



Preliminary results FY 2020

The Hague, 21 January 2021





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Jochem van de Laarschot – Director Communications & Investor Relations PostNL:

Thank you all for joining us this morning. We have issued a press release with our preliminary results for the fourth quarter and the full year 2020 and we thought it was a good idea to offer you the opportunity to listen to a short presentation by our board of management and with the opportunity to ask some questions. With me in the room are Herna Verhagen, our CEO, and Pim Berendsen, our CFO. Now handing over to Herna for the presentation.

2020: an exceptional year in unprecedented circumstances



- Thanks to hard work of our people and resilience of our business, we were able to play a vital role in society
- Strong Q4 results and improved and strong financial position:
 - increase performance-related compensation to reward our people and the people working for our sorting and delivery partners of Parcels in the Netherlands with an extra payment
 - re-instate dividend for 2020

3

Health and safety of our people, partners and customers always come first



Herna Verhagen – CEO PostNL: Thanks Jochem, and welcome all in the call. We want to give you an update on an exceptional year in of course unprecedented circumstances and give you a view on 2021.

If we look back at 2020 it has been a special year in many ways and in very difficult circumstances. If you think about the results we delivered and we announce today, it is also



thanks to the hard work of our people and the resilience of the network. That gave us the opportunity and possibility to play a vital role in society. Because of that and because of the strong Q4 results, and especially in the month of December after the full lock-down in the Netherlands, we will of course also give our people a performance-related compensation to reward them for the hard work. That is what we also will do for our sorting and delivery partners of Parcels in the Netherlands. This is above, of course, the payment we also communicated when we did our trading update in October. The cost for both of those performance-related compensations is part of 2020. We are happy that with all the measures we have taken to keep our people healthy and safe, we are able and still are able to do the work we want to do and that we have to do. With all the uncertainty going forward, health and safety remain to be our key priorities.

Significant outperformance earnings and cash flow guidance



- Extremely busy Q4 accelerates already strong performance of first three quarters
- Exceptional performance in last weeks of the year mainly driven by Mail in the Netherlands



Key financial metrics for 2020

- Revenue expected to be around €3,250m, up 14%
- Normalised EBIT expected to come in at around €240m
 - of which €55m is qualified as exceptional, driven by Covid-19
- Free cash flow at around €185m
- Normalised comprehensive income around €195m which is the basis for dividend*

* pay-out ratio 70%-90% according to dividend policy; for 2020 fair to assume the low end of the range

Strong operational performance and improved financial position allow for reinstatement of dividend



4

If you then look into the results of 2020, we delivered a significant outperformance of our earnings and also of our cashflow guidance. It was an extremely busy Q4, which accelerated the already strong performance of the first three quarters. Exceptional results were delivered



by Mail in The Netherlands and we saw that because of the full lockdown many more Christmas cards were posted and via us distributed than we had expected. They were distributed in a very efficient way, leading to an exceptional performance.

Growth in Parcels continued and also showed a peak after full lockdown, which started mid-December. That has led to in our view to extraordinary figures and numbers. If you think about the key financial metrics we set for 2020, we overperformed.

Our revenue is to be expected around EUR 3.25 billion, which is 14% up compared to 2019. Our normalised EBIT will be around EUR 240 million, of which EUR 55 million is qualified as 'exceptional driven by Covid'. That is partly in Parcels – EUR 40 million – and partly in Mail in the Netherlands for EUR 15 million.

While we go through a few of the financial details, Pim will give you some more highlights around these exceptional EUR 55 million.

Of course, when we think about our extraordinary performance, it is also translated in our free cashflow, which will come in at around EUR 185 million. Lots of work has been done into these results and that is of course next to our extraordinary business performance, also for example sale and lease back, pension agreement, and strong working capital measures.

Last but not least, our normalised comprehensive income is around EUR 195 million, which is the basis for dividend. As we have stated in our press release, this will allow us to reinstate dividend for 2020. As you know, the pay-out ratio of our dividend is between 70% and 90% and we expect to be a little bit at the bottom of the range in our pay-out ratio, for which we will of course ask approval of our shareholders.

It was a very strong operational year, which in the end led to a very strong financial year, which will allow us to reinstate dividend over 2020.

Let me give you some highlights on the financials of 2020 and, also important, our expectations when it comes to 2021.

Pim, please take over.



Significant outperformance earnings and cash flow guidance



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4

Pim Berendsen – CFO PostNL: Thank you, Herna. I will move to slide 5 to start off. We are talking about preliminary results. Obviously, we are still in the process of finalising our full year-end closed in conjunction with our auditors, but the normalised EBIT number is, as it stands, at EUR 240 million for the full year 2020. That includes EUR 55 million of what we consider to be non-recurring Covid-19 implications. Those are split between Mail in the Netherlands and Parcels. EUR 40 million of Parcels and EUR 15 million of normalised EBIT-contribution in Mail in the Netherlands.

To start off with the first, at Parcels year-to-date Q3 we have indicated that on the back of the lockdown in Q2 up to and including Q3 we had 10 million to 15 million of volume items that we deemed to be non-recurring. That number has increased in the fourth quarter, predominantly by the step-up that we saw in volumes since the second lockdown. All in all, we expect around 25 million of the 337 million parcels to be non-recurring.

Next to that, we have reported throughout the quarters – and that remains to be the case in the fourth quarter – positive price/mix developments that are also partially non-recurring, given



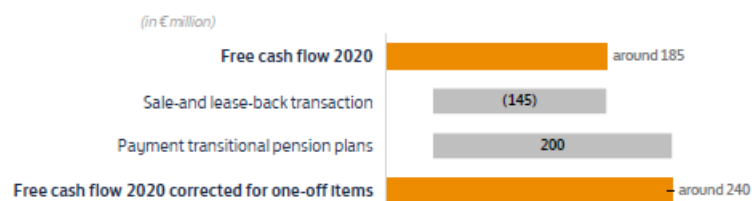
the fact that smaller clients have used more single items, which has a positive impact on price/mix.

What this also shows is the robustness of our network. Being able to scale up and scale up even more than initially expected in the fourth quarter has led to almost equally spread flows over the days of two weeks. That actually gives you a very good utilisation of your capacity and, as such, also high margins.

On the Mail in the Netherlands side, the overperformance, and the non-recurring component of that performance of EUR 15 million is completely driven by period 12, so in December, where we have seen a huge improvement on the greeting cards and single items, obviously resulting in a favourable price/mix effect and turning into these very strong profit numbers.

Herna already told you that we have decided to increase the variable component of pay towards our people and the people working for our sorting and delivery partners. Those costs are included in the EUR 240 million for the year.

Free cash flow around €185m in 2020



Drivers for cash flow development

- business performance
- pension agreement
- strict working capital management
- sale-and-lease back transaction
- further de-risking of our portfolio through divestures of Nexive, PCS, Spotta and Adeptiv

Supported by extraordinary business performance and strict capital allocation actions



6

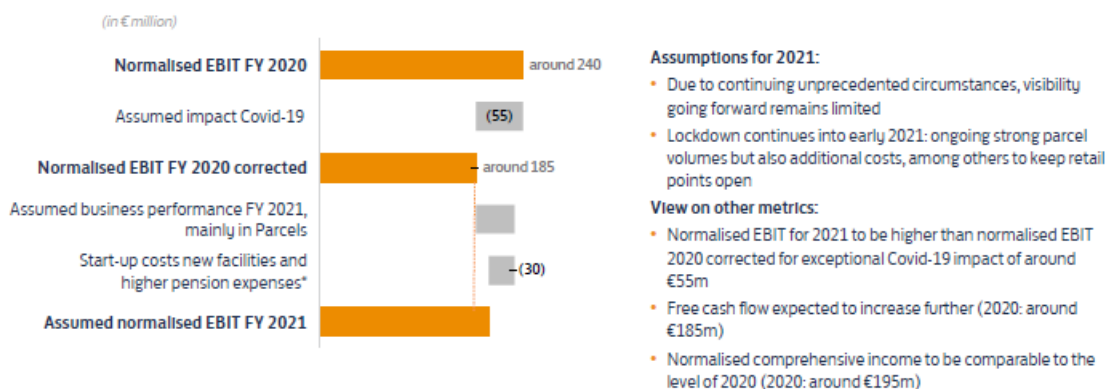
Free cash for 2020 is around EUR 185 million. There are obviously two big components in the cash flow statement that are easy to recognise for you. The sale- and lease back transaction



brought in EUR 145 million and there is a cash-out on the transitional pension plans of EUR 200 million. Free cash corrected for these one-off items would be around EUR 240 million.

If you look at the cash flow and if you look at our initial thoughts in the beginning of 2020, you see a huge improvement. Obviously, on the back of that sale- and lease back transaction and on the back of the pension agreement that turned out to be more favourable on cash terms of EUR 100 million, of which EUR 85 million is postponed in five equal instalments for the next years, but also strict working capital management allowed us to turn a bigger cash conversion out of the profits. Next to that, we have made very good and strong steps in de-risking our portfolio through several divestitures, Nexive, PCS, Spotta, and Adeptiv, which also has supported the balance sheet being as strong as it currently is.

Into 2021 – based on preliminary results 2020 and current assumptions Outlook 2021 to be provided on 1 March 2021



* non-cash; higher defined obligation and higher service costs due to lower discount rate, balanced by expected actuarial gain (other comprehensive income)

Continued investments in network and accelerate digitalisation of activities



It is good to think a little bit about how we should look at that 2020 performance in light of the 2021 year that has already started. There, I think it is important to note that we will be with you with an outlook for 2021 on 1 March. The key assumptions that we currently make for 2021 are that obviously there remains a certain amount of unclarity. There is a lack of visibility on what the consequences of Covid-19 are going to be in 2021, what we have assumed and what we currently still notice obviously, is higher volumes into early 2021 for at least the first two or three months as a consequence of the lockdown that we currently see. But over time, when



lockdown alleviates and retail stores will open again, we expect volume to go down. The trendline of course goes down a bit. But you have to recognise that particularly in the beginning of 2021, we incur significant additional costs for instance in relation to the retail stores that we compensate for the fact that they can only be open for our services and those costs are obviously also taken into account in the initial view on 2021.

If you look at the bridge, we start with normalised EBIT for the full year 2020. We deduct the EUR 55 million of Covid-19 incidentals, non-recurring impacts, and the base line to start thinking about 2021 for us is around EUR 185 million.

We expect Parcels to continue to grow and also to benefit from some non-recurring Q1 additional volumes in 2021 and as such they will grow their profit numbers in 2021. At the same time, there are two important cost elements that we need to take into account.

Pension expenses are increasing as a consequence of the reduction of interest rates and an increase in indexation rates as a consequence of good results on investments of the pension fund. The pension expense for 2021 is expected to be around EUR 18 million higher and, as such, the result EUR 18 million lower as a consequence of that in 2021 in comparison to 2020. So please take that into account when defining your 2021 expectations. Next to that, we will open up new facilities in this year to be able to grow the parcels business and in relation to particularly the opening up of our Small Parcels Sorting Centre we expect around EUR 10 million to EUR 15 million additional costs because we will not be able to utilise fully, as of day one, those facilities. Those two elements relate to the minus EUR 30 million there.

All in all, that will bring us to a normalised EBIT level of 2021, which is going to be higher than the EUR 185 million base from 2021 that we have talked about.

It is important to note that we will continue to invest in our network and that we will continue to invest in the digitalisation of our activities. So, the step-up in investments that we talked about before from roughly the EUR 90 million mark in 2020 towards EUR 130 million to EUR 150 million is taken into account.



Publication Q4/FY 2020 results and outlook 2021

- Q4/FY results
- More details of the Digital Next program
- Outlook 2021, including the financial implications of Digital Next

8

See you on 1 March 2021



What we said is that on 1 March we will get back to an acceleration of our Digital Next programme and the financial implications of that programme will be shared with you at that moment in time. So, on 1 March we will give you all the details about 2020 and more details about the Digital Next programme in terms of our strategic objectives and the financial consequences of that. That will be captured in the outlook 2021. We will share that with you at that moment in time.

That brings us to the close of the presentation. Jochem, back to you.

Jochem van de Laarschot – Director Communications & Investor Relations PostNL:
Operator, we have a couple of questions waiting for us.



QUESTIONS AND ANSWERS

- **Frank Claassen – Degroof Petercam**

Good morning, two questions please. First of all, on your mail volume decline. Only minus 0.2 in Q4; that is really strong. Was there a catch-up effect of the direct mail campaigns or is it purely driven by the season greeting cards? So, some colour around that, please.

Secondly, to come back on your guidance. It looks as if you fully exclude the Covid impact in 2021. Do you not expect any positive impact from Covid in 2021? Some words on that, please?

Herna Verhagen – CEO PostNL: When it comes to the mail volumes, it was a strong quarter. For the full year we still see a very strong decline in mail. Part of that catch-up is direct mail and part of it is greeting cards. Those Christmas cards or greeting cards are the biggest influencer, impactor of the good price/mix effect for Mail in the Netherlands in December 2020.

On exact expectations on volume decline going forward and what the improvement of direct mail on the fourth quarter means for 2021 is what we will share on 1 March.

Pim Berendsen – CFO PostNL: On your second point, what I have tried to highlight is that in the 2020 numbers – the 337 million parcels – there is around 25 million of non-recurring volumes that in our mind are driven by specific lockdown effects or incidental buys as a consequence of people working from home. That is the original 10 million to 15 million that we have talked about before. Obviously, we see a structural trend of an increase of underlying e-commerce spend. Online has gained market share from offline, which in itself will lead to a step-up of the growth expectations. Those are part of our assumptions for 2021. So, part is structural. That is what we have baked into our assumptions but also part of 2020 is non-recurring incidental as a consequence of lockdown, which we do not expect to continue for the full year 2021. Let's hope so. That is indeed the case.

Herna Verhagen – CEO PostNL: That is also the reason why we say in the press release that improvement of business performance is mainly at Parcels. That gives you a clue that part of the effect of the lockdown on Parcels is a structural effect and will be taken into account in 2021.



Frank Claassen – Degroof Petercam: Thank you.

- **Mark Zwartsenburg – ING**

Good morning. I have a couple of questions. First of all, I would also like to come back on the one-off, the EUR 55 million and then the 25 million volumes in Parcels. What is exactly defined as a 'one-off'? Can you give a bit more colour on what you basically now exclude from the 2021 figures?

Pim Berendsen – CFO PostNL: I am only talking about Parcels at the moment, so the 10 -15 million we explained as incidental volume as a consequence of people starting work from home as of March 2020 throughout the second quarter since staff started to work from home, some equipment to facilitate all of that and some additional health-driven products that we deem to be incidental. Those will not recur; if you bought yourself a new headset to be able to work from home you will not buy one again next year. That is one element to it.

The other element is that we follow the growth lines, the structural trend lines month over month. What we disregard is a specific step-up that we can see as a consequence of the lockdown effect. So, if you look at a trend line and you see a steep step-up because of the mayors of the bigger cities saying you should not go into the city centre but buy online and the effect of the lockdown, those elements together are considered to be above and beyond the structural online growth levels. That is taken into account in the 25 million parcels volume, around the 25 million that we exclude. Those 25 million against the average margin plus the favourable price/mix effect together led to EUR 40 million of profit relating to that non-recurring part of business.

Mark Zwartsenburg – ING: Is this then the 49 for the parcels?

Herna Verhagen – CEO PostNL: 40! EUR 15 million for Mail in the Netherlands and EUR 40 million for Parcels.

Mark Zwartsenburg – ING: Correct. So, I need to come back on Frank's question: what did you take into account for the EUR 185 million? That then is the floor for 2021. Did you assume indeed additional positives like the 10 million step-up that you saw when things were really



closed down for January and February? Is that already included or is that because of the low visibility and because it is still early in the year?

Pim Berendsen – CFO PostNL: That is included. We know what we carry each and every day, so the additional volume in January and February as a consequence of lockdown still being there is included in this higher than EUR 185 million.

Herna Verhagen – CEO PostNL: In the press release we also said that we do not expect this level to continue for the full year. We took a certain step back into account of volumes of we see today because of lock down.

Mark Zwartsenburg – ING: Okay. Then I have a question on the investments for 2021. The EUR 10 million - EUR 15 million extra sound high is that correct? Or does it also already include some of the digital investments?

Pim Berendsen – CFO PostNL: The EUR 10 million that I explicitly mentioned as part of the minus EUR 30 million in the bridge relates to a temporary under-utilisation of the new facilities. They will not operate at max capacity and we will take some time to get to the productivity levels. That is the EUR 10 million we talked about. The costs, depreciation, and other costs in relation to the step up of investments from around EUR 90 million to EUR 130 million to EUR 150 million that we talked about before are obviously part of this. What is not part of that and what we consider accelerating, even beyond that point of investment in our digital capabilities and potential investments in relation to that but also attractive returns that relate to that. These are not part of these numbers. There we will share more details, both in terms of ambition levels as well as financial consequences with you on 1 March.

Mark Zwartsenburg – ING: And just to be sure, the digital investments that might already begin this year will not lower that floor? That floor is there.

Pim Berendsen – CFO PostNL: No, that is not what we say. The Digital Next consequences on the short and the longer term will be shared with you on 1 March, so they could have an impact on the overall assumed normalised EBIT-levels for 2021.

Herna Verhagen – CEO PostNL: And – as is stated by Pim – what is important is that when we do investments there needs to be a certain return to it. It is always a combination of the two.



Mark Zwartsenburg – ING: Yes, for the longer term it will be a plus. I just want to know if you defined a bit of a floor because you put it out there.

Pim Berendsen – CFO PostNL: If you look at the slide it starts with around EUR 185 million. It says that normalised EBIT 2021 will be higher than normalised 2020, corrected for EUR 55 million Covid-19 impact. The orange bar is a little bit higher as it currently stands. Let's wait until we are able to share our Digital Next programme. Particularly, if you talk about digital you can rely on the fact that we will only consider investments that truly bring additional value that we can capture, and of which returns will be significantly higher than our existing return on invested capital. So, that will definitely be very accretive to value creation, otherwise we will not consider them.

Mark Zwartsenburg – ING: My last question is whether you can share with us the price/mix impact in Parcels in Q4? Was it positive and, if so, by how much?

Pim Berendsen – CFO PostNL: It is definitely positive but exactly how much you have to wait until 1 March. But it is positive and obviously, it is positive for the entire year. That is also why I make the point that part of that is not recurring.

Mark Zwartsenburg – ING: Very clear. Thank you very much for the details.

- **Henk Slotboom – The Idea!**

Good morning. I have a couple of questions, first of all on the free cash flow, the most positive surprise that we saw this morning. You guided for EUR 60 million or at least EUR 60 million and surprise, surprise we saw a figure that was a multiple of that. Obviously, part of that relates to the higher-than-expected EBIT but then there are a couple of other moving parts. Am I right to assume that the biggest impact there was in the working capital? If I understand correctly, Mail in the Netherlands saw a positive momentum in Christmas cards, which is all upfront money. If you refer to a positive mix effect in Parcels, I assume that at least part of the SMEs pays upfront as well. That has impacted your cashflow positively. Perhaps you can give some colour on that. I can understand you cannot give the full figures or the full rundown, but it would help to understand a little bit more of that.



My second question relates to the dividend. You already said you would probably pay a dividend which is at the lower end of the 70% - 90% range. I checked the annual report; do you still plan to give the shareholders the alternative between a cash and a stock dividend? If you pay a stock dividend, do you have any idea whether or not you are going to neutralise the effects? We have seen a lot of dilution in the past of the stock dividend. When I look at the guidance for this year, the cashflow remains very strong. So, there should be no hurdle in that respect.

My last question is that when I look at the sorting capacity – you already alluded to the Small Parcels Centre that will come onstream this year, the facility in Waalwijk – you are opening up a first facility in Belgium and one in Zaandam. Your competitors have invested heavily in that as well. DHL has invested in Zaltbommel and Utrecht and DPD recently opened a centre in Amsterdam. How do you look at this? Is this overkill? Is this something that is easily absorbable by the market if you look at 2021?

Pim Berendsen – CFO PostNL: On the cash: higher than the EUR 60 million in comparison to what it turns out to be, there are a few contributors to that. Obviously, the step up in result is the biggest contributor there. Then there is a slightly lower capex and a slightly better working capital, not necessarily because I followed your argumentation. Yes, it is true that the Christmas cards and the single items quite often turn to cash straight away but parcel growth also in SMEs is normally based on contracts and contract payment terms. So, those receivable positions do not turn into cash in the same month normally. But all in all, also an improvement on working capital, partially through good management but also through mix. There is clearly a different spread between import and export volumes. I have talked about that element before. That also has continued into the fourth quarter with some positive working capital elements to it. So, those three elements together and the full rundown of that bridge you will certainly get on 1 March and they drive the improvement on cash flow.

If you talk about dividend, we indicate what the normalised comprehensive income is for 2020 but we also give some insight in what we expect for 2021, basically comparable to the EUR 195 million of 2020. And indeed, given the fact that we were very happy that we were able to return to dividend but also recognising 2020 as an exceptional year will be at the low end of that pay-out ratio range. But still, I would say a very attractive dividend per share. If you then



look at our policy, we stick to the policy of a choice of cash and scrip dividend for our shareholders to determine and as part of our overall outlook on 1 March we will also give some more guidance as to how we look at capital allocation through investments in business, investments in digital, and potential bolt-on acquisitions if they contribute and potentially other ways to return money to our shareholders but that is something for 1 March.

Herna Verhagen – CEO PostNL: And the latter with a clear priority in what we would like to do first.

Our competitors added sorting capacity or capacity in the market in 2020. We will do so in 2021, which in our view gives us an advantage because we expect growth to continue as we already highlighted when we talked about 2021. If you think about the market in the Netherlands and the growth expected in the parcels market, there is a need for capacity and especially a need for capacity on our side because we expect growth to continue. As said, we worked on the max of our capacity in December, so I do not see it as a disadvantage. I see it as a big advantage, and I am happy to be able to open some of our sorting locations as of this summer.

Henk Slotboom – The Idea!: May I add a smaller add-on, Herna?

Herna Verhagen – CEO PostNL: Yes?

Henk Slotboom – The Idea!: If you look at the fourth quarter, where was the biggest bottleneck? Was that in the sorting capacity or was it in the last mile, the deliverers?

Herna Verhagen – CEO PostNL: I would not talk about bottlenecks, to be honest. If you think that the system as it currently is, is able to do 1.7 million parcels a day then you use everything to the max capacity. In the end, if you want to add capacity you have to add sorting capacity and you have to add distribution capacity. That is what we did in 2020, so in 2020 we added almost 1,000 parcel deliverers and we added capacity by for example working 24/7. We took quite some measures in our current sorting organisation to make sure that we take out the max of it. It is not one or the other; you have to do both.

Henk Slotboom – The Idea!: Okay. I will no longer talk about bottlenecks; I will call them challenges if that is okay with you. Thanks very much for your answers.



Herna Verhagen – CEO PostNL: Thank you, Henk.

- **Najet El Kassir – Bank of America**

Good morning, everyone. You mentioned you had a slightly lower capex benefit in the free cash flow in Q4. Could you please let us know if we should expect that capex to be spent into 2021? Also, could you provide a split of capex in terms of network capex, other capex, and financial leases for 2021? That would be very helpful.

Pim Berendsen – CFO PostNL: On the capex-side it is only a little bit lower than the original or the latest we have shared with you when talking about the Q3 cashflow bridge, so you talk about a couple of million – EUR 5 million to EUR 10 million – less. I have not changed the expectation for FY2021 if we talk about the level of investment that we will do. A step-up from around the EUR 80 million to the EUR 90 million mark to EUR 130 million – EUR 150 million is driven by two main elements, the increase in capacity. So, the two depots as well as the Small Parcels Sorting Centre contribute to that step-up and we already include investments in IT and IT-capacity, given the fact that data flows and parcel flows require also to step up in our IT environment. So, those elements are already part of the EUR 130 million – EUR 150 million and those have not changed because of the fact that we spent a little bit less capex in 2020.

Najet El Kassir – Bank of America: Thank you very much. Can I add on the parcel volume growth? What do you currently see and are you still operating at 24/7 given the current lockdown?

Herna Verhagen – CEO PostNL: Because the full lockdown continued in the Netherlands and will continue at least till 9 February, we are still working at a very high capacity. It is a little bit less than in December because we do not have all Christmas parcels. But we still see very high levels at this moment in time.

Najet El Kassir – Bank of America: Thank you very much. Very helpful.

- **Andre Mulder – Kepler**



Good morning, I have two questions. First, coming back on the EUR 40 million that you mentioned in Parcels. Is that simply an income item or have you also taken into account the extra cost that you plan to pay to staff? Can you already give any indication of that item what is included in the 2020 numbers?

My second question is whether you can provide a bit of a bridge between your expectation that EBIT will go up, but that net income will be stable. What are the elements that we have to take into account there?

Pim Berendsen – CFO PostNL: The EUR 40 million is the EBIT impact of the non-recurring Covid-19 developments. Those EUR 40 million you need to split in a part that relates to the additional volume times the contribution of that volume and, separately from that, there is a positive price/mix effect that will not continue in 2021. Just to give you a bit of an idea – do not make it too exact – roughly three quarters of that EUR 40 million is the volume times average contribution and one fourth is the non-recurring price/mix effect. But that is roughly speaking, so do not get back to me if a few million moved between those buckets but this is roughly how you should look at it.

Andre Mulder – Kepler: It seems that these are income items. Did you also take into account the extra costs that you pay to staff?

Pim Berendsen – CFO PostNL: Yes, it is the overall EBIT contribution. So, costs related to those additional volumes are taken into account, definitely.

Andre Mulder – Kepler: Can you give any indication of what you plan to pay extra to staff?

Herna Verhagen – CEO PostNL: What we are paying extra to staff is cost in 2020, so the performance-related compensation of October and the one we announced today is still cost 2020.

Andre Mulder – Kepler: But can you give any indication of how much that has been?

Herna Verhagen – CEO PostNL: It is around EUR 17 million in total, the two together.

Pim Berendsen – CFO PostNL: So, the additional one was around EUR 8 million and the two are in the around EUR 240 million, above and beyond of what we already accounted for in Q3.



Andre Mulder – Kepler: Okay. And then the bridge between a higher EBIT and a stable comprehensive income?

Pim Berendsen – CFO PostNL: That is because of the fact that the normalised EBIT is negatively impacted by higher pension expense and that higher pension expense does not lead to a higher pension cash-out. The reverse of that element you see back in other comprehensive income because of the fact that the higher pension expense does not lead to a higher cash-out. So, there you see an improvement of the other comprehensive income line that brings the normalised comprehensive income for 2021 to approximately the same level as 2020.

Andre Mulder – Kepler: And any changes we should expect in net interest or tax?

Pim Berendsen – CFO PostNL: Well, they are all included in this around the 2020 marker that I have given you.

Andre Mulder – Kepler: Okay. Thanks.

- **Marco Limite – Barclays**

Good morning. Most of my questions have already been asked so there is really one left. Can you give a bit of colour on how you give a number on the one-off volumes? How do you measure for instance Covid-related one-off volumes?

Herna Verhagen – CEO PostNL: We presented those one-off volumes for the first time in Q3 and then we said it was 10 million – 15 million within Parcels. How did we measure that? You should think about things people order because they have to work at home. So, think about desks, chairs, printers, computers, home health material, et cetera. So, we looked quite specifically around what is ordered in certain categories, what are normal trends and what do we see as peaks because of people starting to work from home. What is added to that is what we saw happening in the Netherlands after the full lockdown that started mid-December and just before that a few mayors in The Netherlands asking not to come to the city to start buying. Those quotes together with the close-down of the non-essential stores also give certain peaks, which we do not expect to come back in 2021. That is how we came to the number.



Marco Limite – Barclays: That is clear. Can you confirm that the EUR 195 million of comprehensive income does not include the capital gain on the sale- and lease back and exceptional write-off in Q1 for the Sand assets?

Pim Berendsen – CFO PostNL: As we announced, the profit from the sale- and lease back is not included in this normalised comprehensive income, as we said we would not include it. So, it is not. This is really the base line based on which you can now quite easily calculate the dividend expectations, given the fact it pointed towards the lowest end of the range.

Marco Limite – Barclays: Thank you.

Jochem van de Laarschot – Director Communications & Investor Relations PostNL: That concludes this session. Thankyou for joining us. We will be in touch with you shortly to collect your new estimates, also based on the information of today. Of course, we will be back on 1 March with the full annual results.

See you then. Thank you!

End of call.