

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.



postnord

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 3.0

2019 Focused Strategic Direction

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

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 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

39.3

SEK billion sales

24,500

employees, FTE

9,500

parcel distribution points in the Nordic region

243

parcels, millions¹⁾

94.0%

Weighted parcel delivery quality

994

million letters and other items of mail

-55%

tonnes CO₂e²⁾

-22%

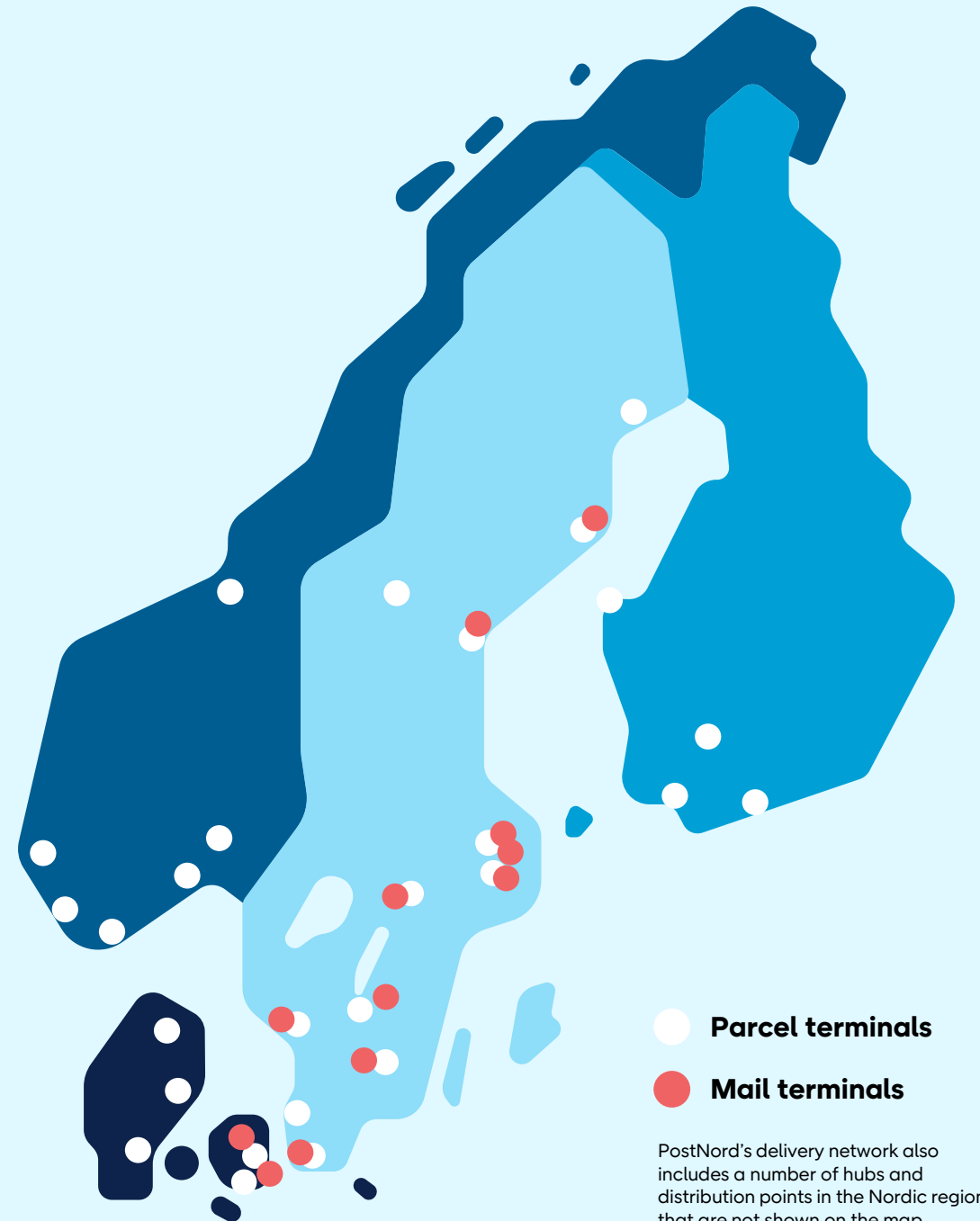
kg CO₂e/parcel²⁾

-564

million SEK operating income

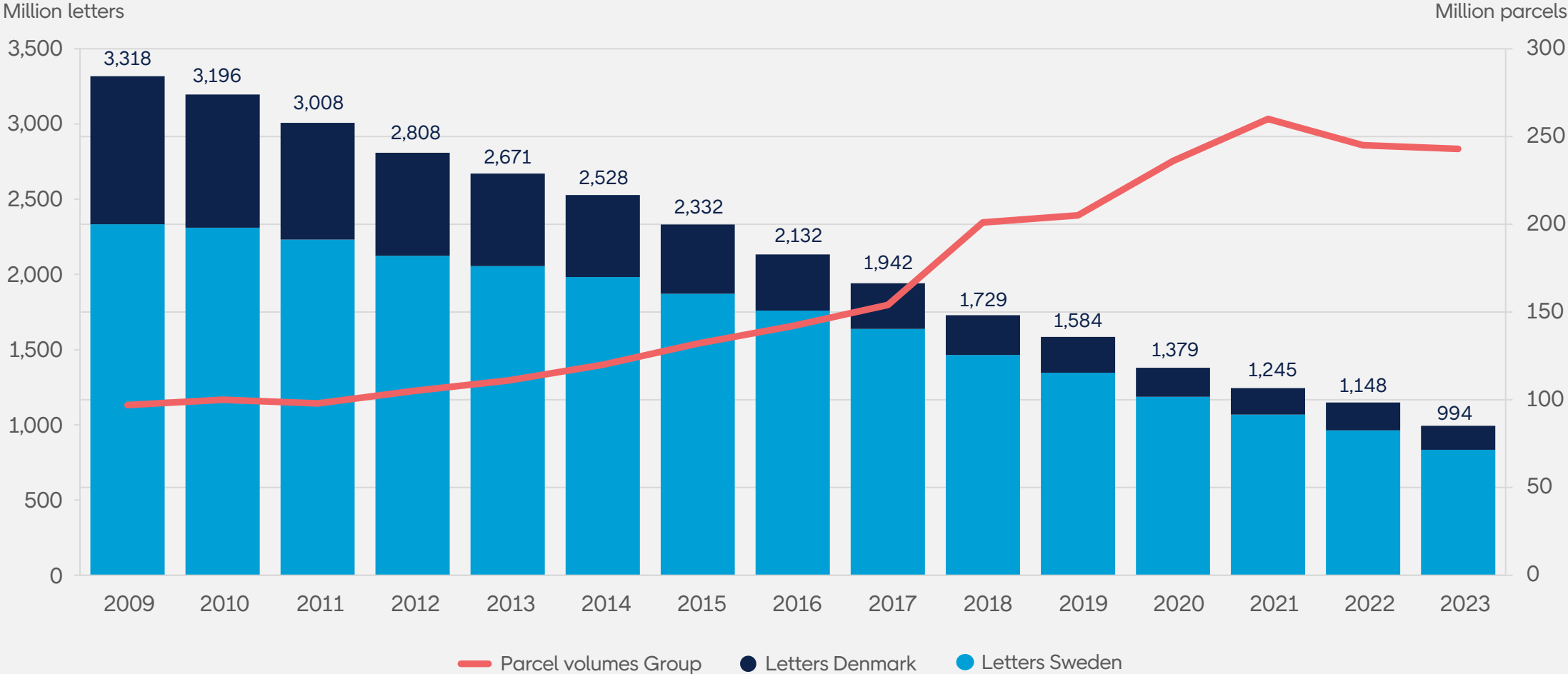
¹⁾ Volumes between countries have been eliminated

²⁾ Relative to baseline year 2020



Trends

PostNord Group performance regarding mail and parcel volumes



533 b

Growth in e-commerce

In 2023, the value of e-commerce in Europe was USD 533 billion.*

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



**We are a
Nordic Group**

PostNord – a Nordic company

PostNord has a leading position in the Nordic logistics and parcels market, thanks to our comprehensive offering and extensive network, both geographically and in terms of partnerships.



One of the Nordic region's biggest employers

PostNord aims to:



increase diversity and the proportion of women in management positions



increase job satisfaction/motivation and index for immediate managers



reduce sick leave

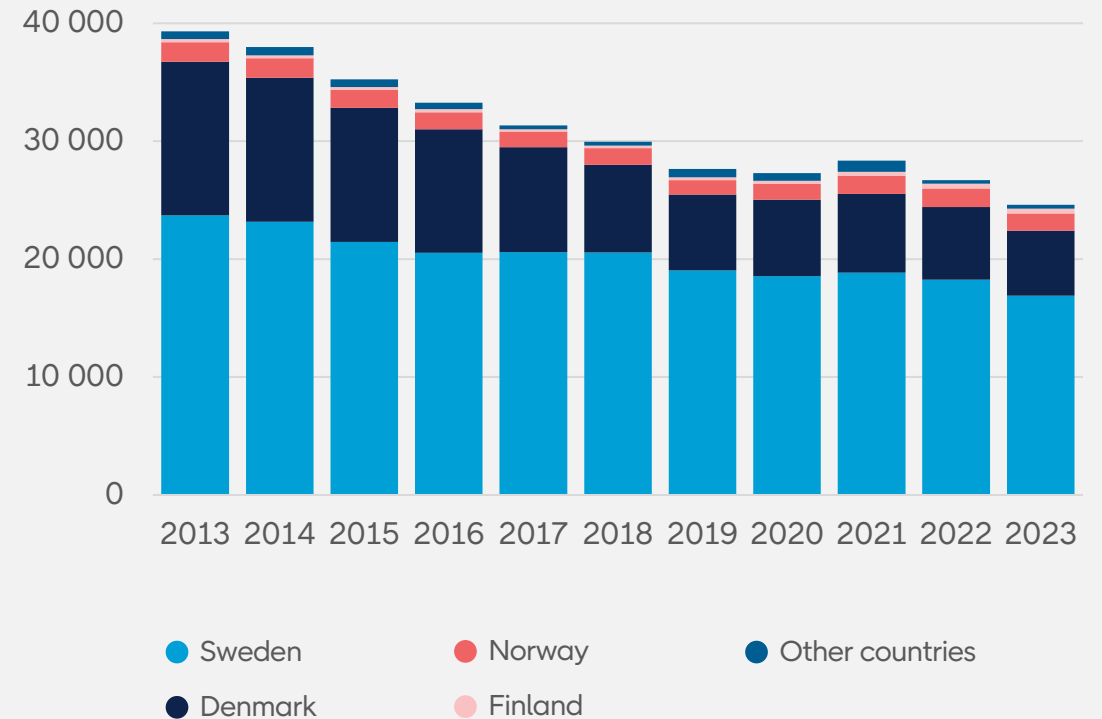
24,500

average number of employees

31%

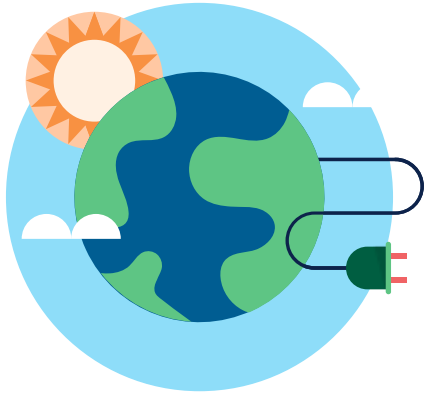
women in management positions

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

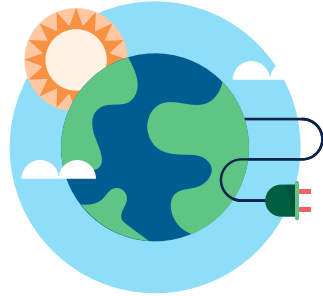
Fair conditions



We unleash the power of diversity

Inclusive workplace

PostNord's sustainable logistics agenda and targets



We manifest climate leadership

Fossil-free 2030

Science Based Targets

–80 percent greenhouse gas emissions (GHG) in scopes 1 and 2 by 2030

–50 percent GHG emissions in scope 3 per parcel by 2030

Operational targets

–40% carbon emissions from transportation and operations by 2025

Zero emissions for last-mile transportation (light vehicles) by 2027



We care for our people

Safe workplaces

No fatal accidents at work

Lost time injury frequency rate (LTIFR) well below benchmark

Fair conditions

Truck Transport Social Guidelines implemented in operations by 2025

Responsible Procurement Index 100 by 2026



We unleash the power of diversity

An inclusive workplace

Inclusion Index well above benchmark (>82)

PostNord's climate targets



Operational targets

2025

-40%

carbon emissions from
transportation and
operations

2027

**Zero
emissions**

from last-mile
transportation
(light vehicles)

2030

**Fossil-
free**

in transportation
and operations

Science-based targets

2030

-80%

GHG emissions
in scopes 1 and 2

-50%

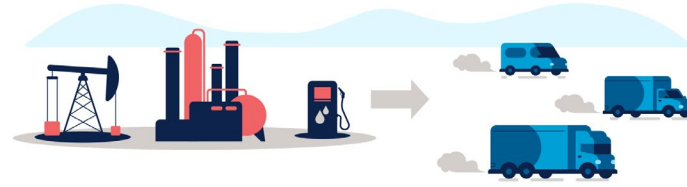
GHG emissions in
scope 3 per parcel

Approved by the Science
Based Targets initiative

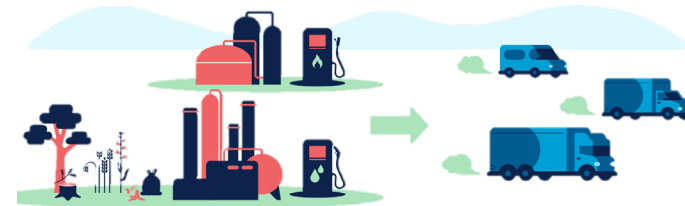
PostNord's climate transition in three phases



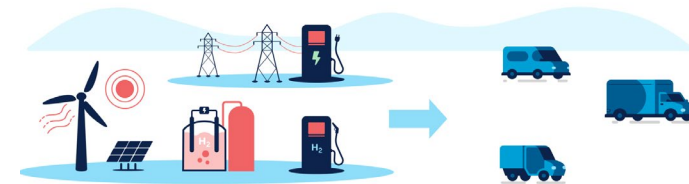
We are moving away from fossil fuels, which are still the norm today.



We are switching from diesel to HVO and biogas, to reduce carbon emissions faster.



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



Focus areas for realizing our climate agenda



More biofuels
in heavy trucks

Electrify our
distribution
vehicles

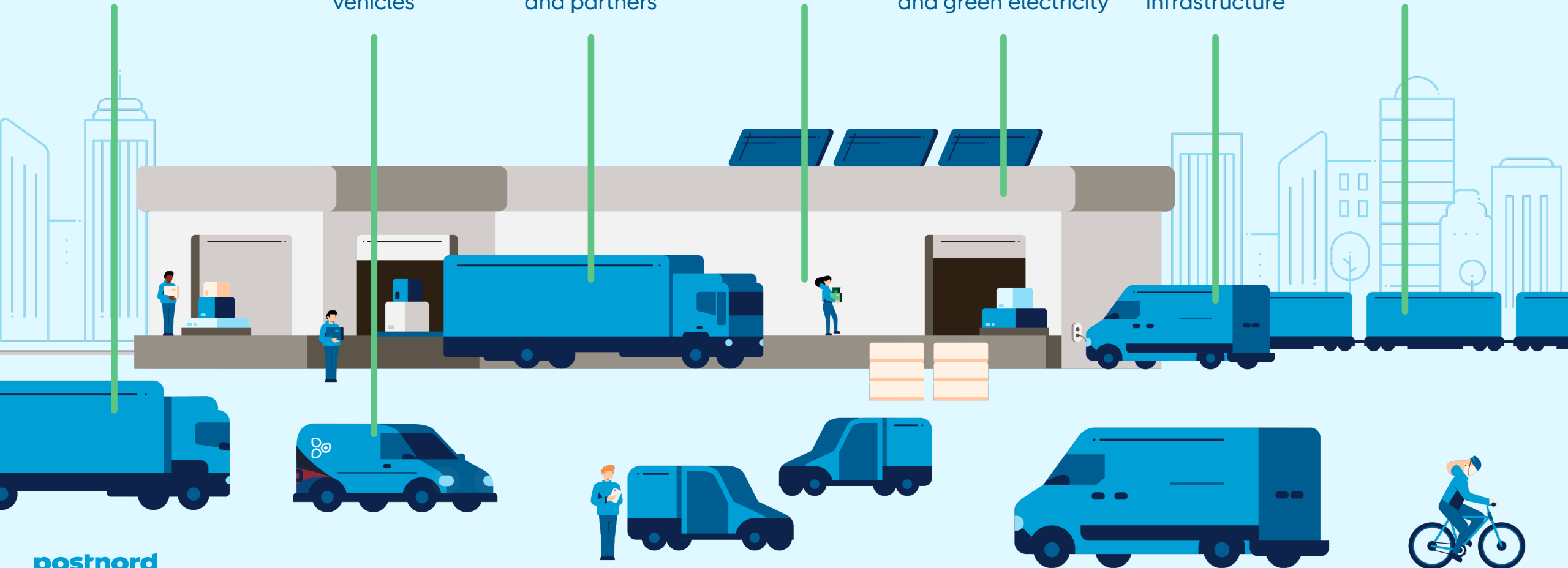
Engage
subcontractors
and partners

Optimize
capacity

Energy-efficient
buildings
and green electricity

Develop
charging
infrastructure

More by rail,
less by air



We care for our people



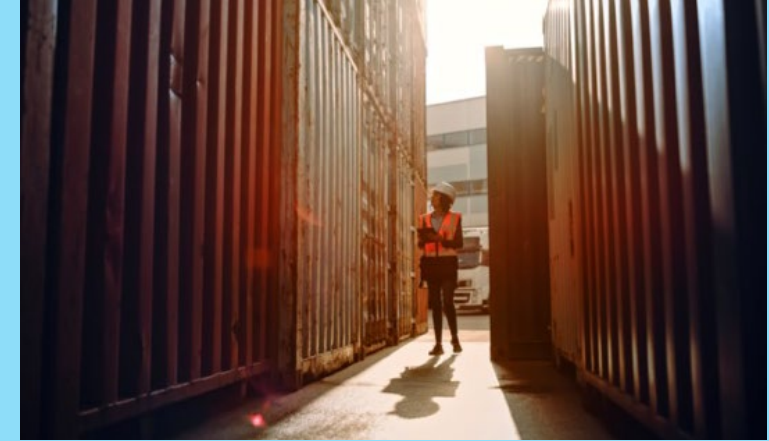
Safe workplaces

Everyone at PostNord's workplaces should be, and feel, safe and secure. We strive to have a safety culture in which everyone plays a part in preventing workplace accidents and injuries.



With fair conditions

Through Responsible Trucking, an initiative of CSR Europe, PostNord is involved in making the transport and logistics sector more sustainable. We are implementing the Truck Transport Social Guidelines to improve the working conditions for Europe's truck drivers.



Responsible purchasing

By defining requirements for and working with our suppliers regarding, for example, environmental and social aspects, we influence a large number of companies in many sectors.

We unleash the power of diversity

PostNord is a diverse workplace with a mix of backgrounds, cultures and languages. This is an asset that we want to use as much as possible.

Unleashing the power of diversity empowers every employee, and the company as a whole.



Diversity all the way



Recruitment:

We advertise both internally and externally, conduct skills-based interviews, and have both women and men among the final candidates.



Remuneration:

Salaries and benefits are based on experience, skills and collective agreements. We conduct pay surveys to ensure equal pay.



Development:

Diversity is an integral part of PostNord's various talent and development programs for managers and specialists.



Follow-ups:

The FOCUS employee survey is used to assess how well we are living up to PostNord's values, and its aspiration to be an inclusive workplace.

Our Stakeholders

Our stakeholders



Customers

PostNord is a leader in parcels and logistics services to, from, and within the Nordics. Our business and non-business customers must be able to reach their recipients at the right time, reliably and efficiently – whether the task involves a global logistics solution, an advertising campaign or a birthday greeting.



Owners

The Danish state has a 40 percent holding in PostNord and the Swedish state has a 60 percent holding. The overall mission of the owners is to ensure the provision of a universal postal service while also creating value.



Employees

With around 24,500 employees, PostNord is one of the largest employers in the Nordic region and has a significant social responsibility. PostNord aims to offer an attractive, stimulating workplace.



Financial market

PostNord finances its operations through, among other things, bond loans. The confidence of the financial market is therefore important for the Group.



Business partners

Business partners summarizes PostNord's relationships with partners outside the Group, such as suppliers and service point providers. Every year, PostNord buys goods and services worth billions and has 4,000 distribution points and 9,500 parcel distribution points in the Nordic region.



Society

PostNord plays a key role for the business community and in society. Having a business that is stable and profitable in the long-term, and run in an environmentally-sound and socially responsible way, strengthens competitiveness while also meeting expectations regarding responsibility.

Thank you!

Head office:

PostNord AB
105 00 Stockholm
Sweden

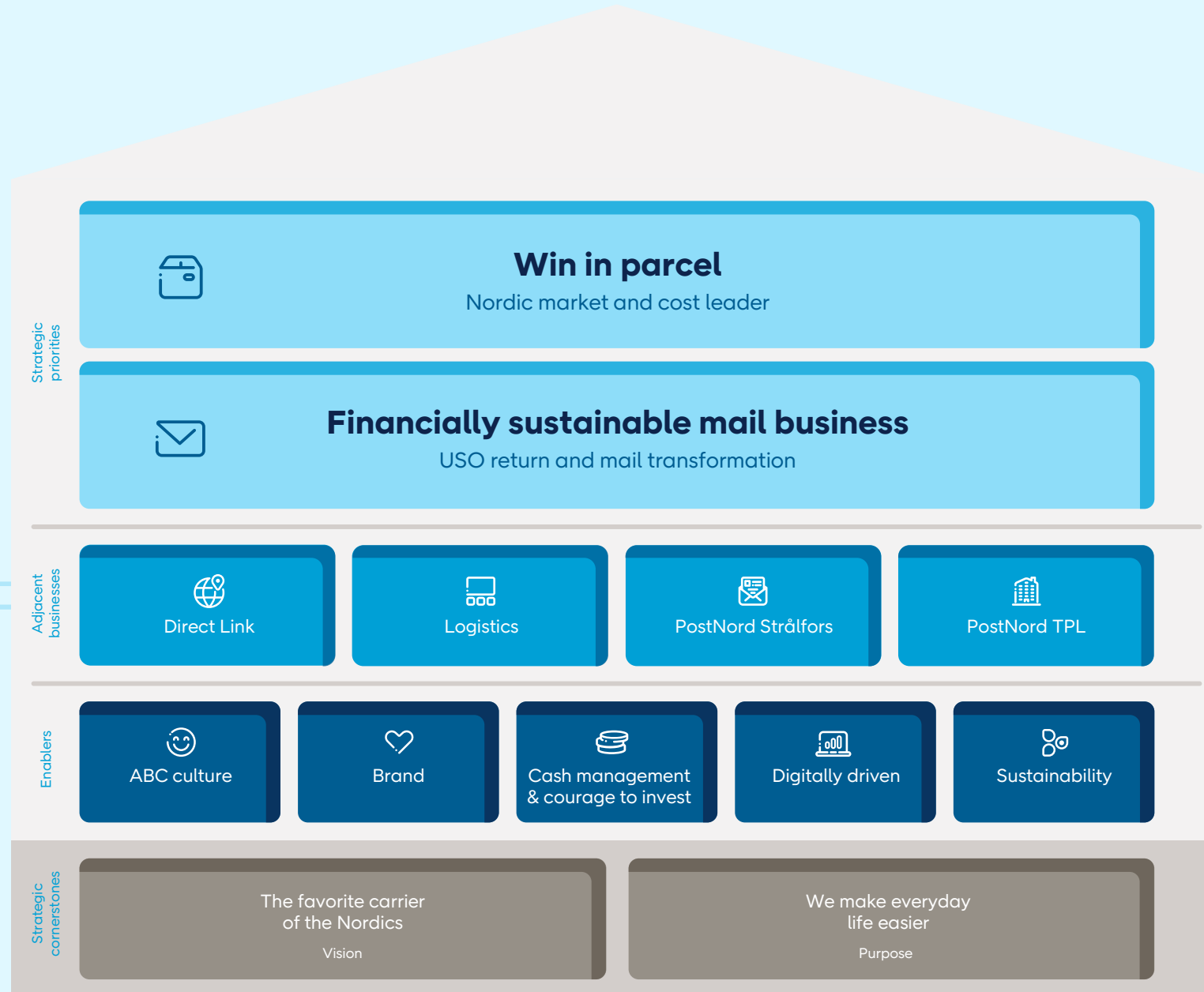
Visiting address:
Terminalvägen 24, Solna
+46 10 436 00 00

www.postnord.com

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Appendix

PostNord's strategic house



Our culture



Accountable

Ownership and responsibility

We are One PostNord – we see the bigger picture and do what's best for the group as a whole.

We provide clarity and transparency and collaborate towards shared goals. We take ownership to continuously improve our business and systematically share best practices. We take action on sustainability, for our employees, our company and society at large.



Brave

Proud and bold

We prioritize boldly to focus on the things that matter the most. We act with integrity and reliability and trust each other. By challenging the current situation, we develop our employees and our business. We learn and grow together with our colleagues, both from our successes and our mistakes. We carry through on decisions made, even in difficult situations.



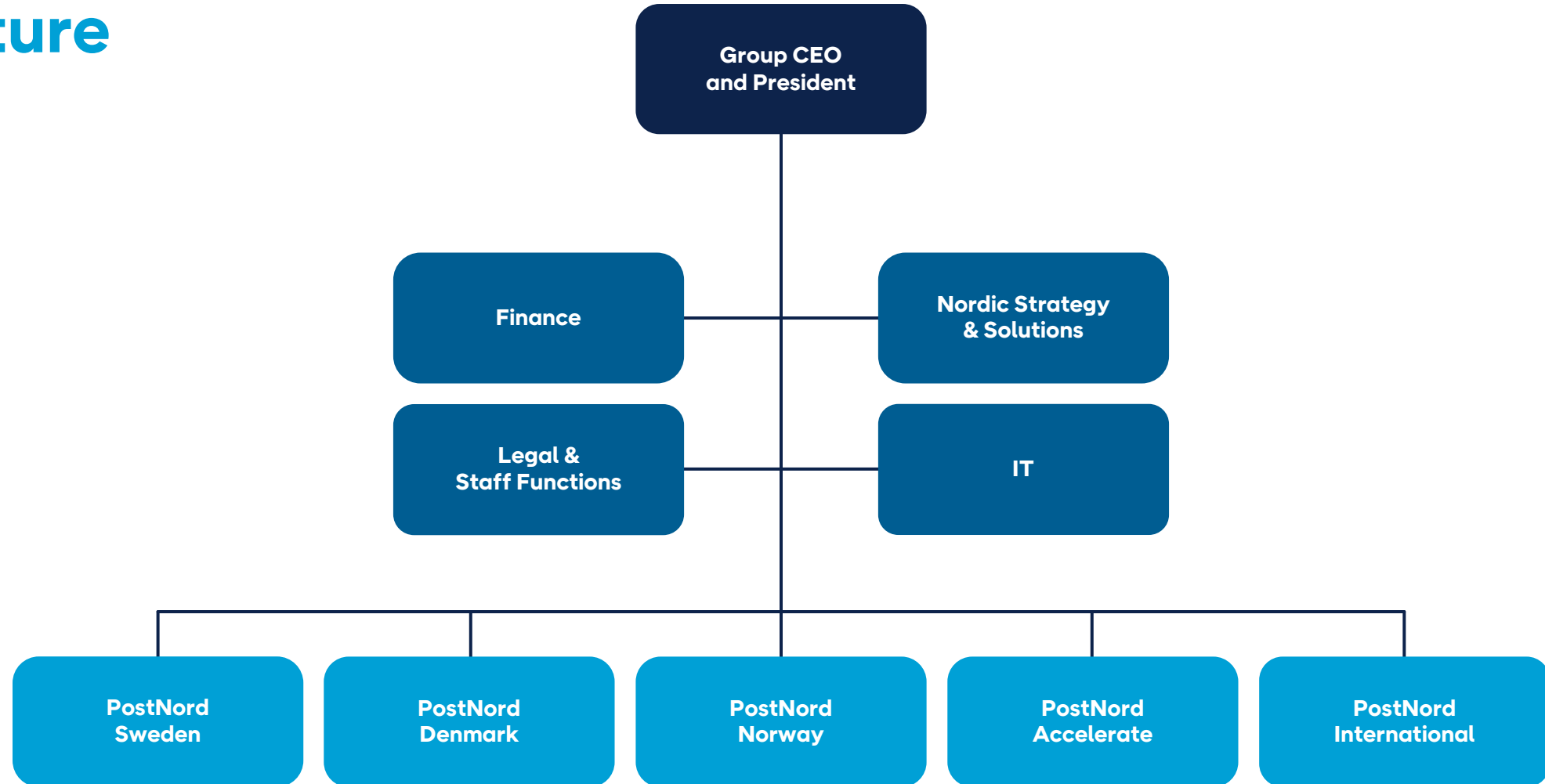
Committed

Motivated and enthused

With strong commitment, we lead a business that is in constant change, while always focusing on consumers and customers. We simplify and standardize relentlessly and take action to address the root cause of problems. By listening, pursuing development, and offering and asking each other for feedback, we create an inclusive workplace where our people can thrive.

PostNord Governance

PostNord organisational structure



PostNord Accelerate includes PostNord Strålfors and PostNord TPL, and is managed by the Group CEO.
PostNord International includes PostNord Germany and Direct Link, and is managed by the Group Deputy CEO.
PostNord Finland reports to the Group CEO.

Group Deputy CEO is the CEO of PostNord Denmark and Chief of PostNord International.

PostNord Sweden



Comprehensive range of distribution solutions for e-commerce, logistics and communication

Market leader in the parcel market

- Services that facilitate the growth of e-commerce and meet the needs of recipients.

Responsibility for the universal postal service

- Quality enhancement measures ensure high delivery quality for mail.
- Ensuring efficient production in line with ever fewer letters being sent.

Net sales:	SEK 21,162 million
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Adjusted operating income, EBIT:	SEK 688 million
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Number of letters:	834 million
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Number of parcels:	167 million
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Employees (FTE):	14,630
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Mail delivery quality:	92.4%
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Parcel delivery quality:	94.7%
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PostNord Denmark



Comprehensive range of distribution solutions for e-commerce and logistics

- Strong position in the parcel market, with increasing revenues and market share.
- More parcel lockers and investment in parcel robots.

Universal postal service

- The Danish universal postal service ceased in 2024.
- Exceptions apply to shipments to small islands, the visually impaired and international mail.

Net sales:	SEK 8,285 million
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Adjusted operating income, EBIT:	SEK –25 million
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Number of letters:	160 million
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Number of parcels:	73 million
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Employees (FTE):	5,233
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Mail delivery quality:	95.2%
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Parcel delivery quality:	95.1%
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PostNord Norway



Climate-smart and flexible solutions for logistics and e-commerce

- Simpler and more efficient logistics and e-commerce services.
- Investment in the terminal network to expand production capacity.

Net sales:	SEK 4,868 million
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Adjusted operating income, EBIT:	SEK –56 million
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Number of parcels:	26 million
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Employees (FTE):	1,413
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Parcel delivery quality:	90.9
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PostNord Finland



Logistics activities and e-commerce

- Established network of service points and parcel lockers.
- Modern terminals with advanced sorting processes.
- A leading provider of healthcare logistics.

Net sales:	SEK 1,604 million
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Adjusted operating income, EBIT:	SEK –25 million
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Number of parcels:	12 million
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Employees (FTE):	316
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Parcel delivery quality:	86.7%
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PostNord International

Global distribution solutions to the whole world and import and export flows to the Nordic region via Europe.

Direct Link

- Offers international e-commerce companies and marketplaces distribution services to consumers in the Nordics and rest of the world.
- Makes it easier for e-commerce companies to enter new markets based on market analysis and logistics solutions.

PostNord Germany

- Manages import and export flows between Europe and the Nordics.

Net sales:	SEK 3,575 million
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Adjusted operating income, EBIT:	SEK 19 million
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Number of parcels, Germany:	28 million
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Employees (FTE):	341
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PostNord Strålfors

Develops and offers solutions for communication, invoicing and payment.

Strong position in customer communication in the Nordic region

- Growth and expansion in the digital market.
- Omnichannel offering has been supplemented with a payment solution based on open banking.
- Streamlined and optimized physical production.

Net sales:	SEK 2,201 million
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Adjusted operating income, EBIT:	SEK 163 million
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Employees (FTE):	608
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PostNord TPL

Leading third-party logistics operator in Sweden, Denmark and Finland

- Innovative and cost-efficient logistics solutions all the way from producers to consumers.
- Cloud-based services provide a complete overview and efficient and environmentally friendly deliveries.

Net sales:	SEK 2,773 million
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Adjusted operating income, EBIT:	SEK 54 million
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Employees (FTE):	1,512
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