

# Analyst conference

## Half-year 2024 results

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# Half-year 2024 financial results

## Profits still lower than prior year but sequentially higher

### Growth

- Net turnover of CHF 11.6 billion vs. CHF 12.7 billion in 2023 (-9%)
- Gross Profit of CHF 4.3 billion vs. CHF 4.6 billion in 2023 (-8%)

### Profit

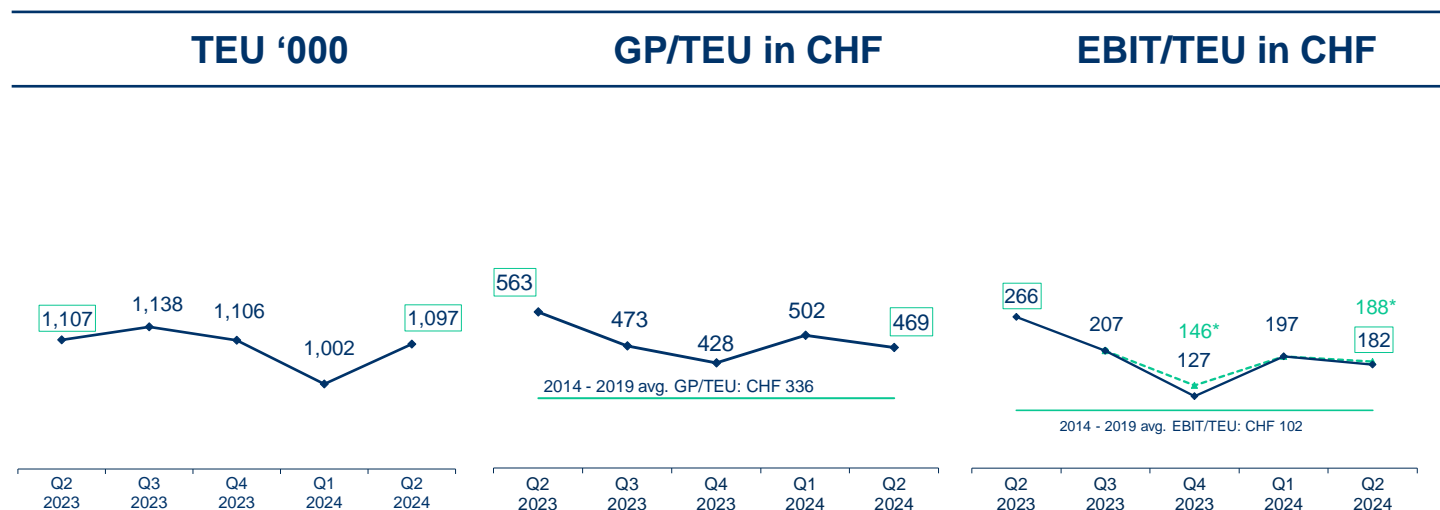
- EBIT of CHF 778 million vs. CHF 1,135 million in 2023 (-32%)
- Earnings per share of CHF 4.74 vs. CHF 7.21 per share in 2023 (-34%)
- Conversion Rate of 18% vs. 24% in 2023

### Cash

- Free Cash Flow of CHF 40 million
- Cash and cash equivalents (net) of CHF 657 million

# Sea Logistics

## Effective ongoing yield and cost management



\* Excluding one-off restructuring costs of CHF 21 million in Q4 2023 and CHF 6 million in Q2 2024

In CHF million	Q2 2024	Q2 2023	Variance	YTD 2024	YTD 2023	Variance
Gross profit	514	623	(17%)	1,017	1,309	(22%)
EBIT	200	295	(32%)	397	639	(38%)
Conversion rate	39%	47%		39%	49%	

- Continued focus on yield
- Minimal Red Sea effect in H1
- Seasonal broad-based uplift Q1 to Q2 with North America trades most robust YoY
- Recurring unit cost down 5% year-over-year in Q2\*

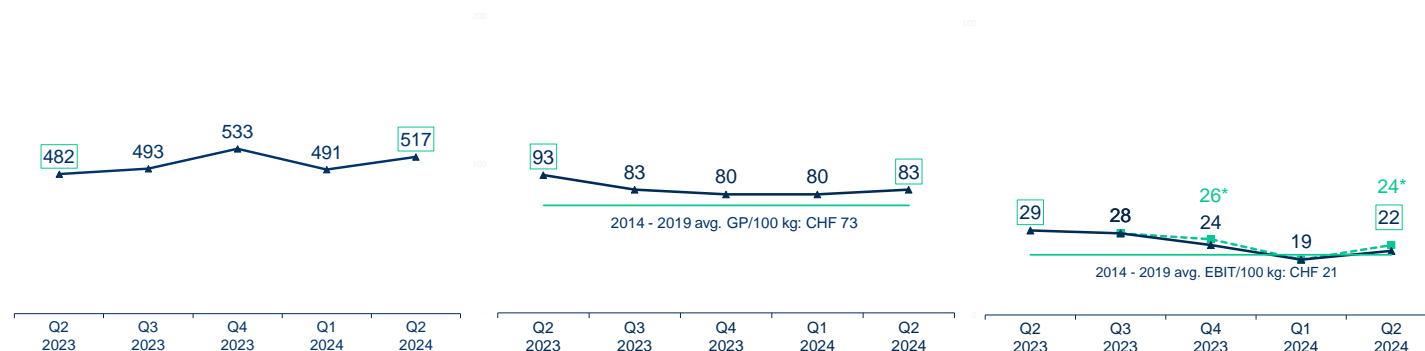
# Air Logistics

## Increased yield and volume

Tons '000

GP/100 kg in CHF

EBIT/100 kg in CHF



\* Excluding one-off restructuring costs of CHF 14 million in Q4 2023 and CHF 6 million in Q2 2024

In CHF million	Q2 2024	Q2 2023	Variance	YTD 2024	YTD 2023	Variance
Gross profit	430	449	(4%)	822	937	(12%)
EBIT	116	139	(17%)	210	293	(28%)
Conversion rate	27%	31%		26%	31%	

- Improved yield in Q2
- Maintaining market share in hard cargo segment (ex e-commerce)
- Asia exports drive YoY and seasonal sequential growth
- Recurring unit cost down 6% year-over-year in Q2\*

# Road Logistics

## Headwinds persist

In CHF million	Q2 2024	Q2 2023	Variance	YTD 2024	YTD 2023	Variance
Net turnover	910	917	(1%)	1,770	1,873	(5%)
Gross profit	345	335	3%	670	684	(2%)
EBIT *	36	41	(12%)	66	93	(29%)
Conversion rate	10%	12%		10%	14%	

\* Includes a one-off restructuring cost of CHF 3 million in Q2 2024

- Market demand soft in core geographies
- Evidence of price/mix pressure
- Recurring Q2 conversion rate 11% (Q1 9%)
- City Zone Express acquisition to close in Q3

# Contract Logistics

## Major project ramp-up contributes to growth

In CHF million	Q2 2024	Q2 2023	Variance	YTD 2024	YTD 2023	Variance
Net turnover	1,196	1,210	(1%)	2,335	2,473	(6%)
Gross profit	908	848	7%	1,764	1,719	3%
EBIT *	50	48	4%	105	110	(5%)
Conversion rate	6%	6%		6%	6%	

\* Includes a one-off restructuring cost of CHF 2 million in Q2 2024 and a real estate disposal gain of CHF 9 million in Q1 2023

- Market share expanding in healthcare and e-commerce
- Adidas Southern European distribution center operational
- Supports acceleration of Q2 gross profit to +8% YoY (ex currency effects)
- Overall stable conversion rate at 6%

# Roadmap 2026

## Update Q2 2024

- **Kuehne+Nagel Experience: Increased proximity to Sea Logistics customers**  
Opened seven new Sea Logistics Customer Care locations year-to-date to increase customer proximity and service quality in key markets, especially for small and medium-sized enterprises.
- **Market Potential: Further expanded Contract Logistics E-commerce footprint**  
Opened new highly-automated omni-channel fulfillment centers in Mantova, Italy and New Jersey, USA to serve fashion customers; development of a new E-commerce fulfillment center in Dubai, UAE.
- **Market Potential: Introduced new solution for Healthcare customers**  
Introduced cross-dock solution for temperature-controlled seafreight containers in GxP-compliant warehouses near terminals, enabling the swift return of empty containers to port and reducing CO2 emissions; eight US locations live, more to come.
- **Digital Ecosystem: Accelerated implementation of Artificial Intelligence-based solutions to drive efficiencies**  
Further strengthened cloud-based data platform and Digital Twin to make data more actionable; rolled out additional (Gen)AI use cases to enhance customer experience and increase internal process efficiencies; growing number of use cases in development.



# Financial KPIs



# Income Statement

## Quarter over quarter comparison

CHF million	2024 Q1	2024 Q2	2024 YTD	2023 Q1	2023 Q2	2023 YTD	Variance			YTD Variance in %			
							2024/2023	Q1	Q2	2024/2023	Growth	Acquisition/ disposal	Forex <sup>1</sup>
Net turnover	5,508	6,046	11,554	6,748	5,973	12,721	(1,167)	(1,240)	73	(9.2%)	(7.5%)	1.0%	(2.7%)
Gross profit	2,076	2,197	4,273	2,394	2,255	4,649	(376)	(318)	(58)	(8.1%)	(6.5%)	1.0%	(2.6%)
Gross profit margin	37.7%	36.3%	37.0%	35.5%	37.8%	36.5%							
EBITDA	576	609	1,185	803	715	1,518	(333)	(227)	(106)	(21.9%)	(20.3%)	0.7%	(2.3%)
EBITDA margin	10.5%	10.1%	10.3%	11.9%	12.0%	11.9%							
EBIT	376	402	778	612	523	1,135	(357)	(236)	(121)	(31.5%)	(30.2%)	0.8%	(2.1%)
Conversion rate	18.1%	18.3%	18.2%	25.6%	23.2%	24.4%							
EBT	370	397	767	628	549	1,177	(410)	(258)	(152)	(34.8%)	(33.6%)	0.8%	(2.0%)
Earnings	278	298	576	462	398	860	(284)	(184)	(100)	(33.0%)	(31.6%)	0.7%	(2.1%)
Non-controlling interests	(5)	(10)	(15)	(6)	2	(4)	(11)	1	(12)				
Net earnings	273	288	561	456	400	856	(295)	(183)	(112)	(34.5%)	(33.2%)	0.7%	(2.0%)

<sup>1</sup> Foreign currency translation impact

- Significant translation impact in H1 due to decline of EUR (2.4%) and USD (2.9%) vs. CHF
- Cost control measures continue to support unit cost reductions in Sea and Air Logistics

# Working Capital

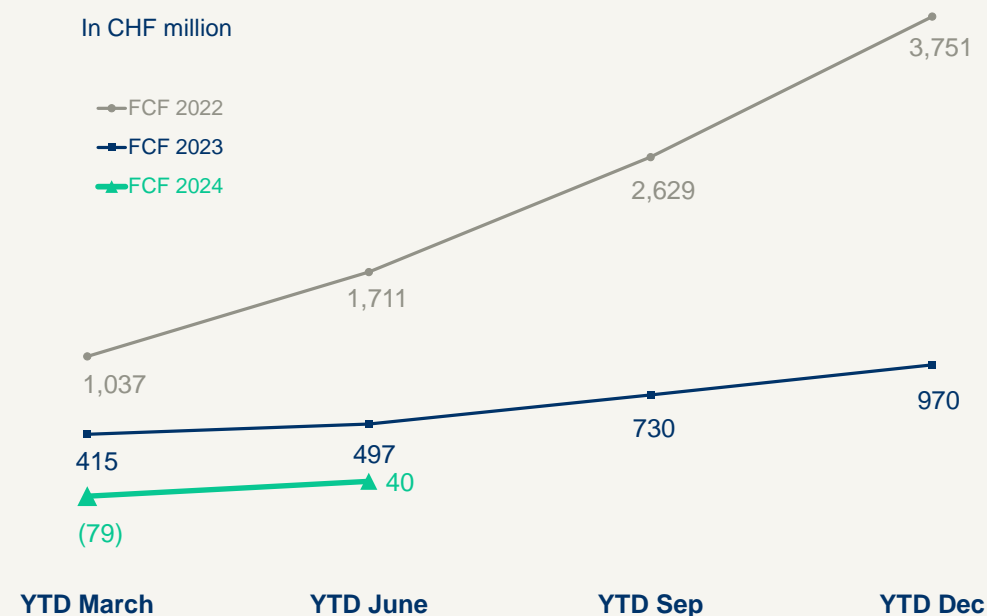
## Focus on DSO – DPO spread

CHF million	June 30, 2024	March 31, 2024	Dec 31, 2023	June 30, 2023	Better/(worse) Jun 2024 vs. Dec 2023
Trade receivables/contract assets	4,466	4,410	4,006	4,472	(460)
Trade payables/accrued trade expenses/contract liabilities	(3,408)	(3,420)	(3,238)	(3,731)	170
<b>Net working capital</b>	<b>1,058</b>	<b>990</b>	<b>768</b>	<b>741</b>	<b>(290)</b>
<b>KPIs:</b>					
<b>Working capital intensity</b>	<b>4.0%</b>	<b>4.1%</b>	<b>3.0%</b>	<b>2.8%</b>	<b>(1.0%)</b>
DSO	56.4	61.3	53.3	55.4	(3.1)
DPO	65.4	73.7	64.7	68.1	0.7
Δ	9.0	12.4	11.4	12.7	(2.4)

# Cash and Free Cash Flow

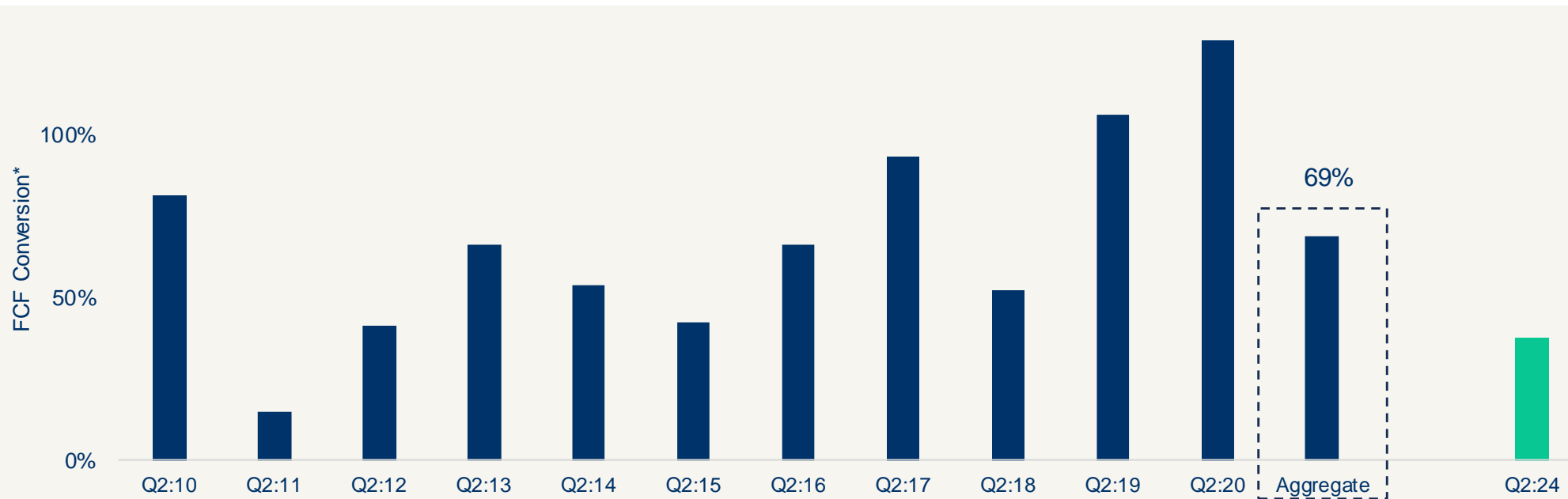
## Improved free cash generation over the course of H1

CHF million	YTD 2024	YTD 2023	Variance
<b>Cash and cash equivalents January 1, net</b>	<b>2,008</b>	<b>3,770</b>	<b>(1,762)</b>
<b>Cash flow from operating activities</b>	<b>491</b>	<b>827</b>	<b>(336)</b>
<b>Cash flow from investing activities</b>	<b>(306)</b>	<b>(61)</b>	<b>(245)</b>
Repayment of lease liabilities	(288)	(270)	(18)
Dividends paid	(1,204)	(1,663)	459
Purchase of treasury shares	(29)	(517)	488
Others	(35)	(11)	(24)
<b>Total cash flow from financing activities</b>	<b>(1,556)</b>	<b>(2,461)</b>	<b>905</b>
Exchange difference on cash and cash equivalents	20	(54)	74
Increase/(decrease) in cash and cash equivalents	(1,351)	(1,749)	398
<b>Cash and cash equivalents June 30, net</b>	<b>657</b>	<b>2,021</b>	<b>(1,364)</b>



# Historic Free Cash Conversion in Q2

## Average 2010 - 2020 FCF conversion c.70%



### Key factors impacting Q2 2024 Free Cash Flow conversion:

- Ongoing Red Sea disruption effects greater and longer than originally anticipated as reflected in seafreight rates
- Resultant CHF 68 million expansion of core Net Working Capital in Q2
- Historic H2 FCF conversion is approximately 140%

\*FCF excluding disposal gains as a % of reported net income before minorities and non-recurring items.

# Sea Logistics eTouch update: Modest gains since first report



- Progress centered in digital Documentation
- Run-rate staff-hour savings +1% vs. year-end 2023; staff-hour cost inflation +5%
- CR impact of 120 bps vs. 100 bps at year-end 2023

Sea Logistics workflow area*	hours saved (000)	CHF / TEU	Sea Logistics CR impact (bps)
Customer quotation, booking and status	800	5	100
Carrier and supplier communication			
Documentation	90	< 1	10
Invoicing	60	< 1	10
<b>Total</b>	<b>950</b>	<b>6</b>	<b>120</b>

\*Core Sea Logistics operational workflow categories. All figures relate to KN H1 2024 operations, wages and volume development excluding Apex Logistics and Morgan Cargo.

# Air Logistics eTouch update: CR impact expands further



- Improvement in Invoicing traction
- Annualized run-rate staff-hour savings of about 1.7m hours or +3% vs. 2023
- CR impact of 340 bps vs. 300 bps six months ago: wage inflation + lower gross profit base

Air Logistics workflow area*	hours saved (000)	CHF cents / 100kg	Air Logistics CR impact (bps)
Customer quotation, booking and status	460	75	90
Carrier and supplier communication	20	5	- - -
Documentation	450	75	90
Invoicing	800	130	160
<b>Total</b>	<b>1,730</b>	<b>285</b>	<b>340</b>

\*Core Air Logistics operational workflow categories. All figures relate to KN H1 2024 operations, wages and volume development excluding Apex Logistics and Morgan Cargo.

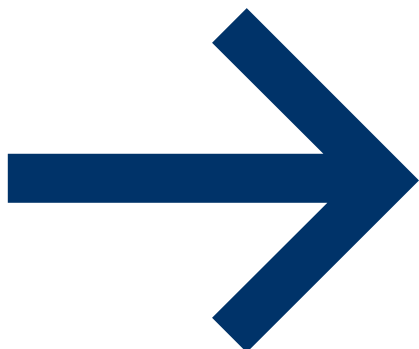
## Key takeaways:

- 1. Well-positioned to grow as demand environment improves**
- 2. Red Sea situation requires enhanced logistics services**
- 3. Streamlined structure means better customer proximity, faster decision making**
- 4. Emerging cost savings expected to more than offset inflation**
- 5. Intensive yield and portfolio management continues**

Inspire. Empower. Deliver.







## Upcoming events

03.10. - 23.10.2024

**23.10.2024**

Closed period

**Nine-months 2024 results**

02.01. - 04.03.2025

**04.03.2025**

Closed period

**Full-year 2024 results**

04.04. -24.04.2025

**24.04.2025**

Closed period

**Three-months 2025 results**

**07.05.2025**

**Annual General Meeting**

04.07. - 24.07.2025

**24.07.2025**

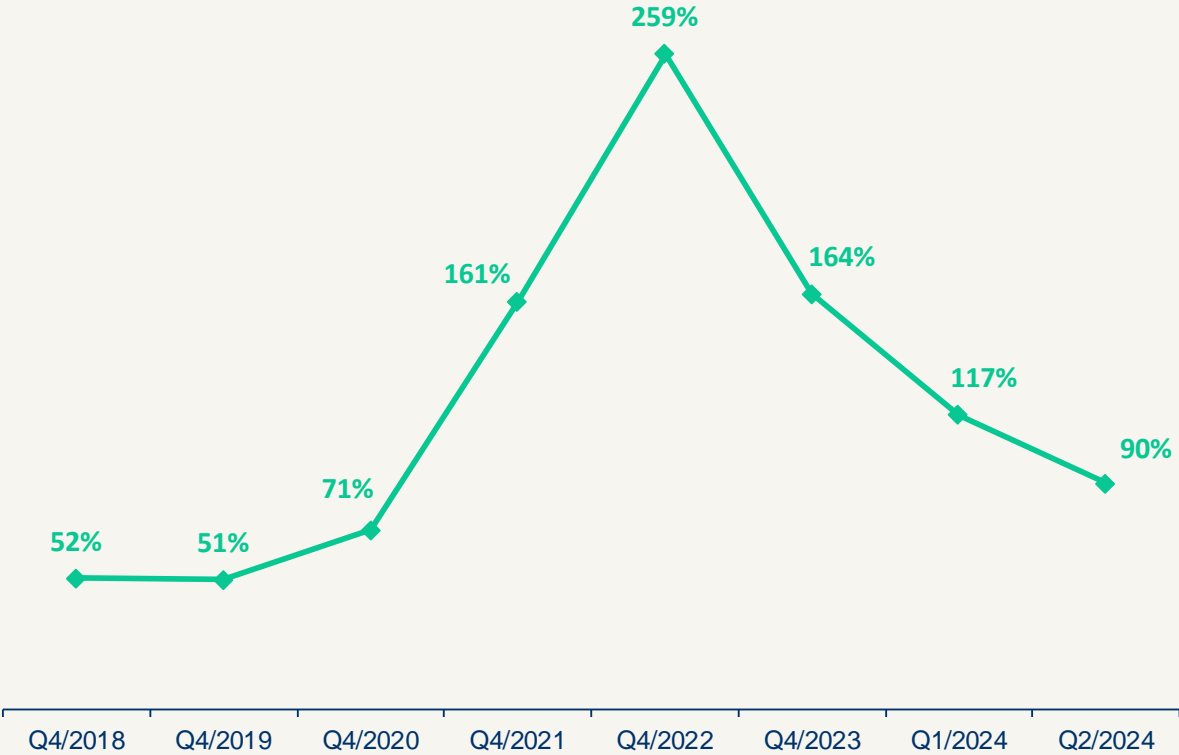
Closed period

**Half-year 2025 results**

# Balance Sheet

CHF million	June 30, 2024	December 31, 2023		June 30, 2024	December 31, 2023
<b>Assets</b>			<b>Equity and Liabilities</b>		
			<b>Equity attributable to the equity holders of the parent company</b>	<b>2,565</b>	<b>3,153</b>
Property, plant and equipment	868	762	Non-controlling interests	7	6
Right-of-use assets	1,957	1,534	<b>Total equity</b>	<b>2,572</b>	<b>3,159</b>
Goodwill	2,257	2,034	Non-current lease liabilities	1,510	1,128
Other intangibles	121	121	Others	429	1,442
Others	200	203	<b>Non-current liabilities</b>	<b>1,939</b>	<b>2,570</b>
<b>Non-current assets</b>	<b>5,403</b>	<b>4,654</b>	Trade payables	2,159	2,012
			Contract liabilities	133	154
Trade receivables	4,095	3,634	Accrued trade expenses	1,116	1,072
Contract assets	271	267	Bank and other interest-bearing liabilities	405	3
Cash and cash equivalents	862	2,011	Current lease liabilities	535	487
Others	509	405	Others	2,281	1,514
<b>Current assets</b>	<b>5,737</b>	<b>6,317</b>	<b>Current liabilities</b>	<b>6,629</b>	<b>5,242</b>
<b>Assets</b>	<b>11,140</b>	<b>10,971</b>	<b>Equity and Liabilities</b>	<b>11,140</b>	<b>10,971</b>

# ROCE



Calculation: last four quarters EBIT (rolling EBIT) divided by the average of the last four quarters capital employed (rolling capital employed); capital employed: assets and liabilities excluding investments in joint ventures and associates, deferred tax assets and liabilities, income tax receivables and liabilities, borrowings, cash and cash equivalents

# Quarter-over-quarter 2024/2023

## Sea and Air Logistics

CHF million	2024			2023			Change in %			Change in mCHF		
	Q1	Q2	TOTAL	Q1	Q2	TOTAL	Q1	Q2	TOTAL	Q1	Q2	TOTAL
<b>Sea Logistics</b>												
<b>Income Statement</b>												
Turnover	2,205	2,434	4,639	3,025	2,548	5,573	(27.1)	(4.5)	(16.8)	(820)	(114)	(934)
Net Turnover	1,926	2,131	4,057	2,667	2,192	4,859	(27.8)	(2.8)	(16.5)	(741)	(61)	(802)
Gross Profit	503	514	1,017	686	623	1,309	(26.7)	(17.5)	(22.3)	(183)	(109)	(292)
Opex	(299)	(308)	(607)	(336)	(320)	(656)	+11.0	+3.8	+7.5	37	12	49
EBITDA	204	206	410	350	303	653	(41.7)	(32.0)	(37.2)	(146)	(97)	(243)
Depreciation and Amortisation	(7)	(6)	(13)	(6)	(8)	(14)	(16.7)	+25.0	+7.1	(1)	2	1
EBIT	197	200	397	344	295	639	(42.7)	(32.2)	(37.9)	(147)	(95)	(242)
<b>KPI</b>												
EBIT / GP conversion rate	39.2%	38.9%	39.0%	50.1%	47.4%	48.8%						
Volume (TEUs '000)	1,002	1,097	2,099	987	1,107	2,094	+1.5	(0.9)	+0.2	15	(10)	5
GROSS PROFIT	502	469	485	695	563	625	(27.8)	(16.7)	(22.4)	(193)	(94)	(140)
EXPENSES	(305)	(287)	(296)	(346)	(297)	(320)	+11.8	+3.4	+7.5	41	10	24
EBIT	197	182	189	349	266	305	(43.6)	(31.6)	(38.0)	(152)	(84)	(116)
<b>Air Logistics</b>												
<b>Income Statement</b>												
Turnover	1,702	1,929	3,631	2,009	1,783	3,792	(15.3)	+8.2	(4.2)	(307)	146	(161)
Net turnover	1,583	1,809	3,392	1,862	1,654	3,516	(15.0)	+9.4	(3.5)	(279)	155	(124)
Gross Profit	392	430	822	488	449	937	(19.7)	(4.2)	(12.3)	(96)	(19)	(115)
Opex	(281)	(298)	(579)	(316)	(293)	(609)	+11.1	(1.7)	+4.9	35	(5)	30
EBITDA	111	132	243	172	156	328	(35.5)	(15.4)	(25.9)	(61)	(24)	(85)
Depreciation and Amortisation	(17)	(16)	(33)	(18)	(17)	(35)	+5.6	+5.9	+5.7	1	1	2
EBIT	94	116	210	154	139	293	(39.0)	(16.5)	(28.3)	(60)	(23)	(83)
<b>KPI</b>												
EBIT / GP conversion rate	24.0%	27.0%	25.5%	31.6%	31.0%	31.3%						
Volume (Tons '000)	491	517	1,008	475	482	957	+3.4	+7.3	+5.3	16	35	51
GROSS PROFIT	80	83	82	103	93	98	(22.3)	(10.8)	(16.3)	(23)	(10)	(16)
EXPENSES	(61)	(61)	(61)	(71)	(64)	(67)	+14.1	+4.7	+9.0	10	3	6
EBIT	19	22	21	32	29	31	(40.6)	(24.1)	(32.3)	(13)	(7)	(10)

# Quarter-over-quarter 2024/2023

## Road and Contract Logistics

CHF million	2024			2023			Change in %			Change in mCHF		
	Q1	Q2	TOTAL	Q1	Q2	TOTAL	Q1	Q2	TOTAL	Q1	Q2	TOTAL
<b>Road Logistics</b>												
<b>Income Statement</b>												
Turnover	969	1,031	2,000	1,101	1,054	2,155	(12.0)	(2.2)	(7.2)	(132)	(23)	(155)
Net Turnover	860	910	1,770	956	917	1,873	(10.0)	(0.8)	(5.5)	(96)	(7)	(103)
Gross Profit	325	345	670	349	335	684	(6.9)	+3.0	(2.0)	(24)	10	(14)
Opex	(281)	(293)	(574)	(283)	(280)	(563)	+0.7	(4.6)	(2.0)	2	(13)	(11)
EBITDA	44	52	96	66	55	121	(33.3)	(5.5)	(20.7)	(22)	(3)	(25)
Depreciation and Amortisation	(14)	(16)	(30)	(14)	(14)	(28)	-	(14.3)	(7.1)	-	(2)	(2)
EBIT	30	36	66	52	41	93	(42.3)	(12.2)	(29.0)	(22)	(5)	(27)
<b>KPI</b>												
EBITDA / Net turnover	5.1%	5.7%	5.4%	6.9%	6.0%	6.5%						
EBIT / GP conversion rate	9.2%	10.4%	9.9%	14.9%	12.2%	13.6%						
EBIT / Net turnover	3.5%	4.0%	3.7%	5.4%	4.5%	5.0%						
<b>Contract Logistics</b>												
<b>Income Statement</b>												
Turnover	1,228	1,290	2,518	1,392	1,315	2,707	(11.8)	(1.9)	(7.0)	(164)	(25)	(189)
Net turnover	1,139	1,196	2,335	1,263	1,210	2,473	(9.8)	(1.2)	(5.6)	(124)	(14)	(138)
Gross Profit	856	908	1,764	871	848	1,719	(1.7)	+7.1	+2.6	(15)	60	45
Opex	(639)	(689)	(1,328)	(656)	(647)	(1,303)	+2.6	(6.5)	(1.9)	17	(42)	(25)
EBITDA	217	219	436	215	201	416	+0.9	+9.0	+4.8	2	18	20
Depreciation and Amortisation	(162)	(169)	(331)	(153)	(153)	(306)	(5.9)	(10.5)	(8.2)	(9)	(16)	(25)
EBIT	55	50	105	62	48	110	(11.3)	+4.2	(4.5)	(7)	2	(5)
<b>KPI</b>												
EBITDA / Net turnover	19.1%	18.3%	18.7%	17.0%	16.6%	16.8%						
EBIT / GP conversion rate	6.4%	5.5%	6.0%	7.1%	5.7%	6.4%						
EBIT / Net turnover	4.8%	4.2%	4.5%	4.9%	4.0%	4.4%						

# Quarter-over-quarter 2024/2023

## Kuehne+Nagel Group

CHF million	2024			2023			Change in %			Change in mCHF		
	Q1	Q2	TOTAL	Q1	Q2	TOTAL	Q1	Q2	TOTAL	Q1	Q2	TOTAL
<b>Kuehne+Nagel Group</b>												
<b>Income Statement</b>												
Turnover	6,104	6,684	12,788	7,527	6,700	14,227	(18.9)	(0.2)	(10.1)	(1,423)	(16)	(1,439)
Customs duties and taxes	(596)	(638)	(1,234)	(779)	(727)	(1,506)	+23.5	+12.2	+18.1	183	89	272
Net Turnover	5,508	6,046	11,554	6,748	5,973	12,721	(18.4)	+1.2	(9.2)	(1,240)	73	(1,167)
Net expenses for services from 3rd parties	(3,432)	(3,849)	(7,281)	(4,354)	(3,718)	(8,072)	+21.2	(3.5)	+9.8	922	(131)	791
Gross Profit	2,076	2,197	4,273	2,394	2,255	4,649	(13.3)	(2.6)	(8.1)	(318)	(58)	(376)
Opex	(1,500)	(1,588)	(3,088)	(1,591)	(1,540)	(3,131)	+5.7	(3.1)	+1.4	91	(48)	43
EBITDA	576	609	1,185	803	715	1,518	(28.3)	(14.8)	(21.9)	(227)	(106)	(333)
Depreciation and Amortisation	(200)	(207)	(407)	(191)	(192)	(383)	(4.7)	(7.8)	(6.3)	(9)	(15)	(24)
EBIT	376	402	778	612	523	1,135	(38.6)	(23.1)	(31.5)	(236)	(121)	(357)
Result from finance and associates	(6)	(5)	(11)	16	26	42				(22)	(31)	(53)
EBT	370	397	767	628	549	1,177	(41.1)	(27.7)	(34.8)	(258)	(152)	(410)
Income tax	(92)	(99)	(191)	(166)	(151)	(317)	+44.6	+34.4	+39.7	74	52	126
Earnings	278	298	576	462	398	860	(39.8)	(25.1)	(33.0)	(184)	(100)	(284)
Non-controlling interests	(5)	(10)	(15)	(6)	2	(4)				1	(12)	(11)
Net Earnings	273	288	561	456	400	856	(40.1)	(28.0)	(34.5)	(183)	(112)	(295)
<b>KPI</b>												
EBIT / GP conversion rate	18.1%	18.3%	18.2%	25.6%	23.2%	24.4%						
GP / Net turnover	37.7%	36.3%	37.0%	35.5%	37.8%	36.5%						
EBITDA / Net turnover	10.5%	10.1%	10.3%	11.9%	12.0%	11.9%						
EBIT / Net turnover	6.8%	6.6%	6.7%	9.1%	8.8%	8.9%						
EBT / Net turnover	6.7%	6.6%	6.6%	9.3%	9.2%	9.3%						
Earnings / Net turnover	5.0%	4.9%	5.0%	6.8%	6.7%	6.8%						

# Disclaimer

## Forward-looking statements

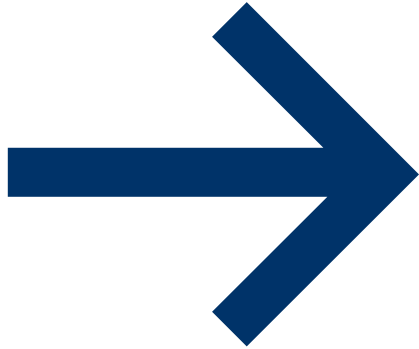
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