

Kuehne + Nagel (UK) Limited (“the Company”) Section 172(1) Statement 2023

The directors (“**Board**”) are bound by their duties under the Companies Act 2006 (the “**Act**”) and understand each duty is in the interest of the overall success of the Company. This statement sets out how the Board have regard to the matters set out in Section 172 of the Act whilst understanding their roles, including but not limited to the:

- a) likely consequences of any decision in the long-term;
- b) interest of the Company’s employees;
- c) need to foster the Company’s business relationships with suppliers, customers and others;
- d) impact of the Company’s operations on the community and environment;
- e) desirability of the Company maintaining a reputation for high standards of business conduct; and
- f) need to act fairly as between members of the Company.

As an intermediate holding company, the Company has no direct customers or employees other than its directors. However, the Board recognise the importance of the wider stakeholders in delivering the strategy and business sustainability through the Company Subsidiary, Kuehne + Nagel Limited (“**Company Subsidiary**”) undertakings. The Board are conscientious about their responsibilities and duties to the Company’s stakeholders under section 172 of the Act.

The Board recognise the importance of sustainability for our people, our planet and our business. The Company’s aim is to reduce its environmental footprint, support the Company Subsidiary’s customers on their sustainability journey, attract and retain top talent by making the Company Subsidiary the best company to work for, and safeguard its future success through strong governance. Alongside an ESG function at national and global level and experts embedded within global business units, sustainability is represented on the Company Subsidiary’s executive board, supported by a dedicated team and by appropriate governance measures and resources to help meet the Company’s goals. Supporting a sustainable future is at the core of the Company’s beliefs and integral to its vision for the future.

As a supply chain leader, the Company takes both its impact on the environment and its capacity to leverage industry change seriously. Setting ambitious, science-based emission reduction targets for its Company Subsidiary’s operations, the Company also supports – through the Company Subsidiary’s value chain – the Company Subsidiary’s customers with their transition to net zero logistics. As such, the Company continues to support the Company Subsidiary’s implementation of measures to reduce its own impacts, including increased adoption of energy efficiency measures, investment into zero emission vehicles and lower carbon fuels, and offering colleagues and customers access to accredited Carbon Literacy training. In November 2023, the Company Subsidiary officially became a Carbon Literate Organisation, achieving Bronze accreditation. In addition to this, the Board are committed to supporting the Company Subsidiary’s supply chain to advance their decarbonisation journeys through engagement, the provision of expertise, and collaboration. Employees of the Company Subsidiary are also encouraged to take up zero emission vehicles for business and personal travel through a salary sacrifice car leasing scheme, as well as measures within the Company Subsidiary’s “Company Car Policy” to shift the subsidiary company’s fleet mix towards zero emissions.

With a focus on both people and the planet, the Company also support the Company Subsidiary in seeking to be the best company to work for — and with — by creating a workplace where

inclusion and equal opportunities are firmly anchored within its culture. Ultimately, this strategy is shaped by the conviction that positive employees and customer experiences are inextricably linked. Employees of the Company Subsidiary drive this strategy as they look for greater purpose, lend importance to health, safety and wellbeing and seek to manage their careers through continuous personal development. The Board are driven by respect for the uniqueness of everyone, believing in the innovative power of diversity within teams. Initiatives of the Company Subsidiary supported by the Company this year have included the development of colleague diversity and inclusion networks, and working to meet the Company Subsidiary's targets of increasing female leadership representation and the number of future talents such as graduates and apprentices welcomed into the Company Subsidiary.

The Board also encourage positive actions within the local community by its Company Subsidiary including charitable donations and employee volunteering. Positive actions may reoccur annually, for example, during the Christmas period when employees have the opportunity to nominate a small local charity to receive a donation. In addition, site-level charity work / initiatives occur regularly, for example, collections for local food banks or raising money for local hospitals. The Company Subsidiary's volunteering policy also offers employees the ability to use two days a year to volunteer for a charity of their choice, with many teams opting to take this as an opportunity to volunteer as a group.

The Board wish at all times to maintain the Company's strong reputation, and to ensure that decisions are made with a high standard of business conduct in mind. Integrity is a key element of business behaviour throughout the group and the Board recognise that the culture and values of the Company are fundamental contributors to the overall success of the Company in the longer term. The Board wish to set high standards by their conduct and procedures, which are to be maintained at all levels by colleagues in the Company Subsidiary and carry over into all of interactions with stakeholders. More information on the Company's ethics and risk management are set out within the Corporate Governance Statement.