

Roadmap 2026

Vision 2030

March 2023

Today, we are **stronger** than ever



Sea
Logistics



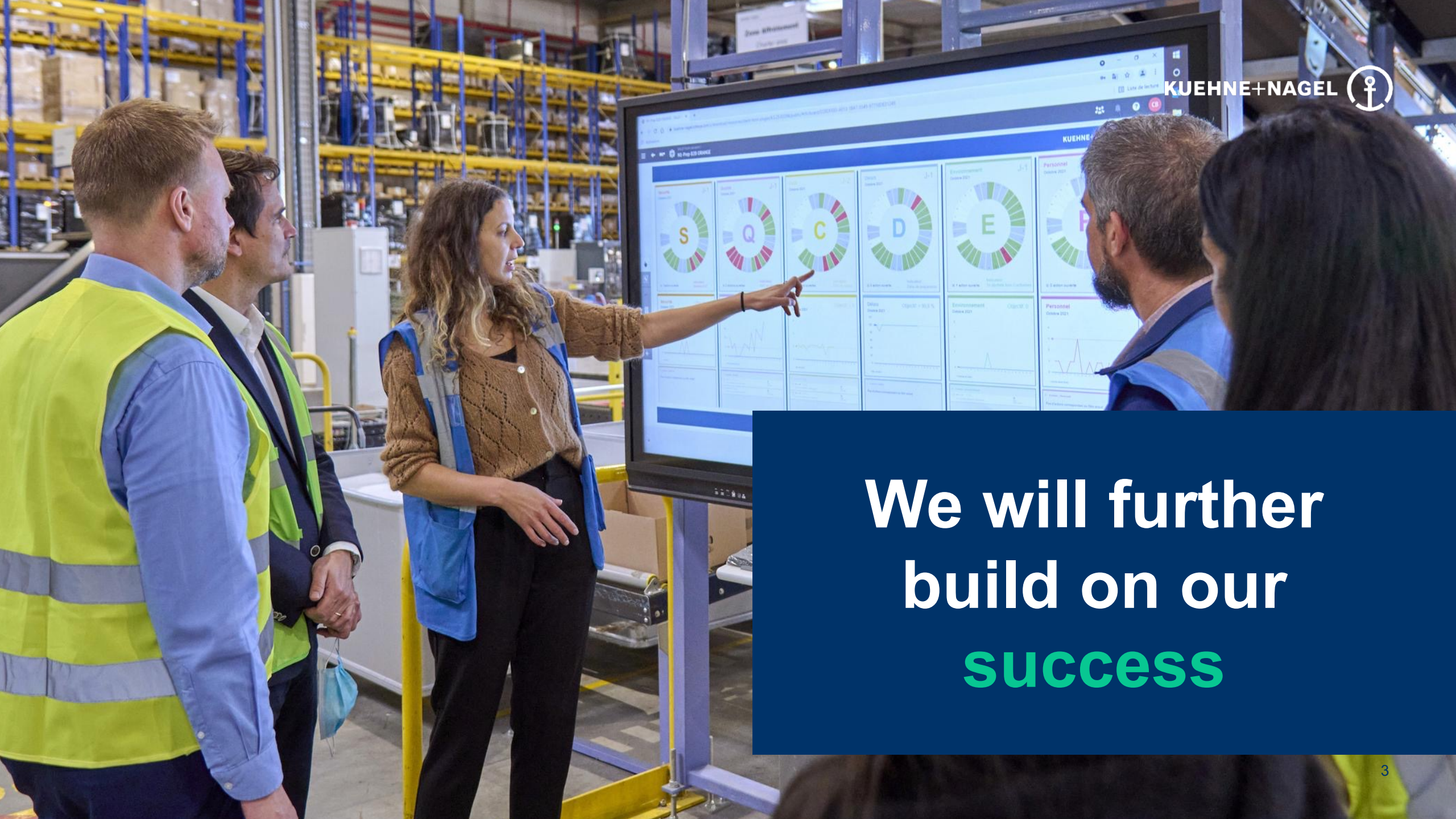
Air
Logistics



Contract
Logistics



Road
Logistics
in Europe



**We will further
build on our
success**

Old and new trends are impacting logistics ...

Consumer needs

Demographic shifts
Rise of e-commerce continues



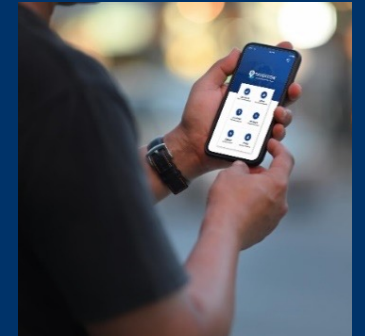
Supply chain challenges

Geopolitical events, trade barriers
Agility and resilience
Multi-sourcing



Competitive landscape

Customers / suppliers become competitors
“Digital” forwarders invest in operations



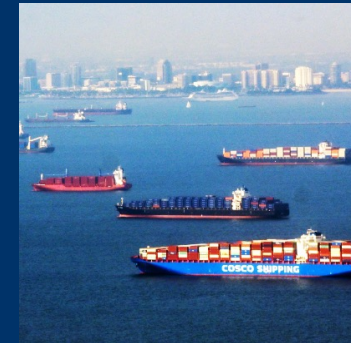
Data & automation

Unique insights from data
New and better services
More efficient operations



Sustainability

Increasing regulation
Demand from customers
Generational shift



Transport capacity

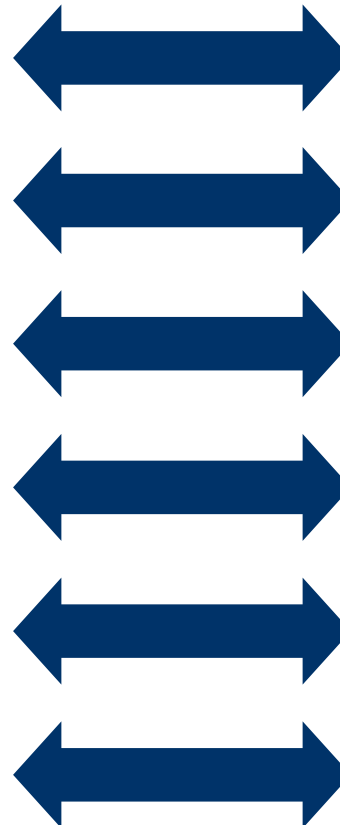
Volatility remains
Data quality still low

**We have a clear
vision and roadmap**

Clear choices underpinning Roadmap 2026

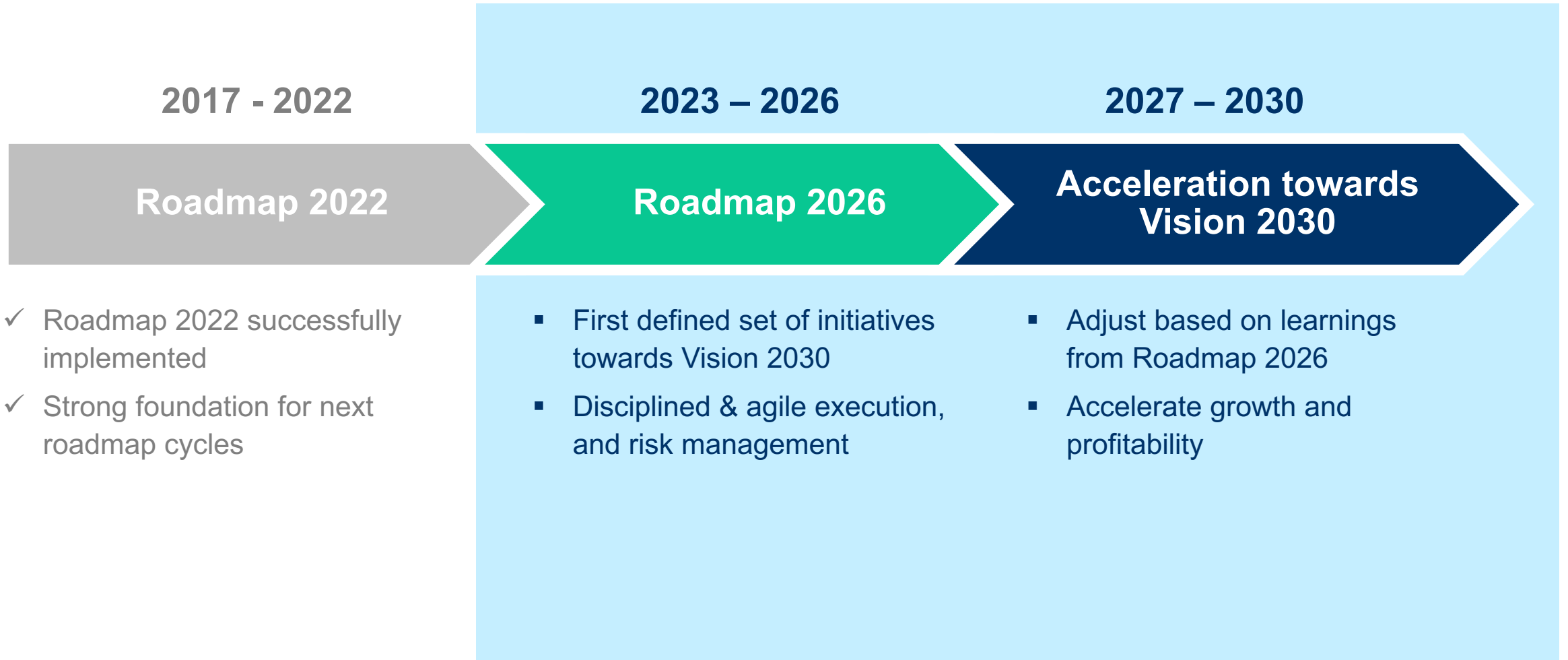


- Lead with quality and trust
- Provide the best logistics experts and technology
- Maintain our asset-light business model
- Focus on unit yields and margins while maintaining growth path
- Develop our business in a continuous and disciplined manner
- Execute medium term roadmap towards a longer-term vision

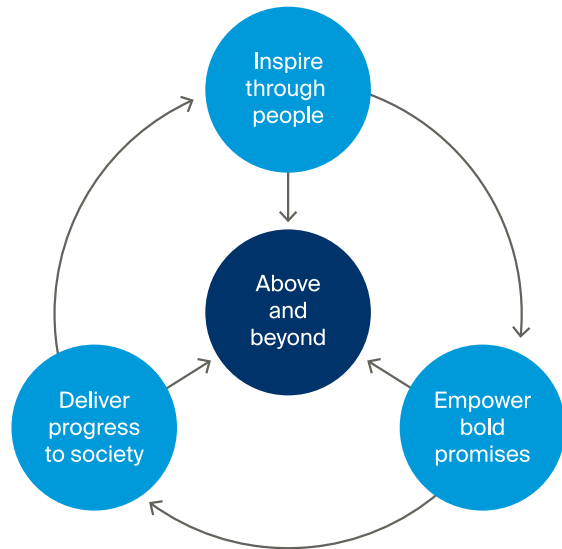


- Be the cheapest, transactional
- Only one element, not both
- Invest heavily in transport assets
- Just go for growth
- Radical change
- Short-term action plans only

Roadmap 2026 as first step towards our Vision 2030



Our brand values anchor the Vision 2030 and Roadmap 2026



Vision 2030



Our **brand** defines **why** we exist, **how** we act and **who** we are

Our **Vision 2030** defines **what** we want to achieve in the medium term

Our **Roadmap 2026** translates our vision into measurable **actions**

Vision 2030

Becoming the most trusted supply chain partner supporting a sustainable future.



The four cornerstones of the Roadmap 2026



The four cornerstones of the Roadmap 2026

Kuehne+Nagel Experience

Quality services consistently and efficiently delivered for higher customer satisfaction

Leadership, people development, and processes for higher employee motivation



The four cornerstones of the Roadmap 2026

Kuehne+Nagel Experience

Key to Vision 2030: Strong track record of consistent high quality service increases trust in ability to also deliver in the future



The four cornerstones of the Roadmap 2026

Digital Ecosystem

Connected data sources for superior insights and service offering

Higher degree of automation for efficiency

Modern technology for faster go-to-market



The four cornerstones of the Roadmap 2026

Digital Ecosystem

Key to Vision 2030: Enables a consistent high quality customer and employee experience and new business opportunities



The four cornerstones of the Roadmap 2026

Living ESG

Tangible solutions to reduce CO2 emissions in supply chains and environmental impact

Working environment to attract and retain top logistics talent

Governance to safeguard economic success



The four cornerstones of the Roadmap 2026

Living ESG

Key to Vision 2030: Directly supports sustainability for our planet, our people, and our profitability



The four cornerstones of the Roadmap 2026

Market Potential

Industry solutions for strengthened value proposition and differentiation

High-growth markets for higher overall growth and improved footprint

Value-added solutions for higher growth and profit margins



The four cornerstones of the Roadmap 2026

Market Potential

Key to Vision 2030: Increases our capability to solve critical supply chain problems with our customers



Now, let's shape
our future
together



Inspire. Empower. Deliver.

