

## TNT N.V

TNT N.V., through its two divisions, Express and Mail, is part of the global transportation and distribution industry, and dedicated to providing delivery solutions to its customers. The global transportation and distribution industry is a vast industry whose market size is estimated to be over US\$3,500 billion. TNT serves more than 200 countries and employs around 163,000 people. Over 2008, TNT reported €11,152 million in revenues, an operating income of €982 million and cash from operating activities of €923 million. TNT N.V. is listed and traded on Euronext Amsterdam by NYSE Euronext (ticker "TNT").

### Mission Statement

TNT's mission is to exceed its customers' expectations in the transfer of their goods and documents around the world. TNT delivers value to its clients by providing the most reliable and efficient solutions through delivery networks.

TNT aims to lead the industry by:

- instilling pride in its people,
- creating value for its shareholders, and
- sharing responsibility for the world in which it operates.

### Accomplishments and Challenges

|                                                                                                 | Challenges 2008                                                                                                                                                                                                                                                                      | Accomplishments 2008                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Challenges 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Environmental management (see chapter 8)</b>                                                 | <ul style="list-style-type: none"><li>– further embed Planet Me in the organisation and create processes to enable reporting externally about forecasting on CO<sub>2</sub> emissions from 2009 onwards.</li></ul>                                                                   | <ul style="list-style-type: none"><li>– the implementation of the Planet Me programme has started. Several initiatives were initiated:<ul style="list-style-type: none"><li>– TNT involvement in the Rotterdam Climate Initiative,</li><li>– realisation of a green depot in Veenendaal, the Netherlands,</li><li>– development plans for the first green office (new GHO), and</li><li>– 'Drive Me' challenge, a competition to select and reward the TNT Pick Up &amp; Delivery (PUD) driver who drives most safely and with greatest environmental efficiency.</li></ul></li></ul>                                                             | <ul style="list-style-type: none"><li>– build on current foundation to drive Group-wide environmental management system improvement.</li><li>– drive strategic innovation agenda through cross-functional teams.</li><li>– continue with 'Drive Me' challenge and explore opening it up to others.</li><li>– provide input for the Environmental Measurement and Monitoring System (EMMS) 2008 of the International Post Corporation (IPC) to receive an individual scorecard on TNT's performance and participate in the first global postal sector sustainability report.</li><li>– continue to investigate and use technological innovation in fuel and vehicles.</li></ul> |
| <b>Other stakeholders (Subcontractors, Customers, Suppliers, Shareholders), (see chapter 9)</b> | <ul style="list-style-type: none"><li>– continue and intensify the dialogue with subcontractors and finalise and implement policies and procedures for suppliers.</li><li>– continue to engage our customers. TNT planned to organise two meetings with customers in 2008.</li></ul> | <ul style="list-style-type: none"><li>– procurement departments have been provided with procedures and tools to develop management systems that establish responsibilities, targets, monitoring methods and a review process of suppliers.</li><li>– a customer consultation was performed by Warwick University on behalf of the International Post Corporation (IPC) and Mail Netherlands performed a customer dialogue.</li><li>– a civil society stakeholder consultation has been held.</li><li>– Mail has introduced a CO<sub>2</sub> compensation programme for its customers. 175 million mail pieces were compensated in 2008.</li></ul> | <ul style="list-style-type: none"><li>– TNT will strive to develop and implement a supply chain management strategy that includes its transport suppliers (subcontractors).</li><li>– TNT will continue to engage with other stakeholders including investors, customers and civil society.</li></ul>                                                                                                                                                                                                                                                                                                                                                                          |

## Sustainability in TNT

### Dow Jones Sustainability Index

In September 2009, TNT NV was named as global 'Supersector leader' for 'Industrial Goods and Services' (including 'Industrial transportation') of the 2009 Dow Jones Sustainability Indexes (DJSI). Moreover, TNT earned the highest score of all companies included in the DJSI for the third consecutive year. These are the conclusions of a report published in Zurich by SAM, a sustainability investment specialist, which assessed the sustainability performance of over 1,000 listed companies.

### Carbon Disclosure Project

TNT participates in the Carbon Disclosure Project (CDP). This initiative was created to challenge the world's largest corporations to measure and report their carbon emissions, integrating the long term value and cost of climate change into their assessment of the financial health and future prospects of their business. CDP is endorsed by a large number of leading institutional investors. TNT scored 82 out of 100 points. If TNT had been included in the Global 500 sample, it would have achieved the highest score in the Transport & Logistics sector. TNT would also have scored joint-highest in the carbon-intensive sector with two other companies.

### Planet Me

planet me symbolises tnt's values. it focuses on reducing the impact on the environment of tnt operations and on educating and supporting tnt's employees to take energy-saving measures at home. Broad recognition of planet me's innovation has contributed to building tnt's reputation. there are, however, some difficulties implementing the programme across operations and geographies, and the processes and systems demand consistent support. although applicable to all transport companies, managing down Co2 emissions is tough and represents a new and complex challenge as part of running the day-to-day business.

### Other environmental awards

- European Business Award- Ruban D'Honneur for Corporate Sustainability 2008 (TNT Express)
- Lean an Green award (TNT Express Netherlands)
- Green China Best CSR Practice award (TNT China)

### Perspectives from different stakeholders

| Civil Society<br>2004                                                                | Customers<br>2004                                                                    | Subcontractors<br>2005                                                                 | Employees<br>2005                                                                    | Investors<br>2005                                                                         |
|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| Reducing CO <sub>2</sub> emissions                                                   | Compliance with legislation especially where weakly enforced in developing countries | Child labour in the supply chain – especially second and third tier                    | Increasing alternative fuels and energy in vehicles and buildings                    | Reducing environmental footprint                                                          |
| Employee health and safety – including HIV/AIDS                                      | Child labour in the supply chain – especially second and third tier                  | Compliance with legislation especially where weakly enforced in developing countries   | Accountability and transparency relating to strategy and management decisions        | Assuring security and safety of transportation                                            |
| Pollution – associated with vehicle particulates                                     | Compliance with a code on social issues                                              | Anticompetitive behaviour associated with price-fixing and profit implications         | Pensions and retirement benefits for employees                                       | Achieving excellence recognised by customers                                              |
| Community health and safety – including HIV/AIDS                                     | Implementing environmental management systems                                        | Reducing CO <sub>2</sub> emissions                                                     | Compliance with legislation especially where weakly enforced in developing countries | Implementing good governance and risk management                                          |
| Partnerships with local communities and international organisations                  | Continuous improvement in environmental performance                                  | Bribery, corruption and conflict of interest                                           | Ensuring good work/life balance as essential to wellbeing and quality of life        | Implementing international codes of conduct and labour standards in globalised operations |
| Suppliers<br>2006                                                                    | Customers<br>2006/7                                                                  | Investors<br>2007                                                                      | Civil Society<br>2008                                                                |                                                                                           |
| Compliance with legislation especially where weakly enforced in developing countries | Employee health and safety                                                           | Risk management proficiency and good governance to ensure strong financial performance | Climate change impacts                                                               |                                                                                           |
| Reducing CO <sub>2</sub> emissions                                                   | Reducing CO <sub>2</sub> emissions                                                   | Efficient energy use                                                                   | Good standards of employment, working conditions and health and safety               |                                                                                           |
| Discrimination – equal, fair treatment of all employees                              | Fair and reasonable terms of employment                                              | Fair and reasonable terms of employment                                                | Governance, business integrity and transparency                                      |                                                                                           |
| Accidents in the workforce – driving and in warehouse                                | No child labour                                                                      | Employee health and safety                                                             | Ethical approach to relationships with customers, suppliers and subcontractors       |                                                                                           |
| Bribery, corruption and conflict of interest                                         | Compliance with legislation                                                          | Promotion of human rights in high-risk countries                                       | Respect for human rights and human security                                          |                                                                                           |

— Legal domain  
— Environmental domain  
— Social domain