Our mission
PostNord connects people and businesses reliably, efficiently and on time.

Our vision
PostNord delivers world-class communication and logistics solutions to satisfied customers.

Our purpose
We make everyday life easier.

Our values
Accessible  Reliable  Sustainable
PostNord in brief

- **SEK 38.3 billion net sales**
- **28,627 employees**
- **-36% reduction in CO₂ emissions since 2009**
- **2.9 billion letters and other items of mail**
- **> 8,000 distribution points in the Nordic region**
- **3.5 million downloads of the PostNord app**
- **28% of our vehicles are electric**

PostNord’s delivery network also includes a number of hubs and distribution points in the Nordic region that are not shown in the picture.

*Produced volumes eliminated for volumes between countries*
We at PostNord want to make your everyday life as easy as possible.

Parcels
Warehouse/TPL
Express/InNight
Direct mail
Courier services
Apps
Online solutions for e-retailers
Letters
Part loads/groupage cargo
Omnichannel distribution
Distribution of newspapers
e-billing/EDI
Six specific areas that are helping PostNord reduce its environmental impact

- 28 percent of the vehicles are electric
- Energy efficiency improvements in buildings
- Improved fuel efficiency
- Use of biofuels
- More by rail, less by air
- Optimized capacity utilization
A Nordic business

PostNord is the leading supplier of communication and logistics solutions to, from and within the Nordic region. We ensure the provision of postal service to households and businesses in Sweden and Denmark. With our expertise and strong distribution network, we develop new solutions for the communication, e-commerce, distribution and logistics of tomorrow in the Nordic region.

PostNord was formed as a result of the merger of Post Danmark A/S and Posten AB in 2009, and is 40 percent owned by the Danish state and 60 percent owned by the Swedish state. The voting rights are split 50/50. The Parent Company is a Swedish public limited company with Group headquarters in Solna, Sweden.
Two opposing market trends

<table>
<thead>
<tr>
<th>Decrease in letter volumes 2018-19</th>
<th>Increase in parcel volumes 2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sweden - 8%</td>
<td>Total + 4%</td>
</tr>
<tr>
<td>Denmark - 10%</td>
<td>B2C + 10%</td>
</tr>
<tr>
<td>Total - 8%</td>
<td></td>
</tr>
</tbody>
</table>
Growth in e-commerce

E-commerce in the Nordic region in 2019 had a value of SEK 245 billion*.

* Assessment by customers themselves in the various countries regarding how much they have spent, according to the E-commerce in the Nordics 2019 report.
Denmark

- Comprehensive range of distribution solutions for communications, e-commerce and logistics
- Responsibility for providing universal postal service in Denmark
- Nationwide network of distribution points offering high availability and generous opening hours
- One of the world’s most digitalized countries – this puts pressure on letter volumes and makes e-commerce increasingly important
- A new production model was introduced on January 21, 2018

Net sales: **SEK 8,839 million**
Adj. operating income (EBIT): **SEK -91 million**
Number of letters: **238 million**
Number of distribution points: **approx. 1,900**
Employees (FTE): **6,425**
Quality regarding letters: **95.4%**
Quality regarding parcels: **96.6%**

Quality regarding letters: **95.4%**
Quality regarding parcels: **96.6%**
Sweden

- A comprehensive range of distribution solutions for communications, e-commerce and logistics
- Responsibility for providing universal postal service in Sweden
- Strong growth in the e-commerce market, but letter volumes continue to decline
- A new Postal Ordinance entered into force on January 1, 2018. Letters with stamps are now subject to a two-day delivery (0-2) requirement and a quality requirement of 95%
E-commerce is growing strongly in Norway, which provides great opportunities.

- The country’s most comprehensive distribution network
- A strong position in the wholesale, building products and grocery sectors gives rise to growth opportunities

**Key Figures**

- Net sales: **SEK 4,526 million**
- Adj. operating income (EBIT): **SEK 75 million**
- Number of distribution points: **1,898**
- Employees (FTE): **1,232**
- Quality regarding parcels: **95.9%**
Finland

- Logistics services for business customers and e-commerce logistics with the distribution of parcels to consumers
- The comprehensive network of distribution points forms the basis for a strong position in terms of parcel volumes from companies to consumers and in the e-commerce segment
- The leading provider of logistics in the healthcare sector
- Strong growth in the e-commerce market

**Net sales:** SEK 1,301 million  
**Adj. operating income (EBIT):** SEK 4 million  
**Number of distribution points:** approx. 1,600  
**Employees (FTE):** 300  
**Quality regarding parcels:** 95.7%  
**Net sales:** SEK 1,301 million  
**Adj. operating income (EBIT):** SEK 4 million  
**Number of distribution points:** approx. 1,600  
**Employees (FTE):** 300  
**Quality regarding parcels:** 95.7%
Develops and offers communication solutions in Sweden, Denmark, Norway and Finland

Strong position in the Nordic market and a leading supplier of channel independent communication solutions via omnichannel

Industrial pioneer in communication solutions, with the ability to handle technology changes

Net sales: **SEK 1,984 million**
Adj. operating income (EBIT): **SEK 137 million**
Employees (FTE): **approx. 696**
PostNord has set itself the goals of:

- increasing diversity and the proportion of women in management positions
- improving its ratings in the Employee Index (MIX) and Leadership Index (LIX)
- decrease sick leave

28,627
Average number of employees (FTEs)

32%
Women in management positions
Target of reducing CO₂ emissions by 40 percent by 2020

Carbon dioxide emissions (per shipment)

Total carbon dioxide emissions (per category)
- Road transport, 92%
- Air, 2%
- Boat, 1%
- Rail, 0%
- Business trips, 1%
- Electricity, 1%
- Heat, 3%

Total carbon dioxide emissions per year ¹)

Since 2009, emissions have fallen by 36%

¹) Emission data includes completed acquisitions. Previously reported values have been adjusted.
PostNord makes your everyday life easier

We simplify everyday life and strive to achieve better and more sustainable deliveries.
PostNord’s stakeholders

Customers
PostNord is the leading communications and logistics business in the Nordic region. Our business and non-business customers should be able to communicate with their recipients reliably, efficiently and on time – regardless of whether this involves a global logistics solution, an advertising campaign or birthday greetings.

Owners
PostNord is 40 percent owned by the Danish state and 60 percent owned by the Swedish state. The overall mission defined by the owners is to ensure the provision of universal postal service while also creating value.

Employees
With around 29,000 employees, PostNord is one of the Nordic region’s largest employers, and has considerable social responsibility. PostNord aims to offer an attractive, stimulating workplace.

Capital market
PostNord finances its business partly using bond issues. The confidence of the capital markets is therefore important for the Group.

Business partners
Business partners refers to PostNord’s relationships with partners outside the Group, for example suppliers and partner outlets. Every year, PostNord procures goods and services valued at billions of kronor, and has more than 8,000 distribution points in the Nordic region.

Society
PostNord plays a key role in the business community and in society. By running an endurably stable and profitable business with a focus on the environment and social responsibility, competitiveness is strengthened while expectations regarding accountability are fulfilled.
Group strategic themes

Win in Parcel
Growth and productivity

Sustainable Mail Business
USO return and mail transformation

Priorities

Brand turn-around

Leadership and culture transformation

Distinct sustainability agenda

Enablers

Overhead productivity and cost focus

Cash management and courage to invest

Structured transformation set-up
Development of letter and parcel volumes since the Group was formed

Development of letter and parcel volumes in the PostNord Group

- Million letters
- Million parcels

Legend:
- Total Parcel
- Letters Denmark
- Letters Sweden
Decreasing letter volumes is a global trend

Addressed letter volume for USO postal operators
Indexed volume, 2008=100

1 The 2014 volume for Austria is an estimation

Source: Operator webpages, Annual reports; Regulatory Bodies; UPU; Press; McKinsey & Company
Order and structure

- PostNord’s Code of Conduct incorporates rules on how the Group and all employees are to act
- PostNord subscribes to the UN Global Compact and the OECD guidelines for multinational companies
- This requires activities to be conducted in accordance with specific principles in human rights, working conditions, the environment and anti-corruption

At postnord.com, you can access:
- Our Code of Conduct in eight languages
- Our Code for Suppliers in Swedish, English, Danish, Norwegian and Finnish
- Out Code for Suppliers of road transportation
- Our certificates
- Our whistleblower function
Security in our DNA

"Our strategic and operational security and continuity platform should not follow developments but lead them"

"As a result of competence, ability and availability, we shall have the complete confidence of employees and customers"
Thank you!

Contact us:
PostNord AB
SE-105 00 Stockholm
Sweden

Visitors:
Terminalvägen 24, Solna

+46 10 436 00 00

www.postnord.com