
Staying resilient in volatile times
Q3 2024 results
The Hague – 4 November 2024
postnl

Inge Laudy - Manager Investor Relations: Thank you, operator, and welcome to everyone. We published our Q3 2024 results earlier this morning, and as usual, we will walk you through these results in this analyst call. With me in the room are our CEO, Herna Verhagen, and our CFO, Pim Berendsen. Pim will present the results, and following their presentation, we will open the floor for Q&A and Herna and Pim will be available to answer your questions.

Now, I would like to hand over to Herna. Herna, please go ahead.

Additional information

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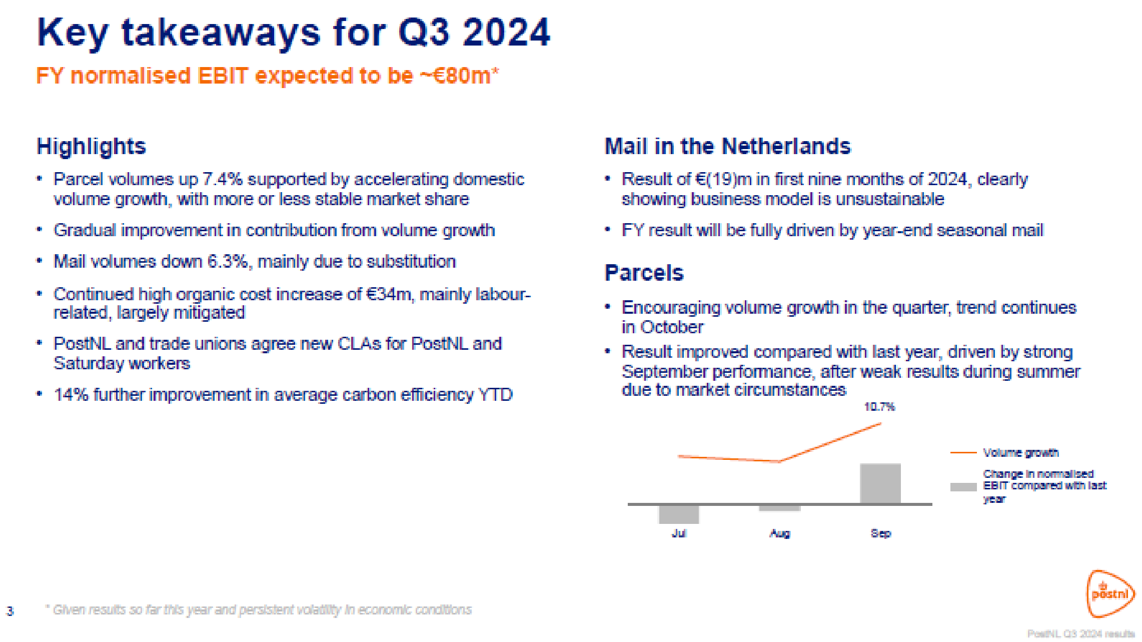
Herna Verhagen - CEO PostNL: Good morning, everyone. I am sure many of you have seen this morning's announcement regarding my decision to step down as CEO of PostNL after 12.5 years, as of the AGM in 2025. This decision was made carefully by me. During my time as CEO, PostNL has turned into a provider of logistical e-commerce solutions, combining the physical delivery of parcels with the digital world around us. At the same time, we have contributed to the importance of a strong postal service and essential infrastructure. It has been a great honour, and I have enjoyed the many fruitful conversations we have had ever since.

I am proud that the Supervisory Board has chosen Pim as my successor, a successor who comes from within PostNL. Choosing him means a choice for continuation of the chosen strategy, which also means that the path towards margin improvements in the Parcels division and financially viable postal services will be continued. Next to that, I have full confidence that Pim will be an exceptional CEO for PostNL.

For the next five months, Pim and I will continue to work together in our current roles, after which, in April, I will officially pass my duties on to Pim.

And with that, I also now hand over to Pim to take you through our third-quarter results.

Pim Berendsen - CFO PostNL: Thank you, Herna. Before I discuss the Q3 results, I would like to say a few words. It is with the biggest respect and admiration, honour and privilege that in April I am in the position to take on the role of CEO. Herna, you have led this company with strength, inspiring and touching the lives of so many people. I admire you as a person, as a character, and as a leader. You have led this company through very tough circumstances and that is also why I am very happy that we still have five more months to work together to making this transition as smooth as possible.



Now, turning to today's business, our Q3 results. As anticipated, our Q3 results were negative. Normalised EBIT came in at EUR (18) million, primarily due to the performance of our mail-related activities. Parcels reported positive and improved results in challenging market circumstances. Given our performance so far this year and with confidence in the peak season, we expect normalised EBIT to be around EUR 80 million for this year, in line with analyst consensus.

Let's start by summarising the main developments for Q3 and put these into context to illustrate why we are confident about a strong peak season.

Parcel volumes continue to grow steadily, driven by accelerating domestic volume growth. We saw strong growth from our international customers continue and we see a gradual improvement in results from this growth. It is important to mention that our market share remained stable throughout the quarter.

At Mail in the Netherlands, we reported a volume decline of approximately 6.3%. Also in this quarter we saw high organic cost increases of EUR 34 million, mainly labour related. Importantly, we reached a new collective labour agreement for PostNL and

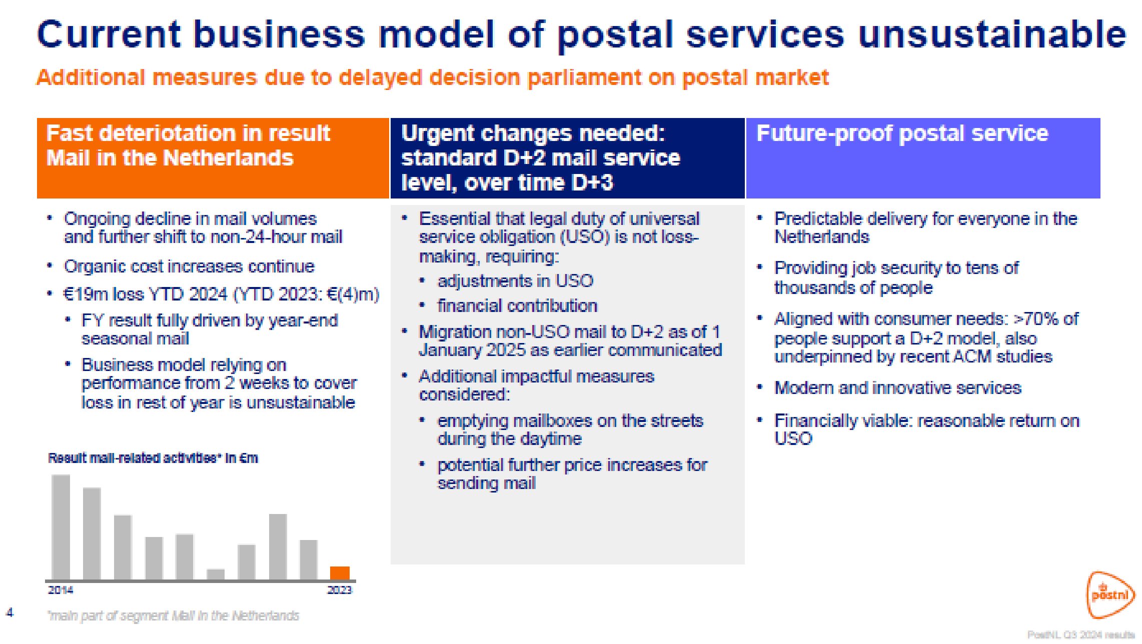
Saturday workers, as well as for our mail deliverers. This means that for 2025 we have a clear vision on the development of our labour costs.

Our carbon efficiency also improved by 14%.

So this provides a solid foundation for Q4, where we expect a significant step-up in EBIT.

As said, Parcels' volume growth is encouraging. Growth was picking up also during the quarter towards an exit rate of 10.7% in September, and it is continuing in October. The same development is visible in normalised EBIT, after the weak summer months of July and August. The September result was clearly above last year's, bringing the full-quarter result for the first time this year above last year's numbers.

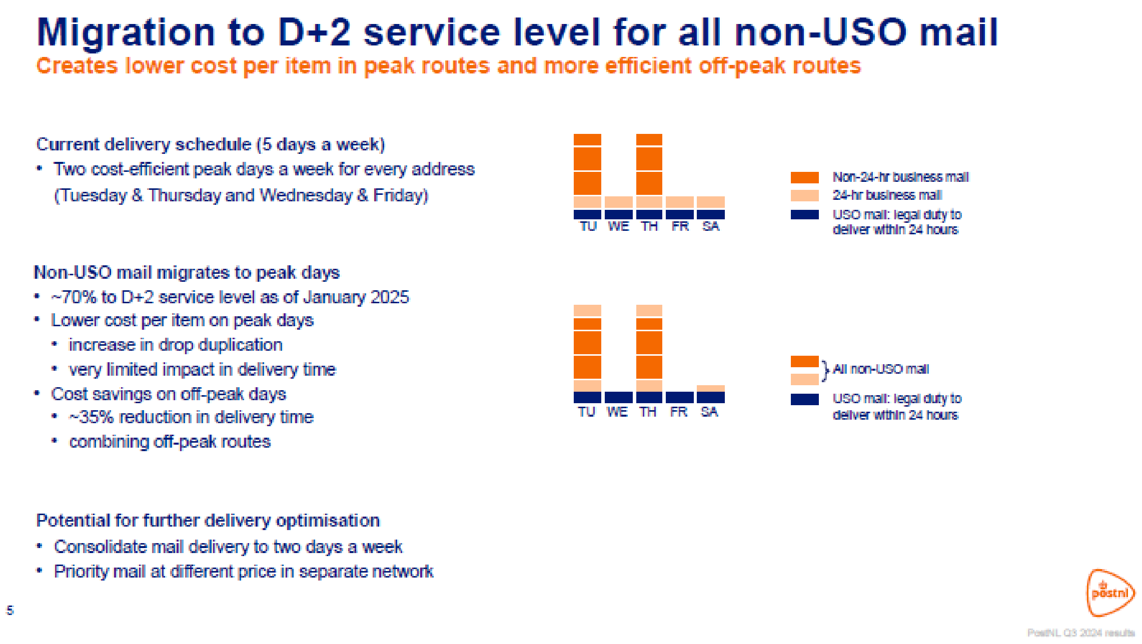
Year-to-date, our loss for Mail in the Netherlands stands at EUR 19 million. We fully rely on the seasonal mail, the greeting cards for Christmas, to make up for this loss.



This brings us to the next slide, where we outline necessary actions for a future-proof postal market in the Netherlands.

As said, the loss of 19 EUR million over the first nine months of 2024, down EUR 15 million from last year, highlights an unsustainable business model that relies on just a few weeks of performance to cover losses incurred over the rest of the year. We believe that adjustments to the Universal Service Obligation and a financial contribution are necessary to secure that the legal duty of the USO is not loss-making. While Parliament acknowledges that adjustments are necessary, they are waiting for more background information, such as further research by the ACM before deciding on the next steps towards a future-proof postal market. We will stay in close contact with the ministry and the politicians to explain that the current situation is unsustainable and that we will strive to look for a future-proof solution as soon as possible.

Meanwhile, we must consider further actions beyond the upcoming migration of non-USO mail to a standard two-day delivery service starting January 1, 2025. We are now considering further impactful measures. Examples are emptying street mailboxes during the day instead of the evening and implementing further price increases for sending mail. Obviously, all measures will be within the boundaries of existing laws and regulations. These steps are inevitable to safeguard a future-proof and financially viable postal service, ensuring predictable delivery for everyone in the Netherlands, while also providing job security for tens of thousands of employees.



Moving to slide 5, we will provide further details on how these measures will work. As announced earlier, all non-USO mail will migrate to a standard service of 'within two days' as of January 2025. Roughly 70% will migrate as of January.

Let me explain how this works so that you will also understand how this migration will result in additional cost savings in delivery. We will transfer the majority of business mail that is delivered the next day – represented by the light orange blocks in the upper graph – to the two peak days per week. As a result, visualised in the bottom graph, volume on peak days increases. This will translate to a lower cost per item on peak days due to a higher drop duplication. At the same time, we will see cost reductions on off-peak days thanks to a 35% reduction in delivery time. The transit between addresses will be done by bike instead of on foot, and off-peak routes will be combined. There is potential for further optimisation if we can consolidate mail deliveries to two days per week, which is a service level of D+3 in the future.

Q3 2024 performance

Normalised EBIT of €(18)m

Key financial metrics

(in € million)	Q3 2023	Q3 2024	change	YTD 2023	YTD 2024	change
Revenue	722	756	5%	2,276	2,316	2%
Normalised EBIT	(11)	(18)	-69%	14	(9)	
Free cash flow	(26)	(68)		(91)	(94)	
Normalised comprehensive income	(4)	(19)		10	(13)	

Main drivers

- Negative normalised EBIT mainly driven by performance at Mail in the Netherlands
- Positive and improving result Parcels
- Change in free cash flow mainly explained by phasing effects in interest and tax paid

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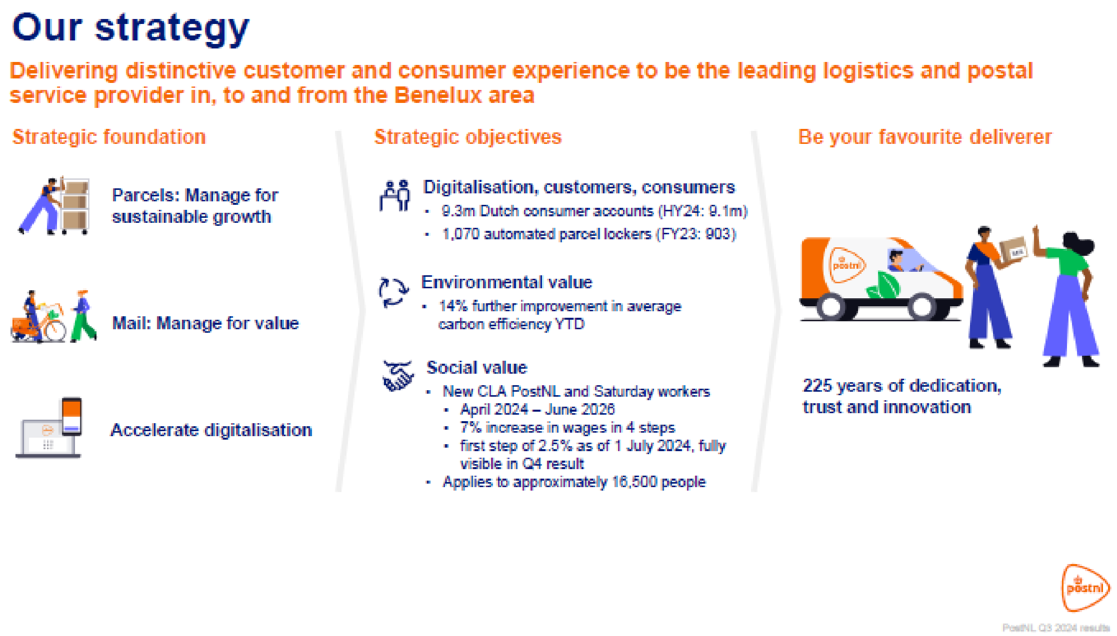
On slide 6, we summarise our Q3 performance, with normalised EBIT at EUR (18) million, primarily driven by the performance of mail-related activities, which are loss-making. Parcels showed a positive and improving outcome. Revenue at EUR 756 million, 5% higher compared to the same quarter last year. Free cash flow was EUR (68) million, impacted by phasing effects, interest, and tax paid also in comparison to last year.

Overall, a weaker result compared to last year, and let's move on to the segments for a more detailed explanation of the relevant developments.



Before that, a quick update on our strategy on slide 7. We deliver a distinctive customer and consumer experience to be the leading logistics and postal service provider into and from the Benelux region. Our strategic foundation includes three pillars: Parcels is managed for sustainable growth, Mail in the Netherlands is managed for value, and the acceleration of the digitalisation is focused on simple and smart digital customer journeys to strengthen our position. We now have 9.3 million Dutch consumer accounts, and going forward, our out-of-home strategy is becoming increasingly important. Our APL-network is one of the pillars of this strategy and we now have close to 1,100 automated parcel lockers in use.

Our ESG-goals our fully incorporated in our strategy and this quarter, we saw 14% improvement in average carbon efficiency compared to last year.

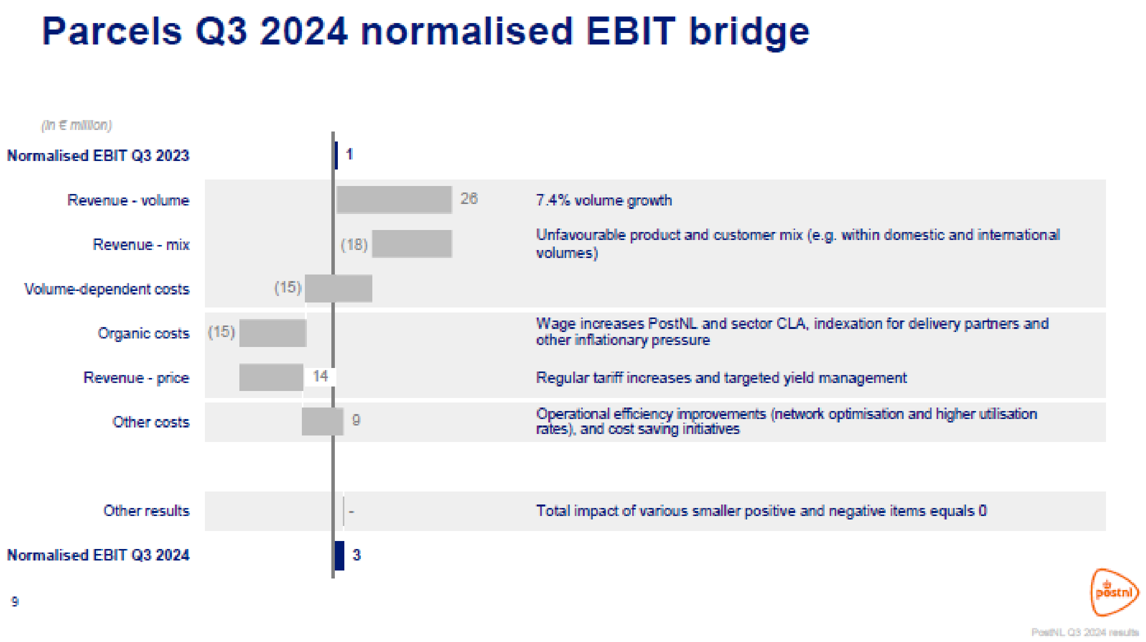
Our employees are crucial to these efforts, and we recently reached a new collective labour agreement (CLA) for PostNL and Saturday workers. This group comprises around 16,500 employees and the new CLA will be effective from April 2024 until June 2026. Over that period, wages will increase with 7% in four steps. The first step in July of this year is paid retro-actively and as a result will be visible in our Q4 results. All this to be your favourite deliverer with 225 years of dedication, trust, and innovation.

Turning to Parcels, we are pleased to report that for the first time outperforming last year's quarter. Revenue came in at EUR 569 million, up by EUR 34 million. Volume growth of the quarter 7.4%, with a very strong September, showing a growth rate of 10.7%. Domestic volumes increased by 1% this quarter, with a 2.7% exit rate in September, which is very positive. International volumes also continued their double-digit growth, up by 34%.

The changing composition is also reflected in our revenue. A promising sign is that within domestic volumes, we are able to fully offset the mix effects by tariff increases this quarter. This is not yet the case for our international customers. The overall mix effect negatively impacted the average price per parcel by 4 cents.

Our cross-border activities continued the positive trend we have seen for several quarters already, with revenues and Spring up, most strongly in Asia.

Cost reflected significant cost increases, mainly in labour, but we are also seeing a positive impact from efficiency improvements, due to network optimisation and earlier-announced cost-saving initiatives.



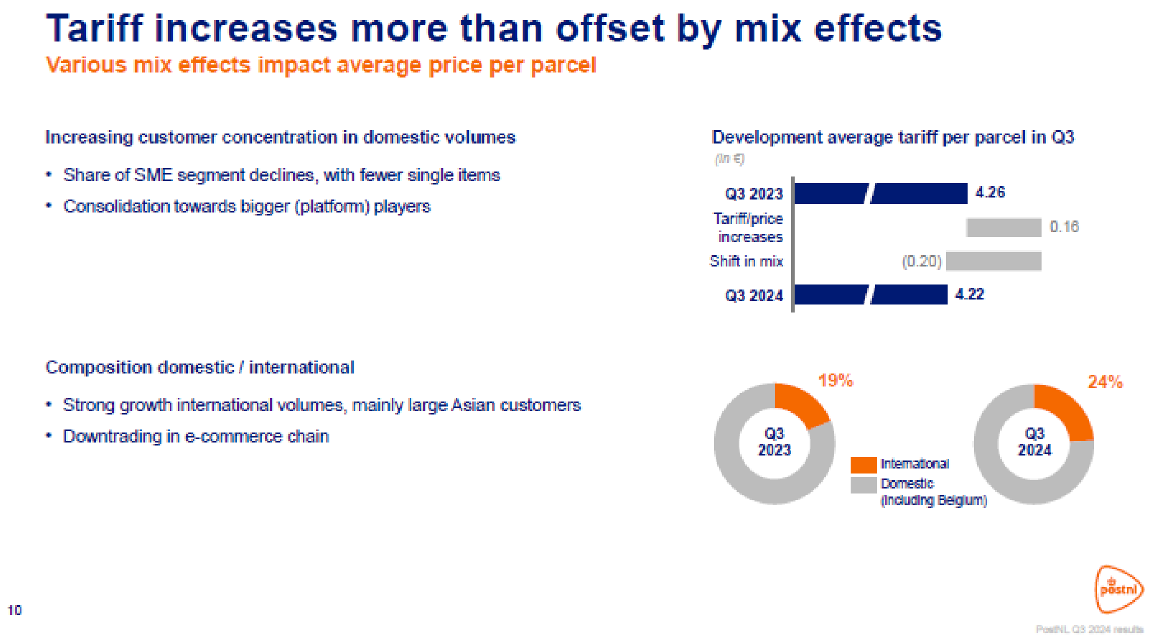
Moving to the parcel bridge on slide 9, the reconciliation of the EUR 1 million last year to the EUR 3 million this year. Volume growth strongly contributed to our results. Mix effects were negative, but it is good to understand that product and customer mix were slightly better than last quarter, and we expect further improvement going forward.

On the next slide, I will dive into developments across various segments and their impact on the average price per parcel.

Organic cost increases within Parcels amounted to EUR 15 million, largely related to labour costs, while the impact from tariff increases added EUR 14 million this quarter. We were nearly able to fully offset the organic cost increases.

Other costs were EUR 9 million better, predominantly as a result of the operational efficiency measures that we just discussed.

Other results included smaller items, and the balance of positives and negatives resulted in a zero change compared to last year.



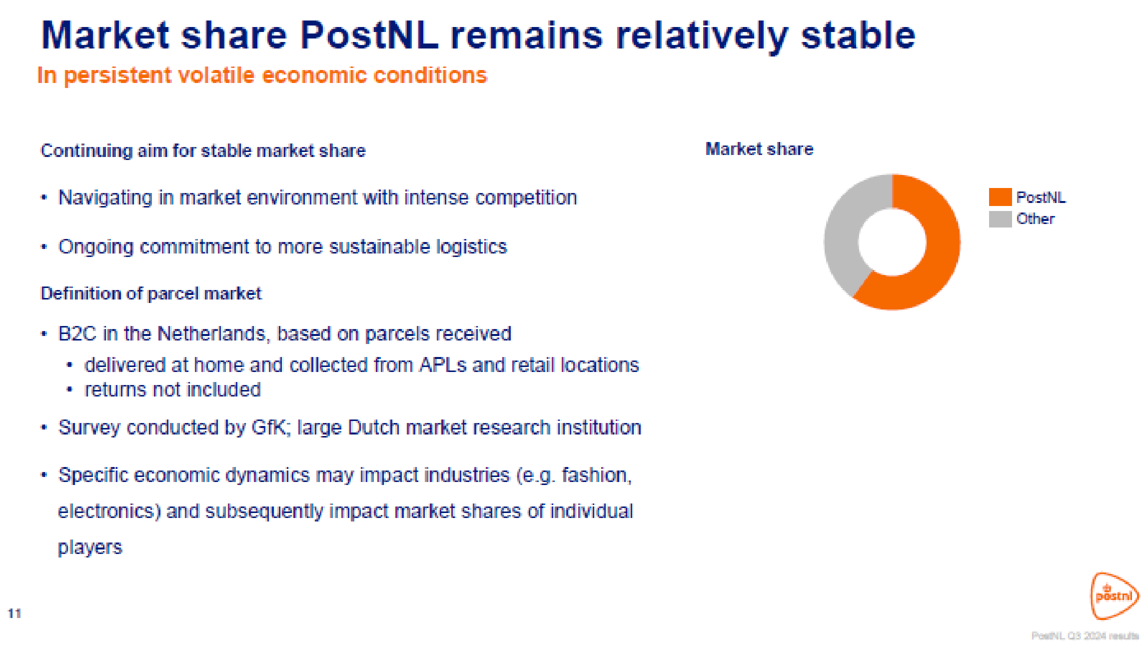
It is important to understand the mix change in our portfolio and their impact on average prices. We saw a continued shift in volume composition, which has negatively affected our average price per parcel, also in the third quarter of this year.

The domestic share of SME customers is declining, with further consolidation towards larger players and delivery platforms.

This quarter, we saw price increases for domestic volumes fully offset the negative mix effects. However, the change in composition between domestic and international continues and the share of international customers in our portfolio has moved up by

5 percentage points over the past nine months, driven by the rapid growth of Asian web shops.

All these elements together have a dilutive effect on price, putting pressure on margins at Parcels. Since the average price came down with four cents compared to Q3 prior year and slightly above last quarter's average price of EUR 4.21.

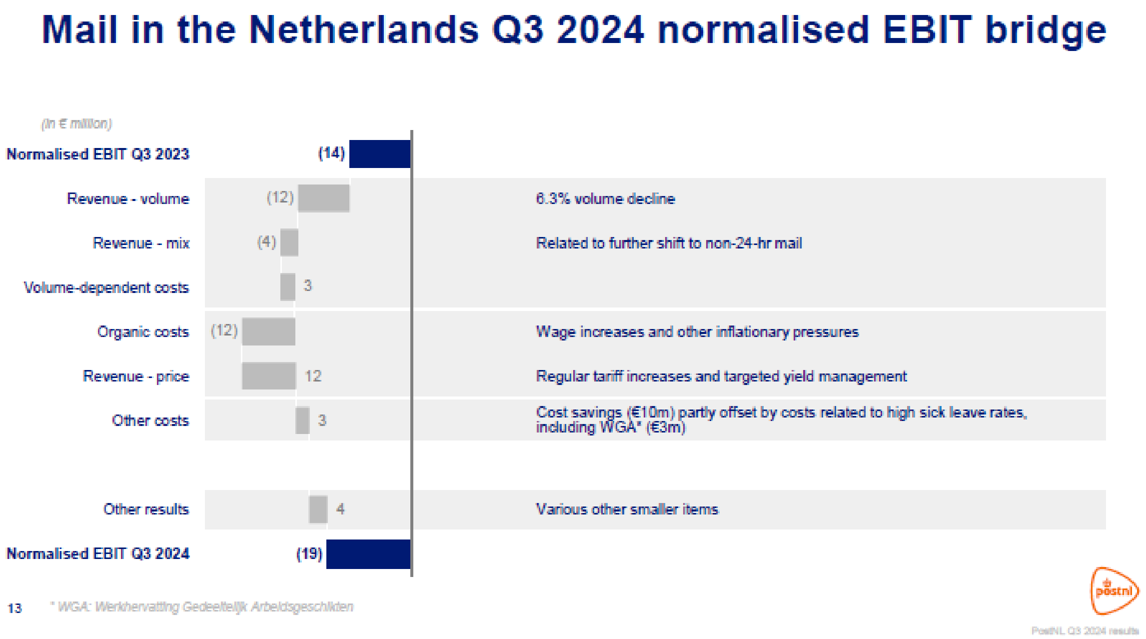


Our market share remains stable, which is our target moving forward. We continue to operate in an intense competitive environment where we are committed to sustainable logistics.

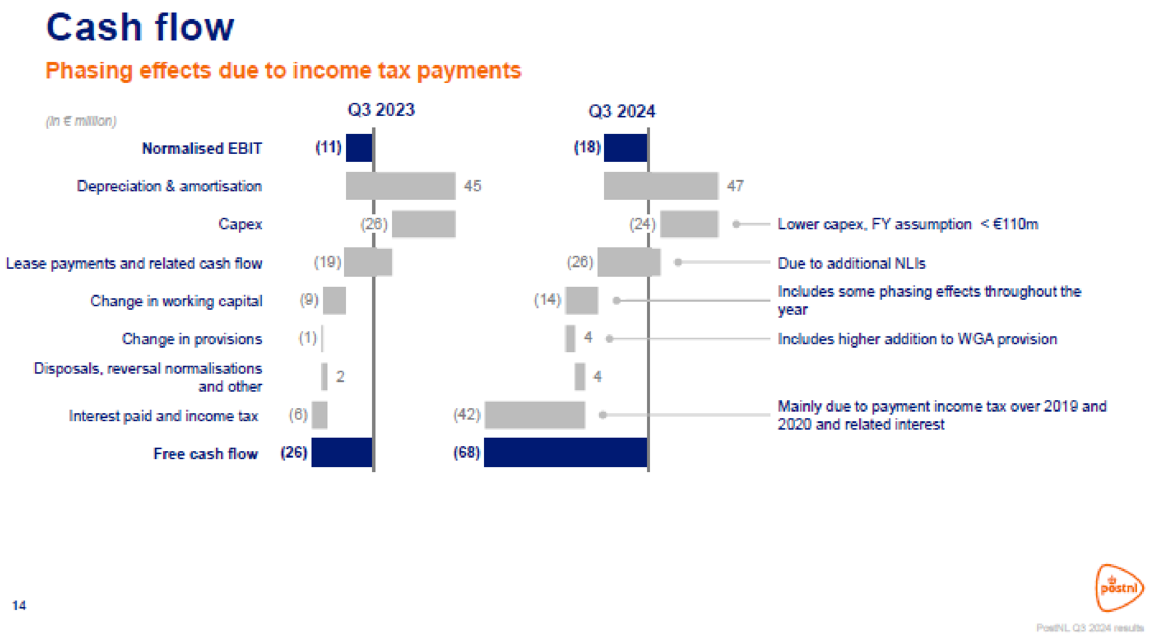
When we talk about market share it is fundamental to understand what the definition is of 'the market' and which methodology will be applied to follow that. That is why we believe it is important to say that we consistently use this market definition and as such for market share for the last ten years looking at the business to the consumer market in the Netherlands and seen from the perspective of the receiving consumer. The survey is based on parcels received at home, collected from automated parcel lockers, and retail locations. It does not include returns but, as said, we consistently apply the same market definition if we talk about market shares. We see them remaining stable, which is exactly our aim.

Moving to the segment Mail in the Netherlands, revenue came in at EUR 295 million, down by EUR 4 million from last year, primarily due to a 6.3% volume decline driven by substitution. The mix effect was negative due to a faster-than-expected shift to non-24-hour delivery. This was fully offset by standard price increases in January and July of this year. The normalised EBIT for the segment was EUR (19) million, down from EUR (14) million third quarter last year.

Labour costs increased, due to the CLA for new deliverers and other increases in existing agreements. To be clear, we just agreed on new collective labour agreements and the first financial impact of the recent CLA will be visible in our Q4 results. We offset part of these labour cost increases with EUR 10 million in additional cost savings through portfolio optimisation and efficiency gains in sorting and preparation. Year-to-date, we have taken EUR 30 million in cost savings on the Mail side and we are positive that we will reach the EUR 40 million ambition for the full year. However, sick leave rates remain high and have resulted in additional WGA-ERD provisions, which were already close to EUR 3 million in the third quarter.



On slide 13, the bridge for Mail shows an impact of EUR (12) million from a reported 6.3% volume decline, a negative mix effect of EUR 4 million, and organic cost increases of EUR 12 million. Tariff increases fully offset organic cost increases in the quarter, and we saw good progress with our cost-savings of EUR 10 million. Nonetheless, a deterioration of the result, which again highlights the urgency for changes within Mail.



Moving to cash flow, free cash flow was EUR (68) million in the quarter, compared to -EUR (26) million last year, a decline of approximately EUR 40 million. This reduction was mainly due to the payment of income tax for 2019 and 2020, along with related interest paid in Q3 of this year. Lease payments also increased due to additional NLIs and higher provisions relate to additional WGA-provisions. For the full year, we expect CapEx to come in slightly below our previous guidance of EUR 110 million, while we remain focused on working capital and CapEx spend.

Financial position

Balance sheet

(in € million)	28 Sept 2024
Intangible fixed assets	413
Property, plant and equipment	473
Right-of-use assets	284
Other non-current assets	57
Other current assets	445
Cash	700
Assets classified as held for sale	1
Total assets	2,372

	28 Sep 2024
Consolidated equity	*150*
Non-controlling interests	*3*
Total equity	152
Pension liabilities	2
Long-term debt	596
Long-term lease liabilities	227
Other non-current liabilities	186
Short-term lease liabilities	80
Other current liabilities	1,128
Total equity & liabilities	2,372

Adjusted net debt

(in € million)	31 Dec 2023	28 Sep 2024
Short- and long-term debt	740	1,030
Long-term interest-bearing assets	(15)	(13)
Cash and cash equivalents	(518)	(700)
Net debt	**207**	**318**
Pension liabilities/WGA*	2	35
Lease liabilities (on balance)	320	308
Lease liabilities (off balance)	9	15
DTA on WGA and operational lease liabilities	(76)	(83)
Adjusted net debt	**462**	**592**

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* WGA: Werkhervatting Gedeeltelijk Arbeidsgeschikten

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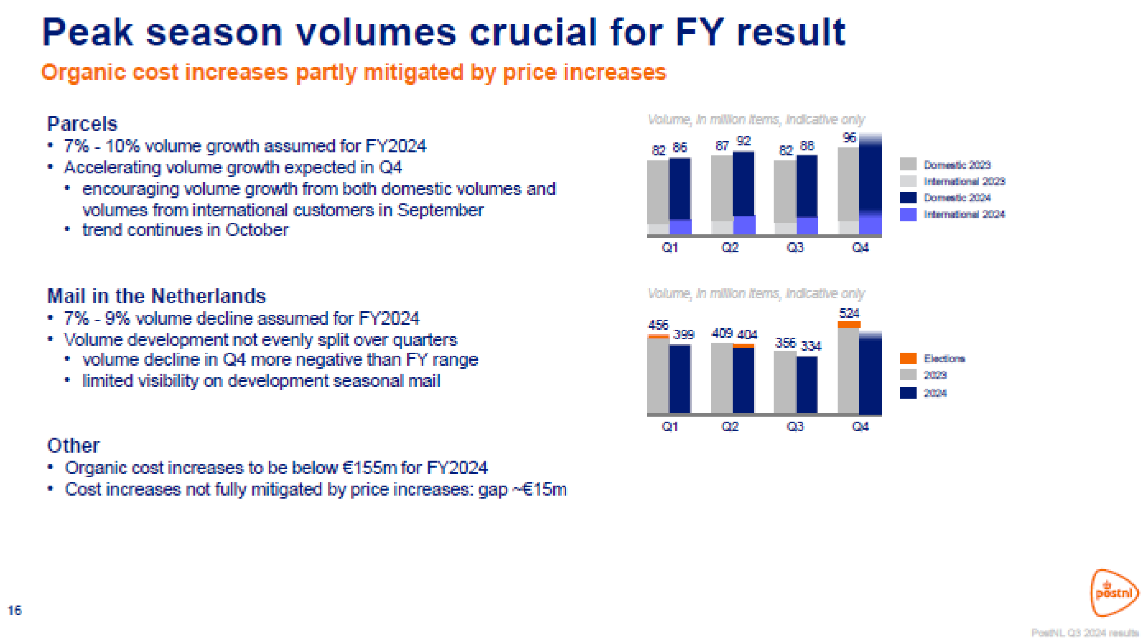
On the next slide, we see our balance sheet and the development of adjusted net debt, which now stands at EUR 592 million, an increase of EUR 130 million compared to year-end last year. This increase was primarily driven by year-to-date negative free cash flow. Long-term debt also rose due to the issuance of a EUR 300 million sustainability-linked bond earlier this year. We continue to focus on strict cash flow management, strong balance sheet and net debt position.



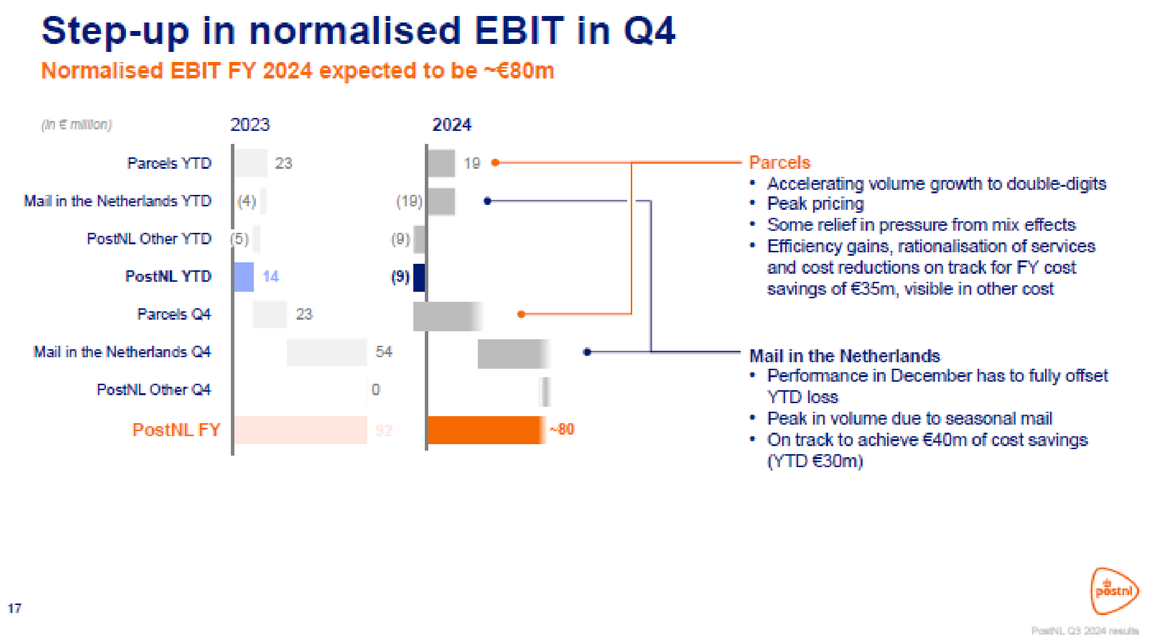
As always, peak season volumes are critical to our full-year results. Slide 16 provides an indicative view of volumes over the year. For Parcels, we assume an overall growth rate of between 7%-10% for 2024. Year-to-date we are at 6.0% and we have seen encouraging volume growth of 10.7% in September, driven primarily by domestic volume growth and continuing strong growth of volumes from international customers. This trend has continued into October.

Leveraging on our flexible infrastructure, we are well positioned for the anticipated pick-up in volume growth in Q4.

For Mail, we assume a volume decline between 7%-9% for the full year. Year-to-date we are at 6.9%, although the decline is not evenly split over the quarters mainly due to timing and the number of elections in the Netherlands. This means we expect a greater volume drop in Q4 than the given full-year range, due to the election effect.

The full-year result is fully driven by year-end seasonal mail and the development is very difficult to predict.

Overall, organic cost increases are expected to be less than earlier guided, at around EUR 155 million. The gap between organic cost increases and targeted yield management is expected to be around EUR 15 million. Additionally, PostNL is on track to achieve EUR 20 million in cost savings from previously announced measures to reduce indirect costs and improve efficiency.



It is important to understand how we move from the EUR (9) million year-to-date normalised EBIT to the around EUR 80 million that we communicated, which will clearly mean that the last quarter will significantly contribute to our results, even more than last year.

With the anticipated further acceleration in volume growth, as discussed on the previous slide, combined with relief in pressure from mix effects, and higher prices combined with peak pricing in place, we have a solid foundation for improved Q4 results in Parcels. In addition, we are gaining momentum on efficiency improvements through initiatives to optimise collection, transportation services as well as to rationalise some delivery options. With that focus on cost control, we are on track to realise cost savings of around EUR 35 million, that we communicated before and that will be visible in the ‘Other costs’-line in the bridge. These drivers make that we are confident to realise the anticipated step-up in results for Parcels.

For Mail in the Netherlands, the normalised EBIT result of almost EUR (20) million will have to be more than fully offset with the seasonal mail volumes in December as the main contributor. As can be seen in the graph, we expect a Q4 performance that is still material is expected to be below last year’s fourth quarter.

Also within Mail, we are also on track with our cost-saving initiatives and expect a full-year contribution of EUR 40 million.

Outlook 2024

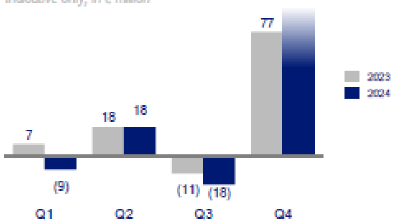
Persistent volatile economic environment

(in € million)	2023	2024 outlook (26 February 2024)	2024 outlook
Normalised EBIT	92	80 – 110	~80
Normalised comprehensive income	52	40 – 70	~40
Free cash flow	52	0 – 40	~0

- Remain fully committed to paying out dividend in line with business performance
- Capex expected to be slightly below earlier guidance of €110m
  - continuing clear focus on strategy while staying disciplined on cash flow management.
  - Investment programme is flexible and ensures efficient and future-proof infrastructure

Majority normalised EBIT in Q4

Indicative only, in € million



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All in all, we are confident in the step-up from year-to-date to full year within Parcels and Mail that will result in a normalised EBIT of around EUR 80 million for the full year 2024, in line with current market expectations.

For normalised comprehensive income we expect to end up at around EUR 40 million and the free cash flow is expected to be around zero.

I would like to emphasise that we remain fully committed to paying out a dividend which is in line with our business performance and dividend policy. We continue to manage our cash flow, balance sheet and net position carefully and anticipate that the leverage ratio for 2024 will stay below the threshold of 2.

CapEx will likely come in slightly under the EUR 110 million guidance as we continue with a clear focus on strategy while remaining disciplined in cash flow management.

To conclude, here are our key messages for today: We are executing our strategy to be the leading e-commerce and postal service providers into and from the Benelux area.

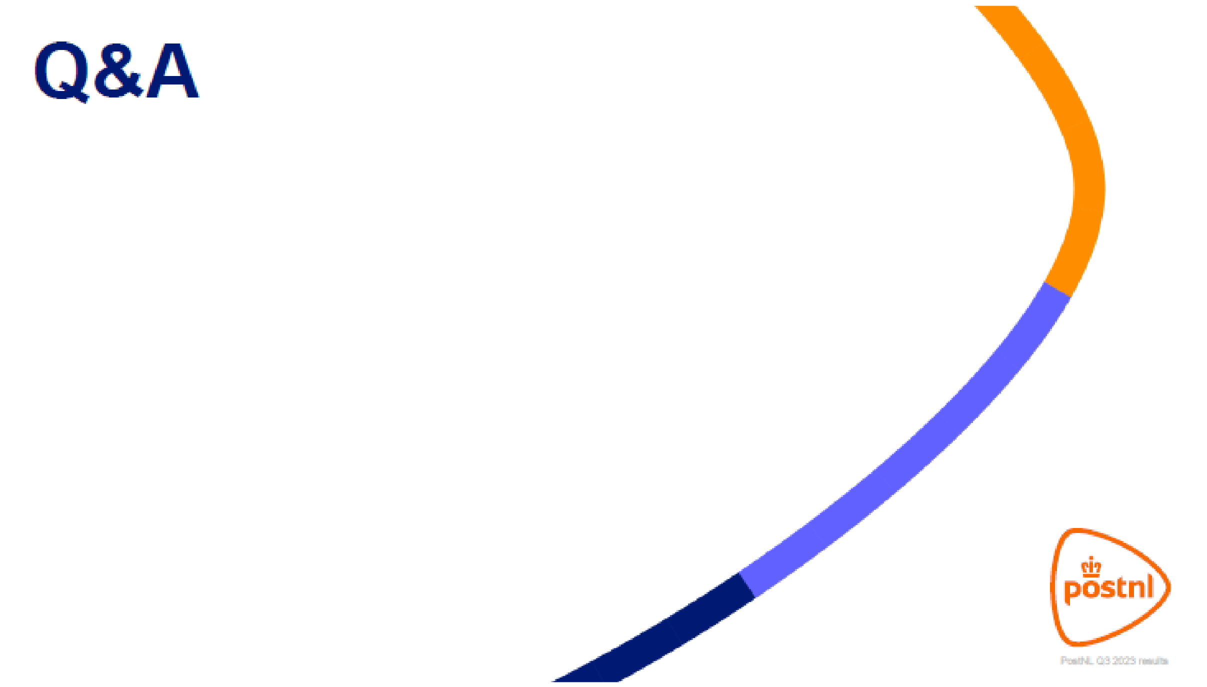
The current performance of Mail in the Netherlands clearly underpins the urgent need for transformation of the current unsustainable business model. It is essential that the legal duty of the USO is not loss-making, which can be achieved by adjustments to service levels and a financial contribution. We are confident that parliament in due time will make the right decisions for a future-proof postal service, but bridging measures are needed until a new Postal Act is in place.

In the meantime, we are implementing all necessary and additional measures to transform the business model on top of the already announced migration of all non-USO mail to a ‘within two days’ service level, as of 2025. We will consider further impactful measures, such as extending mailbox collection time frames and increasing prices further for sending mail. This will be inevitable to safeguard a future-proof and financially viable postal service that ensures predictable delivery for everyone in the Netherlands, whilst also providing job security to tens of thousands people.

At Parcels we look forward to the peak season and we are confident that anticipated accelerated volume growth will materialise, accompanied by favourable mix effects and the realisation of our efficiency improvements, and cost saving initiatives. Altogether, these will result in a significant step-up in the performance in the fourth quarter of this year.

We are fully prepared for a strong peak season that will be crucial to our full-year results.

With this, I conclude my presentation and hand it back for Q&A.



- **Amy Yi Li - UBS**

Good morning, and thank you for taking my question. My first question is about the Mail segment. Can you outline the expected next steps in terms of when the debate on postal reforms might reopen in parliament next year? And regarding non-USO volumes, can you comment on or quantify the level of cost savings expected in 2025 from moving business mail to D+2 delivery? Will this be achieved relatively quickly, or do you expect them to phase in over a few quarters?

My second question is just a clarification of slide 17. Am I correct in interpreting that to reach your current guidance, you would need to see an EBIT step-up of more than EUR 12 million year-on-year, driven primarily by the ramp-up in Parcels? Could you provide a bit more colour on whether this would be volume-driven or cost-driven, and what are your assumptions around the volume growth in Q4? Thank you.

Herna Verhagen - CEO PostNL: Thanks, Amy. Let's start with your first question on the expected next steps. Parliament wants to see the results of a market survey currently being conducted by ACM, which is expected by the end of February. This survey will then be reviewed by parliament. That survey is on future mail models. We interpret this as an acknowledgment of the need for changes, though the urgency we feel does not seem to be fully reflected in parliament's immediate agenda. This is why we keep stressing that bridging measures are necessary. In the meantime, as said by Pim, we stay in close contact with the Ministry of Economic Affairs to prepare the outcome of the market surveys and to find a solution to the problem we see at this moment in time for a mandatory legal service obligation we have to provide.

Pim Berendsen - CFO PostNL: On the second part of your question, regarding cost savings from shifting business mail non-USO to a D+2 delivery model as we briefly discussed before, there are two elements to this. There are cost savings, cost efficiencies as a consequence of the bridge and the explanation that I have given we estimate that this will yield cost efficiencies through higher volume concentration on peak days with higher drop duplication and more condensed peak days that cost significantly less time. At the same time, there will be a different revenue effect to it, but the balance of those two together will on the full run rate level contribute roughly EUR 15 million. But it will take a bit of time throughout 2025 to completely phase in because, as the slide says, we start the year with 70% of volume and then over the remainder of the second part of the year we expect to add the rest of the volume. So, on full run rate contribution is around EUR 15 million of additional cost savings.

Regarding slide 17 and the expected Q4 step-up, a few factors are contributing here. First, we expect an acceleration in volume growth, with double-digit increases in e-commerce and an step-up of domestic volume, going from the exit rate of 10.7% to slightly higher growth rates for Q4. Our cost reduction measures are paying off, so the step-up in other costs as you can see in Q3 will be even bigger in Q4. We always said that given the fact that we have taken those measures throughout the year the full run rate contribution will only be visible in the fourth quarter. Together, these elements will contribute to the step-up in Parcels. Compared to the year-to-date performance clearly Mail in the Netherlands will also step up its performance due to peak volume and seasonal mail and an additional EUR 10 million in expected cost savings in the fourth quarter. These factors will drive the year-to-date result from EUR (9) million towards the approximately EUR 80 million we are indicating today.

- **Frank Claassen - Degroof Petercam**

Good morning, everyone. I have a question about your organic costs. You mentioned these will increase by less than the original guidance of EUR 155 million. What is the main reason for this adjustment?

Regarding the remaining EUR 15 million gap not absorbed by the price increases and yield management, why is this? Is this mainly a mix effect, or have price increases been lower than expected at the beginning of the year?

Pim Berendsen - CFO PostNL: Thanks for your question, Frank. At the start of the year, we anticipated organic cost increases of EUR 155 million. Currently, we expect this to be closer to EUR 140 million - EUR 145 million, due to lower increases in labour, fuel, and energy costs. The original gap of around EUR 20 million between price increases and organic cost rises has now shrunk to about EUR 15 million. As we have mentioned before, we have not been able to fully offset these organic cost increases across the entire year, especially on the e-commerce side, due to the competitive landscape. However, if you follow the process of price increases versus organic cost increases throughout the three quarters, you see improvement quarter to quarter. Also, at the e-commerce side in Q3 it is almost a complete offset of the organic cost increases through price increases. Those are being stepped up. Also in the fourth quarter we expect to almost balance out organic cost versus price increases.

Frank Claassen - Degroof Petercam: That is clear, thank you.

- **Michiel Declercq - KBC Securities NV**

Thanks for taking my questions. My first question is about the Universal Service Obligation and the delay in parliament's review, which is awaiting more information from the survey. I recall from the pre-earnings call that you expected any potential financial compensation by spring 2025, at the earliest. With the current delays, is this still a realistic timeline for any temporary measures?

My second question is on the Collective Labour Agreement adjustments expected in Q4. Could you quantify the impact of these adjustments, and are they included in the guidance?

Herna Verhagen - CEO PostNL: To answer the first one, the delay in parliament means that discussions on the future of mail delivery in the Netherlands will likely begin in spring 2025. However, I do not expect any bridging measures to be introduced in spring 2025. We are working with the Ministry to determine the soonest possible timing for any interim measures, but spring 2025 seems too soon. We think that after the ACM report, parliament is expected to start again the discussions about the future of mail services in the Netherlands and that will lead to some measures. The exact timing for these is uncertain right now.

Pim Berendsen - CFO PostNL: Regarding your second question, the CLA adjustment includes a wage increase by 1 July of 2.5%, which will be retro-actively accounted for in Q4. For the combined impact of Q3 and Q4, we estimate around EUR 12 million to EUR 15 million, visible in Q4 but will relate to Q3 and Q4.

Michiel Declercq - KBC Securities NV: That is very clear. Thank you.

- **Marco Limite - Barclays Capital**

Hi, good morning. Thank you for taking my question. I would like to return to the EUR 15 million you mentioned as the full run rate for cost savings. Is this solely related to cost savings, or should we also anticipate some headwinds from pricing as you move products from D+1 to D+2, resulting in lower pricing? Is the EUR 15 million figure inclusive of pricing adjustments?

Secondly, if I recall correctly, at the beginning of the year, you said that the cost-saving measures in Mail were running out, with an expected EUR 40 million in savings this year. To what extent do you have additional measures beyond the EUR 15 million identified for next year?

Pim Berendsen - CFO PostNL: Thank you, Marco. To clarify, the net balance full run rate of EUR 15 million in cost savings includes a negative revenue effect of approximately EUR 5 million and a cost-saving element of about EUR 20 million. The balance of that is exactly as I said, roughly EUR 15 million, the full run rate effect. That is clearly one of the measures for 2025. There is always a part of our annual cost savings that we will find in running processes. That is normally around EUR 15 million a year as well, just by gradually day-in, day-out grinding the business and create efficiency improvements. We also announced that we are considering taking within the boundaries of postal law additional measures, given the fact that we believe change is very urgent. The examples mentioned could also contribute to cost savings in 2025. As said, we are considering, so we have not yet taken full decisions on what we will exactly be doing but we will certainly update you when we give you a 2025 guidance on these topics as well.

Marco Limite - Barclays Capital: Thank you. As a follow-up, given that we are starting to see visibility on cost savings, wage increases for next year, and pricing, do you expect the gap between organic costs and pricing to narrow closer to zero in 2025 compared to this year?

Pim Berendsen - CFO PostNL: Yes, we expect it to be closer to zero. This trend is already beginning to show in Q3 and we anticipate it will continue into Q4.

Marco Limite - Barclays Capital: Thanks.

- **Marc Zwartsenburg - ING**

Good morning, everyone. I want to clarify the cost savings you mentioned. Is the EUR 15 million figure related specifically to the transition to D+2 for non-USO mail, or is it something different?

Pim Berendsen - CFO PostNL: It is the full run rate net contribution of the change from D+2 for business mail, non-USO.

Marc Zwartsenburg - ING: So, if we receive a positive verdict from the ACM next year and okay from parliament, will it be above that EUR 15 million? It will be a bigger number, because then you could make it more efficient. Is that a correct assumption?

Pim Berendsen - CFO PostNL: Yes, everything that we can do quicker than we currently assume on USO will be on top of this. That will indeed be a big change but as Herna just said, there are uncertainties around the timeline and when we would be able to maybe do this. But the EUR 15 million only relates to the non-USO business part of 24-hour mail.

Herna Verhagen - CEO PostNL: You are correct, Marc. When we will be able to reduce the service level of the USO to D+2, it will create further efficiencies and therefore also extra cost savings.

Marc Zwartsenburg - ING: Clear. Then a question on your guidance for Mail in the Netherlands. For Q4 you assume a lower EBIT than last year, yet still a significant number. Given what we have seen in Q3, is it then logical to assume that you would get even to such a number that is a bit reflecting in your bars on the slides for Q4 for the Mail business? Can you help me and explain how you think you will still have a number like that or roughly around that, as the bar reflects? Where does that come from?

Pim Berendsen - CFO PostNL: There are a couple of elements. There are cost savings, along with a positive development in other costs compared to last year, where we faced significantly higher costs related to quality provisions and WGA-ERD than in this year. Additionally, we anticipate a more or less comparable contribution from Christmas greeting cards in December, which is really very meaningful in the month of December.

Marc Zwartsenburg - ING: Regarding the EUR 15 million in savings for the Mail segment next year, it seems the USO will still be loss-making. Can we get some numbers regarding your expectations for profitability this year? Where do you see us ending up?

Pim Berendsen – CFO PostNL: We typically share these figures once a year. The trajectory indicates a slight loss or close to zero profitability for the USO on a cash operating income (coi) level, which is the level we report on. On the normalised EBIT-level, it will certainly already be loss-making in 2024. We expect the development of volume decline to continue and indeed, we anticipate also a negative result on universal service on the coi-level for 2025. At this point we are not going to indicate how much we expect it to be but it will certainly be loss-making. Although the measures we just discussed are not directly related to USO, USO partially benefits because the cost allocation will allocate more shared costs between the different products. So it is not a USO-related cost saving but it will also slightly contribute towards the USO results. How much and how much we expect it to be is too early to say.

Marc Zwartsenburg - ING: This already gives a bit of colour. What is left for me to say is congrats to you, Pim, on your promotion to CEO. I wish to thank Herna for her support all those years. Hopefully we will see you live in person sometime over the next months or early next year.

Pim Berendsen - CFO PostNL: I am sure we will. Thank you, Marc!

Herna Verhagen - CEO PostNL: Thank you!

- **Henk Slotboom - the IDEA!**

Good morning and also on my behalf, Pim, congratulations! And Herna, when is the farewell drink? That is important.

I have three questions. First on Parcels and Pim, this one is for you. If I look at the delta in the work contracted out, year on year I see an increase of EUR 27 million. The delta in salaries in Parcels is only EUR 3 million. A couple of years ago you presented a plan, you wanted to do more with your own deliverers but I do not see that reflected in the numbers I see here. Moreover, I am asking this question because we are heading towards the peak season. The transport-CLA is more generous than the CLA PostNL has in place for its deliverers. Would it not be more logical to indeed step up the hiring of own personnel to the delivery, despite all the talks about flexible shells?

My second question relates to the peak period. This year we have a bit of a strange phenomenon: we have Black Friday, Cyber Monday and Sinterklaas all in the same week. I had a chat with one of your peers this morning and he told me he did not know what the impact would be on the volume of buying by consumers online, whether they buy online or whether they spend their money in retail stores, fearing that there might be delays. More importantly, it makes the peak period more difficult to manage because the peak will get peakier and the period before or after such a peaky peak gets quieter than normal. How do you look at that? What does it mean for the efficiency of your business?

My final question is on the SME-side of the business. Last time we met we discussed the initiatives PostNL was taking on revitalising the growth in this segment because obviously margins in the SME-segment are higher than on the platform business. What went wrong? Is this company-specific, did your initiatives not work or do you see so much additional growth in the platform business that the SME-volume basically dilutes as a percentage of total?

Pim Berendsen - CFO PostNL: Let me take questions one and three and Herna will take the other. Your first question. Well spotted, that the work contracted out develops differently than our own staff cost salaries. Indeed, we have the strategic intent to have more of our own deliverers within Parcels. Yet again, it is more than just Parcel deliverers; there is also International in that work contracted out, that relates to import-export mail and parcels outside the Netherlands. But it is also true that we see a slightly higher churn with the people that we hire for our own parts of delivery. Although we spend an awful lot time in making sure they get the right training it is difficult to have that stick, in a way. So, if the churn is too high then actually also the cost advantage is no longer there and then you are better off not pushing for an accelerated change towards more own parcel deliverers. We will continue to strive for this but only if the logic is there, so if we can attract the right people that would love to do the work and will become effective and enjoy the work for a longer period than some are currently doing.

The same goes for strategic intent, but phasing it based on the developments that we see.

On the SME-side, it is truly and only the last point. It is dilution because of the fact that bigger customers, domestic as well as bigger Asian customers, are significantly outgrowing the domestic SMEs. You also see that platformisation not only at the bigger Dutch and international platforms but also the platform businesses that just connect supply and demand are also growing significantly faster than they themselves. What you see is a gradual client concentration that moves up to bigger and bigger customers. At the same time we see that the initiatives that we are taking are helpingto avoid churn. We still have that direct access to SMEs, which is also important for them. So, we are happy with the progress we are making ourselves but nonetheless it means dilution of the SME share because of market circumstances.
Herna, can you take the peak question?

Herna Verhagen - CEO PostNL: This year the peak season indeed is different from what we ever had before. We never experienced to have those three days within one week. It also means that the organisation around the peak is different. The beauty of having a short peak is that your ramp-up can start later and that your ramp-down needs to go quicker after Sinterklaas. Then again, we expect a peak just before Christmas. That is how we organised the operation. So, it is a totally different organisation than we had last year. Therefore, it is also a more cost efficient operation as well. When we talk to customers about this peak and if there is uncertainty around the amount of volume, we still expect that people will buy quite a lot of stuff for their Sinterklaas and Christmas but we also expect that quite a lot will be bought before Black Friday. What you see happening with the fulfilment centres is that they also try and start earlier fulfilling and packaging all those parcels. So yes, it is a peak on the one hand but it is also an opportunity to organise it differently from last year on the other hand. The biggest uncertainty is whether consumers buy in China or at Dutch or Benelux platforms. That uncertainty is difficult to forecast. Next to that, we are also organising our peak in Belgium, which is totally different from the one in the Netherlands because their Sinterklaas is much smaller than what we have in the Netherlands and there it is much more focused on Christmas. So, we have a different peak in the Netherlands compared to Belgium.

Henk Slotboom - the IDEA!: I am glad I am not in your shoes managing this peak because it is quite a challenge.

Perhaps I can squeeze in another question and that is on the platforms. You said this is a growing part of your business. I was at the Parcel Expo a couple of weeks ago in Amsterdam and there was talk about the Chinese platforms and how they were pushing towards longer payment periods. I understood that one of your UK peers used to charge after 90 days and that he already had questions about 180 days. Do you recognise that? Your international business is growing much faster than your domestic business.

Pim Berendsen - CFO PostNL: Quite frankly, no, and I do not see us accepting those types of payment days.

Henk Slotboom - the IDEA!: Very wise! Thank you.

- **Andre Mulder - Kepler Cheuvreux**

Good morning, great to be back! I have a question on the review of ACM. I assume it will be sort of a copy because you know your clients better than ACM, so it is likely that they will use your data. How do you look at the market going forward in terms of volumes and in terms of needed services? Are there going to be big changes compared to what we have seen in the last few years?

Herna Verhagen - CEO PostNL: Good to hear you are back, indeed. Regarding the mail market we expect that volume decline will continue. Also over the next coming years we expect to have a volume decline somewhere 7% - 9%. So, no changes in volume decline. Secondly, we expect the accelerated trend in the decline of 24-hour mail to continue as well. So, we see a decline in general and within that we see an even more accelerated decline of the 24-hour mail. That is also one of the reasons why there is pressure on the margins within our Mail organisation.

Secondly, before we came out with our view on the Mail market of the future in February we looked into quite some possibilities of future scenarios. For example, should we price differently over the regions in the Netherlands, should we do the delivery totally different from what we do today, et cetera. We looked from several angles into the alternatives. We had the angle of keeping the margins of Mail in the Netherlands as high as possible, so not creating extra substitution, we looked from the angle whether it is doable in the sense of an operational change that we can handle, can we keep the amount of jobs for people as much as possible up to the level where we want them to have, which not only gives us a certain amount of certainty on job security. What is crucial for us is that it means that there are none or very few redundancy fees we have to pay. In the end, the best alternative was that we want to move all the mail that we have – business mail – and the USO mail to a D+2, which is delivery within two days and over time to a D+3, which is posted today and delivered within three days. When the moment of D+3 is there depends mainly on volume decline for the years to come. Due to the speed in which we lose margins and therefore also the reason why we are loss-making at this moment, we think that a financial contribution from the government is crucial. That is the reason why it is a twofold-solution: it is changing postal law with all the obligations which are there for the USO and change them into something which fits much more to current times and current desires of consumers and customers and secondly, create a framework in which we can have a certain financial contribution, if necessary, on our legally mandatory USO.

Henk Slotboom - the IDEA!: You still talk about price increases. What kind of balance do you see between the price increase and the financial contribution? Can it be all financial contribution without any price increases?

Herna Verhagen - CEO PostNL: That is a political debate, and consequently, a political decision. We have not yet talked about what a financial contribution will look like, what is taken into account and what not. Hopefully, that will come in the coming period. In the end, regarding the USO it is a decision that has to be taken by Parliament. When they think that price increases on the USO in the coming years must be limited, it will mean that the financial contribution needs to be bigger. There is a balance they need to strike. But that is our view on the future of Mail. As said, we have looked into it from many angles, We looked into quite some alternatives but in our view this is the best way forward.

- **Othmane Bricha – Bank of America**

Thank you very much and good morning. I have three questions, please. First, regarding Parcels: can you provide some insight into the intense competition in that sector? Where do you see this competition intensifying? Are you increasing your investment in new capacity? Is the competition targeting specific customer segments? Can you comment on the level of price increases they are charging compared to your own? For Q4, could you discuss the expected contribution of pricing versus volume?

My second question is about wage inflation in 2025. You have recently made adjustments for the PostNL CLA and had another CLA [note: for mail deliverers] earlier in the year, I believe in the spring. Could you summarise how you see wage inflation impacting 2025, and is there any difference between the Mail and Parcel sectors given their different labour structures?

Lastly, Herna, what motivated your decision to step down? Thank you very much.

Pim Berendsen - CFO PostNL: I do not think I said or did I mean to say that competition is increasing. We have already lived in a very competitive landscape for quite some time and that has not changed. Next to the development of client concentration, these factors are driving a mix effect and influencing our price developments. The competition is fierce, and some players are making different choices regarding how much of their organic cost increases they want to pass on to their clients. In my view, the industry needs to adapt to rising costs, whether due to energy prices or a tight labour market. Logically, organic cost increases should be passed on to customers, but some companies choose not to do so fully. Fortunately, price is not the only consideration for customers when selecting a carrier. That is why our strategy – and we continue to follow it because it is important to us – is being the favourite deliverer, offering the best service, achieving high NPS scores, and being innovative. Our market share has remained stable over the past period.

Regarding wage inflation, I have not done the calculation myself to give you an absolute number for 2025 but you know the baseline and you know the quarterly increases of the two collective labour increases that we have communicated. The split is of course that the mail deliverers CLA only relates to mail whilst the CLA we recently concluded covers also staff both in Mail, head office and Parcels. I do not have an absolute split of future organic cost increases now, but we will include that in our outlook in February.

Herna Verhagen - CEO PostNL: As for my decision to step down, I have been CEO for almost 13 years. There comes a time when you feel it is the right moment to leave. There are many reasons behind such a decision, making it difficult to pinpoint just one. What certainly has played a role is that I have a very good successor, who I believe will continue to drive our success and make the organisation even more successful. Secondly, the Supervisory Board has with its decision to appoint Pim chosen for a continuation of the strategy, which is important for this organisation but also for our employees and stakeholders, and for our role as a leading player in e-commerce logistics and postal services moving forward.

My decision to leave has nothing to do with current events surrounding PostNL. Reflecting on the past 13 years, I recognise that there have always been challenges for PostNL, which is a natural part of our operations. Being a publicly listed company that fulfils an essential role in society. So, it is personal, it is business, it feels like a logical moment. Fortunately, we still have five months to go in my role and also five months together with Pim and making sure that he has the best possible start.

- **Stefano Toffano – ABN AMRO ODDO**

Stefano Toffano: Yes, good afternoon, everyone. I have a few questions. First, regarding Parcels, I noticed the significant volume growth in September, which also continued trending well in October. I was wondering how much of this is due to a catch-up effect, given the softer volumes in the previous months. My second question pertains to free cash flow generation. I am surprised by the full-year guidance indicating flat free cash flow. You have been tracking in line with last year, and given the stronger Q4 anticipated compared to last year, along with potential larger working capital swings due to concentrated volumes this year, I expected a higher free cash flow than indicated. Lastly, regarding your guidance for net adjusted debt over EBITDA leverage to remain below two times, you are currently quite close to that figure. If Q4 were to underperform, how flexible are you regarding the two times leverage target in relation to your dividend strategy?

Pim Berendsen - CFO PostNL: Thank you for your questions. Regarding the September Parcels growth, it is challenging to determine if there was a catch-up effect from the slower summer period, as July and August were indeed quite slow. However, we were pleased with the strong performance in September, both in terms of volume growth and overall contribution. This aligns with our model, which indicates that higher growth rates and operational efficiency will contribute positively to our bottom line. While it is hard to say if the growth was purely a recovery from the summer slowdown, we are satisfied with the trends we have seen, both internationally and domestically, continuing into the early weeks of October.

So on the free cash flow, I think we are slightly below last year for the first nine months and there's still a bit of work to do, of course not all Q4 result contribution will also lead to cash-ins in 2024, although we do not have payment dates of 180 days, we sometimes have payment dates of 30 or 45 days, which means that the cash in of some of the peak volumes will come in the beginning of 2025 and not in 2024. So those are key elements behind the logic that we now expect to be around zero. With what we are seeing, there is still headroom towards the 2.0. So, even if we would come up short on predominantly the composition of the volume growth at e-commerce, we still believe there is enough room towards the 2.0. If it really turns too negative, then we will have to look. But I think we have been clear in stating that we are intending to pay a dividend. We are intending to follow the dividend policy and we are confident that will not exceed to 2.0 leverage by the end of this year nor next.

Stefano Toffano - ABN AMRO ODDO: Thank you and Pim, again congratulations on your promotion.

Pim Berendsen - CFO PostNL: Thank you very much.

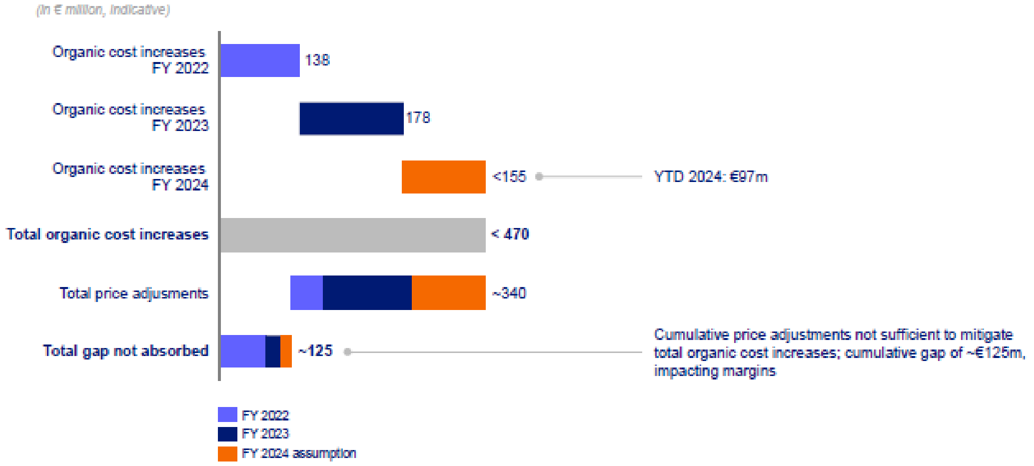
Inge Laudy - Manager Investor Relations: Thank you for listening in today. Thank you for your questions and speak to you in the new year.

Appendix

1. Cumulative organic cost increases and price adjustments 2022-24
2. Results per segment Q3 2024 and YTD 2024
3. Revenue mix Parcels
4. Full reconciliation of income statement and EBITDA per segment and YTD 2024
5. Free cash flow per segment Q3 2024
6. Free cash flow YTD 2024
7. Result development (bridge) per segment YTD 2024
8. Profit and normalised comprehensive income

Continued significant inflationary pressure on costs

Not fully mitigated by price adjustments



Results per segment Q3 2024 & YTD 2024

(in € million)	Revenue		Normalised EBIT*		Margin	
	Q3 2023	Q3 2024	Q3 2023	Q3 2024	Q3 2023	Q3 2024
Parcels	535	569	1	3	0.2%	0.4%
Mail in the Netherlands	299	295	(14)	(19)	-4.7%	-6.6%
PostNL Other	62	57	2	(1)		
Intercompany	(174)	(166)				
PostNL	**722**	**756**	**(11)**	**(18)**	**-1.5%**	**-2.4%**
	YTD 2023	YTD 2024	YTD 2023	YTD 2024	YTD 2023	YTD 2024
Parcels	1,652	1,706	23	19	1.4%	1.1%
Mail in the Netherlands	971	943	(4)	(19)	-0.4%	-2.0%
PostNL Other	181	178	(5)	(9)		
Intercompany	(529)	(512)				
PostNL	**2,276**	**2,316**	**14**	**(9)**	**0.6%**	**-0.4%**

*normalised figures exclude one-offs in Q3 2024 (€3m), Q3 2023 (€1m), YTD 2024 (€17m) and YTD 2023 (€2m)

Revenue mix Parcels

As of 2024

(in € million)	Q1 2023	Q1 2024	Q2 2023	Q2 2024	Q3 2023	Q3 2024	Q4 2023	Q4 2024	FY 2023	FY 2024
Parcels	360	369	372	387	348	370	409		1,489	
Spring	116	125	119	137	116	133	125		475	
Logistics solutions and other	72	73	72	76	67	74	72		283	
Other / intercompany	14	(12)	(7)	(19)	3	(7)	3		13	
Parcels	**561**	**555**	**556**	**581**	**535**	**569**	**608**		**2,260**	

2023

(in € million)	Q1 2023	Q2 2023	Q3 2023	Q4 2023	FY 2023
Parcels Netherlands	355	366	342	402	1,464
Spring	116	119	116	125	475
Logistics solutions and other	72	72	67	72	283
Other / intercompany	19	(0)	9	10	38
Parcels	**561**	**556**	**535**	**608**	**2,260**

Presentation revenue and volume split Parcels

As from 1 January 2024, volumes also include domestic Belgium volumes; comparative figures for 2023 revenue and volume have been adjusted accordingly (volumes: Q1 2023: +1m, Q2 2023: +1m, Q3 2023: +1m, Q4 2023: +1m, FY 2023: +3m)

Full reconciliation of income statement and EBITDA Q3 2024

Income statement	PostNL		Parcels		Mail in the Netherlands		PostNL Other		Eliminations	
(in € million)	Q3 2023	Q3 2024	Q3 2023	Q3 2024	Q3 2023	Q3 2024	Q3 2023	Q3 2024	Q3 2023	Q3 2024
Total operating revenue	722	756	535	569	299	295	62	57	(174)	(166)
Other income	3	0	3	0	0	0	-	-	-	-
Cost of materials	(22)	(16)	(15)	(12)	(3)	(3)	(4)	(2)	-	-
Work contracted out and other external expenses	(383)	(418)	(365)	(392)	(161)	(159)	(30)	(32)	174	166
Salaries and social security contributions	(232)	(239)	(98)	(101)	(107)	(112)	(27)	(27)	-	-
Pension contributions & related costs	(23)	(24)	(9)	(9)	(9)	(10)	(5)	(5)	-	-
Depreciation, amortisation and impairments	(45)	(47)	(21)	(22)	(7)	(7)	(17)	(19)	-	-
Other operating expenses	(33)	(32)	(30)	(31)	(25)	(24)	23	23	-	-
Total operating expenses	*(737)*	*(777)*	*(538)*	*(567)*	*(313)*	*(314)*	*(60)*	*(61)*	*174*	*166*
Operating income / EBIT	**(12)**	**(21)**	**(1)**	**2**	**(14)**	**(19)**	**2**	**(4)**	**-**	**-**

EBITDA								
Operating income / EBIT	(12)	(21)	(1)	2	(14)	(19)	2	(4)
Depreciation, amortisation and impairments	45	47	21	22	7	7	17	19
Reported EBITDA	**33**	**27**	**20**	**25**	**(7)**	**(13)**	**20**	**15**
IFRS16 impact (depreciation RoU assets)	(18)	(19)	(12)	(13)	(3)	(3)	(3)	(3)
EBITDA excluding IFRS16 impact	**15**	**8**	**8**	**12**	**(10)**	**(16)**	**17**	**12**

Full reconciliation of income statement and EBITDA YTD 2024

Income statement	PostNL		Parcels		Mail in the Netherlands		PostNL Other		Eliminations	
(in € million)	YTD 2023	YTD 2024	YTD 2023	YTD 2024	YTD 2023	YTD 2024	YTD 2023	YTD 2024	YTD 2023	YTD 2024
Total operating revenue	2,276	2,316	1,652	1,706	971	943	181	178	(529)	(512)
Other income	3	0	3	0	0	0	-	-		-
Cost of materials	(67)	(55)	(47)	(40)	(9)	(8)	(10)	(6)		-
Work contracted out and other external expenses	(1,161)	(1,227)	(1,103)	(1,155)	(495)	(483)	(92)	(101)	529	512
Salaries and social security contributions	(750)	(749)	(310)	(314)	(350)	(349)	(90)	(86)		-
Pension contributions & related costs	(69)	(71)	(27)	(27)	(29)	(30)	(14)	(14)		-
Depreciation, amortisation and impairments	(130)	(140)	(61)	(66)	(19)	(20)	(49)	(54)		-
Other operating expenses	(91)	(101)	(86)	(86)	(73)	(82)	69	67		-
Total operating expenses	*(2,267)*	*(2,343)*	*(1,634)*	*(1,688)*	*(976)*	*(972)*	*(186)*	*(194)*	*529*	*512*
Operating income / EBIT	**12**	**(27)**	**21**	**18**	**(4)**	**(29)**	**(5)**	**(16)**	**-**	**-**
EBITDA										
Operating income / EBIT	12	(27)	21	18	(4)	(29)	(5)	(16)		
Depreciation, amortisation and impairments	130	140	61	66	19	20	49	54		
Reported EBITDA	**142**	**113**	**82**	**83**	**15**	**(9)**	**44**	**38**		
IFRS16 impact (depreciation RoU assets)	(52)	(55)	(35)	(38)	(9)	(9)	(8)	(8)		
EBITDA excluding IFRS16 impact	**89**	**58**	**47**	**45**	**6**	**(18)**	**36**	**30**		

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PostNL Q3 2024 results

Free cash flow per segment Q3 2024

(in € million)	PostNL		Parcels		Mail in the Netherlands		PostNL Other & Eliminations	
	Q3 2023	Q3 2024	Q3 2023	Q3 2024	Q3 2023	Q3 2024	Q3 2023	Q3 2024
EBITDA	33	27	20	25	(7)	(13)	20	15
Change in pensions	0	0	0	0	-	-	(0)	(0)
Change in provisions	(1)	4	0	1	(2)	3	0	(0)
Change in working capital	(9)	(14)	44	11	(60)	(53)	6	28
Capex	(26)	(24)	(7)	(5)	(2)	(2)	(17)	(17)
Disposals	(3)	0	(3)	0	0	0	(0)	(0)
Interest paid	(6)	(14)	(1)	(3)	(1)	(1)	(4)	(9)
Income tax paid	(0)	(28)	0	(1)	4	5	(4)	(33)
Lease payments and related cash flow	(19)	(26)	(12)	(19)	(5)	(4)	(3)	(3)
Other	6	7	0	(0)	0	0	6	7
Adjusted free cash flow	**(26)**	**(68)**	**43**	**9**	**(72)**	**(64)**	**4**	**(13)**
Settlement payment transitional plan	0	-	0	-	0	-	0	-
Free cash flow	**(26)**	**(68)**	**43**	**9**	**(72)**	**(64)**	**4**	**(13)**
Free cash flow yield	-3%	-11%						

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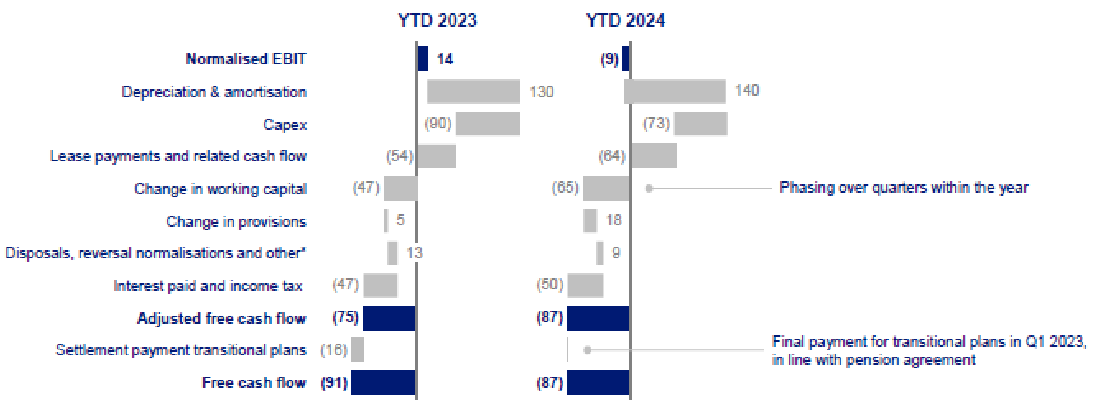
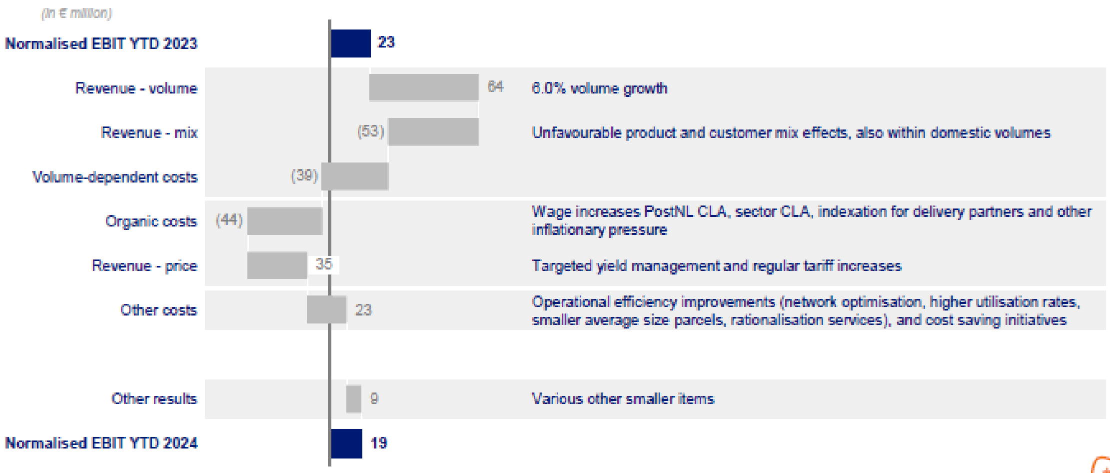
PostNL Q3 2024 results

Cash flow YTD



27 * The provision for claims and indemnities increased. These claim-related costs have been assessed as exceptional items.

Parcels YTD 2024 normalised EBIT bridge



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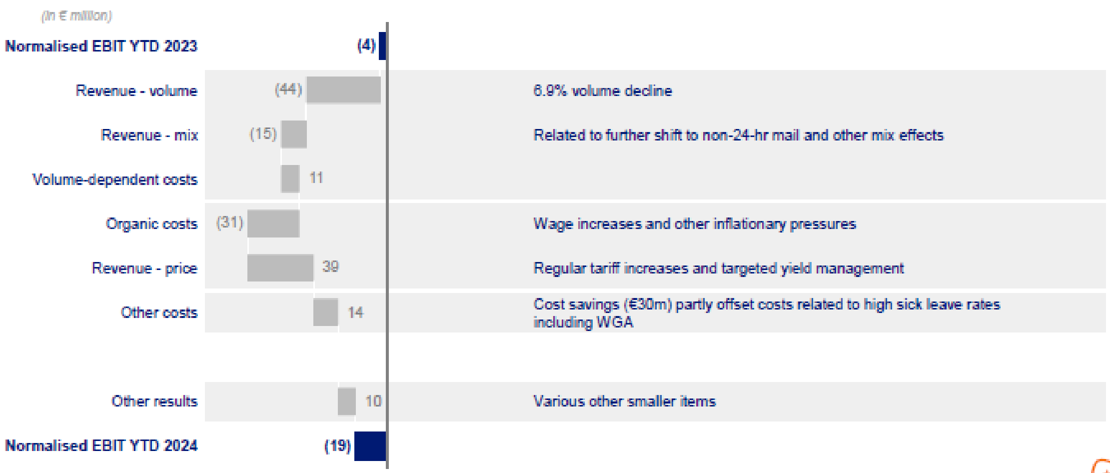
Mail in the Netherlands YTD 2024 normalised EBIT bridge



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PostNL Q3 2024 results

Profit and normalised comprehensive income*

(in € million)	Q1 2023	Q1 2024	Q2 2023	Q2 2024	Q3 2023	Q3 2024	YTD 2023	YTD 2024
Operating income / EBIT	7	(21)	17	15	(12)	(21)	12	(27)
Net financial expenses	(1)	(0)	(2)	(2)	0	(2)	(2)	(4)
Results from investments in JVs/associates	(0)	0	(0)	(0)	(2)	(4)	(2)	(4)
Income taxes	(2)	2	(3)	(4)	4	6	(2)	4
Profit/(loss) from discontinued operations	1	(0)	(1)	(0)	(0)	0	(0)	0
Profit	**4**	**(19)**	**11**	**10**	**(10)**	**(21)**	**6**	**(30)**
Other comprehensive income	(0)	2	(2)	2	4	(0)	2	4
Total comprehensive income	**4**	**(17)**	**9**	**12**	**(5)**	**(21)**	**8**	**(26)**
Normalisation on EBIT, net of tax	0	9	0	2	1	2	2	13
Exclude result from discontinued operations	(1)	0	1	0	0	(0)	0	(0)
Normalised comprehensive income	**4**	**(8)**	**10**	**14**	**(4)**	**(19)**	**10**	**(13)**

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* Normalised comprehensive income is defined as comprehensive income normalised for incidentals in operating income/EBIT, net of statutory tax, as well as the net result from discontinued operations

PostNL Q3 2024 results