Consolidated Financial Statements 2018

KUEHNE+NAGEL

CONTENTS

Income Statement

CHF million	Note	2018	2017	Variance per cent
Net turnover	19	**20,774**	**18,594**	**11.7**
Net expenses for services from third parties		–13,065	–11,571	
Gross profit	19	**7,709**	**7,023**	**9.8**
Personnel expenses	20	–4,736	–4,243	
Selling, general and administrative expenses	21	–1,811	–1,643	
Other operating income/expenses, net	22	47	13	
EBITDA		**1,209**	**1,150**	**5.1**
Depreciation of property, plant and equipment	26	–192	–172	
Amortisation of other intangibles	27	–30	–41	
EBIT		**987**	**937**	**5.3**
Financial income	23	10	16	
Financial expenses	23	–7	–4	
Result from joint ventures and associates		4	6	
Earnings before tax (EBT)		**994**	**955**	**4.1**
Income tax	24	–222	–215	
Earnings for the year		**772**	**740**	**4.3**
Attributable to:				
Equity holders of the parent company		770	737	4.5
Non-controlling interests		2	3	
Earnings for the year		**772**	**740**	**4.3**
Basic earnings per share in CHF	25	**6.43**	**6.16**	**4.5**
Diluted earnings per share in CHF	25	**6.42**	**6.15**	**4.5**

Statement of Comprehensive Income

CHF million	Note	2018	2017
Earnings for the year		**772**	**740**
Other comprehensive income			
Items that may be reclassified subsequently to profit or loss:			
Foreign exchange differences		–98	69
Items that will not be reclassified to profit or loss:			
Actuarial gains/(losses) on defined benefit plans	34/24	27	2
Income tax on actuarial gains/(losses) on defined benefit plans		–8	–
Total other comprehensive income, net of tax		**–79**	**71**
Total comprehensive income for the year		**693**	**811**
Attributable to:			
Equity holders of the parent company		691	808
Non-controlling interests		2	3

Balance Sheet

CHF million	Note	Dec. 31, 2018	Dec. 31, 2017
Assets			
Property, plant and equipment	26	1,226	1,249
Goodwill	27	1,170	849
Other intangibles	27	215	96
Investments in joint ventures	28	7	31
Deferred tax assets	24	175	220
Non-current assets		**2,793**	**2,445**
Prepayments		161	128
Work in progress	29	–	418
Contract assets	29	300	–
Trade receivables	29	3,872	3,537
Other receivables	30	200	132
Income tax receivables	30	53	77
Cash and cash equivalents	31/32	499	720
Current assets		**5,085**	**5,012**
Total assets		**7,878**	**7,457**

CHF million	Note	Dec. 31, 2018	Dec. 31, 2017
Liabilities and equity			
Share capital		120	120
Reserves and retained earnings		1,428	1,464
Earnings for the year		770	737
Equity attributable to the equity holders of the parent company		**2,318**	**2,321**
Non-controlling interests		6	6
Equity	33	**2,324**	**2,327**
Provisions for pension plans and severance payments	34	377	430
Deferred tax liabilities	24	101	128
Non-current provisions	37	50	58
Other non-current liabilities	39	149	4
Non-current liabilities		**677**	**620**
Bank and other interest-bearing liabilities	36	354	14
Trade payables	38	1,888	1,890
Contract liabilities	38	146	–
Accrued trade expenses/deferred income	38	1,272	1,493
Income tax liabilities		108	133
Current provisions	37	65	66
Other current liabilities	40	1,044	914
Current liabilities		**4,877**	**4,510**
Total liabilities and equity		**7,878**	**7,457**

Schindellegi, February 26, 2019

KUEHNE + NAGEL INTERNATIONAL AG

Dr. Detlef Trefzger
CEO

Markus Blanka-Graff
CFO

Statement of Changes in Equity

CHF million	Note	Share capital	Share premium	Treasury shares	Cumulative translation adjustment	Actuarial gains & losses	Retained earnings	Total equity attribut-able to equity holders of parent company	Non-controlling interests	Total equity
Balance as of January 1, 2018		120	496	–43	–897	–130	2,775	2,321	6	2,327
Earnings for the year		–	–	–	–	–	770	770	2	772
Other comprehensive income										
Foreign exchange differences		–	–	–	–98	–	–	–98	–	–98
Actuarial gains/(losses) on defined benefit plans, net of tax	34/24	–	–	–	–	19	–	19	–	19
Total other comprehensive income, net of tax		**–**	**–**	**–**	**–98**	**19**	**–**	**–79**	**–**	**–79**
Total comprehensive income for the year		**–**	**–**	**–**	**–98**	**19**	**770**	**691**	**2**	**693**
Purchase of treasury shares	33	–	–	–12	–	–	–	–12	–	–12
Disposal of treasury shares	33	–	–19	19	–	–	–	–	–	–
Dividend paid	33	–	–	–	–	–	–688	–688	–2	–690
Expenses for share-based compensation plans	35	–	–	–	–	–	6	6	–	6
Total contributions by and distributions to owners		**–**	**–19**	**7**	**–**	**–**	**–682**	**–694**	**–2**	**–696**
Balance as of December 31, 2018		**120**	**477**	**–36**	**–995**	**–111**	**2,863**	**2,318**	**6**	**2,324**

CHF million	Note	Share capital	Share premium	Treasury shares	Cumulative translation adjustment	Actuarial gains & losses	Retained earnings	Total equity attributable to equity holders of parent company	Non-controlling interests	Total equity
Balance as of January 1, 2017		120	511	–59	–966	–132	2,686	2,160	5	2,165
Earnings for the year		–	–	–	–	–	737	737	3	740
Other comprehensive income										
Foreign exchange differences		–	–	–	69	–	–	69	–	69
Actuarial gains/(losses) on defined benefit plans, net of tax	34/24	–	–	–	–	2	–	2	–	2
Total other comprehensive income, net of tax		**–**	**–**	**–**	**69**	**2**	**–**	**71**	**–**	**71**
Total comprehensive income for the year		**–**	**–**	**–**	**69**	**2**	**737**	**808**	**3**	**811**
Disposal of treasury shares	33	–	–15	16	–	–	–	1	–	1
Dividend paid	33	–	–	–	–	–	–658	–658	–2	–660
Expenses for share-based compensation plans	35	–	–	–	–	–	10	10	–	10
Total contributions by and distributions to owners		**–**	**–15**	**16**	**–**	**–**	**–648**	**–647**	**–2**	**–649**
Balance as of December 31, 2017		**120**	**496**	**–43**	**–897**	**–130**	**2,775**	**2,321**	**6**	**2,327**

Cash Flow Statement

CHF million	Note	2018	2017
Cash flow from operating activities			
Earnings for the year		772	740
Reversal of non-cash items:			
Income tax	24	222	215
Financial income	23	–10	–16
Financial expenses	23	7	4
Result from joint ventures and associates		–4	–6
Depreciation of property, plant and equipment	26	192	172
Amortisation of other intangibles	27	30	41
Expenses for share-based compensation plans	20	6	10
Gain on disposal of subsidiaries	22	–7	–
(Gain)/loss on disposal of property, plant and equipment, net	22	–40	–9
Net addition to provisions for pension plans and severance payments	34	–12	–3
Subtotal operational cash flow		**1,156**	**1,148**
(Increase)/decrease contract assets/work in progress		95	–106
(Increase)/decrease trade and other receivables, prepayments		–480	–760
Increase/(decrease) provisions		–4	–16
Increase/(decrease) other liabilities		97	33
Increase/(decrease) trade payables, contract liabilities and accrued trade expenses/deferred income		32	721
Income taxes paid		–217	–240
Total cash flow from operating activities		**679**	**780**

CHF million	Note	2018	2017
Cash flow from investing activities			
Capital expenditure			
– Property, plant and equipment	26	–315	–225
– Other intangibles	27	–9	–13
Disposal of property, plant and equipment		117	91
Acquisition of subsidiaries, net of cash acquired	41	–319	–107
Disposal of subsidiaries	4	7	–
(Increase)/decrease of share capital in joint ventures		1	1
Dividend received from joint ventures and associates		4	3
Interest received		5	5
Total cash flow from investing activities		**–509**	**–245**
Cash flow from financing activities			
Proceeds from interest-bearing liabilities		340	–
Repayment of interest-bearing liabilities		–3	–4
Interest paid		–7	–4
Purchase of treasury shares	33	–12	–
Disposal of treasury shares	33	–	1
Dividend paid to equity holders of parent company	33	–688	–658
Dividend paid to non-controlling interests		–2	–2
Acquisition of non-controlling interests	41	–	–3
Total cash flow from financing activities		**–372**	**–670**
Exchange difference on cash and cash equivalents		–20	8
Increase/(decrease) in cash and cash equivalents		**–222**	**–127**
Cash and cash equivalents at the beginning of the year, net	32	**710**	**837**
Cash and cash equivalents at the end of the year, net	32	**488**	**710**

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

ACCOUNTING POLICIES

1 ORGANISATION

Kuehne + Nagel International AG (the Company) is incorporated in Schindellegi (Feusisberg), Switzerland. The Company is one of the world's leading global logistics providers. Its strong market position lies in the seafreight, airfreight, overland and contract logistics businesses.

The Consolidated Financial Statements of the Company for the year ended December 31, 2018, comprise the Company, its subsidiaries (the Group) and its interests in joint ventures.

2 STATEMENT OF COMPLIANCE

The Consolidated Financial Statements have been prepared in accordance with International Financial Reporting Standards (IFRS).

3 BASIS OF PREPARATION

The Consolidated Financial Statements are presented in Swiss Francs (CHF) million and are based on the individual financial statements of the consolidated companies as of December 31, 2018. Those financial statements have been prepared in accordance with uniform accounting policies issued by the Group, which comply with the requirements of the International Financial Reporting Standards (IFRS) and Swiss law (Swiss Code of Obligations). The Consolidated Financial Statements are prepared on a historical cost basis except for certain financial instruments, which are stated at fair value. Non-current assets and disposal groups held for sale are stated at the lower of the carrying amount and fair value less costs to sell.

The preparation of financial statements in accordance with IFRS requires the management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets, liabilities, income and expenses. The actual result may differ from these estimates. Judgements made by the management in the application of IFRS that have a significant effect on the Consolidated Financial Statements and estimates with a significant risk of material adjustment in the future are shown in note 49.

The accounting policies applied in the preparation of the Consolidated Financial Statements are consistent with those followed in the preparation of the Group's Consolidated Financial Statements for the year ended December 31, 2017, except for the adoption of new standards effective as of January 1, 2018. The Group has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

As of January 1, 2018, the Group applies, for the first time, IFRS 15-Revenue from Contracts with Customers. IFRS 15 requires Kuehne + Nagel to recognise revenue for rendering of forwarding and logistics services at the time of receipt of the services by the counterparty, which generally occurs over time and client consumes and receives the benefits as the services are performed. This is generally consistent with the timing and amounts of revenue the Group recognised in accordance with the previous standard, IAS 18.

Kuehne + Nagel applied the modified retrospective method upon adoption of IFRS 15 on January 1, 2018. This method requires the recognition of the cumulative effect of initially applying IFRS 15 to retained earnings. The effect is not material for the Group. Under this transition method, comparative information for prior periods has not been restated and continues to be reported in accordance with the previous standard, IAS 18.

IFRS 15 requires contract assets and liabilities to be presented separately in the Consolidated Financial Statements. Accordingly, Kuehne + Nagel has presented the CHF 300 million amount of contract assets and the CHF 146 million amount of contract liabilities as of December 31, 2018, on a separate balance sheet line. In prior periods, the corresponding amounts are included in work in progress and accrued trade expenses/deferred income, respectively. On January 1, 2018 CHF 418 million were reclassified to contract assets and CHF 186 million to contract liabilities respectively.

As of January 1, 2018, the Group applies, for the first time, IFRS 9-Financial Instruments, which changes the classification and measurement of financial instruments. The new standard requires impairments to be based on a forward-looking model, changes the approach to hedging financial exposures and related documentation, changes the recognition of certain fair value changes and amends disclosures requirements.

The impairment of financial assets, mainly trade receivables, is now assessed using an expected credit loss (ECL) model, whereas previously the incurred loss model was used. Contract assets are also subject to ECL impairment requirements. The Group had no material impact to its impairment allowances from this change.

As the Group does not apply hedge accounting and continues measuring at fair value all financial assets currently held at fair value, there was no impact from these changes. Assets and liabilities measured at amortised cost under IAS 39 continue to be measured at amortised cost under IFRS 9.

Kuehne + Nagel applied the modified retrospective method upon adoption of IFRS 9 on January 1, 2018. This method requires the recognition of the cumulative effect of initially applying IFRS 9 to retained earnings and not to restate prior years. For the reasons described above, the effect from the adoption of the new standard is not material for the Group.

Other amendments, improvements and interpretations apply for the first time in 2018, but do not have a material impact on the Consolidated Financial Statements of the Group.

Adoption of new and revised standards and interpretations in 2019 and later

The following new, revised and amended standards and interpretations have been issued but are not yet effective and not applied early in the Consolidated Financial Statements of the Group. The assessment by the Group Management shows the expected effects as disclosed in the table below.

Standard/interpretation	Effective date	Planned application
IFRS 16 – Leases	January 1, 2019	Reporting year 2019
IFRIC Interpretation 23 Uncertainty over Income Tax Treatments [1]	January 1, 2019	Reporting year 2019
Annual Improvements to IFRS 2015 – 2017 Cycle [1]	January 1, 2019	Reporting year 2019
Prepayment Features with Negative Compensation – Amendments to IFRS 9 [1]	January 1, 2019	Reporting year 2019
Long-term Interests in Associates and Joint Ventures – Amendments to IAS 28 [1]	January 1, 2019	Reporting year 2019
Plan Amendment, Curtailment or Settlement – Amendments to IAS 19 [1]	January 1, 2019	Reporting year 2019
IFRS 17 Insurance Contracts [1]	January 1, 2021	Reporting year 2021

1 No or no significant impacts are expected on the Consolidated Financial Statements.

The Group is adopting IFRS 16-Leases as of January 1, 2019, which has a material impact on the Group's Consolidated Financial Statements. The Group discloses undiscounted lease commitments classified as operating leases and thus recorded off balance sheet of CHF 1,786 million as of December 31, 2018 (refer to note 44). IFRS 16 requires the Group to recognise a majority of these lease contracts on the balance sheet. The right-of-use asset will generally be measured at the amount of the discounted lease liability plus initial direct costs. The analysis conducted indicated a recognition of right-of-use assets and lease liabilities in the balance sheet totalling around CHF 1,750 million on January 1, 2019. Retained earnings will not be affected, as the right-of-use assets match the lease liabilities. The Group applies the cumulative catch-up approach, adjusting balances as of January 1, 2019, without restatement of previous periods. The depreciation of right-of-use assets and interest expense on the lease liabilities will also impact reported earnings, in particular EBITDA. Based on the leases as of January 1, 2019, EBITDA will be positively impacted by approximately CHF 450 million. There will be no material impact on EBIT and Earnings after tax.

4 SCOPE OF CONSOLIDATION

The Group's significant consolidated subsidiaries and joint ventures are listed on pages 103 to 110.

Changes in the scope of consolidation in 2018 relate to the following companies (for further information on the financial impact of the acquisitions refer to note 41):

Changes in the scope of consolidation 2018	Capital share in per cent equals voting rights	Currency	Share capital in 1,000	Incorporation/ acquisition / divestment date
Incorporations				
Nacora Sigorta Brokerligi Anonim Sirketi, Turkey	100	TRY	300	January 1, 2018
Kuehne + Nagel Shared Service Centre d.o.o., Serbia	100	RSD	15,000	February 1, 2018
Kuehne + Nagel LLC, Azerbaijan	100	AZN	42	February 1, 2018
Kuehne + Nagel LLC, Kazakhstan	100	KZT	6,957	June 1, 2018
Kuehne + Nagel Asia Pacific Holding Pte Ltd, Singapore	100	SGD	6,695	October 1, 2018
PT. Naku Logistics Indonesia, Indonesia	67	IDR	24,455,000	October 1, 2018
Acquisitions				
Kuehne + Nagel Drinkflow Logistics (Holdings) Ltd., Great Britain [1]	50	GBP	6,123	February 26, 2018
Kuehne + Nagel Drinkflow Logistics Ltd., Great Britain [1]	50	GBP	877	February 26, 2018
QIC Intermediate Holdings Inc., USA [2]	100	USD	–	December 31, 2018
Q International Courier, LLC, USA [2]	100	USD	–	December 31, 2018
Quick International France SAS, France [2]	100	EUR	50	December 31, 2018
Quick International Couriers (UK) Limited, Great Britain [2]	100	GBP	–	December 31, 2018
Divestments				
Transeich Armazens Gerais S.A., Brazil [3]	100	BRL	2,479	March 1, 2018
Transeich Assessoria e Transportes S.A., Brazil [3]	100	BRL	17,918	March 1, 2018

1 The Group previously owned 50 per cent of the share capital and applied the equity method. For further information refer to note 41.
2 Refer to note 41 for details to the acquisition of subsidiaries.
3 Effective March 1, 2018, the Group signed a sale and purchase agreement to sell 100 per cent of the shares of Transeich Armazens Gerais S.A. and Transeich Assessoria e Transportes S.A, Brazil. The profit on the sale amounts to CHF 7 million.

Changes in the scope of consolidation for the year 2017 are related to the following companies (for further information on the financial impact of the acquisitions refer to note 41):

Changes in the scope of consolidation 2017	Capital share in per cent equals voting rights	Currency	Share capital in 1,000	Incorporation/ acquisition date
Incorporations				
Kuehne + Nagel Shared Service Centre AS, Estonia	100	EUR	25	June 12, 2017
Kuehne + Nagel Shared Service Center Ltd., Philippines	100	PHP	10,500	September 1, 2017
Blue Anchor Line International Limited, Tanzania	100	TZS	21,000	October 1, 2017
Anchor Risk Services GmbH, Germany	100	EUR	25	November 1, 2017
Kuehne + Nagel Finance AG, Switzerland	100	CHF	100	December 12, 2017
Acquisitions				
Amex Ltd., Israel [1]	3	ILS	–	February 23, 2017
Ferlito Pharma S.r.l., Italy [2]	100	EUR	1,000	April 21, 2017
Zet Farma Lojistik Hizmetleri Sanayi ve Ticaret A.S., Turkey [2]	100	TRY	2,000	April 26, 2017
Trillvane Ltd, Kenya [2]	100	KES	750	September 7, 2017
Commodity Forwarders Inc., USA [2]	100	USD	1,220	October 2, 2017
Nacora Insurance Brokers Ltd., Hong Kong [3]	30	HKD	150	December 19, 2017

1 The Group previously owned 87.5 per cent of the share capital and applied the full consolidation method. For further information refer to note 41.
2 Refer to note 41 for details to the acquisition of subsidiaries.
3 The Group previously owned 70.0 per cent of the share capital and applied the full consolidation method. For further information refer to note 41.

5 PRINCIPLES OF CONSOLIDATION

Business combinations

Business combinations are accounted for by applying the acquisition method. The Group measures goodwill as the fair value of the consideration transferred (including the fair value of any previously held equity interest in the acquiree) and the recognised amount of any non-controlling interests in the acquiree, less the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed, all measured as of the acquisition date. If the excess is negative, a bargain purchase gain is recognised immediately in the income statement.

The Group elects on a transaction-by-transaction basis whether to measure non-controlling interest at its fair value or at its proportionate share of the recognised amount of the identifiable net assets at the acquisition date.

Consideration transferred includes the fair values of the assets transferred, liabilities incurred by the Group to the previous owners of the acquiree, equity interests issued by the Group, and the fair value of any contingent consideration. If the contingent consideration is classified as equity it is not re-measured, and settlement is accounted for within equity. Otherwise, subsequent changes to the fair value of the contingent consideration are recognised in the income statement. The consideration transferred does not include amounts related to the settlement of pre-existing relationships. Such amounts are generally recognised in the income statement. Transaction costs other than those associated with the issue of debt or equity securities incurred in connection with a business combination are expensed as incurred.

Written put options held by non-controlling shareholders

If the Group has a potential obligation to purchase shares in a subsidiary from a non-controlling shareholder through a written put option, a liability is recognised at the present value of the redemption amount with a corresponding entry in equity. If a non-controlling shareholder still has present access to the economic benefits associated with the underlying ownership interest, the non-controlling interest in the subsidiary continues to be recognised as a separate component in equity.

The liability is re-estimated at each reporting date. Any subsequent changes in the liability's carrying amount are recognised in the income statement.

For the reporting year 2018 there is no written put option outstanding.

Acquisitions and disposals of non-controlling interests

Changes in the parent's ownership interest in a subsidiary after having obtained control that do not result in a loss of control are accounted for as transactions with owners in their capacity as owners, and the effect of such transactions is recognised in equity. No goodwill is recognised as a result of acquisition of non-controlling interests, and no gain or loss on disposals of non-controlling interests is recognised in the income statement. Adjustments to non-controlling interests are based on a proportionate amount of the net assets of the subsidiary.

Subsidiaries

The Group controls an investee when it is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Subsidiaries are companies controlled, directly or indirectly, by the Group. Normally, this control is evidenced if the Group owns, either directly or indirectly, more than 50 per cent of the voting rights whereby potential voting rights are also considered. Subsidiaries are included in the Consolidated Financial Statements by the full consolidation method as from the date on which control is transferred to the Group until the date control ceases. The non-controlling interests in equity as well as earnings for the period are reported separately in the Consolidated Financial Statements.

Disposal of subsidiaries

When the Group ceases to have control over a subsidiary, it derecognises the assets and liabilities of the respective subsidiary as well as any related non-controlling interest and other components of equity. Any resulting gain or loss is recognised in the income statement. Amounts previously recognised in other comprehensive income are reclassified to the income statement. Any retained interest in the former subsidiary is remeasured to its fair value at the date when the control is lost.

Associates and joint ventures

Associates are companies over which the Group has significant influence but which it does not control. Significant influence is normally evidenced if the Group owns 20 per cent or more of the voting or potential voting rights. Joint ventures are contractual arrangements in which the Group has joint control, whereby the Group has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in associates and joint ventures are accounted for using the equity method. They are initially recognised at cost, including transaction costs. Subsequent to initial recognition, the Group's share of the profit or loss and other comprehensive income of associates and joint ventures is included in the Group's financial statements, until the date significant influence or joint control ceases.

Transactions eliminated on consolidation

Intra-group balances, transactions, income and expenses are eliminated in preparing the Consolidated Financial Statements.

Foreign exchange translation

Financial statements of consolidated companies are prepared in their respective functional currencies and translated into CHF (the Group's presentation currency) as of year-end. Assets and liabilities, including goodwill and fair value adjustments arising on consolidation, are translated at year-end exchange rates and all items included in the income statement are translated at average exchange rates for the year, which approximate actual rates. Exchange differences originating from such translation methods have no impact on the income statement since they are recognised in other comprehensive income.

Transactions in foreign currencies in individual subsidiaries are translated into the functional currency at actual rates of the transaction day. Monetary assets and liabilities are translated at year-end rates. Non-monetary assets and liabilities that are stated at historical cost are translated at actual rates of the transaction day. Non-monetary assets and liabilities that are stated at fair value are translated at the rate at the date the values are determined. Exchange differences arising on the translation are included in the income statement.

Conversion rates of major foreign currencies are applied as follows:

Income statement and cash flow statement (average rates for the year)

Currency	2018 CHF	Variance per cent	2017 CHF
EUR 1.–	1.1536	3.9	1.1105
USD 1.–	0.9760	–0.9	0.9848
GBP 1.–	1.3026	2.7	1.2684

Balance sheet (year-end rates)

Currency	Dec. 2018 CHF	Variance per cent	Dec. 2017 CHF
EUR 1.–	1.1292	–3.9	1.1746
USD 1.–	0.9903	0.2	0.9883
GBP 1.–	1.2527	–5.4	1.3240

6 FINANCIAL ASSETS AND LIABILITIES

Financial assets

As of January 1, 2018, with initial application of IFRS 9, the Group measures and classifies its financial assets at amortised cost or at fair value through profit or loss.

Initially, all financial assets are recognised at fair value, plus, for investments not measured at fair value through profit or loss, directly attributable transaction costs.

- Financial assets to be measured at **amortised cost**
  The assets are measured at the amount recognised at initial recognition minus principal repayments, plus or minus the cumulative amortisation of any difference between that initial amount and the maturity amount, and any loss allowance. Interest income is calculated using the effective interest method and is recognised in profit or loss. Gains and losses are recognised in the income statement when the asset is derecognised or reclassified. A majority of the Group's financial assets are measured at amortised cost.
  The Group measures financial assets at amortised cost if both of the following conditions are met:
  The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows and the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.
- Financial assets to be measured at **fair value through profit or loss (FVPL)**
  Financial assets, such as derivatives, are measured at fair value. Changes in fair value are recognised in profit and loss as they arise.

No financial assets were measured at fair value through other comprehensive income (FVOCI) or available for sale for the periods ended December 31, 2018 and December 31, 2017.

The Group initially measures a financial asset at its fair value plus, in the case of a financial asset not measured at fair value through profit and loss, transaction costs. Trade receivables are the only exception as they are initially measured in accordance with IFRS 15.

Effective January 1, 2018, the Group recognises an allowance for the expected credit losses (ECL) on financial assets that are measured at amortised cost. For trade receivables and contract assets, the Group applies the simplified approach in calculating the ECL (for more details refer to note 29).

Financial liabilities

As of January 1, 2018, with initial application of IFRS 9, the Group measures and classifies its financial liabilities at amortised cost, unless they are measured at fair value through profit or loss such as derivatives and contingent considerations.

- Financial liabilities to be measured at **amortised cost**
  The liabilities are measured at the amount recognised at initial recognition minus principal repayments, plus or minus the cumulative amortisation of any difference between the initial and the maturity amount. Interest expense is calculated using the effective interest method and is recognised in the income statement. Gains and losses are recognised in the income statement when the liability is derecognised or reclassified. A majority of the Group's financial liabilities are measured at amortised cost.

– Financial liabilities to be measured at **fair value through profit or loss (FVPL)**
  Financial liabilities, such as derivatives and contingent consideration arrangements from business combinations classified as financial liabilities, are measured at fair value. Changes in fair value are recognised in the income statement as they arise.

Derivatives
Derivative financial instruments (foreign exchange contracts) are used to hedge foreign exchange exposures on outstanding balances in the Group's internal clearing system centralised at the head office. Given that the Group's hedging activities are limited to hedges of recognised foreign currency monetary items, the Group does not apply hedge accounting under IFRS 9. Derivatives are measured at fair value through profit or loss, and all changes in fair value are recognised immediately in the income statement as part of financial income or expenses. All derivatives with a positive fair value are presented as derivative assets and included in the line "other receivables" on the balance sheet, while all derivatives with a negative fair value are presented as derivative liabilities and included in the line "other current liabilities".

Accounting policies applied until December 31, 2017
The Group applied IFRS 9 retrospectively, but elected not to restate comparative information. As a result, the comparative information provided continues to be accounted for in accordance with the Group's previous accounting policy in accordance with the previous standard IAS 39. Until December 31, 2017, the group classified its financial assets and liabilities in the following categories:

– The category **financial assets or liabilities at fair value through profit or loss** includes financial assets or liabilities held for trading and financial assets designated as such upon initial recognition. As of December 31, 2017, there are no financial liabilities that, upon initial recognition, have been designated at fair value through profit or loss.
– **Loans and receivables** are carried at amortised cost calculated by using the effective interest method, less allowances for impairment determined using the incurred loss model.
– **Financial liabilities** that are not at fair value through profit or loss, are carried at amortised cost calculated by using the effective interest method.

Impairment of financial assets
If there is any indication that a financial asset (loans and receivables) may be impaired, its recoverable amount is calculated. The recoverable amount of the Group's loans and receivables is calculated as the present value of expected future cash flows, discounted at the original effective interest rate inherent in the asset. Receivables with a short duration are not discounted.

Trade receivables are reported at their anticipated recoverable amounts. The allowance for bad debts is determined based on an individual basis or on a portfolio basis, where there is objective evidence that impairment losses have been incurred. The allowance account is used to record impairment losses unless the Group is satisfied that no recovery of the amount due is possible; at that point the amount considered unrecoverable is written off against the financial assets directly.

7 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are included in the Consolidated Financial Statements at cost less accumulated depreciation and accumulated impairment losses. The depreciation is calculated on a straight line basis considering the expected useful life of the individual assets. The estimated useful lives for the major categories are:

Category	Years
Buildings	40
Vehicles	4–10
Leasehold improvements	5
Office machines	4
IT hardware	3
Office furniture	5

If parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment. Subsequent expenditure is capitalised only if it is probable that the future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other expenditure is recognised in the income statement as an expense as incurred.

8 LEASES

Leases that transfer substantially all the risks and rewards of ownership of the leased asset to the Group are classified as finance leases. Other leases are classified as operating leases.

Assets leased under finance leases are included at the present value of the future minimum lease payments or their fair value if lower, less accumulated depreciation and accumulated impairment losses.
If there is a reasonable certainty that the Group will obtain ownership by the end of the lease term, leased assets are depreciated over their useful life. Otherwise, leased assets are depreciated over the shorter of the lease term and their useful life. The interest portion of the lease payments is expensed through the income statement based on the effective interest rate inherent in the lease.

Operating lease payments are treated as operating costs and charged to the income statement on a straight line basis over the lease period unless another basis is more appropriate to reflect the pattern of benefits to be derived from the leased asset.

Any gain or loss from sale and lease-back transactions resulting in operating leases is taken directly to the income statement if the transaction is established at fair value. If the transaction is established below fair value, any loss that is compensated by future lease payments at below market price is deferred and amortised over the length of the period the asset is expected to be used. Any other loss is recognised in the income statement immediately. If the transaction is established above fair value the gain arising from the transaction is deferred and amortised over the period the asset is expected to be used. If the fair value at the time of the sale and lease-back transaction is less than the carrying amount of the asset, a loss equal to the difference between the carrying amount and the fair value is recognised immediately.

9 INTANGIBLES

Goodwill

All business combinations are accounted for by applying the acquisition method. Goodwill arising from an acquisition represents the fair value of the consideration transferred (including the fair value of any previously held equity interest in the acquiree) and the recognised amount of any non-controlling interests in the acquiree, less the net recognised amount (generally fair value) of the identifiable assets acquired and liabilities assumed. Goodwill is allocated to cash-generating units.

Goodwill is stated at cost less accumulated impairment losses. Goodwill is tested annually for impairment at year-end. However, if there is an indication that goodwill could be impaired at any other point in time, an impairment test is performed.

Other intangibles

Other identifiable intangibles (i.e. software, customer lists, customer contracts, brands) purchased from third parties or acquired in a business combination are separately recognised as intangibles, and are stated at cost less accumulated amortisation and accumulated impairment losses. Intangibles acquired in a business combination are recognised separately from goodwill if they are subject to contractual or legal rights or are separately transferable. Software is amortised over its estimated useful life, three years maximum. Other intangibles are amortised on a straight line basis over their estimated useful life (up to ten years maximum). As of December 31, 2018 and 2017, there are no intangibles with indefinite useful life recognised in the Group's balance sheet.

10 CASH AND CASH EQUIVALENTS

Cash and cash equivalents comprise cash at banks and in hand as well as short-term deposits and highly liquid investments with a term of three months or less from the date of acquisition that are readily convertible to known amounts of cash and that are subject to an insignificant risk of changes in value. For the purpose of the consolidated cash flow statement, cash and cash equivalents consist also of bank overdrafts that are repayable on demand as they are forming an integral part of the Group's cash management.

11 IMPAIRMENT OF NON-FINANCIAL ASSETS

The carrying amounts of the Group's investments in associates and joint ventures, its intangibles and property, plant and equipment, are reviewed at each balance sheet date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. Goodwill is tested for impairment every year. An impairment loss is recognised whenever the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount.

Calculation of a recoverable amount

The recoverable amount of an asset is the greater of its fair value less costs of disposal and its value in use. In assessing value in use the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit the asset belongs to.

Reversals of impairment losses

An impairment loss recognised for goodwill is not reversed. In respect to other assets, an impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

12 SHARE CAPITAL

Shares

Incremental costs directly attributable to the issue of shares and share options are recognised as a deduction from equity.

Treasury shares

When share capital recognised as equity is repurchased, the amount of the consideration paid, which includes directly attributable costs, net of any tax effects, is recognised as a deduction from equity. Repurchased shares are classified as treasury shares and are presented as a deduction from total equity. When treasury shares are sold or reissued subsequently, the amount received is recognised as an increase in equity, and the resulting surplus or deficit on the transaction is transferred to/from the share premium.

13 PROVISIONS

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event if it is probable that an outflow of resources will be required to settle the obligation and the amount of the obligation can be estimated reliably. If the effect is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. A provision is classified in non-current liabilities in case the expected timing of the payment of the amounts provided for is more than one year.

14 PENSION PLANS, SEVERANCE PAYMENTS AND SHARE-BASED COMPENSATION PLANS

Some consolidated companies maintain pension plans in favour of their personnel in addition to the legally required social insurance schemes. The pension plans partly exist as independent trusts and are operated either under a defined contribution or a defined benefit plan.

Defined benefit plans

The aggregate of the present value of the defined benefit obligation and the fair value of plan assets for each plan is recorded in the balance sheet as net defined benefit liability or net defined benefit asset.
The discount rate is the yield at the reporting date on "AA" credit-rated corporate bonds that have maturity dates approximating the terms of the Group's obligations and that are denominated in the same currency in which benefits are expected to be paid. The calculation is performed by an independent, qualified actuary using the projected unit credit method.

All actuarial gains and losses arising from defined benefit plans are recognised immediately in other comprehensive income.

Defined contribution plans

Obligations for contributions to defined contribution pension plans are recognised in the income statement as an expense in the periods during which services are rendered by the employees.

Severance payments

The Group provides severance benefits to employees as legally required in certain countries, which are accounted for as defined benefit plans.

Share-based compensation plans

The Company has various Share Matching Plans (SMP) in place. These long-term incentive plans allow selected employees of the Group to invest at a specified date previously acquired shares of the Company into the plan. These shares are blocked for three years whereby voting rights and rights to receive dividends remain intact with the holder of the shares.

For each invested share the Group will match additional shares upon completion of a three-year vesting period and service condition during the same period.

The fair value of shares matched under the SMP is recognised as a personnel expense with a corresponding increase in equity. The fair value of matched shares is equal to the market price at grant date reduced by the present value of the expected dividends during the vesting period and recognised as personnel expense over the relevant vesting periods. The amount expensed is adjusted to reflect actual and expected levels of vesting.

15 REVENUE RECOGNITION

The Group generates its revenues from four principal services: 1) Seafreight, 2) Airfreight, 3) Overland, and 4) Contract Logistics. Revenues reported in each of these reportable segments include revenues generated from the principal service as well as revenues generated from ancilliary services like customs clearance, export documentation, import documentation, door-to-door service, and arrangement of complex logistics supply movement, that are incidental to the principal service.

In Seafreight, Airfreight and Overland the Group generates the majority of its revenues by purchasing transportation services from direct (asset-based) carriers and selling a combination of those services to its customers. In its capacity of arranging carrier services, the Group issues a contract of carriage to customers. Revenues related to shipments are recognised based upon the terms in the contract of carriage and to the extent a service is completed. A typical shipment would include services rendered at origin, such as pick-up and delivery to port, freight services from origin to destination port and destination services, such as customs clearance and final delivery. These services are considered to represent one single performance obligation satisfied over time. The Group measures the fulfilment of its performance obligations as services are rendered based on the status of a shipment.

In Contract Logistics the principal services are related to customer contracts for warehousing and distribution activities, usually representing a series of distinct services that are considered a single performance obligation. Based on the customer contracts, revenues are recognised to the extent the service is rendered.

There are no significant judgements involved in the measurement of the performance of its obligations and the Group's contracts do not include any material variable considerations.

The Group elects to use the practical expedient regarding the disclosure requirement of the transaction price allocated to unsatisfied performance obligations. In nearly all customer contracts either the original expected duration is one year or less or the revenue is recognised at the amount to which the Group has a right to invoice.

Contract assets are recorded for unbilled work in progress, whereas amounts received for services that are not yet completed are presented as contract liabilities.

Gross profit is a better indication of the performance in the logistics industry than revenue. The gross profit represents the difference between the revenue and the cost of services rendered by third parties for all reportable segments.

16 INTEREST EXPENSES AND INCOME

Interest income is recognised as it accrues using the effective interest method.

17 INCOME TAXES

Income tax on earnings for the year comprises current and deferred tax. Both current and deferred tax are recognised in the income statement, except to the extent that the tax relates to business combinations or items recognised directly in equity or in other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantially enacted at the balance sheet date and any adjustment to tax payable for previous years.

Deferred tax is recognised based on the balance sheet liability method, on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and their tax base. The following temporary differences are not accounted for: initial recognition of goodwill, initial recognition of assets or liabilities that affects neither accounting nor taxable profit, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax recognised is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantially enacted at the balance sheet date.

A deferred tax asset in respect of temporary differences or unused tax losses is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

18 NON-CURRENT ASSETS HELD FOR SALE AND DISCONTINUED OPERATIONS

Non-current assets (or disposal groups) are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than from continuing use. The asset (or disposal group) must be available for immediate sale in its present condition and the sale must be highly probable. Immediately before classification as held for sale, the measurement of the assets (and all assets and liabilities in a disposal group) is updated in accordance with applicable IFRS. Then, on initial classification as held for sale, non-current assets and disposal groups are recognised at the lower of carrying amount and fair value less costs to sell. Impairment losses on initial classification as held for sale are included in the income statement. Intangible assets and property, plant and equipment once classified as held for sale are not amortised or depreciated.

A discontinued operation is a component of the Group's business that represents a separate major line of business or geographical area of operations or is a company acquired exclusively with a view to resale. Classification as a discontinued operation occurs upon disposal or, if earlier, when the operation meets the criteria to be classified as held for sale.

OTHER NOTES

19 SEGMENT REPORTING

a) Reportable segments

The Group provides integrated logistics solutions across customers' supply chains using its global logistics network.

The four reportable segments, **Seafreight, Airfreight, Overland** and **Contract Logistics**, reflect the internal management and reporting structure to the Management Board (the chief operating decision maker, CODM) and are managed through specific organisational structures. The CODM reviews internal management reports on a monthly basis. Each segment is a distinguishable business unit and is engaged in providing and selling discrete products and services.

The discrete distinction between Seafreight, Airfreight and Overland is the usage of the same transportation mode within a reportable segment. In addition to common business processes and management routines, a single main transportation mode is used within a reportable segment. For the reportable segment Contract Logistics the services performed are related to customer contracts for warehouse and distribution activities, whereby services performed are storage, handling and distribution.

Pricing between segments is determined on an arm's length basis. The accounting policies of the reportable segments are the same as applied in the Consolidated Financial Statements.

Information about the reportable segments is presented on the next pages. Segment performance is based on EBIT as reviewed by the CODM. The column "eliminations" shows the eliminations of turnover and expenses between segments. All operating expenses are allocated to the segments and included in the EBIT.

b) Geographical information

The Group operates on a worldwide basis in several geographical areas: **EMEA, Americas** and **Asia-Pacific**. All products and services are provided in each of these geographical regions. The regional revenue is based on the geographical location of the customers invoiced, and regional assets are based on the geographical location of assets.

c) Major customers

There is no single customer who represents more than 10 per cent of the Group's total revenue.

a) Reportable segments

CHF million	Total Group		Seafreight		Airfreight		Overland	
	2018	2017	2018	2017	2018	2017	2018	2017
Turnover (external customers)	**24,825**	**22,220**	**9,366**	**8,805**	**5,620**	**4,759**	**4,009**	**3,356**
Customs duties and taxes	-4,051	-3,626	-2,237	-2,222	-750	-679	-483	-239
Net turnover	**20,774**	**18,594**	**7,129**	**6,583**	**4,870**	**4,080**	**3,526**	**3,117**
Inter-segment turnover	–	–	2,486	2,309	3,280	2,864	1,512	1,300
Net expenses for services	-13,065	-11,571	-8,133	-7,476	-6,948	-5,908	-3,950	-3,465
Gross profit	**7,709**	**7,023**	**1,482**	**1,416**	**1,202**	**1,036**	**1,088**	**952**
Total expenses	-6,500	-5,873	-1,041	-979	-822	-703	-970	-860
EBITDA	**1,209**	**1,150**	**441**	**437**	**380**	**333**	**118**	**92**
Depreciation of property, plant and equipment	-192	-172	-21	-18	-18	-15	-28	-25
Amortisation of other intangibles	-30	-41	-2	-5	-7	-5	-14	-18
EBIT (segment profit/(loss))	**987**	**937**	**418**	**414**	**355**	**313**	**76**	**49**
Financial income	10	16						
Financial expenses	-7	-4						
Result from joint ventures and associates	4	6						
Earnings before tax (EBT)	**994**	**955**						
Income tax	-222	-215						
Earnings for the year	**772**	**740**						
Attributable to:								
Equity holders of the parent company	770	737						
Non-controlling interests	2	3						
Earnings for the year	**772**	**740**						
Additional information not regularly reported to the CODM								
Reportable non-current segment assets	2,793	2,445	96	79	648	162	448	475
Segment assets	7,878	7,457	1,772	1,552	1,714	1,238	1,047	1,062
Segment liabilities	5,554	5,130	1,584	1,615	966	1,035	895	837
Allocation of goodwill	1,170	849	38	39	442	98	322	331
Allocation of other intangibles	215	96	–	–	165	33	50	63
Capital expenditure property, plant and equipment	315	225	26	19	22	18	34	23
Capital expenditure other intangibles	9	13	2	3	1	2	2	2
Property, plant and equipment, goodwill and intangibles through business combinations	520	112	–	–	490	102	–	–
Non-cash expenses	39	71	10	18	2	5	8	14

Contract Logistics 2018	Contract Logistics 2017	Total Reportable Segments 2018	Total Reportable Segments 2017	Eliminations 2018	Eliminations 2017	Unallocated Corporate 2018	Unallocated Corporate 2017
5,830	**5,300**	**24,825**	**22,220**	**–**	**–**	**–**	**–**
–581	–486	–4,051	–3,626	–	–	–	–
5,249	**4,814**	**20,774**	**18,594**	**–**	**–**	**–**	**–**
298	199	7,576	6,672	–7,576	–6,672	–	–
–1,610	–1,394	–20,641	–18,243	7,576	6,672	–	–
3,937	**3,619**	**7,709**	**7,023**	**–**	**–**	**–**	**–**
–3,667	–3,331	–6,500	–5,873	–	–	–	–
270	**288**	**1,209**	**1,150**	**–**	**–**	**–**	**–**
–125	–114	–192	–172	–	–	–	–
–7	–13	–30	–41	–	–	–	–
138	**161**	**987**	**937**	**–**	**–**	**–**	**–**
1,419	1,478	2,611	2,194	–	–	182	251
2,612	2,557	7,145	6,409	–	–	733	1,048
1,545	1,364	4,990	4,851	–	–	564	279
368	381	1,170	849	–	–	–	–
–	–	215	96	–	–	–	–
233	165	315	225	–	–	–	
4	6	9	13	–	–	–	–
30	10	520	112	–	–	–	–
19	34	39	71	–	–	–	–

b) Geographical information

CHF million	Total Group		EMEA		Americas	
	2018	2017	2018	2017	2018	2017
Turnover (external customers)	**24,825**	**22,220**	**15,652**	**14,349**	**6,465**	**5,454**
Customs duties and taxes	–4,051	–3,626	–2,819	–2,607	–968	–755
Net turnover	**20,774**	**18,594**	**12,833**	**11,742**	**5,497**	**4,699**
Inter-regional turnover	–	–	4,957	4,372	1,270	1,063
Net expenses for services	–13,065	–11,571	–12,433	–11,159	–5,226	–4,405
Gross profit	**7,709**	**7,023**	**5,357**	**4,955**	**1,541**	**1,357**
Total expenses	–6,500	–5,873	–4,664	–4,280	–1,278	–1,111
EBITDA	**1,209**	**1,150**	**693**	**675**	**263**	**246**
Depreciation of property, plant and equipment	–192	–172	–138	–126	–35	–28
Amortisation of other intangibles	–30	–41	–10	–26	–18	–14
EBIT	**987**	**937**	**545**	**523**	**210**	**204**
Financial income	10	16				
Financial expenses	–7	–4				
Result from joint ventures and associates	4	6				
Earnings before tax (EBT)	**994**	**955**				
Income tax	–222	–215				
Earnings for the year	**772**	**740**				
Attributable to:						
Equity holders of the parent company	770	737				
Non-controlling interests	2	3				
Earnings for the year	**772**	**740**				
Reportable non-current assets	**2,793**	**2,445**	**1,457**	**1,545**	**995**	**496**
Additional information not regularly reported to the CODM						
Segment assets	7,878	7,457	4,103	4,256	2,384	1,543
Segment liabilities	5,554	5,130	3,259	3,434	1,197	849
Allocation of goodwill	1,170	849	514	536	634	290
Allocation of other intangibles	215	96	5	6	210	90
Capital expenditure property, plant and equipment	315	225	204	155	72	48
Capital expenditure other intangibles	9	13	3	12	6	1
Property, plant and equipment, goodwill and intangibles through business combinations	520	112	28	26	490	86
Non-cash expenses	39	71	34	59	2	10

Asia-Pacific		Eliminations		Unallocated Corporate	
2018	2017	2018	2017	2018	2017
2,708	**2,417**	–	–	–	–
–264	–264	–	–	–	–
2,444	**2,153**	–	–	–	–
1,349	1,237	–7,576	–6,672	–	–
–2,982	–2,679	7,576	6,672	–	–
811	**711**	–	–	–	–
–558	–482	–	–	–	–
253	**229**	–	–	–	–
–19	–18	–	–	–	–
–2	–1	–	–	–	–
232	**210**	–	–	–	–
159	**153**	–	–	**182**	**251**
658	610	–	–	733	1,048
534	568	–	–	564	279
22	23	–	–	–	–
–	–	–	–	–	–
39	22	–	–	–	–
–	–	–	–	–	–
2	–	–	–	–	–
3	2	–	–	–	–

b) Geographical information
Country information

The following countries individually constitute more than 10 per cent of the Group's non-current assets or of its net turnover. In addition, Switzerland is reported being the country, where the ultimate parent company of the Group is registered.

CHF million	2018		2017	
Countries	Reportable non-current assets	Net turnover	Reportable non-current assets	Net turnover
France [1]	311	1,624	423	1,591
Germany [1]	493	3,602	495	3,246
Great Britain [1]	205	2,030	198	1,817
Switzerland [1]	45	275	30	261
USA [2]	897	3,509	404	2,895
Others	660	9,734	644	8,784
Total	**2,611**	**20,774**	**2,194**	**18,594**

1 Part of region EMEA.
2 Part of region Americas.

20 PERSONNEL EXPENSES

CHF million	2018	2017
Salaries and wages	3,792	3,400
Social expenses and benefits	813	738
Expenses for share-based compensation plans	6	10
Expenses for pension plans		
– defined benefit plans	19	16
– defined contribution plans	73	66
Other	33	13
Total	**4,736**	**4,243**

21 SELLING, GENERAL AND ADMINISTRATIVE EXPENSES

CHF million	2018	2017
Administration	259	236
Communication	70	70
Travel and promotion	109	97
Vehicles	254	230
Operating expenses	290	250
Facilities	829	760
Total	**1,811**	**1,643**

22 OTHER OPERATING INCOME/EXPENSES, NET

CHF million	2018	2017
Gain/(loss) on disposal of property, plant and equipment	40	9
Gain on sale of subsidiary [1]	7	–
Other operating income/(expenses)	–	4
Total	**47**	**13**

1 Effective March 1, 2018, the Group signed a sale and purchase agreement to sell 100 per cent of the shares of Transeich Armazens Gerais S.A. and Transeich Assessoria e Transportes S.A, Brazil.

23 FINANCIAL INCOME AND EXPENSES

CHF million	2018	2017
Interest income	5	6
Exchange differences, net	5	10
Financial income	**10**	**16**
Interest expenses	–7	–4
Financial expenses	**–7**	**–4**
Net financial result	**3**	**12**

24 INCOME TAX

CHF million	2018	2017
Current tax expense		
– in current year	217	252
– under/(over) provided in previous years	–3	–2
	214	**250**
Deferred tax expense from		
– changes in temporary differences	8	–35
Income tax	**222**	**215**

Income tax of CHF 8 million (2017: none) relating to actuarial gains and losses of CHF 27 million before tax (2017: CHF 2 million) arising from defined benefit plans was recognised in other comprehensive income.

Reconciliation of the effective tax rate

The contributing factors for the difference between the expected tax rate (the Group's overall expected tax rate is calculated as the weighted average tax rate based on earnings before tax of each subsidiary and can change on a yearly basis) and the effective tax are as follows:

CHF million	2018	per cent	2017	per cent
Earnings before tax according to the income statement	994		955	
Income tax/expected tax rate	**203**	**20.4**	**205**	**21.4**
Tax effect on				
– tax exempt (income)/non-deductible expenses	10	1.0	11	1.1
– utilisation of previously unrecognised tax losses	–1	–0.1	–5	–0.5
– change of deferred tax due to tax rate adjustments [1]	–	–	–13	–1.3
– under/(over) provided in previous years	–3	–0.3	–2	–0.2
– unrecoverable withholding taxes	13	1.3	19	2.0
Income tax/effective tax rate	**222**	**22.3**	**215**	**22.5**

1 The change of deferred tax due to tax rate adjustments in 2017 is mainly the result of the revaluation of deferred tax liabilities due to a decrease in the corporate Federal income tax rate in the USA.

Deferred tax assets and liabilities

CHF million	Net deferred income tax balance Dec. 31, 2018	Dec. 31, 2017
Property, plant and equipment	–3	–13
Goodwill and other intangibles	–28	–28
Trade receivables	3	17
Other receivables	–28	–21
Finance lease obligations	1	2
Provisions for pension plans and severance payments	63	71
Other liabilities	52	55
Tax value of loss carry-forwards recognised	14	9
Total net deferred income tax balance	**74**	**92**
Thereof deferred income tax assets	**175**	**220**
Thereof deferred income tax liabilities	**–101**	**–128**

Deferred tax assets and liabilities relating to income taxes are offset for the presentation in the balance sheet if they are levied by the same taxation authority and the taxation authority permits the entity to make or receive a single net payment.

The recognised deferred tax assets relating to tax losses carried forward are expected to be used by the end of the next three years at the latest.

Unrecognised deferred tax assets

CHF million	2018		2017	
	Unused tax losses	Unrecognised deferred tax asset on unused tax losses	Unused tax losses	Unrecognised deferred tax asset on unused tax losses
Balance as of December 31	78	17	133	33

It is not probable that future taxable profits will be available against which the unrecognised deferred tax assets can be used. CHF 10 million (2017: CHF 22 million) of unrecognised deferred tax assets relate to tax losses that do not expire.

On December 31, the gross value of unused tax losses for which no deferred tax asset has been recognised, by expiration date, is as follows:

CHF million Expiry	2018		2017
2019	1	2018	6
2020	1	2019	2
2021	34	2020	42
2022 & later	42	2021 & later	83
Total unused tax losses	**78**		**133**

25 EARNINGS PER SHARE

The following reflects the data used in the basic and diluted earnings per share computations for the years ending December 31.

Earnings per share	2018	2017
Earnings for the year attributable to the equity holders of the parent company in CHF million	**770**	**737**
Weighted average number of ordinary shares outstanding during the year	119,676,434	119,610,380
Dilutive effect on number of shares outstanding: Share-based compensation plans	103,245	173,246
Adjusted weighted number of ordinary shares applicable to diluted earnings per share	119,779,679	119,783,626
Basic earnings per share in CHF	**6.43**	**6.16**
Diluted earnings per share in CHF	**6.42**	**6.15**

26 PROPERTY, PLANT AND EQUIPMENT

2018 CHF million	Properties including buildings on third parties' land	Other operating and office equipment	Properties, buildings under finance leases	Other operating and office equipment under finance leases	Total
Cost					
Balance as of January 1, 2018	1,002	1,077	52	15	2,146
Additions through business combinations [1]	11	21	–	–	32
Additions	64	251	–	–	315
Disposals	–155	–138	–	–14	–307
Transfers	46	–	–46	–	–
Effect of movements in foreign exchange	–42	–62	–2	–1	–107
Balance as of December 31, 2018	**926**	**1,149**	**4**	**–**	**2,079**
Accumulated depreciation and impairment losses					
Balance as of January 1, 2018	192	688	2	15	897
Depreciation charge for the year	21	170	1	–	192
Disposals	–49	–119	–	–14	–182
Transfers	3	–	–3	–	–
Effect of movements in foreign exchange	–8	–45	–	–1	–54
Balance as of December 31, 2018	**159**	**694**	**–**	**–**	**853**
Carrying amount					
As of January 1, 2018	**810**	**389**	**50**	**–**	**1,249**
As of December 31, 2018	**767**	**455**	**4**	**–**	**1,226**

1 Refer to note 41 for further details.

2017 CHF million	Properties including buildings on third parties' land	Other operating and office equipment	Properties, buildings under finance leases	Other operating and office equipment under finance leases	Total
Cost					
Balance as of January 1, 2017	890	916	54	18	1,878
Additions through business combinations	–	8	–	–	8
Additions	48	177	–	–	225
Disposals	–15	–98	–	–5	–118
Transfers	8	–	–8	–	–
Effect of movements in foreign exchange	71	74	6	2	153
Balance as of December 31, 2017	**1,002**	**1,077**	**52**	**15**	**2,146**
Accumulated depreciation and impairment losses					
Balance as of January 1, 2017	160	572	1	18	751
Depreciation charge for the year	21	150	1	–	172
Disposals	–5	–88	–	–5	–98
Transfers	1	–	–1	–	–
Effect of movements in foreign exchange	15	54	1	2	72
Balance as of December 31, 2017	**192**	**688**	**2**	**15**	**897**
Carrying amount					
As of January 1, 2017	**730**	**344**	**53**	**–**	**1,127**
As of December 31, 2017	**810**	**389**	**50**	**–**	**1,249**

27 GOODWILL AND OTHER INTANGIBLES

2018

CHF million	Goodwill	Other intangibles [1]
Cost		
Balance as of January 1, 2018	863	757
Additions through business combinations [2]	347	141
Additions	–	9
Deletions	–	–9
Effect of movements in foreign exchange	–26	–30
Balance as of December 31, 2018	**1,184**	**868**
Accumulated amortisation and impairment losses		
Balance as of January 1, 2018	14	661
Amortisation charge for the year	–	30
Deletions	–	–9
Effect of movements in foreign exchange	–	–29
Balance as of December 31, 2018	**14**	**653**
Carrying amount		
As of January 1, 2018	**849**	**96**
As of December 31, 2018	**1,170**	**215**

1 Other intangibles mainly comprise customer contracts/lists, brands, field office agent contracts and software.
2 Refer to note 41 for further details.

2017

CHF million	Goodwill	Other intangibles [1]
Cost		
Balance as of January 1, 2017	771	675
Additions through business combinations	64	41
Additions	–	13
Deletions	–	–16
Effect of movements in foreign exchange	28	44
Balance as of December 31, 2017	**863**	**757**
Accumulated amortisation and impairment losses		
Balance as of January 1, 2017	13	593
Amortisation charge for the year	–	41
Deletions	–	–16
Effect of movements in foreign exchange	1	43
Balance as of December 31, 2017	**14**	**661**
Carrying amount		
As of January 1, 2017	**758**	**82**
As of December 31, 2017	**849**	**96**

1 Other intangibles mainly comprise customer contracts/lists, brands, field office agent contracts and software.

Impairment testing of goodwill

The Group has performed impairment tests of goodwill at the end of the financial years 2018 and 2017. For the purpose of impairment testing, goodwill is allocated to cash-generating units which are expected to benefit from the synergies of the corresponding business combination. The goodwill impairment test is performed at the level of a cash-generating unit or a group of cash-generating units represented by a business unit in the respective country. The allocation of goodwill to reportable segments (business units) and geographical regions is further illustrated in note 19.

For the goodwill allocated to the cash-generating units, the impairment tests are based on calculations of value in use. Cash flow projections are based on actual operating results and three-year business plans. Cash flows beyond the three year period are extrapolated by using estimated long-term growth rates. The growth rates do not exceed the long-term average growth rate for the logistics industry in which the cash-generating units operate. Future cash flows are discounted based on the weighted average cost of capital (WACC), taking into account risks that are specific to the cash-generating units.

Key assumptions used for value-in-use calculations of goodwill:

Business acquired	USCO Group	ACR Group, Europe [1]	Alloin Group, France	ReTrans Group, USA	Commodity Forwarders Inc., USA	Quick Group [2]	Multiple units [3]	Total
Year of acquisition	2001	2006	2009	2015	2017	2018	2004–2017	
Carrying amount of goodwill in CHF million 2018	**87**	**262**	**81**	**130**	**54**	**347**	**209**	**1,170**
Carrying amount of goodwill in CHF million 2017	87	274	84	130	53	–	221	849
Cash-generating unit within segment	Contract Logistics	Contract Logistics	Overland	Overland	Airfreight	Airfreight	All Segments	
Basis for recoverable amount	Value in use	Value in use	Value in use	Value in use	Value in use	n/a	Value in use	
Pre-tax discount rate in per cent 2018	10.1	9.1–12.9	11.2	8.9	9.9	n/a	9.1–17.4	
Pre-tax discount rate in per cent 2017	11.3	9.3–12.1	11.4	9.7	11.8	n/a	9.2–17.9	
Projection period	3 years	3 years	3 years	3 years	3 years	n/a	3 years	
Terminal growth rate in per cent 2018	1.5	1.5	1.5	1.5	1.5	n/a	1.5	
Terminal growth rate in per cent 2017	1.5	1.5	1.5	1.5	1.5	n/a	1.5	

1 ACR Group, Europe, goodwill relates to Great Britain (2018: CHF 84 million; 2017: CHF 88 million), France (2018: CHF 64 million; 2017: CHF 66 million), Netherlands (2018: CHF 53 million; 2017: CHF 55 million) and other various countries (2018: CHF 61 million; 2017: CHF 65 million).

2 The acquisition of the Quick Group was effective December 31, 2018 (refer to note 41).

3 Including cash-generating units without significant goodwill: Cordes & Simon Group, Germany (2018: CHF 35 million; 2017: CHF 37 million), G.L. Kayser Group, Germany (2018: CHF 33 million; 2017: CHF 35 million) and J. Martens Group, Norway (2018: CHF 21 million; 2017: CHF 23 million), RH Group, United Kingdom (2018: CHF 45 million; 2017: CHF 48 million), Cooltainer, New Zealand (2018: CHF 19 million; 2017: CHF 20 million), J. Van de Put, Netherlands (2018: CHF 11 million; 2017: CHF 11 million), Trillvane Ltd, Kenya (2018: CHF 11 million; 2017: CHF 11 million).

Key assumptions have not changed compared to the previous year with the exception of discount rates used. For both 2018 and 2017, all recoverable amounts exceeded their carrying amounts and consequently no impairment of goodwill was recognised for the years 2018 and 2017.

Management considers that it is not likely for the assumptions used to change so significantly, as to eliminate the excess of recoverable amounts.

28 INVESTMENTS IN JOINT VENTURES

As of December 31, 2018, the following investments in joint ventures are held (all with 50 per cent voting rights and Kuehne + Nagel share):

– KN-ITS S.A.L., Lebanon
– Sindos Railcontainer Services S.A., Greece
– Donau Transport und Umschlags GmbH, Germany
– Aba logistics GmbH, Germany
– Kuehne + Nagel Dominicana SAS, Dominican Republic
– Podium Kuehne + Nagel Logistica de Eventos Esportivos Ltda, Brazil
– Express Air Systems GmbH, Germany

The table below provides a summary of financial information on joint ventures (100 per cent):

CHF million	Dec. 31, 2018	Dec. 31, 2017
Non-current assets	9	39
Current assets	17	85
Total assets	**26**	**124**
Non-current liabilities	–3	–2
Current liabilities	–9	–60
Equity	14	62
Kuehne + Nagel's share of equity (50 per cent)	**7**	**31**
Net turnover	106	334
Earnings for the year	2	2

Effective March 1, 2018, the Kuehne + Nagel Group acquired the other 50% of KN Drinkflow Logistics Group, Great Britain from the joint venture partner and fully consolidates the Drinkflow Group effective the same date. Refer to note 41 for further details.

No significant investments in associates were held on December 31, 2018 and 2017.

29 TRADE RECEIVABLES AND CONTRACT ASSETS

CHF million	2018	2017
Trade receivables	3,935	3,599
Impairment allowance	–63	–62
Total trade receivables	**3,872**	**3,537**

The majority of all billing is done in the respective Group companies' own functional currencies and is mainly in EUR 39.8 per cent (2017: 39.3 per cent), USD 22.1 per cent (2017: 15.7 per cent) and GBP 9.0 per cent (2017: 9.8 per cent).

Trade receivables outstanding at year-end averaged 54.2 days (2017: 53.9 days). 97.3 per cent (2017: 92.3 per cent) of the total trade receivables were outstanding between 1 and 90 days.

No trade receivables are pledged in 2018 and 2017.

The Group has a credit insurance program in place, covering trade receivables, focusing mainly on small and medium exposures. The credit insurance policy covers up to 80 per cent of the approved customer credit limit, excluding any items being more than 120 days past due. As a company policy, the Group excludes customers from its insurance programme based on certain criteria (so-called blue chip companies).

Contract assets, previously presented as work in progress, decreased from CHF 418 million in 2017 to CHF 300 million in 2018.

CHF million	2018
Contract assets	302
Impairment allowance	–2
Total contract assets	**300**

As of January 1, 2018, with the adoption of IFRS 9, the group applies the simplified approach regarding the measurement of expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The Group establishes an impairment allowance that represents its estimate of expected losses in respect of trade receivables and contract assets. The two components of this impairment allowance of CHF 65 million (2017: CHF 62 million) are:

– specific expected loss component that relates to individually significant exposure
– collective expected loss component

The specific expected loss allowance relates to specific receivables under legal disputes, based on the expected legal outcome. The impairment allowance for individually significant exposures is CHF 34 million at year-end 2018.

The collective expected credit loss is determined based on the probability of default of each receivable. The customer's public rating is taken into consideration, if available; otherwise industry-specific default rates are used. These rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customer to settle the receivables. The Group has identified the gross domestic product and the unemployment rate of the countries in which it sells the services to be the most relevant factors, and accordingly adjusts the probability of default.

On this basis, the loss allowance as at December 31, 2018, the Group has established a collective impairment allowance of CHF 31 million which represents 0.7 per cent of total outstanding trade receivables and contract assets.

The movement in the impairment allowance during the year was as follows:

2018 CHF million	Specific allowance	Collective allowance	Total allowance
Balance as of January 1	32	30	62
Additional impairment losses recognised	15	17	32
Reversal of impairment losses and write-offs	–13	–16	–29
Balance as of December 31	**34**	**31**	**65**

Until December 31, 2017, the Group applied IAS 39, using the incurred loss model to measure the impairment allowance. It established an impairment allowance that represented its estimate of incurred losses in respect of trade receivables. The two components of this impairment allowance of CHF 62 million were:

– specific loss component that relates to individually significant exposure
– collective loss component based on historical experience.

Trade receivables with credit insurance cover were not included in the impairment allowance. The individual impairment allowance related to specifically identified customers representing extremely high risk of being declared bankrupt, Chapter 11 customers in the USA and customers operating with significant financial difficulties (such as negative equity). The impairment allowance for individually significant exposures was CHF 32 million at year-end 2017.

The collective impairment allowance based on overdue trade receivables was estimated considering statistical information of past payment experience. The Group had established a collective impairment allowance of CHF 30 million which represented 1.9 per cent of total outstanding trade receivables, excluding trade receivables with insurance cover (see above) and trade receivables included in the individual impairment allowance.

The majority of the trade receivables not past due related to customers who have good payment records with the Group and are subject to yearly credit risk assessments. Therefore, the Group did not believe that an additional impairment allowance for these trade receivables was necessary.

2017 CHF million	Gross (excluding insured receivables and individual allowance)	Collective allowance	Collective allowance per cent of subtotal
Not past due	1,248	–	–
Past due 1–30 days	201	–	–
Past due 31–90 days	64	3	5
Past due 91–180 days	13	1	10
Past due 181–360 days	20	20	100
More than 1 year	6	6	100
Total	**1,552**	**30**	**1.9**

The movement in the impairment allowance during the year 2017 was as follows:

2017 CHF million	Individual allowance	Collective allowance	Total allowance
Balance as of January 1	33	28	61
Additional impairment losses recognised	13	7	20
Reversal of impairment losses and write-offs	–14	–5	–19
Balance as of December 31	**32**	**30**	**62**

30 OTHER RECEIVABLES

CHF million	Dec. 31, 2018	Dec. 31, 2017
Receivables from tax authorities	31	21
Deposits	63	62
Receivables from sale of property plant and equipment	51	–
Sundry	55	49
Total other receivables	**200**	**132**
Income tax receivables	53	77
Total	**253**	**209**

The majority of the other receivables is held in the respective Group companies' own functional currencies, which represents EUR 62.2 per cent (2017: 56.9 per cent), USD 7.2 per cent (2017: 4.1 per cent) and GBP 1.4 per cent (2017: 1.1 per cent).

31 FINANCIAL INVESTMENTS AND DERIVATIVE INSTRUMENTS

As of December 31, 2018 and 2017, no material financial investments and derivative instruments were held.

32 CASH AND CASH EQUIVALENTS

CHF million	Dec. 31, 2018	Dec. 31, 2017
Cash in hand	1	2
Cash at banks	401	589
Short-term deposits	97	129
Cash and cash equivalents	**499**	**720**
Bank overdraft	–11	–10
Cash and cash equivalents in the cash flow statement, net	**488**	**710**

The majority of the above mentioned cash and cash equivalents is held in commercial banks and managed centrally in order to limit currency risks. A netting system and a Group cash pool are in place which also further reduce the currency exposure. Most of the bank balances held by Group companies are in their respective functional currencies, which are mainly in CHF, EUR, USD and GBP.

33 EQUITY

Share capital and treasury shares 2018

2018	Balance Dec. 31				Jan. 1
Main shareholders	Registered shares of nominal CHF 1 per share	CHF million	Capital share per cent	Voting share per cent	Registered shares of nominal CHF 1 per share
Kuehne Holding AG, Schindellegi (Feusisberg)	63,900,000	64	53.3	53.4	63,900,000
Public shareholders	55,834,531	56	46.5	46.6	55,769,036
Entitled to voting rights and dividends	**119,734,531**	**120**	**99.8**	**100.0**	**119,669,036**
Treasury shares	265,469	–	0.2		330,964
Total	**120,000,000**	**120**	**100.0**		**120,000,000**

In 2018 the Company sold 3,265 and matched 142,230 treasury shares for the matured share matching plan 2015 (2017: 10,686 treasury shares sold, 110,725 matched for the matured share matching plan 2014) for CHF less than a million (2017: CHF 1 million) under the employee share-based compensation plans. The Company also purchased 80,000 (2017: none) treasury shares for CHF 12 million.

On December 31, 2018, the Company had 265,469 treasury shares (2017: 330,964), of which 265,469 (2017: 330,964) are reserved under the share-based compensation plans; refer to note 35 for more information.

Dividends

The proposed dividend payment, subject to approval by the Annual General Meeting, is as follows:

Year	per share	CHF million
2019	6.00	718

The dividend payment 2018 to owners amounted to CHF 5.75 per share or CHF 688 million (2017: CHF 5.50 per share or CHF 658 million).

Share capital and treasury shares 2017

2017	Balance Dec. 31				Jan. 1
Main shareholders	Registered shares of nominal CHF 1 per share	CHF million	Capital share per cent	Voting share per cent	Registered shares of nominal CHF 1 per share
Kuehne Holding AG, Schindellegi (Feusisberg)	63,900,000	64	53.3	53.4	63,900,000
Public shareholders	55,769,036	56	46.5	46.6	55,647,625
Entitled to voting rights and dividends	**119,669,036**	**120**	**99.8**	**100.0**	**119,547,625**
Treasury shares	330,964	–	0.2		452,375
Total	**120,000,000**	**120**	**100.0**		**120,000,000**

Authorised and conditional share capital

The Annual General Meeting held on May 8, 2018, extended its approval of the maintenance of the authorised share capital for a two years term until May 8, 2020.

The Annual General Meeting held on May 2, 2005, approved a conditional share capital increase up to a maximum of CHF 12 million and to add a respective section in the Articles of Association.

The Annual General Meeting held on May 5, 2015, approved a conditional share capital up to a maximum of CHF 2 million for the provision of the employee share-based compensation plans of the Company.

So far no use has been made of these rights. There is no resolution of the Board of Directors outstanding for further issuance of either authorised or conditional capital.

Capital Management

The Group defines the capital managed as the Group's total equity including non-controlling interests. The Group's main objectives when managing capital are:

– To safeguard the Group's ability to continue as a going concern, so that it can continue to provide services to its customers;
– To provide an adequate return to investors based on the level of risk undertaken;
– To have the necessary financial resources available to allow the Group to invest in areas that may deliver future benefits for customers and investors.

Capital is monitored on the basis of the equity ratio and its development is shown in the table below:

CHF million	2018	2017	2016	2015	2014
Total equity	2,324	2,327	2,165	2,126	2,453
Total assets	7,878	7,457	6,331	6,099	6,603
Equity ratio in per cent	**29.5**	**31.2**	**34.2**	**34.9**	**37.1**

The Group is not subject to regulatory capital adequacy requirements as known in the financial services industry.

34 PROVISIONS FOR PENSION PLANS AND SEVERANCE PAYMENTS

The Group maintains defined benefit pension plans as well as defined contribution plans. Retirement benefits vary from plan to plan reflecting applicable local practices and legal requirements. Retirement benefits are based on years of credited service and compensation as defined in the respective plan.

Overview of provisions for pension plans and severance payments

CHF million	Pension plans	Severance payments	Total
Balance as of January 1, 2017	**380**	**27**	**407**
Provisions made	16	4	20
Provisions used	–20	–4	–24
Actuarial (gains)/losses recognised in other comprehensive income	–2	–	–2
Effect of movements in foreign exchange	28	1	29
Balance as of December 31, 2017	**402**	**28**	**430**
Provisions made	19	3	22
Provisions used	–29	–4	–33
Actuarial (gains)/losses recognised in other comprehensive income	–27	–	–27
Effect of movements in foreign exchange	–14	–1	–15
Balance as of December 31, 2018	**351**	**26**	**377**

a) Defined benefit plans

The Group has a number of defined benefit plans. For a description and detailed information of the major defined benefit plans in Germany, the USA and Switzerland, please refer to letter b) of this note.

CHF million	2018			2017		
	Funded plans	Unfunded plans	Total	Funded plans	Unfunded plans	Total
Net liability for defined benefit obligations						
Present value of obligations	212	312	524	228	337	565
Fair value of plan assets	–173	–	–173	–163	–	–163
Present value of net obligations	39	312	351	65	337	402
Recognised net liability for defined benefit obligations	**39**	**312**	**351**	**65**	**337**	**402**

CHF million	2018	2017
Allocation of plan assets		
Debt securities	56	27
Equity securities	21	38
Property	–	2
Insurance contracts and others	96	96
Total	**173**	**163**

The pension plan assets are held in multi-employer funded plans. The Group is not in a position to state whether the funded plans contain any investments in shares of Kuehne + Nagel International AG or in any property occupied by the Group.

CHF million	2018 Funded plans	2017 Funded plans
Movements of fair value of plan assets		
Opening fair value of plan assets	163	152
Employer contribution	17	8
Employee contribution	4	4
Return on plan assets, excluding interest	–4	7
Interest on plan assets	3	3
Benefits paid by the plan	–9	–10
Effect of movements in foreign exchange	–1	–1
Closing fair value of plan assets	**173**	**163**
Expected payments to defined benefit plan in the next year	17	18
Actual return on plan assets for the year	–1	10

CHF million	2018 Funded plans	2018 Unfunded plans	2018 Total	2017 Funded plans	2017 Unfunded plans	2017 Total
Movements of present value of defined benefit obligations						
Opening liability for defined benefit obligations	228	337	565	224	308	532
Current service costs	8	5	13	8	5	13
Interest costs	4	5	9	4	5	9
Employee contribution	4	–	4	4	–	4
Actuarial (gains)/losses recognised in other comprehensive income:						
– due to changes in demographic assumptions	–8	4	–4	–1	–	–1
– due to changes in financial assumptions	–13	–10	–23	3	1	4
– due to experience (gains)/losses	–1	–3	–4	1	–	1
Benefits paid by the plan	–9	–11	–20	–10	–12	–22
Past service costs – amendments	–	–	–	–4	–	–4
Net increase/(decrease) in DBO from disposals	–	–2	–2	–	–	–
Effect of movements in foreign exchange	–1	–13	–14	–1	30	29
Closing liability for defined benefit obligations	**212**	**312**	**524**	**228**	**337**	**565**
Expense recognised in the income statement						
Service costs	8	5	13	4	5	9
Net interest on the net defined benefit liability	1	5	6	1	6	7
Expense recognised in personnel expenses (refer to note 20)	**9**	**10**	**19**	**5**	**11**	**16**
Actuarial gains/(losses) recognised in other comprehensive income						
Cumulative amount as of January 1	–57	–122	–179	–61	–111	–172
Recognised during the year	18	9	27	3	–1	2
Effect of movements in foreign exchange	–	5	5	1	–10	–9
Cumulative amount as of December 31	**–39**	**–108**	**–147**	**–57**	**–122**	**–179**

Plan participants	Active		Deferred		Retired		Total	
	2018	2017	2018	2017	2018	2017	2018	2017
Number of plan participants	11,842	12,668	1,364	1,306	2,347	2,330	15,553	16,304
Present value of defined benefit obligations								
In CHF million	269	292	59	64	195	209	523	565
Share in per cent	51.4	51.7	11.3	11.3	37.3	37.0	100.0	100.0
Duration in years	21.6	22.0	17.5	17.7	10.2	10.5	16.9	17.3

The duration in years corresponds to the average weighted period.

Weighted actuarial assumptions at the balance sheet date

Per cent	2018			2017		
	Funded plans	Unfunded plans	Total	Funded plans	Unfunded plans	Total
Discount rate	1.2	1.9	1.8	1.6	1.7	1.7
Future salary increases	1.1	2.0	1.9	0.8	2.0	1.8
Future pension increases	–	1.4	1.4	–	1.3	1.4

Sensitivities of significant actuarial assumptions

The discount rate and future salary increases were identified as significant actuarial assumptions. An increase/decrease of 0.25 per cent in the respective assumption would have the following impact on the defined benefit obligation:

CHF million	2018			2017		
	Funded plans	Unfunded plans	Total	Funded plans	Unfunded plans	Total
Reasonably possible change +/– in per cent	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**	**0.25**
Discount Rate						
Increase of defined benefit obligation	8	12	20	10	13	23
Decrease of defined benefit obligation	–8	–12	–20	–10	–13	–23
Future salary increases						
Increase of defined benefit obligation	1	2	3	1	3	4
Decrease of defined benefit obligation	–1	–2	–3	–1	–3	–4

The sensitivity analysis is based on reasonably possible changes as of the end of the reporting year. Each change in a significant actuarial assumption was analysed separately as part of the test. Interdependencies between individual assumptions were not taken into account.

b) Major defined benefit plans

The Group maintains significant defined benefit pension plans in Germany, the USA and in Switzerland constituting 89.7 per cent (2017: 89.4 per cent) of the defined benefit obligations and 86.7 per cent (2017: 85.3 per cent) of the plan assets.

Germany

There is one major unfunded defined benefit pension plan in Germany that provides retirement and disability benefits to employees and their dependants. This plan is based on an internal pension scheme (Versorgungsordnung), with the employers' retirement benefits law (Betriebsrentengesetz) specifying the minimum benefits to be provided. Payments are made by Kuehne + Nagel only. Risks in relation to guarantees provided, such as investment risk, asset volatility, salary increase and life expectancy, are borne by the Group.

Contributions are based on the salary of the employee. Pensions are calculated as a percentage of contributory base salary multiplied with the years of service. The normal retirement age for the plan is 65. Members can draw retirement benefits early with a proportionate reduction of the pension. The plan is closed to new entrants, who instead can participate in a defined contribution plan.

CHF million	2018	2017
Net liability for defined benefit obligations		
Present value of obligations	286	308
Recognised net liability for defined benefit obligations	**286**	**308**

CHF million	2018	2017
Expense recognised in the income statement		
Service costs	4	4
Net interest on the net defined benefit liability	5	5
Expense recognised in personnel expenses	**9**	**9**

	2018	2017
Number of plan participants	3,379	3,465
Present value of defined benefit obligations		
In CHF million	286	308
Duration in years	16.7	17.2

The duration in years corresponds to the average weighted period.

Weighted actuarial assumptions at the balance sheet date

Per cent	2018	2017
Discount rate	1.80	1.60
Future salary increases	2.00	2.00
Future pension increases	1.75	1.75
Mortality table	Dr. K. Heubeck 2018 G	Dr. K. Heubeck 2005 G

USA

The US pension plan is a defined benefit pension plan that provides retirement and disability benefits to employees and their dependents. The various insurance benefits are governed by regulations. The US plan is qualified under and is managed in accordance with the requirements of US federal law. In accordance with federal law, there are plan fiduciaries that are responsible for the governance of the plan. Fiduciaries also are responsible for the investment of the plan's assets, which are held in a pension trust that is legally separate from the employer. The plan is entirely funded by Kuehne + Nagel. Risks in relation to guarantees provided, such as investment risk, asset volatility, salary increase and life expectancy, are borne by the Group.

Contributions are based on the salary of the employee. The normal retirement age is 65, with a minimum of five years of service. The plan provides a lifetime pension at normal retirement, which is based on a percentage of the highest average monthly compensation over a five-year period (limited to USD 100'000), multiplied by credited service under the plan. Members can draw retirement benefits early, with a proportionate reduction of the pension, at the age of 55 if the employee has a minimum of 10 years of service.

The plan is closed to new entrants and its benefits are frozen. New employees are instead covered by a defined contribution plan.

CHF million	2018	2017
Net liability for defined benefit obligations		
Present value of obligations	63	67
Fair value of plan assets	–60	–49
Present value of net obligations	3	18
Recognised net liability for defined benefit obligations	**3**	**18**

CHF million	2018	2017
Allocation of plan assets		
Debt securities	50	20
Equity securities	9	27
Property	–	2
Insurance contracts and others	1	–
Total	**60**	**49**

CHF million	2018	2017
Actual return on plan assets for the year	**2**	**6**
Expected payments to defined benefit plan in the next year	**–**	**1**

CHF million	2018	2017
Expense recognised in the income statement		
Service costs	–	–
Net interest on the net defined benefit liability	1	1
Expense recognised in personnel expenses	**1**	**1**

Plan participants	2018	2017
Number of plan participants	1,344	1,348
Present value of defined benefit obligations		
In CHF million	63	67
Duration in years	13.2	14.3

The duration in years corresponds to the average weighted period.

Weighted actuarial assumptions at the balance sheet date

Per cent	2018	2017
Discount rate	4.20	3.60
Future salary increases	–	–
Future pension increases	–	–
Mortality table	Scale MP 2018 released by SOA in October 2018	Scale MP 2017 released by SOA in October 2017

Switzerland

The Swiss pension plans are defined benefit plans that provide retirement and disability benefits to employees and their dependents. Swiss pension plans are governed by the Swiss Federal Law on Occupational Retirement, Survivor's and Disability Pension Plans (BVG), which stipulates that pension plans have to be managed by independent, legally autonomous units. A pension plan's governing body (Board of Trustees) is responsible for the investment of the plan's assets and must be composed of equal numbers of employee's and employer's representatives. The various insurance benefits are governed in regulations, with the BVG specifying the minimum benefits that are to be provided. As a consequence, there are a number of guarantees provided within the pension funds which expose them to the risks of underfunding and may require the Group to provide additional contributions. Such risks include mainly investment risks (as there is a guaranteed return on account balances), asset volatility and life expectancy.

The monthly contributions to the pension plans are paid by the employees as well as by the employer. The contributions are calculated as a percentage of the contributory salary and vary depending on the age of the employee. The pension plans provide a lifetime pension to members at the ordinary retirement age as defined in the Swiss Pension law. The pension is calculated as a percentage of the individual plan participant's pension account at retirement date. A portion of the benefit, up to the full amount under certain conditions, can be taken as lump sum payment at retirement. Members can draw retirement benefits early from the age of 58, with a proportionate reduction of the pension.

CHF million	2018	2017
Net liability for defined benefit obligations		
Present value of obligations	121	130
Fair value of plan assets	–90	–90
Present value of net obligations	31	40
Recognised net liability for defined benefit obligations	**31**	**40**

CHF million	2018	2017
Allocation of plan assets		
Insurance contracts and others	90	90

CHF million	2018	2017
Actual return on plan assets for the year	**–3**	**3**
Expected payments to defined benefit plan in the next year	**5**	**5**

CHF million	2018	2017
Expense recognised in the income statement		
Service costs	7	4
Net interest on the net defined benefit liability	–	–
Expense recognised in personnel expenses	**7**	**4**

Plan participants	2018	2017
Number of plan participants	530	567
Present value of defined benefit obligations		
In CHF million	121	130
Duration in years	18.2	20.2

The duration in years corresponds to the average weighted period.

Weighted actuarial assumptions at the balance sheet date

Per cent	2018	2017
Discount rate	0.95	0.70
Future salary increases	1.00	1.00
Future pension increases	–	–
Mortality table	BVG 2015 Generational	BVG 2015 Generational

35 EMPLOYEE SHARE-BASED COMPENSATION PLANS

As described in note 14, the Company has introduced various Share Matching Plans (SMPs).

Under the SMP introduced effective 2018, the Company will match for each share invested into the plan 0.8 additional shares upon completion of a three-year vesting period and service condition during the same period. The minimum investment is 50 shares. Should the number of allocated shares be a fraction of shares, then the number of shares is rounded up to the next whole number.

Under the SMP 2016, the Company will match for each share invested additional shares upon completion of a three-year vesting period and service condition during the same period. The share match ratio is dependent on the average growth rate of the Group's net profit after tax achieved over the three financial years in the vesting period. The maximum matching ratio of one share for each share invested by the employee (minimum investment is 50 shares) can be obtained by achieving an average growth rate of net profit after tax over three years of at least 15 per cent. A guaranteed minimum matching of 0.2 shares per invested share is granted after the vesting period. Should the number of allocated shares be a fraction of shares, then the number of shares is rounded up to the next whole number.

The terms and conditions of the shares allocated under the Share Matching Plans are as follows:

Share matching plan	**2018**	**2017**	**2016**
Grant date	July 25, 2018	Sep 1, 2017	Aug 8, 2016
Performance period	n/a	Jan 2017 – Dec 2019	Jan 2016 – Dec 2018
Vesting, service and blocking period	July 25, 2018 – June 30, 2021	Sep 1, 2017 – June 30, 2020	Aug 8, 2016 – June 30, 2019
Number of shares invested/granted at grant date	166,255	180,540	182,257
Number of shares to be matched as of Dec. 31, 2018	165,830	175,195	170,580
Number of shares to be matched as of Dec. 31, 2017	n/a	180,440	176,859
Share match ratio/expected share match ratio	0.8	0.2	0.2
Fair value of shares to be matched at grant date in CHF per share	106.58	141.24	118.71

On July 2, 2018, the SMP 2015 matured with an actual share match ratio of 0.7 resulting in a matching of 142,230 shares to the participating employees of this plan.

On July 1, 2017, the SMP 2014 matured with an actual share match ratio of 0.7 resulting in a matching of 110,725 shares to the participating employees of this plan.

CHF million	2018	2017
Personnel expense for employee share-based compensation plans	**6**	**10**

36 BANK AND OTHER INTEREST-BEARING LIABILITIES

CHF million	Dec. 31, 2018	Dec. 31, 2017
Liabilities part of cash and cash equivalents	11	10
Short-term bank loans	340	–
Finance lease obligations	3	4
Total	**354**	**14**

Current bank and other interest-bearing liabilities include bank overdrafts of CHF 11 million (2017: CHF 10 million), which are included in cash and cash equivalents for the purpose of the consolidated cash flow statement. The majority of bank overdraft facilities are repayable upon notice and form an integral part of the Group’s cash management.

Short-term bank loans mainly include a loan which was taken for the acquisition of Quick International Courier and are repayable within 6 months. The applicable interest rates are at prime interest rates of the respective country.

The short-term portion of long-term liabilities includes finance lease obligations due for payment within one year of CHF 3 million (2017: CHF 4 million). The non-current portion of finance lease obligations amounts to CHF 1 million (2017: CHF 4 million) and is presented in other non-current liabilities (note 39).

37 PROVISIONS

The movements in provisions were as follows:

CHF million	Claim provisions [1]	Provision for deductible of transport liability insurance [2]	Others [3]	Total provision
Balance as of January 1, 2017	53	29	53	135
Provisions used	–23	–6	–15	–44
Provisions reversed	–8	–	–13	–21
Provisions made	24	11	14	49
Effect of movements in foreign exchange	3	–	2	5
Balance as of December 31, 2017	**49**	**34**	**41**	**124**
of which				
– Current portion	34	9	23	66
– Non-current portion	15	25	18	58
Total provisions	**49**	**34**	**41**	**124**
Balance as of January 1, 2018	49	34	41	124
Provisions used	–12	–11	–8	–31
Provisions reversed	–7	–	–6	–13
Provisions made	20	6	14	40
Effect of movements in foreign exchange	–3	–	–2	–5
Balance as of December 31, 2018	**47**	**29**	**39**	**115**
of which				
– Current portion	36	9	20	65
– Non-current portion	11	20	19	50
Total provisions	**47**	**29**	**39**	**115**

1 Some Group companies are involved in legal proceedings on various issues (disputes about logistics services, antitrust etc.). Some legal proceedings have been settled, and corresponding payments have been made. Since October 2007 various competition authorities have investigated certain antitrust allegations against international freight forwarding companies, inter alia against Kuehne + Nagel. The Group has appealed the decision of the EU Commission according to which Kuehne + Nagel had to pay a fine of CHF 65 million (EUR 53.7 million) to the European General Court (EGC) in 2012. On February 29, 2016, the EGC in first instance, and on February 1, 2018 also the European Court of Justice (ECJ) in a finally binding decision upheld all fines imposed by the EU Commission.
During 2015 the French Competition Authority (FCA) has concluded an investigation of certain antitrust allegations in France, mainly against domestic freight forwarding companies, inter alia Alloin Transports, a company which was acquired by Kuehne + Nagel in 2009. The decision of the FCA, according to which Alloin/Kuehne + Nagel paid a fine of CHF 34 million (EUR 32 million) was appealed to the Paris Court of Appeals in 2016. In 2017 Kuehne + Nagel was able to settle certain claims, which included a partial recourse claim against the sellers of Alloin Transports. On July 19, 2018, the Paris Court of Appeals in first instance upheld the decision of the FCA against all claimants. Alloin/Kuehne + Nagel have appealed the decision to the French Supreme Court (Court de Cassation) on December 19, 2018.
See also note 43.

2 An additional provision for deductibles in case of transport liability has been recognised for the current year's exposure.

3 Other provisions mainly consist of provisions for dilapidation costs amounting to CHF 29 million (2017: CHF 27 million) and of provisions for onerous contracts amounting to CHF 1 million (2017: CHF 4 million).

38 TRADE PAYABLES/CONTRACT LIABILITIES/ ACCRUED TRADE EXPENSES/DEFERRED INCOME

CHF million	Dec. 31, 2018	Dec. 31, 2017
Trade payables	1,888	1,890
Contract liabilities	146	–
Accrued trade expenses / deferred income	1,272	1,493
Total	**3,306**	**3,383**

The majority of all trade payables is in the respective Group companies' own functional currencies, which is in EUR 41.1 per cent (2017: 42.3 per cent), USD 15.5 per cent (2017: 13.0 per cent) and GBP 11.1 per cent (2017: 11.2 per cent).

Contract liabilities, previously presented in accrued trade expenses/deferred income, decreased from CHF 186 million on January 1, 2018, to CHF 146 million as of December 31, 2018. The entire balance of January 1, 2018, was recognised as revenue in 2018.

39 OTHER NON-CURRENT LIABILITIES

CHF million	Dec. 31, 2018	Dec. 31, 2017
Contingent considerations [1]	148	–
Finance lease obligations	1	4
Total	**149**	**4**

1 Represents the long-term portion of the contingent considerations from the acquisition of the Quick Group and of Panatlantic. The short-term portion is included in the balance sheet position "Other current liabilities" in note 40. Further details regarding the acquisitions are described in note 41.

40 OTHER CURRENT LIABILITIES

CHF million	Dec. 31, 2018	Dec. 31, 2017
Personnel expenses (including social security)	593	576
Other tax liabilities	118	104
Other operating expenses	198	171
Contingent and deferred considerations [1]	58	2
Sundry	77	61
Total	**1,044**	**914**

1 Represents the short-term portion of the contingent and deferred considerations from the acquisition of the Quick Group and of Panatlantic. The long-term portion is included in the balance sheet position "Other non-current liabilities" in note 39. Further details regarding the acquisitions are described in note 41.

41 ACQUISITION OF BUSINESSES/SUBSIDIARIES

2018 Acquisitions

CHF million	Recognised fair values		
	Quick Group	Other acquisitions	Total
Property, plant and equipment	5	27	32
Other intangibles	130	11	141
Deferred tax assets	–	1	1
Trade receivables	34	40	74
Other current assets	3	10	13
Acquired cash and cash equivalents (net)	15	2	17
Subtotal assets	**187**	**91**	**278**
Other current liabilities	–15	–18	–33
Trade payables	–11	–17	–28
Total identifiable assets and liabilities	**161**	**56**	**217**
Fair value of previously held interest	–	–23	–23
Goodwill	347	–	347
Purchase price for the ownership acquired	**508**	**33**	**541**
Thereof deferred consideration	–22	–	–22
Thereof contingent consideration	–180	–3	–183
Purchase price, paid in cash	**306**	**30**	**336**
Acquired cash and cash equivalents	–15	–2	–17
Net cash outflow	**291**	**28**	**319**

Effective March 1, 2018, the Group acquired 50 per cent of the shares of Kuehne + Nagel Drinkflow Logistics (Holdings) Ltd., Great Britain, a business pertaining to the segment Contract Logistics. The Group previously already owned 50 per cent of the shares at a fair value of CHF 23 million immediately before the acquisition date and applied the equity method. The gain recognised as a result of remeasuring to fair value the equity interest the Group held before the acquisition was below CHF 1 million. The purchase price of CHF 23 million was paid in cash.

Effective August 1, 2018, the Group acquired the business of Panatlantic Logistics S.A., Ecuador, one of the market leaders in the country in airfreight transportation of perishable products. The purchase price of CHF 8 million includes a contingent consideration of CHF 3 million depending on the financial performance of the company until the year 2022.

Effective December 1, 2018, the Group acquired the logistics operations of PT Wira Logitama Saksama, an Indonesian logistics company. The acquisition enables the Group to establish a nationwide logistics and distribution network to provide fully integrated end-to-end logistics solutions across Indonesia. The business generates annual revenues of approximately CHF 8 million. The purchase price of CHF 2 million was paid in cash.

Effective December 31, 2018, the Group acquired Quick International Courier (Quick), a global market leader in time-critical shipments. The acquisition accelerates the network expansion in the high growth verticals aviation and pharma & health care logistics. With more than 550 employees, Quick manages four control towers in the

USA and two control towers in Europe supported by eleven support centers in Europe, South America, Middle East and South Asia Pacific. The business generates annual revenues of approximately CHF 230 million in the business unit Airfreight. The purchase price of CHF 508 million includes a deferred consideration of CHF 22 million due in 2019 and a contingent consideration with an estimated fair value of CHF 180 million.

The amount of the contingent consideration to be paid is based on the achievement of annual EBITDA targets. An EBITDA target has been set for each of the years 2018 to 2021. The amount exceeding this threshold is multiplied with a multiplier to determine the earn-out payment for each year. The annual payments are capped and part of the excess can be carried forward to the next year. The total consideration for the acquisition is capped as well and the maximum earn-out to be paid is CHF 180 million. Management has estimated the annual EBITDAs (significant unobservable input, level 3) for 2018 to 2021. These estimated EBITDAs exceed the defined thresholds and would lead to payment of the maximum consideration. If EBITDA in each of these future periods were to be 10 per cent below management's estimate, the maximum earn-out payments would still be payable.

The additional cash payments to be made to the previous owners of Quick are expected as follows:

Year of payment	Expected payment in CHF million
2019	35
2020	33
2021	37
2022	75
Total	**180**

Acquisition-related costs (included in the line item "Selling, general and administrative expenses" in the income statement) amount to CHF 2 million.

The trade receivables comprise gross contractual amounts due of CHF 75 million, of which CHF 1 million were expected to be uncollectible at the acquisition date.

Other intangibles of CHF 141 million recognised on the acquisitions represent customer lists and brands, having a useful life between one and ten years.

Goodwill of CHF 347 million arose on the acquisition and represents management expertise and workforce which do not meet the definition of an intangible asset to be recognised separately. Goodwill is not expected to be deductible for tax purposes.

From March to December 2018, the acquisitions contributed CHF 73 million of net turnover and a loss of CHF 4 million, including the amortisation of other intangibles of CHF 4 million, to the consolidated financial statements. If the acquisitions had occurred on January 1, 2018, the Group's net turnover would have been CHF 21,038 million and consolidated earnings for the year would have been CHF 777 million.

The initial accounting for the acquisitions made in 2018 has only been determined provisionally. Adjustments may be made to the fair values assigned to the identifiable assets acquired and liabilities assumed up to twelve months from the date of acquisition.

Agreed-upon future transactions
On August 24, 2018, the Group entered into an agreement to acquire 51 per cent of the shares of Shanghai Ruichun Logistics Co., Ltd., China, a new company established to conduct the business of the partnership with Sincero, a Chinese automotive logistics group, to focus on contract logistics business for the automotive sector. With more than 800 employees, it operates close to 120,000 sqm of logistics space in Central, Southern and Western China and generates annual revenues of approximately CHF 60 million. The transaction closed on January 1, 2019.

2017 Acquisitions

CHF million	Recognised fair values		
	Commodity Forwarders Inc.	Other acquisitions	Total
Property, plant and equipment	4	4	8
Other intangibles	27	14	41
Other non-current assets	2	–	2
Trade receivables	17	7	24
Other current assets	2	–	2
Acquired cash and cash equivalents (net)	5	4	9
Subtotal assets	**57**	**29**	**86**
Non-current liabilities	–7	–3	–10
Other current liabilities	–	–3	–3
Trade payables	–13	–4	–17
Total identifiable assets and liabilities	**37**	**19**	**56**
Goodwill	53	11	64
Purchase price for the ownership acquired	**90**	**30**	**120**
Contingent consideration	–	–4	–4
Purchase price, paid in cash	**90**	**26**	**116**
Acquired cash and cash equivalents	–5	–4	–9
Net cash outflow	**85**	**22**	**107**

Effective April 21, 2017, the Group acquired 100 per cent of the shares of Ferlito Pharma S.r.l., Italy. Ferlito is a major player in pharma logistics, offering GxP compliant warehousing and forwarding services including local distribution. The purchase price of CHF 6 million included a contingent consideration of CHF 2 million depending on the financial performance of the company until the year 2017 which was paid in 2018.

Effective April 26, 2017, the Group acquired 100 per cent of the shares of Zet Farma Lojistik Hizmetleri Sanayi ve Ticaret A.S., the Turkish market leader in pharma logistics. The business includes ambient and cool storage, packaging and distribution. With approximately 400 employees the company manages around 50,000 square meters of storage space. The purchase price of CHF 8 million includes a contingent consideration of CHF 2 million depending on the financial performance of the company until the year 2018.

Effective September 5, 2017, the Group acquired 100 per cent of the shares of Trillvane Limited, one of the largest perishables specialists in Kenya, exporting flowers and vegetables. The purchase price of CHF 16 million was paid in cash.

Effective October 2, 2017, the Group acquired 100 per cent of the shares of Commodity Forwarders Inc. (CFI) for a purchase price of CHF 90 million. Founded in 1974 and headquartered in Los Angeles, CA, CFI is the largest US-based perishable Airfreight forwarder. It operates in 14 facilities throughout the US and generates annual revenues of approximately USD 200 million.

Acquisition-related costs (included in the line item "Selling, general and administrative expenses" in the income statement) amount to CHF 1 million.

The trade receivables comprise gross contractual amounts due of CHF 25 million, of which CHF 1 million were expected to be uncollectible at the acquisition date.

Other intangible assets of CHF 41 million recognised on the acquisitions represent contractual and non-contractual customer lists having a useful life of 5 to 10 years.

Goodwill of CHF 64 million arose on the acquisitions and represents management expertise and workforce which do not meet the definition of an intangible asset to be recognised separately. Goodwill in the amount of CHF 51 million is expected to be deductible for tax purposes.

The acquisitions contributed CHF 72 million of net turnover and CHF 6 million loss to the consolidated net turnover and earnings for the year 2017 respectively. If the acquisitions had taken place on January 1, 2017, the Groups' net turnover would have been CHF 18,755 million and consolidated earnings would have been CHF 742 million.

The accounting for the acquisitions was initially determined provisionally only. No material adjustments to the values previously reported were deemed necessary after having finalised the acquisition accounting in 2018.

Effective February 23, 2017, the Group acquired the non-controlling interest of 3 per cent of the shares of Amex Ltd, Israel for a purchase price of CHF 2.5 million, which has been paid in cash. The Group previously already owned 87.5 per cent of the shares of Amex Ltd. and applied the full consolidation method.

Effective December 19, 2017, the Group acquired the non-controlling interest of 30 per cent of the shares of Nacora Insurance Brokers Limited, Hong Kong for a purchase price of CHF 0.5 million. The Group previously already owned 70 per cent of the shares of Nacora Insurance Brokers Limited and applied the full consolidation method.

42 PERSONNEL

Number	Dec. 31, 2018	Dec. 31, 2017
EMEA	58,135	55,019
Americas	14,466	12,565
Asia-Pacific	9,299	8,292
Total employees	**81,900**	**75,876**
Full-time equivalents of employees (unaudited)	**77,416**	**71,263**

Employees within the Group are defined as persons with valid employment contracts as of December 31, and on the payroll of the Group.

43 CONTINGENT LIABILITIES

As of year-end the following contingent liabilities existed:

CHF million	Dec. 31, 2018	Dec. 31, 2017
Guarantees in favour of customers and others	12	9
Contingency under unrecorded claims	2	3
Total	**14**	**12**

Some Group companies are defendants in various legal proceedings. Based on respective legal advice, the management is of the opinion that the outcome of those proceedings will have no effect on the financial situation of the Group beyond the existing provision for pending claims (refer to note 37) of CHF 47 million (2017: CHF 49 million).

An antitrust proceeding in Brazil is ongoing, whereby it is currently still not possible to reliably estimate a potential financial impact of this case. Consequently, no provision or quantification of the contingent liability for the case was made in the Consolidated Financial Statements 2018.

44 OTHER FINANCIAL COMMITMENTS

The Group operates a number of warehouse facilities under operating lease contracts. The lease contracts run for a fixed period and none of the lease contracts includes contingent rentals.

As of year-end the following financial commitments existed in respect of non-cancellable long-term operating leases and rental contracts:

As of December 31, 2018

CHF million	Properties and buildings	Operating and office equipment	Total
2019	484	65	549
2020–2023	875	111	986
Later	242	9	251
Total	**1,601**	**185**	**1,786**

As of December 31, 2017

CHF million	Properties and buildings	Operating and office equipment	Total
2018	361	80	441
2019–2022	614	130	744
Later	208	21	229
Total	**1,183**	**231**	**1,414**

The expense for operating leases recognised in the income statement amounts to CHF 666 million (2017: CHF 599 million).

45 CAPITAL COMMITMENTS

As of year-end the following capital commitments existed in respect of non-cancellable purchase contracts.

CHF million	Dec. 31, 2018	Dec. 31, 2017
Italy	4	–
Great Britain	13	4
New Zealand	5	–
Others	–	1
Total	**22**	**5**

46 RISK MANAGEMENT

Group risk management

Kuehne + Nagel has a centralised risk management in place. The Risk and Compliance Committee ensures that the Group has implemented an effective and adequate risk management system and process. The overall strategical risk exposure of the Group was assessed, for operational risks an independent risk assessment procedure was adopted, and an assessment of financial risks was performed. Identified material risks are monitored on an ongoing basis and mitigating actions and controls are implemented.

Risk management, objectives and policies are described in the status report on pages 9 to 10.

Financial risk management

The Group is exposed to various financial risks arising from its underlying operations and finance activities. The Group is primarily exposed to market risk (i.e. interest rate and currency risk) and to credit and liquidity risk.

Financial risk management within the Group is governed by policies and guidelines approved by the senior management. These policies and guidelines cover interest rate risk, currency risk, credit risk and liquidity risk. Group policies and guidelines also cover areas such as cash management, investment of excess funds and the raising of short and long-term debt. Compliance with the policies and guidelines is managed by independent functions within the Group. The objective of financial risk management is to contain, where deemed appropriate, exposures to the various types of financial risks mentioned above in order to limit any negative impact on the Group's results and financial position.

In accordance with its financial risk policies, the Group manages its market risk exposures by using financial instruments when deemed appropriate. It is the Group's policy and practice neither to enter into derivative transactions for trading or speculative purposes, nor for any purpose unrelated to business transactions.

Market risk

Market risk is the risk that changes of market prices due to interest rates and foreign exchange rates are affecting the Group's results and financial position.

Interest rate risk

Interest rate risk arises from movements in interest rates which could have effects on the Group's results and financial position. Changes in interest rates may cause variations in interest income and expenses resulting from interest-bearing assets and liabilities. Interest rate risk is the risk that the fair value or the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Loans and investments at variable interest rates expose the Group to cash flow interest rate risk. Loans and investment at fixed interest rates expose the Group to fair value interest rate risk in case they are measured at fair value.

Exposure
The Group's exposure to interest rate risk relates primarily to its bank loans and finance lease liabilities and to the Group's investments of its excess funds. The Group's exposure to changes in interest rates is limited due to the short-term nature of investments of excess funds and borrowings. The Group does not use derivative financial instruments to hedge its interest rate risk in respect of investments of excess funds or loans.

Profile
At the reporting date, the interest profile of the Group's interest-bearing financial assets and liabilities was as follows:

CHF million	Carrying amount 2018	2017
Variable rate instruments		
Cash and cash equivalents (excluding cash on hand)	498	718
Financial instruments		
Current bank and other interest-bearing liabilities	–354	–14
Non-current finance lease obligations	–1	–4
Total	**143**	**700**

Fair value sensitivity analysis – fixed rate instruments
As of December 31, 2018 and 2017, the Group does not hold significant investments in fixed rate instruments.

Cash flow sensitivity analysis – variable rate instruments
A change of 100 basis points in interest rates on December 31, 2018, would have increased or decreased profit or loss by CHF 1 million (2017: CHF 7 million) due to changed interest payments on variable rate interest-bearing liabilities and assets. The analysis assumes that all other variables, in particular foreign exchange rates, remain constant.

Currency risk
Currency risk is the risk that the fair value or the future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Exposure
The Group operates on a worldwide basis and, as a result, is exposed to movements in foreign currency exchange rates of mainly EUR, USD and GBP on sales, purchases, investments in debt securities and borrowings that are denominated in a currency other than the respective functional currencies of the Group entities. Monthly intercompany payments are conducted through a Group clearing system in EUR and USD which facilitates monitoring and control of the group-wide foreign exchange rate exposures.

To a limited extent, derivative financial instruments (foreign exchange contracts) are in use to hedge the foreign exchange exposure on outstanding balances in the Group's internal clearing system. Given that the Group's hedging activities are limited to hedges of recognised foreign currency monetary items, hedge accounting under IFRS 9 is not applied. As of the 2018 and 2017 year-end there were no material derivative instruments outstanding. Investments in foreign subsidiaries are not hedged as those currency positions are considered to be long-term in nature.

As of year-end the Group’s exposure to foreign currency risk was as follows:

CHF million	2018			2017		
	EUR	USD	GBP	EUR	USD	GBP
Cash and cash equivalents [1]	66	58	1	141	86	–
Trade receivables	61	404	15	50	341	4
Interest-bearing liabilities	–	–	–	–	–1	–
Trade payables	–45	–115	–1	–43	–113	–1
Gross balance sheet exposure	**82**	**347**	**15**	**148**	**313**	**3**

1 Mainly represents cash pool balances in CHF with subsidiaries with functional currency EUR and USD.

The majority of all trade related billings and payments as well as all payments of interest-bearing liabilities are made in the respective functional currencies of the Group entities.

Sensitivity analysis
A 10 per cent strengthening respectively weakening of the CHF against the following currencies on December 31, would have had the following effect on the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant.

2018 CHF million	1 CHF/EUR	1 CHF/USD	1 GBP/EUR	1 GBP/USD	1 USD/EUR
Reasonably possible change +/– in per cent	10.0	10.0	10.0	10.0	10.0
Effect on P/L +/–	8.2	34.7	6.6	27.7	8.3

The impact on the profit or loss is mainly a result of foreign exchange gains or losses arising from revaluation of trade receivables, trade payables and cash and cash equivalents in foreign currencies. Significant fluctuations of foreign currency exchange rates would not result in an impact on other comprehensive income as the Group does not have any securities classified as available for sale or applies cash flow hedge accounting.

2017 CHF million	1 CHF/EUR	1 CHF/USD	1 GBP/EUR	1 GBP/USD	1 USD/EUR
Reasonably possible change +/– in per cent	10.0	10.0	10.0	10.0	10.0
Effect on P/L +/–	14.8	31.3	11.2	23.6	15.0

Foreign currency exchange rates applied
The major foreign currency exchange rates applied during the year are as explained in note 5 (principles of consolidation).

Credit risk

Credit risk arises from the possibility that the counterparty to a transaction may be unable or unwilling to meet its obligations, causing a financial loss to the Group. Credit risk arises primarily from the Group's trade receivables and contract assets.

Exposure

At the balance sheet date the maximum exposure to credit risk from financial assets, without taking into account any collateral held, credit insurance or similar, was:

CHF million	2018	2017
Trade receivables	3,872	3,537
Other receivables	84	70
Cash and cash equivalents (excluding cash on hand)	498	718
Total	**4,454**	**4,325**

Trade receivables and contract assets

Trade receivables are subject to a policy of active risk management which focuses on the assessment of country risk, credit availability, ongoing credit evaluation, and account monitoring procedures. There are no significant concentrations of credit risk due to the Group's large number of customers and their wide geographical spread. For a large part of credit exposures in critical countries, the Group has obtained credit insurance from first-class insurance companies (for further details refer to note 29).

The maximum exposure to credit risk for trade receivables at the reporting date by geographical area was:

CHF million	2018	2017
EMEA	2,286	2,247
Americas	1,189	911
Asia-Pacific	397	379
Total	**3,872**	**3,537**

It is considered that the credit insurance is sufficient to cover potential credit risk concentrations (for additional information refer to note 29).

Investments of excess funds

The Group considers its credit risk to be minimal in respect of excess funds invested in short-term deposits (with a maturity of less than three months) and in debt securities with first-class financial institutions and countries which are made in close coordination and management of Centralised Corporate Treasury function. The Group does not invest in equity securities.

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulties in meeting obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. Group companies require sufficient availability of cash to meet their obligations. Individual companies are generally responsible for their own cash management, including the short-term investment of cash surplus and the raising of loans to cover cash deficits subject to guidance or in certain cases approval at Group level. The Group maintains sufficient reserves of cash to meet its liquidity requirements at all times.

The following are the contractual maturities of financial liabilities (undiscounted), including interest payments and excluding the impact of netting agreements:

2018 CHF million	Carrying amounts	Contractual cash flow	Up to 6 months	6–12 months	Over 1 year
Bank and other interest-bearing liabilities	354	354	353	1	–
Trade payables	1,888	1,888	1,888	–	–
Accrued trade expenses	1,272	1,272	1,272	–	–
Contingent/deferred consideration	206	206	58	–	148
Other liabilities	265	265	265	–	–
Finance lease obligations (non-current)	1	1	–	–	1
Total	**3,986**	**3,986**	**3,836**	**1**	**149**

2017 CHF million	Carrying amounts	Contractual cash flow	Up to 6 months	6–12 months	Over 1 year
Bank and other interest-bearing liabilities	4	4	2	2	–
Trade payables	1,890	1,890	1,890	–	–
Accrued trade expenses	1,307	1,307	1,307	–	–
Other liabilities	227	227	225	2	–
Finance lease obligations (non-current)	4	4	–	–	4
Total	**3,432**	**3,432**	**3,424**	**4**	**4**

It is not expected that the cash flow included in the above maturity analysis could occur at significantly different points in time or at significantly different amounts.

47 FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

The fair values of financial assets and liabilities carried at amortised cost are approximately equal to the carrying amounts.

Cash and cash equivalents with a carrying amount of CHF 499 million (2017: CHF 720 million) as well as financial assets with a carrying amount of CHF 4,007 million (2017: CHF 3,610 million), thereof CHF 4,006 million measured at amortised cost (2017: CHF 3,607 million) and one million measured at fair value through profit and loss (2017: CHF 3 million), are all classified as current assets.

The Group has financial liabilities with a carrying amount of CHF 3,990 million (2017: CHF 3,428 million), whereas CHF 188 million (2017: CHF 3 million) are measured at fair value through profit and loss. The majority of these financial liabilities are current liabilities. At year-end 2018 and 2017 there were no non-current fixed rate interest-bearing loans or other liabilities.

The Group's financial instruments measured at fair value have been categorised into below mentioned levels, reflecting the significance of inputs used in estimating fair values:

- Level 1: Quoted prices (unadjusted) in active markets for identical instruments.
- Level 2: Input other than quoted prices included within Level 1 that are observable for the instrument, either directly or indirectly.
- Level 3: Valuation techniques using significant unobservable inputs.

The fair value of the derivative instruments (forward foreign exchange contracts) is determined based on current and available market data. Pricing models commonly used in the market are used, taking into account relevant parameters such as forward rates, spot rates, discount rates, yield curves and volatility.

Contingent considerations, resulting from business combinations, are valued at fair value at the acquisition date as part of the business combination. When the contingent consideration meets the definition of a financial liability, it is subsequently measured to fair value at each reporting date. The determination of the fair value is based on discounted cash flows. The key assumptions take into consideration the probability of meeting each performance target and the discount factor. Refer to note 41 for details of contingent considerations as of December 31, 2018.

48 RELATED PARTIES AND TRANSACTIONS

The Group has a related party relationship with its subsidiaries, joint ventures and with its Board of Directors and Management Board.

Subsidiaries and Joint Ventures

The Group's operations involve operating activities between the parent company and its subsidiaries and between the subsidiaries themselves due to the nature of business. Overheads are, to a certain extent, also charged to the subsidiaries based on their use of services provided. All these transactions are eliminated upon consolidation. There were no significant transactions between the Group and its joint ventures and other related parties.

Transactions with related parties are conducted at arm's length.

Board of Directors and Management Board

The total compensation and remuneration paid to and accrued for the members of the Board of Directors and the Management Board of Kuehne + Nagel International AG, Schindellegi, Switzerland, amounted to:

- Board of Directors: CHF 3.9 million (2017: CHF 4.1 million)
- Management Board: CHF 16.2 million (2017: CHF 15.2 million)

As of December 31, 2018, no loans or any other commitments were outstanding towards members neither of the Board of Directors nor of the Management Board. Members of the Board of Directors and the Management Board control 53.8 per cent (2017: 53.7 per cent) of the voting shares of the Company.

The following remuneration and compensation has been paid to and accrued for the Management Board and the Board of Directors:

CHF million	Management Board		Board of Directors	
	2018	2017	2018	2017
Wages, salaries and other short-term employee benefits	13.5	12.6	3.7	3.6
Post-employment benefits	1.4	1.4	0.2	0.2
Share-based compensation	1.3	1.2	–	0.3
Total compensation	**16.2**	**15.2**	**3.9**	**4.1**

For disclosure requirements according to the Swiss law (Article 663bbis/c CO), refer to pages 125 to 126; note 12 of the Financial Statements of Kuehne + Nagel International AG. For other related parties refer to note 33 outlining the shareholders' structure, and pages 103 to 110 listing the Group's significant subsidiaries and joint ventures.

49 ACCOUNTING ESTIMATES AND JUDGMENTS

The management has carefully considered the development, selection and disclosure of the Group's critical accounting policies and estimates as well as the application of these policies and estimates.

Acquisition accounting

Intangible assets acquired in a business combination are required to be recognised separately from goodwill and amortised over their useful life if they are subject to contractual or legal rights or are separately transferable. The Group has separately recognised customer contracts/lists, brands and field office agent contracts in acquisitions made (see note 27).

The fair value of these acquired intangible assets is based on valuation techniques, which require input based on assumptions about the future. The management uses its best knowledge to estimate fair value of acquired intangible assets as of the acquisition date. The value of intangible assets is tested for impairment when there is an indication that they might be impaired (see below). The management must also make assumptions about the useful life of the acquired intangible assets which might be affected by external factors such as increased competition.

Carrying amount of goodwill, other intangibles and property, plant and equipment

The Group tests its goodwill with a total carrying amount of CHF 1,170 million (2017: CHF 849 million) for impairment every year as disclosed in note 11. No impairment loss on goodwill was recognised in 2018 and 2017. The Group also assesses annually whether there is any indication that other intangible assets or property, plant and equipment may be impaired. In such a case, the assets are tested for impairment. No impairment loss on other intangible assets was recognised in 2018 (2017: nil). The carrying amount of other intangibles is CHF 215 million (2017: CHF 96 million), and that of property, plant and equipment is CHF 1,226 million (2017: CHF 1,249 million).

Impairment tests are based on value-in-use calculations, which involve a variety of assumptions such as estimates of future cash inflows and outflows and choice of a discount rate. Actual cash flows might, for example, differ significantly from management's current best estimate. Changes in market environment or the evolution of technologies might have an impact on future cash flows and result in recognition of impairment losses.

Fair value of contingent considerations

Contingent considerations, resulting from business combinations, are measured at fair value at the acquisition date as part of the business combination. When a contingent consideration meets the definition of a financial liability, it is subsequently remeasured to fair value at each reporting date. The determination of fair value is based on discounted cash flows. The key assumptions take into consideration the probability of meeting each performance target and the discount factor.

As part of the accounting for the acquisitions of Quick International Courier and Panatlantic Logistics S.A., a contingent consideration with an estimated fair value of CHF 183 million was recognised at the acquisition date. Further developments may require revisions to the estimate. The maximum consideration to be paid for Quick is CHF 180 million. The contingent consideration is classified as other financial liability. For further details see notes 41 and 47.

Defined benefit pension plans

The Group has recognised a liability for defined benefit pension plans in the amount of CHF 351 million (2017: CHF 402 million). A number of assumptions are made in order to calculate the liability, including discount rate and future salary increases. A relatively minor change in any of these assumptions can have a significant impact on the carrying amount of the defined benefit obligation.

Accrued trade expenses and deferred income

Freight forwarding transactions which are completed and for which the costs are not fully received, are accrued for expected costs based on best estimate. For transactions which are not complete on account of pending service at cut-off date or transactions for which revenue is earned and relevant costs cannot be estimated, the related revenue is deferred. The Group management's judgment is involved in the estimate of costs and deferral of revenue and their completeness.

Income tax

Judgment and estimates are required when determining deferred as well as current tax assets and liabilities. The management believes that its estimates, based on information such as the interpretation of tax laws, are reasonable. Changes in tax laws and rates, interpretations of tax laws, earnings before tax, and taxable profit might have an impact on the amounts recognised as tax assets and liabilities.

The Group has recognised a net deferred tax asset of CHF 74 million (2017: CHF 92 million). Furthermore, the Group has unrecognised deferred tax assets relating to unused tax losses of CHF 17 million (2017: CHF 33 million). Based on estimates such as the probability of realising these tax benefits, available taxable temporary differences, and periods of reversals of such differences, the management does not believe that the criteria to recognise deferred tax assets are met (see note 24).

Provisions and contingent liabilities

The Group has recognised provisions for an amount of CHF 115 million (2017: CHF 124 million) related to legal claims and other exposures in the freight forwarding and logistics operations (see note 37). The provisions represent the best estimate of the risks, whereby the final amount required is subject to uncertainty.

50 POST BALANCE SHEET EVENTS

On August 24, 2018, the Group entered into an agreement to acquire 51 per cent of the shares of Shanghai Ruichun Logistics Co., Ltd., China. The transaction closed on January 1, 2019.

There have been no other material events between December 31, 2018, and the date of authorisation of the Consolidated Financial Statements that would require adjustments of the Consolidated Financial Statements or disclosure.

51 RESOLUTION OF THE BOARD OF DIRECTORS

The Consolidated Financial Statements of the Group were authorised for issue by the Board of Directors on February 26, 2019. A resolution to approve the Consolidated Financial Statements will be proposed at the Annual General Meeting on May 7, 2019.

SIGNIFICANT CONSOLIDATED SUBSIDIARIES AND JOINT VENTURES

Holding and Management Companies

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Switzerland	Kuehne + Nagel International AG	Schindellegi	CHF	120,000	100
	Kuehne + Nagel Management AG	Schindellegi	CHF	1,000	100
	Kuehne + Nagel Liegenschaften AG	Schindellegi	CHF	500	100
	Nacora Holding AG	Schindellegi	CHF	500	100
	Nacora Agencies AG	Schindellegi	CHF	400	100
	Kuehne + Nagel Real Estate Holding AG	Schindellegi	CHF	100	100
	Kuehne + Nagel Finance AG	Schindellegi	CHF	100	100

Operating Companies

Western Europe

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Belgium	Kuehne + Nagel NV	Antwerp	EUR	6,338	100
	Kuehne + Nagel Logistics NV	Geel	EUR	5,206	100
	Nacora Insurance Brokers NV	Brussels	EUR	155	100
	Logistics Kontich BVBA	Kontich	EUR	837	100
	Logistics Nivelles SA	Nivelles	EUR	1,521	100
Denmark	Kuehne + Nagel A/S	Copenhagen	DKK	5,001	100
Finland	Oy Kuehne + Nagel Ltd	Helsinki	EUR	200	100
France	Kuehne + Nagel SAS	Ferrières	EUR	17,380	100
	Kuehne + Nagel France Immobilier SCI	Ferrières	EUR	4	100
	Kuehne + Nagel Parts SAS	Trappes	EUR	87	100
	Nacora Courtage d'Assurances SAS	Paris	EUR	40	100
	Kuehne + Nagel Aerospace & Industry SAS	Ferrières	EUR	37	100
	Logistique Distribution Gasocogne SAS	Ferrières	EUR	37	100
	Kuehne + Nagel Road SAS	Villefranche	EUR	4,000	100
	I.M. Alloin SARL	Villefranche	EUR	8	100
	Almeca SNC	Villefranche	EUR	32	100
	Kuehne + Nagel Participations Sarl	Ferrières	EUR	203,630	100
	K Logistics Sarl	Le Meux	EUR	91	100
	Kuehne + Nagel Solutions	Saint Vulbas	EUR	10	100

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
	Kuehne + Nagel Insitu SASU	Chalon sur Saone	EUR	10	100
	Quick International France SAS	Villepinte	EUR	50	100
United Kingdom	Kuehne + Nagel (UK) Limited	Uxbridge	EUR	8,000	100
	Kuehne + Nagel Limited	Uxbridge	GBP	8,867	100
	Nacora Insurance Brokers Limited	Uxbridge	GBP	150	100
	Kuehne + Nagel Drinks Logistics Limited	Milton Keynes	GBP	–	100
	Kuehne + Nagel Drinkflow Logistics Limited (Joint Venture)	Milton Keynes	GBP	877	100
	Kuehne + Nagel Drinkflow Logistics Holdings Limited (Joint Venture)	Milton Keynes	GBP	6,123	100
	Quick International Couriers (UK) Ltd.	Colnbrook	GBP	–	100
Ireland	Kuehne & Nagel (Ireland) Limited	Dublin	EUR	500	100
Israel	Amex Ltd.	Holon	ILS	2	90.5
Italy	Kuehne + Nagel Srl	Milan	EUR	4,589	100
	Nacora Srl	Milan	EUR	104	100
	Ferlito Pharma S.r.l	Siziano	EUR	1,000	100
Luxembourg	Kuehne + Nagel S.a.r.l.	Contern	EUR	5,750	100
	Kuehne + Nagel AG	Contern	EUR	31	100
	Kuehne + Nagel Investments S.a.r.l.	Contern	EUR	200	100
	Nacora (Luxembourg) S.a.r.l.	Contern	EUR	50	100
	Kuehne + Nagel Beteiligungs-AG	Contern	EUR	10,277	100
Malta	Kuehne + Nagel Limited	Hamrun	EUR	14	100
Morocco	Kuehne + Nagel SAS	Casablanca	MAD	300	100
The Netherlands	Kuehne + Nagel N.V.	Rotterdam	EUR	3,325	100
	Kuehne + Nagel Investments B.V.	Rotterdam	EUR	50	100
	Nacora Assurantiekantoor B.V.	Rotterdam	EUR	45	100
	Kuehne + Nagel Logistics B.V.	Veghel	EUR	25	100
	Kuehne + Nagel Western Europe BV.	Amsterdam	EUR	1	100
Norway	Kuehne + Nagel AS	Oslo	NOK	3,100	100
Portugal	Kuehne + Nagel Lda	Porto	EUR	200	100
Spain	Kuehne & Nagel S.A.U.	Madrid	EUR	60	100
	Kuehne Nagel Investments S.L.U.	Madrid	EUR	3	100
	Nacora Correduria de Seguros S.A	Barcelona	EUR	150	100
Sweden	Kuehne & Nagel AB	Stockholm	SEK	500	100
	Kuehne & Nagel Investment AB	Stockholm	EUR	112	100
	Nacora International Insurance Brokers AB	Stockholm	SEK	100	100

Central & Eastern Europe

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Albania	Transalbania Sh.p.k	Tirana	ALL	41,725	51
Austria	Kuehne + Nagel Eastern Europe AG	Vienna	EUR	1,090	100
	Kuehne + Nagel GmbH	Vienna	EUR	1,820	100
	Nacora Insurance Brokers GmbH	Vienna	EUR	35	100
Azerbaijan	Kuehne + Nagel LLC	Baku	AZN	42	100
Belarus	Kuehne + Nagel FPE	Minsk	BYN	300	100
Bosnia and Herzegovina	Kuehne + Nagel doo	Sarajevo	BAM	95	100
Bulgaria	Kuehne + Nagel EOOD	Sofia	BGN	365	100
Croatia	Kuehne + Nagel d.o.o.	Zagreb	HRK	4,300	100
Cyprus	Nakufreight Limited	Nicosia	EUR	17	100
Czech Republic	Kuehne + Nagel spol. s r.o.	Prague	CZK	21,000	100
Estonia	Kuehne + Nagel AS	Tallinn	EUR	705	100
	Kuehne + Nagel IT Service Centre AS	Tallinn	EUR	25	100
Germany	Kuehne + Nagel (AG & Co.) KG	Bremen	EUR	15,000	100
	KN Airlift GmbH	Frankfurt	EUR	256	100
	Stute Logistics (AG & Co.) KG	Bremen	EUR	1,023	100
	CS Parts Logistics GmbH	Bremen	EUR	426	50
	Kuehne + Nagel Euroshipping GmbH	Regensburg	EUR	256	51
	SPS Zweite Vermögensverwaltungs GmbH	Hamburg	EUR	25	90
	Cargopack Verpackungsgesellschaft für Industriegüter mbH	Bremen	EUR	357	100
	Aircraft Production Logistics GmbH	Hamburg	EUR	25	100
	Nacora Versicherungsmakler GmbH	Hamburg	EUR	79	100
	Gustav F. Huebener GmbH	Hamburg	EUR	31	100
	Kuehne + Nagel Logistics Langenau GmbH	Langenau	EUR	25	100
	Gebr. Mönkemöller Speditionsgesellschaft mbH	Bielefeld	EUR	300	100
	BIL Spedition Haring KG	Hamburg	EUR	24	94
	Aba Logistics GmbH (Joint Venture)	Fulda	EUR	200	50
	Donau Transport und Umschlags GmbH (Joint Venture)	Regensburg	EUR	108	50
	Anchor Risk Services GmbH	Hamburg	EUR	25	100
Greece	Kuehne + Nagel AE	Athens	EUR	10,028	100
	Nacora Brokins International AE	Athens	EUR	60	60
	Sindos Railcontainer Services AE (Joint Venture)	Thessaloniki	EUR	3,038	50
Hungary	Kuehne + Nagel Kft	Budapest	HUF	134,600	100
Kazakhstan	Kuehne + Nagel LLC	Almaty	KZT	6,957	100
Latvia	Kuehne + Nagel SIA	Riga	EUR	142	100
Lithuania	Kuehne & Nagel UAB	Vilnius	EUR	232	100

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Macedonia	Kuehne + Nagel d.o.o.e.l.	Skopje	MKD	3,216	100
Poland	Kuehne + Nagel Sp.z o.o.	Poznan	PLN	14,869	100
	Kuehne + Nagel Real Estate Sp.z.o.o.	Gadki	PLN	21,467	100
Romania	Kuehne + Nagel SRL	Bucharest	RON	2,543	100
Russia	OOO Kuehne + Nagel	Moscow	RUR	1,339,036	100
	OOO Kuehne & Nagel Sakhalin	Sakhalin	RUR	500	100
	OOO Nakutrans	Moscow	RUR	278	100
Serbia	Kuehne + Nagel d.o.o.	Belgrade	RSD	3,039	100
	Kuehne + Nagel Shared Service Centre	Belgrade	RSD	15,000	100
Slovakia	Kuehne + Nagel s r.o.	Bratislava	EUR	470	100
Slovenia	Kuehne + Nagel d.o.o.	Ljubljana	EUR	10	100
Switzerland	Kuehne + Nagel AG	Opfikon	CHF	3,000	100
	LogIndex AG	Schindellegi	CHF	3,000	100
	Nacora Insurance Brokers AG	Opfikon	CHF	100	100
Ukraine	Kuehne + Nagel Ltd.	Kiev	UAH	26,975	100

North America

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Bermuda	Kuehne + Nagel Ltd.	Hamilton	EUR	12	100
Canada	Kuehne + Nagel Ltd.	Toronto	CAD	2,910	100
	Nacora Insurance Brokers Ltd.	Toronto	CAD	–	100
	Kuehne + Nagel Real Estate Ltd.	Toronto	CAD	–	100
	Kuehne + Nagel Services Ltd.	Vancouver	USD	72,085	100
	GFH Underwriting Agency Ltd.	Toronto	CAD	350	100
	ReTransportation Canada Inc.	Toronto	CAD	1,878	100
Mexico	Kuehne + Nagel S.A. de C.V.	México' D.F.	MXN	24,447	100
	Kuehne + Nagel Servicios Administrativos S.A. de C.V.	México' D.F.	MXN	50	100
	Agente de Seguros S.A. de C.V.	México' D.F.	MXN	50	100
USA	Kuehne + Nagel Investment Inc.	Jersey City	USD	1,400	100
	Kuehne + Nagel Inc.	Jersey City	USD	1,861	100
	Nacora Insurance Brokers Inc.	Jersey City	USD	25	100
	Kuehne + Nagel Special Logistics Inc.	Dulles	USD	30	100
	Kuehne + Nagel Real Estate USA Inc.	Jersey City	USD	–	100
	Kuehne + Nagel Nevada, Inc.	McCarran	USD	2	100
	Retransportation Inc.	Memphis	USD	543	100
	ReTrans Freight Inc.	Fall River	USD	23,229	100
	Commodity Forwarders Inc.	Los Angeles	USD	1,220	100
	QIC Intermediate Holdings Inc.	Jamaica	USD	–	100
	Q International Courier, LLC	Jamaica	USD	–	100

South America

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Argentina	Kuehne + Nagel S.A.	Buenos Aires	ARS	3,208	100
	Nacora S.A.	Buenos Aires	ARS	20	100
Barbados	Kuehne + Nagel Logistics Services Limited	Bridgetown	BBD	195	100
Bolivia	Kuehne + Nagel Ltda.	Santa Cruz	BOB	260	100
Brazil	Kuehne + Nagel Serviços Logisticos Ltda.	Sao Paulo	BRL	191,986	100
	Nacora Corretagens de Seguros Ltda.	Sao Paulo	BRL	1,094	100
	Podium Kuehne + Nagel Logistica de Eventos Esportivos Ltda. (Joint Venture)	Rio de Janeiro	BRL	100	50
Chile	Kuehne + Nagel Ltda.	Santiago	CLP	575,000	100
Colombia	Kuehne + Nagel S.A.S.	Bogotá	COP	5,184,600	100
	Agencia De Aduanas KN Colombia S.A.S. Nivel 2	Bogotá	COP	595,000	100
	Nacora Ltda. Agencia de Seguros	Bogotá	COP	20,000	100
Costa Rica	Kuehne + Nagel S.A.	San Jose	CRC	–	100
	KN Shared Service Centre S.A.	San Jose	CRC	–	100
Cuba	Kuehne Nagel Logistic Services S.A.	Havana	CUC	–	100
Dominican Republic	Kuehne + Nagel Dominicana SAS (Joint Venture)	Santo Domingo	DOP	3,000	50
Ecuador	Kuehne + Nagel S. A.	Quito	USD	7	100
El Salvador	Kuehne + Nagel S.A. DE C.V.	San Salvador	USD	69	100

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Guatemala	Kuehne + Nagel S.A.	Guatemala	GTQ	4,245	100
Honduras	Kuehne + Nagel S.A.	San Pedro Sula	HNL	25	100
Nicaragua	Kuehne + Nagel S.A.	Managua	NIO	10	100
Panama	Kuehne + Nagel S.A.	Colon	USD	1	100
	Kuehne + Nagel Management S.A.	Colon	USD	10	100
Peru	Kuehne + Nagel S.A.	Lima	PEN	10,638	100
Trinidad & Tobago	Kuehne + Nagel Ltd.	Port of Spain	TTD	31	100
Uruguay	Kuehne + Nagel S.A.	Montevideo	UYU	3,908	100
Venezuela	Kuehne + Nagel S.A.	Caracas	VES	–	100
	KN Venezuela Aduanas C.A.	Caracas	VES	–	100

North Asia-Pacific

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
China	Kuehne & Nagel Ltd.	Shanghai	CNY	25,072	100
	Kuehne & Nagel Logistics Co Ltd.	Shanghai	CNY	5,515	100
	Kuehne & Nagel Information Center Ltd.	Foshan	CNY	1,000	100
	Kuehne & Nagel Ltd.	Hong Kong	HKD	1,560	100
	Transpac Container System Ltd.	Hong Kong	HKD	100	100
	Nacora Insurance Brokers Ltd.	Hong Kong	HKD	500	100
	Kuehne & Nagel Ltd.	Macao	HKD	971	100
Taiwan	Kuehne + Nagel Ltd.	Taipei	TWD	20,000	100
	Nacora Insurance Brokers Ltd.	Taipei	TWD	6,000	100

South Asia-Pacific

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Australia	Kuehne & Nagel Pty Ltd	Melbourne	AUD	2,900	100
	Nacora Insurance Services Pty Ltd	Melbourne	AUD	–	100
	Kuehne + Nagel Real Estate Pty Ltd	Melbourne	AUD	–	100
Bangladesh	Kuehne + Nagel Limited	Dhaka	BDT	10,000	100
Cambodia	Kuehne + Nagel Limited	Phnom Penh	USD	5	100
India	Kuehne + Nagel Pvt. Ltd.	New Delhi	INR	30,000	100
Indonesia	PT. Naku Freight Indonesia	Jakarta	IDR	13,500,100	95
	PT. Naku Logistics Indonesia	Jakarta	IDR	24,455,000	67
Japan	Kuehne + Nagel Ltd.	Tokyo	JPY	80,000	100
	Nacora Japan Insurance Solutions Ltd.	Tokyo	JPY	9,900	100
Korea	Kuehne + Nagel Ltd.	Seoul	KRW	500,000	100
Malaysia	Kuehne + Nagel Sdn. Bhd.	Kuala Lumpur	MYR	1,000	100
	Nacora (Malaysia) Sdn. Bhd.	Kuala Lumpur	MYR	100	100
Maldives	Kuehne + Nagel Private Limited	Male	USD	1	100
Myanmar	Kuehne + Nagel Ltd.	Yangon	USD	50	100
New Zealand	Kuehne + Nagel Limited	Auckland	NZD	14,200	100
	Nacora Insurance Services Limited	Auckland	NZD	10	100
Pakistan	Kuehne + Nagel (Private) Limited.	Karachi	PKR	9,800	100
Philippines	Kuehne + Nagel Inc.	Manila	PHP	5,000	100
	Kuehne + Nagel Logistics Solutions Inc.	Manila	PHP	5,000	100
	Kuehne + Nagel Shared Service Center Inc.	Cebu	PHP	10,500	100
Singapore	Kuehne + Nagel Pte. Ltd.	Singapore	SGD	500	100
	Nacora Insurance Agency Pte. Ltd.	Singapore	SGD	100	100
	Kuehne + Nagel (Asia-Pacific) Management Pte. Ltd.	Singapore	SGD	200	100
	Kuehne + Nagel Real Estate Pte Ltd	Singapore	SGD	250	100
	Kuehne+Nagel (Asia Pacific) Holding Pte Ltd	Singapore	SGD	6,695	100
Sri Lanka	Kuehne & Nagel (Pvt) Ltd.	Colombo	LKR	2,502	100
Thailand	Kuehne + Nagel Limited	Bangkok	THB	20,000	100
Vietnam	Kuehne + Nagel Company Limited	Ho Chi Minh	VND	15,502,200	100

Middle East and Africa

Country	Name of the company	Location	Currency	Share capital (in 1,000)	KN voting share (in per cent)
Angola	Kuehne & Nagel (Angola) Transitarios Lda	Luanda	AOA	7,824	100
Bahrain	Kuehne + Nagel WLL	Manama	BHD	200	100
Egypt	Kuehne + Nagel Ltd.	Cairo	EGP	1,000	100
Iraq	Jawharat Al-Sharq Co. for General Transportation & Support Services Ltd	Baghdad	USD	85	100
	Kuehne + Nagel for General Transportation and Logistics Services L.L.C.	Erbil	USD	45	100
Jordan	Kuehne and Nagel Jordan LLC	Amman	JOD	300	100
Kenya	Kuehne + Nagel Limited	Nairobi	KES	63,995	100
	Blue Anchor Line Limited	Nairobi	KES	500	100
	Trillvane Ltd	Nairobi	KES	750	100
Kuwait	Kuehne + Nagel Company W.L.L.	Kuwait	KWD	150	100
Lebanon	KN-ITS SAL (Joint Venture)	Beirut	LBP	113,000	50
Mauritius	KN (Mauritius) Limited	Port Louis	MUR	4,000	100
Mozambique	Kuehne & Nagel Mocambique Lda.	Maputo	MZN	125,883	100
Namibia	Kuehne and Nagel (Pty) Ltd.	Windhoek	NAD	340	100
Oman	Kuehne + Nagel LLC.	Muscat	OMR	250	70
Qatar	Kuehne + Nagel L.L.C.	Doha	QAR	1,900	100
Saudi Arabia	Kuehne and Nagel Limited	Jeddah	SAR	1,000	100
South Africa	Kuehne + Nagel (Proprietary) Limited	Johannesburg	ZAR	1,652	70
	Nacora Insurance Brokers (Proprietary) Limited	Johannesburg	ZAR	35	100
Tanzania	Kuehne + Nagel Limited	Dar es Salaam	TZS	525,000	100
	Blue Anchor Line International Limited	Dar es Salaam	TZS	21,000	100
Turkey	Kuehne + Nagel Nakliyat Sti.	Istanbul	TRY	5,195	100
	Zet Farma Lojistik Hizmetleri Sanayi ve Ticaret A.S.	Istanbul	TRY	2,000	100
	Nacora Sigorta Brokerligi Anonim Sirketi	Istanbul	TRY	300	100
UAE	Kuehne + Nagel L.L.C.	Dubai	AED	1,000	100
	Kuehne + Nagel L.L.C.	Abu Dhabi	AED	1,000	100
	Kuehne + Nagel DWC L.L.C.	Dubai	AED	13,000	100
	Kuehne + Nagel Management ME FZE	Dubai	AED	1,000	100
Uganda	Kuehne + Nagel Limited	Kampala	UGX	827,500	100

REPORT OF THE STATUTORY AUDITOR ON THE CONSOLIDATED FINANCIAL STATEMENTS TO THE GENERAL MEETING OF SHAREHOLDERS OF KUEHNE + NAGEL INTERNATIONAL AG, SCHINDELLEGI (FEUSISBERG), SWITZERLAND

Opinion

We have audited the consolidated financial statements of Kuehne + Nagel International AG and its subsidiaries (the Group), which comprise the balance sheet as at 31 December 2018 and the income statement, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion the consolidated financial statements (pages 37 to 110) give a true and fair view of the consolidated financial position of the Group as at 31 December 2018, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and comply with Swiss law.

Basis for opinion

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISAs) and Swiss Auditing Standards. Our responsibilities under those provisions and standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession, as well as the IESBA Code of Ethics for Professional Accountants, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the consolidated financial statements* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the consolidated financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the consolidated financial statements.

Valuation of goodwill	
Area of focus	As of December 31, 2018 the Group has recorded goodwill of CHF 1,170 million, of which CHF 347 million relate to the 2018 acquisition of Quick International Courier. The carrying value of goodwill is tested annually for impairment. The impairment assessment for goodwill is dependent on the estimation of, amongst others, future cash flows and the discount rates applied. Due to the significance of the carrying values of goodwill and the judgment involved in performing the impairment tests, this matter was considered to be significant to our audit. The accounting policies regarding goodwill applied by the Group are explained in the notes to the consolidated financial statements in section 9. Further details on goodwill and the annual impairment tests are disclosed in note 27 to the consolidated financial statements.
Our audit response	We tested, with the support of our valuation specialists, the appropriateness of the Group's valuation model and evaluated management's key assumptions, including growth rates used in the cash flow projections during the forecast period, the terminal growth rate assumption and the discount rate. Further, we assessed the historical accuracy of management's estimates and considered their ability to produce accurate long-term forecasts. Our work moreover included an evaluation of management's sensitivity analysis on changes to the key assumptions, in order to quantify the downside changes in assumptions that could result in an impairment. Our audit procedures did not lead to any reservations concerning the valuation of goodwill and other intangible assets with indefinite useful lives.

Valuation of Income Tax Positions

Area of focus

As of December 31, 2018 the Group has recorded deferred tax assets of CHF 74 million (net). Further, the Group operates across a wide range of tax jurisdictions around the world and is therefore occasionally challenged by local tax authorities, mainly regarding its cross-border transfer pricing arrangements.
The group records deferred tax assets for temporary differences and tax loss carry forwards to the extent that it is probable that future taxable profit will be available against which these deferred tax assets can be used. Where there is uncertainty over income tax treatments, the Group recognizes the related tax assets or liabilities applying management's best estimate.

Due to the significant judgment involved in forecasting timing and level of future taxable profits and in accounting for uncertain tax treatments, this matter was considered to be significant to our audit. The accounting policies regarding current and deferred income taxes applied by the Group are explained in the notes to the consolidated financial statements in section 17. Further details on current and deferred income tax positions are disclosed in note 24 to the consolidated financial statements.

Our audit response

We evaluated, with the support of our taxation specialists, the model used to recognize deferred tax assets and liabilities and the tax rates applied. We evaluated management's forecasts regarding timing and level of future taxable profits by comparing these future taxable profits to historical results and assessed any significant assumptions impacting these profits. Further, we assessed correspondence with relevant tax authorities, evaluated the historical accuracy of management's estimates and ensured the consistency between management's estimates regarding future taxable profits and other available prospective financial information, such as future cash flow estimates.

Our audit procedures did not lead to any reservations concerning the valuation of income tax positions.

Recognition of Net turnover and related balance sheet accounts

Area of focus	During the financial year 2018, the Group recognized net turnover in the amount of CHF 20,774 million. As of December 31, 2018 the Group has recognized CHF 300 million of contract assets and CHF 146 million of contract liabilities. IFRS 15 was adopted as of January 1, 2018, using the modified retrospective application. The Group generates its revenues from four principal services (Seafreight, Airfreight, Overland and Contract Logistics), and from ancillary services (such as customs clearance or documentation services) which are incidental to a principal service and are together with a principal service considered to represent one single performance obligation. Turnover is recognized based upon the terms in the contract of carriage and to the extent a service is completed. Accruing for net turnover, including recognizing contract assets for unbilled services rendered and contract liabilities for payments received for services not yet rendered, depends on IT controls. Due to the significance of net turnover, this matter was considered to be significant to our audit. The accounting policies regarding revenue recognition are explained in the notes to the consolidated financial statements in section 15. Further details on net turnover are disclosed in note 19 to the consolidated financial statements.
Our audit response	Our audit procedures included assessing the accounting policies for revenue recognition applied by management and comparing these to IFRS 15. We assessed the impact of the IFRS 15 implementation as of January 1, 2018, which was deemed to be not material to the Group's retained earnings. We tested the Group's internal control system with regards to revenue recognition, including related IT controls. Further, our audit procedures included analytics to identify any unusual or non-standard transactions and, on a sample basis, agreeing amounts recorded to underlying evidence, i.e. customer contracts. Our audit procedures did not lead to any reservations concerning the recognition of net turnover and the accounting for contract assets and liabilities.

Other information in the annual report

The Board of Directors is responsible for the other information in the annual report. The other information comprises all information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements, remuneration report and our auditor's reports thereon.

Our opinion on the consolidated financial statements does not cover the other information in the annual report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information in the annual report and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibility of the Board of Directors for the consolidated financial statements

The Board of Directors is responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS and the provisions of Swiss law, and for such internal control as the Board of Directors determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Board of Directors is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISAs and Swiss Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is located at the website of EXPERTsuisse: http://www.expertsuisse.ch/en/audit-report-for-public-companies. This description forms part of our auditor's report.

Report on other legal and regulatory requirements

In accordance with article 728a para. 1 item 3 CO and the Swiss Auditing Standard 890, we confirm that an internal control system exists, which has been designed for the preparation of consolidated financial statements according to the instructions of the Board of Directors.

We recommend that the consolidated financial statements submitted to you be approved.

Ernst & Young Ltd

Christian Krämer	**Philipp Baumann**
Licensed audit expert	Licensed audit expert
(Auditor in charge)	

Zurich, February 26, 2019

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