KUEHNE+NAGEL

Analyst conference
Half-year 2026 results

Stefan Paul, CEO
Markus Blanka-Graff, CFO

Kuehne + Nagel International AG

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Half-year 2026 results

Volume growth and cost control drive recurring EBIT momentum

Growth

- Net turnover of CHF 12.2 billion vs. CHF 12.5 billion in 2025 (+3%*)
- Gross profit of CHF 4.4 billion vs. CHF 4.4 billion in 2025 (+3%*)
- Sea+Air Logistics gross profit of CHF 1.8 billion vs. CHF 2.0 billion in 2025 (-1%*)

Profit

- Recurring EBIT** of CHF 689 million vs. CHF 760 million in 2025 (-3%*)
- Sea+Air Logistics EBIT of CHF 518 million vs. CHF 598 million in 2025 (-7%*)
- Recurring earnings per share** of CHF 4.10 vs. CHF 4.58 in 2025 (-4%*)

Cash

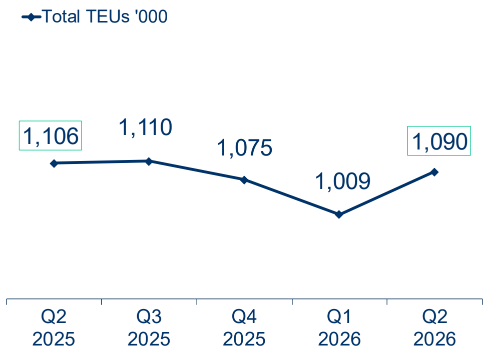
- Free Cash Flow of CHF 310 million vs. CHF 295 million in 2025
- Cash and cash equivalents of CHF 617 million
- Net debt of CHF 1,183 million excluding capitalised leases

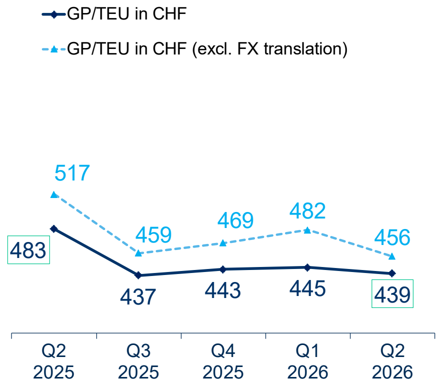
* Y/y development percentages excluding currency translation effects (constant currencies).
** Recurring EBIT and EPS excludes the CHF 35 million gain on a sale-and-leaseback transaction in Q1 2026 and a CHF 16 million one-off legal provision in Q2 2025.

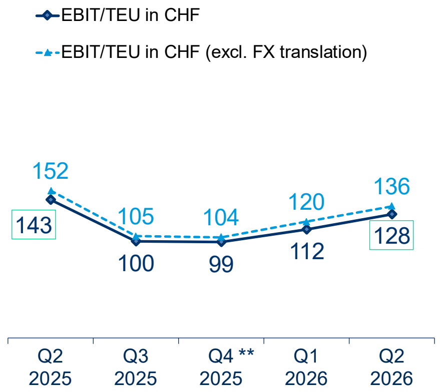
Sea Logistics

Cost control drives further recovery of unit profitability

TEU '000	GP/TEU in CHF *	EBIT/TEU in CHF







* FY 2025 includes pro-forma IMC reclassification in GP of CHF 18 million (Q2), CHF 19 million (Q3), CHF -53 million (Q4).
** Excluding one-off costs of CHF 47 million (Q4 2025).

In CHF million	Q2 2026	Q2 2025	Variance	HY 2026	HY 2025	Variance
Gross profit *	479	534	(10%)	928	1,127	(18%)
EBIT	140	158	(11%)	253	368	(31%)
Conversion rate *	29%	30%		27%	33%	

* Including pro-forma IMC reclassification in GP of CHF 18 million in Q2 2025 and CHF 34 million in HY 2025.

- Cost control drives +14% q/q unit EBIT improvement
- Q2 volumes -1% y/y and +8% q/q
- Stable q/q yield in Q2, in line with guidance
- Growth most pronounced in Asia export trades to Europe and NAM
- SME share in Q2 52% (Q1: 50%)

Air Logistics

Strong EBIT growth driven by higher volumes and better mix

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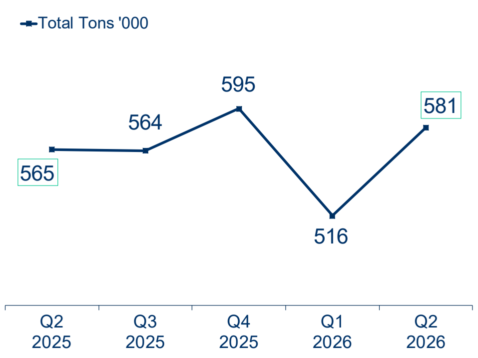
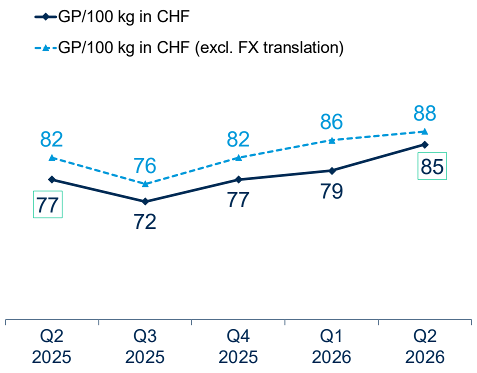
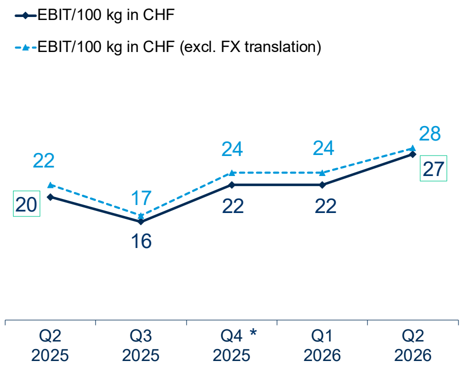
Tons '000	GP/100 kg in CHF	EBIT/100 kg in CHF







* Excluding one-off costs of CHF 25 million (Q4 2025).

In CHF million	Q2 2026	Q2 2025	Variance	HY 2026	HY 2025	Variance
Gross profit	494	435	14%	901	874	3%
EBIT	154	114	35%	265	230	15%
Conversion rate	31%	26%		29%	26%	

- Q2 volumes +3% y/y and +13% q/q
- Further yield improvement partly due to better mix
- Semiconductors and cloud infrastruc-ture remain key growth drivers
- Cost control contributing to unit EBIT improvement
- Export strength from Southeast Asia ex China

Road Logistics

EBIT growth accelerates on market share gains

In CHF million	Q2 2026	Q2 2025	Variance	HY 2026	HY 2025	Variance
Net turnover	1,000	881	14%	1,908	1,752	9%
Gross profit	367	337	9%	706	668	6%
EBIT	36	28	29%	61	47	30%
Conversion rate	10%	8%		9%	7%	

- Net turnover growth +16% y/y in Q2 excluding FX effects (+12% organic)
- Broad-based market share gains
- Continued solid demand for the well-established AI-enabled customs clearance solutions
- Increased demand for mode shift from Sea to Road in the Middle East
- Emerging demand from the growing tech sector
- Conversion rate improved by 50bps y/y

Contract Logistics

Solid underlying profits with investments in growth

In CHF million	Q2 2026	Q2 2025	Variance	HY 2026	HY 2025	Variance
Net turnover	1,207	1,189	2%	2,389	2,367	1%
Gross profit	909	899	1%	1,824	1,789	2%
EBIT	51	42	21%	145	99	47%
EBIT (recurring) *	51	58	(12%)	110	115	(4%)
Conversion rate	6%	5%		8%	6%	
Conversion rate (recurring) *	6%	6%		6%	6%	

* Excluding the CHF 35 million gain on a sale-and-leaseback transaction in Q1 2026 and the CHF 16 million one-off legal provision in Q2 2025.

- Net turnover growth in Q2 roughly stable, at +4% y/y excluding currency effects
- EBIT change reflects the phasing costs of new contracts and investments in tech sector growth
- Recurring conversion rate stable at 6% in Q2
- Solid foundation for further growth with 30+ new contracts in implementation

Why integrated AI will become our competitive moat

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Change management
to make trusting and using AI second nature

Workflow ownership
to deepen the value chain

Clean data
to fuel intelligent AI systems

IT sovereignty
to control our own destiny

Where AI matters

IT sovereignty

Our core AI platform

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Top layer
is a single pane of glass – one access point that puts our AI agents into the tools our people already use

Middle layer
enables us to ship new AI capabilities across the whole organisation at speed by ourselves

Foundation layer
connects all our internal and external systems

Near-term AI opportunity centered in white-collar workforce

Initial focus on Sea & Air Logistics and Functional Units

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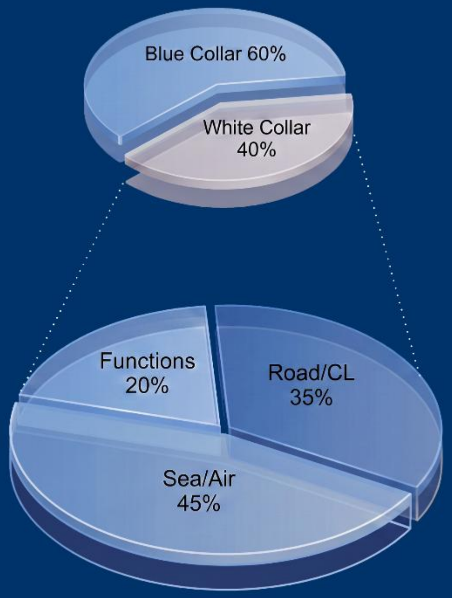
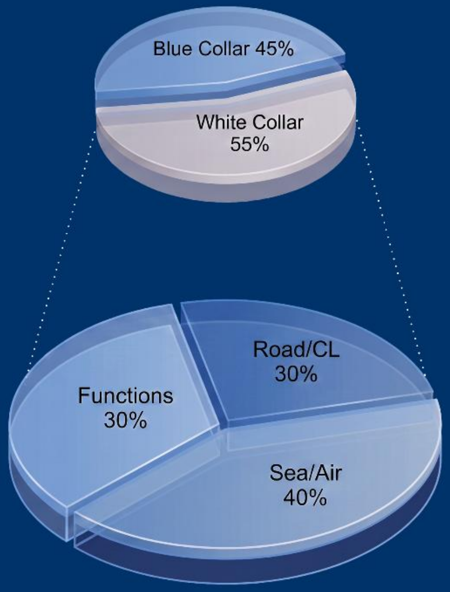
FTE (~100k*)



Cost base (CHF 4.6bn*)



Current scope:

AI-driven initiatives

Productivity gains to come from combined and inseparable efforts spanning AI, workflow standardisation and centralisation, and software development efficiencies.

Relevant workforce

More than 25,000 white-collar FTE (cost base CHF 1.7bn) including front-line and support roles in Sea & Air Logistics and Functional areas.

Approximately 15% of these FTEs are deployed in Global Service centers.

*Excluding IMC and Apex

Current scope: CHF 100-150m annualised productivity benefits

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Operational productivity uplift
Projected AI-driven productivity benefit of 5%; in 2027 alone, estimated CHF 100-150m* annualised uplift by year-end

KPIs: Orders/FTE, Cost/Order

Technology and IT advantage
Ownership of TMS and in-house IT development enable deeper AI integration, strategic differentiation and speed to market. Technology stack designed for flexibility.

People and workforce impact
AI co-pilots and improved decision-support enhance workforce effectiveness.

* Annualised effect based on the relevant cost base in H1 2026.

Financial KPIs

Income statement
Year over year comparison

CHF million	2026 Q1	2026 Q2	2026 HY	2025 Q1	2025 Q2	2025 HY	Variance 2026/2025	Variance Q1	Variance Q2	HY Variance in % 2026/2025	HY Variance in % Constant Currency	HY Variance in % Forex *
Net turnover	5,603	6,616	12,219	6,330	6,149	12,479	(260)	(727)	467	(2%)	3%	(5%)
Gross profit	2,110	2,249	4,359	2,237	2,187	4,424	(65)	(127)	62	(2%)	3%	(5%)
Gross profit margin	37.7%	34.0%	35.7%	35.3%	35.6%	35.5%						
EBITDA	562	596	1,158	627	566	1,193	(35)	(65)	30	(3%)	3%	(6%)
EBITDA margin	10.0%	9.0%	9.5%	9.9%	9.2%	9.6%						
EBIT	343	381	724	402	342	744	(20)	(59)	39	(3%)	4%	(6%)
EBIT (recurring) **	308	381	689	402	358	760	(71)	(94)	23	(9%)	(3%)	(6%)
Conversion rate	16.3%	16.9%	16.6%	18.0%	15.6%	16.8%						
Conversion rate (recurring) **	14.6%	16.9%	15.8%	18.0%	16.4%	17.2%						
EBT	330	367	697	405	334	739	(42)	(75)	33	(6%)	-	(6%)
Earnings	248	276	524	303	252	555	(31)	(55)	24	(6%)	-	(6%)

* Foreign currency translation impact.

** Excluding the CHF 35 million one-off profit from a sale-and-leaseback transaction in Q1 2026 and the CHF 16 million one-off legal provision in Q2 2025.

- H1 net earnings attributable to shareholders +3% y/y excluding FX effects (-4% on a recurring basis)
- FX headwinds led to a 6% drag on H1 EBIT and net earnings

Working capital

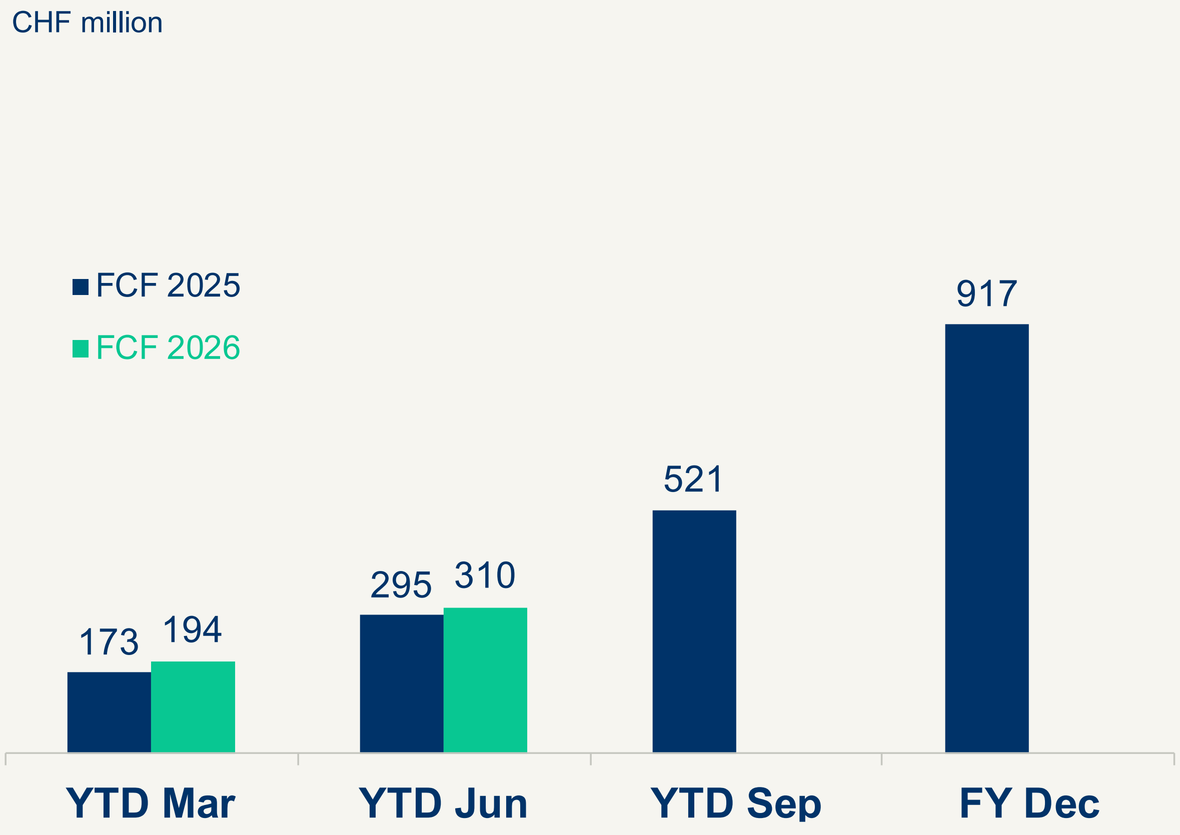
NWC intensity moderates on improved DSO/DPO spread

CHF million	June 30, 2026	March 31, 2026	December 31, 2025	June 30, 2025	Better/(worse) Jun 2026 vs. Dec 2025
Trade receivables/contract assets	5,357	4,738	4,685	4,600	(672)
Trade payables/accrued trade expenses/contract liabilities	(3,699)	(3,177)	(3,253)	(3,235)	446
Net working capital	**1,658**	**1,561**	**1,432**	**1,365**	**(226)**
KPIs:					
Working capital intensity	**5.5%**	**6.0%**	**5.2%**	**4.8%**	**(0.3%)**
DSO	58.9	60.6	56.8	54.3	(2.1)
DPO	61.8	62.4	60.7	57.5	1.1
Δ	2.9	1.8	3.9	3.2	(1.0)

Net working capital intensity guidance corridor of 4.5 to 5.5%

Cash and Free Cash Flow
Year-over-year expansion of cash generation

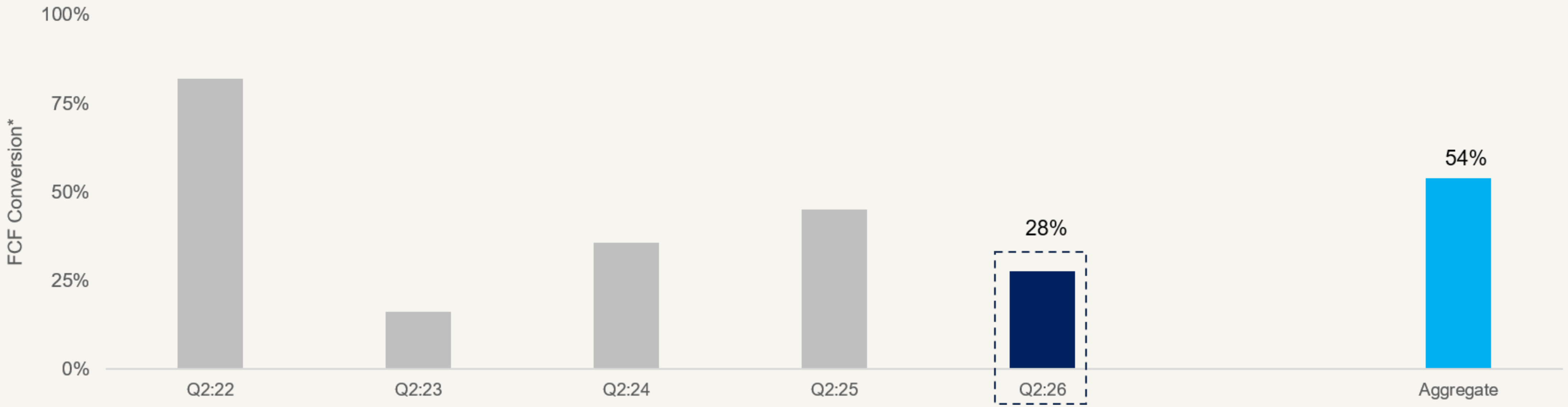
CHF million	HY 2026	HY 2025
Cash and cash equivalents January 1, net	**536**	**1,142**
Operational cash flow	**1,149**	**1,206**
Changes in working capital	(353)	(235)
Income taxes paid	(197)	(239)
Cash flow from operating activities	**599**	**732**
Capex, net of disposals	59	(108)
M&A	(25)	(532)
Others	10	9
Cash flow from investing activities	**44**	**(631)**
Proceeds and repayment of borrowings	507	193
Repayment of lease liabilities	(321)	(316)
Dividends paid	(726)	(1,018)
Others	(48)	(56)
Cash flow from financing activities	**(588)**	**(1,197)**
Exchange difference on cash and cash equivalents	10	(47)
Increase/(decrease) in cash and cash equivalents	**65**	**(1,143)**
Cash and cash equivalents June 30, net	**601**	**(1)**
Bank overdraft	16	582
Cash and cash equivalents on balance sheet	**617**	**581**



FY 2025 FCF includes a non-recurring CHF 12 million outflow in Contract Logistics (Q2 & Q4 2025)
FY 2026 FCF includes CHF 75 million one-off profit arising from a sale-and-leaseback transaction (Q1 2026)

Cash and Free Cash Flow

Extent and mix of growth result in below average Q2 FCF conversion



Key factors impacting Q2 2026 Free Cash Flow (FCF) conversion:

- Strong volume growth and mix drive Core NWC outflow of CHF 97m vs. an inflow of CHF 86m last year
- Cash conversion in Q2 30-35% excluding cash outflows linked to the cost reduction program
- Q2 is typically the second weakest cash conversion quarter with an average 54% since 2022 (vs. annual 91%)

*FCF excludes disposal gains and non-recurring items as a percentage of net income before non-controlling interests and non-recurring items.

Outlook 2026

Raising EBIT guidance range mid-point by CHF 125m

CHF million	Q1	Q2	Q3	Actual Q4	2025	Q1	Q2	Outlook 2026
Recurring EBIT	402	358	285	335	1,380	308	381	**1,350 - 1,550**
Previous								*1,250 - 1,400*

Core assumptions

- Global GDP growth tempered by persistent geopolitical, macroeconomic and trade uncertainty
- Cost reduction programme to contribute gross savings of more than CHF 120m in 2026
- Estimated currency translation headwind of no more than 5%* weighted to H1
- Full-year effective tax rate 25%

*Based upon year-to-date currency developments and current spot rates through year-end.

Key takeaways:

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1. Long-term strategic focus on market share gains
2. Air Logistics market share expansion with favorable mix development
3. Sea and Air Logistics yields stable or higher sequentially
4. Cost reduction programme on track with impact of > CHF 120m in 2026
5. AI-related productivity uplift of CHF 100-150 million emerging from 2027
6. FY 2026 recurring EBIT guidance raised to CHF 1.35 - 1.55 billion*

*Includes an assumed max 5% full-year FX translation headwind. Compares to previous guidance of CHF 1.25-1.40 billion.

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Upcoming events

05.10. - 22.10.2026 **22.10.2026**	Closed period **Nine-months 2026 results**
04.01. - 02.03.2027 **02.03.2027**	Closed period **Full-year 2026 results**
05.04. - 22.04.2027 **22.04.2027**	Closed period **Three-months 2027 results**
05.05.2027	**Annual General Meeting**
05.07. - 22.07.2027 **22.07.2027**	Closed period **Half-year 2027 results**

Balance Sheet

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CHF million	June 30, 2026	December 31, 2025		June 30, 2026	December 31, 2025
Assets			**Equity and Liabilities**		
Property, plant and equipment	801	905	**Equity attributable to the equity holders of the parent company**	**2,048**	**2,180**
Right-of-use assets	2,173	2,370	Non-controlling interests	33	32
Goodwill	2,645	2,547	**Total equity**	**2,081**	**2,212**
Other intangibles	75	91	Non-current lease liabilities	1,634	1,761
Others	197	187	Others	2,009	1,927
Non-current assets	**5,891**	**6,100**	**Non-current liabilities**	**3,643**	**3,688**
			Trade payables	2,132	2,024
			Contract liabilities	170	106
Trade receivables	4,771	4,235	Accrued trade expenses	1,397	1,123
Contract assets	464	358	Bank and other interest-bearing liabilities	925	614
Cash and cash equivalents	617	750	Current lease liabilities	650	708
Others	603	484	Others	1,348	1,452
Current assets	**6,455**	**5,827**	**Current liabilities**	**6,622**	**6,027**
Assets	**12,346**	**11,927**	**Equity and Liabilities**	**12,346**	**11,927**

Quarter-over-quarter 2026/2025

Sea and Air Logistics

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CHF million	2026 Q1	2026 Q2	2026 TOTAL	2025 Q1	2025 Q2	2025 TOTAL	Change in % Q1	Change in % Q2	Change in % TOTAL	Change in mCHF Q1	Change in mCHF Q2	Change in mCHF TOTAL
Sea Logistics												
Income Statement												
Turnover	2,238	2,503	4,741	2,862	2,652	5,514	(21.8)	(5.6)	(14.0)	(624)	(149)	(773)
Net Turnover	1,886	2,171	4,057	2,499	2,212	4,711	(24.5)	(1.9)	(13.9)	(613)	(41)	(654)
Gross Profit	449	479	928	577	516	1,093	(22.2)	(7.2)	(15.1)	(128)	(37)	(165)
Opex	(318)	(320)	(638)	(346)	(337)	(683)	+8.1	+5.0	+6.6	28	17	45
EBITDA	131	159	290	231	179	410	(43.3)	(11.2)	(29.3)	(100)	(20)	(120)
Depreciation and Amortisation	(18)	(19)	(37)	(21)	(21)	(42)	+14.3	+9.5	+11.9	3	2	5
EBIT	113	140	253	210	158	368	(46.2)	(11.4)	(31.3)	(97)	(18)	(115)
KPI												
EBIT / GP conversion rate	25.2%	*29.2%*	*27.3%*	36.4%	*30.6%*	*33.7%*						
Volume (TEUs '000)	1,009	1,090	2,099	1,034	1,106	2,140	(2.4)	(1.4)	(1.9)	(25)	(16)	(41)
GROSS PROFIT (CHF per TEU)	445	439	442	558	467	511	(20.3)	(6.0)	(13.5)	(113)	(28)	(69)
EXPENSES (CHF per TEU)	(333)	(311)	(321)	(355)	(324)	(339)	+6.2	+4.0	+5.3	22	13	18
EBIT (CHF per TEU)	112	128	121	203	143	172	(44.8)	(10.5)	(29.7)	(91)	(15)	(51)
Air Logistics												
Income Statement												
Turnover	1,770	2,385	4,155	1,933	2,054	3,987	(8.4)	+16.1	+4.2	(163)	331	168
Net turnover	1,627	2,238	3,865	1,782	1,867	3,649	(8.7)	+19.9	+5.9	(155)	371	216
Gross Profit	407	494	901	439	435	874	(7.3)	+13.6	+3.1	(32)	59	27
Opex	(281)	(328)	(609)	(307)	(306)	(613)	+8.5	(7.2)	+0.7	26	(22)	4
EBITDA	126	166	292	132	129	261	(4.5)	+28.7	+11.9	(6)	37	31
Depreciation and Amortisation	(15)	(12)	(27)	(16)	(15)	(31)	+6.3	+20.0	+12.9	1	3	4
EBIT	111	154	265	116	114	230	(4.3)	+35.1	+15.2	(5)	40	35
KPI												
EBIT / GP conversion rate	27.3%	31.2%	29.4%	26.4%	26.2%	26.3%						
Volume (Tons '000)	516	581	1,097	514	565	1,079	+0.4	+2.8	+1.7	2	16	18
GROSS PROFIT (CHF per 100kg)	79	85	82	85	77	81	(7.1)	+10.4	+1.2	(6)	8	1
EXPENSES (CHF per 100kg)	(57)	(58)	(58)	(62)	(57)	(60)	+8.1	(1.8)	+3.3	5	(1)	2
EBIT (CHF per 100kg)	22	27	24	23	20	21	(4.3)	+35.0	+14.3	(1)	7	3

Quarter-over-quarter 2026/2025
Road and Contract Logistics

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CHF million	2026			2025			Change in %			Change in mCHF		
	Q1	Q2	TOTAL	Q1	Q2	TOTAL	Q1	Q2	TOTAL	Q1	Q2	TOTAL
Road Logistics												
Income Statement												
Turnover	1,200	1,302	2,502	1,007	1,153	2,160	+19.2	+12.9	+15.8	193	149	342
Net Turnover	908	1,000	1,908	871	881	1,752	+4.2	+13.5	+8.9	37	119	156
Gross Profit	339	367	706	331	337	668	+2.4	+8.9	+5.7	8	30	38
Opex	(298)	(316)	(614)	(294)	(290)	(584)	(1.4)	(9.0)	(5.1)	(4)	(26)	(30)
EBITDA	41	51	92	37	47	84	+10.8	+8.5	+9.5	4	4	8
Depreciation and Amortisation	(16)	(15)	(31)	(18)	(19)	(37)	+11.1	+21.1	+16.2	2	4	6
EBIT	25	36	61	19	28	47	+31.6	+28.6	+29.8	6	8	14
KPI												
EBITDA / Net turnover	4.5%	5.1%	4.8%	4.2%	5.3%	4.8%						
EBIT / GP conversion rate	7.4%	9.8%	8.6%	5.7%	8.3%	7.0%						
EBIT / Net turnover	2.8%	3.6%	3.2%	2.2%	3.2%	2.7%						
Contract Logistics												
Income Statement												
Turnover	1,260	1,289	2,549	1,275	1,282	2,557	(1.2)	+0.5	(0.3)	(15)	7	(8)
Net turnover	1,182	1,207	2,389	1,178	1,189	2,367	+0.3	+1.5	+0.9	4	18	22
Gross Profit	915	909	1,824	890	899	1,789	+2.8	+1.1	+2.0	25	10	35
Opex	(651)	(689)	(1,340)	(663)	(688)	(1,351)	+1.8	(0.1)	+0.8	12	(1)	11
EBITDA	264	220	484	227	211	438	+16.3	+4.3	+10.5	37	9	46
Depreciation and Amortisation	(170)	(169)	(339)	(170)	(169)	(339)	-	-	-	-	-	-
EBIT	94	51	145	57	42	99	+64.9	+21.4	+46.5	37	9	46
KPI												
EBITDA / Net turnover	22.3%	18.2%	20.3%	19.3%	17.7%	18.5%						
EBIT / GP conversion rate	10.3%	5.6%	7.9%	6.4%	4.7%	5.5%						
EBIT / Net turnover	8.0%	4.2%	6.1%	4.8%	3.5%	4.2%						

Quarter-over-quarter 2026/2025
Kuehne+Nagel Group

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CHF million	2026			2025			Change in %			Change in mCHF		
	Q1	Q2	TOTAL	Q1	Q2	TOTAL	Q1	Q2	TOTAL	Q1	Q2	TOTAL
Kuehne+Nagel Group												
Income Statement												
Turnover	6,468	7,479	13,947	7,077	7,141	14,218	(8.6)	+4.7	(1.9)	(609)	338	(271)
Customs duties and taxes	(865)	(863)	(1,728)	(747)	(992)	(1,739)	(15.8)	+13.0	+0.6	(118)	129	11
Net Turnover	5,603	6,616	12,219	6,330	6,149	12,479	(11.5)	+7.6	(2.1)	(727)	467	(260)
Net expenses for services from 3rd parties	(3,493)	(4,367)	(7,860)	(4,093)	(3,962)	(8,055)	+14.7	(10.2)	+2.4	600	(405)	195
Gross Profit	2,110	2,249	4,359	2,237	2,187	4,424	(5.7)	+2.8	(1.5)	(127)	62	(65)
Opex	(1,548)	(1,653)	(3,201)	(1,610)	(1,621)	(3,231)	+3.9	(2.0)	+0.9	62	(32)	30
EBITDA	562	596	1,158	627	566	1,193	(10.4)	+5.3	(2.9)	(65)	30	(35)
Depreciation and Amortisation	(219)	(215)	(434)	(225)	(224)	(449)	+2.7	+4.0	+3.3	6	9	15
EBIT	343	381	724	402	342	744	(14.7)	+11.4	(2.7)	(59)	39	(20)
Result from finance and associates	(13)	(14)	(27)	3	(8)	(5)				(16)	(6)	(22)
EBT	330	367	697	405	334	739	(18.5)	+9.9	(5.7)	(75)	33	(42)
Income tax	(82)	(91)	(173)	(102)	(82)	(184)	+19.6	(11.0)	+6.0	20	(9)	11
Earnings	248	276	524	303	252	555	(18.2)	+9.5	(5.6)	(55)	24	(31)
Non-controlling interests	(3)	(8)	(11)	(12)	(12)	(24)				9	4	13
Net Earnings	245	268	513	291	240	531	(15.8)	+11.7	(3.4)	(46)	28	(18)
KPI												
EBIT / GP conversion rate	16.3%	16.9%	16.6%	18.0%	15.6%	16.8%						
GP / Net turnover	37.7%	34.0%	35.7%	35.3%	35.6%	35.5%						
EBITDA / Net turnover	10.0%	9.0%	9.5%	9.9%	9.2%	9.6%						
EBIT / Net turnover	6.1%	5.8%	5.9%	6.4%	5.6%	6.0%						
EBT / Net turnover	5.9%	5.5%	5.7%	6.4%	5.4%	5.9%						
Earnings / Net turnover	4.4%	4.2%	4.3%	4.8%	4.1%	4.4%						

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Contacts

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

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

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