

Vision 2030

Roadmap 2026

Interview with the CEO Stefan Paul

“An inspiring Roadmap 2026 and journey to Vision 2030”

Over the last three years, the logistics industry has withstood the challenges of shifting consumer needs, increased energy prices, a pandemic, and the Ukraine war all at the same time. The role that our industry plays – to keep our global economy running by ensuring goods are where they need to be – is now more vital than it has ever been in our 130-year history.

Kuehne+Nagel is responding to these ever-changing market conditions with its new Roadmap 2026 and Vision 2030. At its heart is our ambition to become the most trusted supply chain partner supporting a sustainable future. We will provide a unique *Kuehne+Nagel Experience* for both employees and customers. We will support the industry's best logistics experts with a *Digital Ecosystem* that turns innovative technology, data, and automation into competitive advantages.

Living ESG will reflect our beliefs that sustainability is an integral part of our future – for our people, our planet and our business. We will tap new *Market Potential* by building on our successes in Healthcare Solutions, eCommerce, and Customs and by introducing new solutions for Renewable Energy customers. We will also strengthen our global presence in growth markets, making it easier for customers to do business.

Building our future on our strong past

Roadmap 2026 is the next evolution of our successful five-year Roadmap 2022. The Group closed 2022 with record earnings for the eighth year in a row.

“Our 80,000 colleagues continue to drive our success,” said Stefan Paul. “The unprecedented disruptions of the last few years significantly increased customer service requirements, and our teams handled them with incredible commitment. They found solutions for our customers, all while adjusting to a new reality of working remotely.” Kuehne+Nagel delivered 4 billion Covid-19 vaccines around the world, a reflection of the trust that customers place in our Healthcare industry solutions. The company also made deeper inroads into e-commerce and successfully acquired and integrated the Chinese airfreight service provider Apex Logistics to expand our presence in the transpacific market.



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Our goal is to be able to say “yes” more often to our customers. The more challenges we can solve for our customers, the more we earn their trust.“

Stefan Paul

A clear vision and roadmap

Roadmap 2026 is the first step toward achieving the longer-term Vision 2030: becoming the most trusted supply chain partner supporting a sustainable future. The Roadmap has four cornerstones that reflect our priorities.

The first cornerstone is the ***Kuehne+Nagel Experience*** for our customers and our colleagues. This experience drives stronger trust and stronger growth because it increases customer satisfaction and keeps our colleagues motivated. “Our goal is to provide customers with an extraordinary experience. That means high quality services that are delivered in a consistent, efficient manner around the world. Customers entrust us with their critical supply chains, and we will constantly earn and strengthen this trust by supporting their business success,” said Stefan Paul.

The second cornerstone, ***Digital Ecosystem***, focuses on data and technology. In addition to our ongoing efforts in automation, we will now make it easier to analyze data, to draw insights and conclusions for customers, and to make actionable recommendations. To accomplish this, we are integrating our proprietary data and external data into a modern, cloud-based platform. “Integrating different sources of data seamlessly and applying the insights is essential to ensuring the best digital customer experience, the greatest efficiency, and the fastest time-to-market for new solutions,” said Stefan Paul.

Our third cornerstone, ***Living ESG***, reflects our commitment to lead in sustainable logistics. We aim to reduce our environmental footprint, attract and retain top talent

by being the best company to work for, and safeguard our future success by having strong governance. Kuehne+Nagel has signed up to the Science Based Targets initiative (SBTi) to reduce emissions by 33% by 2030. All Kuehne+Nagel contract logistics sites will operate on 100% renewable energy, and zero waste will go to landfill. The company also aims to have zero-emission vehicles (ZEVs) comprise 60% of its truck fleet. “We are engaging with more customers in new ways and helping them to reduce their CO2 emissions. Supporting a sustainable future is at the core of our company beliefs and vision,” said Stefan Paul.

The fourth cornerstone, ***Market Potential***, represents our ambitions for growth and expansion. Kuehne+Nagel plans to establish its Renewable Energy business by replicating the success of its Healthcare business, which has grown significantly since its launch five years ago. The company will also invest in the Asian and African markets, making it easier for customers to do business. To further extend the 3PL value chain, we will build out our e-commerce services, with a focus on small and medium sized companies. We will also expand our customs clearing operations, which are in high demand. “Our goal is to be able to say ‘yes’ more often to our customers. The more challenges we can solve for our customers, the more we earn their trust,” said Stefan Paul.

Stefan Paul concludes: “The Roadmap 2026 and Vision 2030 show how we will shape our future. By focusing on exceptional quality, employee motivation, customer service, and technology, we will secure Kuehne+Nagel’s sustainable success for years to come.”

Becoming the most trusted
supply chain partner supporting
a sustainable future

Vision 2030 Roadmap 2026



Kuehne+Nagel's vision for 2030: becoming the most trusted supply chain partner supporting a sustainable future. The Roadmap 2026 is our four-year strategic plan for achieving this goal. It is based on the four cornerstones ***Kuehne+Nagel Experience***, ***Digital Ecosystem***, ***Living ESG*** and ***Market Potential***.

→ [Read on to discover the four cornerstones.](#)





Roadmap 2026.
Quality, customer satisfaction
and employee motivation.

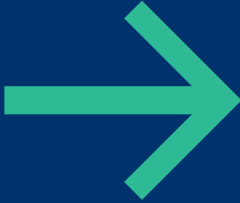
Kuehne+Nagel Experience

The *Kuehne+Nagel Experience* is the first cornerstone of our Roadmap 2026. Our goal is to earn greater trust every day from our customers and employees. Our customers entrust us with a vital aspect of their business: the management of their supply chains. We aim to improve customer satisfaction by consistently and reliably delivering top-quality services. To do the job with excellence, we will continue to invest in our highly motivated and skilled employees.





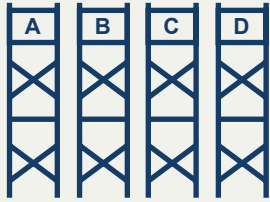
More about the
Kuehne+Nagel
Experience





Together for success with the Kuehne+Nagel Experience

The *Kuehne+Nagel Experience* pools the expertise of the best talent in the industry to provide top-quality service and improve customer satisfaction. But how exactly? Here's an example from the future-defining renewable energies industry that illustrates how our unique combination of customer and employee satisfaction creates sustained value. We also draw on the expertise that we have gained in providing logistics services over the past 130+ years.



135,000

different articles for wind turbine maintenance and repair are ready for dispatch to destinations all over the world.



About Vestas

Vestas is the global partner for sustainable energy solutions. The Danish company designs, engineers, manufactures, installs and maintains onshore and offshore wind turbines worldwide. Vestas has installed wind turbines in 88 countries with a total output of over 160 GW – more than any other manufacturer. Applying industry-leading smart-data functions, Vestas utilises data for interpretation, forecasting and exploitation of wind resources and supplies premium wind energy solutions.

A success story: Our global spare parts warehouse in the north of Germany

We operate a global spare parts warehouse in Hødenhagen in Northern Germany on behalf of our Danish customer Vestas. The facility stores a total of 135,000 different articles for wind turbine maintenance and repair and dispatches them to destinations all over the world. Right from the start of our cooperation, Kuehne+Nagel created a holistic service culture that ensures the best possible support for our employees and customers as well as excellent intercommunication. Applying lean-management principles, we established a feedback culture in Hødenhagen that all parties, across all hierarchy levels, have internalised and live by every day. Daily team meetings and regular feedback sessions give employees orientation, security and scope for their own ideas. This culture of 360° communication and feedback creates trust and boosts employees' identification with their work environments. Even though operational processes and workflows in logistics centres are precisely defined and



Right from the start we were able to work with the team in Hødenhagen on a basis of trust and a solutions-oriented approach. We're delighted to be expanding our cooperation with Kuehne+Nagel as the logistics supplier for our global warehouse.



Morten Schockert Nielsen,
Director, Head of Global Logistics,
Service Supply Chain at Vestas



specified, Kuehne+Nagel strives to give all employees the opportunity to contribute their own expertise and creativity and to achieve their full potential.

Employee fluctuation at the startup of any new contract logistics facility is typically around 30%. We took targeted measures to do much better. When choosing employees, we looked not only at their qualifications and experience in the service sector, but also at whether applicants have the right interpersonal skills to fit into our company, our corporate culture and our teams. The results speak for themselves: 90% of the newly hired employees are committed to working long-term for Kuehne+Nagel. Our customer Vestas profits from this high level of loyalty and from good interpersonal relations, because more stable teams make it possible to develop and establish even smoother and more robust processes from the outset. As a result, Vestas decided in December to double the volume of the spare parts warehouse in Hodenhagen.



<10%

fluctuation at a new site
is also a guarantee of success
for our customers.



Only satisfied and motivated employees can deliver top service for our customers. That's why we place such a high value on mutual respect, recognition and appreciation of good work. Our feedback sessions help us to grow as a team every day.



Goran Jurcevic,
Branch Manager at Kuehne+Nagel
in Hodenhagen

Growing together

Excellent service quality and satisfied customers are essential for sustained growth – for us as well as for our customers. We rely on transparency, trust and self-responsibility of our employees. We support employees with qualification programmes tailored to their talents and ambitions. With the Roadmap 2026 we're drawing on our experience to implement new standards globally across all departments so that we provide our employees and customers with the best service experience in the industry every day.



Roadmap 2026.
Data and technology for
superior service offerings.

Digital Ecosystem

The successful implementation of the *Kuehne+Nagel Experience* requires continuous improvement of our IT operations. This is where the second cornerstone of our Roadmap 2026, *Digital Ecosystem*, comes in. We combine and synchronise all data on supply chains and make it easily accessible to us and our customers. In the coming years, cloud technology, online services for customers, big data and artificial intelligence as well as automation are set to transform the *Digital Ecosystem* of Kuehne+Nagel.



We will focus on establishing partnerships with cloud providers, transforming our mindset and culture, and bringing new digital capabilities to life.

The journey of digital transformation goes beyond technological change. It is about creating a data-driven and agile organisation that is able to adapt to rapid change and embrace innovation.

The *Digital Ecosystem* includes a best-in-class user journey, improved connectivity with partners, better accessible and actionable data, and automation enabled by Artificial Intelligence. This includes the continuation of eTouch. Powered by an expedited move to the cloud, the *Digital Ecosystem* builds on the strong digital backbone that already supports our operations and customer service activities. This journey to cloud-native digital services has already begun. Our operational expertise and technological foundation makes us uniquely positioned to meet the growing demands of our customers for supply chain transparency, speed, and logistics intelligence with impactful insights via a global data-driven logistics platform.

A key ambition of the *Digital Ecosystem* is to make data from inside and outside Kuehne+Nagel accessible and actionable. We strengthen trust by combining this data into a single source of truth, which can only arise from outstanding data quality and data literacy across the whole organisation.

The *Digital Ecosystem* encourages communication between partners and interaction with customers. It will enable us to provide a best-in-class experience for customer, colleagues, and suppliers. By staying on the cutting edge of technological developments, we continue to innovate and meet the changing needs of our customers and partners.

The *Digital Ecosystem* will enable Kuehne+Nagel to optimize our route planning and delivery flows and to manage disruptions effectively. For our customers, this will translate into more proactive communication and recommendations, for example, to mitigate bottlenecks and offer sustainable solutions.

To facilitate the cloud transition within the Digital Ecosystem, we are establishing a strategic partnership with one of the leading cloud service providers. This partnership will not only provide the necessary technology infrastructure, but also open up new business models and digital go-to-market options. In order to adapt as an organization, we must build a culture that is agile and innovative. When we deploy the best technologies intelligently, we improve our operational efficiency and strengthen our customer propositions. The collaboration model across IT and our business and functional units will optimize the development of digital products.



Roadmap 2026.
Tangible solutions
for sustainability.

Living ESG



For over 130 years, Kuehne+Nagel has enhanced the socio-economic benefits of global trade by supporting customers with the management of their supply chains around the world. As a signatory of the UN Global Compact, we strive to be a frontrunner in sustainable logistics. One cornerstone of our Roadmap 2026 is *Living ESG*. This means Kuehne+Nagel is proactively integrating today's ever-accelerating trends into sustainable logistics.

Kuehne+Nagel is a frontrunner in ESG Priorities and Initiatives

The cornerstone *Living ESG* further integrates environmental, social and governance (ESG) aspects into our overall corporate strategy and into the culture of the entire organisation.

In order to address climate change, we have set ambitious, science-based emission reduction targets for our own operations. We are also supporting customers with their transition to net zero. We are investing in our own fleet of electric trucks and in renewable energy for our offices and warehouses. We will also offer a range of solutions for our customers, including emission measurements and sustainable fuels. In addition, our numerous pilot programmes and initiatives aim to reduce the company's impact on the environment. These include the installation of solar panels on trucks, the deployment of electric vehicles for airport transfers, and the use of sustainable packaging initiatives to reduce waste and minimize plastic materials in contract logistics operations.

Kuehne+Nagel strives to be the best company to work for and work with. We aim to create a workplace where everyone feels they belong. Diversity and equal opportunities are firmly anchored in the corporate culture at Kuehne+Nagel. The company is driven by respect for the uniqueness of each individual – regardless of gender

and gender identity, physical and mental characteristics, religion and worldview, sexual orientation, social or ethnic origin, nationality and age. We believe in the innovative power of diversity in our teams. Guided by the UN Sustainable Development Goals, we want to double female representation in top leadership by 2030 and increase intern intake by 15% by 2030, compared to a 2021 base year.

We foster a sense of trust with stakeholders. We fulfill our responsibility to be a reliable and successful business partner by committing to the highest levels of ethics and compliance practices.

ESG Rating agencies

Kuehne+Nagel continues to maintain top scores with key ESG rating agencies:

ESG Rating agency	Score
Ecovadis	70/100: Gold Medal
MSCI	AAA 'Leader'
Sustainalytics	178 (Low Risk)



Business case:
Reduction of CO2e emissions for road trucking for port-production transport



Shipments flows | inbound & outbound:

- Separately managed in- and outbound road transports
 - 500 TEUs inbound
 - 1,500 TEUs outbound
- Limited availability of empty containers
- Seasonal imbalance of in- and outbound volumes



Shipments flows | inbound & outbound round trips:

- Use rail mode for the majority of the transport chain
- Implement round trips for in- and outbound transportation
- Situate empty container terminal close to production
- Seasonal peak covered through trucking



40%

**CO2e reduction,
 as well as transport cost reduction**



>100

Nationalities represented at Kuehne+Nagel.
 We want to double female representation in top leadership by 2030 and increase intern intake by 15% by 2030.

Leader in providing decarbonisation solutions to our customers globally

As an asset-light provider with the majority of emissions in Scope 3, we focus on supporting customers and carriers with their journey towards decarbonization and strive to offer the best sustainability solutions available. The suite of customer solutions ranges from providing data-driven insights and transparency to supply chain optimization and access to clean technologies. In addition, we offer a clear, structured approach to developing a strategic decarbonization framework with tactical prioritization to support our customers' sustainability goals.

State-of-the-art emission measurements provide customers with full visibility of their greenhouse gas emissions on a shipment level as well as reporting through emission dashboards and data analytics solutions such as benchmarking with sector peers.



With our global network of sustainability experts as well as our strong performance with ESG rating agencies, we are well-placed to respond and adapt to the evolving customer and employee needs.

As transformative clean transport technologies develop, low-carbon fuels are seen as the most important bridging solution available today. They can instantly reduce greenhouse gas emissions. Sustainable fuels such as next generation biofuels for sea freight, Sustainable Aviation Fuel (SAF) for air freight, and Hydrotreated Vegetable Oil (HVO) for road logistics can replace conventional fossil fuels with sustainable alternatives derived from renewable sources such as biological waste. Our streamlined process enables customers to replace fossil fuel in all modes of transport by choosing low-carbon alternatives through a Book&Claim model where the volume of sustainable fuel purchased corresponds to the amount of carbon emission reductions, independent of technical limitations such as blending limits. Compared to using the same amount of conventional fuel, direct emission reductions can be up to 94% and up to 100% if additional fuel is purchased to balance remaining emissions through overcompensation.



Andrea Debbané,
Global Head of Sustainability

Podcast
Sustainability and
logistics ↓





Roadmap 2026.
Growth plans by
industry solutions
and geographies.



Market Potential

Kuehne+Nagel's Roadmap 2026 will also powerfully expand business by developing new industry-specific solutions, increasing presence in growth regions and focusing on value-adding solutions. These initiatives are included in *Market Potential*, the fourth cornerstone of the Roadmap 2026.

One focus of the *Market Potential* cornerstone is value-added solutions in the fast-growing e-commerce sector. In 2022 alone, Kuehne+Nagel handled over 230 million e-commerce shipments.

More than half of all online purchases are for fashion items. User-friendly web stores, a large selection, fast ordering, next-day delivery, click and collect, convenient return options – as the demands in online retail continue to grow, so does the demand for customised, high-performance, end-to-end logistics.

Tailor-made services for the French fashion industry

Brand experience is everything that connects a brand with its consumers. Attention to detail and product presentation are key elements in fashion logistics. This goes from simple customisation to high-end services in order to satisfy the most demanding end customers. In this context, we offer a unique and reliable supply chain for each new fashion creation, starting directly in the warehouse, right before the last trip to the store. To us, service excellence encompasses the ability to meet our customers' expectations consistently at each stage of the custom work, and even exceed them on occasion:

- Product personalization, going as far as embroidery, flocking, engraving, or handwriting
- Strong flexibility of the supply chain thanks to robotics and automation
- Specific tracking services allowing better visibility into the flow of goods
- Management of cross-border shipments, customs and taxes

Paris Fashion Centre of Excellence

The Paris Fashion Centre of Excellence is a great illustration of Kuehne+Nagel's ability to concentrate different expertise with high added value to meet customers' needs. This dedicated centre is the perfect answer to the growth of online sales of clothing and textiles.



We provide fashion retailers with optimal logistics organisation which fits to changing end-consumer requirements. It is now possible to select multiple delivery options while personalising the packages according to the brand image.



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We are developing know-how for fashion logistics with a high degree of personalisation. Delivery is an essential part of the customer experience, and Cabaïa customers benefit from an experience aligned with brand values and quality from the moment they receive the package.

Laurent Kraffmüller,
Director of Contract Logistics
at Kuehne+Nagel France



It provides a unique network of innovative multimodal transport solutions, which allows us to control costs, delivery times and carbon emissions.

Motivated by Kuehne+Nagel's fashion expertise, the Designer Cabaïa recently joined the Paris Fashion Centre of Excellence. This expertise includes our ability to serve different targets – from independently-owned stores to multi-brand or B2C stores – and also our ability to absorb a very volatile demand, such as the large volume of caps and hats in winter. We process an estimated 4,800,000 pieces per year on an area of nearly 5,000 sqm.

Concentrating expertise makes it possible to respond to seasonal fluctuations, peak periods, and an ever-changing catalogue of new garments from the latest collections.



+29%

higher turnover for Kuehne+Nagel
Contract Logistics in the fashion
industry in 2022

This requires a high degree of personalisation – We put together perfect logistics and haute couture services, adapted to individual needs, just like a tailored suit!

Investing in a durable supply chain

It is easier for customers to entrust us with their business when we solve their critical problems. This is why our French teams are venturing beyond traditional boundaries as they design solutions to address ever-changing consumer demands. This is especially true when it comes to the environment. At a time when fashion, just as the logistics sector, represents 8% of CO₂ emissions worldwide, it is important to us to provide environmentally friendly solutions. That is why we are striving for WWF Gold Standard certification.



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