
2007 —
growth through
networks

ANNUAL OVERVIEW 2007



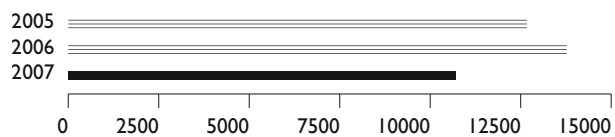
TNT at a glance

Shareholder's dashboard

Source — TNT annual reports 2006 and 2007

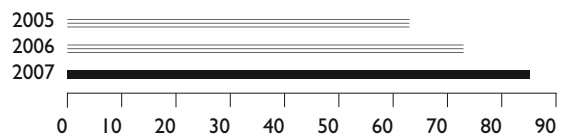
Stock market capitalisation

In € million



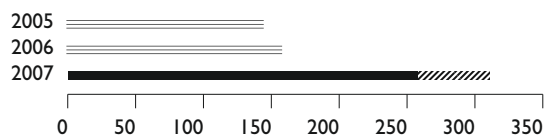
Dividend per share

In € cents



Earnings per diluted ordinary share

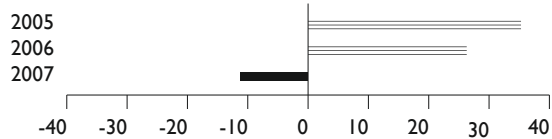
In € cents



The extended section of the 2007 bar relates to discontinued operations.

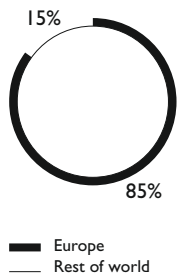
TNT total shareholder return

In percentages

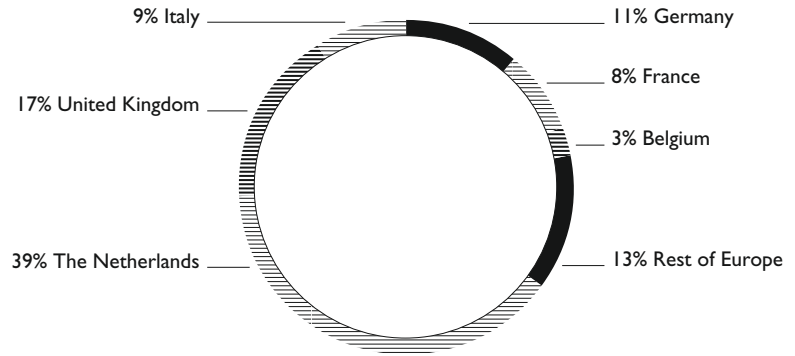


Source — Bloomberg Professional

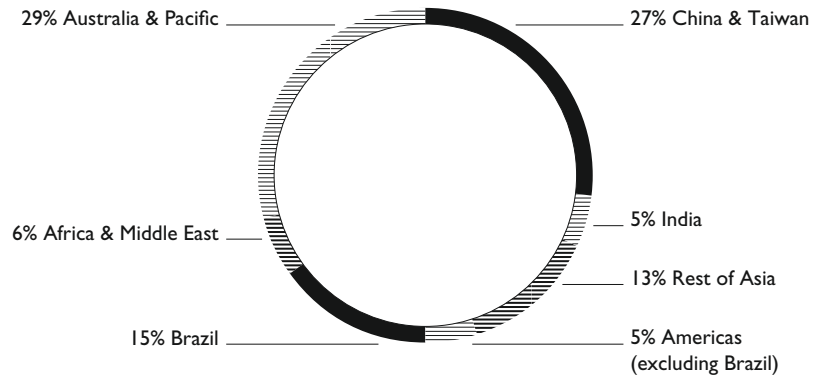
Global net sales — 2007
€10,885 million



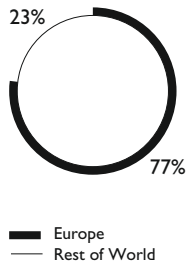
Net sales Europe — €9,245 million



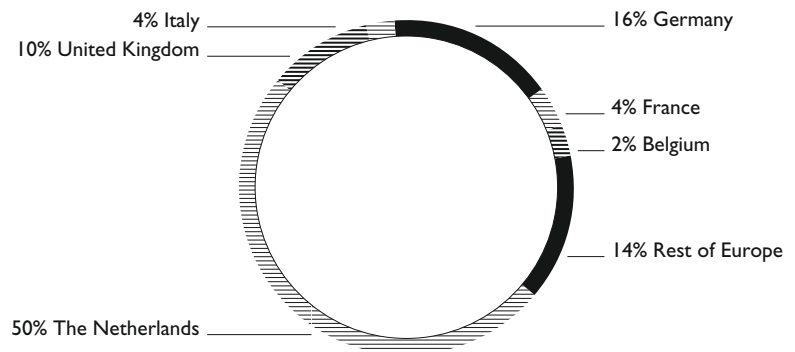
Net sales rest of the world — € 1,640 million



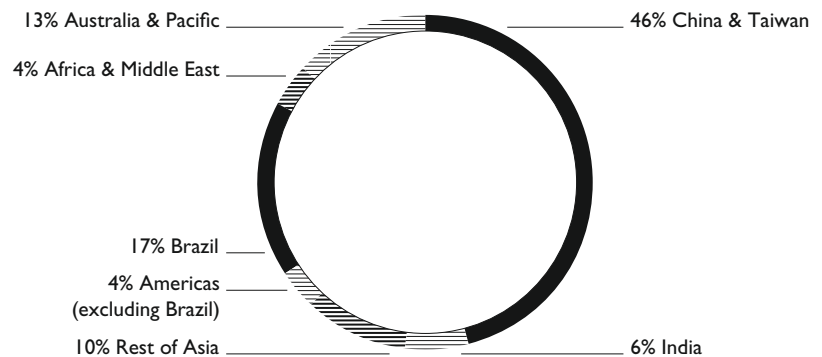
Employees around the world¹ — 2007
161,582



Employees in Europe¹ — 124,280



Employees in rest of the world¹ — 37,302



¹ — Excluding joint ventures.

contents

2007 in brief	5
from the CEO	7
mission and strategy	10
group financial review	12
express	14
mail	16
corporate governance	18
information for shareholders	21

The information contained in this annual overview is a selection from our 2007 annual report (our "annual report"). For a complete presentation of the facts presented in this overview you should consult the annual report. In case of any discrepancy between the information in this overview and the annual report, the text in the annual report prevails.

A Dutch translation of this document is also available. Information contained in this overview and in the annual report can also be found on our website at group.tnt.com.

For additional copies of the English or Dutch overview or of the annual report, e-mail a request to annualreport@tnt.com, fax a request to + 31 26 319 5221 or send a request to TNT Investor Relations.

2007 in brief

10 January	TNT acquires Mercúrio, the express market leader in Brazil
24 January	TNT completes second €1 billion share buy-back programme
5 February	TNT completes sale of Freight Management business
14 March	TNT completes acquisition of Hoau
21 March	TNT aiming for fast growth in Brazil - First express services company to offer both domestic and international deliveries
3 April	TNT Post provides more clarity on effects of cost-saving initiatives - The postal company is aiming for a mix of operational efficiency measures and changes to the employment package in order to limit job loss
16 May	TNT's Asia Road Network expands into Vietnam
18 June	TNT completes delisting from New York Stock Exchange
21 June	TNT Post reinforces position as leading postal company in Germany - Strategic partnership with Süddeutscher Verlag and Ippen Publishing Group
29 June	Agreement in principle between TNT and unions on collective agreement on employment mobility
2 July	TNT Post acquires stake in Nordwest-Mail GmbH (CITIPOST Bremen)
30 August	TNT launches Planet Me, comprehensive program to cut CO ₂ emissions
6 September	TNT ranks first in Dow Jones Sustainability Index 2007
12 September	TNT completes euro 400 million share buyback programme
6 November	TNT and Russian Post sign Memorandum of Understanding
19 December	TNT Asia Road Network expands into China



Board of Management —
From left to right:
Henk van Dalen,
Marie-Christine Lombard,
Peter Bakker and Harry Koorstra



from the CEO

2007 —
Annual overview

Dear colleagues, shareholders, customers and other readers,

2008 – the tenth year of TNT’s existence – will see us enter the second phase of our “Focus on Networks” strategy in excellent shape: strengthening the core of our portfolio and further growing profitable activities in our emerging platforms. Profitable growth will continue to be an important theme for TNT in the years to come, which is why together with this annual report you will find a brochure called *New Growth* with the testimonies of some of our colleagues in two exciting growth markets: China and Brazil. They tell us what growth means to them, to their work, their careers and their personal lives.

Growing our networks means we can extend the spread of our services for existing and new customers. And, of course, a growing business means more chances for our employees to develop their careers and grow as well. Share buy-backs have allowed us to deliver extra growth in earnings per share and return on equity for our shareholders. Finally, last year saw the start of our Planet Me CO₂ reduction programme, which will allow us to mitigate the impact of our growth on our planet in the short term, with a vision to becoming a carbon neutral company in the longer term.

Shareholder value growth

As a company we aim to grow shareholder value by using our financial resources to invest in our business.

Looking at our performance, we can conclude that 2007 was a good year, with favourable developments in most of our activities and overall a realisation of our result expectations. Profit from continuing operations came in at €783 million after taking a €110 million provision for part of the restructuring in Mail Netherlands in the coming years. Corrected for the impact of these future costs the underlying profit from continuing operations grew by a healthy 4.5%. Profit attributable to the shareholders came in at a record level, aided by a book gain on the sale of our Freight Management business.

Our Express division produced good results in 2007. Operating revenue growth was especially strong outside Europe (43.0%), partly as a result of the inclusion of revenue figures from the acquired companies in China, India and Brazil. Integrating Hoau, Speedage and Mercúrio into our company and aligning them with TNT standards is progressing well, but will continue to demand a lot of management attention in 2008. In Europe, TNT Express continued to grow faster than the market and its competitors, thereby further strengthening our leading position. The profit margin in Express was 9.1% in 2007, which was, of course, negatively impacted by investments in our new acquisitions in lower margin areas.

Our Mail division’s results were good as well. Mail managed to grow revenues overall by 4.2% despite a 1.7% decline in revenues in the Netherlands. This was possible because revenues in European Mail Networks grew by a healthy 33.8%. In 2007, the profit margin in Mail came in at 14.8% or 17.4% if corrected for the €110 million restructuring provision mentioned earlier.

In the United Kingdom, Mail grew its addressed mail services delivered through downstream access, but we also started deliveries on our own in Manchester, Glasgow and Bristol. And we addressed the unsatisfactory development of a UK parcel business by disposing of the company.

Rebuffing strong competition, TNT Post Germany nearly doubled its revenues and extended its own network to almost 25% of German households. The German government’s adoption of a €9.80 minimum wage in December 2007 is unexpected and provides a severe handicap for the further development of our business. We are contesting this minimum wage in the German courts. Such a high wage level severely hinders competitors to Deutsche Post to start competition, but more importantly, it provides a serious test for Europe’s will to fully liberalise its postal markets, not only legally but also by not allowing practical hurdles.

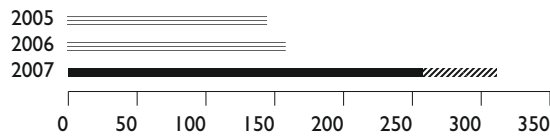
TNT’s 2007 share price performance followed the trend of its peers and sector. The impact of the credit crisis and resulting fear of a recession caused our share price to lose 14% during 2007. Since the start of our Focus on Networks strategy in December 2005, our total shareholder return until the end of 2007 was 18.5%, compared with an average of 13.5% for our peers.

TNT and AEX – share price comparison 2007
Annual relative performance to Euronext Amsterdam (AEX)



Since December 2005, we have been repurchasing shares, contributing to increased earnings per share. In 2007, we repurchased almost 23 million of our own shares. It is our policy to cancel all repurchased shares.

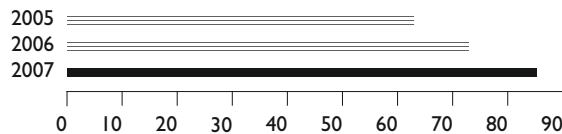
Earnings per diluted ordinary share
In € cents



The extended section of the 2007 bar relates to discontinued operations.

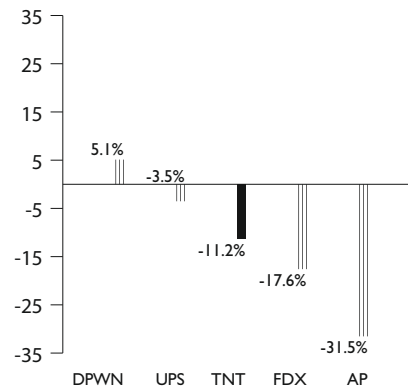
Finally, we have announced our intention to increase the dividend pay-out from around 35% of normalised net income to around 40% by 2010. This move fits with the strength of our cash flow and continues the pattern of our dividend payments over the past years. In 2007, our dividend per share proposal delivers an increase of 16.4%. It will be clear our share buy-back programmes directly benefit our long-term shareholders with increased dividend payments.

Dividend per share
In € cents



Together these developments have led to a total shareholder return performance in 2007 that is in the middle of our sector.

Total shareholder return 2007 versus peers



Source — Bloomberg Professional (own currency based)

Customer value growth

TNT aims to exceed its customers' expectations by providing distinctive levels of service quality and customer care. Our aim is to deliver our customers' consignments on time at the right address in perfect condition every time. We encourage all of our people to go the extra mile in their dealings with customers, knowing that providing exceptional service will allow TNT to become distinctive in the market and further improve customer satisfaction and loyalty.

As our networks grow, we are able to offer our customers more and better services. This was the case in Europe where we added airport connections to Bordeaux and Larnaca (Cyprus) to our air network and continued to increase our market share. It applies even more to the emerging markets where our expanding networks are actually an important factor in the economic development of the countries where we operate.

The extension of our Asian road network is another example. With the expansion into Vietnam and China, this network now offers customers a new Economy Express product: faster than sea, cheaper than air. As a result, volumes are growing fast.

Growth for our employees

A growing company offers new opportunities to its employees. Through organic growth and acquisitions, the number of our employees grew from 139,000 to 161,000 in 2007. It's good to see that our strategy has now resulted in some 17,000 employees in China, 6,000 in Brazil and 2,000 in India.

Instilling pride in our people is at the very base of our success. We are a people company. People are key to our success: it is their enthusiasm, their passion, their willingness to go the extra mile that determines how well we are able to serve our customers and to exceed their expectations.

One of the challenges for TNT is the fact that we are experiencing a lot of growth outside the Netherlands, while in our home market the main part of our business in Mail is declining. TNT Post has devised a series of Master Plans to counter volume declines in addressed mail that result from

competition and substitution of physical mail by forms of electronic communication in the Netherlands. Depending on the success of the negotiations for a new collective labour agreement for TNT Post, between 6,500 and 11,000 people will leave the company over time. Given our strong commitment to social responsibility, we intend to do everything possible to ensure these redundancies will be dealt with in a responsible manner, assisting people from work to work. For this reason we have taken a provision of €110 million and will continue to take significant provisions to make this possible.

We know we ask our employees within TNT Post Netherlands to make great sacrifices to adapt to the realities of the market. To underline our understanding, the Board of Management agreed with the Supervisory Board to again limit the 2008 remuneration package. From 2008, the base salaries of the members of the Board of Management will increase in line with the collective labour agreements in the key European countries where TNT operates. For 2008, after four consecutive years of frozen base salaries, a 2% increase will be applied. The 2008 short-term and long-term incentives will again be capped at 2006 levels, which means a freeze for the second consecutive year.

The subject of road safety in the emerging markets will be addressed with the highest priority. Primarily driven by recent acquisitions, the number of road traffic fatalities in our own activities and those of our subcontractors jumped to an unacceptable 42. Of those fatalities, 21 took place in India, where the infrastructure and standards and legislation governing road safety are still developing. We are doing our utmost to ensure that our entire fleet of vehicles is safe and well maintained and that all our drivers and subcontracted drivers are fit and qualified to operate their vehicles.

Growth for our planet

When it comes to our planet, growth is not always positive. Often economic growth means increasing pollution and depletion of natural resources. While the global economy is growing fast, issues such as poverty and hunger continue to affect many hundreds of millions of people. As a company, we do not close our eyes to these facts and we have developed two initiatives to help combat these negative effects of growth.

Since 2002, we have been partners of the United Nations' World Food Programme (WFP) in its fight against world hunger. In 2007, we evaluated the first five years of our partnership. In this period we accomplished much. In view of these successes and the enthusiastic participation of our employees, we decided to continue the partnership with WFP. We will sign a new contract at the beginning of 2008.

As a transportation company we have always been aware of the environmental impact of our activities. In 2005, we started a programme called Driving Clean, aimed at reducing the pollution caused by our fleet. Driving Clean set us thinking about the broader issue of CO₂ emissions and global warming. This is one of the major issues the world is dealing with today, and one in which the transportation industry must seize its responsibility. That is why we started a new initiative: Planet Me, which includes a large number of innovative projects aimed at reducing the carbon footprint of our company.

We have set up and will further refine a comprehensive system to measure, manage and report our CO₂ emissions. Through a

series of binding policies we are working hard to reduce these emissions across our global operations. And, as in our partnership with WFP, we will involve our employees as well, supplying them with information and fostering ideas for energy savings in their own lives.

The coming year

In 2008 the capital markets are likely to remain volatile. The crisis in the financial sector and the rising costs of oil and fuel support the global sentiment that fears recession in the United States and a slow-down in other parts of the world's economy.

With our clear strategy aimed at capturing growth and creating value through the expansion of our delivery networks, TNT is strongly positioned. Express should produce high single-digit revenue growth, while Mail should be growing at low single-digit levels. We expect the group's overall results to grow further.

2007 was a good year for TNT, one that put the company in a stronger position for the years to come. We have the dedication and loyalty of our people, the support of our shareholders, the trust of our customers and the wisdom of our Supervisory Board to thank for all of this.

Kind regards,



Peter Bakker
CEO

mission and strategy

2007 —
Annual overview

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 seeks 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.

Focus on Networks strategy

TNT's strategy is to focus on providing delivery services by expertly managing delivery networks. Thus, TNT calls its strategy "Focus on Networks". This strategy contains manageable execution risks and is based on TNT's core strengths with the objective of achieving profitable growth.

In the first phase of its Focus on Networks strategy, TNT concentrated on transforming its foundations by exiting its logistics and freight management activities, concentrating on (Mail and Express) networks and optimising its capital structure. With the start of the second phase ("Grow and Build Value") in December 2007, the emphasis is now on further strengthening both the core of the portfolio (Mail Netherlands and Express Europe) and the profitable emerging platforms such as European Mail Networks, parcels and Express emerging businesses.

TNT manages a portfolio of networks with different speed characteristics, ranging from same-day to some day, and different weight characteristics, ranging from letters to heavy parcels and pallets. TNT's Express business focuses on transferring documents, parcels and pallets that require time or day certain delivery, whilst TNT's Mail business focuses on transferring documents with day uncertain delivery (however, in practice, in the Netherlands almost 100% of deliveries is next day).

TNT picks up, transports, sorts, handles, stores and delivers documents, packets, parcels and freight by combining physical infrastructures such as depots and trucks, electronic

infrastructures such as billing and track-and-trace systems and commercial infrastructures to attract and retain customers.

TNT's networks are in different development phases and offer a plethora of growth opportunities. TNT's most mature business is its Mail network in the Netherlands, where TNT actively seeks to maintain its market leadership in a declining market with increasing competition. TNT's Express networks in Asia, in particular in India, China and South-east Asia, and in selective other emerging markets, such as Brazil, are at the other end of the spectrum and are among the least mature networks in its portfolio. In these geographies TNT can shape the market, strongly grow its networks and attain market leadership. In Europe TNT continues to grow its Express and Mail networks by building on its existing strong position. TNT aims to accelerate growth in the networks organically as well as through selected acquisitions.

TNT Express uses a clear market definition to clarify its position within the sector. This express market definition encompasses time certain, next day, and fastest by air or road day certain delivery for business-to-business consignments transported through a scheduled network with door-to-door track-and-trace of individual items/consignments. For 2006 TNT estimated the size of this market in Europe to be approximately €21 billion, based on analysis of available detailed data. TNT has the highest market share in Europe (17%), followed by DHL (16%), UPS (8%) and La Poste (7%).

The mail sector in Europe, in which TNT Post operates, has a market size of approximately €60 billion and is still a highly regulated domestic sector, with incumbent operators that are protected from competition in many countries through their monopolies, especially in Southern and Eastern Europe. The size of the market will continue to decline as a result of substitution of mail products by electronic products; this volume decline is most pronounced in countries where internet penetration is highest, i.e. in Northern and Western Europe. In the Netherlands TNT estimates its market share to be

approximately 88%. In other European countries its market share ranges between 1% (small countries) and 9% (United Kingdom) for addressed mail and between 7% (Germany) and 48% (small countries) for unaddressed mail.

Social Responsibility (SR)

TNT's mission states among other things that TNT seeks to share responsibility for the world in which it operates. The Board of Management is actively involved in developing SR policies across the company, including setting SR targets for management and linking them to their incentive schemes.

Planet Me, launched in January 2007, is a CO₂ reduction programme. Planet Me consists of three projects: Count Carbon, Code Orange and Choose Orange. Within Count Carbon, TNT will install a system to manage, measure, and report on CO₂ throughout TNT. TNT's operational commitment is called Code Orange. TNT is working hard to reduce CO₂ emissions in every segment of its operations. To achieve this TNT is in the process of formulating a set of practices. The third and most innovative part of TNT's initiative is the way in which it wants to involve its employees in TNT's CO₂ reduction efforts. TNT wants to strike a deal with its people: TNT will show them what TNT as a company is doing and then TNT wants to challenge them to take this approach at home as well. This approach TNT calls Choose Orange.

group financial review

2007 —
Annual overview

Group consolidated results

Year ended at 31 December

Consolidated group results	2007	variance %	2006
Total operating revenues	11,017	9.5	10,060
Other income	75	15.4	65
Total operating expenses	(9,900)	(11.9)	(8,849)
Total operating income	1,192	(6.6)	1,276
as % of total operating revenues	10.8		12.7
Net financial expense	(94)	100.0	(47)
Income taxes	(316)	20.0	(395)
Results from investments in associates	1	116.7	(6)
Profit for the period from continuing operations	783	(5.4)	828
Profit/(loss) from discontinued operations	206	231.2	(157)
Profit for the period	989	47.4	671
Attributable to:			
Minority interests	3	200.0	1
Equity holders of the parent	986	47.2	670
Earnings per ordinary share (in cents) ¹	257.4	61.6	159.3
Earnings per diluted ordinary share (in cents) ²	256.1	62.0	158.1

(in millions, except percentages and per share data)

¹ — In 2007 based on an average of 383,028,938 of outstanding ordinary shares (2006 :420,701,641).

² — In 2007 based on an average of 385,071,986 of outstanding ordinary shares (2006 :423,859,222).

In 2007, TNT had total operating revenues of €11,017 million (2006: 10,060). TNT's express division accounted for 59.5% (2006: 57.2%) of TNT's group operating revenues and 50.3% (2006: 43.9%) of TNT's group operating income. TNT's mail division accounted for 38.4% (2006: 40.4%) of TNT's group operating revenues and 52.5% (2006: 59.6%) of TNT's group operating income.

Total operating revenues increased by 9.5% in 2007 compared to 2006. Operating income decreased by 6.6%, mainly due to restructuring costs of €110 million for the efficiency projects that TNT's Mail division intends to start in 2008 to standardise the collection, preparation, and delivery of mail as much as possible.

Net assets and financial position group

	2007	variance %	2006
Balance sheets			
Non-current assets	4,823	12.8	4,277
Current assets	2,252	6.1	2,122
Assets held for sale	10	(97.6)	409
Total assets	7,085	4.1	6,808
Equity	1,951	(2.8)	2,008
Non-current liabilities	2,232	5.7	2,112
Current liabilities	2,902	14.2	2,542
Liabilities related to assets classified as held for sale			146
Total liabilities and equity	7,085	4.1	6,808
Net return on equity ¹ (%)	50.5		33.4
Equity as % of total liabilities and equity	27.5		29.5
Cash flow statements continuing operations			
Net cash from operating activities	643	(25.0)	857
Net cash used in investing activities	(8)	(100.7)	1,068
Net cash used in financing activities	(635)	70.5	(2,152)
Changes in cash and cash equivalents	0	100.0	(227)
Cash flow statements discontinued operations			
Net cash from operating activities	(19)	69.8	(63)
Net cash used in investing activities	4	113.3	(30)
Net cash used in financing activities	16	(55.6)	36
Changes in cash and cash equivalents	1	101.8	(57)

(in millions, except percentages)

¹ — The profit attributable to the shareholders as a percentage of the total equity.

Performance valuation and outlook 2007

Business and financial performance over the year 2007 has been in line with the outlook as provided for the group. Taking into account the impact of the special item of €110 million provision for Master Plans in Mail, TNT shows an underlying performance on record levels in its operation, with profit from continuing operations increasing to €865 million.

The proposal to increase dividend per share over 2007 with 16.4% reflects the confidence of the Board in the strengths of TNT's performance. The increase results from an increased pay-out of approximately 36.7% (2006: 35.1%) of normalised net income and a lower amount of eligible shares due to share buy-back programmes realised. The proposed dividend over 2007 of €316 million is an increase of 8.2% compared to 2006.

Outlook 2008

The outlook for 2008 is structured to enable specific insight in the development of TNT's established businesses and emerging platforms.

Express is expected to show a high single digit organic revenue growth in International & Domestic, with a low double digit operating margin. The Express Emerging Platforms are expected to deliver organic revenue growth in the high teens, with a low single digit operating margin.

Mail is expected to show a low single digit organic revenue increase overall, with an operating margin around 16.5%. Emerging Mail & Parcels (excluding EMN Germany), as part of Mail, is expected to achieve a low double digit organic revenue increase, with a high mid single digit operating margin.

So far, TNT sees no evidence of a major slowdown in its business, which primarily is focused on European markets. TNT is, however, aware of the risks arising from a possible recession in the United States. TNT is strongly positioned to respond as appropriate and is confident about its performance for 2008.

The overall Mail outlook includes expectations and assumptions on revenue development and operating margins for EMN Germany on an ongoing basis, which, due to the current legal and business environment, are more uncertain than usual.

The overall Mail margin outlook excludes possible further restructuring charges in the context of Master plans in the Netherlands and decisions on the future of EMN Germany.

TNT expects non allocated costs to stay at around € 35 million for the year.

TNT's outlook is based on constant 2007 exchange rates.

In 2007, TNT's Express division earned revenues of €6,551 million. The following tables set out the financial performance of TNT's Express division for the past two years:

Year ended at 31 December

Express financial overview	2007	variance %	2006¹
Total operating revenues	6,551	13.8	5,758
as % of total operating revenues TNT	59.5		57.2
Other income	9	125.0	4
Total operating expenses	(5,961)	(14.6)	(5,202)
Total operating income	599	7.0	560
as % of express operating revenues	9.1		9.7

(in millions, except percentages)

¹ — Figures have been adjusted to reflect both the revised allocation of the non-allocated costs using actual incurred costs in 2007 as well as the transfer of Innight from Express to Other networks in 2007.

Year ended at 31 December

Express operating revenues	2007	variance %	2006
Express Europe ¹	4,969	6.8	4,652
Express Rest of the World	1,582	43.0	1,106
Total operating revenues	6,551	13.8	5,758
as % of total operating revenues TNT	59.5		57.2

(in millions, except percentages)

¹ — Comparative figures have been adjusted to reflect the transfer of Innight from Express to Other networks in 2007.

Year ended at 31 December

Express operating statistics	2007	2006	2005
Number of consignments (in thousands)	228,199	198,171	179,275
Number of tons carried	7,390,779	4,500,683	3,520,109
Average of number of working days	252	251	253
Number of depots/hubs	2,331	1,195	882
Number of vehicles ¹	26,760	22,001	19,747
Number of aircraft ¹	47	44	43

¹ — A substantial number of the vehicles and aircraft are not owned by us but leased or subcontracted.

During 2007, TNT's Express division realised higher operating revenues and improved earnings due to a strong performance in TNT's international business attributable to TNT's attractive product offering, disciplined pricing and an efficient sales process. The company continued to invest and integrate its newly acquired domestic platforms, which has resulted in a lower operating margin in 2007.

TNT continued to grow its profit, which was achieved through the implementation of standard commercial policies, cost control, including further optimisation of its networks, while maintaining service levels and the ongoing review of TNT's revenue quality yield against cost inflation.

Business performance

In 2007, TNT's Express business produced a strong performance driven by TNT's international businesses and supported by a balanced customer portfolio, growth in TNT's global accounts, improved network optimisation and careful cost management. Recent acquisitions performed in line with TNT's expectations. The strong results (excluding the planned start-up costs of TNT's recent acquisitions) show a continuation of previous years' results which have seen continuous improvement in operating margin.

Express Europe

TNT has a more extensive Express delivery road network in Europe than any of its competitors. Through its integrated road and air networks, TNT is able to offer a range of fast and reliable Express delivery services in most European countries. With respect to TNT's European network, TNT added its own airport connections to Bordeaux (France) and Larnaca (Cyprus) in January and March 2007 respectively. In October, TNT upgraded Gdansk (Poland) and Sofia (Bulgaria) from co-load operations to TNT own aircraft and moved from Nantes (France) to Rennes (France).

In 2004, TNT announced a €36 million investment plan for its Liège air hub, which is intended to improve transit times and increase the percentage of consignments delivered on time and

in perfect condition. The project is progressing well with the new hub building being completed in November 2007. The total expenditure as at 31 December 2007 is €33 million. In 2007, TNT completed the extension at Duiven, the Netherlands, of the Integrated Direct Express Centre. This 5,000 square metre extension costing €7.9 million is to deal primarily with increased volumes from the increased China to Europe express flows.

Express Rest of the World

Express Rest of the World operates in a way similar to that of TNT's Express Europe business line, but relies primarily on airlift by commercial passenger airlines for linehaul transportation links. However, in many of the countries TNT's global Express services are augmented by domestic and regional express delivery services.

In China, 2007 has been a landmark year with several notable initiatives. In February, TNT started to fly its own 747 Extended Range Freighter between Shanghai and its European air hub in Liège. In March, TNT completed the acquisition of Huayu Hengye Logistics Company Limited (Hoau), one of the country's largest and leading domestic road freight companies. TNT now operates the largest network of any of its competitors in China with over 1250 depots in the country. These are served by three international gateways and 56 domestic hubs.

In India, the integration of the acquired ARC India Private Ltd. (Speedage) business has progressed steadily. However, as expected significant investment in the service and infrastructure has been necessary in order to bring the operational performance closer to the expected levels. As a result, service performance of Speedage has steadily improved. In South America, TNT established a market leadership position through the acquisition of Expresso Mercúrio S.A. (Mercúrio) on 10 January 2007. The company has performed beyond expectations in its first year. The transformation process has been very successful with no loss of major customers, high revenue growth, and financial results ahead of plan. Mercúrio employs 6,500 people across 104 locations and offers a comprehensive nationwide Express service in Brazil.

mail

2007 —
Annual overview

In 2007, TNT's Mail business earned revenues of €4,234 million, a 4.2% increase compared to 2006.

The following tables set out the financial performance of TNT's Mail division for the past two years:

Year ended at 31 December

Mail financial overview	2007	variance %	2006
Total operating revenues	4,234	4.2	4,065
as % of total operating revenues TNT	38.4		40.4
Other income	64	10.3	58
Total operating expenses	(3,672)	(9.2)	(3,362)
Total operating income	626	(17.7)	761
as % of mail operating revenues	14.8		18.7%

(in millions, except percentages)

Mail operating revenues	2007	variance %	2006
Mail Netherlands	2,551	(1.7)	2,596
European Mail Networks	1,002	33.8	749
Cross-border Mail	527	(1.3)	534
Data and Document Management	154	(17.2)	186
Total operating revenues	4,234	4.2	4,065
as % of total operating revenues TNT	38.4		40.4

(in millions, except percentages)

Mail operating statistics	2007	2006	2005
Addressed postal items delivered by Mail Netherlands ¹ (millions)	4,701	4,918	5,139
per Netherlands delivery address (items)	608	644	679
per Mail Netherlands FTE ² (thousands of items)	153	155	152
per Netherlands inhabitant (items)	287	301	315
per delivery day (millions)	15	16	17
total operating revenues per FTE ² (thousands of €)	99	95	94
average percentage of national mail sorted automatically (%)	84	83	84
Postal volumes by Cross-border (thousands of kilogrammes)	88,782	88,237	81,334
Addressed postal items delivered by EMN (millions)	1,621	894	490

1 — Excluding international mail items per delivery day (millions).

2 — The FTE (full-time employee equivalent) definition is based on a 37-hour work week.

The operating revenues of the Mail business increased by 4.2% in 2007 (2006: 2.8%). In Mail Netherlands revenues declined by 1.7% (2006: 1.9%). On a comparable number of working days' basis, the addressed Mail Netherlands volume decline was 4.1% (2006: 4.0%). Revenues in European Mail Networks showed a 33.8% growth. Revenues in TNT's cross-border line of business declined by 1.3%. Data and Document Management revenues decreased by 17.2% of which 16.7% as result of divesting.

Operating expenses were growing by 9.2% to €3,672 million. The growth was due to EMN growth and a charge of €110 million for restructuring costs. Mainly due this increase in operating expenses, the operating income decreased by 17.7% in 2007.

Business performance

TNT's profitability in Mail was sustained in 2007 through its customer focus, its market segmentation and a set of cost restructuring measures that are being implemented with great rigour in its home market, the Netherlands. The cost saving programme includes a restructuring of the marketing and sales channels and organisation, a restructuring of TNT's overhead, and a restructuring of its operations. Up until 2006, TNT achieved aggregate cost savings under the Master Plans announced in 2001 of €298 million.

In December 2006, TNT announced new cost saving initiatives targeted to save €300 million on an annual basis. Together with the remaining savings out of the 2001 Master Plans, TNT targets to save €370 million between 2007 and 2015. In 2007, TNT achieved €38 million in savings. At the end of 2007, a start of efficiency projects was announced for which a €110 million provision was established. All savings together with new commercial initiatives will prepare the Dutch Mail activities further for the changing market dynamics. TNT aims at limiting the volume decrease in its position to 3% to 4% per annum.

European Mail Networks

Through its European Mail Networks business line, TNT now has a presence in Austria, Belgium, the Czech Republic, Germany, Italy, the Netherlands, Slovakia and the United Kingdom.

In addressed delivery the main focus in 2007 continued to be on strengthening TNT's position in the key markets of Germany and the United Kingdom. In Germany, TNT strengthened its position with the further expansion of the regional distribution networks to 24.4% coverage. The aim is to be active in all high

density areas in Germany and thus secure a nationwide product offering by TNT's 71% subsidiary TNT Post AG & Co. KG. This subsidiary successfully gained new customers in 2007. Through partnerships with regional distribution companies of which TNT Post Regioservice is one, TNT furthermore achieved a national coverage for the distribution of letter mail of more than 90% of all households in Germany. TNT's PostCon Deutschland AG, the market leader in consolidation in Germany, was able to grow its customer base further.

On 21 January 2008, two subsidiaries of TNT Post Germany instituted preliminary legal proceedings with the Administrative Court (Verwaltungsgericht) in Berlin to obtain an injunctive relief (einstweiligen Anordnung) to suspend the generally binding minimum wage in the postal services sector as adopted by the Federal Ministry of Labour and Social Affairs on 28 December 2007. TNT has taken the position that this minimum wage is unconstitutional.

By instituting legal proceedings TNT aims to secure legal certainty for its EMN German operations which employ in total around 14,000 employees and earned €233 million of revenue at an operating loss of €31 million in 2007. So far in total TNT has invested around €80 million in Germany as part of its strategy to become the number one challenger to incumbent European mail operators in selected countries.

In the United Kingdom, TNT has contracted with Royal Mail for downstream access which allows TNT to offer customers an alternative in the postal market. In 2007, TNT again gained many important contracts and strengthened its position further. At the same time TNT opened four regional offices with sorting facilities targeting the small and medium enterprises market that will allow TNT to offer customers a broader portfolio of services and, ultimately, an end-to-end solution.

In unaddressed delivery TNT strengthened its position in 2007 in all markets where TNT is present, mainly through organic growth. In the Netherlands, Belgium, Italy and Central and Eastern Europe TNT is a significant player. In almost all countries, however, TNT is experiencing intense price competition (mostly by companies owned by other postal operators who use their dominant position and wish to enter this market). In all countries TNT has been successful in retaining its market share by retaining customers and volumes. TNT continuously invests in quality of services to differentiate itself from those competing on price. In 2007, EMN saw its revenue grow with 33.8% to €1,002 million and performed at ROS of low single digit (excluding UK parcels).

corporate governance

2007 —
Annual overview

Pursuant to the Enabling Act as currently in force, TNT is subject to the full Dutch large company regime. Under these rules, TNT is required to adopt a two-tier system of corporate governance, comprising a board of management and an independent supervisory board.

In the two-tier corporate structure, the executive management is entrusted to the board of management under the supervision of an independent supervisory board.

Both the supervisory board and the board of management are accountable to the general meeting of shareholders for the performance of their duties.

Under the full large company regime, members of the board of management are appointed and can be suspended or dismissed by the supervisory board. The decision of the supervisory board to dismiss a member of the board of management can only be taken after the general meeting of shareholders has been consulted on the intended dismissal. Further, under these rules certain resolutions of the board of management require the prior approval of the supervisory board.

Members of the Board of Management



M.P. (Peter) Bakker (1961)
— Chief Executive Officer

Peter Bakker has been CEO since 1 November 2001. His portfolio includes corporate strategy, communication, group legal and general counsel, corporate social responsibility, human resources and internal audit.



C.H. (Henk) van Dalen (1952)
— Chief Financial Officer

Henk van Dalen has been CFO since 1 April 2006 and a member of the Board of Management since 20 April 2006. His portfolio includes financial reporting and accounting, risk management and internal control, mergers and acquisitions, business control, treasury, tax, investor relations, legal and integrity.



H.M. (Harry) Koorstra (1951)
— Group Managing Director Mail

Koorstra has been Group Managing Director Mail and a member of the Board of Management since 1 July 2000.



M.C. (Marie-Christine) Lombard (1958)
— Group Managing Director Express

Marie-Christine Lombard has been Group Managing Director Express and a member of the Board of Management since 1 January 2004.

The business address of all members of the Board of Management is TNT N.V., Neptunusstraat 41-63, Hoofddorp, 2132 JA, the Netherlands.

Members of the Supervisory Board

H.M. (Jan) Hommen (1943) — Chairman



Nationality — Dutch
Appointed — June 1998
Term expires — 2009
Committee memberships —
Remuneration,
Nominations (chair),
Public Affairs

R.J.N. (Robert) Abrahamsen (1938)



Nationality — Dutch
Appointed — May 2000
Term expires — 2008
Committee memberships —
Audit (chair), Nominations

R. (René) Dahan (1941)



Nationality — Dutch
Appointed — April 2003
Term expires — 2011
Committee membership —
Audit

V. (Victor) Halberstadt (1939)



Nationality — Dutch
Appointed — June 1998
Term expires — 2010
Committee memberships —
Nominations, Public Affairs
(chair)

M. (Mary) Harris (1966)



Nationality — British
Appointed — April 2007
Term expires — 2011
Committee membership —
Audit

G. (Giovanna) Kampouri Monnas (1955)



Nationality — Greek
Appointed — April 2005
Term expires — 2009
Committee memberships —
Audit, Public Affairs

R. (Roger) King (1940)



Nationality — American
Appointed — April 2006
Term expires — 2010
Committee membership —
Remuneration

W. (Wim) Kok (1938)



Nationality — Dutch
Appointed — April 2003
Term expires — 2011
Committee memberships —
Nominations, Public Affairs

S. (Shemaya) Levy (1947)



Nationality — French
Appointed — April 2005
Term expires — 2009
Committee membership —
Remuneration

R.W.H. (Rolf) Stomberg (1940)



Nationality — German
Appointed — June 1998
Term expires — 2010
Committee membership —
Remuneration (chair)

information for shareholders

2007 —
Annual overview

TNT is included in the AEX index, which normally consists of the top 25 companies in the Netherlands, ranked on the basis of

their turnover in the stock market and free float. In 2007, 611 million TNT shares were traded on Euronext Amsterdam (2006: 511 million).

Share performance	2007	2006
Stock price (in €)		
High	36.08	32.62
Low	25.67	26.30
Close	28.25	32.58
Earnings per outstanding share (in € cents)	257.4	159.3
Dividend (in € cents)	85.0 ¹	73.0
Dividend pay-out ratio (as a %)	33.0	45.8
Dividend yield (based on closing rate for the year)	3.01	2.24
P/E Ratio	10.98	20.45
Number of issued ordinary shares	379,224,255	422,767,600
Stock market capitalisation (in € billions)	10.713	13.774
Adjusted stock market capitalisation (in € billions) ²	10.467	12.779

¹ — Estimate based on outstanding number of ordinary shares per 14 February 2008.
² — Adjusted for shares held by the company for cancellation.

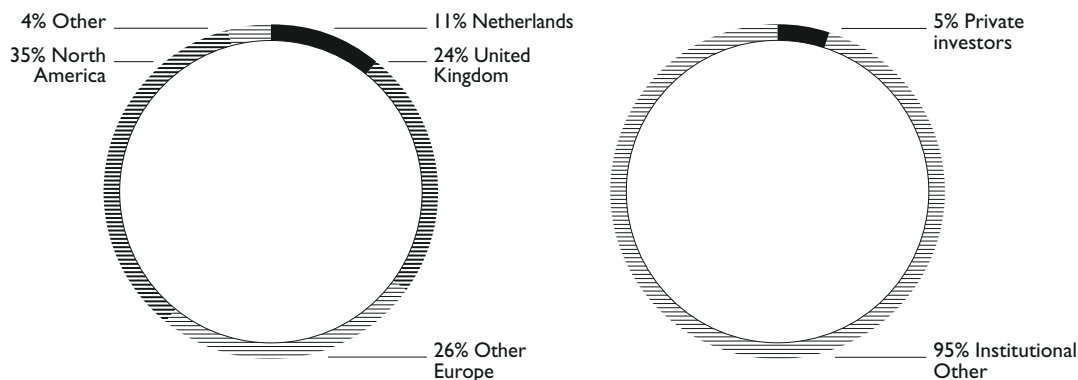
Annual relative performance to Euronext Amsterdam (AEX)

Relative performance to the Euronext Amsterdam (AEX) at closing prices during 2007 (AEX index rebased to TNT):



■ TNT
— AEX

Since most of the ordinary shares are in bearer form, the analyses of shareholdings by region and investor type are estimates based on the limited information available to TNT through market sources. These estimates as of 31 December 2007 and expressed as a percentage of total shares outstanding (excluding shares held by the company) on that date, are:



Dividend

TNT tries to meet shareholders' return requirements through growth in value of the company's shares, dividends, and incidental share repurchases. As part of its dividend guidelines, TNT intends to pay interim and final dividends in cash annually. The TNT Reserves and Dividend Guidelines can be viewed on TNT's corporate website, group.tnt.com. During 2007 TNT announced its intention to increase the dividend pay-out from around 35% of normalised net income currently to around 40% by 2010. Normalised net income is defined as "profit attributable to the equity holders of the parent" adjusted for significant one time and special items.

Repurchase of shares/share buy-back programmes

The reduction of the issued share capital to its current amount was effected on respectively 5 July 2007 following completion in January 2007 of the € 1,000 million share buy-back programme announced on 6 November 2006 and on 29 November 2007 following the completion in September 2007 of the € 400 million share buy-back programme announced on 26 February 2007. On 30 July 2007, a new share repurchase programme of up to €500 million was announced. A first tranche of €200 million was commenced 9 November 2007 and was completed on 4 January 2008. A further tranche of €100 million was started on 7 January 2008 and is expected to be completed by February 2008. The remaining €200 million is expected to be completed by mid 2008.

Financial calendar for 2008

18 February	Announcement of 2007 fourth quarter and 2007 full year results
11 April	TNT annual general meeting of shareholders
15 April	Final ex-dividend listing (payment: 22 april 2008)
28 April	Publication of 2008 first quarter results
28 July	Publication of 2008 second quarter results
27 October	Publication of 2008 third quarter results

Publications

Share is a quarterly magazine distributed to 13,000 individual shareholders and other interested readers. This magazine and other publications can also be viewed and ordered through the corporate website.

Websites

For the latest and archived press releases, corporate presentations and speeches, current share price and other company information such as TNT's online annual report and interim reports, please visit the corporate website at group.tnt.com.

TNT also invites you to visit the sites of TNT's two main trading brands: www.tnt.com, www.tntpost.nl.

Cautionary note with regard to "forward-looking statements"

Some statements in this overview are "forward-looking statements". By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. These forward-looking statements involve known and unknown risks, uncertainties and other factors that are outside of TNT's control and impossible to predict and may cause actual results to differ materially from any future results expressed or implied. These forward-looking statements are based on current expectations, estimates, forecasts, analyses and projections about the industries in which TNT operates and TNT management's beliefs and assumptions about future events.

You are cautioned not to put undue reliance on these forward-looking statements, which only speak as of the date of this annual report and are neither predictions nor guarantees of future events or circumstances. TNT does not undertake any obligation to release publicly any revisions to these forward-looking statements to reflect events or circumstances after the date of this overview or to reflect the occurrence of unanticipated events, except as may be required under applicable securities laws.

published by

2007 —
Annual overview

Publisher —

TNT N.V.
P.O. Box 13000
1100 KG Amsterdam
The Netherlands

Telephone + 31 20 500 6000 (General)
+ 31 20 500 6241 (Investor Relations)
Fax + 31 20 500 7000
Website group.tnt.com
Chamber of Commerce Amsterdam
Reg. No. 27168968

Concept, design and coordination —

www.fabrique.nl
Fabrique Communication and Design

Photography —

Anton Corbijn

Paper —

Modo Van Gelder — Datacopy 80 gr/m²

Lithography and printing —

Thieme Amsterdam

Binding —

Binderij Hexspoor B.V.

