

This is PostNord

We make everyday life easier

As a leading provider of parcel and logistics services, PostNord has a key role in **the Nordic region**. With our unique network, we enable businesses, public authorities and private individuals to do business, deliver products and communicate with each other. This creates many opportunities, including in sparsely populated areas.

Why we exist

**We make
everyday life
easier**

Our purpose

Where we are going

**The favorite
carrier of the
Nordics by
offering the
best solutions**

Our vision

How to get there

**By being
Present
Reliable and
Sustainable**

Customer Value
Proposition (CVP)

What we do

Roadmap

Our Strategic Journey



PostNord 1.0

1624-1636

The Beginning

In 1624, Christian IV founded the Danish Post, and in 1636 Axel Oxenstierna founded the Swedish Post.



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Roadmap Our Strategic Journey



2010-2016 Market Scope Expansion

In search of growth (heavy logistics, cold chain, third-party logistics, digital products). Acquisitions made in a number of areas to strengthen position.

PostNord 2.0

2011
PostNord Rebrand
To create a common Nordic brand promise, the name PostNord is chosen.

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2016-2019 Difficult Times

Falling Mail volumes led to large losses. That in combination with quality issues in Mail, media turmoil and poor financial performance led to a change of top management and a new strategic direction.

2020- Pandemic, Recession & Roadmap to Win

Adapting to the new market and defining a roadmap to execute the focused strategy.

PostNord 1.0

1624-1636 The Beginning

In 1624, Christian IV founded the Danish Post, and in 1636 Axel Oxenstierna founded the Swedish Post.



2009 The Merger

Based on market, cost, and cross-selling synergies with the aim to create a Nordic postal and logistics operator.

PostNord 3.0

2019 Focused Strategic Direction

Market forces of e-commerce and digitalization require focus. Responsibility shifted more to countries to enable fast execution.

PostNord is well-positioned within a dynamic industry

Market opportunities

Sustained market growth

Shift from physical to online retail leading to B2C parcel sustained market growth for the foreseeable future

Technological progress

Technologies progress (IT, data, logistics, last mile) creating large market shifts and enabling cost-efficient distribution

Brand-centric Nordic market

A market in which consumer choice and brand loyalty are uniquely important

PostNord's strengths

Expertise

A long history with operations across the entire value chain in both the postal and logistics industries

Scale

A large geographical reach, logistics network, and customer base

Nordic Connection

A unique postal history, Nordic brand, and positioning to serve the entire market

Our product portfolio



PostNord in brief

40.2

Sales, billion

26,500

Employees, FTE

10,000

Parcel lockers in the Nordic region

245

parcels, million*

93.1%

weighted parcel delivery quality

1.1

Letters and other mail items, billion

-42%

Co₂e, tonnes

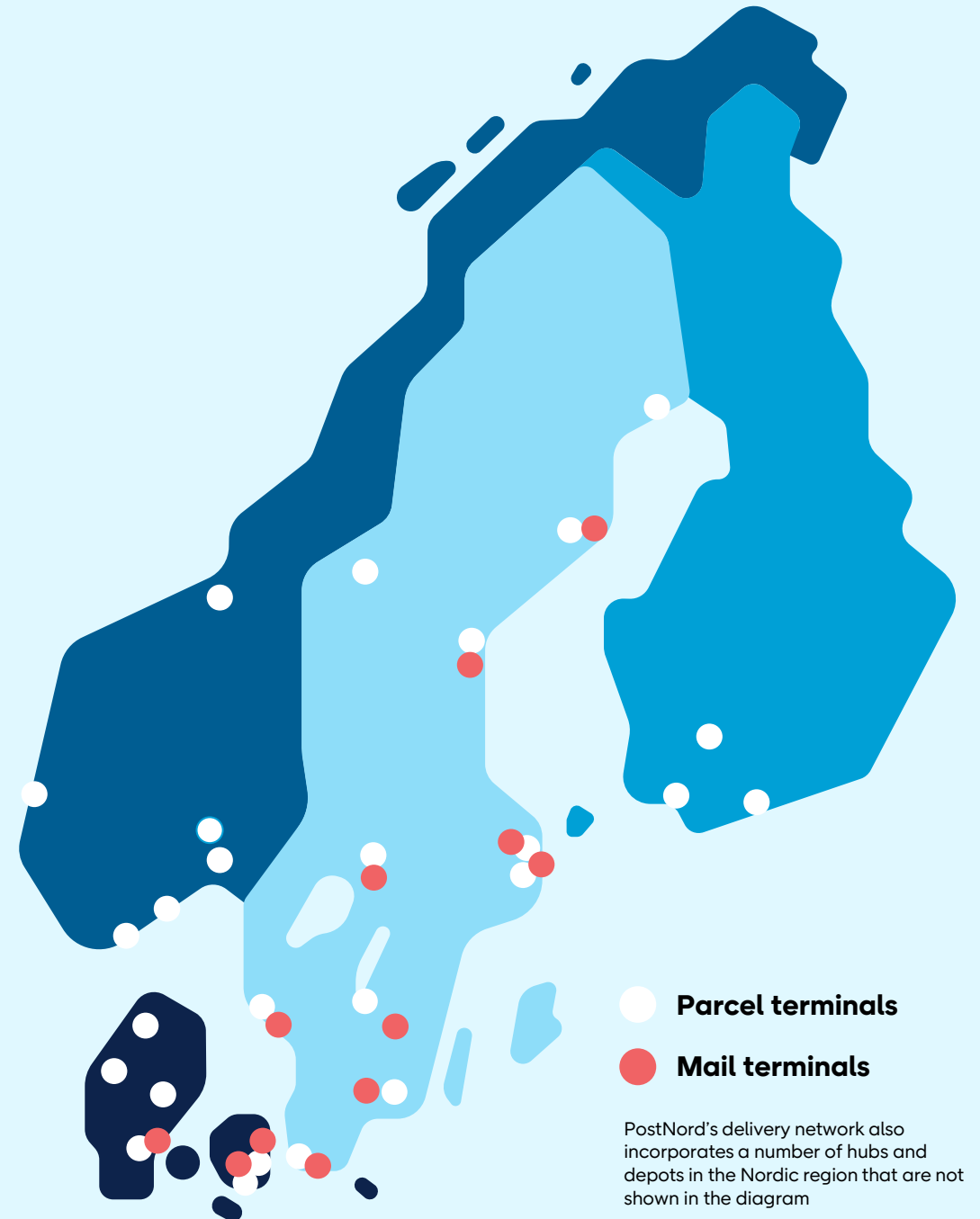
+9%

kg Co₂e/parcel

357

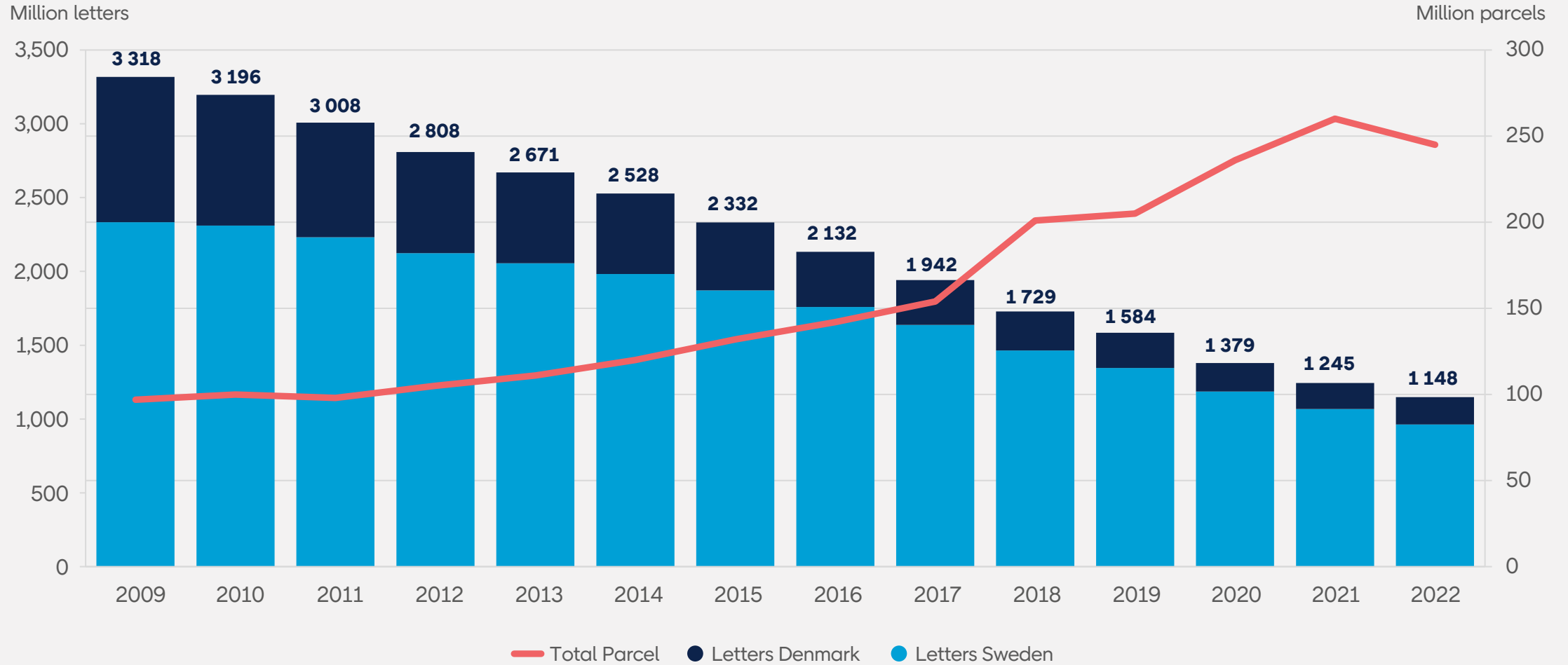
Operating income, SEK million

* Produced volumes eliminated for volumes between countries



Trends

PostNord Group performance in mail and parcels



827 b

Growth in e-commerce

In 2022, the value of e-commerce in Europe was USD 827 billion.*

*The amount spent as estimated by consumers in the different countries by database Statista.



The journey of change continues – focus on parcels and sustainability

The e-commerce of tomorrow – focusing on recipients' convenience

No matter how our customers want their parcels delivered, we have many different alternatives. While the points below are specific options – parcels need to be delivered sustainably for the planet and responsibly for the people.



Home delivery at a selected date and time



Delivery to a partner outlet



Collection from PostNord parcel lockers



Home delivery – even if the customer is not at home



Moving of parcels between partner outlets



Hugo the Delivery Robot



We adapt and adjust the make-up of our employees' competence



We find new ways of doing business

Our Companies

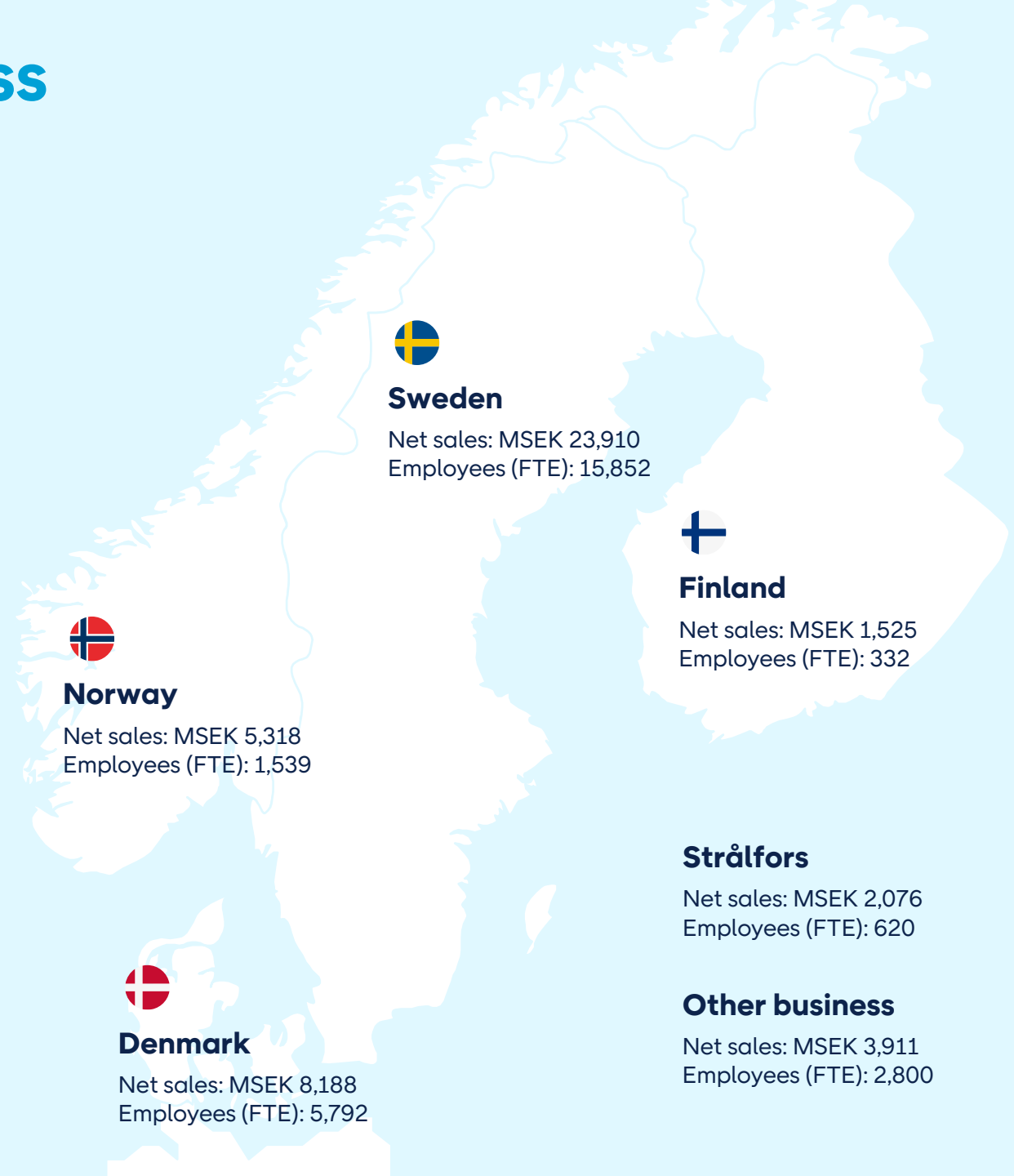
PostNord – a Nordic Business

In Sweden and Denmark, PostNord offer a comprehensive range of distribution solutions for communications, e-commerce and logistics. We also provide the universal postal service in both countries.

In Finland and Norway, business customers as well as consumers have a selection of distribution solutions and logistics services to choose from.

In the Nordics, PostNord Strålfors offers omni-channel communications to business customers and have a strong position in the fast-growing market for digital communication, with an ecosystem of communication, payment and technology partners.

Other business activities include the Direct Link companies, and our logistics business in Germany.



One of the Nordic region's largest employers

PostNord has set itself the goals of:



increasing diversity and the proportion of women in management positions



increase work satisfaction and index for immediate manager



decrease sick leave

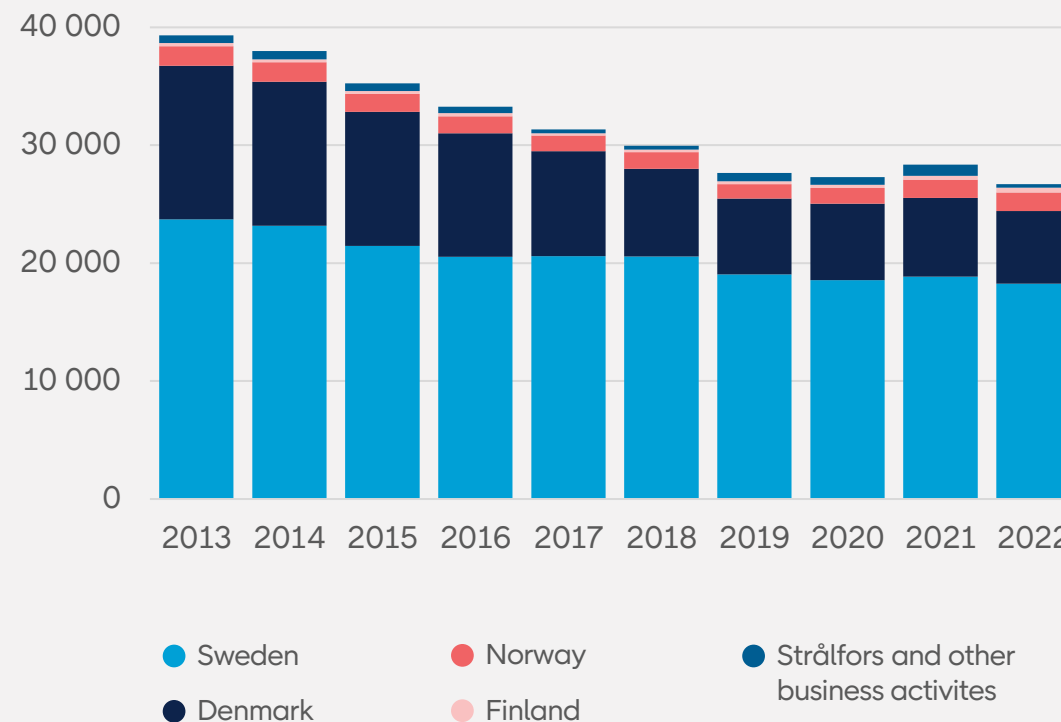
26,701

Average number of employees (FTEs)

33%

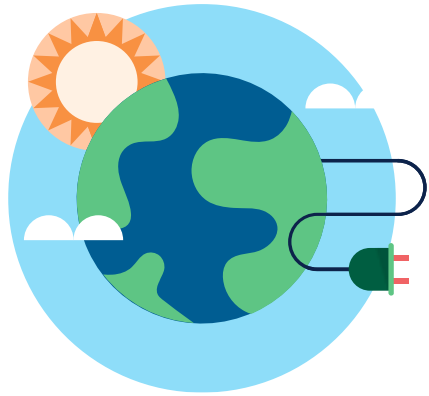
Women in management positions

Average number of employees per segment



Our Sustainability Agenda

PostNord's agenda for sustainable logistics



We manifest climate leadership

Fossil-free 2030



We care for our people

Safe workplaces

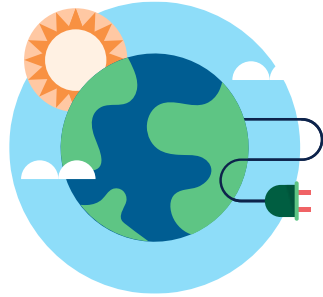
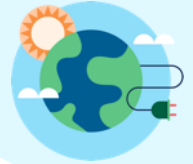
Fair terms



We unleash the power of diversity

Inclusive workplace

PostNord's agenda for sustainable logistics



We manifest climate leadership

Fossil-free 2030

Science-based targets

-80% CO₂e emissions in scope 1 and 2 by 2030

-50% CO₂e emissions in scope 3 per parcel by 2030

Operational targets

-40% CO₂ emissions in operations by 2025

Zero emissions in last mile deliveries no later than 2027



We care for our people

Safe workplaces

No fatalities

Lost time injury frequency rate well below benchmark

On fair terms

Responsible Procurement Index 100

Truck Transport Social Guidelines implemented by 2025



We unleash the power of diversity

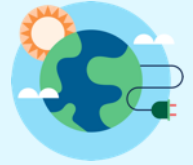
An inclusive workplace

Inclusion Index well above benchmark

**Our climate
transformation:
towards fossil-free energy**

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PostNord's climate targets



2025

-40%

CO₂ emissions in operations

2027

Zero emissions

in last mile deliveries

2030

Fossil free

in operations

2030

-80%

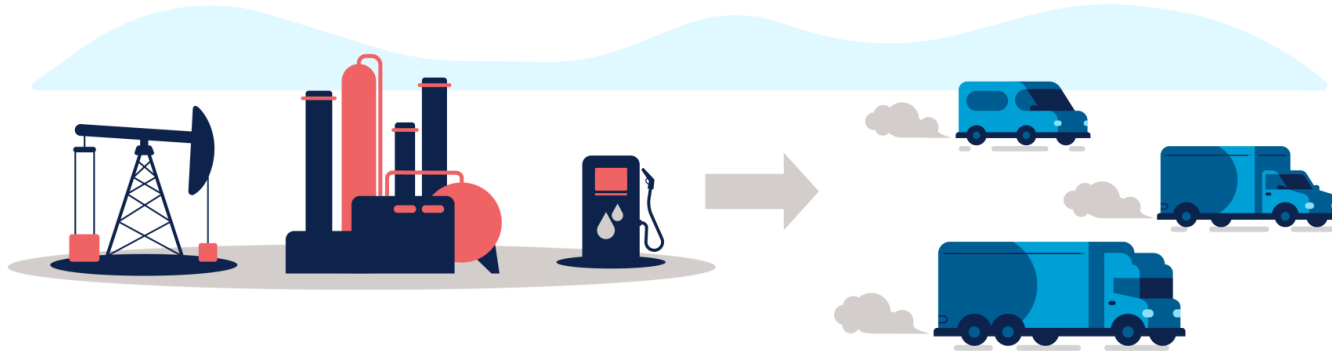
CO₂e emissions in scope 1 and 2

-50%

CO₂e emissions in scope 3 per parcel

Approved by the Science Based Targets Initiative

Towards fossil-free energy

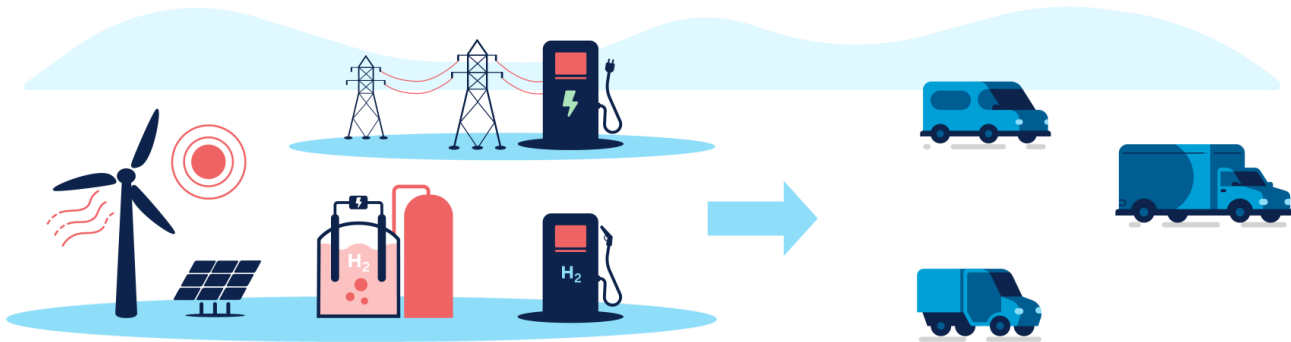
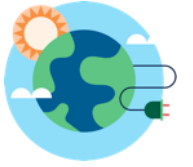


1

Fossil-based

We are moving away from fossil fuels, which are still the norm today.

Towards fossil-free energy

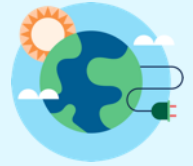


3

Fossil-free

By 2030, our fleet will be fossil-free, thanks to lighter electric-powered vehicles and heavy trucks using biofuel.

Key focus areas to realize our climate agenda



More biofuels
in heavy trucks

Electrify our
delivery vehicle
fleet

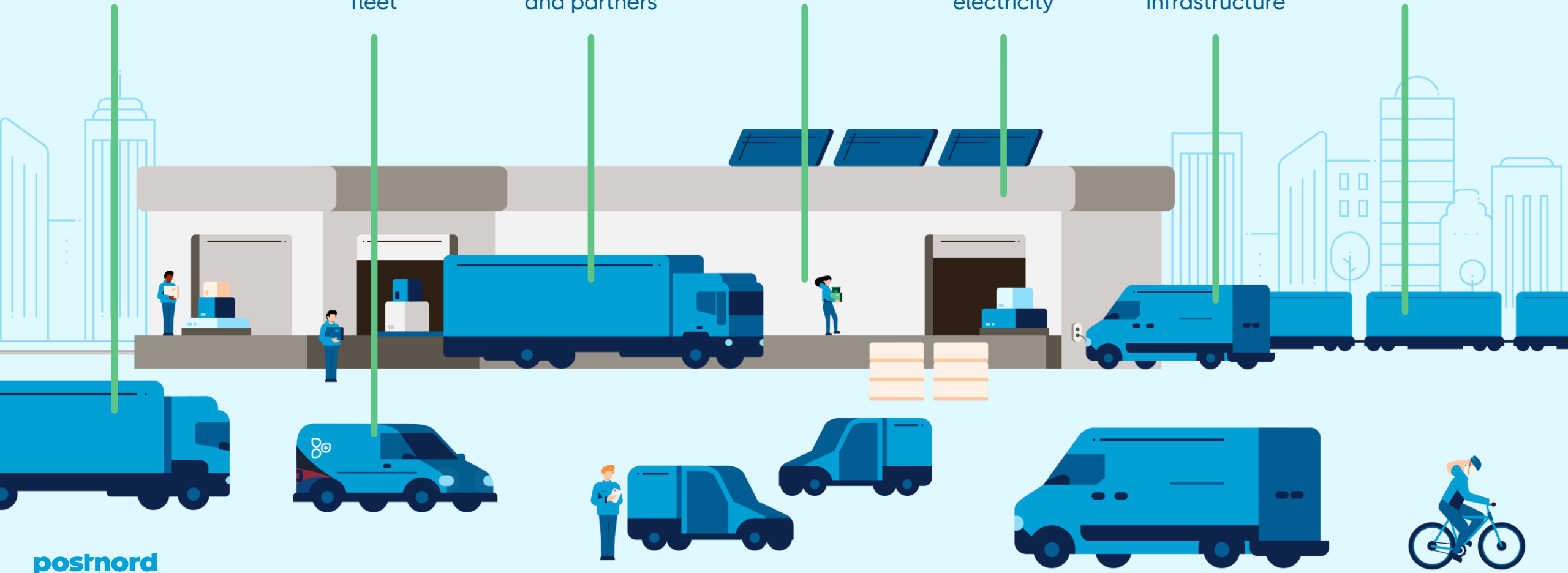
Engage
subcontractors
and partners

Optimize
capacity

Energy efficient
buildings & green
electricity

Develop
charging
infrastructure

More by rail,
less by air



Testimonials

More sustainable distribution with Bauhaus

“We run several projects together with PostNord, both internally and externally, aiming to reduce carbon emissions. Together, we have developed distribution solutions that we will start putting into operation this year. These are large distribution trucks that run on biogas or electricity.”

Anders Sundström
Logistics Manager
Bauhaus



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Fossil-free distribution with Apotek Hjärtat

“The collaboration with PostNord TPL enables us to deliver on the very ambitious climate targets of ICA Gruppen. We are proud that we are fully fossil-free in the distribution to all our pharmacies in Sweden’s major cities. We have also successfully introduced a fully electric truck for distribution in Stockholm and a second truck will be used for transports between our warehouses in Norrköping.”

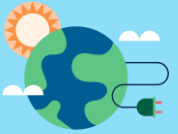
Klas Petterson
Head of Supply Chain
Apotek Hjärtat



End-to-end fossil free delivery with Zalando

“At Zalando, sustainability is an aspect of all decisions. Our ambition is to offer a relevant offer to customers combined with a focus on a more sustainable business. The project together with PostNord is a step for us on the way to becoming a more sustainable fashion platform and I am happy that we can offer this in Sweden in the future.”

Joanna Hummel
Nordic Manager
Zalando



We care for our people



Safe workplaces

We create a culture and behavior that minimizes injuries and prevents fatal accidents at work.



Fair conditions

By implementing the Truck Transport Social Guidelines (TTSG), PostNord improves working conditions for about 740,000 truck drivers in Europe. TTSG was developed by Responsible Trucking, an initiative of CSR Europe.



Responsible procurement

PostNord's Supplier Code of Conduct sets out requirements on human rights, labor rights, and environmental responsibility. This is our way of improving sustainability performance in our supply chain.

We unleash the power of diversity

PostNord is an organization with a high level of diversity. Our aim is to get even better at gaining maximum benefit from this asset.

Unleashing the power of diversity gives strength to every employee, and the Company as a whole.



PostNord Professionals

PostNord Professionals is our Group-wide development program for ambitious specialists from different parts of PostNord. They develop their skills and build networks across the company.



Job Leap program Jobbsprånget

The program introduces newly arrived academics into the Swedish labor market and gives them the chance to show their potential.

Our Stakeholders

Our stakeholders



Customers

PostNord is a leading provider of parcel and logistics services to, from, and within 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 ad campaign or birthday greetings.



Owner

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 about 26,500 employees, PostNord is one of the Nordic region's largest employers, and has considerable social responsibility. PostNord aims to offer an attractive, stimulating workplace.



Financial Market

PostNord finances its business partly through bonds. Therefore, the confidence of the capital market is important to 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 8,000 distribution points in the Nordic region.



Society

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

Thank you!

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105 00 Stockholm
Sweden

Visiting address:
Terminalvägen 24, Solna
+46 10 436 00 00

www.postnord.com

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Appendix

PostNord Strategic House





**We are committed to being
an important part of Nordic society.**

**We make everyday life easier and
more sustainable for everyone who lives
and works in the Nordic region.**

We deliver with care.

Reliable

We keep our promises and together, we do our best to make everyday life easier.

We aim to inspire confidence in PostNord as part of society, in customer or partner agreements, or among colleagues.

ABC Leadership

We are Accountable, Brave and Committed, effectively leading change regardless if we lead our self or others.

We emphasize teamwork, sincerity and positive relationships in the workplace.

We build on our success and learn from both colleagues and mistakes.

Sustainable

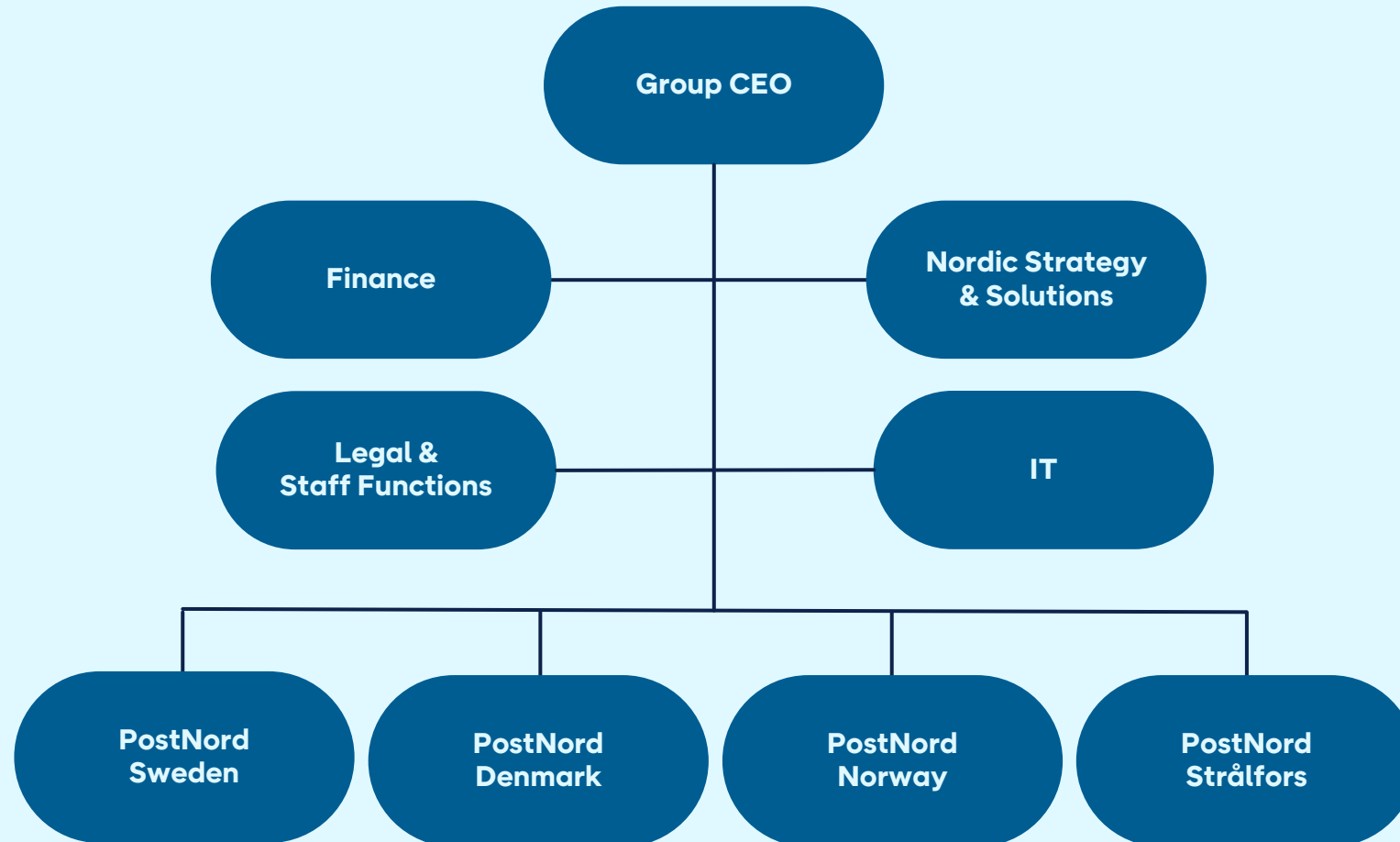
We challenge the status quo and we challenge ourselves to find innovative solutions.

We always strive for a performance-oriented culture and when problems occur, we are part of the solution.

We aim for sustainability in both the short and long term.

PostNord Governance

PostNord organization



PostNord Finland reports to the Group CEO.
Germany and **Direct Link** report to PostNord Denmark.
Head of PostNord Denmark is also **Group Deputy CEO**.



A comprehensive range of distribution solutions for communications, e-commerce and logistics.

Market leader in the parcels market.

- Nationwide network of distribution points.
- Sharp growth in e-commerce leading to strong growth in parcel volumes.

Provides the universal postal service in Sweden.

- Traditional letters declining due to digitalization, but goods by letter on the rise.
- Mail accounts for two fifths of total sales.

Net sales:	MSEK 23,910
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Adjusted operating income, EBIT:	MSEK 1,074
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No. of letters:	964 million
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No. of distribution points:	Approx. 2,403
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Employees (FTE):	15,618
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Quality regarding letters:	94,7%
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Quality regarding parcels:	93,6%
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Denmark



A comprehensive range of distribution solutions for communications, e-commerce and logistics.

Growth in the Danish parcels market, in terms of both income and market shares.

- Nationwide network of distribution points with high availability and generous opening hours.
- Strong growth in e-commerce leading to increased demand for home deliveries and deliveries without physical contact.

Provides the universal postal service in Denmark.

- Ongoing trend of declining mail volumes due to digitalization.
- Mail accounts for a third of total sales.

Net sales:	MSEK 8,188
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Adjusted operating income, EBIT:	MSEK -211
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No. of letters:	184 million
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No. of distribution points:	Approx. 1,815
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Employees (FTE):	5,792
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Quality regarding letters:	96,6%
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Quality regarding parcels:	93,4%
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Logistics operations and e-commerce in the Norwegian market.

Strong customer portfolio delivering to both B2B and B2C customers.

Investing in terminals and expansion of sorting capacity to meet the future demands of e-commerce.

Change in mix of vehicle fleet for handling of fewer pallets and more parcels.

Net sales:	MSEK 5,318
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Adjusted operating income, EBIT:	MSEK -16
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No. of distribution points:	Approx. 2,061
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Employees (FTE):	1,539
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Quality regarding parcels:	92,2 %
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Logistics services for business customers as well as e-commerce logistics and parcel distribution for consumers.

Strong growth in the e-commerce market.

- A comprehensive network of distribution points forms the basis for a strong position regarding parcel volumes from companies to consumers and in the e-commerce segment.

A leading provider of logistics in the healthcare sector.

Net sales: MSEK 1,525

Adjusted operating income, EBIT: MSEK -43

No. of distribution points: Approx. 1,029

Employees (FTE): 332

Quality regarding parcels: 88,1%

PostNord Strålfors

Develops and delivers Nordic region's leading services and solutions for omni-channel communications to business customers.

Strong position in the fast-growing market for digital communication, with an ecosystem of communication, payment and technology partners.

Biggest player in a market undergoing major change.

- Consolidation and declining volumes in the physical market.
- Growth and expansion in the digital market.

Net sales:	MSEK 2,076
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Adjusted operating income, EBIT:	MSEK 100
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Employees (FTE):	620
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