

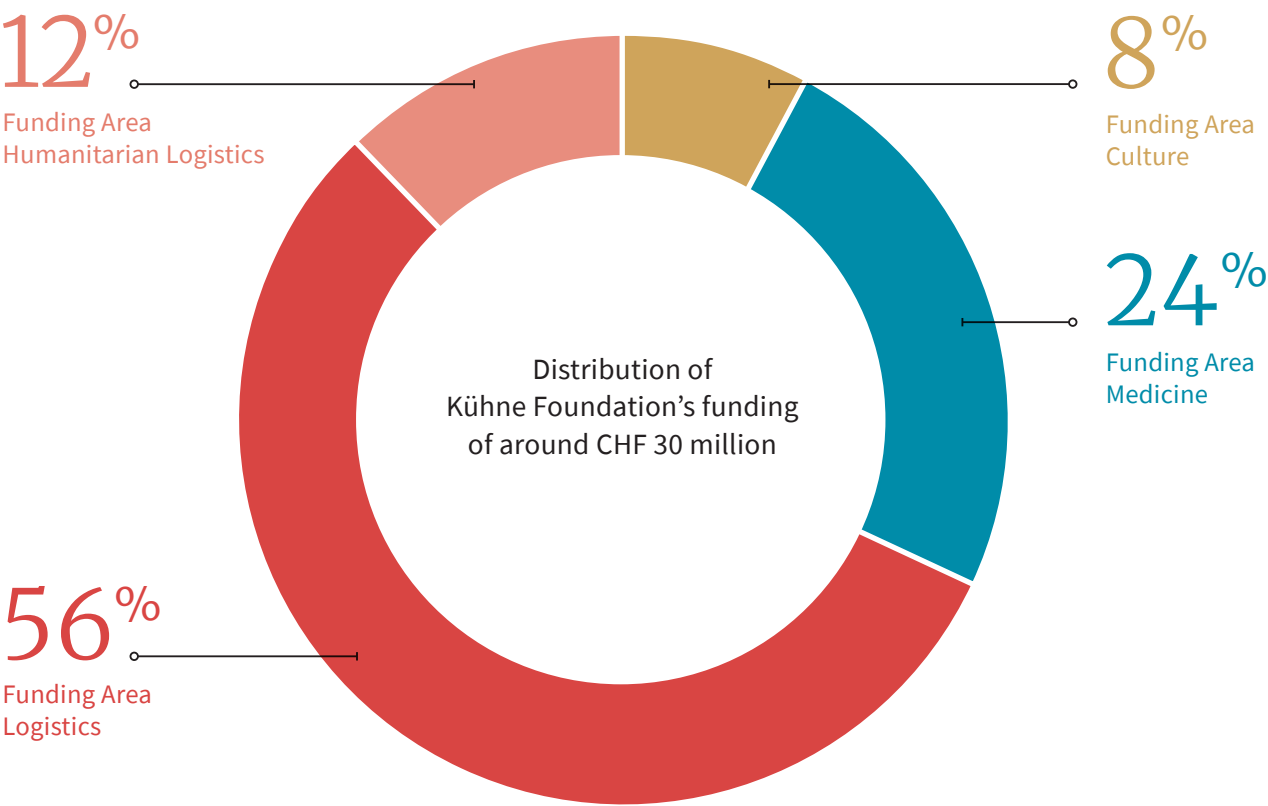
Annual Report 2020



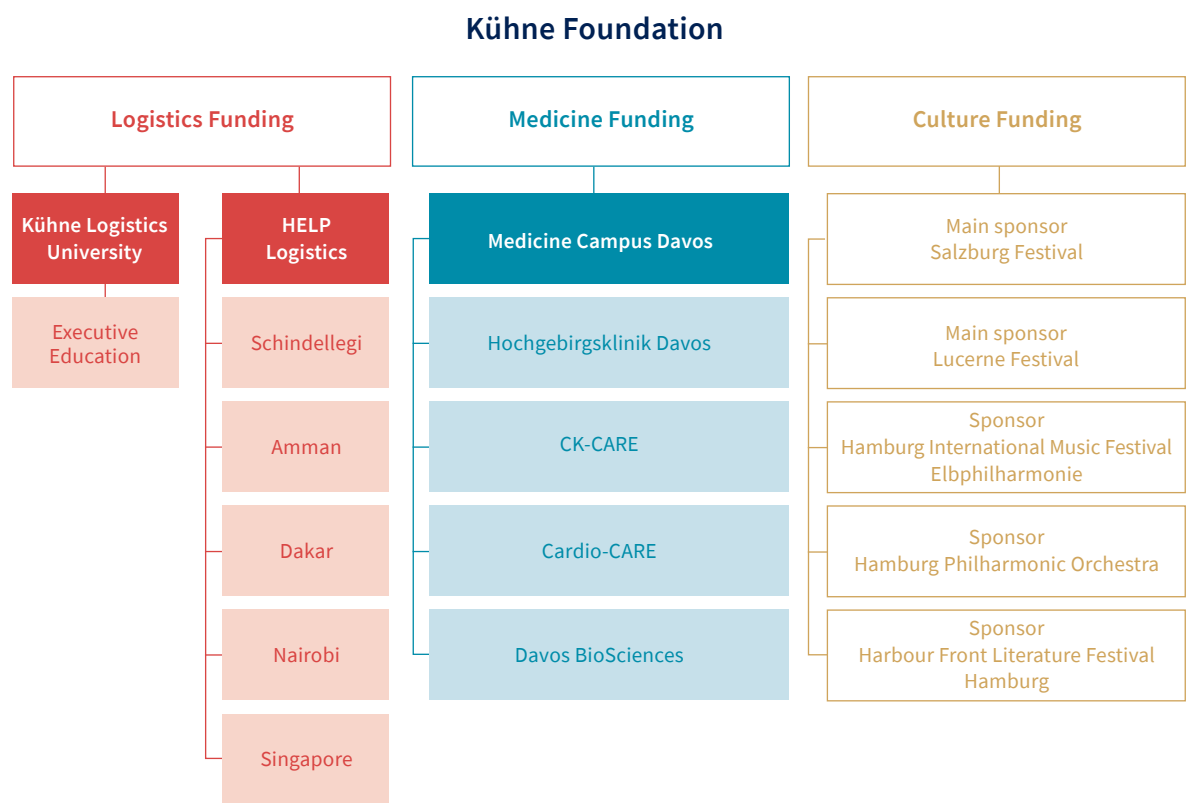
“Key priority of the Kühne Foundation is the support for training, further education as well as research and science in the area of logistics. This also includes Humanitarian Logistics and a project concentrating on free global trade. Another focal point is our medicine funding through research, therapy, and education in the fields of allergology and cardiology. In Davos, Switzerland, we operate the Hochgebirgsklinik, a renowned rehabilitation hospital owned by us, and various research institutions. In the cultural sector, we support leading opera houses and concert halls and belong to the main sponsors of the Salzburg Festival and Lucerne Festival.”

Prof. Dr. h.c. Klaus-Michael Kühne

Funding volume



Organigram



The Kühne Foundation considers itself as an operative foundation and primarily implements its own projects. Therefore, it has founded a number of subsidiaries. These are presented in coloured boxes in the organigram above. In the area of cultural funding, the Kühne Foundation supports its partners with financial donations.

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Preface by the Founder

Dear Friends and Project Partners of the Kühne Foundation, dear Readers

Since the beginning of 2020, the coronavirus has gripped the world. The pandemic and the measures enforced to combat it have changed not only our lives and work situations but also the community in ways unimaginable until now. The Kühne Foundation has adapted activities and structures in its funding areas to the new circumstances to the best possible extent, ensuring that projects could be initiated or continued largely as planned. The joy in sustainable, charitable engagement and in work performed successfully should not be diminished, even in such difficult times, and so my wife and I take this opportunity to sincerely thank all employees and project partners of the Kühne Foundation for their extraordinary commitment, their creativity and enthusiasm. Our appreciation also goes to the management and our colleagues on the Board of Trustees for their valuable contributions.

In 2020, the Kühne Logistics University (KLU) in Hamburg, the flagship in our logistics funding area, was able to look back on its first decade as a university for logistics and management. As a private university, it has made a name for itself in the German higher education landscape and has enhanced the status of logistics to an academic discipline. We are delighted that more than 700 KLU graduates are today pursuing careers in logistics and other

industries. The true value of well-functioning logistics management became evident during the corona crisis, especially for the general public. We need only think of the supply of commodities to the population and the significance of reliable supply chains for the economy. As a result, logistics experts as well as KLU scientists were in great demand to share their findings on responses to the pandemic. New research projects related to corona were initiated and, at the same time, studies are underway as to which challenges the logistics sector can expect after the crisis and how best to react to these. Teaching was moved to purely online formats, so students did not have to suffer any interruptions.

Within the framework of its education programme for developing and emerging countries, the Kühne Foundation supports universities in Africa in the development of logistics and supply chain management courses at an international academic level and implementing these themselves. In doing so, we want to make a contribution to the profound and sustainable education of urgently needed logistics specialists and managers in African countries.

As a subsidiary of the Kühne Foundation, HELP Logistics AG advises state institutions as well as international aid organisations in developing and

emerging countries in order to strengthen their logistics expertise and thus increase the effectiveness of aid measures. Needless to say, issues related to the corona pandemic were dominant in the year under review, be it the effects on the flow of goods in healthcare or in food supplies, or preparatory measures for the efficient distribution of vaccines. With digital courses and trainings, HELP Logistics was able to expand its activities despite the travel restrictions.

We are realising our idea of a Medicine Campus on the site of the Hochgebirgsklinik in Davos, Switzerland, which we have been operating ourselves for several years as a non-profit subsidiary of the Kühne Foundation. The intention is that clinical operations, rehabilitation and science work increasingly better in synergy with each other. The Christine Kühne – Center for Allergy, Research and Education (CK-CARE), initiated by my wife, has been located on the campus since 2009 and is dedicated to allergy research and treatment as well as education. Diverse new findings on allergic diseases have been gained thanks to the biobank and database developed with great effort by a CK-CARE research team. The results will flow into the conception of better diagnostics and new methods of treatment and medication. With a significant donation, we are also enabling the largest research programme yet in



Prof. Dr. h.c. Klaus-Michael Kühne

German-speaking countries on whole genome sequencing. The aim of the cooperation between the Kühne Foundation, University Hospital Zurich (USZ) and the Medical Centre Hamburg-Eppendorf (UKE) is to gain a better understanding of the causes of cardiovascular diseases. Since summer 2020, the data obtained from the genome sequencing of altogether 9,000 people has been processed on the Medicine Campus.

With our funding for culture, we want to make a sustainable contribution to the continued advancement of art and culture and promote talented young concert performers and singers. Many cultural events had to be cancelled in 2020 because of the coronavirus crisis. The Salzburg Festival took place in a smaller but all the more impressive format. The Lucerne Festival also went ahead with a reduced programme. The Kühne Foundation is one of the main

sponsors of both cultural institutions. Although attractive streaming services from various concert and opera houses provided some bright spots in difficult times, we hope together with all cultural professionals and enthusiasts to be able to experience events in person again this year.

With our Annual Report we would like to provide an interesting insight into the diverse and demanding activities of the Kühne Foundation in a very special year.

With best wishes

Your

Klaus-Michael Kühne
President of the Board of Trustees

Mission of the Kühne Foundation

“Entrepreneurial success should be combined with the promotion of the common good. The Kühne Foundation assumes this task. At the same time, the donor and the Kühne Foundation fulfil their social responsibilities with a large number of funding programmes and projects.”

Prof. Dr. h.c. Klaus-Michael Kühne



Logistics



Medicine



Culture

Independence

The non-profit Kühne Foundation was established by the Kühne family in the year 1976 in Switzerland. The Board of Trustees is responsible for the execution of its duties. The Kühne Foundation should not be influenced by third parties. Its own assets form its economic base, along with the earning power and assets of the Kühne Holding AG.

Internationality

With headquarters in Switzerland, the Kühne Foundation's programmes and projects are devoted to the idea of living in a globally networked world and crossing boundaries. Almost all funding projects are therefore of an international nature.

Creative Foundation

The Kühne Foundation mainly works as an operative foundation. It pursues its goals less by promoting third parties; instead primarily initiating, steering and implementing its own projects and programmes, sometimes

with partner organisations. This approach is particularly important in its two major funding areas, logistics and medicine. The Kühne Foundation deploys lean structures to manage its projects in a creative and sustainable manner, while keeping a close eye on costs and budget

Efficiency

The Kühne Foundation strives for excellence in all its projects. It is important for it to focus on the desired outcome of its operational programmes and to work in a highly efficient manner. Among other things, this means defining targets for projects and funding lines, as well as monitoring the results and effects. This approach also serves to continuously develop the programmes and select new projects.

Priorities

The Kühne Foundation owes its financial strength to the success of one of the world's largest logistics companies, the Kühne + Nagel Group. It should

never lose sight of these roots and the associated responsibility. The Foundation Charter defines a series of funding priorities that are intended to extend over a long period of time and are economically secure:

Logistics

The Kühne Foundation is convinced that logistics and logistics expertise as well as free trade support the global economic and social development.

Medicine

The Kühne Foundation is convinced that personalised medicine provides significant innovative impetus for therapy and prevention. It therefore specifically funds projects that are committed to this approach.

Culture

In particular, the Kühne Foundation funds outstanding classical music projects in collaboration with a number of European festivals, opera houses and concert halls.

Board of Trustees

Prof. Dr. h.c. Klaus-Michael Kühne (President)

Following a commercial apprenticeship and several years of thorough education, Klaus-Michael Kühne joined the family business Kühne + Nagel in the early 1960s. In 1963, he was appointed general partner, in 1966 Chairman of the Management Board. From 1975 onwards, he was Chief Executive Officer and later on appointed Chairman of the Board of Directors at the company's international head office in Switzerland. Since 2011, Klaus-Michael Kühne has been Honorary Chairman of Kühne + Nagel International AG. The Kühne Holding AG, established by Klaus-Michael Kühne in 1993, is the majority shareholder of the Kühne + Nagel Group and holds an over 30 per cent stake in Hapag-Lloyd AG, one of the worldwide leading container shipping lines. In addition, the Kühne Holding AG owns real estate and is engaged in the luxury hotel segment. Together with his parents, Klaus-Michael Kühne established the Kühne Foundation in the year 1976. The deed of the Foundation is support for training, further education, scholarships and research in the fields of transport and logistics. The Kühne Foundation is also heavily involved in the area of medicine. It has established a Medicine Campus in Davos, Switzerland, supporting there two major research

projects in the fields of allergology and cardiology, and runs the Hochgebirgsklinik. In the area of culture, the Kühne Foundation supports primarily festivals, operas and concert halls in Europe.

Christine Kühne

Christine Kühne is married to Klaus-Michael Kühne and she supports him in all projects of the Foundation. On her initiative, the Christine Kühne – Center for Allergy Research and Educations was founded in 2009 in order to make a lasting impact on research into allergies. Christine Kühne is the patron of the award for the best children's and youth book author, presented annually during the Harbour Front Literature Festival in Hamburg. She is also committed to support young singers.

Dr. Thomas Staehelin (Vice President)

Dr. Thomas Staehelin holds a PhD in law and has been a partner of Fromer Advokatur und Notariat based in Basel since 1981. His expertise includes international mandates, corporate law, mergers and acquisitions, tax law, contract and commercial law as well as banking and stock market law. Dr. Staehelin is a member and/or President of the Board of Directors of several Swiss and international companies.

Michael Behrendt

After studies in law, Michael Behrendt joined VTG Vereinigte Tanklager und Transportmittel GmbH in 1985 and became Managing Director in 1994. In 1999, he was appointed Chief Executive Officer of VTG Lehnkering AG. Michael Behrendt became Chairman of the Executive Board of Hapag-Lloyd AG in 2002; and has taken over as Chairman of the Supervisory Board of Hapag-Lloyd AG in 2014. Furthermore, he is President of the Übersee-Club e.V. in Hamburg and board member of the non-profit science organisation Stifterverband für die Deutsche Wissenschaft e. V.

Dr. Jörg Dräger

Dr. Jörg Dräger studied Physics and Economics in Hamburg and New York. After his graduation, he worked for Roland Berger Strategy Consultants in Frankfurt / Main. He returned to Hamburg as CEO of the Northern Institute of Technology. From 2001 to 2008, Dr. Dräger took office as Hamburg's (independent) Minister of Science and Research. In addition, he was a member of the Conference of Ministers of Education and Cultural Affairs and a deputy member of the German Bundesrat. In 2018, he joined the Bertelsmann Foundation as a member of the Executive Board.

Karl Gernandt

Karl Gernandt started his career with Deutsche Bank after graduating with an MBA in business administration at the University of St. Gallen. He moved on to A.T. Kearney, focusing on strategic financial services projects, then to Alsen AG und Holcim, most recently as CEO of the Region Western Europe. From 2009 to 2011 Karl Gernandt was Delegate and from 2011 to 2016 Executive Chairman of the Board of Directors of Kühne + Nagel International AG, and has been Vice-Chairman since 2016. Furthermore, he is Executive Chairman of the Kühne Holding AG and Deputy Chairman of the Supervisory Board of Hapag-Lloyd AG as well as a member of the Supervisory Board of SIGNA Prime Selection AG.

Prof. Dr. Lino Guzzella

Dr. Lino Guzzella has been full Professor at the Department for Mechanical and Process Engineering at ETH Zurich since 1999. After working in the field of industrial research (Sulzer and Hilti) he became Assistant Professor at ETH Zurich. Between 2012 and 2014 Prof. Guzzella was the Rector of ETH Zurich and from 2015 to 2018 its President. He is a fellow of IEEE and IFAC and a member of the Swiss Academy of Engineering (SATW). He is also active as a member of the Board of Directors of

German and Swiss industrial companies and a consultant in the area of start-ups and innovation.

Dr. Wolfgang Peiner

Following the completion of an apprenticeship at Kühne + Nagel Hamburg, Dr. Wolfgang Peiner studied business administration in Hamburg and Kansas/USA. Thereafter, he worked as tax consultant and auditor at Arthur Andersen & Co., the Werner Otto Group and as Director, later on as Chief Executive, of the Gothaer Group. During those times, Dr. Peiner was a member of the Board of Directors of the Treuhandanstalt and its successor organisation BvS, Kühne + Nagel International AG as well as a member of the Supervisory Board of Deutsche Lufthansa AG and Friends Provident. From 2001 to 2006 Dr. Peiner was Senator of Finance of the Hamburg state government, at the same time, he was Federal Treasurer of the CDU party. In the years 2010 and 2011, he was founding president of the Kühne Logistics University. Since 2008, Dr. Peiner has been a member of the Board of Directors of Kühne Holding AG.

Dr. Jörg Wolle

Dr. Jörg Wolle holds a PhD in engineering sciences. In his roles as CEO and President, he formed and led DKSH

AG from 2000 to 2017, most recently reaching net sales of CHF 11 billion and employing 35,000 staff in Asia. The company was created through the merger of three traditional Swiss trading houses in Asia. Since 2010, Dr. Wolle has been a member of the Board of Directors of Kühne + Nagel International AG, since May 2016, he has been Chairman of the Board. He is Chairman of the Board of Directors of Klingelberg AG and member of the Board of Directors of Olam International Limited, Singapore.

Prof. Dr. Gregor Zünd

Prof. Dr. Gregor Zünd has been CEO and President of the Hospital Executive Board of the Zurich University Hospital since 2016. Before his appointment, he was Director of Research and Education and in this function already a member of the Executive Board of the Zurich University Hospital and Managing Director of the Centre for Clinical Research. Prof. Zünd is a specialist in cardiac and thoracic heart surgery. He completed further trainings at the Zurich University Hospital. In addition, he spent several years at the Texas Medical Center in Houston and at the Harvard Medical School in Boston. Prof. Zünd is member of the Medical Faculty at the University of Zurich.

Logistics

Logistics forms the backbone of the modern economy and lays the foundation for international trade and exchange. The Kühne Foundation links research institutions working on new developments and supports training and further education for managers who take on new challenges. Furthermore, the Kühne Foundation is involved in the field of Humanitarian Logistics and supports with its subsidiary, HELP Logistics AG, humanitarian organisations and governments in the implementation of efficient humanitarian responses. With its Education Programme the Kühne Foundation contributes to the extension of logistics competence in emerging countries.



Kühne Logistics University (KLU)

10 years of educating tomorrow's logistics and management leaders

In 2020, Kühne Logistics University (KLU) in Hamburg celebrated its tenth anniversary as a university for logistics and management. The private university has earned an excellent reputation among German universities and enhanced the status of logistics to that of an academic discipline. Today, over 700 KLU graduates are pursuing careers in logistics, other industries and non-profit organisations, or have founded their own businesses. A third of all KLU graduates are working abroad, and the network of 50 partner universities further reflects KLU's international orientation.

Numerous awards testify to how highly students, academics and those in industry regard the university's work.

KLU regularly achieves top marks in all CHE University Ranking categories – most recently in spring 2020. In terms of research productivity, measured by research output per professor, KLU once again took first place among all private universities in German-speaking countries in the 2020 Wirtschafts-Woche Ranking. In the past ten years, around 40 privately and publicly funded research projects have been completed, while 40 books and 430 articles have been published. In 2017, on the recommendation of the Hamburg Senate's Academic Council, KLU was awarded the right to confer PhDs. Since then, many young talents have participated in the doctoral programme, and currently roughly 40 PhD students are contributing significantly to the university's research.



2020: KLU expertise is in demand

In the pandemic year 2020, Kühne Logistics University's core research and educational areas – logistics and leadership – took on a new importance. Logistics and supply chains topics were often front-page news, and working from home and remote leadership became the new normal. Using an online format, KLU experts shared their latest findings on responses to the coronavirus crisis with interested parties from the

business world, and published articles in classic and social media alike. New research projects were launched, e.g. on ad-hoc supply chains for medical protective equipment, and there were proposals for three further projects closely related to the coronavirus. Furthermore, KLU Executive Education developed and implemented an online course to prepare managers for the restart after the pandemic, and expanded its entire digital programme.



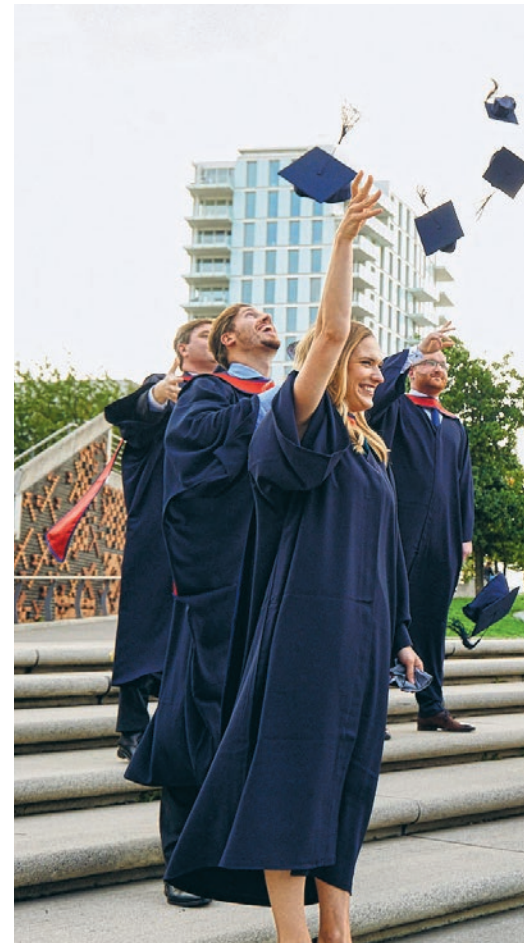
Kühne Logistics University (KLU)

Kühne Logistics University (KLU) is an internationally renowned faculty with the right to confer PhD degrees and proven practical orientation. In terms of research and teaching, digital transformation, sustainability and innovative value creation are the key competence areas in the disciplines of transport, global logistics and supply chain management. One Bachelor and three Master courses, a structured Doctoral programme and a part-time MBA provide excellent study conditions and perspectives for about 400 students from 60 nations. An international team of 23 professors conduct teaching in English at its modern campus in Hamburg HafenCity. Management seminars for specialists and executives complete the syllabus.

Examples of Key
Performance Indicators

KLU	2019	2020
<i>PhDs</i>	3	4
<i>Master's graduates</i>	81	88
<i>Bachelor's graduates</i>	21	36
<i>Executive Education Days</i>	174	124
<i>Peer-reviewed articles in journals</i>	46	42
<i>Third-party funding in million Euro (approx.)</i>	1.5	1.3

Graduation Ceremony 2020 – keeping distance

**KLU named Germany's most
popular university**

The university assessment portal “StudyCheck” named KLU the “most popular university in Germany”. In 2020, KLU took first place among approx. 190 universities and higher education institutions. On average, students awarded KLU 4.7 out of a possible 5 stars, and 100 per cent of them would recommend it to others. The technical facilities, teaching staff and course structure were especially praised.

Education: Attracting new students

In 2020, KLU had a record number of new students: 164 young people began their studies. In 2019, KLU, with the support of the Kühne Foundation, had already paved the way for teaching to be supplemented at any time through on-line learning. As a result, in spring 2020 it was able to rapidly and seamlessly switch to a purely online format, and to introduce hybrid courses in autumn. Here, one major consideration was the large proportion of international students (40 per cent), many of which had returned home. A highlight of the academic year – despite the coronavirus – was the graduation ceremony in September, which could either be attended on site or, for the first time, watched live on screen around the globe.



Research center for sustainable logistics launched in Hamburg

In partnership with Kühne + Nagel, KLU has launched an independent research center for sustainable logistics and supply chains. The goal is to establish Hamburg as an international academic hub for sustainable logistics. The Academic Director of the center, Prof. Moritz Petersen, underlined that decarbonising logistics in order to reduce CO₂ emissions is a mammoth task, but also a highly relevant and urgent one, since logistics related activities are responsible for roughly ten per cent of global CO₂ emissions. The Center for Sustainable Logistics and Supply Chains (CSLS) is KLU's second industry-supported research center.



“Decarbonising logistics in order to reduce CO₂ emissions is a mammoth task, but also a highly relevant and urgent.”

Prof. Dr. Moritz Petersen,
Academic Director of the center



Studies in front of an impressive view

The Kühne Foundation Logistics Day

Artificial Intelligence and digitalisation: will these new trends lead to permanent changes, or will logistics prove to be too complex? This was the central topic of the Kühne Foundation Logistics Day at KLU in April 2020, which brought together a range of international experts. While all agreed that Artificial Intelligence (AI) is an innovation driver in logistics, they also highlighted the lack of uniform global data standards that could make AI attractive for small and medium-size enterprises. Due to the coronavirus restrictions, the event was held online for the first time; roughly 300 participants joined in digitally.

MBA programme for visionaries: HHLA partners with KLU

The Port of Hamburg logistics specialist HHLA has chosen KLU as its partner for further education. In April 2020, employees of Europe's leading logistics company began a part-time Master's course. According to HHLA Human Resources Director Torben Seebold, managing personnel is one of the most challenging, but also one of the most urgently needed, skills in the logistics industry. Accordingly, the study programme focuses on building participants' leadership capabilities.

Endowed Chairs

The Kühne Foundation has been funding logistics chairs and educational institutions in logistics and business administration for over 25 years. The main objective is to strengthen and draw attention to logistics as a scientific discipline, while ensuring that highly qualified logistics specialists are able to attain leading positions in the economy.

Competence Centre for International Logistics Networks at the Logistics Department of TU Berlin

Engagement in Ethiopia and Rwanda

In coordination with the Kühne Foundation, the Competence Centre shifted the focus of its activities to Africa in 2019. A number of projects in Ethiopia and Rwanda aim at improving local logistics training and organising it in a more practice-oriented way through closer collaboration between industry and universities. Moreover, cross-sector collaboration should contribute to the development of logistics concepts that can be implemented locally. Several case studies in various industries and modes of transport were carried out on site in the first quarter of 2020 before being compiled digitally, analysed and inte-

grated into the curricula at TU Berlin and Addis Ababa University.

Like all institutes of further education, the Competence Centre suffered under the pandemic in 2020 – many activities had to take place online. One example of this was the “Ethiopian Logistics in Practice” conference in November. With over 100 participants from ministries, companies and academia from Ethiopia, Ghana, Rwanda and other African countries as well as from Germany and the United Arab Emirates, success strategies for a future-oriented logistics curriculum and practice in Africa were discussed and cooperation measures for the future were developed.

Examples of Key Performance Indicators

Competence Centre, TU Berlin	2019	2020
<i>Industry workshops</i>	5	5
<i>Presentations</i>	7	4
<i>Students</i>	300	275
<i>Degree theses</i>	15	16

Addis Ababa University



TU Berlin

TU Berlin is a traditional, globally acclaimed university in the German capital. With around 35,000 students and approx. 350 professors, TU Berlin is one of Germany's largest universities. Logistics is in great demand as a Bachelor and Master subject, as well as a technical specialism for various fields of study, especially business engineering. Every year, approx. 300 students from TU Berlin and international study programmes are trained during the winter and summer semesters as part of a course comprising more than 30 semester periods per week. For many years, the Kühne Foundation has been funding the Competence Centre for International Logistics Networks, which is led by Prof. Dr. Frank Straube.

**Chair of Logistics at
the School of Management
at Universidad de los Andes,
Bogotá**

Examples of Key
Performance Indicators
Logistics Chair,
Universidad de los Andes

	2019	2020
<i>Students</i>	<i>180</i>	<i>120</i>
<i>Workshops</i>	<i>3</i>	<i>4</i>
<i>Degree theses</i>	<i>7</i>	<i>5</i>
<i>Presentations</i>	<i>7</i>	<i>10</i>
<i>Third-party project funding in Euro (K) approx.</i>	<i>130</i>	<i>70</i>



**School of Management at
Universidad de los Andes, Bogotá**

Universidad de los Andes was founded on 16 November 1948 by a group of young men led by Mario Laserna Pinzón and was the first private higher education institution in Colombia that was secular and independent from political parties. The School of Management at the Universidad de los Andes was established in 1972 with the aim of educating future leaders to contribute to the innovative and sustainable development of private companies and public organisations in Colombia and Latin America. The faculty's excellence and high quality standards are reflected, among other things, by the highest award of the national accreditation council and internationally by the so-called Triple Crown accreditation (with the Business School awards EQUIS, AACSB and AMBA). The Kühne Foundation has been funding the Chair of Logistics led by Prof. Gordon Wilmsmeier since 2017.

**Observation of emissions in road
haulage traffic in Columbia**

In 2020, the Chair concluded a new cooperation agreement with Andres Bello University in Chile for the development of the “Logistics Road Freight Observatory – Colombia Platform”. The goal of the project is the use of GPS data from road haulage traffic to evaluate the individual and systemic emissions in the sector. One particular focus in this is the establishment of key indicators for energy efficiency. The platform was developed over the course of the year and the first data collected.

The collaboration with “ExpoCafe”, a major Colombian coffee exporter, is worth particular note. With this cooperation, the platform supports the calculation of the CO₂ emissions and the energy consumption of road haulage traffic as a significant component of the supply chains of the coffee exporters.



Further educational organisations supported by the Kühne Foundation

WHU – Otto Beisheim School of Management

WHU – Otto Beisheim School of Management is a privately financed business school with an international focus and university status. Founded in 1984, the institution is one of Europe's most renowned business schools, with an exceptional international reputation. The Kühne Foundation supported the Kühne Institute for Logistics Management for over 25 years and thus contributed to the establishment of logistics as an academic discipline within business administration. Today, the professors Dr. Stefan Spinler and Dr. Carl M. Wallenburg teach at the two locations of WHU in Vallendar and Düsseldorf. Funding ended in 2020.

Tongji University, Shanghai

Tongji University is one of the oldest and most prestigious higher education institutions in the People's Republic of China. It was founded by German doctors in 1907. The Chinesisch-Deutsche Hochschulkolleg (CDHK) was established in 1998 and is a joint institution of the German Academic Exchange Service (DAAD) and Tongji University. It offers Master programmes in electrical engineering, mechanical engineering, automotive engineering and economics. Between 2008 and 2020, the Kühne Foundation funded the Chair of International Logistics Networks and Services under the leadership of Prof. Sidong Zhang.

DAV, Bremen

The German Academy of Foreign Trade and Transport (DAV) has been running successful development courses for junior logistics managers for over 50 years. It is part of the BVL Campus in Bremen. The training courses are consistently geared towards practical relevance and the application of the methodological knowledge acquired. In addition to academics, business executives deliver lectures and seminars. Teaching content is regularly reviewed with companies in the sector and graduates working in management roles. The Kühne Foundation has been helping the DAV to support the next generation of junior logistics managers for many years.

Humanitarian aid requires reliable supply chains

Since 2014, HELP Logistics AG has been registered as a non-profit organisation in Schindellegi, Switzerland. Eighteen dedicated full-time logistics and supply chain management professionals operate from regional offices in Amman, Dakar, Nairobi and Singapore. HELP Logistics advises and trains international aid organisations and governments to strengthen their logistics competence and improve the effectiveness and efficiency of humanitarian operations.

HELP Humanitarian Logistics



Support for the United Nations Sustainable Development Goals

HELP Logistics builds strategic partnerships and transfers knowledge through learning programmes in the fields of logistics and supply chain management to support in particular the goals (listed on the left) of the Agenda for Sustainable Development adopted by all United Nations Members.



HELP 2020: Highlights from priority areas

Optimising warehouse operations in the world's biggest refugee response operation

At the end of 2020, an estimated 860,000 Rohingya refugees were living in the world's largest refugee camp in Cox's Bazar, Bangladesh. The conditions are extremely difficult as there is a lack of food, water and medicine. The coronavirus pandemic has compounded the plight of these vulnerable communities. As one of the largest agencies, World Vision Bangladesh has 600 full-time response staff and 1,100 field facilitators who support refugee families across 34 camps. HELP Logistics conducted a warehouse and inventory assessment to understand current practices, determine bottlenecks, and improve Standard Operating Procedures (SOPs) for warehouse management. HELP Logistics also provided humanitarian logistics management training with regional support from the India Institute of Management Kozhikode. This project improves the



Supporting World Vision Bangladesh to improve humanitarian operations for refugees

performance in five full-time warehouses, ensuring humanitarian supply chain operations can efficiently deliver aid to those desperate for help.

An in-depth report on the impact of coronavirus pandemic on logistics networks

People who are in desperate need of food and medicines rely on the effectiveness of supply chains. But uncertainty became a volatile variable for all supply chain activity planning in 2020 as a result of the coronavirus pandemic. HELP Logistics Kenya responded to a request from the Food to Market Alliance (FTMA) to assess and quantify the impact of the pandemic on logistics networks and trade flows in East and Southern Africa.

In partnership with the Shippers Council of East Africa (SCEA) and supported by the Inter-Agency Working Group (IAWG), HELP Logistics performed surveys across the logistics industry. The analysis shows that transport costs have increased:

primarily due to more complex customs procedures, transport delays, and staff changes. Furthermore, lead times have increased. Measures introduced to minimise the spread of Covid-19 have also reduced airfreight and road transport capacities. However, there is an apparent attempt to keep borders open and trade moving.

HELP Logistics noted that supply networks have reduced capacity; and service providers face the dual threat of increased costs and revenue loss. Hence, the carrying capacity for critical items may be at risk in the short term if the logistics service provision market significantly contracts or restructures.

Such research — conducted through partnerships with the commercial and humanitarian sectors — enables HELP Logistics to share invaluable insights and support mitigation plans to prepare countries for the coronavirus vaccine distribution.

Examples of Key Performance Indicators HELP Logistics

	2019	2020
<i>Supported humanitarian organisations:</i>	32	41
<i>Countries approx.</i>	31	19
<i>Consulting projects:</i>	69	75
<i>Trainings (participants):</i>	920	700



Delivering virtual Pharma & Health Supply Chain Management training to support the Covid-19 response

Digital learning opportunities in times of lockdowns

The supply of essential medicines is vital for the survival of young mothers and children in the remote province of Kassai in DRC Congo, but it is complex and costly. It is perilous to transport them 1200 km by road; therefore, medicines are supplied by air from Goma, which goes along with increased costs.

Successful delivery depends on the performance, knowledge and expertise of the local frontline staff. They need access to quality training and information, but borders are closed due to coronavirus pandemic, so too is their gateway to learning.

HELP Logistics mobilised and offered to Save the Children and ACAME (Association for Central Purchasing of Essential Medicine) its proven and established Pharma & Health Supply Chain Management (PSM) training. The course was delivered by videoconference over six weeks. This eco-friendly solution gives participants the ability to learn in their own time and keep up with their work demands. An added benefit is that the training provides a network for national procurement agencies and governments to share their experiences and solutions.

Optimising supply chains for national school meal programmes

In a small school in the hills of Nepal, the headmistress is responsible for 200 young students. In addition to education, the government's National School Meal Programme (NSMP) makes her accountable for providing nutritional food for the pupils every day. It is challenging to decide on weekly menus, buy food and cooking fuel, transport them from a market two hours away and store them. Since funds are reimbursed rather than being transferred in advance, there is an added burden of sourcing the best suppliers and negotiating prices.

HELP Logistics worked with World Food Programme (WFP) Nepal to improve food procurement, daily operations, responsibility sharing, and accountability throughout the supply network. Its analysis revealed that local government should continue to play the major role in the procurement, storage, and transportation of food commodities to schools. It recommended proper storage, handling, management and transportation of food commodities to avoid wastage and reduce costs, along with systematic procurement procedures and quality assurance.



The analysis also proposed segregating the administrative costs – kitchen infrastructure, maintenance, salary of hired cook, overhead costs, etc. – to have a firm strategy on funding gaps and investment.

HELP Logistics used the knowledge and experience to provide insights to other school meal programmes in India and Bhutan. This support from HELP Logistics can support thousands of teachers across Nepal and strengthen food supply chains.

Ramping up access to health supply chain and logistics learning

Supply chain management ensures the right product and service reaches the patients at the right time, at the right condition and at the right price. There has been escalating interest in accessing HELP Logistics' health supply chain training since its inception in May 2019 – leading to a scaled-up rollout in the second half of 2020. The Pharma & Health Supply Chain Management (PSM) course was delivered ten times across all regions.

When the coronavirus pandemic impeded travel, HELP Logistics continued its training online through videoconferencing. In Ethiopia, HELP Logistics trained frontline workers from Save the Children, Action Contre La Faim and World Vision and 69 representatives of the Ministry of Health in Nigeria. Staff of the World Food Programme and students from Strathmore University Business School in Kenya also benefitted.

School meal programmes in Bhutan, India and Nepal call for efficient logistics



HELP understands its audience's needs and provides high-quality content using modern learning methods adapted to the local context. For example, service delivery is the driving force behind humanitarian medical logistics; hence, coaching increases participant engagement and understanding. For Ministry of Health workers, the focus is on improving supply chains in the medium to long term. Therefore project-oriented training is adopted, which addresses actual needs on the ground.

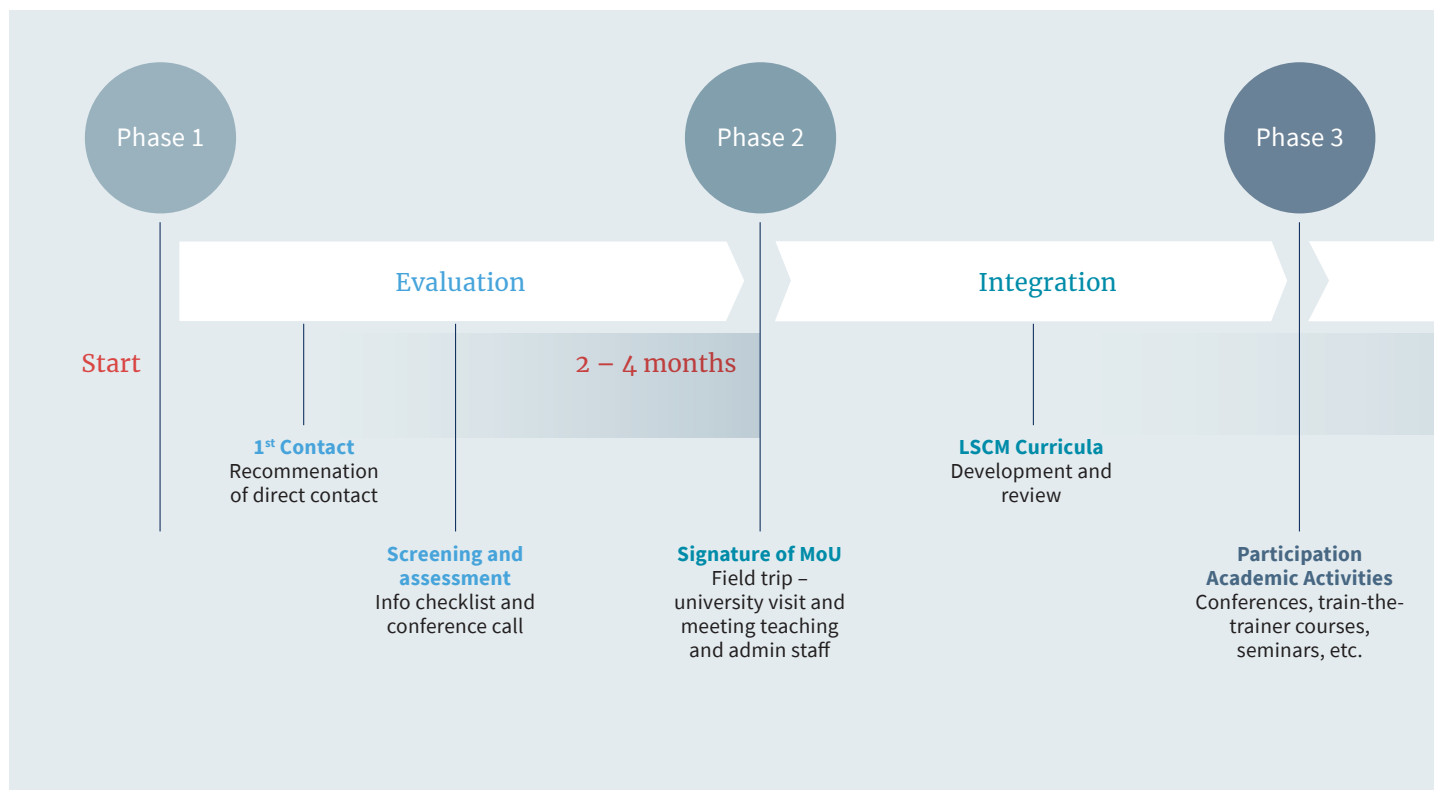
LEED

The Kühne Foundation initiated the programme “Logistics Education – Emerging & Developing Countries (LEED)” that addresses capacity building at university level in the area of logistics and supply chain management. Geographically, the programme targets emerging and developing countries in Africa that rank medium in the Logistics Performance Index by the World Bank (LPI).

In recent years, logistical expertise has gained increased importance across economically emerging countries in Africa. This is because efficient logistics and supply chain management not only gain access to the international markets and networks, but also because they strongly support the distribution of life-saving goods to the population during periods of crises.

The LEED-Programme by the Kühne Foundation offers degree programmes in logistics and supply chain management at bachelor and master levels, and supports the development of local faculties and professors. In 2020, more than 1,000 students were enrolled in over 30 study programmes related to transport, logistics, and supply chain management.

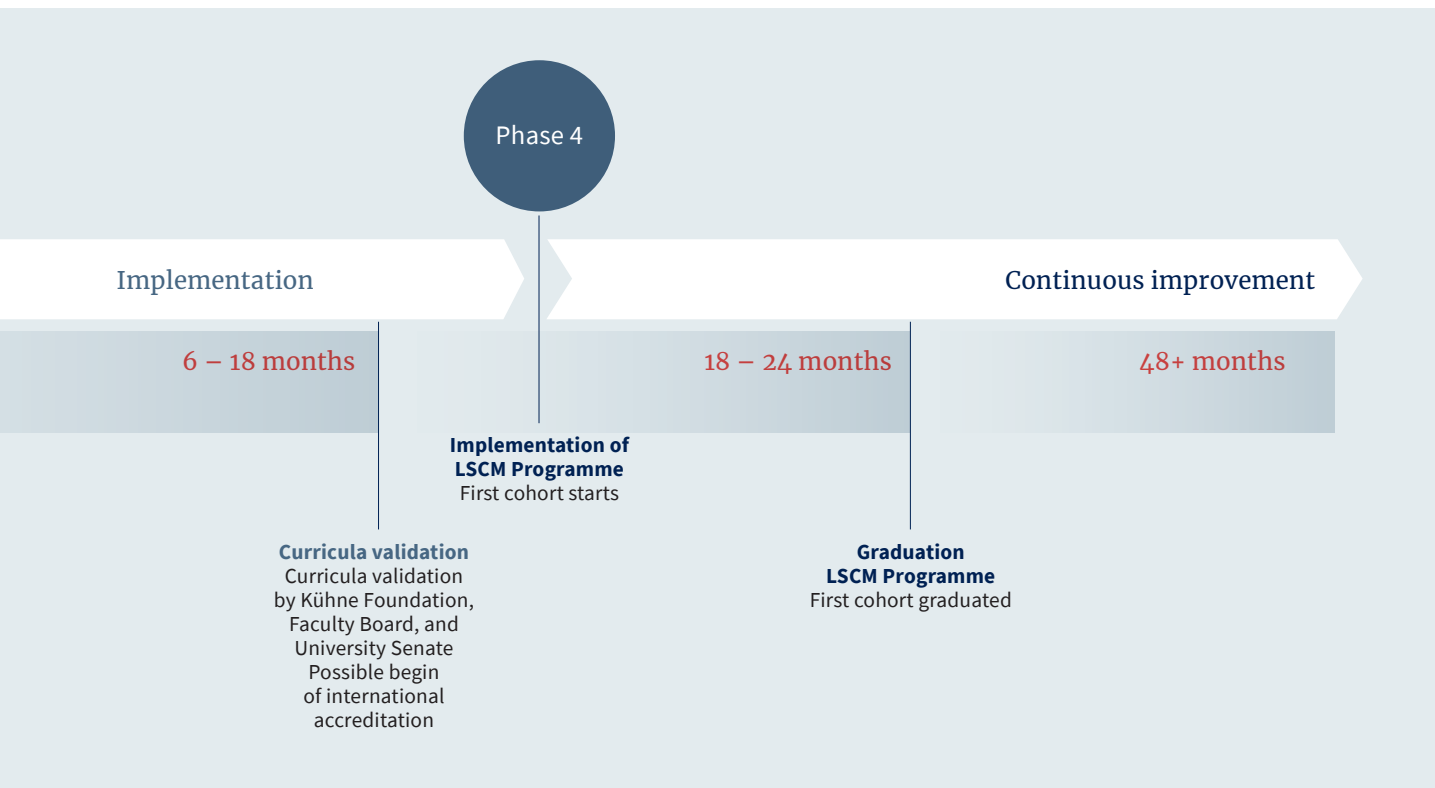
LEED Programme Framework: timeline and roadmap for development of LSCM higher education-programmes



The LEED approach consists of four different phases with the aim to enable the selected partner universities the acquisition of required knowledge and to continue delivering the study programmes independently in the future (see graphic). As such, LEED does not apply the concept of a “Flying Faculty”, but provides support for capacity building in various other forms, such as train-the-trainer courses, for example. Additionally, LEED focuses on the development of doctorate students in order to increase the share of academics and professors holding a PhD in logistics and supply chain management. By the end of 2020, a team of international academics related to the LEED network, have been co-supervising more than 20 doctorate students at 12 African universities.



In 2020, over 1,000 students were enrolled in LEED-supported study programmes



Kühne Center for Sustainable Globalisation, University of Zurich

Within the framework of its logistics funding, the Kühne Foundation supports a research programme on the subjects of free global trade and sustainable globalisation with the “Kühne Center for Sustainable Globalisation” at the University of Zurich.

The Kühne Center is presently examining the effects of the coronavirus pandemic – which began in the year 2020 – on international trade. The following results were found: after a striking collapse amounting to approximately 35 per cent between January and April, the volume of international trade increased rapidly, and had already attained 95 per cent of the level of the previous year by June 2020. In this sense, world trade did extremely well in the year of the pandemic, and showed impressive resilience.

This resilience appears to be surprising at first, in particular in light of the experiences from the financial and economic crisis in 2008/2009. The reduction in volume of global commodities trading of 9 per cent in spring 2020 was comparable with the collapse in the 2008/2009 crisis (11 per cent). At the same time, however, the reduction in economic performance due to corona was considerably greater than that in the so-called “Great Recession” (2020: -3.5 per cent; 2008/2009: -0.6 per cent). In spring 2020, the world experienced the harshest depression since the Second World War.

Container handling in the Port of Hong Kong, China



In order to understand the turbulence of global trade and its disjuncting from the developments in the global economy in the year 2020, we have to divide the year into two phases. The first phase (January – April) corresponded to the situation economists call a “perfect storm”: the supply side of the total economy collapsed due to the lockdowns in China, Europe, and North America. Moreover, there was a breakdown in total global economic demand as a result of the increased income insecurity and unemployment. Export limitations, border closings, and reductions in air travel also caused trading costs to increase rapidly. The combination of these three developments led to a drastic collapse of the global economic output. During this phase, international trade volumes decreased more rapidly than in 2008/09 (please refer to the graphs).

In the second phase (April – December), the situation for traded commodities improved quickly. In contrast, service sector industries such as gastronomy, the hotel industry, and tourism, as well as the performance, art, and cultural industries, continued to be strongly affected.

Three factors led to the recovery of global trade:

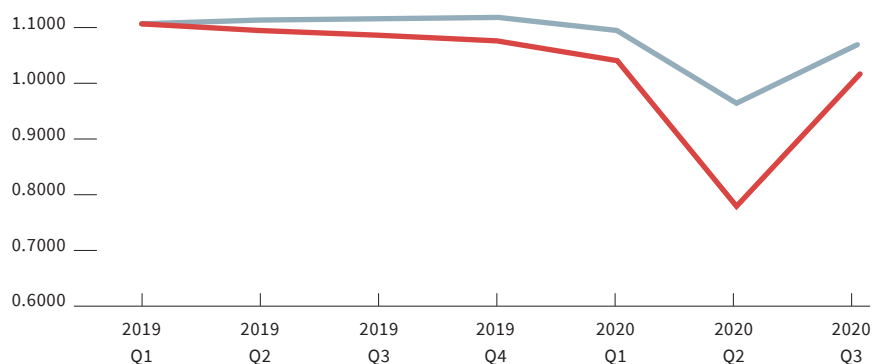
- Thanks to a rigorous management of the pandemic, a rapid recovery of the economy took place in China.
- The pandemic itself generated a large demand – the need for medical products or equipment for working at home increased strongly.
- Massive government intervention (paycheck protection programmes, emergency loans, economic stimulus programmes, etc.) increased the consumption of traded commodities.

These graphs show the development of global economic performance (GDP) and the global commodity trading volumes, measured with exports, during the financial and the corona crises.

Great Recession 2008–2009



Covid-19 Recession 2020



— GDP
— Exports

The logistics providers' businesses benefited from the resilience of global trade; in particular, the boom in online shopping, which is increasingly managed through logistics companies, played an important role. Conclusion: international trade recovered in the 2020 corona crisis considerably more rapidly than it did in 2009, and will remain at a high level for now.

Medicine

For more than ten years, the Kühne Foundation has been supporting a pioneering programme of allergy research and therapy, which is based at the Medicine Campus Davos. In addition to running the Hochgebirgsklinik, the Kühne Foundation is also increasingly dedicated to research into heart diseases. With its programmes the Foundation supports the trend towards personalised medicine, which enables the individual circumstances and needs of the individual patient to be addressed with ever-greater precision.



Christine Kühne – Center for Allergy Research and Education (CK-CARE)

High relevance of CK-CARE research for the development of new treatment concepts and medications

Inflamed skin, itching, swollen painful eyes, shortness of breath and asthma attacks: in Europe alone, up to 50 million people suffer from neurodermatitis. This means sleepless nights for children and parents and often inability to work for adults. Society suffers socio-economic damage of around € 150 billion per year because of reduced performance in the workplace. In recent years, international research efforts have improved the understanding of this complex disease and its underlying molecular and cellular mechanisms. The research of CK-CARE has also made important contributions. New, inno-

vative therapies have been developed, and the CK-CARE team has conducted intensive research on individual disease courses and possible treatment concepts.

Based on this, the pharmaceutical industry has brought a number of new medications to market. In view of a considerable improvement in alleviating inflammation and itching, neurodermatitis patients report a significant increase in quality of life after being treated with the new medications. But the search goes on: the new products do not have an improving effect on all patients, and only a few neurodermatitis patients become completely symptom-free.



Children and adolescents are disproportionately affected by allergies

These novel medications are mostly “biologics” (i.e. medications that are developed using biological organisms instead of chemical active ingredients); their mode of action is specifically tailored to defined target molecules. However, in heterogeneous disease patterns such as neurodermatitis, not all patient groups show the same molecular disease profile. Therefore not every neurodermatitis patient benefits from treatment with such biologics; for some, the treatment can even be counter-productive. As a result, research into the different subgroups of neurodermatitis is becoming even more important for the elucidation of this disease and the development of approaches to treatment. A well-documented database with a wealth of information on as many patients with neurodermatitis as possible, and the associated biological samples, is needed so that scientists can consider the relevant details on the effects of the new promising medications. The CK-CARE biobank and database was designed precisely for this purpose. It now includes 55,000 biospecimens and anonymised data from 1,700 patients so that more and more analyses can be carried out.

Christine Kühne – Center for Allergy Research and Education

Since 2009, the Kühne Foundation has been supporting the “Christine Kühne – Center for Allergy Research and Education” (CK-CARE), which now operates in Davos, Augsburg, Bonn, St. Gallen, and Zurich. The supporting pillars of the initiative are highly qualified and well-networked research activities in the field of allergies and neurodermatitis as well as the training of medical professionals based on current findings. With the establishment of CK-CARE, one of Europe’s largest private initiatives in the field of allergology was launched. Today, the focus is on a biobank and database in which information and biospecimens from sick and healthy patients are collected. This enables analyses that serve the development of medications and therapies of “precision medicine”. Their aim is to create treatment methods that can specifically take into account the patients’ individual conditions and reaction modes.

Severe allergies in Covid-19 patients

Some Covid-19 patients in a partner clinic of CK-CARE suffered from severe medication allergies (“drug rash with eosinophilia and systemic symptoms” – DRESS). While medication allergies usually manifest themselves on the skin, some of these reactions can lead to damage of other organs – and even be fatal.

The DRESS patients did not respond to conventional treatments. This could be related to the virus infection. For the first time, a biologic directed against an important messenger substance of this reaction was used. This brought the often life-threatening allergy under control. It also showed the changes that the therapy has on blood cells and messenger substances. Work is being done to make this new therapeutic approach accessible to a wider range of patients with severe medication allergies, thereby significantly improving the treatment of these diseases.

Gaining a better understanding of the misdirection of the immune system and developing new, individual treatment options is still a great challenge for allergists. Accordingly, the goal of CK-CARE remains the cure and prevention of allergies – and neurodermatitis in particular. In today’s world, this can be achieved only by an interdisciplinary team of doctors, biologists, and computer scientists. CK-CARE has such a team within its network at five locations as well as at the Medicine Campus Davos.

Davos BioSciences AG (DBS)

The CK-CARE biobank and database is the heart of the Kühne Foundation’s medical translational research. Because of the high requirements in terms of medical ethics, data protection, and data security, the establishment of such a biobank and database is both time-consuming and cost-intensive. The evaluation possibilities are therefore used not only for CK-CARE’s research questions. Research-based pharmaceutical companies can consult the biobank and database with their questions on the development of medications and the monitoring of clinical trials.

As an interface between CK-CARE and the pharmaceutical companies, the affiliate Davos BioSciences AG (DBS) was founded in 2019. In the year under review, DBS carried out its first project with a medium-sized pharmaceutical company that is developing products for the treatment of neurodermatitis, among other things. This first project

CK-Care colleague Anita Dreher is taking bio-samples from the nitrogen cooler





To obtain a blood sample for the biobank

was completed in autumn 2020 to the satisfaction of the customer. In November 2020, contracts were signed for a follow-up project starting in February 2021. The subject is the examination of neurodermatitis patients for the presence of specific biomarkers that could serve as the basis for pharmaceuticals. In doing so, DBS can draw on the expertise of the CK-CARE research network. Cardio-CARE at the Medicine Campus Davos supports this project with the necessary expertise in highly complex data evaluation.

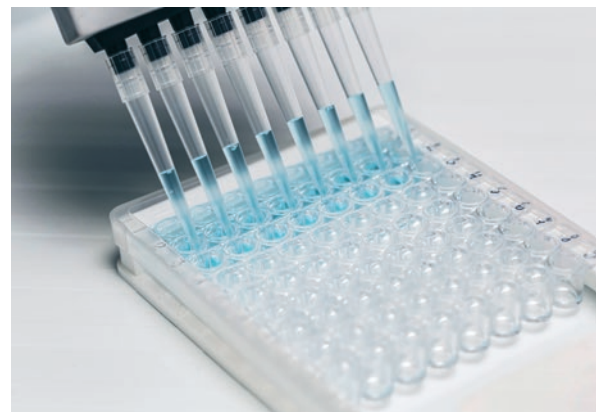
Cardio-CARE AG

Under the name Cardio-CARE, the Kühne Foundation provides substantial support to enable the realisation of the largest research project to date on whole genome sequencing in the German-speaking world. In cooperation with the University Hospital of Zurich (USZ) and the University Medical Centre of Hamburg-Eppendorf (UKE), the aim is to research the causes of heart diseases.

Since autumn 2019, the genomes (i.e. the entire genetic information) of 9,000 people in the Hamburg City Health Study have been sequenced at the University

Hospital Zurich. Data that is generated has the size of just under 2 petabytes – this corresponds to around 2,000 hard drives. Since summer 2020, the team, in close cooperation with the UKE, has been processing large amounts of data at Cardio-CARE AG in Davos using a high-performance computer.

The focus is on finding hereditary factors that play a role in the development of cardiovascular diseases. Before the actual analyses can begin, the quality control of the already sequenced data must be carried out. The biochemical cocktail needed for the preparation of the samples is applied via pipettes with several channels, each of which is used to process several samples simultaneously. Exactly the right portion of this biochemical cocktail must be pipetted in the right position on the analysis plate (see picture). With special computer-based procedures, it is possible to find out if errors have occurred in part of the experiment. However, the computing power involved is so demanding that even Cardio-CARE's computers need more than one month for quality control of the sequencing data from only 800 patients.



“In my view, Hochgebirgsklinik is the best hospital in Europe, if not worldwide, for medical treatments in the fields of pneumology and dermatology. I am very grateful as my life is now worth living again. In addition, the mountain climate contributed to my recovery.”

Extract from a letter by a patient



Hochgebirgsklinik (HGK) Davos

The Hochgebirgsklinik Davos is a leading Swiss rehabilitation clinic specialising in allergology, dermatology, paediatrics, pneumology, psychosomatics, and cardiology for children, adolescents, and adults. With 160 beds for adults and 30 for children and adolescents, it is the largest rehabilitation clinic in Graubünden. A team of doctors, psychologists, therapists, care staff, and medical technical assistants work hand in hand to constantly improve the quality of diagnosis and therapy in the interest of patients' well-being. The combination of the medical team's expertise and the benefits of the unique Davos mountain climate ensure optimum treatment for the patients.

Developments at the Hochgebirgsklinik Davos in 2020

At the beginning of the year, the Hochgebirgsklinik Davos (HGK) was able to enjoy a particularly strong occupancy rate. However, it soon felt the effects of the coronavirus crisis. The number of referrals dropped significantly as acute hospitals had to postpone surgeries to reserve capacity for patients with Covid-19. At the same time, the clinic itself took all precautions in order to address infection control in all facets during ongoing operations.

In order to be able to separate patient flows as well as possible, the HGK temporarily provided a ward block to Davos Hospital as an outpatient unit for patients not affected by the coronavirus. Over the summer, occupancy rates returned to normal. However, the

“second wave” in autumn 2020 caused a significant drop in occupancy at the HGK.

The start of the further expansion of the HGK planned for April 2020 has been postponed because of the strained situation and out of consideration for all parties involved. Further expansion and modernisation measures were not started until the end of the year.

There was also a change in the leadership of the HGK. On 1 October 2020, Evelyne Wirz-Eberle succeeded Dr. Georg Schächli, who, after several years as CEO of HGK, moved to the University Children's Hospital in Zurich on 1 December 2020 to take over its management. Evelyne Wirz-Eberle has many years of experience in the management and leadership of rehabilitation clinics.



Medicine Campus Davos



“Right now, thanks to its broad range of services, especially in the treatment of the long-term effects of the coronavirus, the HGK is making an important contribution to those affected and the society.”

Evelyn Wirz-Eberle

Three questions for Evelyn Wirz-Eberle:

Ms. Wirz, since October 2020, you have succeeded Dr. Georg Schächli as the CEO of the Hochgebirgsklinik Davos (HGK) – what are your first impressions?

When I took on my new role, the impact of the coronavirus crisis on our clinic was, of course, at the forefront of my mind. In many acute hospitals, surgeries had to be postponed, and some patients also preferred to go straight home after treatment instead of going to a rehabilitation clinic. But especially in this time of crisis, it showed me from day one how the HGK team stands together and takes on such extreme challenges. That impressed me very much.

You have managed various rehabilitation clinics in your career – what is different at the HGK?

The HGK has already experienced difficult times in its long history and has now been on the upswing for several years under the umbrella of the Kühne Foundation. Even though the coronavirus has thwarted some of our plans, we still believe we are on course. Right now, thanks to its broad range of services, the HGK is making an important contribution to helping those affected as well as to society, especially in the treatment of the long-term effects of the coronavirus.

The clinic is currently being expanded and renovated. An earthquake retrofit is being carried out – will the clinic be closed in the meantime?

No. In order to be able to continue operations during the expansion, the entire HGK will move to the Hotel InterContinental for some time in the spring. This is an extraordinary action. I do not think anything like this has been done before. I am sure it will be a special experience for our patients – and for us.

Culture

In the area of cultural funding, the Kühne Foundation primarily supports outstanding classical music projects in collaboration with a number of European festivals, opera houses and concert halls.

It is one of the main sponsors of the Salzburg Festival and the Lucerne Festival and the main supporter of the Hamburg International Music Festival at the Elbphilharmonie. The Hamburg State Opera's Philharmonic State Orchestra is also the recipient of extensive funding over several years.



In the 2019/20 season, the Kühne Foundation supported the new production of Willibald Gluck's opera "Iphigénie en Tauride" at the Zurich Opera House. Its director, Andreas Homoki, strikingly stages a lively drama of human passion and inner conflict. With Cecilia Bartoli in the title role, an excellent ensemble and Gianluca Capuano conducting the baroque "Orchestra La Scintilla", which belongs to the Zurich Opera House, the premiere at the beginning of February 2020 and further performances of the "Iphigénie" were some of the highlights of the season.

In the weeks after, lockdowns ordered because of corona limited public life and also cultural endeavours in many countries around the world. Most events were cancelled or could take place only in smaller formats.

In August 2020, the Salzburg Festival celebrated its centenary with a comprehensive corona-prevention concept and a reduced programme, yet still with opera premieres, excellent concerts and the founding play "Jedermann", sending out an emphatic message in the world



Salzburg Festival: Concert of the Vienna Philharmonic, conductor Riccardo Muti (on the top); Lucerne Festival Orchestra, conductor Herbert Blomstedt (on the left); Zurich Opera House: Scene from “Iphigénie en Tauride”(on the right)

of culture. The Lucerne Festival also rebounded in August with a reduced ten-day programme of in-person musical experiences, in which international musicians, mainly those living in Switzerland, performed.

During this pandemic year, attractive streaming services offered by various concert halls and opera houses not only permitted glimpses behind the scenes but also provided cultural rays of hope in difficult times.

The Harbour Front Literature Festival in Hamburg, which the Kühne Foundation has supported for over ten years, took place in reduced format in autumn 2020.

An agreement was signed in July 2020 with the Government of the Balearic Islands which foresees the Kühne Foundation supporting the construction of a new concert hall in Palma de Mallorca, to be opened in spring 2023, with a generous donation. This goes hand in hand with sponsorship of the Balearic Symphony Orchestra.

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