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TNT Express Press Pack

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TNT Express at a glance

Europe's leading express delivery Services Company

TNT Express is one of the world's four largest express delivery companies and the number one in Europe. Worldwide, it moves an average of 4.7 million parcels, documents, and pieces of freight a week to more than 200 countries. TNT Express continuously optimises its air and road networks in Europe, China, the Asia-Pacific, South America, Africa and the Middle East, connecting international routes to domestic networks. TNT Express employs 83,000 people and runs a fleet of about 30,000 road vehicles and 46 aircraft (as at July 2011). It operates more than 2,600 depots and sorting centres. TNT Express made €7.053 billion in revenue in 2010.

Listed on the NYSE Euronext Amsterdam stock exchange

TNT Express has been listed on the NYSE Euronext Amsterdam stock exchange since 26 May 2011 and is a member of the AEX index. The listing started the day after the separation of TNT Express from the postal company PostNL. TNT Express has kept the TNT brand.

TNT Express' strategy

The business environment of the transportation sector has become more complicated and less predictable in recent years. Boundaries between delivery service providers are blurring. Peak season forecasts are becoming less accurate as high-tech and fashion companies continuously introduce new products. The economic downturn of 2008/09 accelerated some fundamental trends, such as customers' requirements for low cost solutions, value added services and disintermediation. Customers tend to maintain low inventory levels which, combined with the volatile demand, add a challenge to capacity planning.

One thing hasn't changed though, that is the globalisation of supply chains and the need for fast, reliable movements of goods between economies. The global express industry is accustomed to grow more than twice as fast as the world GDP. The acceleration of supply chains will support this growth. Right now, the economies of China, India, Brazil and MEA are driving the growth of trade, not only between continents, but also within regions and countries. New routes need to be opened as manufacturing moves to lower cost regions, such as central China. Two other key trends are the growth of e-commerce and the drive to reduce carbon emissions.

TNT Express is building on these trends. The company's strategy is to consolidate its number one position in the European B2B express market, while developing profitable operations in selected overseas markets, particularly China and Brazil. Europe is at the core of TNT Express' activities. On top of its European B2B delivery services, TNT intends to grow in road freight, the B2C parcels market and value added services for specific industries, such as healthcare, high-tech and automotive. Meanwhile, TNT Express has become the largest express carrier from China to Europe with a market share of more than 32 percent. And it is leading the way in the development of day-certain domestic delivery services in China.

Facts and figures

Financial performance






In 2010, TNT Express had revenues of about €7 billion, up 13.6% from 2009, and an operating income of €180 million, compared with €61 million in 2009. The company's business is divided in four reportable segments: Europe & MEA (Middle East, Africa), Asia Pacific, Americas, and "other networks."

(in € million)	2010 Operating Revenues	2010 Operating income	2009 Operating Revenues	2009 Operating income
Europe & MEA	4,453	371	4,142	281
Asia Pacific	1,656	14	1,243	(32)
Americas	502	(67)	399	(32)
Other networks	448	18	430	18
Non-allocated	(6)	(156)	(6)	(174)
Total	7,053	180	6,208	61

Operating resources

	at 31 Dec. 2010	at 31 Dec. 2009
Number of employees	83,236	78,030
Countries served	200	200
Number of tons carried	8,207,603	7,695,844
Number of depots and hubs	2,653	2,409
Vehicles (including leased or subcontracted ones)	30,239	26,310
Aircraft (including leased or subcontracted ones)	50	48

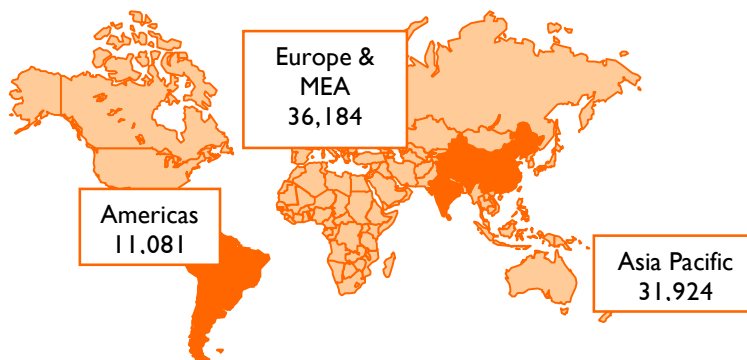
The size and composition of the air fleet varies based on changes in customer needs, volumes and lease agreements. TNT's air fleet is composed of the following types of airplanes:

	B747-400ERF	Payload 117 tons
	B767-200	Payload 47 tons
	A300B4-200F	Payload 44 tons
	B757-200SF	Payload 25 tons
	B737-300SF	Payload 17 tons
	BAE146-200/ 300	Payload 12 tons

In July 2011, TNT Express took delivery of a Boeing 777 Freighter, which operates between Asia and Europe.

83,000 employees worldwide

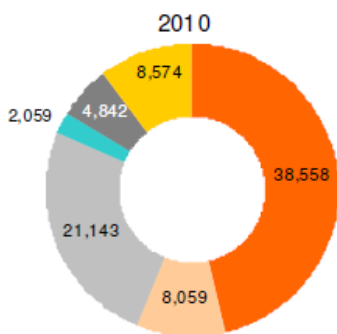
Employees per segment



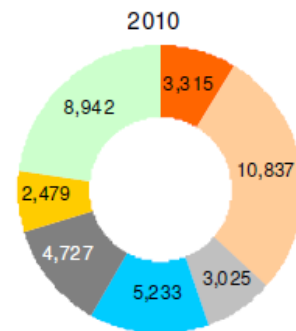
Total at year-end 2010: 83,236 (incl. “other networks” and non allocated employees)

Employees per region

Employees World



Employees Europe



■ Europe
 ■ Brazil
 ■ China and Taiwan
 ■ India
 ■ Australia & Pacific
 ■ Rest of world
 ■ The Netherlands
 ■ United Kingdom
 ■ Italy
 ■ Germany
 ■ France
 ■ Belgium
 ■ Rest of Europe

Geographic focus

The history of TNT Express is one of globalisation. Its geographic presence has grown with that of its customers. TNT was created in Australia in 1946, moved to Europe in 1973, and built a worldwide presence in the past decennia. Today, TNT Express is a global player delivering shipments to over 200 countries, with fully owned operations in 62 countries.

All throughout the years, TNT Express has grown both internationally and in selected domestic markets to accompany its customers. The company thinks that building local and regional strength is needed to capture the growth of China and Brazil. For instance, TNT pioneered the shift by international express companies toward central China, a trend now well known as “Go West,” when others still focused on exports from coastal regions. Building regional and domestic road networks and connecting them through intercontinental routes forms is typical of TNT Express’ development.

Number one in Europe

TNT Express leads the intra-European B2B express market¹ with an 18% percent market share, followed by DHL (15%), UPS (9%) and La Poste of France (8%). Europe represents two-thirds of TNT Express’ sales, with the UK, Germany, France, Italy and the Benelux as largest contributors. Although considered a mature market, Europe offers growth opportunities. The European express sector remains fragmented, with countless small companies accounting for 50% of the total. TNT is well placed to gain shares over these competitors through its broad product portfolio and far-reaching European road network. Europe’s road freight and B2C delivery markets, as well as Eastern Europe, also provide growth potential.

Even during the economic downturn of 2008/09, TNT Express strengthened its European position by improving the efficiency of its networks. This meant, for instance, replacing selected air routes with road routes, while maintaining service levels. The routes, the number and locations of hubs and depots, the pickup and delivery rounds, the composition of the fleet, are continuously being reviewed to improve quality and cost-efficiency.

TNT’s Express road network connects 39 European countries. In recent years, the company completed its coverage of Eastern and Southern Europe by establishing road services to Ukraine, Belarus, Moldova, Macedonia and Albania. In 2008, it opened a road-air connection to Cyprus and a road-ferry connection to Malta.

TNT Express is also active in Russia, where it offers international and domestic services. In 2010, it opened a cargo flight between Moscow and Liege. The route, operated by a B737-300 providing 16 tonnes of capacity, secures the expedition of time-critical shipments from Russia, such as biological samples. Also in 2010, TNT added a new link to Yekaterinburg, the largest city in the Urals (1,667 km east of Moscow). In domestic Russia, TNT offers a day-definite freight delivery service between 80 Russian cities and all other express services. TNT has 800 employees, 13 depots and 35 offices in the country.

¹The European B2B express market (domestic and intra-European) is estimated to be worth €19 billion in 2009.



Expanding into China

China's economy is expected to grow by 9.6 percent in 2011, according to the International Monetary Fund. Success in China is a second focus of TNT's strategy. Besides competing on the China-Europe routes, the company has built a day-definite domestic network to tap on China's strong domestic demand.

TNT's international express network in China comprises 34 branches and 3 main air gateways in Shanghai, Hong Kong and Chongqing. TNT Express operates about ten flights a week from China to Europe (as at June 2011), including its own service from Chongqing, a booming manufacturing hub in Western China. Besides air services, TNT connects China and continental Southeast Asia by road, using its Asia Road Network.

The Chinese domestic market is just as important. In 2009, TNT Express introduced a nationwide, day-certain road delivery service, which covers more than 200 cities. Domestic operations are carried out through TNT-Hoau, a trucking company acquired in 2007. TNT Hoau operates the largest private road transportation network in China: 2,000 vehicles, 57 domestic hubs and about 1,500 depots.

First mover in South America

The acquisition of Mercúrio in 2007 and Expresso Araçatuba in 2009 has given TNT Express the number one position in the Brazilian domestic market with annual revenues of more than €300m. In a similar move, the 2009 purchase of LIT Cargo has provided TNT Express with a nationwide road network in Chile. These combined strengths have allowed the company to set up an international South American road network, which connects 30 cities in Brazil, Chile, and Argentina. TNT's presence in South America comprises about 10,000 employees, 3,000 vehicles and 186 depots.

A selected approach to the North American market

No international express service would be complete without being able to deliver to the US. For more than 25 years, TNT Express has offered its customers international express delivery services to the US and Canada. TNT operates a daily flight from Liege to New York and makes next-day deliveries in 17 large North American cities, such as Washington D.C., Chicago, Los Angeles, Houston and Toronto, using the air gateways of New York, Los Angeles, Miami, and 15 depots. While TNT Express has no direct presence in the US domestic express market, it cooperates with Con-way Freight for the delivery of freight (up to 7,000 kg per consignment) and "Economy Express" parcels everywhere in the country. Con-way Freight is North America's leading less-than-truckload (LTL) freight transportation company. It provides a day-definite service to 99 percent of all zip codes in the continental United States.



A solution for every need

TNT Express has developed a broad range of transport solutions based upon extensive customer and market research. These solutions cater for any need of its customers and help retain them in good and bad economic times. Besides its core day and time-definite services, TNT Express is increasingly active in markets that are not normally classified as express, including B2C shipments and freight. On top of standardised services, TNT Express provides customised solutions known as “special services.” It also has industry expertise in tailoring solutions for sectors such as healthcare, high-tech, automotive, and more.

A comprehensive and unified global product portfolio

TNT offers customers worldwide the same domestic and international express delivery services, with identical names and features, allowing for simplicity of use and consistency in service offering. These core express services include:

9:00 Express: an international, time-guaranteed delivery service before 9:00 A.M. the next or earliest possible working day, to major cities in more than 40 countries

10:00 Express: an international, time-guaranteed delivery service before 10:00 A.M. the next or earliest possible working day, to major cities in more than 50 countries

12:00 Express: an international, time-guaranteed delivery service before 12:00 A.M. the next or earliest possible working day, to major cities in more than 70 countries

12:00 Economy Express: a time-guaranteed express delivery service by noon on a specified date to major cities in more than 25 European countries

Express: an international delivery service on the next or next best working day to almost anywhere in the world

Economy Express: a successful day-definite, economical delivery service for less urgent shipments to almost anywhere in the world

Sameday delivery services: for urgent shipments, TNT Express’ Sameday service offers dedicated delivery to key locations and business centres in the country and worldwide

Special Express: a tailor made express solution, which offers special pick-up and delivery at times specified by customers

Import Services

Express Import: collection of shipments on the customer’s behalf in over 165 countries, custom clearance, and delivery to the client’s doorstep. TNT Express transports several million import consignments every year. Partly due to the rise of China, India, and other emerging economies for production, import demand has grown faster than export demand for TNT.

Customised special services

“Special services” are transport solutions tailored to individual customer needs, regardless of their shipment, schedule, or destination demands. Just as with haute couture, they can cost more than standard services, since they are on-demand and unique to each customer. TNT prides itself for offering the largest range of special services in the industry. Moreover, these special services are available globally. They come under several categories:

Time critical services

A range of national and international on-demand delivery services in the shortest possible time, the same day, during a public holiday or outside standard hours.

Freight services

For large, heavy, or unusual goods, TNT offers personalised air, sea, and road freight services, with door-to-door, door-to-airport, or door-to-port options.

Special handling services

If the load needs special handling – it can go as far as transporting pandas from China to Spain –, TNT provides secure transport, temperature controlled vehicles, and delicate handling. The typical use is for moving time and temperature-sensitive clinical samples and supplies.

Fashion

TNT Fashion provides supply-chain solutions, such as forwarding, logistics, and distribution, for the fashion and lifestyle industry, in particular European retailers.

Value added solutions for specific industry sectors

TNT has experience in most vertical markets and offers tailored services for healthcare, hi-tech & computing, telecoms & electronics, automotive, industrial and textile & fashion industries. Moreover, TNT has “Global Account Management” teams who leverage specific experience and expertise for tens of global customers in these industry sectors.

B2C parcel delivery

TNT Express has introduced a high-end business-to-consumer (B2C) parcel service for large shippers. Their customers receive pre-notification of delivery by text messaging or e-mail. They can also arrange a delivery at another location when they are not home. This service reduces the number of costly missed deliveries. TNT Express intends to develop the offer further, starting with Europe.

The service has been adopted by some major online retailers. For instance, Cdiscount, France’s largest online store, has just renewed its contract with TNT Express as exclusive express delivery partner until 2013. The agreement coincides with the launch of Cdiscount’s new service called “Autoroute Express” (“Express Highway”). Digital orders are delivered within 24 hours of the order being placed, either at the customer’s home or at the closest Relais Colis® (a network of relay points where individuals can collect their parcel).



Global networks and operations

Road expertise

Inside Europe, TNT Express moves as many packages as possible by road, using its fleet of 30,200 vehicles. Road transportation is more economical than air cargo, yet fast, efficient and reliable. This also allows TNT to handle large and heavy consignments (up to 1,000 kg per piece and 7,000 kg per consignment in Europe), while offering day and even time-certain door-to-door deliveries, with end-to-end visibility.

Across Europe, TNT has more than 700 trucks on international routes every day, connecting 16 hubs and 523 depots in almost 40 countries. TNT's 1,200 international drivers drive the equivalent of around the world more than 56 times a week. TNT Express' main international road hub is located in the Dutch town of Duiven, close to the German border.

TNT Express has applied this expertise to other continents. The company's 7,620 km-long "Asia Road Network" connects 127 cities in Singapore, Malaysia, Thailand, Cambodia, Vietnam and the South of China.

A global air network

For urgent shipments across larger distances, TNT Express uses its fleet of cargo planes (46 aircraft as at July 2011) or buys freight capacity from third-party airlines. TNT's air network connects 68 airports in Europe, including 54 directly from the company's European hub at Liege, and 9 outside Europe (Hong Kong, Shanghai, Beijing, Chongqing, Dubai, Sydney, NYC, Miami, LA).

Intercontinental routes are served through partner airlines or TNT's own capacity. TNT Express uses Boeing 747-400 cargo planes and one Boeing 777 Freighter (<http://bit.ly/nYZsHa>) for line-haul between its major Asian gateways Singapore, Hong Kong, Shanghai, Chongqing, and Europe.

Every night, an average of 40 planes and 120 trucks converge on TNT's European Express Centre, established since 1998 at Liege Airport: 75,000 square meters of sorting and stocking space, 100,000 consignments (400 tons) sorted every night, 1,400 employees. Once sorted, shipments are sent to 19 European countries, plus the United States and Asia. The hub operates 24 hours a day, six days a week. Its convenient location allows TNT to reach two-thirds of its European customers' facilities within four hours by road.

Taking responsibility

A company must be profitable to stay in business. But environmental and social responsibility is also part of a company's licence to operate. This is particularly true for the transportation industry, which heavily relies on fossil fuels and generates carbon dioxide. Ethics aside, TNT Express takes its corporate responsibility seriously for two main reasons. First, it is a service company. The safety, wellbeing and motivation of staff are essential to delivering a good service to customers. Next, customer demands, emission regulations, carbon taxes and volatile fuel costs all require transportation companies to reduce their environmental impact.

TNT has achieved some success in these areas. For three years in a row, TNT was the leader in the Dow Jones Sustainability Index for the "industrial transportation" sector¹. All TNT Express operations, except for TNT-Hoau (China), TNT-Mercúrio (Brazil), Araçatuba (idem) and Lit Cargo (Chile), are certified to five standards: Investors in People (training and employee development), ISO 9001 (quality), ISO 14001 (environment), OHSAS 18001 (health and safety) and SA 8000 (labour standards and personnel rights in non-OECD countries).

TNT Express sees corporate responsibility as an investment that can create competitive advantage. The company is therefore putting particular effort into training its drivers. Likewise, it strives to improve the CO₂ efficiency of its air and road operations. When a disaster hits, TNT Express also often contributes its logistics expertise to support emergency relief operations.

Road safety

The number of fatal accidents involving a TNT Express vehicle or one of its subcontractors rose to 36 in 2010. Most happened in China and India. Therefore the company is putting extra efforts to prevent accidents in these countries. For instance, it is working with the Global Road Safety Partnership (GRSP), which brings together governments and governmental agencies, the private sector and civil society organisations to tackle road safety issues in low and middle income countries. Every year TNT Express provides 90,000 hours of driving training to employees.

Managing CO₂

TNT Express seeks to limit its impact on the environment by optimising the use of natural resources and by managing its carbon footprint. The absolute CO₂ footprint for the operations of TNT Express increased to 1,020 ktonnes in 2010. However the company's CO₂ efficiency improved, reflecting the optimisation of the air network and other initiatives.

Examples of actions include:

- Optimising road networks to take the shortest routes and improve the load factor of vehicles.

¹Source: SAM Research, "The Sustainability Yearbook 2010", 9 Sept. 2010. See also the 2009 and 2008 editions.

- Training drivers to economic driving. TNT's annual "Drive Me Challenge" distinguishes the best drivers in terms of fuel efficiency, safety, customer service and speed.
- Using electric vehicles for pick-up and delivery operations in urban areas. TNT Express UK runs 51 electric trucks in London. TNT Express also introduced electric vehicles in France, China (Hangzhou, Shanghai) and the Netherlands.
- Informing customers on the CO₂ emissions from their international shipments ("CO₂ System").
- Improving the fuel efficiency of the air fleet, notably through fleet renewal (introduction of one Boeing 777 Freighter in 2011, replacement of the old B737s by more recent ones).
- Cooperating with the aircraft industry and airports to mitigate emissions from air transport. TNT Express is working with the Liege airport to optimise the planes' departures.
- Opening of an energy-positive head office building in Hoofddorp, the Netherlands, in 2011.

Supporting emergency relief logistics

Bringing emergency relief to victims of disaster or poverty always requires overcoming transport and logistic problems. This is why TNT Express regularly takes part in international disaster relief operations.

In April 2011, TNT Express delivered 50,000 blankets to Japanese people displaced by the tsunami and nuclear emergency.

In August 2011, TNT Express airlifted 50 tons of food aid to Nairobi for distribution in hunger-stricken Somalia.

TNT has supported the United Nations World Food Programme (WFP) since 2002. Each year, WFP provides food to about 90 million people in 80 countries. To date, TNT has provided about €50 million in hands-on support, knowledge transfer and fundraising. TNT's employees have raised an additional €9 million for WFP's School Feeding Projects.

TNT has also formed a partnership with UPS, Agility Logistics and Maersk to deploy joint "Logistics Emergency Teams" in countries hit by major natural disasters, when requested by WFP.

Executive Board

Marie-Christine Lombard, Chief Executive Officer



Marie-Christine Lombard (1958, French) has been CEO and chairman of the Executive Board since 2 March 2011. Prior to that date, Ms Lombard was group managing director of Express and a member of the board of management of TNT N.V. since January 2004. She joined Jet Services in France in 1993. Upon TNT N.V.'s acquisition of Jet Services in 1999, Ms Lombard joined TNT as the managing director of the domestic Express business and from March 2001 until January 2004 she was managing director of TNT's international Express business in France. Since January 2011, Ms Lombard has been an independent member of the Supervisory Board of Groupe BPCE, a French banking group. Ms Lombard is also president of the "Lyon Ville de l'Entrepreneuriat" Business Network Group. She served as a member of the supervisory board of Royal Wessanen N.V. until 22 April 2009 and as a member of the supervisory board of METRO AG until 31 December 2010.

Bernard Bot, Chief Financial Officer

Bernard Bot (1966, Dutch) has been CFO and member of the Executive Board since 2 March 2011. Prior to that date, Mr Bot was acting CFO of TNT N.V. from August 2010. Before joining TNT N.V. in 2005, he worked for 13 years at McKinsey & Company, where he was a partner serving clients in the post, logistics and transportation sectors. At TNT N.V., he was appointed Group Director Business Control directly reporting to the CFO. His responsibilities included internal control, mergers and acquisitions and business control. Bernard Bot is a member of the supervisory board of Avio-Diepen B.V.





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