	8,937
Total	**1,919**	**17,501**	**1,928**	**17,178**

1 Part of region Europe.
2 Part of region Americas.

21 PERSONNEL EXPENSES

CHF million	2014	2013
Salaries and wages	3,019	2,947
Social expenses and benefits	630	667
Expenses for share-based compensation plans	13	5
Expenses for pension plans		
– defined benefit plans	23	23
– defined contribution plans	58	57
Other	21	36
Total	**3,764**	**3,735**

22 SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

CHF million	2014	2013
Administration	211	205
Communication	71	75
Travel and promotion	79	75
Vehicles	249	271
Operating expenses	236	236
Facilities	689	686
Bad debt and collection expenses	7	14
Total	**1,542**	**1,562**

23 OTHER OPERATING INCOME/EXPENSES, NET

CHF million	2014	2013
Gain on disposal of property, plant and equipment	10	10
Gain on disposal of an associate	–	1
Gain on disposal of subsidiaries	16	–
Loss on disposal of property, plant and equipment	–1	–2
Other operating expenses	–2	–7
Total	**23**	**2**

24 FINANCIAL INCOME AND EXPENSES

CHF million	2014	2013
Interest income	3	4
Exchange differences, net	–	1
Financial income	**3**	**5**
Interest expenses	–4	–6
Financial expenses	**–4**	**–6**
Net financial result	**–1**	**–1**

25 INCOME TAX

CHF million	2014	2013
Current tax expense		
– in current year	182	175
– under/(over)-provided in previous years	5	2
	187	**177**
Deferred tax expense from		
– changes in temporary differences	–7	–17
Income tax	**180**	**160**

Income tax of CHF 52 million (2013: CHF 19 million) relating to actuarial gains and losses of CHF 105 million before tax (2013: CHF 27 million) arising from defined benefit plans is recognised in other comprehensive income.

Reconciliation of the effective tax rate

The contributing factors for the difference between the expected tax rate (the Group's overall expected tax rate is calculated as the weighted average tax rate based on earnings before tax of each subsidiary and can change on a yearly basis) and the effective tax are as follows:

CHF million	2014	per cent	2013	per cent
Earnings before tax according to the income statement	824		767	
Income tax/expected tax rate	**156**	**19.0**	**144**	**18.8**
Tax effect on				
– tax exempt (income)/non-deductible expenses	5	0.6	2	0.3
– tax losses (utilised)/expired	–4	–0.5	–4	–0.5
– under/(over)-provided in previous years	5	0.6	2	0.3
– unrecoverable withholding taxes	18	2.1	16	2.1
Income tax/effective tax rate	**180**	**21.8**	**160**	**21.0**

Deferred tax assets and liabilities

	Assets		Liabilities		Net	
CHF million	Dec. 31, 2014	Dec. 31, 2013	Dec. 31, 2014	Dec. 31, 2013	Dec. 31, 2014	Dec. 31, 2013
Property, plant and equipment	27	29	–60	–64	–33	–35
Goodwill and other intangibles	23	25	–39	–41	–16	–16
Trade receivables	21	19	–2	–1	19	18
Other receivables	4	3	–27	–23	–23	–20
Finance lease obligations	8	11	–	–	8	11
Provisions for pension plans and severance payments	74	21	–	–1	74	20
Other liabilities	61	56	–7	–6	54	50
Tax value of loss carry-forwards recognised	6	8	–	–	6	8
Tax assets/(liabilities)	**224**	**172**	**–135**	**–136**	**89**	**36**

The recognised deferred tax assets relating to tax losses carried forward are expected to be used by the end of the next three years at the latest.

Unrecognised deferred tax assets

CHF million	2014 Unused tax losses	2014 Unrecognised deferred tax asset on unused tax losses	2013 Unused tax losses	2013 Unrecognised deferred tax asset on unused tax losses
Balance as of December 31	193	55	186	48

It is not probable that future taxable profits will be available against which the unrecognised deferred tax assets can be used. CHF 51 million (2013: CHF 43 million) of unrecognised deferred tax assets is relating to tax losses that do not expire.

26 EARNINGS PER SHARE

The following reflects the data used in the basic and diluted earnings per share computations for the years ending December 31.

Earnings per share	2014	2013
Earnings for the year attributable to the equity holders of the parent company in CHF million	**633**	**597**
Weighted average number of ordinary shares outstanding during the year	119,880,480	119,813,251
Dilutive effect on number of shares outstanding:		
Share-based compensation plans	119,520	130,040
Adjusted weighted number of ordinary shares applicable to diluted earnings per share	120,000,000	119,943,291
Basic earnings per share in CHF	**5.28**	**4.98**
Diluted earnings per share in CHF	**5.28**	**4.98**

27 PROPERTY, PLANT AND EQUIPMENT

2014

CHF million	Properties including buildings on third parties' land	Other operating and office equipment	Properties, buildings under finance leases	Other operating and office equipment under finance leases	Total
Cost					
Balance as of January 1, 2014	902	741	147	39	1,829
Additions	49	137	–	–	186
Disposals	–11	–72	–	–3	–86
Adjustments/transfers	1	–1	–	–	–
Effect of movements in foreign exchange	–10	–	–3	–	–13
Balance as of December 31, 2014	**931**	**805**	**144**	**36**	**1,916**
Accumulated depreciation and impairment losses					
Balance as of January 1, 2014	153	486	6	33	678
Depreciation charge for the year	21	111	2	2	136
Disposals	–4	–62	–	–3	–69
Effect of movements in foreign exchange	–2	–2	–	–	–4
Balance as of December 31, 2014	**168**	**533**	**8**	**32**	**741**
Carrying amount					
As of January 1, 2014	**749**	**255**	**141**	**6**	**1,151**
As of December 31, 2014	**763**	**272**	**136**	**4**	**1,175**

Fire insurance value as of December 31, 2014: CHF 2,095 million. No restriction on the title exists except for items under finance leases as of December 31, 2014.

2013

CHF million	Properties including buildings on third parties' land	Other operating and office equipment	Properties buildings under finance leases	Other operating and office equipment under finance leases	Total
Cost					
Balance as of January 1, 2013	827	688	189	45	1,749
Additions	46	135	–	–	181
Disposals	–7	–72	–	–6	–85
Adjustments/transfers	42	3	–45	–	–
Effect of movements in foreign exchange	–6	–13	3	–	–16
Balance as of December 31, 2013	**902**	**741**	**147**	**39**	**1,829**
Accumulated depreciation and impairment losses					
Balance as of January 1, 2013	126	443	12	34	615
Depreciation charge for the year	20	116	3	4	143
Disposals	–1	–64	–	–5	–70
Adjustments/transfers	9	–	–9	–	–
Effect of movements in foreign exchange	–1	–9	–	–	–10
Balance as of December 31, 2013	**153**	**486**	**6**	**33**	**678**
Carrying amount					
As of January 1, 2013	**701**	**245**	**177**	**11**	**1,134**
As of December 31, 2013	**749**	**255**	**141**	**6**	**1,151**

Fire insurance value as of December 31, 2013: CHF 2,049 million. No restriction on the title exists except for items under finance leases as of December 31, 2013.

28 GOODWILL AND OTHER INTANGIBLES

2014

CHF million	Goodwill	Other intangibles [1]
Cost		
Balance as of January 1, 2014	701	648
Additions	–	10
Deletions	–	–5
Effect of movements in foreign exchange	8	–5
Balance as of December 31, 2014	**709**	**648**
Accumulated amortisation and impairment losses		
Balance as of January 1, 2014	13	559
Amortisation charge for the year	–	50
Deletions	–	–5
Effect of movements in foreign exchange	1	–5
Balance as of December 31, 2014	**14**	**599**
Carrying amount		
As of January 1, 2014	**688**	**89**
As of December 31, 2014	**695**	**49**

1 Other intangibles mainly comprise customer contracts/lists and software.

2013

CHF million	Goodwill	Other intangibles [1]
Cost		
Balance as of January 1, 2013	711	646
Additions	–	7
Deletions	–	–3
Effect of movements in foreign exchange	–10	–2
Balance as of December 31, 2013	**701**	**648**
Accumulated amortisation and impairment losses		
Balance as of January 1, 2013	17	505
Amortisation charge for the year	–	57
Impairment loss	–	1 [2]
Deletions	–	–3
Effect of movements in foreign exchange	–4	–1
Balance as of December 31, 2013	**13**	**559**
Carrying amount		
As of January 1, 2013	**694**	**141**
As of December 31, 2013	**688**	**89**

1 Other intangibles mainly comprise customer contracts/lists and software.
2 The impairment charge of CHF 1 million relates to other intangibles pertaining to the reportable segment Contract Logistics recognised upon the acquisition of ACR Group, Europe, due to loss of customer contracts.

Impairment testing of goodwill

The Group has performed impairment tests of goodwill at the end of the financial years 2014 and 2013. For the purpose of impairment testing, goodwill is allocated to cash-generating units which are expected to benefit from the synergies of the corresponding business combination. The goodwill impairment test is performed at the level of a cash-generating unit or a group of cash-generating units represented by a business unit in the respective country. The allocation of goodwill to reportable segments (business units) and geographical regions is further illustrated in note 20.

For the goodwill allocated to the cash-generating units, the impairment tests are based on calculations of value in use. Cash flow projections are based on actual operating results and three year business plans. Cash flows beyond the three year period are extrapolated by using estimated long-term growth rates. The growth rates do not exceed the long-term average growth rate for the logistics industry in which the cash-generating units operate. Future cash flows are discounted based on the weighted average cost of capital (WACC), taking into account risks that are specific to the cash-generating units.

Key assumptions used for value-in-use calculations of goodwill:

Business acquired	USCO Group	ACR Group, Europe [1]	Alloin Group, France	Multiple units [2]	Total
Year of acquisition	2001	2006	2009	2004–2012	
Carrying amount of goodwill in CHF million 2014	**87**	**293**	**87**	**228**	**695**
Carrying amount of goodwill in CHF million 2013	79	292	88	229	688
Cash-generating unit within segment	Contract Logistics	Contract Logistics	Overland	All Segments	
Basis for recoverable amount	Value in use	Value in use	Value in use	Value in use	
Pre-tax discount rate in per cent 2014	12.7	11.0–16.5	14.0	11.0–17.7	
Pre-tax discount rate in per cent 2013	13.1	11.6–17.4	13.4	11.5–18.1	
Projection period	3 years	3 years	3 years	3 years	
Terminal growth rate in per cent 2014	1.5	1.5	1.5	1.5	
Terminal growth rate in per cent 2013	1.5	1.5	1.5	1.5	

1 ACR Group, Europe, goodwill relates to Great Britain (2014: CHF 103 million; 2013: CHF 98 million), France (2014: CHF 68 million; 2013: CHF 69 million), Netherlands (2014: CHF 56 million; 2013: CHF 57 million) and other various countries (2014: CHF 66 million; 2013: CHF 68 million).

2 Including cash-generating units without significant goodwill Cordes & Simon Group, Germany (2014: CHF 38 million; 2013: CHF 38 million), G.L. Kayser Group, Germany (2014: CHF 36 million; 2013: CHF 36 million) and J. Martens Group, Norway (2014: CHF 25 million; 2013: CHF 28 million), RH Group, United Kingdom (2014: CHF 56 million; 2013: CHF 53 million), Cooltainer, New Zealand (2014: CHF 22 million; 2013: CHF 21 million), Eichenberg Group, Brazil (2014: CHF 17 million; 2013: CHF 17 million), J. Van de Put, Netherlands (2014: CHF 12 million; 2013: CHF 12 million).

Key assumptions have not changed compared with the previous year with the exception of discount rates used. For both 2014 and 2013, all recoverable amounts exceeded their carrying amounts and consequently no impairment of goodwill was recognised for the years 2014 and 2013.

Management considers that it is not likely for the assumptions used to change so significantly, as to eliminate the excess of recoverable amounts. A sensitivity analysis for the three major acquisitions – USCO Group, ACR Group and Alloin Group – has been prepared with the following outcome:

Sensitivity analysis of goodwill USCO Group

Amount of excess (+)/necessary impairment (–) in CHF million depending on:

CHF million	Discount rate			
Growth rate	13.0 per cent	14.0 per cent	15.0 per cent	16.0 per cent
0.0 per cent	36	28	20	14
0.5 per cent	40	31	23	16
1.0 per cent	44	34	25	18
1.5 per cent	48	37	28	21

Sensitivity analysis of goodwill ACR Group

Amount of excess (+)/necessary impairment (–) in CHF million depending on:

CHF million	Discount rate			
Growth rate	14.0 per cent	15.0 per cent	16.0 per cent	17.0 per cent
0.0 per cent	527	478	436	398
0.5 per cent	546	495	450	411
1.0 per cent	567	513	465	424
1.5 per cent	590	532	481	438

Sensitivity analysis of goodwill Alloin Group

Amount of excess (+)/necessary impairment (–) in CHF million depending on:

CHF million	Discount rate			
Growth rate	15.0 per cent	16.0 per cent	17.0 per cent	18.0 per cent
0.0 per cent	24	16	9	3
0.5 per cent	27	19	11	5
1.0 per cent	31	22	14	7
1.5 per cent	35	25	17	9

29 INVESTMENTS IN JOINT VENTURES AND ASSOCIATES

As of December 31, 2014, the following investments in joint ventures are held (all with 50 per cent voting rights/KN share):

- KN-ITS S.A.L., Lebanon
- Kuehne + Nagel Drinkflow Logistics Ltd., Great Britain
- Kuehne + Nagel Drinkflow Logistics (Holdings) Ltd., Great Britain
- Sindos Railcontainer Services S.A., Greece

The table below provides a summary of financial information on joint ventures (100 per cent):

CHF million	Dec. 31, 2014	Dec. 31, 2013
Non-current assets	51	51
Current assets	57	53
Total assets	**108**	**104**
Current liabilities	–44	–38
Equity	64	66
Kuehne + Nagel's share of equity (50%)	**32**	**33**
Net turnover	306	291
Earnings for the year	–	–

No significant investments in associates were held at December 31, 2014 and 2013.

30 WORK IN PROGRESS

This position increased from CHF 296 million in 2013 to CHF 307 million in 2014, which represents the same billing delay of 5.2 working days as in the previous year.

31 TRADE RECEIVABLES

CHF million	2014	2013
Trade receivables	2,686	2,510
Impairment allowance	–86	–84
Total trade receivables	**2,600**	**2,426**

The majority of all billing is done in the respective Group companies' own functional currencies and is mainly in EUR 43.0 per cent (2013: 43.6 per cent), USD 15.0 per cent (2013: 13.6 per cent) and GBP 8.8 per cent (2013: 9.0 per cent).

Trade receivables outstanding at year-end averaged 44.4 days (2013: 43.2 days). 93.8 per cent (2013: 94.2 per cent) of the total trade receivables were outstanding between 1 and 90 days.

No trade receivables are pledged in 2014 and 2013.

The Group has a credit insurance programme in place, covering trade receivables, focusing mainly on small and medium exposures. The credit insurance policy covers up to 80 per cent of the approved customer credit limit, excluding any items being more than 120 days past due. As a company policy, the Group excludes customers from its insurance program based on certain criteria (so-called blue chip companies).

The Group establishes an impairment allowance that represents its estimate of incurred losses in respect of trade receivables. The two components of this impairment allowance of CHF 86 million (2013: CHF 84 million) are:

– specific loss component that relates to individually significant exposure
– collective loss component based on historical experience.

Trade receivables with credit insurance cover are not included in the impairment allowance. The individual impairment allowance relates to specifically identified customers representing extremely high risk of being declared bankrupt, Chapter 11 customers in the USA and customers operating with significant financial difficulties (such as negative equity). The impairment allowance for individually significant exposures is CHF 55 million at year-end 2014 (2013: CHF 47 million).

The collective impairment allowance based on overdue trade receivables is estimated considering statistical information of past payment experience. The Group has established a collective impairment allowance of CHF 31 million (2013: CHF 37 million) which represents 2.5 per cent (2013: 3.4 per cent) of total outstanding trade receivables, excluding trade receivables with insurance cover (see above) and trade receivables included in the individual impairment allowance.

The majority of the trade receivables not past due relates to customers who have good payment records with the Group and are subject to yearly credit risk assessments. Therefore, the Group does not believe that an additional impairment allowance for these trade receivables is necessary.

	2014			2013		
CHF million	Gross (excluding insured receivables and individual allowance)	Collective allowance	Collective allowance per cent of subtotal	Gross (excluding insured receivables and individual allowance)	Collective allowance	Collective allowance per cent of subtotal
Not past due	941	–	–	773	–	–
Past due 1–30 days	192	–	–	191	–	–
Past due 31–90 days	65	3	5	72	4	5
Past due 91–180 days	27	3	10	18	2	10
Past due 181–360 days	21	21	100	23	23	100
More than 1 year	4	4	100	8	8	100
Total	**1,250**	**31**	**2.5**	**1,085**	**37**	**3.4**

The movement in the impairment allowance during the year was as follows:

	2014			2013		
CHF million	Individual allowance	Collective allowance	Total allowance	Individual allowance	Collective allowance	Total allowance
Balance as of January 1	47	37	84	44	31	75
Additional impairment losses recognised	20	10	30	20	12	32
Reversal of impairment losses and write-offs	–12	–16	–28	–17	–6	–23
Balance as of December 31	**55**	**31**	**86**	**47**	**37**	**84**

32 OTHER RECEIVABLES

CHF million	Dec. 31, 2014	Dec. 31, 2013
Receivables from tax authorities	25	26
Deposits	52	45
Sundry	80	36
Total other receivables	**157**	**107**
Income tax receivables	86	52
Total	**243**	**159**

Most of the other receivables are held in the respective Group companies' own functional currencies, which represents EUR 46.3 per cent (2013: 52.4 per cent), USD 4.8 per cent (2013: 6.0 per cent) and GBP 0.8 per cent (2013: 0.8 per cent).

33 FINANCIAL INVESTMENTS AND DERIVATIVE INSTRUMENTS

As of December 31, 2014 and 2013, no material financial investments and derivative instruments were held.

34 CASH AND CASH EQUIVALENTS

CHF million	Dec. 31, 2014	Dec. 31, 2013
Cash in hand	1	2
Cash at banks	466	1,095
Short-term deposits	703	158
Cash and cash equivalents	**1,170**	**1,255**
Bank overdraft	–7	–13
Cash and cash equivalents in the cash flow statement, net	**1,163**	**1,242**

The majority of the above mentioned cash and cash equivalents is held in commercial banks and managed centrally in order to limit currency risks. A netting system and a Group cash pool are in place which also further reduce the currency exposure. Most of the bank balances held by Group companies are in their respective functional currencies, which are mainly in CHF, EUR, USD and GBP.

35 EQUITY

Share capital and treasury shares 2014

2014		Balance Dec. 31			Jan. 1
Main shareholders	Registered shares of nominal CHF 1 per share	CHF million	Capital share per cent	Voting share per cent	Registered shares of nominal CHF 1 per share
Kuehne Holding AG, Schindellegi (Feusisberg)	63,900,000	64	53.3	53.3	63,900,000
Public shareholders	56,050,936	56	46.7	46.7	56,038,474
Entitled to voting rights and dividends	**119,950,936**	**120**	**100.0**	**100.0**	**119,938,474**
Treasury shares	49,064	–	–		61,526
Total	**120,000,000**	**120**	**100.0**		**120,000,000**

In 2014 the Company sold 446,715 (2013: 403,865) treasury shares for CHF 49 million (2013: CHF 39 million) under the share-based compensation plans. The Company also purchased 434,253 (2013: 200,000) treasury shares for CHF 53 million (2013: CHF 24 million).

On December 31, 2014, the Company had 49,064 treasury shares (2013: 61,526), of which 49,064 (2013: 61,526) are reserved under the share-based compensation plans; refer to note 37 for more information.

Dividends

The proposed dividend payments, subject to approval by the Annual General Meeting, is as follows:

Year	per share	CHF million	Dividend
2015	CHF 4.00	480	dividend
2015	CHF 3.00	360	extraordinary dividend

The dividend payment 2014 to owners amounted to CHF 3.85 per share and CHF 2.00 extraordinary dividend per share or CHF 701 million (2013: CHF 3.50 per share or CHF 419 million).

Share capital and treasury shares 2013

2013	Balance Dec. 31				Jan. 1
Main shareholders	Registered shares of nominal CHF 1 per share	CHF million	Capital share per cent	Voting share per cent	Registered shares of nominal CHF 1 per share
Kuehne Holding AG, Schindellegi (Feusisberg)	63,900,000	64	53.3	53.3	63,900,000
Public shareholders	56,038,474	56	46.7	46.7	55,834,609
Entitled to voting rights and dividends	**119,938,474**	**120**	**100.0**	**100.0**	**119,734,609**
Treasury shares	61,526	–	–		265,391
Total	**120,000,000**	**120**	**100.0**		**120,000,000**

Authorised and conditional share capital

The Annual General Meeting held on May 6, 2014, extended its approval of authorised share capital up to a maximum of CHF 20 million by another two years until May 6, 2016.

The Annual General Meeting held on May 2, 2005, approved a conditional share capital increase up to a maximum of CHF 12 million and to add a respective section in the Articles of Association.

The Annual General Meeting held on May 8, 2012, approved a conditional share capital increase up to a maximum of CHF 20 million for the provision of the employee share-based compensation plans of the Company.

So far no use has been made of these rights. There is no resolution of the Board of Directors outstanding for further issuance of either authorised or conditional capital.

Capital Management

The Group defines the capital managed as the Group's total equity including non-controlling interests. The Group's main objectives when managing capital are:

- To safeguard the Group's ability to continue as a going concern, so that it can continue to provide services to its customers;
- To provide an adequate return to investors based on the level of risk undertaken;
- To have the necessary financial resources available to allow the Group to invest in areas that may deliver future benefits for customers and investors.

Capital is monitored on the basis of the equity ratio and its development is shown in the table below:

CHF million	2014	2013	2012	2011	2010
Total equity	2,453	2,558	2,425	2,405	2,378
Total assets	6,603	6,374	6,279	6,141	5,941
Equity ratio in per cent	37.1	**40.1**	**38.6**	**39.2**	**40.0**

The Group is not subject to regulatory capital adequacy requirements as known in the financial services industry.

36 PROVISIONS FOR PENSION PLANS AND SEVERANCE PAYMENTS

The Group maintains defined benefit pension plans as well as defined contribution plans. Retirement benefits vary from plan to plan reflecting applicable local practices and legal requirements. Retirement benefits are based on years of credited service and compensation as defined in the respective plan.

Overview of provisions for pension plans and severance payments

CHF million	Pension plans	Severance payments	Total
Balance as of January 1, 2013	**320**	**37**	**357**
Provisions made	24	5	29
Provisions used	–16	–5	–21
Actuarial (gains)/losses recognised in other comprehensive income	–27	–	–27
Effect of movements in foreign exchange	3	–1	2
Balance as of December 31, 2013	**304**	**36**	**340**
Provisions made	23	7	30
Provisions used	–18	–5	–23
Actuarial (gains)/losses recognised in other comprehensive income	105	–	105
Effect of movements in foreign exchange	–5	1	–4
Balance as of December 31, 2014	**409**	**39**	**448**

a) Defined benefit plans

The Group has a number of defined benefit plans. For a description and detailed information of the major defined benefit plans in Germany, the USA and Switzerland, please refer to letter b) of this note.

	2014			2013		
CHF million	Funded plans	Unfunded plans	Total	Funded plans	Unfunded plans	Total
Net liability for defined benefit obligations						
Present value of obligations	238	334	572	174	269	443
Fair value of plan assets	–163	–	–163	–139	–	–139
Present value of net obligations	75	334	409	35	269	304
Recognised net liability for defined benefit obligations	**75**	**334**	**409**	**35**	**269**	**304**

CHF million	2014	2013
Allocation of plan assets		
Debt securities	90	78
Equity securities	41	36
Property	10	10
Others	22	15
Total	163	139

The pension plan assets are held in multi-employer funded plans. The Group is not in a position to state whether the funded plans contain any investments in shares of Kuehne + Nagel International AG or in any property occupied by the Group.

	2014	2013
CHF million	Funded plans	Funded plans
Movements of fair value of plan assets		
Opening fair value of plan assets	139	132
Employer contribution	8	6
Employee contribution	4	4
Return on plan assets, excluding interest	6	2
Interest on plan assets	5	3
Benefits paid by the plan	–5	–7
Plan amendments	1	–
Effect of movements in foreign exchange	5	–1
Closing fair value of plan assets	163	139
Expected payments to defined benefit plan in next year	7	6
Actual return on plan assets for the year	11	6

	2014			2013		
CHF million	Funded plans	Unfunded plans	Total	Funded plans	Unfunded plans	Total
Movements of present value of defined benefit obligations						
Opening liability for defined benefit obligations	174	269	443	181	271	452
Current service costs	5	5	10	6	5	11
Interest costs	6	9	15	5	9	14
Employee contribution	4	–	4	4	–	4
Actuarial (gains)/losses recognised in other comprehensive income:						
– due to changes in demographic assumptions	5	–	5	–	–	–
– due to changes in financial assumptions	41	68	109	-13	-11	-24
– due to experience (gains)/losses	-2	-1	-3	-3	2	-1
Benefits paid by the plan	-6	-10	-16	-6	-10	-16
Past service costs – amendments	2	–	2	1	–	1
Plan amendments	3	-1	2	–	–	–
Effect of movements in foreign exchange	6	-5	1	-1	3	2
Closing liability for defined benefit obligations	**238**	**334**	**572**	**174**	**269**	**443**
Expense recognised in the income statement						
Service costs	8	5	13	7	5	12
Net interest on the net defined benefit liability	1	9	10	2	9	11
Expense recognised in personnel expenses (refer to note 21)	**9**	**14**	**23**	**9**	**14**	**23**
Actuarial gains/(losses) recognised in other comprehensive income						
Cumulative amount as of January 1	-22	-49	-71	-41	-57	-98
Recognised during the year	-38	-67	-105	18	9	27
Effect of movements in foreign exchange	-1	1	–	1	-1	–
Cumulative amount as of December 31	**-61**	**-115**	**-176**	**-22**	**-49**	**-71**

Plan participants	Active 2014	Active 2013	Deferred 2014	Deferred 2013	Retired 2014	Retired 2013	Total 2014	Total 2013
Number of plan participants	13,900	14,572	1,914	1,933	2,075	1,994	17,889	18,499
Present value of defined benefit obligations								
In CHF million	314	241	76	57	182	145	572	443
Share in per cent	54.9	54.3	13.3	12.9	31.8	32.8	100.0	100.0
Duration in years	20.2	18.5	16.3	13.4	9.5	10.0	16.3	15.0

The duration in years corresponds to the average weighted period.

Weighted actuarial assumptions at the balance sheet date

Per cent	2014 Funded plans	2014 Unfunded plans	2014 Total	2013 Funded plans	2013 Unfunded plans	2013 Total
Discount rate	2.3	1.9	2.0	3.3	3.6	3.5
Future salary increases	1.1	2.0	1.8	1.2	2.0	1.9
Future pension increases	–	1.3	1.3	0.2	1.8	1.6

Sensitivities of significant actuarial assumptions

The discount rate and future salary increases were identified as significant actuarial assumptions. An increase/decrease of 0.25 per cent in the respective assumption would have the following impact on the defined benefit obligation:

CHF million	2014 Funded plans	2014 Unfunded plans	2014 Total	2013 Funded plans	2013 Unfunded plans	2013 Total
Reasonably possible change +/– in per cent	0.25	0.25	0.25	0.25	0.25	0.25
Discount Rate						
Increase of defined benefit obligation	7	13	20	7	8	15
Decrease of defined benefit obligation	–7	–13	–20	–7	–8	–15
Future salary increases						
Increase of defined benefit obligation	2	2	4	1	1	2
Decrease of defined benefit obligation	–2	–2	–4	–1	–1	–2

The sensitivity analysis is based on reasonably possible changes as of the end of the reporting year. Each change in a significant actuarial assumption was analysed separately as part of the test. Interdependencies between the individual assumptions were not taken into account.

b) Major defined benefit plans

The Group maintains significant defined benefit pension plans in Germany, the USA and in Switzerland constituting 88.5 per cent (2013: 86 per cent) of the defined benefit obligations and 75.5 per cent (2013: 80 per cent) of the plan assets.

Germany

There is one major defined benefit pension plan in Germany that provides retirement and disability benefits to employees and their dependants. This plan is based on an internal pension scheme (Versorgungsordnung), with the employers' retirement benefits law (Betriebsrentengesetz) specifying the minimum benefits to be provided. The plan is entirely funded by Kuehne + Nagel. Risks in relation to guarantees provided, such as investment risk, asset volatility, salary increase and life expectancy, are borne by the Group.

Contributions are based on the salary of the employee. Pensions are calculated as a percentage of contributory base salary multiplied with the years of service. The normal retirement age for the plan is 65. Members can draw retirement benefits early with a proportionate reduction of the pension.

The plan is closed to new entrants, who instead can participate in a defined contribution plan.

CHF million	2014	2013
Net liability for defined benefit obligations		
Present value of obligations	306	245
Fair value of plan assets	–	–
Present value of net obligations	306	245
Recognised net liability for defined benefit obligations	**306**	**245**

CHF million	2014	2013
Expense recognised in the income statement		
Service costs	4	4
Net interest on the net defined benefit liability	8	8
Expense recognised in personnel expenses	**12**	**12**

Plan participants	2014	2013
Number of plan participants	3,805	3,882
Present value of defined benefit obligations		
In CHF million	306	245
Duration in years	16.1	15.3

The duration in years corresponds to the average weighted period.

Weighted actuarial assumptions at the balance sheet date

Per cent	2014	2013
Discount rate	1.85	3.50
Future salary increases	2.00	2.00
Future pension increases	1.75	2.00
Mortality table	Dr. K. Heubeck 2005 G	Dr. K. Heubeck 2005 G

USA

The US pension plan is a defined benefit pension plan that provides retirement and disability benefits to employees and their dependents. The various insurance benefits are governed by regulations. The US plan is qualified under and is managed in accordance with the requirements of US federal law. In accordance with federal law, there are plan fiduciaries that are responsible for the governance of the plan. Fiduciaries also are responsible for the investment of the plan's assets, which are held in a pension trust that is legally separate from the employer. The plan is entirely funded by Kuehne + Nagel. Risks in relation to guarantees provided, such as investment risk, asset volatility, salary increase and life expectancy, are borne by the Group.

Contributions are based on the salary of the employee. The normal retirement age is 65, with a minimum of 5 years of service. The plan provides a lifetime pension at normal retirement, which is based on a percentage of the highest average monthly compensation over a five-year period (limited to USD 100,000), multiplied by credited service under the plan. Members can draw retirement benefits early, with a proportionate reduction of the pension, at the age of 55 if the employee has a minimum of 10 years of service.

The plan is closed to new entrants and its benefits are frozen. New employees are instead covered by a defined contribution plan.

CHF million	2014	2013
Net liability for defined benefit obligations		
Present value of obligations	70	49
Fair value of plan assets	–49	–41
Present value of net obligations	21	8
Recognised net liability for defined benefit obligations	**21**	**8**

CHF million	2014	2013
Allocation of plan assets		
Debt securities	16	14
Equity securities	30	25
Property	3	2
Total	**49**	**41**

CHF million	2014	2013
Actual return on plan assets for the year	**4**	**5**
Expected payments to defined benefit plan in next year	**2**	**1**

CHF million	2014	2013
Expense recognised in the income statement		
Service costs	–	–
Net interest on the net defined benefit liability	1	1
Expense recognised in personnel expenses	**1**	**1**

Plan participants	2014	2013
Number of plan participants	1,874	1,896
Present value of defined benefit obligations		
In CHF million	70	49
Duration in years	16.9	14.4

The duration in years corresponds to the average weighted period.

Weighted actuarial assumptions at the balance sheet date

Per cent	2014	2013
Discount rate	4.00	4.90
Future salary increases	–	–
Future pension increases	–	–
Mortality table	IRS PPA 2014 Non-Annuitant (pre retirement) and Annuitant (post retirement)	IRS PPA 2013 Non-Annuitant (pre retirement) and Annuitant (post retirement)

Switzerland

The Swiss pension plans are defined benefit plans that provide retirement and disability benefits to employees and their dependents. Swiss pension plans are governed by the Swiss Federal Law on Occupational

Retirement, Survivor's and Disability Pension Plans (BVG), which stipulates that pension plans have to be managed by independent, legally autonomous units. A pension plan's governing body (Board of Trustees) is responsible for the investment of the plan's assets and must be composed of equal numbers of employee's and employer's representatives. The various insurance benefits are governed in regulations, with the BVG specifying the minimum benefits that are to be provided. As a consequence, there are a number of guarantees provided within the pension funds which expose them to the risks of underfunding and may require the Group to provide re-financing. Such risks include mainly investment risks (as there is a guaranteed return on account balances), asset volatility and life expectancy.

The monthly contributions to the pension plans are paid by the employees as well as by the employer. The contributions are calculated as a percentage of the contributory salary and vary depending on the age of the employee. The pension plans provide a lifetime pension to members at the ordinary retirement age as defined in the Swiss Pension law. The pension is calculated as a percentage of the individual plan participant's pension account at retirement date. A portion of the benefit, up to the full amount under certain conditions, can be taken as lump sum payment at retirement. Members can draw retirement benefits early from the age of 58, with a proportionate reduction of the pension.

CHF million	2014	2013
Net liability for defined benefit obligations		
Present value of obligations	109	87
Fair value of plan assets	–74	–70
Present value of net obligations	35	17
Recognised net liability for defined benefit obligations	**35**	**17**

CHF million	2014	2013
Allocation of plan assets		
Debt securities	64	56
Equity securities	3	3
Property	7	8
Others	–	3
Total	**74**	**70**

CHF million	2014	2013
Actual return on plan assets for the year	–	–
Expected payments to defined benefit plan in next year	4	4

CHF million	2014	2013
Expense recognised in the income statement		
Service costs	7	7
Net interest on the net defined benefit liability	–	–
Expense recognised in personnel expenses	**7**	**7**

Plan participants	2014	2013
Number of plan participants	573	551
Present value of defined benefit obligations		
In CHF million	109	87
Duration in years	18.9	18.2

The duration in years corresponds to the average weighted period.

Weighted actuarial assumptions at the balance sheet date

Per cent	2014	2013
Discount rate	1.25	2.20
Future salary increases	1.50	1.50
Future pension increases	–	–
Mortality table	BVG 2010 Generational	BVG 2010 Generational

37 EMPLOYEE SHARE-BASED COMPENSATION PLANS

Share Matching Plan (SMP)
For each share purchased under the Share Matching Plan as referred to in Note 15, the Company will match additional shares upon completion of a three years' vesting period and service condition during the same period. The level of the share match (share match ratio) is dependent on the achievement of the performance of the Group over the three financial years in the vesting period against defined targets. The maximum matching ratio of one share for each share purchased by the employee (minimum investment is 75 shares) can be obtained by exceeding the defined target by more than 15 per cent. A guaranteed minimum matching of 0.2 shares per share purchased is granted after the vesting period. Should the number of allocated shares be a fraction of shares, then the number of shares is rounded up to the next whole number.

The terms and conditions of the shares allocated under the SMP are as follows:

Share matching plan	2014	2013	2012
Grant date	06.08.2014	03.08.2013	07.08.2012
Performance period	Jan 2014–Dec 2016	Jan 2013–Dec 2015	Jan 2012–Dec 2014
Vesting, service and blocking period	06.08.2014–30.06.2017	03.08.2013–30.06.2016	07.08.2012–30.06.2015
Fair value of shares at grant date in CHF per share	120.00	115.40	111.50
Purchase price of shares in CHF per share	113.40	94.60	100.00
Number of shares granted at grant date	185,206	252,894	232,077
Number of shares to be matched	183,106	244,124	203,779
Expected share match ratio	0.7	0.7	0.5
Fair value of shares to be matched at grant date in CHF per share	107.35	103.20	98.60

Share Purchase and Option Plan (SPOP)

In 2001 the Company implemented an employee "Share Purchase and Option Plan" (SPOP). The plan allowed selected employees of the Group to acquire shares of the Company. The employees were able to buy shares at a reduced price compared to the actual share price at a specified date. The price of the shares offered was 90 to 96.5 per cent of the share price corresponding to the average closing price of one share at the SIX Swiss Exchange during the months April to June. There are no vesting conditions. The shares are restricted for a period of three years before being released to the employees.

For each share purchased under this plan, the Company granted two options to the participants. Each option entitles the participant to purchase one share of the Company at a specified price. The exercise price is 100 per cent of the share price corresponding to the average closing price of one share at the SIX Swiss Exchange during the months April to June. The options vest three years after the grant date and can be exercised during the three-year period starting on the vesting date. The options cannot be settled in cash. The options granted under this plan continue until they vest and until the exercise period for the options issued in 2012 will expire on June 30, 2018.

The fair value of the shares granted is measured at the market price of the Company's shares, adjusted to take into consideration the conditions upon which the shares will be granted, such as blocking periods. Since the SPOP was discontinued as of July 1, 2012, no shares were granted in 2014 and in 2013.

The terms and conditions of the options granted are as follows:

Grant date	Exercise period	Number issued	Exercise price CHF	Number outstanding as of Dec. 31, 2014	Number outstanding as of Dec. 31, 2013
June 30, 2008	July 1, 2011–June 30, 2014	25,756	107.27	–	7,626
June 30, 2009	July 1, 2012–June 30, 2015	307,802	82.12	15,872	68,783
June 30, 2010	July 1, 2013–June 30, 2016	447,398	111.37	110,891	311,365
June 30, 2011	July 1, 2014–June 30, 2017	37,374	131.15	22,260	31,374
June 30, 2012	July 1, 2015–June 30, 2018	3,290	113.40	948	3,290
Total		**821,620**		**149,971**	**422,438**

The vesting condition is service during the three-year vesting period. The number and weighted average exercise prices of options are as follows:

	2014		2013	
Options	**Weighted average exercise price (CHF)**	**Number of options**	**Weighted average exercise price (CHF)**	**Number of options**
Options outstanding as of January 1	**108.01**	**422,438**	**107.31**	**869,897**
Options granted during the year	n/a	n/a	n/a	n/a
Options cancelled during the year	124.19	–6,658	114.99	–32,150
Options expired during the year	107.27	–800	110.71	–268,720
Options exercised during the year	105.81	–265,009	97.38	–146,589
Options outstanding as of December 31	**111.17**	**149,971**	**108.01**	**422,438**
Options exercisable as of December 31		149,023		387,774

The weighted average life of the options outstanding at December 31, 2014, is 1.6 years (2013: 2.4 years). The options outstanding at December 31, 2014, have an exercise price in the range of CHF 82.12 to CHF 131.15 (2013: CHF 82.12 to CHF 131.15).

CHF million	**2014**	**2013**
Total personnel expense for employee share-based compensation plans	**13**	**5**

38 BANK LIABILITIES AND OTHER INTEREST-BEARING LIABILITIES

CHF million	**Dec. 31, 2014**	**Dec. 31, 2013**
Liabilities part of cash and cash equivalents	7	13
Short-term portion of long-term liabilities	6	8
Total	**13**	**21**

The current bank and other interest-bearing liabilities include finance lease liabilities due for payment within one year of CHF 6 million (2013: CHF 8 million). Current bank and other interest-bearing liabilities also include bank overdrafts of CHF 7 million (2013: CHF 13 million), which are included in cash and cash equivalents for the purpose of the consolidated cash flow statement.

All loans and bank overdrafts are held in the respective Group companies' own functional currencies, which mainly is in EUR 43.7 per cent (2013: 40.7 per cent), GBP 1.4 per cent (2013: 2.6 per cent) and USD < 0.1 per cent (2013: 1.7 per cent) on terms of the prevailing market conditions. The majority of bank overdraft facilities are repayable upon notice or within one year of the contractual term. The applicable interest rates are at prime interest rates of the respective country.

The non-current portion of finance lease liabilities amounts to CHF 17 million (2013: CHF 24 million) and is presented separately on the face of the balance sheet.

39 FINANCE LEASE OBLIGATIONS

	2014			2013		
CHF million	Payments	Interest	Present value	Payments	Interest	Present value
Less than 1 year	6	–	6	9	1	8
Between 1–5 years	17	1	16	21	1	20
After 5 years	1	–	1	5	1	4
Total	24	1	23	**35**	**3**	**32**

40 TRADE PAYABLES/ACCRUED TRADE EXPENSES/DEFERRED INCOME

CHF million	Dec. 31, 2014	Dec. 31, 2013
Trade payables	1,485	1,362
Accrued trade expenses	866	786
Deferred income	166	150
Total	2,517	**2,298**

The majority of all trade payables is in the respective Group companies' own functional currencies, which is in EUR 43.6 per cent (2013: 46.9 per cent), USD 11.7 per cent (2013: 9.7 per cent) and GBP 12.2 per cent (2013: 10.2 per cent).

41 PROVISIONS

The movements in provisions were as follows:

CHF million	Claim provisions [1]	Provision for deductible of transport liability insurance [2]	Others [3]	Total provision
Balance as of January 1, 2013	55	26	56	137
Provisions used	–14	–9	–21	–44
Provisions reversed	–6	–	–9	–15
Provisions made	23	8	33	64
Effect of movements in foreign exchange	–1	–	–	–1
Balance as of December 31, 2013	**57**	**25**	**59**	**141**
of which				
– Current portion	28	9	41	78
– Non-current portion	29	16	18	63
Total provisions	**57**	**25**	**59**	**141**
Balance as of January 1, 2014	57	25	59	141
Provisions used	–21	–9	–21	–51
Provisions reversed	–8	–	–7	–15
Provisions made	31	10	14	55
Effect of movements in foreign exchange	–	–	–	–
Balance as of December 31, 2014	**59**	**26**	**45**	**130**
of which				
– Current portion	28	9	22	59
– Non-current portion	31	17	23	71
Total provisions	**59**	**26**	**45**	**130**

1 Some Group companies are involved in legal proceedings on various issues (disputes about logistics services, antitrust etc.). Some legal proceedings have been settled in the reporting period, and corresponding payments have been made.
Since October 2007 various competition authorities have investigated certain antitrust allegations against international freight forwarding companies, inter alia against Kuehne + Nagel. A number of these investigations have been concluded meanwhile. The Group has appealed the decision of the EU Commission according to which Kuehne + Nagel had to pay a fine of CHF 65 million (EUR 53.7 million) at the European Court of Justice in 2012. An oral hearing took place in November 2014. The case is still pending (see also note 45).

2 An additional provision for deductibles in case of transport liability has been recognised for the current year's exposure.

3 Other provisions mainly consist of provisions for dilapidation costs amounting to CHF 25 million (2013: CHF 23 million) and of provisions for onerous contracts amounting to CHF 3 million (2013: CHF 12 million).

42 OTHER LIABILITIES

CHF million	Dec. 31, 2014	Dec. 31, 2013
Personnel expenses (including social security)	485	456
Other tax liabilities	78	72
Other operating expenses	187	185
Sundry	43	54
Total	**793**	**767**

43 ACQUISITION OF BUSINESSES / SUBSIDIARIES

2014 Acquisitions

There were no acquisitions of subsidiaries in 2014.

The minority shareholders of Cooltainer Holdings Ltd., New Zealand, have exercised their put option and effective May 1, 2014, the Group acquired the non-controlling interest of 25 per cent of the shares for a purchase price of CHF 15.8 million, which has been paid in cash. The Group previously owned 75 per cent of Cooltainer Holdings Ltd. which has been acquired on April 1, 2011.

2013 Acquisitions

There were no significant acquisitions of subsidiaries in 2013.

Effective January 8, 2013, the Group acquired 70 per cent of the shares of Universal Freight Services LLC, Oman, mainly specialised in seafreight and airfreight forwarding activities. The purchase price of CHF 0.6 million has been paid in cash.

The accounting for the acquisition made in 2013 was initially determined provisionally only. No material adjustments to the values previously reported were deemed necessary after having finalised the acquisition accounting.

44 PERSONNEL

Number	Dec. 31, 2014	Dec. 31, 2013
Europe	44,960	43,887
Americas	9,146	9,214
Asia-Pacific	6,998	6,809
Middle East, Central Asia and Africa	2,344	2,834
Total employees (unaudited)	**63,448**	**62,744**
Full-time equivalent	**74,497**	**72,036**

Employees within the Group are defined as persons with valid employment contracts as of December 31, and on payroll of the Group.

Full-time equivalent as disclosed in the table above, is defined as all persons working for the Kuehne + Nagel Group including part-time (monthly, weekly, daily or hourly) working persons with or without permanent contract of which all expenses are recorded in the personnel expenses. Pro rata temporis employment has been recalculated into the number of full-time employees.

45 CONTINGENT LIABILITIES

As of year-end the following contingent liabilities existed:

CHF million	Dec. 31, 2014	Dec. 31, 2013
Guarantees in favour of customers and others	9	21
Contingency under unrecorded claims	7	3
Total	**16**	**24**

Some Group companies are defendants in various legal proceedings. Based on respective legal advice, the management is of the opinion that the outcome of those proceedings will have no effect on the financial situation of the Group beyond the existing provision for pending claims (refer to note 41) of CHF 59 million (2013: CHF 57 million).

Antitrust cases in various jurisdictions, amongst them proceedings in Brazil and France are still ongoing. It is currently not possible to reliably estimate a potential financial impact of these cases. Consequently, no provision or quantification of the contingent liability for these cases was made in the Consolidated Financial Statements 2014.

46 OTHER FINANCIAL COMMITMENTS

The Group operates a number of warehouse facilities under operating lease contracts. The lease contracts run for a fixed period and none of the lease contracts includes contingent rentals.

As of year-end the following financial commitments existed in respect of non-cancellable long-term operating leases and rental contracts:

As of December 31, 2014

CHF million	Properties and buildings	Operating and office equipment	Total
2015	356	81	437
2016–2019	620	105	725
Later	232	1	233
Total	**1,208**	**187**	**1,395**

As of December 31, 2013

CHF million	Properties and buildings	Operating and office equipment	Total
2014	351	84	435
2015–2018	665	116	781
Later	249	1	250
Total	**1,265**	**201**	**1,466**

The expense for operating leases recognised in the income statement amounts to CHF 557 million (2013: CHF 579 million).

47 CAPITAL COMMITMENTS

As of year-end the following capital commitments existed in respect of non-cancellable purchase contracts.

CHF million	Dec. 31, 2014	Dec. 31, 2013
Singapore	42	–
Australia	–	19
Great Britain	9	–
Italy	1	1
Total	**52**	**20**

48 RISK MANAGEMENT, OBJECTIVES AND POLICIES

Group risk management

Risk management is a fundamental element of the Group's business practice on all levels and is embedded into the business planning and controlling processes of the Group. Material risks are monitored and regularly discussed with the Risk and Compliance Committee and the Audit Committee of the Board of Directors.

The Risk and Compliance Committee led by the CEO comprising the members of the Management Board and heads of Internal Audit, Legal and Compliance departments, monitor the risk profile of the Group, and the development of essential internal controls to mitigate these risks.

In accordance with Article 663b of the Swiss Code of Obligations, the Group carries out an annual risk assessment. In conformity with the Swiss Code of Best Practice for Corporate Governance, the Group's risk management system covers both financial and operational risks.

A risk is defined as the possibility of an adverse event which has a negative impact on the achievement of the Group's objectives.

Risk management as an integral part of the Internal Control System (ICS) for financial reporting
Risk management is incorporated within the Internal Control System. Preventive, risk-mitigating measures to control risks are proactively taken at different levels and are an integral part of management responsibility.

Risk assessment in 2014
An independent risk assessment procedure was adopted for operational risks. Regional Management was interviewed in order to assess the risks for each country in their respective region. In addition, Management Board members assessed the overall strategical risk exposure of the Group. The outcome of the risk assessment and respective countermeasures were discussed with Management Board members. Within the framework of the corporate governance process, the updated risk assessment was then presented to the Audit Committee of the Board of Directors. Financial risks analysis and assessment was carried out by the finance and accounting department.

The following risk areas have been identified amongst others and mitigating actions are implemented as follows:
– Financial risks such as development of interest rates, credit and financial markets and currency risks, which are all constantly monitored and controlled by the finance and accounting department.
– The continuing challenges of the global and macro economic developments as well as the uncertainties in the financial markets are of essential importance from the risk-policy point of view. These are managed by appropriate risk diversification and avoidance of regional and industry clustering.
– Risks related to the IT network availability, IT data and security are managed by the permanent monitoring of systems, redundant infrastructure as well as interlinked data centers with back-up structures and business continuity plans.
– Organised crime and terrorism, and also an increase of regulations, growing complexity and customer expectations have led to rising security requirements and risks; such risks and requirements are considered in the planning of supply chain solutions and worldwide operation.
– Legal and compliance risks such as fraud, intentional and unintentional violations of the law and internal regulations are counteracted by comprehensive and worldwide staff training and the network of compliance officers at regional and national levels.

Organisation of risk management
A continuous dialogue between the Management Board, Risk Management and the Audit Committee is maintained in order to assure the Group's effectiveness in this area. The risk management system is governed by the Risk Assessment Guideline defining the risk groups and sub-groups, the structure and the process of risk assessments. The risk catalogue is reviewed regularly and critical analysis ensures a continuous development of the risk management system.

Summarised assessment of the risk situation
In the 2014 business year no significant risks were identified that would have the potential to substantially negatively impact the Group and its future development.

The uncertainty of the global economic development and the financial markets continue to be the most material risks, thus being in the constant focus of management.

Financial risk management

The Group is exposed to various financial risks arising from its underlying operations and finance activities. The Group is primarily exposed to market risk (i.e. interest rate and currency risk) and to credit and liquidity risk.

Financial risk management within the Group is governed by policies and guidelines approved by the senior management. These policies and guidelines cover interest rate risk, currency risk, credit risk and liquidity risk. Group policies and guidelines also cover areas such as cash management, investment of excess funds and the raising of short and long-term debt. Compliance with the policies and guidelines is managed by segregated functions within the Group. The objective of financial risk management is to contain, where deemed appropriate, exposures to the various types of financial risks mentioned above in order to limit any negative impact on the Group's results and financial position.

In accordance with its financial risk policies, the Group manages its market risk exposures by using financial instruments when deemed appropriate. It is the Group's policy and practice neither to enter into derivative transactions for trading or speculative purposes, nor for any purpose unrelated to the underlying business.

Market risk

Market risk is the risk that market prices change due to interest rates and foreign exchange rates risk affecting the Group's income or the value of its financial instruments.

Interest rate risk

Interest rate risk arises from movements in interest rates which could have effects on the Group's net income or financial position. Changes in interest rates may cause variations in interest income and expenses resulting from interest-bearing assets and liabilities. Interest rate risk is the risk that the fair value or the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Loans and investments at variable interest rates expose the Group to cash flow interest rate risk. Loans and investment at fixed interest rates expose the Group to fair value interest rate risk in case they are measured at fair value.

Exposure

The Group's exposure to interest rate risk relates primarily to the Group's bank loans and finance lease liabilities and to the Group's investments of its excess funds. The Group's exposure to changes in interest rates is limited due to the short-term nature of investments of excess funds and borrowings. The Group does not use derivative financial instruments to hedge its interest rate risk in respect of investments of excess funds or loans.

Profile

At the reporting date, the interest profile of the Group's interest-bearing financial assets and liabilities was as follows:

Fair value sensitivity analysis – fixed rate instruments

As of December 31, 2014 and 2013, the Group does not hold significant investments in fixed rate instruments. A change of 100 basis points in interest rates would not have increased or decreased profit or loss significantly.

Cash flow sensitivity analysis – variable rate instruments

A change of 100 basis points in interest rates on December 31, 2014, would have increased or decreased profit or loss by CHF 11 million (2013: CHF 12 million) due to changed interest payments on variable rate interest-bearing liabilities and assets. The analysis assumes that all other variables, in particular foreign exchange rates, remain constant.

	Carrying amount	
CHF million	2014	2013
Variable rate instruments		
Cash and cash equivalents	1,169	1,253
Current bank and other interest-bearing liabilities	–13	–21
Non-current finance lease obligations	–17	–24
Total	**1,139**	**1,208**

Currency risk

Currency risk is the risk that the fair value or the future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Exposure

The Group operates on a worldwide basis and, as a result, is exposed to movements in foreign currency exchange rates of mainly EUR, USD and GBP on sales, purchases, investments in debt securities and borrowings that are denominated in a currency other than the respective functional currencies of the Group entities. Monthly intercompany payments are conducted through a Group clearing system in EUR and USD which facilitates monitoring and control of the group-wide foreign exchange rate exposures.

Derivative financial instruments (foreign exchange contracts) are, to a limited extent, in use to hedge the foreign exchange exposure on outstanding balances in the Group's internal clearing system centralised at the head office. Given that the Group's hedging activities are limited to hedges of recognised foreign currency monetary items, hedge accounting under IAS 39 is not applied. As of the 2014 and 2013 year-end there were no material derivative instruments outstanding. Investments in foreign subsidiaries are not hedged as those currency positions are considered to be long-term in nature.

As of year-end the Group's exposure to foreign currency risk was as follows:

	2014			2013		
CHF million	EUR	USD	GBP	EUR	USD	GBP
Cash and cash equivalents [1]	112	136	1	117	90	1
Trade receivables	37	269	1	34	228	1
Interest-bearing liabilities	–	–1	–	–	–2	–
Trade payables	–39	–102	–1	–32	–78	–1
Gross balance sheet exposure	**110**	**302**	**1**	**119**	**238**	**1**

1 Mainly represents cash pool balances in CHF with subsidiaries with functional currency EUR and USD.

The majority of all trade related billings and payments as well as all payments of interest-bearing liabilities are made in the respective functional currencies of the Group entities.

Sensitivity analysis
A 10 per cent strengthening of the CHF against the following currencies on December 31, in relation to the above-mentioned Balance Sheet items, would have reduced profit by the amounts shown below. A 10 per cent weakening of the CHF against the following currencies on December 31, would have had the equal but opposite effect on the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

2014

CHF million	1 CHF/EUR	1 CHF/USD	1 GBP/EUR	1 GBP/USD	1 USD/EUR
Reasonably possible change +/– in per cent	10.0	10.0	10.0	10.0	10.0
Negative effect on P/L	–11.0	–30.2	–7.2	–19.6	–11.2
Positive effect on P/L	11.0	30.2	7.2	19.6	11.2

The impact on the profit or loss is mainly a result of foreign exchange gains or losses arising from valuation of trade receivables, trade payables and cash and cash equivalents in foreign currencies. Significant fluctuations of foreign currency exchange rates would not result in an impact on other comprehensive income as the Group does not have any securities classified as available for sale or applies cash flow hedge accounting.

2013

CHF million	1 CHF/EUR	1 CHF/USD	1 GBP/EUR	1 GBP/USD	1 USD/EUR
Reasonably possible change +/– in per cent	10.0	10.0	10.0	10.0	10.0
Negative effect on P/L	–11.9	–23.8	–8.1	–16.2	–13.4
Positive effect on P/L	11.9	23.8	8.1	16.2	13.4

Foreign currency exchange rates applied
The major foreign currency exchange rates applied during the year are as explained in note 5 (principles of consolidation).

Credit risk

Credit risk arises from the possibility that the counterparty to a transaction may be unable or unwilling to meet its obligations, causing a financial loss to the Group. Credit risk arises primarily from the Group's trade receivables.

Exposure
At the balance sheet date the maximum exposure to credit risk from financial assets, without taking into account any collateral held, credit insurance or similar, was:

CHF million	2014	2013
Trade receivables	2,600	2,426
Other receivables	102	60
Cash and cash equivalents	1,169	1,253
Total	**3,871**	**3,739**

Trade receivables

Trade receivables are subject to a policy of active risk management which focusses on the assessment of country risk, credit availability, ongoing credit evaluation, and account monitoring procedures. There are no significant concentrations of credit risk due to the Group's large number of customers and their wide geographical spread. For a large part of credit exposures in critical countries, the Group has obtained credit insurance from first-class insurance companies (for further details refer to note 31).

The maximum exposure to credit risk for trade receivables at the reporting date by geographical area was:

CHF million	2014	2013
Europe	1,546	1,474
Americas	640	548
Asia-Pacific	248	224
Middle East, Central Asia & Africa	166	180
Total	**2,600**	**2,426**

It is considered that the credit insurance is sufficient to cover potential credit risk concentrations (for additional information refer to note 31).

Investments of excess funds

The Group considers its credit risk to be minimal in respect of investments made of excess funds invested in short-term deposits (with a maturity of less than three months) and in debt securities with first-class financial institutions and countries with the close coordination and management of Centralised Corporate Treasury function. The Group does not invest in equity securities.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulties to meet obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. Group companies require sufficient availability of cash to meet their obligations. Individual companies are generally responsible for their own cash management, including the short-term investment of cash surplus and the raising of loans to cover cash deficits subject to guidance by the Group and, in certain cases, to approval at Group level. The Group maintains sufficient reserves of cash to meet its liquidity requirements at all times.

The following are the contractual maturities of financial liabilities (undiscounted), including interest payments and excluding the impact of netting agreements:

2014

CHF million	Carrying amounts	Contractual cash flow	Up to 6 months	6–12 months	Over 1 year
Bank and other interest-bearing liabilities	13	14	11	3	–
Trade payables	1,485	1,485	1,485	–	–
Accrued trade expenses	866	866	866	–	–
Other liabilities	225	225	225	–	–
Finance lease obligations (non-current)	17	18	–	–	18
Total	**2,606**	**2,608**	**2,587**	**3**	**18**

2013

CHF million	Carrying amounts	Contractual cash flow	Up to 6 months	6–12 months	Over 1 year
Bank and other interest-bearing liabilities	21	23	18	5	–
Trade payables	1,362	1,362	1,362	–	–
Accrued trade expenses	786	786	786	–	–
Other liabilities	231	231	231	–	–
Finance lease obligations (non-current)	24	26	–	–	26
Total	**2,424**	**2,428**	**2,397**	**5**	**26**

It is not expected that the cash flow included in the above maturity analysis could occur at significantly different points in time or at significantly different amounts.

49 FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

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

Cash and cash equivalents with a carrying amount of CHF 1,170 million (2013: CHF 1,255 million) as well as financial assets with a carrying amount of CHF 2,702 million (2013: CHF 2,486 million) classified as loans and receivables carried at amortised cost, are all classified as current assets.

The Group has financial liabilities with a carrying amount of CHF 2,606 million (2013: CHF 2,424 million) carried at amortised cost. The majority of these financial liabilities are current liabilities. At year-end 2014 and 2013 there were no non-current fixed rate interest-bearing loans and other liabilities.

As of December 31, 2014 and 2013, the Group holds no debt instruments designated as financial assets at fair value through profit or loss and no significant derivative instruments.

The Group's financial instruments measured at fair value have been categorised into below mentioned levels, reflecting the significance of inputs used in estimating fair values:

- Level 1: Quoted prices (unadjusted) in active markets for identical instruments.
- Level 2: Input other than quoted prices included within Level 1 that are observable for the instrument, either directly or indirectly.
- Level 3: Valuation techniques using significant unobservable inputs.

The fair value of the derivative instruments (forward foreign exchange contracts) is determined based on current and available market data. Pricing models commonly used in the market are used, taking into account relevant parameters such as forward rates, spot rates, discount rates, yield curves and volatility.

50 RELATED PARTIES AND TRANSACTIONS

The Group has a related party relationship with its subsidiaries, joint ventures and with its Board of Directors and Management Board.

Subsidiaries and Joint Ventures

The Group's operations involve operating activities between the parent company and its subsidiaries and between the subsidiaries themselves due to the nature of business. Overheads are to a certain extent also charged to the subsidiaries based on their use of services provided. All these transactions are eliminated upon consolidation. There were no significant transactions between the Group and its joint ventures and other related parties.

Transactions with related parties are conducted at arm's length.

Board of Directors and Management Board

The total compensation and remuneration paid to and accrued for the members of the Board of Directors and the Management Board of Kuehne + Nagel International AG, Schindellegi, Switzerland, amounted to:

– Board of Directors: CHF 6.6 million (2013: CHF 5.9 million)
– Management Board: CHF 13.0 million (2013: CHF 14.5 million)

As of December 31, 2014, no loans or any other commitments were outstanding towards members neither of the Board of Directors nor of the Management Board. Members of the Board of Directors and the Management Board control 53.5 per cent (2013: 53.6 per cent) of the voting shares of the Company.

The following remuneration and compensation has been paid to and accrued for the Management Board and the Board of Directors:

	Management Board		Board of Directors	
CHF million	2014	2013	2014	2013
Wages, salaries and other short-term employee benefits	10.3	11.7	5.6	4.9
Post-employment benefits	0.5	0.5	0.2	0.2
Share-based compensation	2.2	2.3	0.8	0.8
Total compensation	**13.0**	**14.5**	**6.6**	**5.9**

For other related parties refer to note 35 outlining the shareholder's structure, and pages 76 to 85 listing the Group's significant subsidiaries and joint ventures.

51 ACCOUNTING ESTIMATES AND JUDGMENTS

The management has carefully considered the development, selection and disclosure of the Group's critical accounting policies and estimates as well as the application of these policies and estimates.

Acquisition accounting

Intangible assets acquired in a business combination are required to be recognised separately from goodwill and amortised over their useful life if they are subject to contractual or legal rights or are separately transferable. The Group has separately recognised customer lists and customer contracts based on contractual agreements in acquisitions made (see note 28).

The fair value of these acquired intangible assets is based on valuation techniques, which require input based on assumptions about the future. The management uses its best knowledge to estimate fair value of acquired intangible assets as of the acquisition date. The value of intangible assets is tested for impairment when there is an indication that they might be impaired (see below). The management must also make assumptions about the useful life of the acquired intangible assets which might be affected by external factors such as increased competition.

Carrying amount of goodwill, other intangibles and property, plant and equipment

The Group tests its goodwill with a total carrying amount of CHF 695 million (2013: CHF 688 million) for impairment every year as disclosed in note 12. No impairment loss on goodwill was recognised in 2014 and 2013. The Group also assesses annually whether there is any indication that other intangible assets or property, plant and equipment may be impaired. In such a case, the assets are tested for impairment. No impairment loss on other intangible assets was recognised in 2014 (2013: CHF 1 million). The carrying amount of other intangibles is CHF 49 million (2013: CHF 89 million), and that of property, plant and equipment CHF 1,175 million (2013: CHF 1,151 million).

Impairment tests are based on value-in-use calculations, which involve a variety of assumptions such as estimates of future cash inflows and outflows and choice of a discount rate. Actual cash flows might, for example, differ significantly from management's current best estimate. Changes in market environment, evolution of technologies, etc. might have an impact on future cash flows and result in recognition of impairment losses.

Defined benefit pension plans

The Group has recognised a liability for defined benefit pension plans in the amount of CHF 409 million (2013: CHF 304 million). A number of assumptions are made in order to calculate the liability, including discount rate and future salary increases. A relatively minor change in any of these assumptions can have a significant impact on the carrying amount of the defined benefit obligation.

Share-based compensation plans

Judgment and estimates are required when determining the expected share match ratio. The variance between estimated and actual share match ratio might have an impact on the amount recognised as personnel expense (see note 37 for more information).

Accrued trade expenses and deferred income

Freight forwarding transactions which are completed and for which the costs are not fully received, are accrued for expected costs based on best estimate. For transactions which are not complete on account of pending service at cut-off date or transactions for which revenue is earned and relevant costs can not be estimated, the related revenue is deferred. The Group management's judgment is involved in the estimate of costs and deferral of revenue and their completeness.

Income tax

Judgment and estimates are required when determining deferred as well as current tax assets and liabilities. The management believes that its estimates, based on, for example, interpretation of tax laws, are reasonable. Changes in tax laws and rates, interpretations of tax laws, earnings before tax, taxable profit etc. might have an impact on the amounts recognised as tax assets and liabilities.

The Group has recognised a net deferred tax asset of CHF 89 million (2013: Net deferred tax asset of CHF 36 million). Furthermore, the Group has unrecognised deferred tax assets relating to unused tax losses of CHF 55 million (2013: CHF 48 million). Based on estimates of the probability of realising these tax benefits, available taxable temporary differences, periods of reversals of such differences etc., the management does not believe that the criteria to recognise deferred tax assets are met (see note 25).

Provisions and contingent liabilities

The Group has recognised provisions for an amount of CHF 130 million (2013: CHF 141 million) related to legal claims and other exposures in the freight forwarding and logistics operations (see note 41). The provisions represent the best estimate of the risks, but the final amount required is subject to uncertainty.

52 POST BALANCE SHEET EVENTS

There have been no material events between December 31, 2014, and the date of authorisation of the Consolidated Financial Statements other than the effects of the announcement of the Swiss National Bank (SNB) on January 15, 2015, that it was discontinuing the minimum exchange rate of 1.20 Swiss Francs per Euro. Changes in foreign exchange after December 31, 2014, are not reflected in these Consolidated Financial Statements. However, a weakening of foreign currencies against the Swiss Franc will have a negative currency translation impact on the Group's consolidated results since these are reported in Swiss Francs.

The currency translation sensitivity of the Group's results to movements in foreign currency exchange rates in 2015 is estimated, calculated based on 2014 earnings for the year, to have the following effects on the earnings of the year:

Income Statement (average rates)	Estimate 2015	YTD Dec. 2014	Variance per cent	Impact on earnings for the year in CHF million
Euro	1.0500	1.2146	–13.6	–39
US Dollar	0.9000	0.9158	–1.7	–4
British Pound	1.3600	1.5071	–9.8	–4

The currency impact on the net assets of the Group as of December 31, 2014, based on the estimated 2015 exchange rates amounts to CHF 204 million. Furthermore, no significant changes to the accounting estimates and judgements are expected.

53 RESOLUTION OF THE BOARD OF DIRECTORS

The Consolidated Financial Statements of the Group were authorised for issue by the Board of Directors on February 24, 2015. A resolution to approve the Consolidated Financial Statements will be proposed at the Annual General Meeting on May 5, 2015.

REPORT OF THE STATUTORY AUDITOR ON THE CONSOLIDATED FINANCIAL STATEMENTS TO THE GENERAL MEETING OF SHAREHOLDERS OF KUEHNE + NAGEL INTERNATIONAL AG, SCHINDELLEGI, SWITZERLAND

As statutory auditor, we have audited the consolidated financial statements of Kuehne + Nagel International AG, which comprise the income statement, statement of comprehensive income, balance sheet, statement of changes in equity, cash flow statement and notes on the pages 4 to 73 for the year ended December 31, 2014.

Board of Directors' Responsibility
The Board of Directors is responsible for the preparation of these consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) and the requirements of Swiss law. This responsibility includes designing, implementing and maintaining an internal control system relevant to the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error. The Board of Directors is further responsible for selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility
Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Swiss law and Swiss Auditing Standards as well as International Standards on Auditing. Those standards require that we plan and perform the audit to obtain reasonable assurance whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers the internal control system relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control system. An audit also includes evaluating the appropriateness of the accounting policies used and the reasonableness of accounting estimates made, as well as evaluating the overall presentation of the consolidated financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion
In our opinion, the consolidated financial statements for the year ended December 31, 2014, give a true and fair view of the financial position, the results of operations and the cash flows in accordance with International Financial Reporting Standards (IFRS) and comply with Swiss law.

Report on Other Legal Requirements
We confirm that we meet the legal requirements on licensing according to the Auditor Oversight Act (AOA) and independence (article 728 CO and article 11 AOA) and that there are no circumstances incompatible with our independence.

In accordance with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

Ernst & Young Ltd

Alessandro Miolo	**Christian Krämer**
Licensed Audit Expert	Licensed Audit Expert
(Auditor in Charge)	

Zurich, February 24, 2015

SIGNIFICANT CONSOLIDATED SUBSIDIARIES AND JOINT VENTURES

Holding and Management Companies

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Switzerland	Kuehne + Nagel International AG	Schindellegi	CHF	120,000	100
	Kuehne + Nagel Management AG	Schindellegi	CHF	1,000	100
	Kuehne + Nagel Liegenschaften AG	Schindellegi	CHF	500	100
	Nacora Holding AG	Schindellegi	CHF	500	100
	Nacora Agencies AG	Schindellegi	CHF	400	100
	Kuehne + Nagel Real Estate Holding AG	Schindellegi	CHF	100	100

Operating Companies

Western Europe

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Belgium	Kuehne + Nagel NV	Antwerp	EUR	6,338	100
	Kuehne + Nagel Logistics NV	Geel	EUR	5,206	100
	Nacora Insurance Brokers NV	Brussels	EUR	155	100
	Logistics Kontich BVBA	Antwerp	EUR	50	100
	Logistics Nivelles SA	Nivelles	EUR	1,521	100
Denmark	Kuehne + Nagel A/S	Copenhagen	DKK	5,200	100
	Kuehne + Nagel Holding Denmark A/S	Copenhagen	DKK	750	100
Finland	Oy Kuehne + Nagel Ltd	Helsinki	EUR	200	100
France	Kuehne + Nagel SAS	Ferrières	EUR	17,380	100
	Kuehne + Nagel France Immobilier SCI	Ferrières	EUR	4	100
	Kuehne + Nagel Parts SAS	Trappes	EUR	87	100
	Kuehne + Nagel DSIA SAS	Nantes	EUR	360	100
	Kuehne + Nagel Management SAS	Ferrières	EUR	570	100

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
France	Nacora Courtage d'Assurances SAS	Paris	EUR	40	100
	Kuehne + Nagel Aerospace & Industry SAS	Ferrières	EUR	37	100
	Logistique Distribution Gasocogne SAS	Ferrières	EUR	37	100
	Kuehne + Nagel Road SAS	Villefranche	EUR	4,000	100
	I.M. Alloin SARL	Villefranche	EUR	8	100
	Almeca SNC	Villefranche	EUR	32	100
	Kuehne + Nagel Participations Sarl	Ferrières	EUR	203,630	100
	K Logistics Sarl	Le Meux	EUR	91	100
	Kuehne + Nagel Logistique SASU	Bresles	EUR	37	100
	Kuehne + Nagel Solutions	Saint Vulbas	EUR	10	100
Germany	Kuehne + Nagel (AG & Co.) KG	Bremen	EUR	15,000	100
	KN Airlift GmbH	Frankfurt	EUR	256	100
	Stute Logistics (AG & Co.) KG	Bremen	EUR	1,023	100
	CS Parts Logistics GmbH	Bremen	EUR	426	50
	Kuehne + Nagel Euroshipping GmbH	Regensburg	EUR	256	51
	Pact GmbH	Hamburg	EUR	50	100
	SPS Zweite Vermögensverwaltungs GmbH	Hamburg	EUR	25	90
	Cargopack Verpackungsgesellschaft für Industriegüter mbH	Bremen	EUR	307	100
	Aircraft Production Logistics GmbH	Hamburg	EUR	25	100
	Kuehne + Nagel Beteiligungs-AG	Bremen	EUR	10,277	100
	Nacora Versicherungsmakler GmbH	Hamburg	EUR	79	100
	Gustav. F. Huebener GmbH	Hamburg	EUR	31	100
	Kuehne + Nagel Logistics Langenau GmbH	Langenau	EUR	25	100
	Gebr. Mönkemöller Speditionsgesellschaft mbH	Bielefeld	EUR	300	100

Western Europe

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
United Kingdom	Kuehne + Nagel (UK) Limited	Uxbridge	EUR	8,000	100
	Kuehne + Nagel Limited	Uxbridge	GBP	8,867	100
	Nacora Insurance Brokers Limited	Uxbridge	GBP	150	100
	Kuehne + Nagel Drinks Logistics Limited	Milton Keynes	GBP	–	100
	Kuehne + Nagel Drinkflow Logistics Limited (Joint Venture)	Milton Keynes	GBP	877	50
	Kuehne + Nagel Drinkflow Logistics Holdings Limited (Joint Venture)	Milton Keynes	GBP	6,123	50
Ireland	Kuehne & Nagel (Ireland) Limited	Dublin	EUR	500	100
Italy	Kuehne + Nagel Srl	Milan	EUR	4,589	100
	Nacora Srl	Milan	EUR	104	70
Luxembourg	Kuehne + Nagel S.a.r.l.	Contern	EUR	5,750	100
	Kuehne und Nagel AG	Contern	EUR	31	100
	Kuehne + Nagel Investments S.a.r.l.	Contern	EUR	200	100
	Nacora (Luxembourg) S.a.r.l.	Contern	EUR	50	100
Malta	Kuehne + Nagel Limited	Hamrun	EUR	14	100
Morocco	Kuehne + Nagel SAS	Casablanca	MAD	300	100
The Netherlands	Kuehne + Nagel N.V.	Rotterdam	EUR	3,325	100
	Kuehne + Nagel Investments B.V.	Rotterdam	EUR	50	100
	Nacora Assurantiekantoor B.V.	Rotterdam	EUR	45	100
	Kuehne + Nagel Logistics B.V.	Veghel	EUR	25	100
	Kuehne + Nagel Transport B.V.	Schiphol	EUR	18	100
Norway	Kuehne + Nagel AS	Oslo	NOK	3,100	100
Portugal	Kuehne + Nagel Lda	Porto	EUR	200	100
Spain	Kuehne & Nagel S.A.U.	Madrid	EUR	60	100
	Kuehne Nagel Investments S.L.U.	Madrid	EUR	3	100
	Nacora Correduria de Seguros S.A	Madrid	EUR	150	100
Sweden	Kuehne & Nagel AB	Stockholm	SEK	500	100
	Kuehne & Nagel Investment AB	Stockholm	EUR	112	100
	Nacora International Insurance Brokers AB	Stockholm	SEK	100	100
Switzerland	Kuehne + Nagel AG	Opfikon	CHF	3,000	100
	Nacora Insurance Brokers AG	Opfikon	CHF	100	100

Eastern Europe

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Albania	Transalbania Sh.p.k	Tirana	ALL	41,725	51
Austria	Kuehne + Nagel Eastern Europe AG	Vienna	EUR	1,090	100
	Kuehne + Nagel GmbH	Vienna	EUR	1,820	100
	Nacora Insurance Brokers GmbH	Vienna	EUR	35	100
Belarus	Kuehne + Nagel FPE	Minsk	BYR	3,001,600	100
Bosnia and Herzegovina	Kuehne + Nagel doo	Sarajevo	BAM	95	100
Bulgaria	Kuehne + Nagel EOOD	Sofia	BGN	365	100
Croatia	Kuehne + Nagel d.o.o.	Zagreb	HRK	4,300	100
Cyprus	Nakufreight Limited	Nicosia	EUR	17	100
Czech Republic	Kuehne + Nagel spol. s r.o.	Prague	CZK	21,000	100
Estonia	Kuehne + Nagel AS	Tallinn	EUR	465	100
Greece	Kuehne + Nagel AE	Athens	EUR	6,798	100
	Arion SA	Athens	EUR	411	100
	Nacora Brokins International AE	Athens	EUR	60	60
	Sindos Railcontainer Services AE (Joint Venture)	Thessaloniki	EUR	3,038	50
Hungary	Kuehne + Nagel Kft	Budapest	HUF	134,600	100
Latvia	Kuehne + Nagel SIA	Riga	LVL	142	100
Lithuania	Kuehne & Nagel UAB	Vilnius	LTL	800	100
Macedonia	Kuehne + Nagel d.o.o.e.l.	Skopje	MKD	3,216	100
Poland	Kuehne + Nagel Poland sp.z o.o.	Poznan	PLN	94,214	100
Romania	Kuehne + Nagel SRL	Bucharest	RON	2,543	100
Russia	OOO Kuehne + Nagel	Moscow	RUR	1,228,036	100
	OOO Kuehne & Nagel Sakhalin	Sakhalin	RUR	500	100
	OOO Nakutrans	Moscow	RUR	278	100
Serbia	Kuehne + Nagel d.o.o.	Belgrade	RSD	3,039	100
Slovakia	Kuehne + Nagel s r.o.	Bratislava	EUR	470	100
Slovenia	Kuehne + Nagel d.o.o.	Ljubljana	EUR	10	100
Ukraine	Kuehne + Nagel Ltd.	Kiev	UAH	7,104	100

North America

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Bermuda	Kuehne + Nagel Ltd.	Hamilton	EUR	12	100
Canada	Kuehne + Nagel Ltd.	Toronto	CAD	2,910	100
	Nacora Insurance Brokers Ltd.	Toronto	CAD	–	100
	Kuehne + Nagel Real Estate Ltd.	Toronto	CAD	–	100
	Kuehne + Nagel Services Ltd.	Vancouver	USD	87,085	100
	GFH Underwriting Agency Ltd.	Toronto	CAD	–	100
Mexico	Kuehne + Nagel S.A. de C.V.	México' D.F.	MXN	24,447	100
	Kuehne + Nagel Servicios Administrativos S.A. de C.V.	México' D.F.	MXN	50	100
	Agente de Seguros S.A. de C.V.	México' D.F.	MXN	50	100
USA	Kuehne + Nagel Investment Inc.	Jersey City	USD	1,400	100
	Kuehne + Nagel Inc.	Jersey City	USD	1,861	100
	Nacora Insurance Brokers Inc.	Jersey City	USD	25	100
	Kuehne + Nagel Special Logistics Inc.	Dulles	USD	30	100
	Kuehne + Nagel Real Estate USA Inc.	Jersey City	USD	–	100
	Kuehne + Nagel Nevada, Inc.	McCarran	USD	2	100

South America

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Argentina	Kuehne + Nagel S.A.	Buenos Aires	ARS	3,208	100
	Nacora S.A.	Buenos Aires	ARS	20	100
Barbados	Kuehne + Nagel Logistics Services Limited	Bridgetown	BBD	195	100
Bolivia	Kuehne + Nagel Ltda.	Santa Cruz	BOB	260	100

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Brazil	Kuehne + Nagel Serviços Logisticos Ltda.	Sao Paulo	BRL	162,189	100
	Nacora Corretagens de Seguros Ltda.	Sao Paulo	BRL	1,094	100
	Transeich Armazens Gerais S.A.	Porto Alegre	BRL	2,479	100
	Transeich Assessoria e Transportes S.A.	Porto Alegre	BRL	17,918	100
Chile	Kuehne + Nagel Ltda.	Santiago	CLP	575,000	100
Colombia	Kuehne + Nagel S.A.S.	Bogotá	COP	5,184,600	100
	Agencia De Aduanas KN Colombia S.A.S. Nivel 2	Bogotá	COP	595,000	100
	Nacora Ltda. Agencia de Seguros	Bogotá	COP	20,000	100
Costa Rica	Kuehne + Nagel S.A.	San Jose	CRC	25,000	100
Cuba	Kuehne Nagel Logistic Services S.A.	Havana	CUC	–	100
Ecuador	Kuehne + Nagel S. A.	Quito	USD	7	100
El Salvador	Kuehne + Nagel S.A. DE C.V.	San Salvador	USD	69	100
Guatemala	Kuehne + Nagel S.A.	Guatemala	GTQ	4,245	100
Honduras	Kuehne + Nagel S.A.	San Pedro Sula	HNL	25	100
Nicaragua	Kuehne + Nagel S.A.	Managua	NIO	10	100
Panama	Kuehne + Nagel S.A.	Colon	USD	1	100
	Kuehne + Nagel Management S.A.	Colon	USD	10	100
Peru	Kuehne + Nagel S.A.	Lima	PEN	10,638	100
Trinidad & Tobago	Kuehne + Nagel Ltd.	Port of Spain	TTD	31	100
Uruguay	Kuehne + Nagel S.A.	Montevideo	UYU	3,908	100
Venezuela	Kuehne + Nagel S.A.	Caracas	VEF	1,000	100
	KN Venezuela Aduanas C.A.	Caracas	VEF	2	100
	Nacora S.A.	Caracas	VEF	60	100

North Asia-Pacific

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
China	Kuehne & Nagel Ltd.	Shanghai	CNY	25,072	100
	Kuehne & Nagel Logistics Co Ltd.	Shanghai	CNY	5,515	100
	Kuehne & Nagel Information Company Ltd.	Guangzhou	CNY	1,008	100
	Kuehne & Nagel Information Center Ltd.	Foshan	CNY	1,000	100
	Kuehne & Nagel Ltd.	Hong Kong	HKD	1,560	100
	Transpac Container System Ltd.	Hong Kong	HKD	100	100
	Nacora Insurance Brokers Ltd.	Hong Kong	HKD	500	70
	Kuehne & Nagel Ltd.	Macao	HKD	971	100
	Nacora Insurance Brokers Ltd.	Macao	HKD	53	51
Taiwan	Kuehne + Nagel Ltd.	Taipei	TWD	20,000	100
	Nacora Insurance Brokers Ltd.	Taipei	TWD	6,000	100

South Asia-Pacific

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Afghanistan	Kuehne + Nagel Ltd	Kabul	USD	6	100
Australia	Kuehne & Nagel Pty Ltd	Melbourne	AUD	2,900	100
	Nacora Insurance Services Pty Ltd	Melbourne	AUD	–	100
	Cooltainer Australia Pty Limited	Sydney	AUD	–	100
	Kuehne + Nagel Real Estate Pty Ltd	Melbourne	AUD	–	100
Bangladesh	Kuehne + Nagel Limited	Dhaka	BDT	10,000	100
Cambodia	Kuehne + Nagel Limited	Phnom Penh	USD	5	100
India	Kuehne + Nagel Pvt. Ltd.	New Delhi	INR	30,000	100

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Indonesia	PT. KN Sigma Trans	Jakarta	IDR	1,730,100	95
Japan	Kuehne + Nagel Ltd.	Tokyo	JPY	80,000	100
	Nacora Japan Insurance Solutions Ltd.	Tokyo	JPY	9,900	100
Korea	Kuehne + Nagel Ltd.	Seoul	KRW	500,000	100
Malaysia	Kuehne + Nagel Sdn. Bhd.	Kuala Lumpur	MYR	1,000	100
	Nacora (Malaysia) Sdn. Bhd.	Kuala Lumpur	MYR	100	100
Maldives	Kuehne + Nagel Private Limited	Male	USD	1	100
Myanmar	Kuehne + Nagel Ltd.	Yangon	USD	50	100
New Zealand	Kuehne + Nagel Limited	Auckland	NZD	200	100
	Nacora Insurance Services Limited	Auckland	NZD	10	100
	Cooltainer New Zealand Limited	Christchurch	NZD	1,200	100
Pakistan	Kuehne + Nagel (Private) Limited.	Karachi	PKR	9,800	100
Philippines	Kuehne + Nagel Inc.	Manila	PHP	5,000	100
	KN Subic Logistics Inc.	Manila	PHP	1,875	100
Singapore	Kuehne + Nagel Pte. Ltd.	Singapore	SGD	500	100
	Nacora Insurance Agency Pte. Ltd.	Singapore	SGD	100	100
	Kuehne + Nagel (Asia-Pacific) Management Pte. Ltd.	Singapore	SGD	200	100
	Kuehne + Nagel Real Estate Pte Ltd	Singapore	SGD	250	100
Sri Lanka	Kuehne & Nagel (Pvt) Ltd.	Colombo	LKR	2,502	100
Thailand	Kuehne + Nagel Limited	Bangkok	THB	20,000	100
	Consolidation Transport Limited	Bangkok	THB	100	100
Vietnam	Kuehne + Nagel Company Limited	Ho Chi Minh	VND	15,502,200	100

Middle East and Africa

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Angola	Kuehne & Nagel (Angola) Transitarios Lda	Luanda	AON	7,824	100
Bahrain	Kuehne + Nagel WLL	Manama	BHD	200	100
Egypt	Kuehne + Nagel Ltd.	Cairo	EGP	1,000	100
Iraq	Jawharat Al-Sharq Co. for General Transportation & Support Services Ltd	Baghdad	USD	85	100
	Kuehne + Nagel for General Transportation and Logistics Services L.L.C.	Erbil	USD	45	100
Israel	Amex Ltd.	Holon	ILS	2	87.5
Jordan	Kuehne and Nagel Jordan LLC	Amman	JOD	300	100
Kenya	Kuehne + Nagel Limited	Nairobi	KES	63,995	100
Kuwait	Kuehne + Nagel Company W.L.L.	Kuwait	KWD	150	100
Lebanon	KN-ITS SAL (Joint Venture)	Beirut	LBP	113,000	50
Mauritius	KN (Mauritius) Limited	Port Louis	MUR	4,000	100
Mozambique	Kuehne & Nagel Mocambique Lda.	Maputo	MZN	133	100
Namibia	Kuehne and Nagel (Pty) Ltd.	Windhoek	NAD	340	100

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Nigeria	Kuehne & Nagel (Nigeria) Limited	Lagos	NGN	10,000	100
Oman	Universal Freight Services LLC	Muscat	OMR	250	70
Qatar	Kuehne + Nagel L.L.C.	Doha	QAR	1,900	100
Saudi Arabia	Kuehne and Nagel Limited	Jeddah	SAR	1,000	100
South Africa	Kuehne + Nagel (Proprietary) Limited	Johannes-burg	ZAR	1,651	75
	Nacora Insurance Brokers (Proprietary) Limited	Johannes-burg	ZAR	35	100
Tanzania	Kuehne + Nagel Limited	Dar Salaam	TZS	525,000	100
Turkey	Kuehne + Nagel Nakliyat Sti.	Istanbul	TRY	5,195	100
UAE	Kuehne + Nagel L.L.C.	Dubai	AED	1,000	100
	Kuehne + Nagel L.L.C.	Abu Dhabi	AED	1,000	100
	Kuehne + Nagel DWC L.L.C.	Dubai	AED	13,000	100
	Kuehne + Nagel Management ME FZE	Dubai	AED	1,000	100
Uganda	Kuehne + Nagel Limited	Kampala	UGX	827,500	100

April 14, 2015	First quarter 2015 results
May 5, 2015	Annual General Meeting
May 12, 2015	Dividend Payment for 2014
July 14, 2015	Half-year 2015 results
October 13, 2015	Nine-months 2015 results

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