

2025 Edition

Sustainability Report



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Message from the Executive Management Board

Dear Reader,

Over the past year, we made meaningful progress on our sustainability journey, demonstrating resilience amid the challenges 2025 brought.

A major milestone was the rollout of our customer sustainability offering, engaging with around 50% of our global accounts to drive decarbonisation initiatives along the entire value chain. Through a structured approach, we supported them in achieving their ESG goals while continuously deepening our understanding of their needs along the sustainability journey—particularly in key industries such as semiconductors, healthcare and consumer, where sustainability is becoming an integral part of doing business.

We resubmitted our emission reduction targets to the Science Based Targets initiative (SBTi), transitioning from absolute to predominantly intensity-based targets to measure our progress more precisely, while raising ambition in the areas we control most, especially in scope 1 and 2. We also strengthened our long-term climate commitment and set an SBTi-approved target to achieve net-zero emissions by 2050.

Across our operations, we took concrete steps to improve environmental performance: increasing the share of electric trucks, procuring 100% renewable electricity for our Contract Logistics sites, and introducing a sustainable procurement policy. In addition, we deployed sustainable fuels across all transport modes to reduce emissions across the value chain: we sourced nearly 18 million litres of sustainable aviation fuel in Air Logistics, more than 3,000 tonnes of sustainable marine fuel in Sea Logistics and saw customer uptake of hydrotreated vegetable oil in our Road Logistics fleet of trucks more than double.

Our people made a significant difference as well. A total of 80 community initiatives took place across 36 countries, with the most impactful projects recognised through our Community Engagement Awards. We also achieved a Great Place to Work certification in 73 countries, reflecting an engaged workforce and a culture shaped by feedback.

The year concluded with our feature in the BBC StoryWorks Living Legacy series, highlighting how partnerships in logistics can accelerate the transition to a low-carbon future and raising global awareness of our decarbonisation efforts.

None of the progress outlined in this report would be possible without the trust and commitment of our employees, customers and partners. Together, we are shaping a more resilient, responsible, and low-carbon future for global logistics.



Stefan Paul
CEO

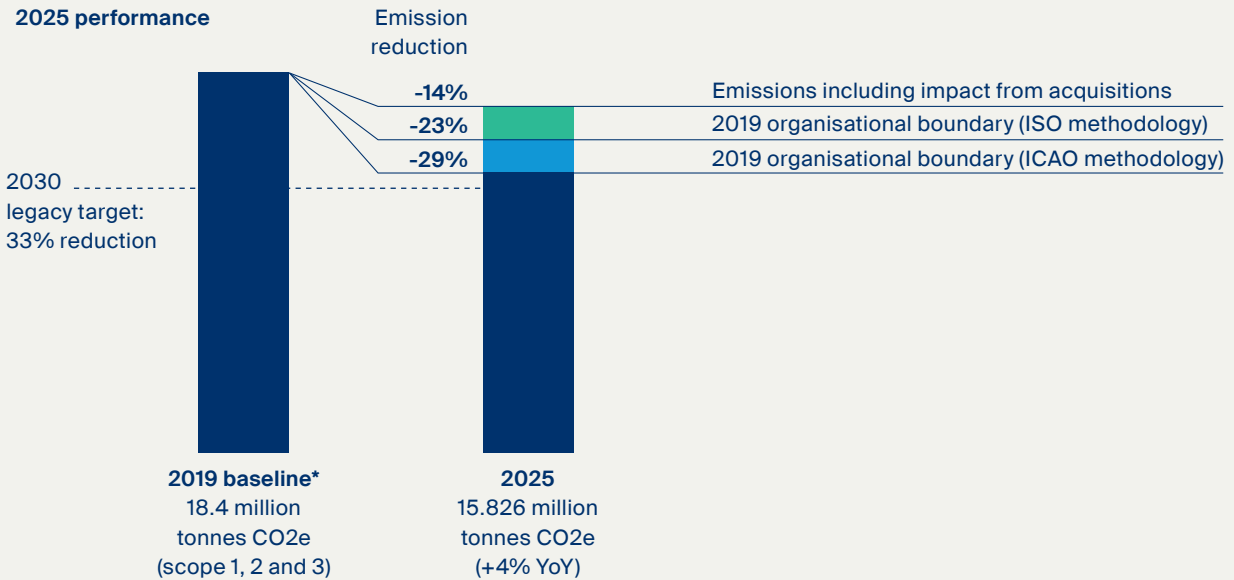
Sarah Kreienbühl
CHRO with additional responsibility
for ESG and QSHE

Sustainability highlights 2025

Environment

GHG emissions

- Set updated SBTi near-term emission reduction targets and a net-zero target by 2050, aligned with the latest climate science
- Performance against SBTi legacy targets: the 2025 emission data indicate that we were on track to achieve our legacy targets, providing a solid foundation for the next phase of our science-based climate commitments



Sustainable fuels sourced in 2025



- 3,335** tonnes SMF (sea transport)
- 17.7** million litres SAF (air transport)
- 3.0** million litres HVO (road transport)
- 65,000** tonnes scope 3 emission reduction (via Book and Claim)

Highlights



Engaged with about 50% of our global accounts on sustainability



First electric heavy goods vehicle (eHGV) crossing from UK to France

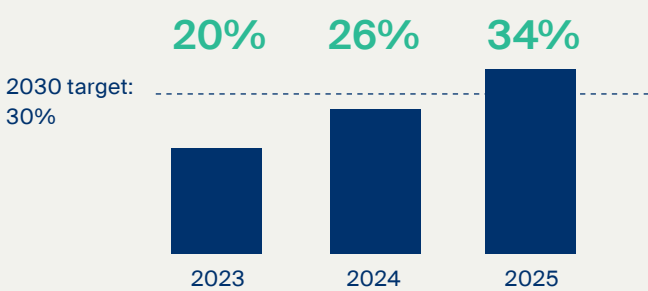


Launched short film with BBC's Living Legacy, highlighting partnerships in logistics emissions reduction**

* Baseline not restated following acquisitions and methodological changes (e.g. shift to ICAO methodology)
 ** Produced by BBC StoryWorks Commercial Productions

Renewable energy

On-site renewable electricity production*



* Equivalent production based on the electricity consumption of the previous year

99% renewable site electricity (up 1% from 2024); 100% at our Contract Logistics sites

67% renewable energy consumption at our sites (2024: 67%)
→ 2030 target: 100% renewable energy at our sites

Social



0 Zero employee fatalities for third consecutive year

5% Lost Time Injury Frequency reduction to 7.6 (2024: 8.0)
→ 2026 target:
■ If at <3.0: maintain
■ If at >3.0: reduce 10% YoY



80 projects from 36 countries qualified for Community Engagement Awards



73 countries certified as 'Great Place to Work'

Governance



95% Annual Code of Conduct confirmation → Target: >95%



586 Integrity Due Diligence target companies approved at year-end



50 Implemented supplier management tool in over 50 countries



Introduced Sustainable Procurement Policy (within the Global Procurement Policy)

General disclosures

Our business

Kuehne+Nagel is committed to making logistics work smarter for our customers. With a global network and deep industry expertise, we help businesses navigate complexity and unlock growth through reliable services, advanced technologies and data-driven insights.

As the logistics partner of choice for companies worldwide, we deliver tailored, end-to-end supply chain solutions across Sea, Air, Road and Contract Logistics. Our 85,407 employees in 93 countries

work together to provide these services, bridging continents and shaping more innovative and sustainable supply chains.

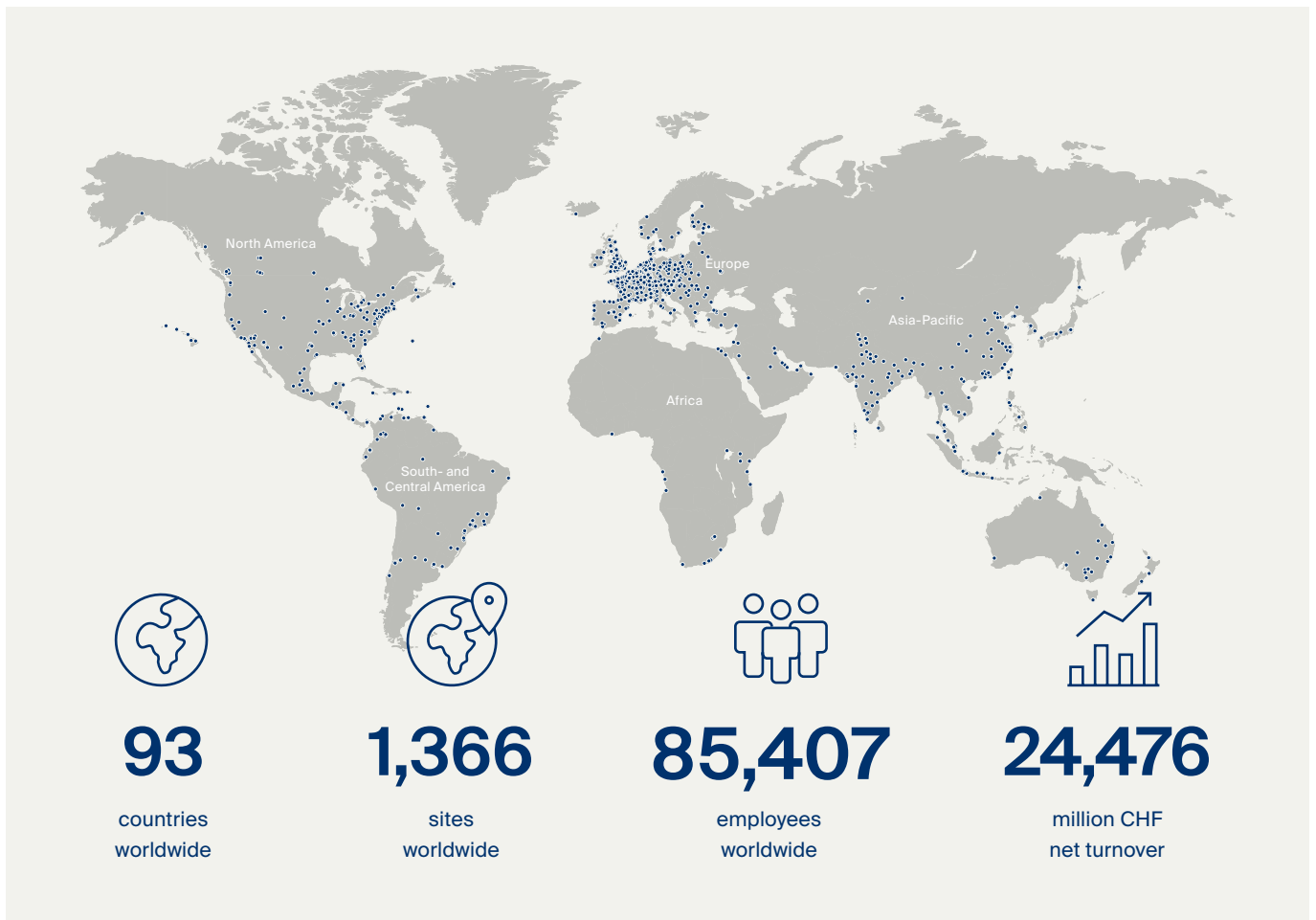
To serve more than 400,000 customers, we operate an asset-light business model, partnering with trusted shipping carriers, airlines, and road hauliers. This approach enables flexibility, resilience, and alignment with our sustainability ambitions while maintaining a high-quality global service footprint.

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

End-to-end logistics services

By investing in expertise, innovation and digitalisation, Kuehne+Nagel builds a complete, 360° understanding of the global logistics landscape. We merge comprehensive end-to-end services with data-powered insights to design sustain-

Kuehne+Nagel at a glance



able, resilient supply chains that benefit customers and the world around us.

Specialising in key industries—including Aerospace, Automotive and New Mobility, Consumer, Healthcare, High-Tech and Semicon, Industrial and Perishables—our in-house experts deliver logistics solutions tailored to each customer’s unique supply chain challenges.

Kuehne+Nagel consolidates and synchronises supply chain data, using business

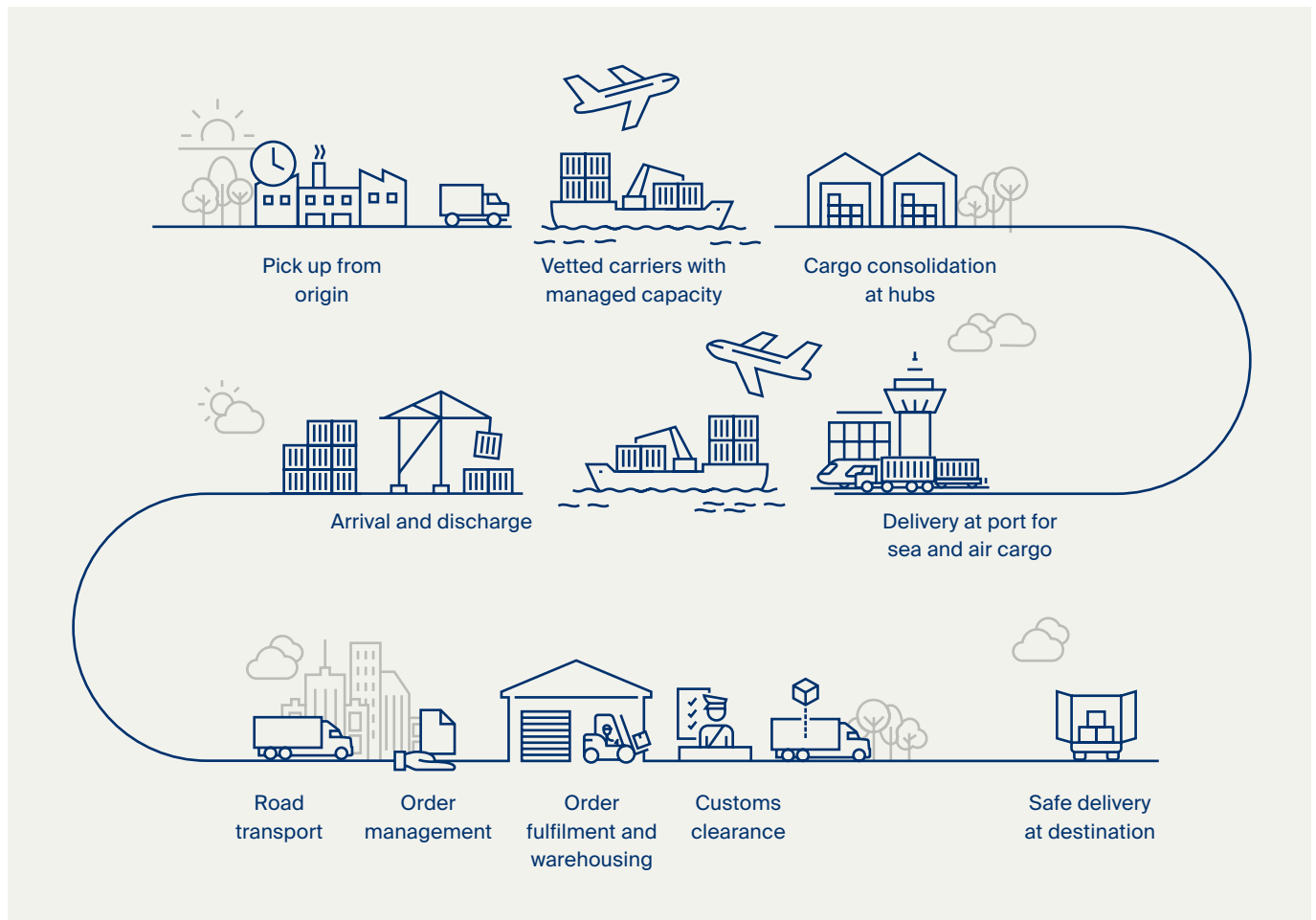
intelligence to create tangible impact and enable smarter decision-making. Through our digital platforms and products, stakeholders can access advanced shipping notifications, delivery data, track-and-trace information, visibility on inbound and outbound flows as well as insights on their shipments’ emissions.

An asset-light, segmented and multimodal business model allows us to quickly scale and adapt services. Thanks to a global presence and in-market relationships,

we capitalise on the latest supply chain innovations to maintain a market-leading position.

Beyond end-to-end logistics services, customers can benefit from value-added solutions such as cargo insurance, sustainable logistics solutions, supply chain design and optimisation, returns management, and quality inspections.

The scope of end-to-end logistics services





ESG strategy and achievements

Roadmap 2026

Guided by Roadmap 2026 and Vision 2030, Kuehne+Nagel has been striving to become the most trusted supply chain partner supporting a sustainable future. Our vision inspires bold action, empowering teams and customers to make informed choices and deliver lasting progress. These ambitions are anchored in our brand dimensions: inspire, empower, deliver. Four strategic cornerstones build the foundation of Roadmap 2026.

Living ESG

Living ESG embeds environmental, social and governance (ESG) principles into our strategy, operations and partnerships. With operations across every mode of logistics, we have both the responsibility and the opportunity to build resilient and more sustainable supply chains.

Kuehne+Nagel Experience

Customer and employee satisfaction and retention are key drivers of long-term success. We build trust by fostering a globally consistent customer and employee journey, aiming to create long-lasting relationships. Embedding these elements into our strategy inspires an organisational culture that empowers our employees to take ownership while supporting our growth ambitions.

Market Potential

Value-added solutions and geographic presence are creating scalable opportunities. In 2025, Kuehne+Nagel announced the acquisitions of companies TDN (Transporte y Distribución Nacional) and Eastway, enhancing our road and aerospace logistics solutions. We are also expanding into growing markets and key industries such as renewable energy, cloud infrastructure and hyperscalers.

Digital Ecosystem

Cloud modernisation, AI, automation and big data empower smarter, additional transparency for our customers, partners, and employees.

Each cornerstone helps delivering meaningful improvements: a unified experience, sustainable growth, next-generation digital capabilities and firm sustainability commitments. This strategic direction is reflected throughout this report, which outlines our ESG approach, material priorities, and actions aligned with the Science Based Targets initiative (SBTi) and UN Sustainable Development Goals (SDGs).

2025 Living ESG achievements

In 2025, Kuehne+Nagel made steady progress toward achieving the Roadmap 2026 Living ESG ambitions.

Environment

A key achievement in 2025 was the resubmission of our 2030 science-based targets, alongside setting an SBTi-validated net-zero target by 2050. This milestone underscores our ongoing commitment to reducing emissions across the entire value chain. To make progress against these targets, we expanded our fleet of low-emission trucks and supported the deployment of sustainable fuels across all transport modes together with our partners. Our Book and Claim solution resulted in scope 3 emission reductions of 65,000 tonnes compared to fossil fuels. We continued investing in on-site renewable electricity generation, which accounted for the equivalent of 34% of our electricity consumption. Additional investments in renewable electricity mean that 99% of electricity at Kuehne+Nagel sites comes from renewable sources (100% at our Contract Logistics sites).

Another significant milestone was partnering with SWISS and Synhelion to scale solar-based synthetic aviation fuel (SAF). Through a long-term offtake agreement, Kuehne+Nagel supports the commercialisation of Synhelion's solar-derived SAF—helping reduce aviation emissions and lower customers' air freight emissions.

Social

Strong social initiatives in 2025 continued to foster a positive and inclusive workplace culture. We are proud to have 73 countries certified as a 'Great Place to Work' (an increase of 9 countries from 2024). A response rate of over 83% reflects the engagement and satisfaction of both office-based and fulfilment and delivery staff. Our health and safety performance also improved across key indicators, highlighting our commitment to providing a safe workplace to all employees.

The continued rollout of our Community Engagement Awards resulted in an additional 80 projects being submitted from 36 countries, showcasing our employees'

dedication to making a positive impact in their communities. Kuehne+Nagel also expanded its global leadership initiative to activate and unify leadership across all levels and geographies. By year-end 2025, approximately 8,000 leaders had participated in the programme.

Governance

Integrated in the Global Procurement Policy, we launched a Sustainable Procurement Policy for selected categories in 2025, with the ambition to progressively expanding it across the full category scope. We also advanced implementation of our new supplier management system which is now rolled out in more than 50 countries. Minimising compliance-related risk exposures and underscoring our dedication to maintaining high standards of integrity and compliance across operations, 586 companies were approved using our Integrity Due Diligence process. Additionally, a 95% completion rate for the annual confirmation of the Code of Conduct demonstrated our organisation's commitment to ethical business practices.

Kuehne+Nagel's performance with ESG rating agencies

Rating agency	Performance			Scoring scale	
	2025	2024	2023	Best	Worst
Ecovadis	66 (Bronze Medal)	66 (Silver Medal)	70 (Gold Medal)	100 (Platinum)	0 -
CDP (Climate Change)	B (Management)	B (Management)	B (Management)	A (Leader)	F (Non-Disclosure)
MSCI	AAA (Leader)	AAA (Leader)	AAA (Leader)	AAA (Leader)	CCC (Laggard)
Sustainalytics	18.3 (Low Risk)	13.9 (Low Risk)	15.0 (Low Risk)	0 (Negligible Risk)	50 (High Risk)

ESG governance

Management Board and Board of Directors

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

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

The Chief Human Resources Officer (CHRO) is responsible for ESG and QSHE (Quality, Security, Health and Safety, Environment, and Dangerous Goods) at the Management Board level. This includes overseeing the identification and management of climate-related risks and opportunities.

Embedding sustainability throughout the organisation

Reporting to the CHRO, the Global Head of Sustainability is responsible for cross-business unit coordination, as well as aligning national strategies for Living ESG, and overseeing performance monitoring and reporting.

Close collaboration between business and functional units at the global and national level is essential to a harmonised, aligned sustainability approach. Dedicated groups, such as the Environment Working Group—in which the corporate sustainability team, business unit sustainability managers and members of the sales team focus on decarbonisation targets, strategy development and execution—are in place. The Head of Social Impact drives the implementation of all social aspects of Living ESG in alignment with the Global Head of Sustainability. Functional units such as QSHE, Legal and Finance contribute to the overarching aspects of Living ESG. In 2025, sustainability topics were further embedded across other core functions—including Communications, Marketing, Sales and IT—to drive customer engagement.

Together, the corporate sustainability team and national sustainability managers cascade Living ESG throughout the global organisation. National sustainability managers lead local execution, tailoring implementation to markets with high customer demand or applicable specific regulatory requirements. Their insights inform corporate-level initiatives, supported by quarterly alignment meetings.

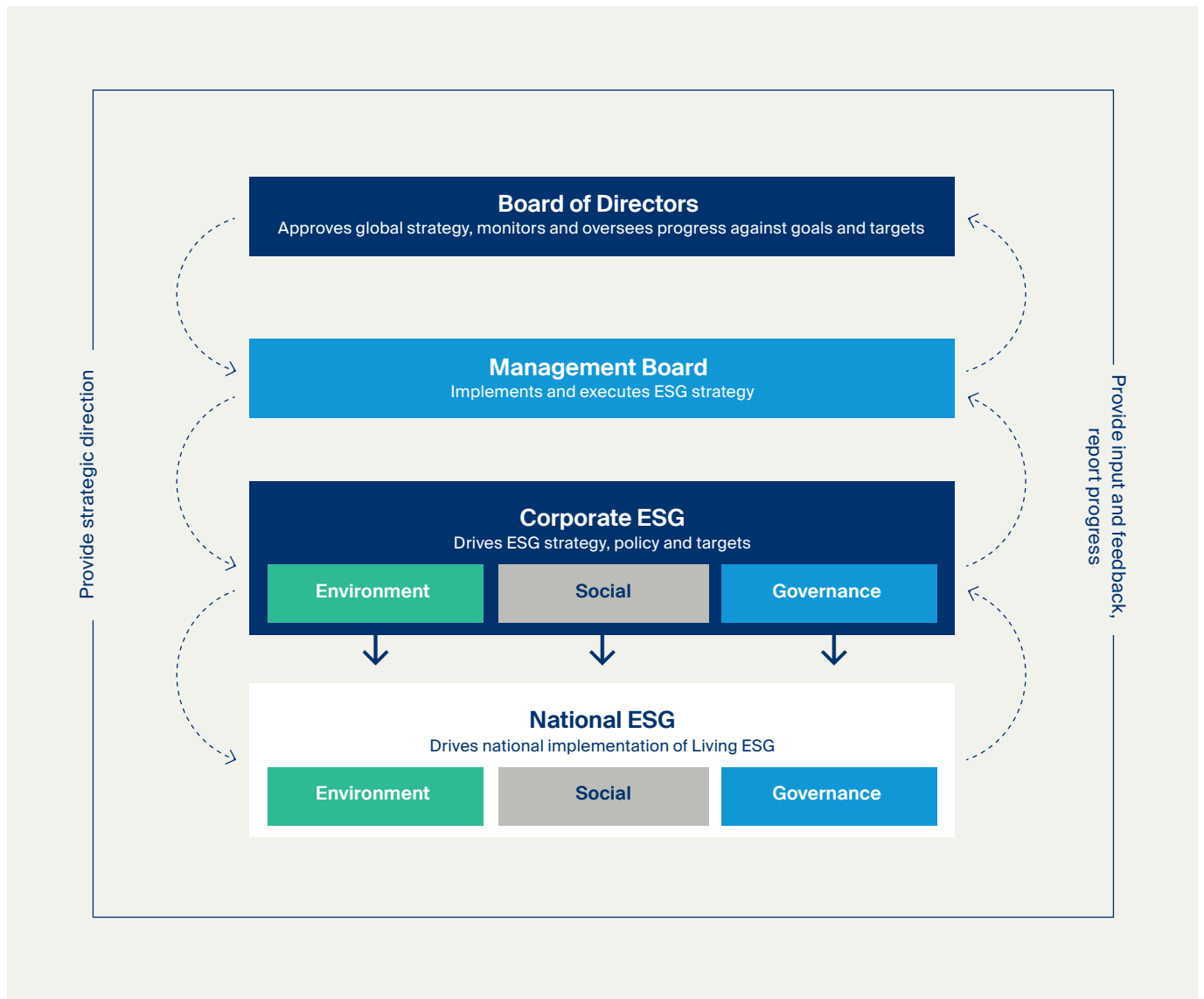
Coordination is strengthened through a sustainability blueprint that establishes dotted-line reporting from national and business unit sustainability managers to the corporate team.

ESG risk management

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

Several sustainability and climate-related risks are considered in the risk assessment undertaken by Kuehne+Nagel. In 2025, the initial 2024 climate-related risk assessment was enhanced with site-level data of physical climate risks, in line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD). The assessment outcomes are described in the Environment section of this report.

Sustainability management and reporting structure




Materiality assessment

In 2025, Kuehne+Nagel enhanced its process for identifying and prioritising key sustainability topics by applying the principles of double materiality. Building on previous assessments, this approach ensures our sustainability strategy addresses both external stakeholder expectations and internal business priorities, while already considering certain requirements of the Corporate Sustainability Reporting Directive (CSRD).

We reviewed stakeholders and mapped our value chain to identify impacts, risks, and opportunities (IROs). We also conducted a benchmark analysis of CSRD-aligned reports published by peers, competitors, and key customers, complemented by insights from industry standards and ESG rating agencies.

Using a top-down approach, the list of material topics was validated through stakeholder workshops with internal experts. This ensured that the identified topics accurately reflect external stakeholder expectations and Kuehne+Nagel's strategic priorities. For the 2025 reporting year, the list of material topics remains unchanged, confirming that these topics are closely aligned with our Living ESG strategy.

Material topics

Category	Material topic	Topic description
Environment 	Climate change	Greenhouse gas emissions from our operations and value chain, as well as climate-related risks and opportunities relevant to our business
	Pollution prevention	Non-GHG air pollutants generated from our operations, as well as air and soil pollution arising from accidental spills
	Waste and circularity	Packaging and plastic materials, waste management and circularity initiatives
Social 	Working conditions	Shaping the employee experience through fair and supportive working conditions, including effective health and safety management
	Equal treatment and opportunities for all	Creating an inclusive and equitable workplace and opportunities for employee development
	Human rights	Respecting human rights across our operations and promoting the same standards to our suppliers
Governance 	Business integrity and corporate culture	Ensuring ethical leadership as well as the Group's commitment to ethics and compliance, including combatting anti-bribery and corruption
	Supplier management	Effective management of suppliers and sustainable procurement



Stakeholder engagement

Stakeholder engagement is essential to Kuehne+Nagel as it informs our strategic direction and material topics.

Gathering stakeholder feedback

Employees and customers are the stakeholders foremost in our minds. Our staff are a key differentiator for customer success. As leaders of transformation and trusted partners, they bring Roadmap 2026 and Vision 2030 to life. Customer and employee experience are inextricably linked; if our people are satisfied, they will go above and beyond to deliver the best service to our customers. Therefore, ensuring a positive experience for our employees and the people we serve is crucial for fulfilling sustainability commitments and realising our growth potential.

To encourage employee and customer feedback and execute the Roadmap 2026 Kuehne+Nagel Experience cornerstone, we undertook several activities in 2025.

Voice of the Employee

Listening to our employees' views about working for our organisation is critical to improving their experience.

Within our Voice of the Employee framework, we conduct annual engagement surveys—including the Great Place to Work® (GPTW) survey—to gather feedback and measure employee satisfaction. Our participation rate has increased year over year, reaching 83% in 2025 (an increase of more than 2 percentage points). The overall scores also increased, resulting in GPTW certification for 73 countries in 2025, up from 64 in 2024 and 53 in 2023.

We also conduct global on- and offboarding surveys to understand employee sentiment for those who have recently joined our organisation and those who have decided to leave. We consider joining and leaving our organisation as pivotal moments in the employee lifecycle, and we strive to understand how employees feel at these points to ensure we can provide the best support.

Voice of the Customer

We follow this same approach with customers. In 2025, we conducted a Voice of the Customer survey across all Kuehne+Nagel business units. Compared to prior years, we saw a significant increase in the number of responses received as well as higher NPS (Net Promoter Score) and CSAT (Customer Satisfaction) scores across all business units.

As part of the survey, customers were also asked to rate their satisfaction with sustainable logistics solutions. More than 7,000 customers provided feedback, showing strong engagement and interest in the topic. We are pleased to see customer satisfaction increased, indicating a positive perception of Kuehne+Nagel's sustainability offering and solutions.

Investor engagement and dialogue

Kuehne+Nagel maintains non-discriminatory equal treatment of, and transparent dialogue with investors, particularly about strategic priorities and long-term value creation. Investors consistently express interest in the resilience of our business model, sustainable growth areas, and our approach to navigating market volatility. Key focus areas include operational

efficiency, digitalisation, and integrating sustainability into our services and supply chain solutions. Investor feedback supports our strategy of combining customer-centric innovation with disciplined financial management, enabling Kuehne+Nagel to remain competitive and create lasting shareholder value.

Relationship with stakeholders

Our organisation is committed to engaging with stakeholders to continually improve service and the overall experience. An overview of stakeholder expectations and how we respond to their interests is outlined in the table on the following page.

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



Relationship with stakeholders

Stakeholder groups	Key issues of interest	How we engage	How we respond
Employees 	<ul style="list-style-type: none"> ■ Working conditions (including compensation and benefits, health and safety) ■ Equal treatment and opportunities for all, including training and development 	<ul style="list-style-type: none"> ■ Voice of Employee surveys, including Great Place to Work survey ■ Town hall meetings ■ Internal communication ■ Workers councils, health and safety committees 	<ul style="list-style-type: none"> ■ Career development framework ■ Learning management system ■ Performance enablement process ■ Health and safety management system ■ Diversity and inclusion programme
Customers 	<ul style="list-style-type: none"> ■ Sustainable logistics solutions, emission reporting ■ Customer service ■ ESG performance and reporting 	<ul style="list-style-type: none"> ■ Customer satisfaction survey and feedback tool ■ Customer meetings and events ■ Joint projects and pilots ■ Customer sustainability surveys, tenders, RFQs 	<ul style="list-style-type: none"> ■ Emissions reporting and analytics ■ Sustainable logistics solutions ■ Internal and external QSHE audits ■ ESG reporting and ratings
Investors 	<ul style="list-style-type: none"> ■ Economic performance ■ ESG performance and reporting ■ Ethical governance 	<ul style="list-style-type: none"> ■ Annual General Meeting (AGM) ■ Disclosure duties ■ Capital Markets Day ■ Management engagement ■ Road shows, investor and analyst meetings ■ Financial press releases 	<ul style="list-style-type: none"> ■ ESG reporting and ratings
Suppliers and partners 	<ul style="list-style-type: none"> ■ Ethical and social standards ■ Long-term partnership ■ Fair payment terms 	<ul style="list-style-type: none"> ■ Business associations ■ Partnerships and joint investments ■ Public forums and working groups 	<ul style="list-style-type: none"> ■ Audits and risk assessments ■ Supplier management system ■ Webinars and communication
Communities/ Non-governmental organisations (NGOs) 	<ul style="list-style-type: none"> ■ Ethical, social and environmental practices ■ Community partnerships 	<ul style="list-style-type: none"> ■ Community engagement initiatives 	<ul style="list-style-type: none"> ■ Human rights due diligence ■ Emergency and Relief Logistics ■ Community engagement initiatives
Governments/ regulatory bodies 	<ul style="list-style-type: none"> ■ Regulatory compliance 	<ul style="list-style-type: none"> ■ Public forums and industry bodies 	<ul style="list-style-type: none"> ■ ESG reporting ■ External assurance and audits

Environment



In 2025, the world experienced one of the warmest years on record, marked by numerous extreme weather events affecting regions worldwide. As a global logistics provider at the centre of international supply chains, Kuehne+Nagel plays a key role in advancing sustainable practices beyond our own operations. In close collaboration with our business partners, we work to reduce greenhouse gas emissions, enhance energy efficiency, and minimise waste and pollution across the value chain.

Our commitment to collaborative action is inter alia illustrated by a BBC [Living Legacy short film](#), which highlights our work with partners to address climate-related challenges and minimise environmental impact. The film was produced for Kuehne+Nagel by BBC StoryWorks Commercial Productions and reflects our targeted, purpose-driven engagements with carriers, customers, and other partners to support the decarbonisation of global logistics.

Environmental Management System (EMS) and Environmental Policy

Kuehne+Nagel’s global Environmental Management System (EMS) provides a comprehensive framework for environmental matters. Applicable to all business and functional units worldwide, the EMS requires facilities to comply with ISO 14001 standards. By year-end 2025, 417 sites were certified to ISO 14001:2015. As key environmental impacts—such as waste management and energy consumption—occur at the site level, the EMS supports improving measurement, deepening understanding of impact drivers, and enabling continuous improvement to reduce actual and potential environmental impacts. We also prepare management reviews to assess the performance of environmental activities defined by the EMS and share the results to support planning and continuous improvement.

The implementation of the EMS is supported by Kuehne+Nagel’s Global Facility

Carbon Calculator (GFCC) tool, which tracks key performance indicators (KPIs) on a monthly basis and sets targets on site, local and global levels. The EMS also supports local actions, such as the biodiversity standard launched in France in 2025 and the establishment of sustainability champions across sites. These champions lead on-site sustainability projects, helping cascade global initiatives throughout the organisation.

The Environmental Policy governs implementation and ongoing maintenance of environmental management within the EMS and is accessible through Kuehne+Nagel’s document management system. Policy communication—and any related targets or documents—is delivered through direct communication, local environmental experts, and our internal communication platform.

Impacts, risks and opportunities

Material topic	Impacts, risks and opportunities	Location in value chain	Time horizon
Climate change 	GHG emissions from own operations and value chain	Own operations, upstream	Short- to long-term
	Climate-related transition risks and opportunities	Own operations, value chain	Short- to long-term
	Climate-related physical risks affecting logistics operations	Own operations, value chain	Medium- to long-term
	Energy consumption at our offices and fulfilment centres	Own operations	Short-term
Pollution prevention 	Non-GHG air pollution from own operations and value chain	Own operations, upstream	Short- to long-term
	Water and soil pollution from accidental spills	Own operations, upstream	Short-term
Waste and circularity 	Packaging and plastic materials for fulfilment and delivery	Own operations, value chain	Short-term
	Waste management (including disposal and recovery) at our facilities	Own operations, value chain	Short-term



Climate change

What it means to Kuehne+Nagel

Addressing climate change is central to Kuehne+Nagel's sustainability strategy and remains a key priority for our stakeholders. As an asset-light logistics provider, most of our emissions fall within scope 3 and occur outside our direct operations, largely through the transportation of customer goods. This reinforces the need for strong value chain collaboration as well as rapid expansion of sustainable logistics solutions to achieve meaningful emission reductions.

Climate-related risks and opportunities

In 2024, Kuehne+Nagel conducted a climate resilience assessment using scenario analysis to evaluate potential physical and transition risks and opportunities. This assessment covered both owned and operated locations as well as key locations across our global network, including major ports and airports.

Building on this work, in 2025, we deepened our physical risk assessment to more precisely identify relevant climate hazards across global Kuehne+Nagel locations.

This analysis laid the foundation for an exemplary quantification and resilience assessment of physical and transition risks through 2030.

The qualitative assessment of transition risks was supported by scientific and policy literature, industry-specific research and performance benchmarking. This scenario analysis used two scenarios outlined in the Sixth Assessment Report of the Intergovernmental Panel on Climate Change (IPCC): an optimistic low-emission scenario with a +1.5°C temperature increase (representative concentration pathway (RCP) 2.6) and a more concerning high-emission scenario with a +4°C temperature increase (RCP 8.5). The assessment considered short-term (2024-25), medium-term (2030) and long-term (2050) timeframes.

For physical climate risks, an external climate risk tool was utilised to assess potential site-level impacts. The analysis extended to 2080 using three distinct climate scenarios from the Shared Socioeconomic Pathways (SSPs):

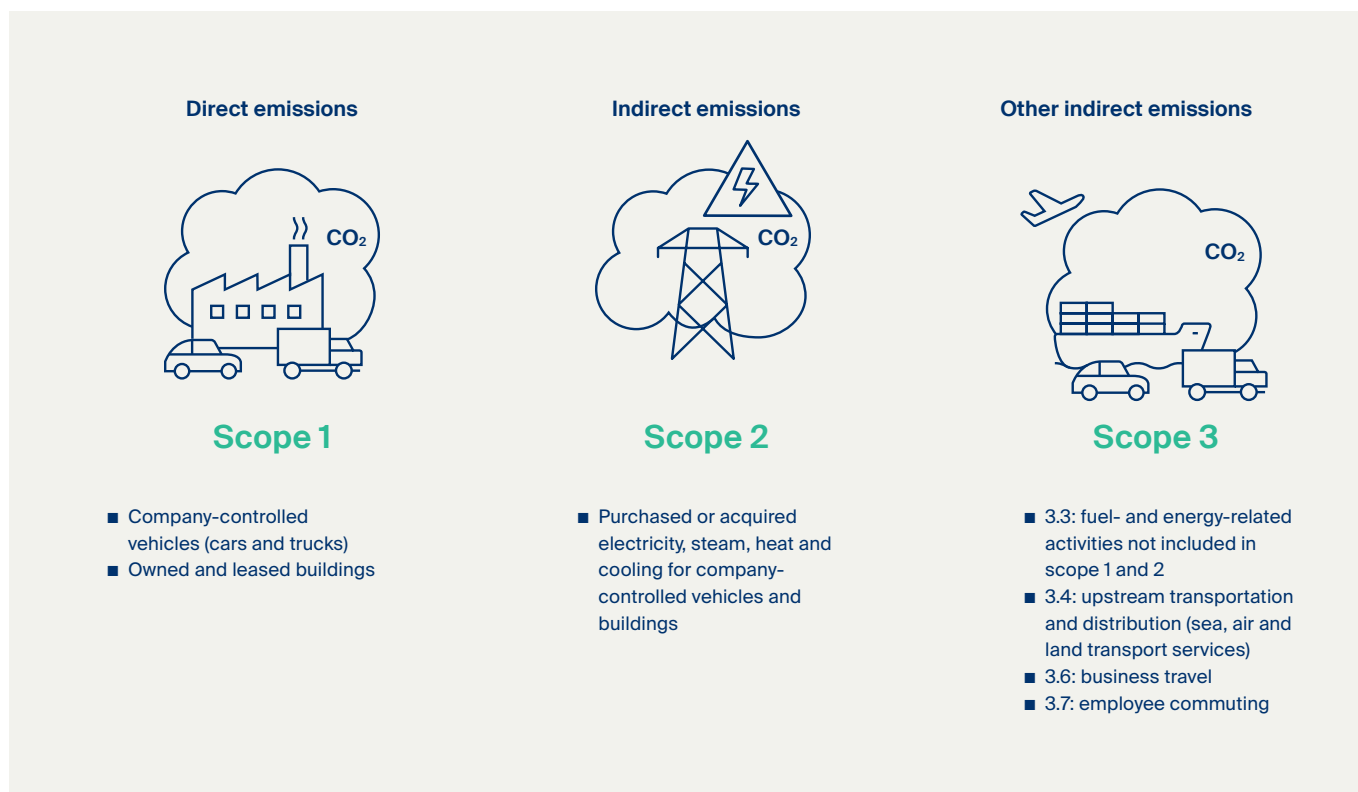
- SSP1-2.6: 'low-emission scenario'
- SSP2-4.5: 'middle-of-the-road scenario'
- SSP5-8.5: 'high-emission scenario'

The 2025 analysis of global locations provided a more detailed analysis of the physical risks, such as storm surges, river flooding, extreme heat, and heavy rain, that will likely affect Kuehne+Nagel locations under a high-emission scenario in 2050. Notably, the number of locations exposed to extreme heat is expected to increase by 2050. Both site-specific physical risks and broader network risks (such as droughts affecting trade lanes) can disrupt logistics operations and global supply chains, particularly in the medium- to long-term.

Transition risks may also lead to higher short-term compliance and operational costs. However, these challenges also present significant opportunities: advancing low-carbon technologies and offering customers competitive low-emission logistics solutions strengthen long-term resilience.

The following tables present a summary of updated risks and opportunities with high likelihood and/or impact on Kuehne+Nagel and its value chain:

	Physical risk	How Kuehne+Nagel can mitigate the risk
Chronic 	Temperature changes (such as prolonged heatwaves) result in operational disruption and cost increases	<ul style="list-style-type: none"> Invest in energy-efficient fulfilment centres and operational resilience
	Rising sea levels or changes in rainfall patterns cause supply chain disruptions and operational delays	<ul style="list-style-type: none"> Identify high-risk areas and work with suppliers to adapt critical infrastructure
Acute 	Severe storms and flooding lead to delays and rising costs in local networks	<ul style="list-style-type: none"> Leverage predictive analytics Identify high-risk locations and implement business continuity plans Diversify logistics hub locations
	Transition risk	How Kuehne+Nagel can mitigate the risk
Policy and legal 	Increasing compliance requirements and costs due to existing and emerging regulations	<ul style="list-style-type: none"> Increase engagement with experts and policymakers on compliance strategies Invest in energy-efficient technologies and promote sustainable logistics solutions Acknowledge suitable carrier engagements
Technology 	Transition costs for low-carbon solutions, fuels and technologies	<ul style="list-style-type: none"> Partner with technology providers and suppliers to secure cost-effective access to scalable solutions such as sustainable fuels and renewable energy
	Transition opportunity	How Kuehne+Nagel can realise the opportunity
Products and services 	Provide sustainable transport solutions and technologies	<ul style="list-style-type: none"> Develop and implement competitive sustainable logistics solutions Strengthen partnerships to scale innovative technologies
	Meet circular economy goals and customer expectations	<ul style="list-style-type: none"> Develop and promote supply chain design solutions that support circular economy principles such as reverse logistics and sustainable packaging solutions



Kuehne+Nagel's emission scopes

Our climate transition plan

Emission scopes

Reducing emissions across the value chain begins with understanding the three emission scopes and their main categories as they apply to Kuehne+Nagel.

Scope 1 and 2

Company-controlled buildings (owned and leased) generate direct emissions from on-site fuel use (scope 1) and indirect emissions from purchased electricity (scope 2). Similarly, company-controlled vehicles—such as company cars and trucks—contribute to scope 1 emissions when powered by fossil fuels and scope 2 emissions when electric vehicles are charged with purchased electricity. As organisations transition from fossil technologies to renewable alternatives, some emissions shift from scope 1 to scope 2. Because electricity grids are becoming increasingly supplied by renewable energy, this transition typically results in lower overall emissions.

Scope 3

Due to our asset-light business model, which involves partnering with suppliers to deliver transport and logistics services for our customers, 99% of our greenhouse gas emissions occur outside our direct control. These are classified as scope 3 emissions, representing other indirect emissions across the value chain. Reported scope 3 categories for Kuehne+Nagel consist of emissions from purchased transport services, business travel and employee commuting, as well as upstream fuel- and energy-related emissions. For emissions from upstream transportation and distribution, we now disaggregate emission data by transport mode (sea, air, and land) rather than by the business unit responsible for the main transport leg. This means that land transport emissions include pre- and on-carriage from maritime and air transport, as well as freight distribution from contract logistics services.

Our revised SBTi targets

A key achievement in 2025 was the resubmission of our 2030 greenhouse gas (GHG) emission reduction targets with the Science Based Targets initiative (SBTi). We also validated our commitment to reach net-zero greenhouse gas emissions across the value chain by 2050 and set new SBTi science-based long-term targets.

In line with SBTi requirements and the latest sector-specific guidance for each transport mode, we set the revised near-term targets using 2024 as a baseline. Compared to our previous 2030 near-term target to “reduce absolute scope 1, 2 and 3 GHG emissions by 33% (from a 2019 base year)”, the revised targets are differentiated

by scope. Adopting intensity targets reflects a natural progression in our target setting methodology, providing a more precise way to track decarbonisation across our operations without compromising our previous ambition.

Our updated and SBTi-validated emission reduction targets

2050 target: achieve net-zero greenhouse gas emissions across the value chain



2030 updated near-term emission reduction targets (2024 baseline):

Scope 1 and 2

Emission reduction from freight transport, company cars and buildings

Vehicles

42%

absolute emissions from company-controlled vehicles



Buildings

46%

per square metre from owned and leased buildings



Scope 3

Emission reduction from upstream transportation and distribution (scope 3.4) following transport-sector-aligned emission intensity reductions

Sea

17%

per tonne-nautical-mile



Air

17%

per tonne-kilometre



Land

22%

per tonne-kilometre





Scope 1 and 2

For company-controlled vehicles and buildings, our near-term targets for 2030 cover both scope 1 and 2. Acknowledging that shifting from fossil sources to electrification can move emissions from scope 1 to scope 2, this approach ensures that total emissions are comprehensively captured. Both targets are aligned with the 1.5°C trajectory—significantly raising our ambition from the previous target of a well-below 2°C temperature alignment. For vehicles, a 42% absolute reduction target applies, while building-related emissions are subject to a 46% per square metre reduction target.

Scope 3

By setting transport-mode-specific emission intensity targets for scope 3, we ensure alignment with operational and industry realities, such as the expected speed of decarbonisation. While land transport is expected to decarbonise more rapidly through 2030, sea and air transport will accelerate reduction pathways in the years following 2030. This is reflected in the required emission reductions by 2030. However, all trajectories converge toward net-zero by 2050. While the new targets are equally ambitious as our previous targets, the shift from absolute values to intensity metrics enables more accurate progress tracking, regardless of transport volumes.

Climate transition plan and decarbonisation key levers

To achieve these ambitious emission reduction targets, Kuehne+Nagel has identified five key levers for decarbonisation. Although not all levers directly deliver emission reductions, the enabling actions behind them are essential for accelerating decarbonisation across the value chain. Therefore, they are a core part of our strategy.

1. Data and analytics

Kuehne+Nagel provides customers with granular shipment-level emissions information, comprehensive reports and analytics across all modes of transport via the myKN emissions dashboard. In 2025, we updated our emissions calculation tools to align with ISO 14083:2023 and the GLEC 3.1 framework. For Contract Logistics fulfilment centres, we continued to invest in smart meters that enable more detailed, client-level emissions attribution from electricity consumption on site.

2. Customer engagement

Working closely with our customers is essential to scaling sustainable logistics solutions across the supply chain. As sustainability becomes a growing prerequisite in customer discussions, we position ourselves as a trusted, long-term and strategic partner, providing clear guidance and reliable support throughout their decarbonisation journey.

In 2024, we introduced our refined sustainability offering, showcasing the range of available solutions across our customers' value chain. It distinguishes four tiers of low-emission transport solutions and sustainable fulfilment centres, tailored to varying ambition levels with different pricing options.

In 2025, we implemented, communicated and scaled the refined customer sustainability offering. We systematically trained our sales team to proactively position sustainable logistics solutions as value-added service. Together with customers, we ran pilots, refined our narratives, and built best practices and case studies to accelerate adoption of these solutions. In total, we engaged with around 50% of our global accounts.

Looking ahead to 2026, we plan to further implement this solution portfolio across local markets, as well as tailor the value proposition for specific industry verticals.

3. Supplier collaboration

Suppliers are fundamental to delivering Kuehne+Nagel's services and, therefore, critical to achieving emission reduction targets. We partner with carriers and trade suppliers across all business units to secure sustainable fuels, expanding our carrier base for sustainable marine fuel (SMF), sustainable aviation fuel (SAF) and hydrotreated vegetable oil (HVO).

In Air Logistics, our carrier engagement sustainability programme includes Memoranda of Understanding (MoU) with 14 main carriers, covering partners that represent about 50% of our air volumes emissions. Our key areas of focus include sourcing and promoting the use of SAF, improving data transparency and tracking impact through regular exchanges. Beyond SAF and carbon emissions, this collaboration aims to address broader sustainability challenges within the industry.

In Road Logistics, we advanced multiple projects with partners and pursued targeted engagement with carriers in key countries through our in-house fleet management

tool, the Road Carrier Solution. We increased engagement at local level and invested in learning, capacity-building, and on-the-ground education for suppliers. In June 2025, one of the electric heavy goods vehicles (eHGVs) delivered freight from the UK to France in a first-of-its-kind electric channel crossing, made possible through a collaboration between the country organisations and key suppliers. Kuehne+Nagel also demonstrated the viability of electric road freight through local partnerships enabling the adoption of public high-performance charging hubs.

For Sea Logistics, we continued to offer high-quality, low-carbon maritime fuels and partnered with a major carrier to accelerate biofuel adoption and reduce emissions on specific trade lanes.

We will continue to work closely with suppliers across all business units to ensure best-practice standards throughout the supply chain and to support our customers on the path to net-zero.

4. Low-emission transport solutions, renewable electricity and technologies

- a. Low-emission transport solutions: we continue to offer low-emission transport solutions for sea, air and road transport through sustainable fuels. Compared to conventional fuels, sustainable fuels can reduce well-to-wake emissions by up to 94%. Where physical access to sustainable fuels is not possible, customers can purchase the environmental attributes of these sustainable fuels through a chain-of-custody Book and Claim solution for their shipments. Our Book and Claim solution is externally verified across all transport modes, ensuring decarbonisation interventions



and solutions reflect real emissions reductions through a credible, robust, and transparent framework. In 2025, we expanded our carrier base and the locations/airports where SAF is available to our customers, and we were able to offer HVO worldwide.

- b. Electric trucks: within our direct sphere of influence, we continued electrifying our Road Logistics fleet in Europe and celebrated the milestone of 1,000,000 electric kilometres driven by company-controlled trucks. As part of the UK Government's 'Zero Emission HGV and Infrastructure Demonstrator Programme', twelve electric heavy goods vehicles (eHGVs) were delivered to our UK organisation in 2025. Although it may take some time to fully replace diesel-powered heavy-duty trucks due to eHGVs' heavier loads and longer charging cycles, Kuehne+Nagel is pioneering their adoption to accelerate the electrification of road transport. We also advanced our Book and Claim solution for electric vehicles, making it acces-

sible to a wider customer base, while expanding the geographic availability of EV trucks for pre- and on-carriage.

- c. Renewable electricity sourcing and on-site production: as part of our target to achieve 100% renewable energy at our sites by 2030, we continued investing in on-site photovoltaic (PV) panels at fulfilment centres and energy attribute certificates (EACs) across our warehousing network.
- d. New technologies and innovation: new technologies and innovation are central to accelerating decarbonisation across the value chain. Through partnerships with Natilus and Synhelion, we are exploring solutions that redefine sustainable logistics. With Natilus, we're studying the potential of integrating blended-wing-body aircraft into commercial air logistics operations to reduce fuel consumption by around 30% and increase payload capacity, thereby improving efficiency and lowering emissions. Our long-term offtake agreement with Synhelion supports the scale-up

of solar-derived synthetic sustainable aviation fuel (SAF), enabling customers to actively reduce their CO₂e footprint. These collaborations demonstrate our commitment to integrating innovative technologies and renewable fuels into global supply chains.

5. Energy efficiency and optimisation

- a. Energy efficiency in fulfilment centres: we continue to enhance energy performance across our warehouses by deploying motion sensors, efficient LED lighting, building management systems, optimised HVAC systems, and smart energy management tools. Smart meters currently monitor approximately 75% of our electricity consumption, as well as gas and water usage. In 2025, we built on this progress by identifying inefficiencies, implementing targeted optimisation measures, and installing additional smart meters to support more granular, data-driven energy management.

b. Supply chain optimisation: leveraging data and analytics, we identify the most efficient routes and optimisation opportunities without compromising speed or reliability. From strategic decarbonisation frameworks and network optimisation to mode selection and predictive analytics, Kuehne+Nagel's supply chain optimisation services help customers build sustainable, more resilient supply chains.

Key initiatives include:

- Route design and load consolidation to reduce emissions while maintaining service quality

- Air and sea route optimisation, such as selecting alternative ports or hubs closer to final markets (nearshoring), reducing empty kilometres, shortening transit times, and achieving measurable emission savings
- Improved container and trailer utilisation to reduce partial loads through redesigned loading patterns, minimised empty returns, and consolidated shipments
- Expansion of multimodal solutions (e.g., Air to Sea-Air, Road to short-Sea) to combine speed with sustainability
- Smart packaging solutions to reduce volume, weight, and materials—saving space, reducing waste, and lowering emissions

- Fleet and network efficiency improvements through collaboration with trusted suppliers to support emission reduction targets

Together, these initiatives and our sustainable logistics solutions form a tailored framework to support our customers' emission reduction journeys.

Decarbonisation initiatives and coalitions

Kuehne+Nagel continues to advance climate ambitions through targeted engagement and active participation in decarbonisation initiatives and industry coalitions.

Decarbonisation initiatives and coalitions

Smart Freight Centre and associated initiatives	Other key partners and initiatives
 <ul style="list-style-type: none"> ■ Book and Claim Community ■ Clean Cargo ■ Global Logistics Emissions Council (GLEC) ■ Sustainable Freight Buyers Alliance 	      

Metrics and progress against targets

In 2025, Kuehne+Nagel enhanced the transparency and reliability of its GHG emission reporting. Despite changing market conditions across transport modes, we advanced our decarbonisation strategy by continuing to implement our decarbonisation levers.

For alignment with our revised science-based targets, we updated several aspects of our emissions disclosures. These improvements ensure we follow the latest SBTi sectoral pathway guidance and provide stakeholders with a clearer, more accurate view of our decarbonisation progress.

Key changes since 2024:

- Transition from absolute targets to sector-aligned SBTi framework: in 2025, Kuehne+Nagel adopted the sectoral guidance from SBTi, transitioning from a purely absolute reduction target to a combination of absolute and intensity-based targets. Aligning with the latest climate science, we increased our ambition level for the near-term targets from well-below 2°C to 1.5°C for scope 1 and 2. For scope 3, temperature alignment also follows the latest guidance, maintaining equally high ambition levels as our pre-

vious target. We will continue to disclose absolute GHG emissions across all scopes, complemented by reporting on progress against new intensity metrics for buildings and upstream transportation and distribution, in alignment with the SBTi target boundary. This better reflects operational efficiency and sector-specific decarbonisation trajectories. The enhancement allows us to track emission reductions with less sensitivity to volume volatility and provides a clearer link between operational improvements and long-term climate targets.

- Disclosure of scope 3.4 emissions by transport mode: we adjusted the presentation of scope 3.4 upstream transportation and distribution emissions. Beginning with the 2025 report, these emissions are disclosed by transport mode—sea, air, and land transport—rather than by business unit, which included associated pre- and on-carriage for the main transport leg. This shift reflects the logical structure of our revised SBTi targets, which are defined at the modal level, and enhances comparability with industry benchmarks. The comparative 2024 emissions have been restated to reflect this new approach.
- Disclosure of scope 3.3 emissions following disaggregation of well-to-tank (WTT) and tank-to-wheel (TTW) emissions: starting this year, we report fuel-

and energy-related emissions as follows:

- Tank-to-wheel (TTW) emissions reported in Scopes 1 and 2, and
- Well-to-tank (WTT) emissions reported in Scope 3.3.

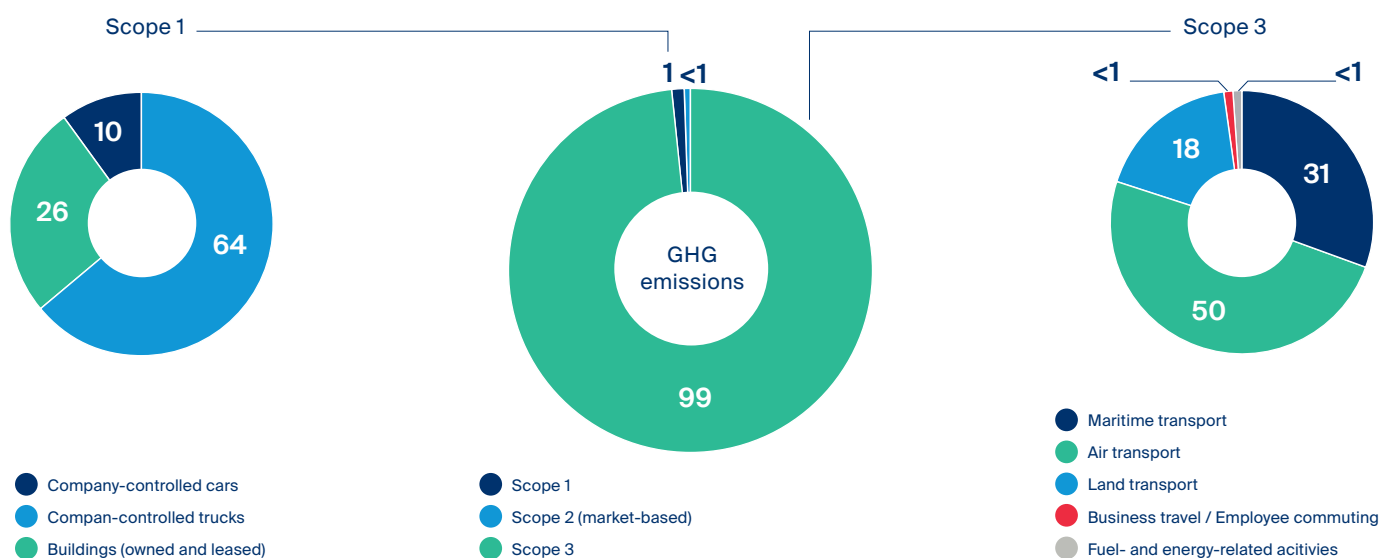
By separately accounting for WTT emissions associated with fuel production and upstream energy processes, we provide a more complete and accurate view of our value chain footprint. This update also strengthens alignment with the GHG Protocol Corporate Standard and ensures full transparency of upstream energy impacts.

- Transition to ICAO methodology for air transport emissions: to ensure full alignment with our new SBTi targets—which follow the aviation sector's sectoral decarbonisation approach (SDA)—we transitioned from the ISO to the ICAO methodology for reporting annual emissions. The difference between these methodologies is based on their approach to weight allocation and passenger weight assumptions for the calculation of emissions from belly freight (cargo carried in the lower deck of a passenger aircraft). For transparency, we disclose the emission values under both methodologies in the comparison table below, enabling stakeholders to clearly understand the effects of the change and ensuring continuity with prior-year disclosures.

WTW air transport emissions [million tonnes]	2025	2024
ISO methodology	9.521	8.913
ICAO methodology	7.908	7.330



Absolute GHG emissions 2025 in %



In 2025, Kuehne+Nagel recorded a slight year-over-year increase in absolute greenhouse gas emissions to 15.826 million tonnes CO₂e (+4% YoY). As in previous years, scope 3 emissions continue to account for 99% of the Group’s total footprint, while scope 1 and 2 combined account for about 1%. The change in absolute emissions reflects a combination of operational growth, improved data coverage, and higher sea and air transport activity.

For scope 1, absolute emissions were primarily driven by a growing number of company-controlled trucks and associated emissions (+13%). While emissions from company cars decreased by 5%, stationary emissions from buildings increased by 8% due to a larger number of operational sites and an improved methodology that captures data more comprehensively.

Location-based scope 2 emissions, on the other hand, decreased by 11%. In addition, ongoing investments in renewable elec-

tricity via high-quality energy attribute certificates reduced our market-based scope 2 emissions by 97% compared to the corresponding location-based figures. These investments mean that 99% of our site electricity comes from renewable sources (100% at our Contract Logistics sites). We also exceeded our 2030 target of 30% on-site renewable electricity production, with the equivalent of approximately 34% of our electricity needs being produced on-site. This highlights our continued commitment to advancing renewables across fulfilment centres.

In scope 3, sea freight emissions remained stable (-1%), while air freight emissions rose by 8%, driven by higher transport activities and the integration of recent acquisitions. This was partially offset by declining emission factors, reflecting methodological improvements and underlying efficiency gains. Land transport emissions also remained stable (+0.2%),

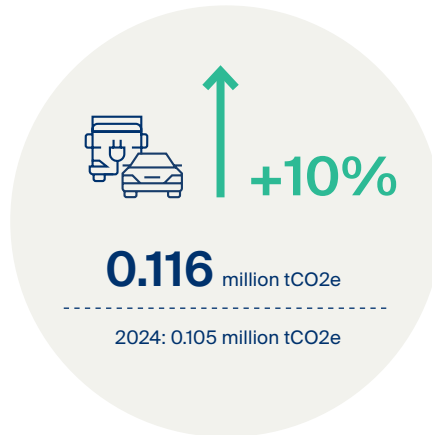
and increases from enhanced emissions coverage were offset by decreases in pre- and on-carriage activity.

Overall, we conclude the absolute SBTi targets set in 2021 with a 14% reduction in emissions compared to the 2019 baseline, despite growing our business both organically and through acquisitions that have been integrated into our emission reporting.

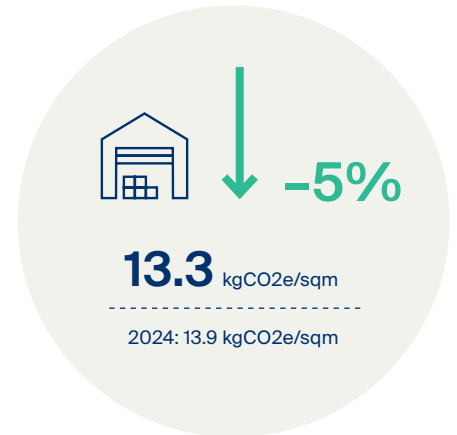
When comparing emission performance using the same organisational boundary as the 2019 baseline (excluding acquisitions integrated between 2021 and 2025), the reported emission reductions against the baseline amount to 23% using the legacy ISO methodology and 29% using the latest ICAO methodology for air freight. These results indicate that we were on track to achieve our initial targets and provide a solid foundation for the next phase of our science-based climate commitments.

Scope 1 and 2

Company-controlled vehicles



Buildings (owned and leased)



Progress against revised SBTi targets

Starting in 2025, we also disclose progress against our revised near-term SBTi targets against the new 2024 baseline.

Assessing emission performance through intensity metrics for buildings and scope 3 emissions provides a more nuanced view of decarbonisation progress. These metrics complement absolute emissions disclosures by highlighting efficiency gains that are independent of fluctuations in transport volumes or broader business activity.

Across the Group, emission intensities generally improved in line with our SBTi target trajectories. Variations remain across transport modes, underscoring the impact of methodological refinements, operational efficiencies, and the adoption of sustainable fuels.

Company-controlled vehicles

For company-controlled vehicles, we saw an overall increase in absolute emissions across scopes 1 and 2, primarily driven by a higher number of company trucks, as outlined above. At the same time, the adoption of electric trucks continued to increase, with 4.5% of our business unit Road Logistics trucks being electric in 2025, up from 2.3% in 2024. Growth was particularly strong in France, driven by the expansion of electric vehicle operations, while additional heavy-duty electric vehicles (HDEVs) were deployed in the UK.

We also saw customer uptake more than double for HVO in our own fleet of trucks, while sourcing of additional HVO volumes declined by 11% to balance inventory levels.

Buildings (owned and leased)

Despite an absolute increase in energy consumption, primarily due to a higher number of sites, emission intensity per square metre for buildings decreased by 5%, from 13.9 to 13.3 kgCO₂e/sqm. This reduction reflects the effectiveness of our ongoing energy-efficiency measures across our fulfilment centres, such as improved building energy management as well as smart metres that monitor real-time electricity consumption. Together, these measures contributed to lower emissions relative to our building footprint. This is further supported by the installation of solar panels at more than 100 facilities globally.

Scope 3

Maritime transport



12.0 gCO₂e/tnm

2024: 12.3 gCO₂e/tnm

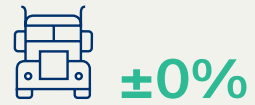
Air transport



505 gCO₂e/tkm

2024: 541 gCO₂e/tkm

Land transport



105 gCO₂e/tkm

2024: 105 gCO₂e/tkm

Maritime transport (scope 3.4)

For scope 3 maritime transport, emission intensity improved from 12.3 to 12.0 gCO₂e/tonne-nautical-mile, reflecting broader industry efficiency gains, such as better vessel utilisation, optimised routing, and ongoing fleet improvements. We also observed a steady customer uptake of maritime biofuels, leading us to purchase an additional 3,335 litres of SMF to meet demand. All maritime biofuels purchased by Kuehne+Nagel meet the strict waste-based fuel criteria of the EU RED III Annex 9 regulation.

Air transport (scope 3.4)

For air transport, emission intensity decreased from 541 to 505 gCO₂e/tonne-km, driven primarily by methodological enhancements, such as updated emission factors, and data that better reflect market realities, such as efficiency gains in our carrier network. Despite lower volumes of additional SAF purchases to balance our inventories (2025: 17.7 million litres, 2024: 29 million litres), we continue to see a strong demand for sustainable logistics solutions for air freight. Starting in 2026, we also plan to integrate the contributions from the SAF mandates into our scope 3 emission reporting, improving emission intensities.


Land transport (scope 3.4)

For scope 3 land transport, we observed no change in emission intensity. Recent methodological alignment with ISO 14083 and the GLEC framework 3.1 further strengthened transparency and accuracy of our reported emission figures. HVO sourcing for scope 3 slightly declined in alignment with customer demand, yet it remains robust overall and significantly higher than in the years preceding 2024.






Altogether, these developments highlight a positive trajectory across our logistics operations. While methodological refinements and market dynamics affect year-over-year figures, our emission intensities across buildings, maritime, and air transport improved, reflecting both our internal efficiencies and wider advances in the logistics and transport sectors. Industry-wide shifts—such as increasing vessel and aircraft efficiency, expanded renewable electricity generation reducing upstream emission factors, and growing availability of sustainable fuels—reinforce these trends. Importantly, even where year-over-year fluctuations occur, our performance remains significantly stronger than in the years prior to 2024, demonstrating the impact of our decarbonisation initiatives and the continued customer demand for sustainable logistics solutions.

The tables below summarise the 2025 progress towards our climate change-related targets:

SBTI emission reduction targets and metrics

2030 science-based targets set in 2021		2025 performance	2019 baseline
Scope 1, 2 and 3 Absolute GHG emissions 	Reduce absolute scope 1, 2 and 3 GHG emissions by 33%.	15.826 million tCO ₂ e (+4% YoY, -14% against baseline*) Performance against baseline based on 2019 organisational boundary: -29% (-23% based on ISO methodology)	18.4 million tCO ₂ e

* Baseline not restated following acquisitions and methodological changes (e.g., shift to ICAO methodology)







Revised 2030 science-based targets set in 2025		2025 performance	2024 baseline
Scope 1 and 2 Company-controlled vehicles (cars and trucks) 	Reduce absolute scope 1 and 2 GHG emissions from company-controlled vehicles by 42%.*	0.116 million tCO ₂ e (+10% YoY)	0.105 million tCO ₂ e
Scope 1 and 2 Owned and leased buildings 	Reduce scope 1 and 2 in-use operational GHG emissions from owned and leased buildings by 46% per square metre (sqm).	13.3 kgCO ₂ e/sqm (-5% YoY)	13.9 kgCO ₂ e/sqm
Scope 3.4 Maritime transport 	Reduce WTW scope 3 GHG emissions from upstream transportation and distribution covering container operations by 17% per tonne-nautical-mile (tnm).*	12.0 gCO ₂ e/tnm*** (-2% YoY)	12.3 gCO ₂ e/tnm
Scope 3.4 Air transport 	Reduce WTW scope 3 jet fuel GHG emissions from upstream transportation and distribution by 17% per tonne-km (tkm).* **	505 gCO ₂ e/tkm*** (-7% YoY)	541 gCO ₂ e/tkm
Scope 3.4 Land transport 	Reduce WTW scope 3 GHG emissions from upstream transportation and distribution covering heavy road freight by 22% per tonne-km (tkm).*	105 gCO ₂ e/tkm*** (±0%)	105 gCO ₂ e/tkm

* The target boundary includes land-related emissions and removals from biogenic feedstocks

** Non-CO₂e effects which may also contribute to aviation induced warming are not included in this target

*** Figures include market-based impacts from sustainable fuels

Other climate-related metrics and targets

Metric	Target year and target language	2025 performance	2024	2023
Scope 3 emission reduction via Book and Claim* 	–	0.065 million tCO ₂ e (-20% YoY)	0.081 million tCO ₂ e	0.106 million tCO ₂ e
Sourcing of sustainable fuels 	–	SMF: 3,335 tonnes (+1135% YoY)	SMF: 270 tonnes	SMF: 13,391 tonnes
		SAF: 17.7 million litres (-39% YoY)	SAF: 29.1 million litres	SAF: 24.1 million litres
		HVO: 3.0 million litres (-8% YoY**)	HVO: 3.3 million litres	HVO: 0.8 million litres
Share of low-emission trucks in Road Logistics*** 	2030: ambition of 60% representation of low-emission trucks in Road Logistics	4.5%	2.3%	1.5%
Share of renewable site energy (market-based) 	2030: 100% renewable site energy	67%	67%	66%
Share of renewable site electricity (market-based) 	–	99%	98%	98%
Share of on-site renewable electricity production**** 	2030: 30% on-site renewable electricity production****	34%	26%	20%

* Reduction compared to conventional fuels

** For the 2025 reporting year, HVO data from the Road and Contract Logistics business unit were consolidated and comparative figures restated

*** Low-emission trucks are trucks that materially reduce well-to-wheel GHG emissions compared to diesel, typically through electric or hydrogen drivetrains

**** Equivalent production based on the electricity consumption of the previous year

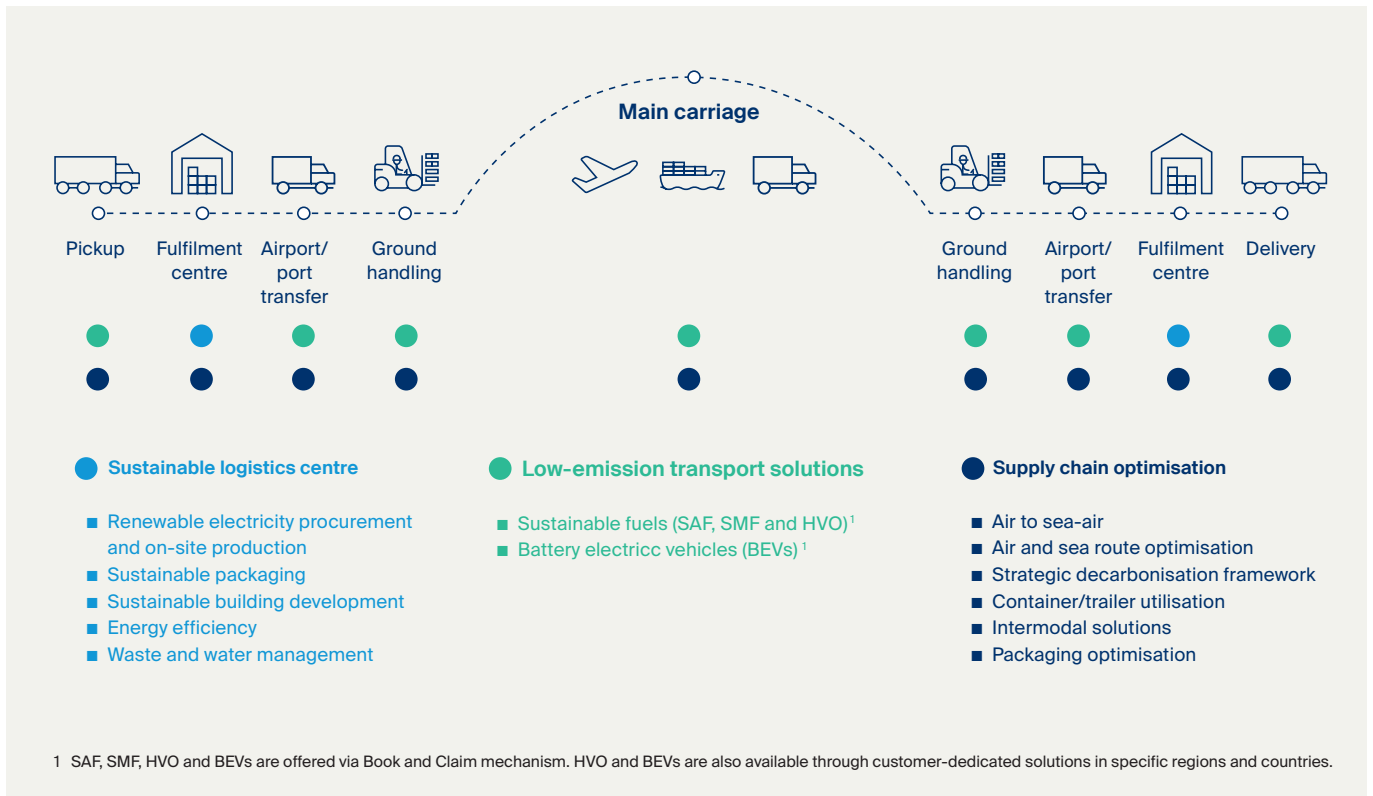
Our sustainable logistics solutions

As outlined on page 22 of this report, customers play a vital role in implementing our transition plan and progress toward our science-based targets, as decarbonisation has increasingly become a shared priority and joint purpose. This section presents our sustainable logistics solutions portfolio to demonstrate how we support customers across the entire supply chain, from shipment pickup through to final delivery. Starting with accurate measurement and analysis of transport and logistics emissions, we guide customers in integrating low-emission solutions into their operations. Our offering includes low-emission transport solutions such as battery electric vehicles and sustainable fuels for sea,

air, and road transport, either directly or through our verified Book and Claim solution. A one-to-one replacement of sustainable fuels in combination with carbon removal projects to neutralise residual emissions, supports setting customers on a path to net-zero. In addition, customers can implement sustainable logistics centre solutions such as energy efficiency measures, sustainable packaging practices and the installation of photovoltaic panels. Customers can choose to enhance existing facilities through measures such as retrofitting, energy efficiency upgrades and operational improvements, or establish new logistics buildings in compliance with leading sustainable building standards such as LEED or BREEAM.

To complement these efforts, we provide supply chain optimisation services that enhance efficiency while reducing emissions. This includes intermodal solutions, improved container and trailer utilisation and packaging optimisation. Through these measures, we are driving the transition of the logistics sector toward sustainability while maintaining cost-effectiveness and operational reliability.

Our sustainable logistics solutions portfolio along the supply chain



Three iterative steps guide our customers toward more sustainable supply chains



The following case studies provide practical examples of low-emission solutions we implemented together with our partners. More details about our customer offering can be found on our [website](#).

[Supply chain optimisation with a leading multinational tobacco company](#)

Kuehne+Nagel partnered with a leading multinational tobacco company to accelerate supply chain decarbonisation by applying its decarbonisation framework. This included assessing sustainability targets, prioritising key initiatives, and developing detailed business cases with timelines and indicative budgets. This cross-transport-mode approach provided transparency on current emissions and actionable pathways for reduction, enabling the customer to align initiatives with internal budgets and governance. Based on the decarbonisation framework, the initiative identified an emission reduction potential of 35% and served as a solid basis for taking data-driven decisions.

[Book and Claim for sustainable fuels and battery electric vehicles](#)

A global consumer-goods customer and Kuehne+Nagel built a strategic partnership in which sustainability is a distinct pillar. Utilising a tailored decarbonisation framework, it has enabled the implementation of sustainable logistics solutions across the customer's supply chain. This approach includes leveraging Book and Claim mechanisms to support the use of SMF and SAF for sea and air shipments, deploying battery electric vehicles for pre-carriage, and investing in sustainable fulfilment centre operations, such as photovoltaic panels and energy efficiency measures. By investing in multiple decarbonisation levers rather than isolated measures, both companies demonstrate a strong commitment to building a resilient, sustainable supply chain that aligns with their long-term climate goals.

Pollution prevention

What it means to Kuehne+Nagel

Pollution prevention is an integral part of Kuehne+Nagel's sustainability commitment. Air pollution from non-GHG emissions is linked to transport activities from company-controlled sources, operations, and value chain, including particulate matter (PM), nitrogen oxides (NOx), sulphur oxides (SOx) and volatile organic compounds (VOCs). These have the potential to degrade air quality, harm human health, and contribute to environmental issues such as acid rain and smog.

Soil and water pollution, on the other hand, can stem from accidental spills of potentially hazardous materials, including dangerous goods that Kuehne+Nagel handles and transports on behalf of customers. To mitigate these risks, we uphold rigorous safety standards for the transport and storage of such goods. This commitment helps reduce environmental impact while safeguarding people, animals, and ecosystems.

Policies

Currently, Kuehne+Nagel does not have specific policies addressing non-GHG air pollution. Instead, any policies and actions, as described in the previous section, are tied to our commitment to reduce overall GHG emissions.

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

Global Dangerous Goods Policy

The Global Dangerous Goods Policy outlines procedures and responsibilities for the safe and compliant handling, storage and transport of dangerous goods (DG) within the Kuehne+Nagel network. It focuses on the elimination or mitigation of the inherent risks of hazardous materials to prevent incidents and accidents that could cause harm to people, the environment or property.

The Global Dangerous Goods Battery Guideline

Providing comprehensive technical and regulatory guidance on the storage, preparation, carriage and transport of lithium and sodium batteries, this specific guideline—developed in 2024 and updated in 2025 to include new battery-related UN numbers—complements the overarching policy described above.

Actions

To ensure policy information cascades throughout the organisation, a network of dangerous goods experts oversees its implementation in each country.

Dangerous Goods programme

Launched in 2025, as a two-year initiative, the Dangerous Goods Upgrade Programme is designed to strengthen the management of dangerous goods across all business units, driving safety, compliance, and growth.

Its core objectives include:

- Establishing clear DG responsibilities for all stakeholders to ensure accountability and seamless collaboration
- Enhancing compliance and safety through proactive measures that prevent incidents and maintain legal integrity
- Empowering teams with the knowledge and confidence to offer DG services responsibly
- Delivering a consistent, reliable, and positive DG experience for customers and colleagues, fostering trust and operational excellence

The programme combines structured steps and progress tracking with innovative, interactive training resources that inspire engagement and collaboration across all levels of the organisation.

Metrics and targets

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

In 2025, Kuehne+Nagel did not record any DG incidents that caused a major injury, environmental damage, major property damage or led to a prosecution. Therefore, the target of zero incidents with severe consequences was achieved for 2025.



Waste and circularity

What it means to Kuehne+Nagel

Addressing waste with circular strategies—such as reducing, reusing, and recycling—provides an effective way to minimise environmental impact, optimise resource use, and align with customer sustainability goals. Insights from a [2025 consumer brands logistics report](#) highlight the growing importance of these solutions: 64% of companies implementing at least one circular initiative view it as a competitive advantage, while 54% report cost savings as a direct result. By embedding circular practices into our operations, Kuehne+Nagel not only fosters cost efficiency but also advances sustainable logistics while ensuring compliance with evolving regulatory requirements. We also see increasing demand for reverse logistics solutions, reinforcing circular economy principles.

Policies

Complementing the Global Environmental Policy, several national guidelines and working instructions provide guidance for waste management and reduction measures.

Actions

Launched in 2022, Kuehne+Nagel's Sustainable Packaging Roadmap continues to guide our packaging and waste reduction initiatives. The roadmap focuses on reducing overall packaging material consumption, promoting reuse and recycling, and replacing plastic materials with plastic-free alternatives.

Waste data, waste reduction and sustainable packaging results are recorded in the GFCC tool. Additionally, our internal Plastic Calculator raises awareness of the various forms of plastics used in a warehousing

environment and provides guidance on limiting their use in accordance with the principles outlined in the Sustainable Packaging Roadmap.

Examining both inbound and outbound packaging, we aim to promote circular economy practices by handling customer returns and facilitating inspection, refurbishment, and recycling processes. Particularly for air freight, reducing packaging or switching to lighter alternatives delivers additional benefits, such as reducing fuel usage and emissions, providing both ecological and economic benefits.

Plastic-free packaging initiative

Launched in 2025, the plastic-free packaging initiative seeks to scale reusable and returnable packaging solutions as alternatives to plastics. In 2025, we conducted

so-called ‘plastic-free audits’ across multiple sites in collaboration with our customers, identifying ways to minimise and replace plastic items with more sustainable alternatives. By year-end 2026, our goal is to replace 86% of single-use plastics packaging at Contract Logistics sites.

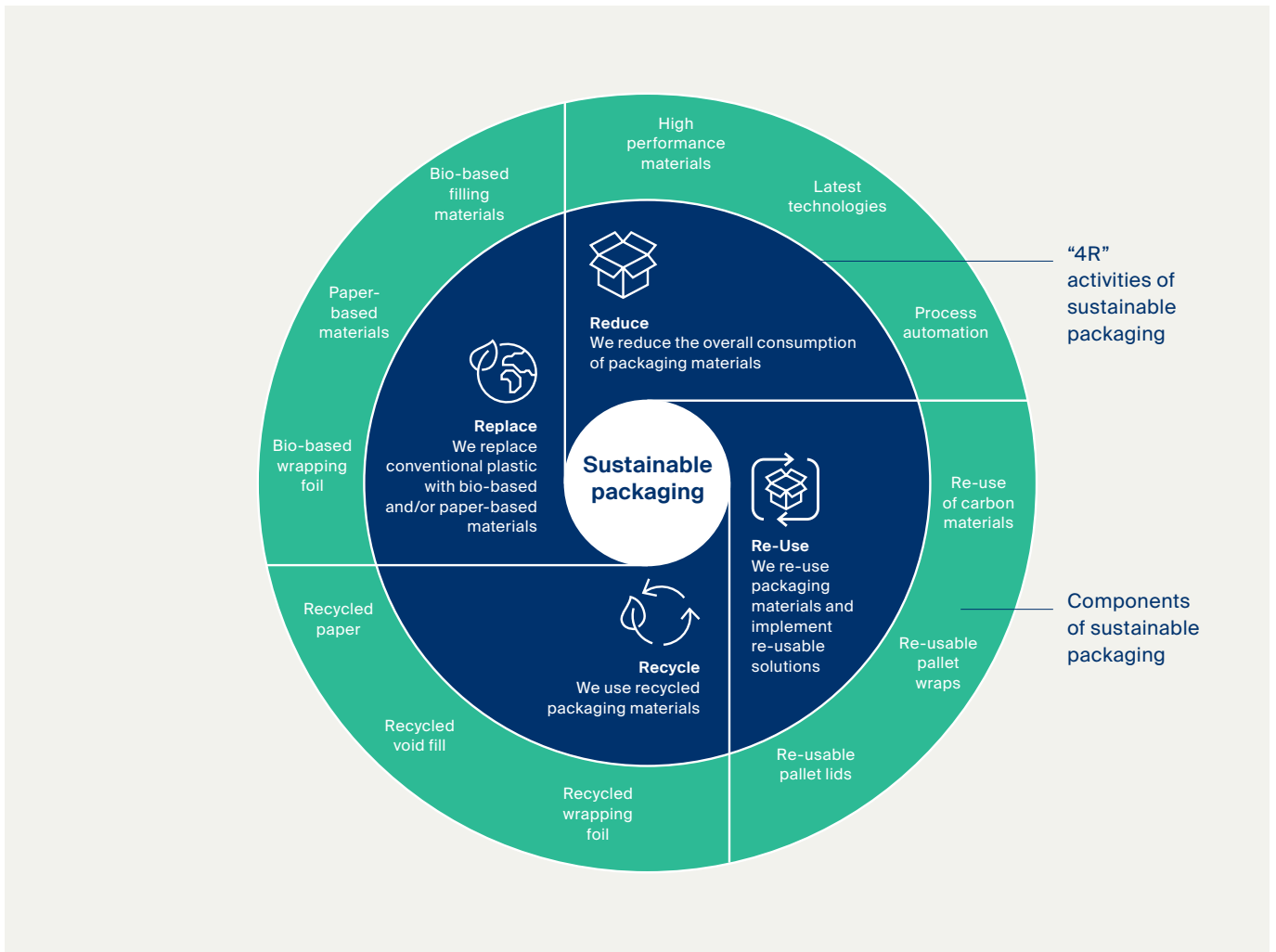
We guide customers in their packaging purchases to minimise inbound waste and share best practices. We also work with suppliers to develop innovative packaging approaches, including in-house testing

of new solutions. These solutions are assessed for scalability (including compatibility of customer requirements and geographic availability) and communicated regionally. Once developed, solutions follow clear phase-in and phase-out plans (for example, for product categories). In 2025, we actively engaged ten global material suppliers and distributors in a structured programme to support our transition toward plastic-free packaging. Through collaboration, suppliers implement

viable plastic-free alternatives across priority product lines.

Overall, the plastic-free initiative strengthens relationships with both customers and suppliers, addressing our common responsibility towards reducing plastics across supply chains. It also supports our recycling goals and contributes to our zero-waste-to-landfill target by considering wider sustainability impacts, such as the recyclability of packaging materials.

Sustainable Packaging Roadmap





Metrics and targets

In 2025, the number of sites reporting environmental data increased compared with 2024. As our data collection processes continue to improve, we capture

waste data more comprehensively, which contributed to higher reported waste volumes, including waste to landfill. Despite this increase, the share of recycled waste remained stable at 70% of total waste.

Metric	Target year and target language	2025 performance	2024	2019 baseline
Waste to landfill (non-hazardous)	2030: zero waste to landfill	23,142 tonnes (+16% YoY increase)	19,943 tonnes	–
Recycling rate	2025: 70%	70%	70%	–

Environmental data

Please note: all metrics are presented in metric units. The full comparative data set is available on our website. Emission figures are rounded to three decimal places.

Metric	Unit	2025	2024	2023	Notes
Greenhouse gas emissions (WTW)					
Scope 1 GHG emissions	million tCO₂e	0.155	0.142¹	0.180	
■ Company-controlled cars	million tCO ₂ e	0.015	0.016 ¹	0.022	
■ Company-controlled trucks	million tCO ₂ e	0.099	0.088 ¹	0.119	
■ Buildings (owned and leased)	million tCO ₂ e	0.041	0.038	0.039	
Scope 2 GHG emissions					
Gross location-based scope 2 GHG emissions	million tCO ₂ e	0.127	0.142 ¹	0.122	
Gross market-based scope 2 GHG emissions	million tCO ₂ e	0.004	0.002	0.003	
Scope 3 GHG emissions					
Total gross indirect scope 3 GHG emissions	million tCO₂e	15.732	15.174	14.367	
3) Fuel- and energy-related activities not included in scope 1 or scope 2	million tCO ₂ e	0.077	0.067 ¹	–	2, 3, 4
4) Upstream transportation and distribution, of which:	million tCO ₂ e	15.559	15.026	14.286	
■ Maritime transport	million tCO ₂ e	4.804	4.855	–	3, 4
■ Air transport	million tCO ₂ e	7.908 ⁵	7.330 ^{5, 6}	–	3, 4
■ Land transport	million tCO ₂ e	2.846	2.841 ⁶	–	3, 4
6) Business travel	million tCO ₂ e	0.007	0.010	0.009	
7) Employee commuting	million tCO ₂ e	0.089	0.071	0.071	
Scope 3 GHG emission reductions via Book and Claim	million tCO ₂ e	0.065	0.081 ⁶	0.106	
Total scope 3 emissions ‘net’	million tonnes	15.666	15.026	14.261	
Total GHG emissions (location-based)	million tCO₂e	15.948	15.310	14.563	
Total GHG emissions (market-based)	million tCO₂e	15.826	15.170	14.445	
Emissions outside of scopes					
Biogenic scope 1 GHG emissions	million tCO ₂ e	0.003	0.003	–	3

1 Retrospective disaggregation of emission figures by tank-to-wheel (scope 1 and 2) and well-to-tank (scope 3.3)

2 New disclosure

3 Full three-year comparative information not available

4 Previously undisclosed comparative information added

5 2024 and 2025 emission figures according to ICAO methodology

6 Restatement of information

Metric	Unit	2025	2024	2023	Notes
SBTi target metrics (revised near-term targets)					
Scope 1 and 2 emissions					
Company-controlled vehicles	million tCO ₂ e	0.116	0.105	–	2, 3, 4
Buildings (owned and leased)	kgCO ₂ e/sqm	13.3	13.9	–	2, 3, 4
Scope 3.4 transport emission intensity					
Maritime transport	gCO ₂ e/tnm	12.0	12.3	–	2, 3, 4
Air transport	gCO ₂ e/tkm	505	541	–	2, 3, 4
Land transport	gCO ₂ e/tkm	105	105	–	2, 3, 4
Total GHG emission intensity					
Total GHG emission (location-based) per net revenue	tCO ₂ e/CHF million	652	617	611	2, 4
Total GHG emissions (market-based) per net revenue	tCO ₂ e/CHF million	647	612 ⁶	606	
Sustainable fuels sourced					
Sustainable marine fuel (SMF)	tonnes	3,335	270	13,391	
Sustainable aviation fuel (SAF)	'000 litres	17,739	29,098	24,079	
Hydrotreated vegetable oil (HVO)	'000 litres	3,014	3,268 ⁶	782	
Energy consumption and mix					
Total energy consumption from fossil sources	GWh	672	596	–	2, 3, 4
Share of energy consumption from fossil sources in total energy consumption, of which:	per cent	61%	60%	–	2, 3, 4
■ Fuel consumption from crude oil and petroleum products	GWh	474	409	–	2, 3, 4
■ Fuel consumption from gaseous fuels	GWh	185	177	–	2, 3, 4
■ Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	GWh	13	10	–	2, 3, 4
Total energy consumption from nuclear sources	GWh	0	0	0	2, 4
Share of energy consumption from nuclear sources in total energy consumption	per cent	0	0	0	2, 4
Total energy consumption from renewable sources	GWh	429	397	–	2, 3, 4
Share of renewable energy consumption in total energy consumption, of which:	per cent	39%	40%	–	2, 3, 4
■ Fuel consumption from renewable sources	GWh	10	12	–	2, 3, 4
■ Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	GWh	419	386	–	2, 3, 4
Total energy consumption	GWh	1,101	993	–	2, 3, 4

1 Retrospective disaggregation of emission figures by tank-to-wheel (scope 1 and 2) and well-to-tank (scope 3.3)

2 New disclosure

3 Full three-year comparative information not available

4 Previously undisclosed comparative information added

5 2024 and 2025 emission figures according to ICAO methodology

6 Restatement of information

Metric	Unit	2025	2024	2023	Notes
Site energy consumption					
Site energy consumption from fossil sources	GWh	204	188	176	
Site energy consumption from nuclear sources	GWh	0	0	0	2, 4
Site energy consumption from renewable sources	GWh	419	386	345	
Share of renewable site energy consumption in total site energy consumption	per cent	67%	67%	66%	
Total site energy consumption	GWh	623	574	521	
Share of renewable site electricity in total site electricity	per cent	99%	98%	98%	
On-site photovoltaic (PV) installations					
Number of sites	count	109	90	86	
Output	kWp	121	84	74	
Share of on-site renewable electricity production equivalent	per cent	34%	26%	20%	
Water					
Water withdrawal total	'000 m ³	856	745	730	2019: 966
Water withdrawal reduction (compared to 2019)	per cent	11%	23%	24%	
Waste					
Total waste	'000 tonnes	124	104	79	
Waste directed to disposal, of which:	'000 tonnes	26	22	19	
■ Waste hazardous to landfill	'000 tonnes	3	2	1	
■ Waste (non-hazardous) to landfill	'000 tonnes	23	20	18	
Waste diverted from disposal, of which:	'000 tonnes	98	82	60	
■ Waste recycled	'000 tonnes	87	73	51	
■ Waste recovered	'000 tonnes	11	9	9	
Share of recycled waste in total waste	per cent	70%	70%	65%	

1 Retrospective disaggregation of emission figures by tank-to-wheel (scope 1 and 2) and well-to-tank (scope 3.3)

2 New disclosure

3 Full three-year comparative information not available

4 Previously undisclosed comparative information added

5 2024 and 2025 emission figures according to ICAO methodology

6 Restatement of information

Environmental data point definitions and accounting policies

Greenhouse gas (GHG) emissions

Emission calculation frameworks

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

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

Scope 1 GHG emissions

Scope 1 emissions include emissions from company-controlled vehicles (cars and trucks) and buildings, whether owned or leased. Starting from 2025, emissions from fuel- and energy-related activities are disaggregated by tank-to-wheel emissions (continued to be reported in scope 1 and 2) and well-to-tank emissions (now reported in scope 3.3). Comparative figures for 2024 were disaggregated retrospectively according to this updated methodology.

- Scope 1 emission calculations for company-controlled cars are based on EN 16258 and the Greenhouse Gas (GHG) Protocol, Section 6, using the fuel-based method, which involves determining

the amount of fuel consumed during business use, the distance travelled and applying the appropriate fuel-specific emission factor.

- Scope 1 emissions for company-controlled trucks (owned and leased) are calculated based on fuel consumption and using the ISO 14083 emission factors integrated in EcoTransIT or the local authority factor from the shipment's country of origin.
- Scope 1 emissions from company-controlled buildings (owned and leased) are calculated based on actual fuel consumption (e.g., natural gas, heating oil, diesel) used for stationary combustion for heating/cooling, using the DEFRA emission factors. Missing values were extrapolated following a seasonal approach.

Scope 2 GHG emissions

Scope 2 emissions are calculated in accordance with the requirements of the GHG Protocol. These include indirect emissions generated from purchased electricity for company-controlled buildings (owned and leased) and for electric vehicles. Electricity data is derived from the Global Facility Carbon Calculator (GFCC) tool, which captures environmental data for facilities, generally on a monthly basis. Missing values were extrapolated following a seasonal approach.

- Gross location-based scope 2 emissions: these emissions reflect the average emission intensity of the electricity grid in the geographic area where consumption occurs. Location-based emissions are based on the average intensities of the national grid provided by Carbon Data Intelligence (CaDI).
- Gross market-based emissions: these emissions are based on the electricity that Kuehne+Nagel has specifically procured through contractual instruments, such as low-carbon electricity purchases made via agreements with local utility providers and through market-based instruments such as high-quality Energy Attribute Certificates (EACs). In 2025,

contractual instruments covered 97% of total Scope 2 electricity consumption used for market based emissions.

Scope 3 GHG emissions

Total gross indirect scope 3 GHG emissions

Emissions from scope 3 GHG categories include indirect emissions from upstream fuels and energy, upstream transportation and distribution (freight forwarding services for sea, air and land transport), as well as emissions from business travel and employee commuting.

Category 3: fuel- and energy-related activities not included in scope 1 or scope 2

Category 3 includes upstream emissions from the extraction, production, and transportation of fuels, as well as energy purchased and consumed which is not already captured in scope 1 or 2. Scope 3.3 emissions also take into consideration transmission and distribution losses and the upstream value chain of purchased electricity, steam, heating, and cooling. Prior to 2024, these emissions were reported as part of scope 1 and 2.

Category 4: upstream transportation and distribution

For freight forwarding services in our value chain, routes are split into transport legs, and emissions are calculated for each leg based on shipment data from the Transport Emission Measurement (TEM) system which manages communication with EcoTransIT World. Calculations are performed using our shipment data in conjunction with the EcoTransIT methodology, incorporating emission intensity values such as Clean Cargo values for Sea Logistics, unless more accurate primary data are available and directly submitted to EcoTransIT via the TEM. Emissions included in the calculation are from all shipments that commenced in the reporting year. As of 2025, scope 3.4 emissions are disaggregated by transport mode instead of business unit. Comparative figures for 2024 have been restated.

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

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

Category 6: business travel

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

Category 7: employee commuting

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

Scope 3 GHG emission reductions via Book and Claim

These emissions reflect GHG emission reductions achieved through market-based mechanisms, i.e., Book and Claim for sustainable fuels (SAF, SMF, HVO), compared to conventional fuels. The emission reductions are calculated by considering

the fuel emission intensities and quantities of fuel procured during the reporting year. These reductions occur across our value chain and are linked to the physical transport of goods as closely as possible. All reductions are audited and verified on an annual basis.

Total scope 3 GHG emissions 'net'

Total 'net' scope 3 GHG emissions consider the scope 3 emission reductions achieved through sustainable fuels sourced by Kuehne+Nagel in the reporting year via Book and Claim.

Total GHG emissions

Total GHG emissions (location-based)

Total GHG emissions (location-based) represent the sum of total gross scope 1 GHG emissions, gross location-based scope 2 emissions and total scope 3 GHG emissions 'net'.

Total GHG emissions (market-based)

Total GHG emissions (market-based) represent the sum of total gross scope 1 GHG emissions, gross market-based scope 2 emissions and total scope 3 GHG emissions 'net'.

Emissions outside of scopes

Biogenic scope 1 emissions

Biogenic scope 1 emissions consist of emissions from the combustion of biofuels for company-controlled vehicles. In line with the GHG Protocol, biogenic emissions are reported separately from emission scopes.

SBTI target metrics (revised near-term target)

The target boundary for our revised SBTi targets includes scope 1, scope 2 and scope 3, category 4.

Scope 1 and 2

- **Company-controlled vehicles:** combined scope 1 and 2 (location-based) absolute emissions from company-controlled cars and trucks expressed in million tCO₂e.

- **Building (owned and leased):** combined total of scope 1 and scope 2 (location-based) building emissions expressed as emission intensity in kgCO₂e per square metre (sqm).

Scope 3.4 transport emission intensity

- **Maritime transport:** emission intensity from upstream transportation and distribution covering container operations in gCO₂e per tonne-nautical-mile (tnm). Progress reporting includes market-based impacts from the deployment of sustainable marine fuels (SMF).
- **Air transport:** emission intensity from upstream transportation and distribution from jet fuel emissions in gCO₂e per tonne-kilometre (tkm). Progress reporting includes market-based impacts from the deployment of sustainable aviation fuels (SAF). One element not reflected in our reported emissions is the introduction of new sustainable aviation fuel (SAF) mandates in Europe (ReFuelEU Aviation) and the United Kingdom. At the time this report was finalised, the actual supplied SAF volumes had not yet been reported, and the industry had not reached a consistent or widely accepted approach for incorporating these mandatory SAF shares into scope 3 emission reporting for logistics service providers and shippers. Consequently, mandated SAF contributions were not included in the 2025 emissions results. Beginning in 2026, we plan to integrate the SAF volumes arising from these mandates into our Scope 3 emissions accounting.
- **Land transport:** emission intensity from upstream transportation and distribution covering total heavy road freight in gCO₂e in tonne-kilometres (tkm). Progress reporting includes market-based impacts from the deployment of hydrotreated vegetable oil (HVO).

Total GHG emission intensity

Total GHG emissions (location-based) per net revenue

GHG emissions per net turnover is based on total GHG emissions (location-based) in tonnes of CO₂e and net turnover in CHF million as presented in the financial statements.

Total GHG emissions (market-based) per net revenue

GHG emissions per net turnover is based on total GHG emissions (market-based) in tonnes of CO₂e and net turnover in CHF million as presented in the financial statements.

Sustainable fuels sourced

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

Sustainable fuels sourced in the reporting year are disclosed based on fuel type per transport mode.

- Sustainable marine fuel (SMF) for maritime transport. All maritime biofuels purchased by Kuehne+Nagel meet the strict waste-based fuel criteria of the EU RED III Annex 9 regulation.
- Sustainable aviation fuel (SAF) for air freight.
- Hydrotreated vegetable oil (HVO) for road transport: for the 2025 reporting year, HVO data from the Road and Contract Logistics business unit were consolidated, and comparative periods have been restated accordingly.

Energy consumption and mix

Energy consumption and mix considers the energy consumption from company-controlled sources, including energy consumption of vehicles and buildings (aligned with the reporting boundary of scope 1 and 2 GHG emissions). Where necessary,

2025 DEFRA conversion factors were used to convert energy consumption metrics. Where applicable, missing values were extrapolated following a seasonal approach.

Total energy consumption from fossil sources

Total energy consumption from fossil sources, comprising:

- Fuel consumption from crude oil and petroleum products (such as diesel, gasoline and LPG).
- Fuel consumption from gaseous fuels (including natural gas, CNG and LNG).
- Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources. Following a market-based approach, purchased electricity is classified as non-renewable unless proof of purchase (such as energy attribute certificates) is available.

Total energy consumption from nuclear sources

Total energy consumption from nuclear sources represents the amount of electricity procured that is generated from nuclear power sources based on a market-based approach.

Total energy consumption from renewable sources

- Fuel consumption from renewable sources (liquid and gaseous fuels from renewable sources such as HVO for road transport).
- Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources, such as wind, water solar or geothermal. Purchased renewable electricity via market-based measures such as energy attribute certificates is considered renewable.

Total energy consumption

Includes the combined total of energy consumption from fossil sources, nuclear sources as well as renewable sources.

Site energy consumption

Site energy consumption from buildings, including fuel consumption from crude oil and petroleum products (such as on-site

diesel use), fuel consumption from gaseous fuels (such as natural gas for heating/cooling) and consumption of purchased or acquired electricity, heat, steam, and cooling from non-renewable and renewable sources. The site energy consumption is a subset of the total energy consumption reflecting only energy that is consumed by offices and fulfilment centres.

On-site photovoltaic (PV) installations

- Reporting is based on the number of sites with on-site photovoltaic installations and their installed peak capacity (output) in kilowatts (kWp).
- Share of on-site renewable electricity production: this metric reflects the contribution of on-site renewable electricity by expressing the installed photovoltaic peak capacity as a share of the site electricity consumption from the previous year.

Water

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

Waste

Waste includes inbound waste collected and processed on-site. Where applicable, missing values were extrapolated following a seasonal approach.

- Total waste: total waste is the combined total of waste directed to disposal as well as waste diverted from disposal.
- Waste directed to disposal includes hazardous and non-hazardous waste to landfill. For reporting purposes, hazardous waste is assumed to be directed to disposal.
- Waste diverted from disposal captures the total volume of non-hazardous waste that is successfully diverted from disposal through recovery and recycling pathways.
- Share of recycled waste in total waste: the recycling rate is defined by the amount of waste recycled divided by total waste.

Social



People are at the heart of Kuehne+Nagel's success. With more than 85,000 colleagues worldwide, we recognise our responsibility extends beyond providing employment. We strive to shape meaningful professional experiences and create an environment where every individual feels valued, supported, and empowered.

Our commitment is to foster a respectful, inclusive workplace that promotes personal growth, fair recognition, and equitable treatment. Even during times of transformation and organisational change, we remain focused on offering opportunities

for development and building a culture where employees can engage meaningfully, enhance their skills, and prepare for the future of logistics.

During the reporting year, we implemented a comprehensive cost reduction programme in response to the challenging market conditions. In this context, adjustments to our workforce became unavoidable to ensure the long-term resilience of our business. The measures were carried out with care, respect, and a strong sense of responsibility toward those affected.

Impacts, risks and opportunities

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

Working conditions

What it means to Kuehne+Nagel

Our success relies on attracting, developing, and retaining exceptional talent. To be the employer of choice in logistics, we listen to our employees, gather their feedback, and continuously improve the workplace experience. We also prioritise occupational health and safety, proactively reducing risks for employees and third parties across all Kuehne+Nagel sites.

Description of own workforce

Kuehne+Nagel employs more than 85,000 people worldwide, with a strong presence in Europe, North America and the Asia-Pacific region. Our workforce spans diverse functions, including logistics and freight forwarding services, fulfilment and delivery, customer service, sales and

administration. A significant share of employees works in operational environments such as warehouses and transportation hubs, while others hold office-based or hybrid roles. Reflecting our global footprint, the workforce is diverse in terms of age, gender, and cultural background (for more information, see the 'Equal treatment and opportunities for all' section, page 50).

Policies

Code of Conduct

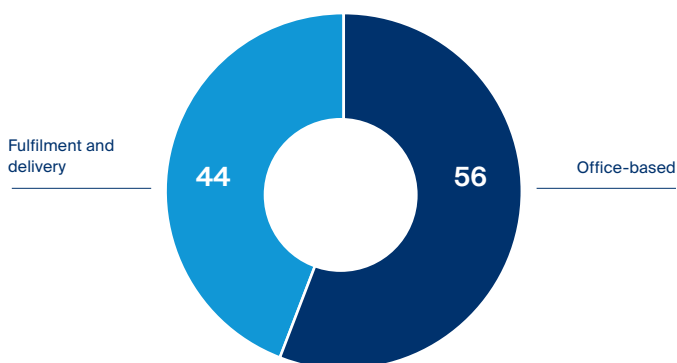
Our Code of Conduct outlines the principles governing Kuehne+Nagel's business conduct worldwide, including overall principles related to working conditions. It states that all employees have the right to legal freedom of association and assem-

bly, as well as the right to engage in collective bargaining. Our employees have the opportunity to elect their representatives in accordance with applicable local and international practices and laws, without fear of reprisal or intimidation. More information on the Code of Conduct can be found in the Governance section, page 61.

Working conditions, including aspects such as working hours, are thoughtfully defined at the national level by our national organisations. These policies are fully aligned with local laws and regulations and tailored to reflect market-specific needs, ensuring fairness and relevance for all employees.

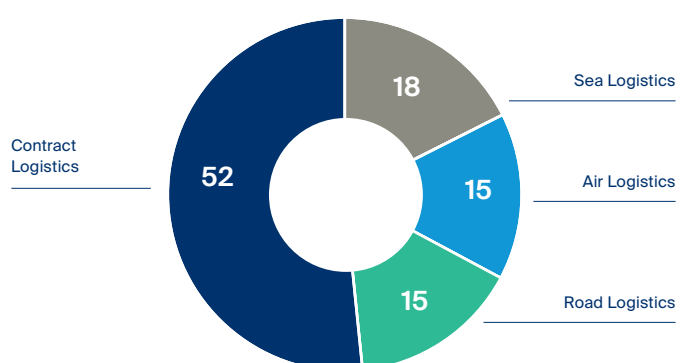
Employees by category

in %



Number of operating staff per business unit

in %



General Guideline Safety and Health

This guideline is a key component of our health and safety management system, outlining how health and safety (H&S) is managed across the Kuehne+Nagel Group to support business objectives. Our global H&S management system, based on industry best practices, is certified to ISO 45001 and applies to all Kuehne+Nagel entities. All facilities are required to comply with the standard. We ensure transparent communication of H&S topics to employees and stakeholders through multiple channels, including direct mail, internal platforms, notice boards, and regular meetings.

Actions

Shaping values, ethics and culture through leadership

Kuehne+Nagel recognises that leadership engagement is essential for building a positive, inclusive, ethical and high-performing culture. In 2025, we expanded our global leadership initiative—a transformative programme designed to activate and unify leadership across all levels and geographies. A strong values-based leadership culture is the foundation for establishing trust and accelerating our Vision 2030.

The initiative is focused on four key outcomes:

- Enhancing ethical leadership skills
- Activation of our leadership teams
- A consistent leadership approach across the globe
- A positive impact on Employee Experience (EX) and Customer Experience (CX)

By year-end 2025, approximately 8,000 leaders had participated in the programme. They were trained through a combination of on-site sessions with an external provider and our workshop-in-a-box format, a practical toolkit that enables leaders to introduce and embed leadership tools

within their own teams. Through reflection, dialogue and daily application, leaders help translate our company values into clear, actionable behaviours. This collective effort strengthens trust, fosters accountability, and builds a shared understanding of how we lead, act, and grow together.

Social dialogue

In Europe, almost 44,000 employees are represented by the European Works Council (EWC) which facilitates dialogue between management and employee representatives, ensuring they are informed and consulted. Engagement takes place through one annual meeting with all representatives and four Select Committee meetings between the EWC and the company. European and local works councils, along with employee representatives, receive dedicated support in the form of time, budget, training, translations (where needed), and management attention, always in line with local regulations and agreements. Kuehne+Nagel also promotes worker participation in managing health and safety across our workplaces.

Additionally, Kuehne+Nagel provides internal platforms for open, transparent communication to which employees have access. Beyond serving as a channel for information distribution, the platform facilitates measuring employee engagement and enables interaction and learning. Feedback from the Great Place to Work survey confirms high levels of engagement and effective representation. Results are shared with local employee representatives, and improvement actions are aligned to ensure continuous progress. This collaborative approach fosters trust while safeguarding operational continuity.

Employee health and safety

At Kuehne+Nagel, health and safety (H&S) is a shared value that shapes every decision, action and interaction. It means leadership sets the tone, teams take ownership, and care extends beyond the workplace to

families and communities. A strong, corporate framework sets the direction, while local leadership ensures implementation and real impact across our sites.

In 2025, this commitment came to life through bold initiatives, innovative solutions and cultural transformation across our global network, proving that when H&S are embedded in who we are, excellence follows.

Across countries, teams introduced diverse, locally tailored programmes that strengthened our global safety culture. While this report highlights only a selection, every contribution plays a vital role in advancing our No Harm to People commitment.

Celebrating excellence

In 2025, the QSHE Excellence Awards awarded six H&S initiatives for significant impact and operational excellence, showcasing the strength and diversity of our safety culture and the collective commitment to “No Harm to People”. Featured projects included training campaigns, customised safety protocols, best-practice knowledge sharing and process improvements leveraging technology and AI—all aimed at building a proactive safety culture.

Leadership and culture drive safety

Across our global network, strong leadership and cultural ownership enabled safe delivery in high-risk and complex environments.

- **Argentina** completed a challenging project logistics assignment, including rigorous risk assessments, intensive training for internal teams and suppliers, strict inspections, and alignment with international safety standards. Delivering this complex, multi-modal operation with zero incidents resulted in customer recognition and demonstrated a clear safety-first mindset.



- A site in the **United Kingdom** embedded a safety behavioural culture over three years where employees speak up, strengthening audit performance and customer trust. A complementary wellbeing programme focusing on mental health, colleague recognition, and community engagement boosted morale and reinforced safety behaviours.

Leaders set direction, teams own safety

Where H&S is a shared value, teams are empowered to identify risks, stop unsafe work and improve operational processes.

- **Australia** Contract Logistics operations strengthened early intervention and injury prevention programmes by partnering with specialist providers and supporting employees returning to work safely and sustainably.
- **Canada** developed supervisors as safety champions through practical onboarding programmes, simplified training processes, and targeted dock safety initiatives.

Engaging people and building capability

Active employee involvement and accessible training enhanced risk awareness and capability.

- **China** mobilised employees through a safety campaign to identify hazards and propose solutions using mobile phones. With a strong participation rate across 11 warehouses, colleagues proactively identified unsafe acts and conditions to drive continuous improvement.
- **Germany** delivered practical on-site training using mobile safety cars including forklift operations, working at heights, fire protection, load securing, and rescue procedures.

Innovation and digital solutions

Digital tools and automation reduced risk and improved efficiency.

- **Romania** introduced automated unloading complemented by a digital H&S platform for targeted training, video-based onboarding and a warehouse safety initiative, reducing risk, boosting operational efficiency, and improving employee experience.
- The **United States** utilised AI-enabled ergonomic analysis to redesign high-risk tasks such as trailer unloading and palletising, reducing musculoskeletal exposure and improved operational flow.

Strengthening safety culture: cultural engagement initiatives

Countries reinforced safety as a personal responsibility through cultural engagement.

- **France** rolled out structured trainings, digital tracking of safety visits, and multi-week Safety Days campaigns, contributing to the lowest injury rates in five years.
- **Brazil** recognised branches achieving one year or more without lost-time accidents, boosting pride and accountability.
- **India** engaged employees and their families through creative and culturally meaningful initiatives. Art, games, and children's drawings turned safety messages into personal commitment.

Delivering in high-risk environments

Saudi Arabia teams safely delivered large-scale renewable energy logistics through structured planning, competency-based training, contractor onboarding, and daily safety coordination meetings. Strong collaboration with customers and partners ensured hazards were jointly identified and mitigated, proving that safety excellence is achieved together.

Metrics and targets

Health and wellbeing: a global commitment

Across our global network, countries are actively promoting health and wellbeing through tailored programmes such as wellbeing weeks, ergonomic workshops, healthy eating campaigns, stress management resources, and on-site health screenings, while others focus on community-building activities like volunteering and charity events to strengthen social connection and resilience.

Looking ahead, one principle remains clear: safety works best when everyone owns it. We will continue strengthening our culture, innovating for safer workplaces, and ensuring every colleague returns home safe, every day.

Employee Experience

While we don't have specific targets for overall working conditions, we use the Great Place to Work (GPTW) survey and employee metrics as indicators of employee satisfaction and our ability to retain employees. In 2025, an additional 9 countries received the GPTW certification and the employee turnover rate decreased from 22.7% in 2024 to 19.7% in 2025.

Health and safety

The ultimate goal of our occupational health and safety programme is "No Harm to People". Overall safety performance in 2025 remained stable, with gradual improvement in severity indicators and strong progress in proactive reporting, reflecting the continued strengthening of a preventive safety culture.

Metric	Target year and target language	2025 performance	2024	2023
Number of fatalities (FAT)	Annual target: zero incidents resulting in fatality	0	0 (1*)	0
Lost Time Injury Frequency (LTIF)	2026: National LTIF target: ■ If at <3.0: maintain ■ If at >3.0: reduce 10% YoY	7.6	8.0	8.0
Total Reportable Case Frequency (TRCF)	-	9.6	9.8	9.5
Lost Workday Cases (LWC)	-	1,486	1,500	1,455
Lost Workdays (LWD)	-	26,764	31,246	25,346
Preventive reporting of unsafe acts/unsafe conditions	-	216,717	131,095	84,025

* Third-party fatality on our premises (case closed in 2025)



Lost Time Injury Frequency (LTIF) improved from 8.0 in 2024 to 7.6 in 2025, representing an approximate 5% year-over-year reduction. Continued effort is required to achieve the longer-term objective of a 10% annual reduction.

Total Recordable Case Frequency (TRCF) decreased from 9.8 to 9.6 (2% reduction), indicating continued but modest improvement and highlighting the need for reinforcing operational risk controls. With total working hours increasing by 4.8%, Lost Workday Cases (LWC) reduced by 1% and Lost Workdays (LWD) reduced by 14.3%, indicating improved safety outcomes relative to exposure and continued progress in reducing injury severity.

The significant increase in proactive reporting of unsafe acts and unsafe conditions, which are potential incidents involving un-

safe practices or hazardous situations that could result in an incident, demonstrates increased awareness of hazards, workforce engagement, and proactive risk identification among employees. Proactive reporting serves as a leading indicator, helping to identify potential hazards before an incident occurs and ultimately contributing to harm reduction, as reflected across our H&S indicators.

There were no reported work-related fatalities in 2025 on Kuehne+Nagel's premises under its supervision or direction.

As part of ongoing continuous improvement, KPI definitions will be reviewed to streamline and enhance reporting consistency. The organisation remains committed to strengthening preventive measures, improving risk controls, and sustaining reductions in injury frequency and severity.

Equal treatment and opportunities for all

What it means to Kuehne+Nagel

High-performing organisations know that growth is powered by people and the environments that enable them. For Kuehne+Nagel, inclusion is not just a value but a business driver. The future of work depends on our ability to include everyone.

By integrating diverse perspectives and reducing bias, we unlock innovation, strengthen talent retention, and enable sharper decision-making. Guided by our Diversity, Equity and Inclusion (DEI) Policy and supported by initiatives such as structured onboarding, professional development, and performance enablement, we create an environment where all employees can thrive. These efforts not only boost satisfaction and retention but also help us attract and develop top talent in a competitive market—ensuring sustainable growth for the future of logistics.

Policies

Diversity, Equity and Inclusion Policy

Our DEI Policy commits every colleague and Kuehne+Nagel to fostering a diverse, inclusive, and respectful work environment. Overseen by the Head of Social Impact, this policy aims to create a culture where discrimination, bullying, harassment, or victimisation of any kind is not tolerated. Employees should expect to have equitable opportunities for impact and growth, while employees and candidates are entitled to experience fair and equitable treatment throughout their journey with Kuehne+Nagel.

Actions

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

Succession planning

By leveraging new systems and technologies, we are creating greater transparency and fostering an environment that supports our diversity aspirations and enables succession planning to achieve greater representation of women in leadership. Our commitment also goes beyond gender representation. We utilise data-driven insights and awareness-building initiatives to prepare the organisation for future changes in workforce composition and requirements.

Global onboarding journey

To offer a positive experience from the moment a candidate accepts an offer, we provide a globally standardised pre-employee onboarding journey via our virtual portal. This applies to all new employees and fosters a sense of belonging even before their first day. Once onboard, we ensure an engaging and robust employee experience through initiatives such as our Buddy Programme. In addition, we have implemented a globally consistent offboarding process to gain valuable insights into why employees choose to

leave, enabling us to continuously improve and strengthen our employee experience across the entire lifecycle.

Employee development

At Kuehne+Nagel, we believe everyone has talent and can make meaningful contributions. As a learning organisation, leaders are responsible for developing their teams, while employees are responsible for their own growth. We offer diverse learning opportunities through our e-learning portfolio and learning management system for workforce development. For leaders, we offer onboarding programmes, strategic vision training, and are in the process of developing tailored learning paths for each department. We also promote internal mobility, identify high-potential talent for advancement, and are implementing a programme to prepare these employees for the next steps in our organisation.

Complementing our development activities, our performance enablement programme targets all office-based employees to improve engagement and performance. It provides visibility into strategic goals, fosters meaningful conversations with managers, and introduces tools for feedback and recognition. For 2025, 98% of employees in scope had completed the year-end conversations as part of the performance enablement programme.

Engagement Weeks

In 2025, we continued to strengthen our Engagement Weeks, which were introduced in 2024. Held two to three times a year, these dedicated weeks feature globally coordinated, locally hosted activities,

including workshops, content, discussions and interactive sessions around the topics of wellbeing, International Women’s Day and inclusion. They also focus on fostering understanding, while offering valuable opportunities to deepen our collective knowledge and cultivating a culture that drives meaningful progress for society.

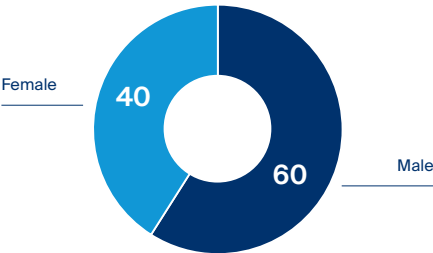
Metrics and targets

In 2025, our female representation in Top Management increased significantly, from 9.8% in 2024 to 14.7% in 2025. This reflects our continued commitment to strengthening gender diversity at the highest leadership levels.

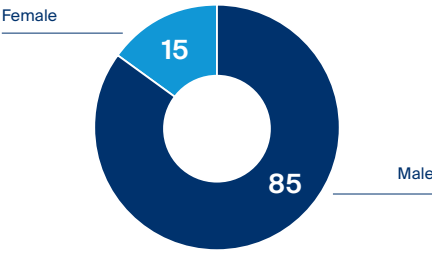
Metric	Target year and target language	2025 performance	2024	2021 baseline
Female representation in Top Management	2030: double female representation in Top Management from 2021 baseline	14.7%	9.8%	9.4%

Across the organisation, other indicators such as gender diversity and age distribution remained almost unchanged compared to 2024.

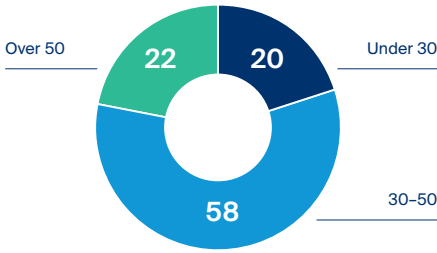
Gender diversity
in %



Gender diversity Top Management
in %



Age distribution
in %



Human rights

What it means to Kuehne+Nagel

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

By integrating human rights considerations into operational planning and risk management, Kuehne+Nagel's Human Rights Officer (HRO) helps ensure that our logistics activities are conducted ethically, safely, and with respect for the dignity of all people involved.

The HRO supports the identification, prevention, and mitigation of human rights risks across our transport networks, warehousing operations, and global value chain. In this capacity, the HRO contributes to our human rights due diligence processes, helps develop policies aligned with international standards, and assists in embedding appropriate practices into areas such as supplier management, driver working conditions, last-mile delivery, and high-risk trade routes, with an emphasis on Germany but also abroad. The HRO also provides guidance to internal teams, suppliers, and external stakeholders, supports performance monitoring, and helps maintain grievance channels for workers and affected communities. Additionally, the role contributes to coordination efforts when remediation is required and promotes transparency and accountability across the organisation.

As such, Kuehne+Nagel is committed to preventing and minimising any risks or negative impact on compliance with human rights within our global business operations as outlined in our Human Rights Policy. We hold our suppliers to similarly high standards as outlined in our Supplier Code of Conduct.

Policies

Human Rights Policy

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

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



Actions

Child labour checks

Like in previous years, Kuehne+Nagel carried out child labour suspicion checks within its own operations without any findings. Kuehne + Nagel International AG adheres to the Swiss legislation on child labour and conflict minerals. Kuehne + Nagel International AG and its subsidiaries with seat, head office or principal place of business in Switzerland are exempt from the Swiss due diligence and reporting obligations regarding child labour and with respect to minerals and metals from conflict and high-risk areas.

Supply chain due diligence

In preparation for the European Union's Corporate Sustainability Due Diligence Directive (CSDDD), Kuehne+Nagel conducted an initial risk assessment of its legal entities. The Group has also been subject to respective national laws targeting similar aspects, such as the requirements of the national supply chain due diligence

acts in Germany, France, Switzerland, the UK and Australia. It seeks to leverage the experience gained from national legislation for addressing the CSDDD, particularly from the German Supply Chain Due Diligence Law ('LkSG').

In 2025, we continued to monitor supply chain risks for all registered and recorded suppliers with direct contractual relationships to our German organisation, Kuehne + Nagel (AG & Co.). KG. We strengthened regular processes to mitigate human rights and environmental risk violations.

Metrics and targets

Employees and third parties can report concerns related to the Code of Conduct or potential violations of laws, including concerns related to human rights, through the Confidential Reporting Line (CRL). Figures regarding allegation management can be found in the Governance section, page 63.

Community engagement

What it means to Kuehne+Nagel

Community engagement at Kuehne+Nagel means actively contributing to the well-being of the communities we work and live in. We take pride in our responsibility to support these communities, and we view every initiative as an opportunity to make a positive impact. By supporting local projects, charities and causes that align with our values and sustainability roadmap, we aim to improve lives and strengthen the social fabric of the regions we serve.

Policies

Community Support Policy

Our global Community Support Policy defines Kuehne+Nagel's commitment to positively impact the communities where we operate. The Head of Social Impact sets the overall strategy and goals in collaboration with the national management, who is responsible for implementing, executing, and measuring progress in line with the overall strategy and goals.

The policy encourages employee participation, outlining the types of community support initiatives, partner organisation criteria, reporting requirements, volunteering time, and compliance with applicable laws, regulations and policies.

Actions

In many countries, Kuehne+Nagel has long supported local communities. To recognise these efforts and provide a more structured framework, we introduced our global approach to community engagement in 2024.

This commitment enables us to amplify impactful local projects at a global level, building on existing activities and establishing community projects in countries where we are not yet engaged.

Community Engagement Awards

The second edition of the Community Engagement Awards took place in 2025. This initiative recognises outstanding projects from our employees, while highlighting best practices and increasing engagement.

While all national organisations are encouraged to drive the implementation of community engagement in their countries, we measure and celebrate success primarily through the Community Engagement Awards that celebrate outstanding projects across three categories.

- The Local Impact Award demonstrates a significant positive impact on the local community and benefits under-represented groups.
- The Volunteering Heroes Award fosters team growth and high participation numbers through a long-term volunteering commitment.
- The ESG Promoters Award highlights unique and creative methods to address Environmental, Social or Governance (ESG) issues, with the potential to be expanded to other places or business units.

Metrics and targets

In 2025, a total of 80 projects from 36 countries qualified for the Community Engagement Awards.



Winning projects per category

Category	Local Impact	Volunteering Heroes	ESG Promoters
Winning initiative	<p>Letoire primary school water and sanitation</p> <p>Expanding access to education, clean water and healthcare for Maasai students</p>	<p>One KN, one planet</p> <p>Nationwide employee-led cleanups and environmental actions supporting local communities</p>	<p>One donation at the time</p> <p>Weekly redistribution of returned (furniture) goods to support vulnerable people and reduce waste, collaborating with customers and partners</p>
Country	Kenya	Canada	Australia
Award recognition	<p>For practical support to a remote Maasai community, addressing essential needs around education, clean water and sanitation. The initiative demonstrates meaningful local impact by improving daily living conditions for students and strengthening the school's ability to serve vulnerable girls.</p>	<p>For its strong volunteer mobilisation across the country, organising cleanups, recycling drives, planting activities, and community support efforts in multiple cities. Their hands-on engagement not only improved local environments but also demonstrated how coordinated volunteer action can create broader community benefit.</p>	<p>For reducing waste while supporting people facing homelessness, crisis situations, and trauma. By coordinating weekly volunteer-led donations of returned goods, the team provided practical assistance to vulnerable community members and partners. The project effectively linked circular economy practices with social responsibility.</p>

Social data

Metric	Unit	2025	2024	2023	Notes
Number of employees					
Total employees at year-end	headcount	85,407	80,215	80,983	
FTEs of employees at year-end	FTE	80,336	75,241	75,304	
FTEs at year-end including temporary staff	FTE	105,444	96,863	94,218	
Employees by gender					
Male	per cent	59.9%	59.9%	59.5%	
Female	per cent	40.1%	40.1%	40.5%	
Employees by category					
Office-based employees	per cent	55.9%	56.9%	-	
Fulfilment and delivery employees	per cent	44.1%	43.1%	-	
Employee turnover	per cent	19.7%	22.7%	22.5%	
Diversity in leadership					
Board of Directors (year-end)					
Male	per cent	75%	77.8%	77.8%	
Female	per cent	25%	22.2%	22.2%	
Management Board (year-end)					
Male	per cent	88.9%	88.9%	88.9%	
Female	per cent	11.1%	11.1%	11.1%	
Top Management					
Male	headcount	122	147	154	
	per cent	85.3%	90.2%	89.5%	
Female	headcount	21	16	18	
	per cent	14.7%	9.8%	10.5%	

Metric	Unit	2025	2024	2023	Notes
Senior Management					
Male	headcount	525	729	770	
	per cent	70.1%	75.5%	76.3%	
Female	headcount	224	236	239	
	per cent	29.9%	24.5%	23.7%	
Share of women in Top and Senior Management	per cent	27.5%	22.3%	21.8%	
Employees by age distribution					
Employees under 30 years old	per cent	20.2%	21.4%	22.2%	
Employees between 30 and 50 years old	per cent	58.0%	58.2%	58.2%	
Employees over 50 years old	percent	21.8%	20.4%	19.6%	
Training and skills					
Performance reviews (office-based employees)	per cent	98%	97%	99%	
Training hours	hours/ headcount	16.1	15.2	19.4	
Health and safety					
Number of fatalities (employee)	count	0	0	0	
Number of fatalities (third-party)	count	0	1 ⁵	0	
Lost Time Injury Frequency (LTIF)	rate	7.6	8.0	8.0	
Total Reportable Case Frequency (TRCF)	rate	9.6	9.8	9.5	
Lost Workday Cases (LWC)	count	1,486	1,500	1,455	
Lost Workdays (LWD)	count	26,764	31,246	25,346	
Preventive reporting of unsafe acts/unsafe conditions	count	216,717	131,095	84,025	

5 Restatement of information (case closed in 2025)

Social data point definitions and accounting policies

Number of employees

- The total number of employees at year-end: persons who have a contractual employment relationship with a Kuehne+Nagel company as of the last day of the reporting month.
- FTEs of employees at year-end: labour equivalent to a fulltime employee based on the hours paid (including paid vacation) divided by the standard contractual work hours for a fulltime worker.
- FTEs at year-end including temporary staff: FTEs including workers that are hired on a temporary basis from a third party.

Employees by gender

Total number of employees at year-end split by gender (male/female) as registered year-end in the HR systems.

Employees by category

- Office-based employees: employees typically based in an office setting, performing professional, administrative or managerial work.
- Fulfilment and delivery employees: employees typically performing manual labour in a warehousing, manufacturing or other industrial setting.

Employee turnover

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

Diversity in leadership

- Top Management: employees reporting to the Management Board, i.e. national and cluster managers as well as roles with global scope (such as Global Heads).
- Senior Management: employees typically reporting to Top Management, i.e. national business/functional unit leaders as well as Corporate Heads.
- Share of women in Senior and Top Management: number of women in Senior and Top management positions divided by the overall number of employees in Senior and Top Management.

Employees by age distribution

Total number of employees split by age distribution (under 30, between 30 and 50 years old, over 50 years old) as registered year-end in the HR systems.

Training and skills

- Performance reviews: percentage of office-based employees participating in the globally consistent performance enablement process.
- Training hours: training hours per headcount for office-based employees are calculated by using the course or seminar duration, multiplied by the number of courses completed and divided by the active headcount in that time period: $(\sum \text{course completions} \times \text{course duration}) / \text{active headcount}$. Only hours that lead to course completion and are recorded through our internal platform are included in the final value.

Health and safety

- **Fatality:** a death resulting from a work-related injury or illness, regardless of the time intervening between the incident, exposure or illness and the death. Fatalities are recorded for employees as well as third parties occurring on premises for which Kuehne+Nagel is responsible for and under its supervision or direction.
- **Lost Time Injury (LTI):** a work-related injury that results in either a fatality (FAT) or a Lost Workday Case (LWC). Medical Treatment Cases (MTC) and First Aid Cases (FAC) are excluded.
- **Lost Time Injury Frequency (LTIF):** LTIF is recorded as the number of Lost Time Injuries (LTIs) per 1,000,000 working hours over a 12-month period.
- **Total Reportable Case Frequency (TRCF):** calculated as the number of Lost Time Injuries (LTI) and Medical Treatment Cases (MTC) per 1,000,000 hours worked. First Aid Cases (FACs) are excluded.
- **Lost Workday Cases (LWC):** a work-related injury that results in the injured person being unable to perform their normal duties and missing one or more full scheduled shifts after the day of injury. All calendar days are included in the count, including rest days, weekends, public holidays, scheduled leave or days following cessation of employment. LWCs are counted for employees and temporary workers on company premises under supervision.
- **Lost Workdays (LWD):** total number of calendar days on which the injured person was unable to work as a result of a Lost Workday Case (LWC).
- **Preventive reporting of unsafe acts/unsafe conditions:** a leading indicator used to identify and address situations that may result in a near miss or incident before they occur.
- **Coverage of safety and health management system:** when working for Kuehne+Nagel on premises for which Kuehne+Nagel is responsible for and under supervision or direction, the health and safety data points apply to full-time and part-time employees as well as temporary workers.



Governance



Building loyal, trustworthy relationships with customers, suppliers, employees, and business partners is essential to long-term success. This is why ethics, integrity and transparency anchor every part of our

business. The Ethics and Compliance Programme provides a clear, robust framework for ethical conduct and leadership, and supplier engagement ensures that all services align with the same principles.

Impacts, risks and opportunities

Material topic	Impacts, risks and opportunities	Location in value chain	Time horizon
Business integrity and corporate culture 	Shaping business conduct and minimising corruption-related risks in business operations and relationships through our commitment to ethics, integrity, and corporate culture	Own operations, value chain	Short-term
	Opportunity to raise concerns through Confidential Reporting Line and provide remedy for affected stakeholders	Own operations, value chain	Short-term
Supplier management 	Suppliers may not adhere to expectations outlined in the Supplier Code of Conduct	Own operations, upstream	Short-term

Business integrity and corporate culture

What it means to Kuehne+Nagel

At Kuehne+Nagel, trust is the foundation of every business relationship. Our unwavering commitment to ethics and integrity, endorsed at every level of the organisation, safeguards not only our reputation but also the interests of our business partners. These principles are embedded in our corporate culture, which is built on respect, accountability, and ethical leadership.

Corruption-related risks in business operations and relationships

Kuehne+Nagel acknowledges the critical importance of proactively identifying and mitigating corruption-related risks throughout its global operations and value chain. As a global provider of logistics and supply chain solutions, Kuehne+Nagel operates in a multitude of regulatory environments, some of which present heightened exposure to corruption risks.

Risks arising from business relationships, products, and services

Kuehne+Nagel’s global network spans jurisdictions with varying anti-corruption standards, making rigorous due diligence and monitoring essential. Strategic partnerships and joint ventures, especially in emerging markets, may pose additional risks if counterparties will not adhere to equivalent standards. As we digitalise our service offerings, new risks, such as data manipulation, fraudulent documentation, and unauthorised access to sensitive data, underscore the need for robust controls.



Inherent business-model exposures in less mature regulatory jurisdictions

Frequent engagement with customs and border authorities is an intrinsic component of Kuehne+Nagel's operating model. Such interactions may inherently elevate exposure to risks including facilitation payments, improper influence, and other corruption-related vulnerabilities, particularly in higher-risk geographies or jurisdictions where regulatory frameworks may be less mature or inconsistently applied. In these environments, we are enhancing global consistency in anti-corruption standards, strengthening oversight and contributing to more reliable and enforceable controls.

Functions at higher risk in respect of corruption and bribery

Certain Kuehne+Nagel global operations are inherently more exposed to corruption and bribery risks due to the nature of their activities, frequency of external interactions, and the regulatory environments in which they operate. These high-risk areas are continuously monitored to ensure appropriate safeguards are in place.

- **Customs brokerage and border operations:** teams involved in customs clearance and border-related activities often interact with government officials in jurisdictions where corruption risks are elevated.
 - **Sales and business development:** commercial functions engaged in contract negotiations and client acquisition may face pressure to offer improper incentives, particularly in competitive or public sector markets.
 - **Procurement and vendor management:** the procurement function is exposed to risks of kickbacks, favouritism, and conflicts of interest, especially in regions with limited oversight.
 - **Third-party management and agent oversight:** oversight of intermediaries such as subcontractors and customs agents requires rigorous due diligence to prevent indirect involvement in corrupt practices.
 - **Operations in high-risk jurisdictions:** corporate and country-level management teams in high-corruption-index jurisdictions face elevated risks, including informal payment expectations and opaque regulatory processes.
- **Finance and government relations:** functions responsible for payments, tax matters, and government relations may encounter solicitations for corrupt practices, necessitating strong internal controls and ethical leadership.

Policies

Kuehne+Nagel has established a comprehensive policy framework that is aligned with the UN Global Compact and the UN Convention against Corruption. In addition, a senior management endorsed **Declaration of Integrity** reaffirms our unwavering commitment to conducting business ethically, transparently, and in full alignment with our compliance standards.

Code of Conduct

The Kuehne+Nagel Code of Conduct, mandatory for all employees, articulates clear expectations regarding the baseline of ethical and legal behaviour. This code is supported by detailed internal policies and procedures.

Anti-Corruption and Anti-Bribery Policy

Embedded within the global Code of Conduct, this policy prohibits all forms of corruption, including bribery, facilitation payments, and kickbacks, regardless of local customs or practices. It is the cornerstone of Kuehne+Nagel's anti-corruption framework and applies to all employees and officers. Third parties are requested to comply to the same standards by agreeing with Kuehne+Nagel's Supplier Code of Conduct. The policy's objectives are to ensure compliance with international standards, promote a culture of integrity, provide clear guidance for managing risks, and establish transparent reporting procedures.

Whistle-Blower Protection Policy

This policy ensures that individuals reporting suspected misconduct can do so safely and confidentially, with protection against retaliation.

Kuehne+Nagel communicates its anti-corruption policies to governance bodies and employees through structured, multi-channel strategies, including onboarding, mandatory training, internal campaigns, and regular briefings to senior leadership. A concise summary of our Anti-Bribery and Corruption (ABC) policy commitment is published on the corporate website, aligned with internal compliance standards and governance frameworks.

Actions

Grounded in risk-based principles, the Kuehne+Nagel Ethics and Compliance Programme defines the core elements of a business-minded governance approach. Rooted in applicable laws and regulations, it serves as a practical, day-to-day guide for managers and employees across all functions. The Board of Directors formally endorses the programme and provides appropriate oversight to ensure its design remains effective and aligned with corporate standards.

The comprehensive framework integrates governance, prevention, detection, and response mechanisms across all organisational levels.

■ Governance and oversight

Kuehne+Nagel's anti-corruption efforts are overseen by an independent compliance function, which reports directly to senior management. This ABC expert function is responsible for developing policies and advising on how anti-corruption controls can be effectively embedded into business processes globally.

■ Risk assessment and due diligence

Kuehne+Nagel conducts regular risk assessments that cover ABC risks, focusing on geographies, business units, and functions with elevated exposure, such as customs brokerage, government interactions, and third-party engagements. These assessments inform the design and prioritisation of mitigation measures by senior management. Before establishing business relationships, the company assesses the integrity and compliance posture of potential high-risk partners, suppliers, and agents. Ongoing monitoring ensures continued alignment with Kuehne+Nagel's ethical standards. In addition, contractual controls, such as embedding anti-corruption clauses in contracts, and operational controls like the segregation of duties and approval hierarchies are implemented.

■ Training and awareness

To foster a culture of integrity, Kuehne+Nagel delivers risk-based anti-corruption training to employees at all levels, with enhanced modules for those in sensitive roles. Training content is regularly updated to reflect evolving legal requirements and emerging risk scenarios. Awareness campaigns and leadership communications reinforce the importance of ethical conduct throughout the organisation.

■ Reporting and remediation

Kuehne+Nagel maintains a secure and confidential whistleblower system, the [Confidential Reporting Line](#), accessible to both employees and external stakeholders, enabling the reporting of suspected misconduct without fear of retaliation. All reports are investigated promptly and thoroughly, with appropriate disciplinary and remedial actions taken as necessary. Periodic internal audits are conducted to assess the effectiveness of anti-corruption controls and identify areas for improvement.

Throughout 2025, we focused on elevating our integrity standards by strengthening oversight, modernising our tools, and deepening ethical awareness across the business. These efforts included leadership learning programmes, enhanced supplier and third-party controls, updated policies, AI-supported advisory, and reinforced mandatory training. We also strengthened internal monitoring mechanisms and promotion of the whistleblower system.

Looking ahead, we plan to strengthen our integrity and compliance framework by digitalising key workflows and will continue expanding supplier integrity assessments and the broader supplier assurance programme. In addition, we will enhance the mandatory Code of Conduct training curriculum to ensure consistent, high-quality guidance for all employees.

The summary of actions is designed to increase employee awareness, reduce exposure to corruption-related risks, strengthen relationships with third parties, and enhance responsiveness to potential misconduct. In addition, Kuehne+Nagel actively engages with customers, suppliers, and industry associations to promote ethical conduct and compliance across the value chain.

Metrics and targets

Code of Conduct participation rates

As Kuehne+Nagel's Code of Conduct sets out the principles we apply to our business activities and all members are expected to understand and comply with these principles, we deliver mandatory

Code of Conduct live in-person and online sessions as well as computer-based trainings, primarily to new joiners. In addition, all managers and employees are required to confirm annually that they have read and understood the principles of the Code of Conduct.

Code of Conduct participation rates

Metric	Annual target	2025	2024	2023
Live induction training	>95%	85%	83%	83%
Live induction training Top and Senior Management	>99%	87%	96%	98%
Computer-based training	>95%	96%	94%	92%
Annual confirmation	>95%	95%	96%	97%

Allegation management

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

Metric	2025	2024	2023
Absolute number of cases	418	393	260
Cases per 1,000 employees	4.9	4.9	3.2
Incoming reports via Confidential Reporting Line	81%	78%	72%
Incoming reports anonymously	56%	53%	54%
Incoming reports of HR vs. non-HR matters*	72%	72%	65%
Closed cases with merit	34%	32%	42%

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



Supplier management

What it means to Kuehne+Nagel

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

Policies

Supplier Code of Conduct

The Supplier Code of Conduct outlines Kuehne+Nagel's expectations from all suppliers across several key areas. It requires suppliers to uphold high ethical standards, conduct business with integrity, and comply with all relevant laws.

They must respect internationally recognised human rights, ensuring fair wages, safe working conditions, and the prohibition of trafficking, child or forced labour. Additionally, suppliers are expected to minimise their environmental impact, maintain quality management systems, such as ISO 9001, disclose any conflicts of interest, and obtain written consent before engaging any subcontractors. The policy also raises the possibility of reporting incidents and provides mechanisms for suppliers to report any concerns confidentially. In addition, the Supplier Code of Conduct outlines expectations for supporting and facilitating supplier audits by Kuehne+Nagel, including, but not limited to, completing ESG self-assessments and on-site audits and inspections.

Global Procurement Policy

Launched in 2025, the Global Procurement Policy also integrates sustainability into supplier management through a due diligence process, providing a unified framework for procurement activities across selected managed non-trade categories. It establishes clear ESG requirements and embeds sustainability considerations in supplier selection, contracting and ongoing engagement. The policy promotes due diligence, ethical practices, and collaboration with suppliers to reduce environmental impact and support sustainable development. By aligning procurement with these principles, it becomes a key driver of responsible sourcing and long-term value creation.

Actions

Supplier management and due diligence

The Kuehne+Nagel Group pays close attention to selecting suppliers in support of our service offerings. All suppliers undergo a globally consistent commercial check and qualification process via our supplier management tools. Suppliers are evaluated based on compliance as well as applicable legal and regulatory criteria, including country-specific requirements, licences, documents, and acceptance of our Supplier Code of Conduct.

Continuous automated monitoring and regular updates of important documents (such as insurance certificates) ensure supplier data remains current. Only approved suppliers may be engaged for procurement activities or providing services on behalf of Kuehne+Nagel.

In 2025, the rollout of the new supplier management tool was completed in more than 50 countries, with the remaining countries scheduled for 2026. The rollout was accompanied by regular internal trainings in the respective countries.

To mitigate risk exposures, Kuehne+Nagel has operated a global supplier Integrity Due Diligence (IDD) process for over a decade. Suppliers identified as higher risk must undergo and pass this internal control review. This includes, for example, suppliers providing customs clearance services on our behalf or those interacting with government officials while performing services for Kuehne+Nagel.

Sustainable procurement

In addition, as indicated above, sustainability is now integrated into Kuehne+Nagel's global procurement strategy and embedded within global category strategies and the source-to-contract process. This is currently implemented for selected managed categories, where sustainability requirements are applied through defined procurement criteria, standardised procedures, and working instructions. These include the application of an ESG category priority rating, sustainable product standards (SPS), and the supplier sustainability assessments aligned with the Supplier Code of Conduct. The approach follows a phased rollout based on risk and impact, with the objective of progressively extending its application to all procurement categories.

A tiered sustainable procurement due diligence approach, integrated into the supplier selection process, requires suppliers to meet increasingly higher environmental, social, and ethical standards depending on category risk. Overall, the measures applied ensure the prioritisation of areas of greatest impact and driving long-term sustainability performance. A formal non-compliance escalation process is also being developed to strengthen governance, transparency and cross-functional decision-making.

For priority categories and initiatives aimed at reducing environmental and social impact, Kuehne+Nagel actively engages with key suppliers through a structured programme designed to foster sustainability, innovation and long-term partnerships. Activities include formal kick-offs, joint testing of materials or solutions, collaborative co-creation or co-investment projects, and targeted supplier days. This approach supports knowledge sharing, capability building, and alignment on strategic sustainability priorities, thereby driving continuous improvement and shared value creation across the supplier base.

Metrics and targets

Supplier management system

Through 2025, the rollout of a new supplier management tool had been implemented in 50+ countries with more countries in progress. The 2026 target is its rollout in the remaining countries, particularly in Asia and the Americas.

Integrity Due Diligence (IDD)

In total, 586 IDD target companies had been approved as per 31 December 2025 (compared to 612 companies year-end 2024).

Factbook, data and assurance

Basis of preparation

Reporting scope and basis for reporting

Kuehne+Nagel's financial reporting defines the boundary and scope of consolidation, as outlined in Kuehne+Nagel's Annual Report 2025. This forms the basis for the non-financial statements unless otherwise noted. We continue to integrate data from recent mergers and acquisitions into the consolidated reporting process.

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

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

These timeframes align with the duration of Kuehne+Nagel's strategic cycles. Timeframes for climate-related risks and opportunities differ as disclosed in the Environment Section.

Reporting period

The Sustainability Report 2025 covers the Group's sustainability activities and performance in the 12-month period from 01.01.2025 until 31.12.2025.

Independent, external limited assurance

External, limited assurance has been sought for GHG emissions, energy consumption and selected HR data points from Swiss Climate AG. The level and scope of the assurance is described in the assurance statement on page 74.

Reporting standards

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

Restatement of information and changes to previous years

Due to the continuous improvement of data collection systems and processes, selected data points for 2025 have been restated. Restatements of information as well as additional data points or data points that have changed compared to the previous reporting years are highlighted in the respective data tables and associated accounting policies.

Approval of non-financial report

The Board of Directors has received and approved the Kuehne+Nagel Sustainability Report 2025 and recommends it for approval by the General Assembly.

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

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

Schindellegi, 2 April 2026

List of abbreviations

Abbreviation	Meaning
ABC	Anti-corruption and bribery
BEV	Battery electric vehicle
BREEAM	Building Research Establishment Environmental Assessment Methodology
CDP	Carbon Disclosure Project
CNG	Compressed natural gas
CO ₂ e	Carbon dioxide equivalent
CRL	Confidential Reporting Line
CSRD	Corporate Sustainability Reporting Directive
CX	Customer Experience
DEFRA	Department for Environment, Food and Rural Affairs
DEI	Diversity, equity and inclusion
DG	Dangerous goods
DMA	Double materiality assessment
EAC	Energy attribute certificate
EMS	Environmental management system
ESG	Environmental, social, governance
EV	Electric vehicles
EWC	European Works Council
EX	Employee Experience
FAT	Fatality
GFCC	Global Facilities Carbon Calculator
GHG	Greenhouse gas
GLEC	Global Logistics Emission Council
GPTW	Great Place to Work
GRI	Global Reporting Initiative
HR	Human Resources
HRO	Human Rights Officer

Abbreviation	Meaning
HVAC	Heating, Ventilation, and Air Conditioning
HVO	Hydrotreated vegetable oil
H&S	Health and safety
IDD	Integrity Due Diligence
IEA	International Energy Agency
IMS	Integrated management system
KPI	Key performance indicator
LEED	Leadership in Energy and Environmental Design
LkSG	Lieferkettensorgfaltspflichtengesetz
LNG	Liquefied natural gas
LPG	Liquefied petroleum gas
LTIF	Lost Time Injury Frequency
LWC	Lost Workday Cases
LWD	Lost Workdays
QSHE	Quality, Security, Health and Safety, Environment, and Dangerous Goods
RCP	Representative concentration pathway
SAF	Sustainable aviation fuel
SBTi	Science Based Targets initiative
SMF	Sustainable marine fuel
TCFD	Task Force on Climate-Related Financial Disclosures
TRCF	Total Recordable Case Frequency
TTW	Tank-to-wheel
UN SDG	United Nations Sustainable Development Goal
WTT	Well-to-tank
WTW	Well-to-wake, well-to-wheel
YoY	Year-over-Year

Swiss Code of Obligations Art. 964b index

The following index outlines how this report addresses non-financial information required under Article 964b of the Swiss Code of Obligations (CO).

The shareholder vote at the Annual General Meeting is limited to the information contained in these sections.

In the absence of widely recognised international standards for machine-readable sustainability reporting and given the evolving reporting standards, Kuehne+Nagel publishes its sustainability report 2025 in portable document format only.

CO 964b requirements	Report section	Page
Description of business model	Our business	6-7
Material risks	Risk management	11
	Materiality assessment	12
	Climate-related risks and opportunities	17-18
Environmental matters	Climate change	17-33
	Pollution prevention	34
	Waste and circularity	35-37
Social matters	Stakeholder engagement	13-15
	Community engagement	54-55
Employee matters	Working conditions	45-49
	Equal treatment and opportunities for all	50-51
Respect for human rights	Human rights	52-53
	Supplier management	64-65
Combating corruption	Business integrity and corporate culture	60-63
Main performance indicators	ESG performance data	38-43, 56-59, 63
Reference to national, European or international regulations	Swiss Code of Obligations Art. 964b index	68
Coverage of subsidiaries	Basis of preparation	66

TCFD index

The table below provides page references for disclosures in line with the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and the requirements of the Swiss Ordinance on Climate Disclosures (OCD) and Articles 964a–964c CO, respectively.

Theme	Recommendations	Page
Governance	a) Describe the Board's oversight of climate-related risks and opportunities.	10
	Disclose the organisation's governance around climate-related risks and opportunities.	b) Describe management's role in assessing and managing climate-related risks and opportunities. 10
Strategy	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	18
	Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material.	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning. 17-18
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate related scenarios, including a 2°C or lower scenario.	Quantification of climate-related risks planned for 2026/27
Risk management	a) Describe the organisation's process for identifying and assessing climate-related risks.	11, 12, 17
	Disclose how the organisation identifies, assesses and manages climate-related risks.	b) Describe the organisation's process for managing climate-related risks. 18, 19-24
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management.	10, 12
Metrics and targets	a) Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.	27-31
	Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.	b) Disclose scope 1, scope 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions and the related risks. 38
	c) Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.	30-31

GRI index

Statement of use	Kuehne+Nagel has reported in accordance with the GRI Standards for the period 01.01.2025-31.12.2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not applicable

GRI Standard	Disclosure	Reference	Location/page	Omission
General standard disclosures				
GRI 2: General Disclosures 2021	2-1 Organisational details	AR 2025 ⁶	17, 18, 103-114	
	2-2 Entities included in the organisation's sustainability reporting	AR 2025	103-114	
	2-3 Reporting period, frequency and contact point	Sustainability Report (01.01.2025 - 31.12.2025), published 02.04.2026 Contact point for Sustainability Report 2025: Isabel.Krauss@kuehne-nagel.com Annual Report 2025 (01.01.2025 - 31.12.2025), published 03.03.2026		
	2-4 Restatements of information	SR 2025 ⁷	38-39, 57, 66	
	2-5 External assurance	SR 2025	66, 74-75	
	2-6 Activities, value chain and other business relationships	AR 2025 SR 2025	12-14 6-7	
	2-7 Employees	SR 2025	6, 56	
	2-8 Workers who are not employees	SR 2025	56	
	2-9 Governance structure and composition	AR 2025	17-36	
	2-10 Nomination and selection of the highest governance body	AR 2025	23-24	
	2-11 Chair of the highest governance body	AR 2025	20	
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	SR 2025	11	
	2-13 Delegation of responsibility for managing impacts	SR 2025	11	
	2-14 Role of the highest governance body in sustainability reporting	SR 2025	11	

⁶ Annual Report 2025

⁷ Sustainability Report 2025

	2-15 Conflicts of interest	AR 2025		Potential conflicts of interests are disclosed to shareholders
	2-16 Communication of critical concerns	SR 2025	11	
	2-17 Collective knowledge of the highest governance body	AR 2025	19-23	
	2-18 Evaluation of the performance of the highest governance body			Confidentiality constraints
	2-19 Remuneration policies	AR 2025	39	
	2-20 Process to determine remuneration	AR 2025	38-39	
	2-21 Annual total compensation ratio			CEO compensation: AR, p.43 FTE expenses: AR, p.2
	2-22 Statement on sustainable development strategy	SR 2025	3, 8	
	2-23 Policy commitments	SR 2025	52, 61-62	
	2-24 Embedding policy commitments	SR 2025	52-53, 61-63	
	2-25 Processes to remediate negative impacts	SR 2025	61-63	
	2-26 Mechanisms for seeking advice and raising concerns	SR 2025	61-63	
	2-27 Compliance with laws and regulations	AR 2025	60-63	
	2-28 Membership associations	SR 2025	14, 24	
	2-29 Approach to stakeholder engagement	SR 2025	13-15	
	2-30 Collective bargaining agreements	SR 2025		Data available from 2026
Materiality assessment and list of material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	SR 2025	12	
	3-2 List of material topics	SR 2025	12	
Climate change				
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2025	17-33	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SR 2025	38	
	305-2 Energy indirect (Scope 2) GHG emissions	SR 2025	38	
	305-3 Other indirect (Scope 3) GHG emissions	SR 2025	38	
	305-4 GHG emissions intensity	SR 2025	39	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	SR 2025	39-40	
	302-4 Reduction of energy consumption	SR 2025	30-31	

Pollution prevention			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2025	34
GRI 306: Waste 2016	306-6 Significant spills	SR 2025	34
Waste and circularity			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2025	35-37
GRI 306: Waste 2016	306-1 Waste generation and significant waste-related impacts	SR 2025	35-36
	306-2 Management of significant waste-related impacts	SR 2025	35-36
	306-3 Waste generated	SR 2025	40
	306-4 Waste diverted from disposal	SR 2025	40
	306-5 Waste directed to disposal	SR 2025	40
Working conditions			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2025	45-49
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR 2025	56
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	SR 2025	46
	403-2 Hazard identification, risk assessment, and incident investigation	SR 2025	46-48
	403-5 Worker training on occupational health and safety	SR 2025	46-48
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR 2025	46-48
	403-8 Workers covered by an occupational health and safety management system	SR 2025	46
	403-9 Work-related injuries	SR 2025	57

Equal treatment and opportunities for all			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2025	50-51
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR 2025	57
	404-2 Programs for upgrading employee skills and transition assistance programs	SR 2025	50-51
	404-3 Percentage of employees receiving regular performance and career development reviews	SR 2025	57
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR 2025	56-57
Human rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2025	52-53
Business integrity and corporate culture			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2025	60-63
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	SR 2025	62-63
	205-3: Confirmed incidents of corruption and actions taken		If applicable, significant confirmed incidents and public legal cases regarding corruption are disclosed in the Annual Report.
GRI 206: Anti-competitive behaviour	206-1 Legal actions for anti-competitive-behaviour, anti-trust, and monopoly practices		If applicable, significant confirmed incidents and public legal cases regarding corruption are disclosed in the Annual Report.
Supplier management			
GRI 3: Material Topics 2021	3-3 Management of material topics	SR 2025	64-65
Other			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	SR 2025	6



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Assurance Statement: Kuehne+Nagel's carbon footprint, energy consumption KPIs and HR KPIs 2025 (Summary)

SUBJECT OF THE AUDIT

Swiss Climate was commissioned by Kuehne + Nagel Management AG (hereinafter called Kuehne+Nagel) to provide assurance on its 2025 carbon footprint (scope 1, 2 and 3), its energy consumption KPIs and selected Human Resources (HR) KPIs published in the company's annual sustainability reporting. Swiss Climate conducted the assurance in accordance with the AA1000AS v3 assurance standard (Type 2 moderate-level).

Swiss Climate analysed the following elements:

- the evaluation of adherence to the AA1000 Principles of Inclusivity, Materiality, Responsiveness, and Impact,
- the reliability of carbon footprint data from scope 1, 2 and 3 emissions sources according to CSRD ESRS E1 (November 2025),
- the energy consumption within the organisation and related KPIs according to CSRD ESRS E1 (November 2025),
- the reliability of selected HR key performance indicators (KPIs), including the total number of employees, employees by gender and turnover rate (CSRD ESRS S1, November 2025).

Organisational system boundaries: Kuehne+Nagel took a financial control approach to define the organisational boundaries for all KPIs.

Operational system boundaries: Kuehne+Nagel considers scope 1, scope 2, and scope 3 as part of the operational boundaries for the carbon footprint and energy consumption. More precisely, Kuehne+Nagel considers scope 1 and 2 emissions from own fleet of trucks, company cars, operation of offices and fulfilment centres (heating and electricity). For scope 3, emissions from fuel- and energy-related activities (category 3, if not included in scope 1 or 2), transport and logistics (category 4, comprising of sea, air, and land transport), business travel (category 6) and employee commuting (category 7) were considered. The organisational boundary for the reported HR KPIs is aligned with Kuehne+Nagel's financial reporting boundary as disclosed in the Annual Report 2025. All fully consolidated legal entities are included in the reporting scope. Due to ongoing mergers and acquisitions, the integration of newly acquired entities into the global HR systems is still in progress. As a result, while total headcount data cover 100 % of the workforce, gender distribution and employee turnover data cover approximately 95 % of employees.

CARBON FOOTPRINT

Greenhouse gas emissions	Mio t CO ₂ e
Scope 1, Total	0.155
Scope 2 (location-based), Total	0.127
Scope 2 (market-based), Total	0.004
Scope 3, Total (gross)	15.732
Scope 3, Total (net, reduction through purchase of sustainable fuels)	15.666
Total scope 1 + scope 2 (location-based) + scope 3	15.948
Total scope 1 + scope 2 (market-based) + scope 3	15.826
Biogenic emissions scope 1	0.003

SBTI TARGET KPIS

Scope 1 and 2 emissions		
Company-controlled vehicles	million tCO ₂ e	0.116
Buildings (owned or leased)	kgCO ₂ e/m ²	13.3
Scope 3.4 transport emission intensity		
Maritime transport	gCO ₂ e/tnm	12.0
Air transport	gCO ₂ e/tkm	505
Land transport	gCO ₂ e/tkm	105

Total GHG emission intensity

Total GHG emission (location-based) per net revenue	tonnes CO ₂ e/CHF million	652
Total GHG emissions (market-based) per net revenue	tonnes CO ₂ e/CHF million	647

ENERGY CONSUMPTION

Total energy consumption	1'101	GWh
Total energy consumption from fossil sources	672	GWh
– Fuel consumption from crude oil and liquid petroleum products	474	
– Fuel consumption from gaseous fuels	185	
– Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	13	
Share of energy consumption from fossil sources in total energy consumption	61	%
Total energy consumption from nuclear sources	-	GWh
Share of energy consumption from nuclear sources in total energy consumption	-	%
Total energy consumption from renewable sources	429	GWh
– Fuel consumption from renewable sources	10	
– Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	419	
Share of renewable energy consumption in total energy consumption	39	%

HUMAN RESOURCES (HR) KPIS

Total number of employees	Headcount	Turnover rate*	%
Total number of employees at year-end	85'407	Ratio of employee exits to average headcount	19.7

Employees by gender*	Headcount	%
Female	32'416	40.1
Male	48'343	59.9
Diverse	3	0.00
Total	80'762	100

*Data for gender distribution and employee turnover cover 95 % of the workforce.

FINDINGS AND CONCLUSIONS CONCERNING THE RELIABILITY OF THE CARBON FOOTPRINT, ENERGY CONSUMPTION KPIS AND HR KPIS

Swiss Climate planned and performed its work to obtain the information, explanations and evidence considered necessary to provide a moderate-level assurance that the carbon footprint emissions, the energy consumption, and selected HR KPIs within the organisation for the period from 01 January 2025 to 31 December 2025 are fairly stated. Swiss Climate did not find evidence to insinuate that the processes and systems in place to collect the data and to calculate the KPIs are such that the company's performance would be erroneously described, and that the KPIs would not fulfil the criteria of inclusivity, materiality, responsiveness and impact as well as relevance, completeness, consistency, transparency, and accuracy.

SIGNED FOR AND ON BEHALF OF SWISS CLIMATE

Bern, 20th March 2026

Leading Auditor



Luka Blumer

Audit team



Annika Schmidt

Audit team



Ann Ziegler

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Lea Nawrot

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