Annual general meeting of shareholders

The Hague – 16 April 2024

Agenda item 1

Opening and announcements

Opening en mededelingen

Agenda item 2

Board report 2023

Bestuursverslag 2023

Agenda item 2a

Discussion of the developments in the financial year 2023, including an update on the ESG policy of PostNL

Bespreking van de ontwikkelingen in het boekjaar 2023, inclusief een update op het ESG beleid van PostNL

Staying resilient in volatile times

Content

Operating in a challenging environment in 2023

Main external developments

- Economic conditions remain uncertain
- Competitive dynamics
- Evolving customer demands
- Tight labour market and wage increases

Own initiatives

Revenue

Smart yield management including price increases

Costs and cash

- Further cost savings at Mail in the Netherlands
- Focus on cost control and efficiency improvements
- Strict cash flow management

People

Reduction of 200-300 FTEs in overhead, mainly at Parcels, and other indirect cost measures

Staying resilient in volatile times

FY 2023 performance

- -0.2% volume decline at Parcels
  2022: -10.2%
- -7.4% volume decline at Mail in the Netherlands
  2022: -8.0%
- €3,165m revenue
  +1% compared with 2022
- €92m normalised EBIT
  2022: €84m
- €39m cost savings at Mail in the Netherlands
  2022: €27m
- 10% average carbon efficiency improvement

with solid fundamentals

- €52m free cash flow
  2022: €40m
- €462m adjusted net debt
  2022: €467m
- 1.7x leverage ratio
  2022: 1.9x
- €0.09 proposed dividend
  2022: €0.16
- 8.9m consumer accounts
  2022: 7.8m
- 903 automated parcel lockers
  2022: 517

FY 2023 performance

Normalised EBIT of €77m in Q4 2023, impacted by significant organic cost increase

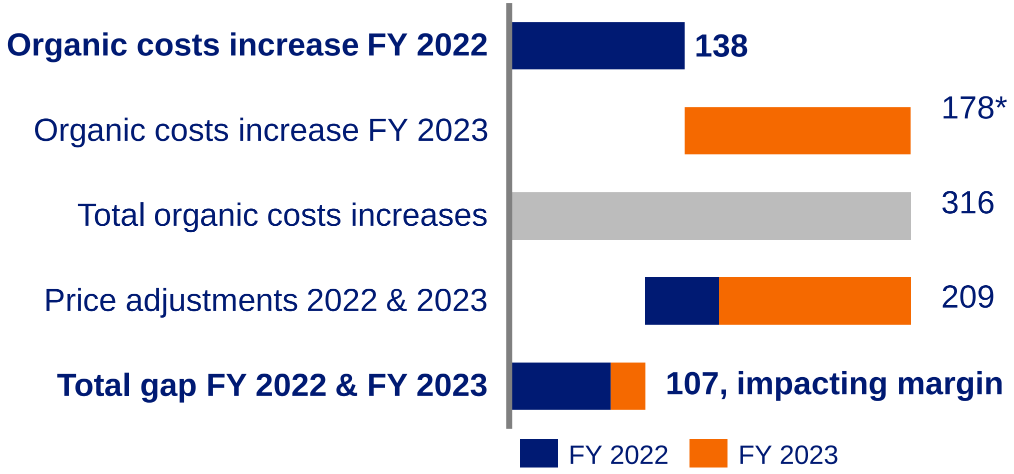
Key financial metrics

(in € million)	FY 2022	FY 2023	change
Revenue	3,144	3,165	1%
Normalised EBIT	84	92	10%
Free cash flow	40	52	
Normalised comprehensive income	90	52	-42%

Performance includes

- €75m positive impact from pensions, visible in PostNL Other
- €178m organic cost increases in 2023 (FY 2022: €138m)

(in € million)



* ~70% related to labour (CLAs and minimum wage increases, temporary workers and delivery partners)

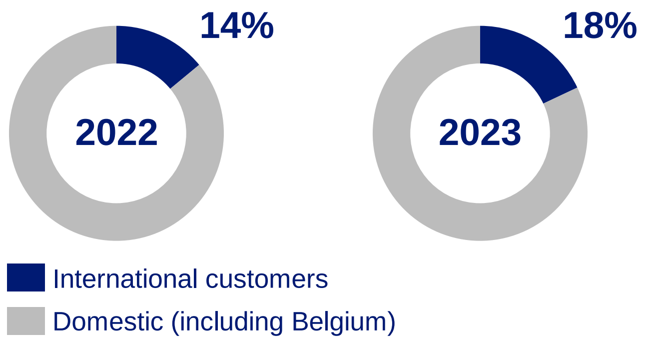
Volume composition changing

Dilutive effect on average revenue per item, putting pressure on margin

Parcels

- Shift from domestic to international customers, with strong growth from large Asian customers, partly explained by downtrading in uncertain economic conditions
- % SME segment in total portfolio declines, fewer single items
- Consolidation towards bigger (platform) players
  - solidifying position of own integrator platform
- Slower growth in export items

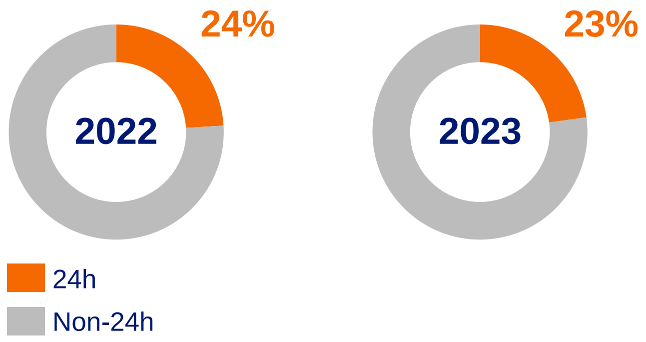
Indicative volume split Parcels



Mail in the Netherlands

- Single items decline faster than bulk mail
- Shift from 24h delivery to non-24h mail items in business/bulk mail

Indicative volume split Mail in the Netherlands



Parcels 2023: Unfavourable shift in mix

Price increases cannot fully mitigate organic costs increases

	Revenue	Normalised EBIT	Volumes	
FY 2023	**€2,260m**	**€47m**	**343m**	**-0.2%**
FY 2022	€2,165m	€56m	344m	

Revenue mix

in € million	FY 2022	FY 2023
Parcels Netherlands	1,431	1,464
Spring	404	475
Logistics solutions and other services	297	283
Other / intercompany	34	38
Parcels	**2,165**	**2,260**

Volume

- Parcel volumes down 0.2%
  - domestic volume below last year, reflecting development in consumer spending
  - strong growth from international customers

Revenue

- Reflecting volume growth and flat price/mix effect:
  - price increases
  - partially offset by less favourable mix, resulting in pressure on average price
- Positive trend cross-border activities; Spring revenue up, most strongly in Asia

Costs

- Significant organic costs increase, mainly labour-related
- Operational measures and further network optimisations resulted in increased efficiency

Mail in the Netherlands: Pressure on costs

Limited volume decline and unfavourable shift in product mix

	Revenue	Normalised EBIT	Volumes	
FY 2023	**€1,373m**	**€50m**	**1,745m**	**-7.4%**
FY 2022	€1,495m	€107m*	1,884m	

Volume

- Volume decline of 7.4%, supported by 19m items for additional elections
- Underlying volume decline due to substitution of around 7%

Revenue

- Moderate pricing policy
  - stamp price increase of 7.9% announced as of 1 January 2024
- Unfavourable shift in mix
  - single items decline faster than bulk mail
  - within bulk mail: shift from 24h delivery to non-24h mail items diluting average price

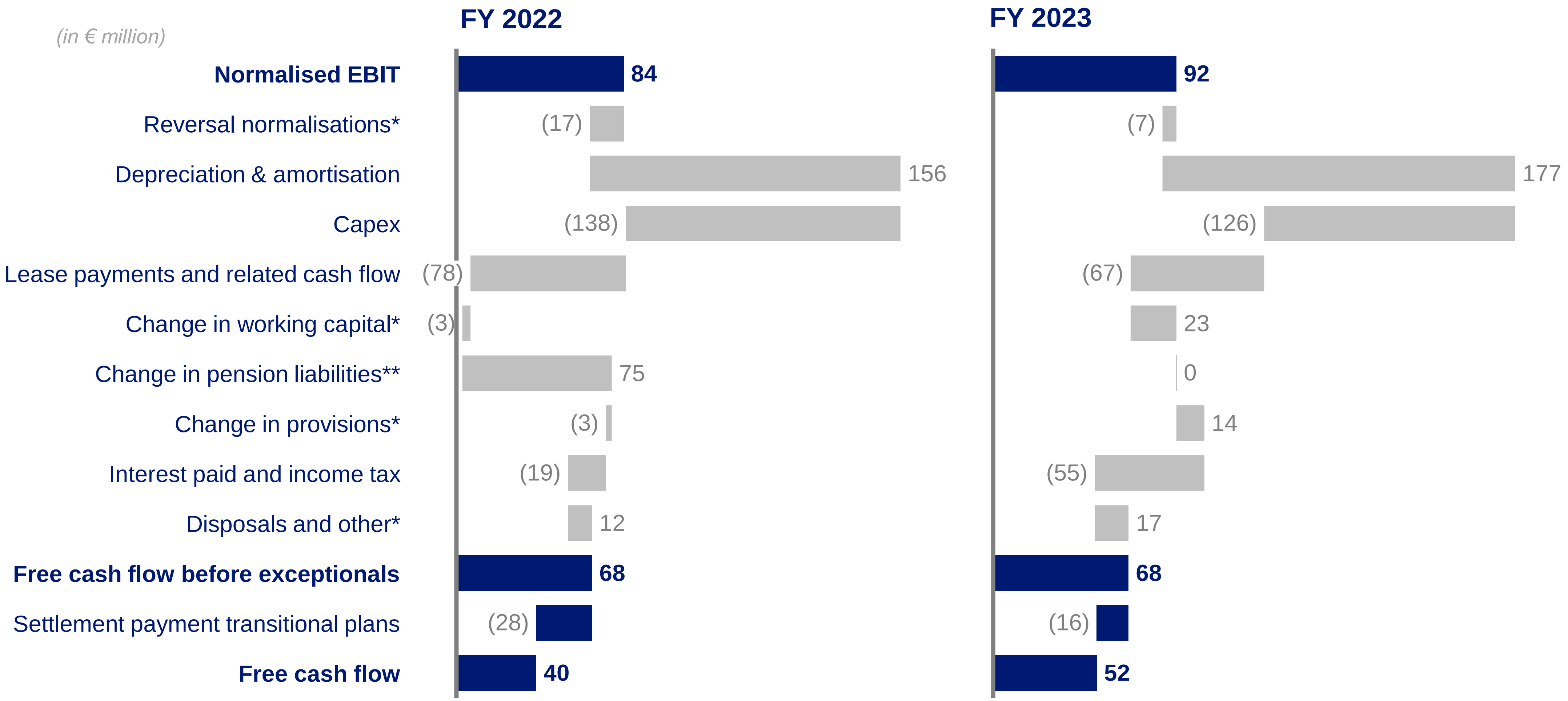
Costs

- Increase in labour costs following CLAs for PostNL and postal deliverers
- Continued higher illness rate in tight labour market
- Additional cost savings achieved through product portfolio optimisation and efficiency gains in sorting and preparation

** €5m Covid-19 impact in FY 2022*

FY 2023 cash flow at €52m

Well above outlook of between €10m and €40m



* FY2022 excluding (non-cash) accounting impact of pension
** based on regular pension contribution

Financial position provides solid base for dividend

Leverage ratio at 1.7x and adjusted net debt at €462m

Balance sheet

(in € million)	31 Dec 2023
Intangible fixed assets	407
Property, plant and equipment	491
Right-of-use assets	293
Other non-current assets	44
Other current assets	426
Cash	518
Assets classified as held for sale	1
Total assets	2,180

	31 Dec 2023
Consolidated equity	*198*
Non-controlling interests	*2*
Total equity	200
Pension liabilities	2
Long-term debt	299
Long-term lease liabilities	240
Other non-current liabilities	155
Short-term lease liabilities	80
Other current liabilities	1,204
Total equity & liabilities	2,180

Adjusted net debt

(in € million)	31 Dec 2022	31 Dec 2023
Short- and long-term debt	745	740
Long-term interest-bearing assets	(17)	(15)
Cash and cash equivalents	(556)	(518)
Net debt	**172**	**207**
Pension liabilities	18	2
Lease liabilities (on balance)	331	320
Lease liabilities (off balance)	29	9
DTA on operational lease liabilities	(83)	(76)
Adjusted net debt	**467**	**462**

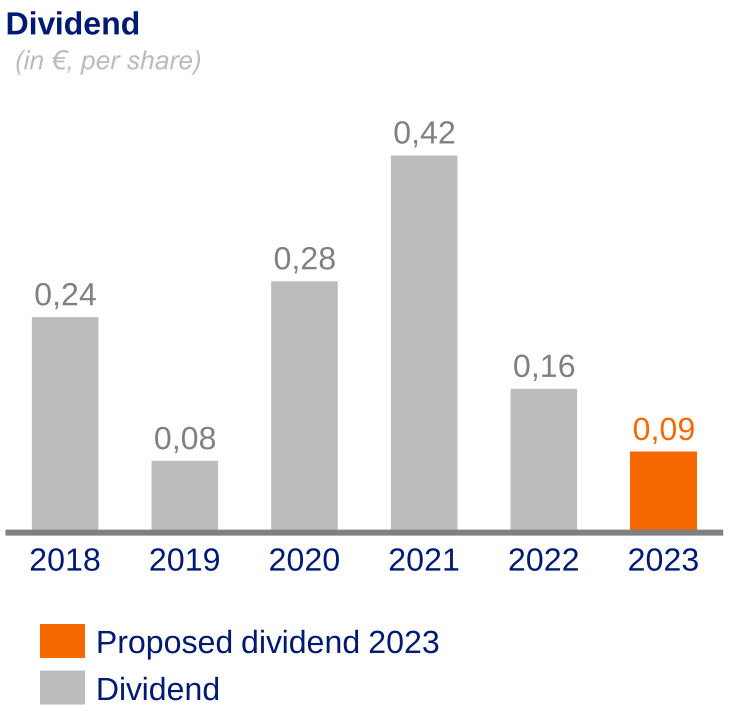
Proposing €0.09 dividend per share to AGM

Financial framework

- Steering for a solid balance sheet with positive consolidated equity
- Aiming at a leverage ratio (adjusted net debt/EBITDA) not exceeding 2.0x
- Leverage ratio FY 2023 at 1.7x (FY 2022: 1.9x)
- Strict cash flow management

Proposed FY 2023 dividend of €0.09

- Being properly financed in accordance with financial framework is condition for distribution of dividend
- Aim to pay dividend that develops substantially in line with operational performance: 80% pay-out ratio of normalised comprehensive income (FY 2023: €52m)
- €0.06 already paid as interim dividend in August 2023



Strategic actions in 2024

Our strategy

Delivering distinctive customer and consumer experience to be the leading logistics and postal service provider in, to and from the Benelux region

Strategic foundation

Parcels: Manage for sustainable growth
Further initiatives to balance volume, value and capacity

Mail: Manage for value
Gradual shift of service level to delivering within 2 days, shifting toward within 3 days over time

Accelerate digitalisation
Focus on simple and smart digital customer journeys to strengthen position

Strategic objectives

Customer value
- Help customers grow their business
- Secure a sustainable mail business

Social value
- Attract and retain motivated people

Environmental value
- More ambitious reduction target submitted to SBTi initiative.
- Aim to reduce emissions by 45% in 2030 for scope 1, 2 and 3
- Fully Net Zero by 2040

Financial value
- Generate profitable growth and sustainable cash flow

Be your favourite deliverer

Confidence in growth potential of e-commerce market

Driven by online penetration and retail spend

Two fundamental drivers of e-commerce growth

Online penetration

- Potential for further online penetration in Netherlands and Belgium, towards higher levels as seen in other countries
- After Covid-19 years, online share in retail spend expected to resume historic growth trajectory

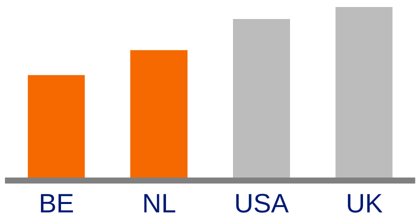
Retail spend

- Growth trajectory depending on economic conditions

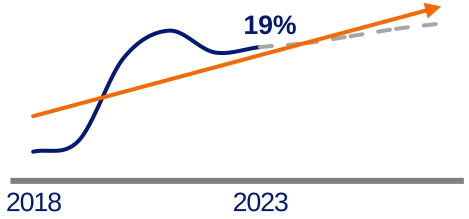
Mid-term development e-commerce market

- Low-single-digit growth domestic market

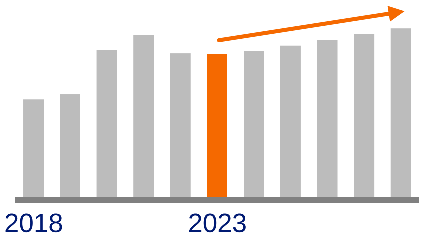
Online penetration
(% of total retail spend)



Online penetration in the Netherlands



E-commerce market spend in the Netherlands



Source: Euromonitor

Balancing volume and value

Yield initiatives to gradually improve profitability

- Targeted approach for SME segment by scaling new digital services and insights
- Further develop cross-border initiatives to attract volume from Asia and Europe
- Tailored pricing policy to balance portfolio and attract favourable parcels
- Revenue and capacity management to capture value in supply chain and manage seasonality
- Focus on last mile NPS: solidify average #1 position in relevant markets by further developing simple and smart digital customer journeys
- Keep market share at least stable

Strict cost control and network rationalisation

Direct and indirect cost savings gradually contribute to better margin over time

- Simplify products and services by redesign and rationalisation of delivery options (e.g., same day and Sunday delivery)
- Reduce direct and indirect costs in first- and middle-mile (collection and transport) by integrating networks, leveraging on network infrastructure
- Reduce kilometres, including in last-mile, by further developing planning algorithms
- Further encourage out-of-home delivery options to reduce costs, improve sustainable delivery and improve NPS
- Scale down DevOps and marketing spend

Mail in the Netherlands

Clear direction set to keep postal service in the Netherlands sustainable

- Aim to consistently achieve rate of return that exceeds the cost of capital
- Transition towards adjusted service level necessary

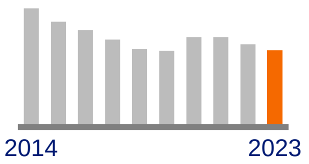
Time has come to change business model

External developments have increased urgency

Strong volume decline

- 35% decline due to ongoing substitution

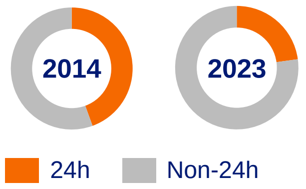
Volume development addressed mail



Changing needs of consumers

- Less demand for next-day delivery
  - 65% decline 24h mail (2014-23)
  - Non-24h mail relatively stable due to consolidation Sandd
  - Impact on margin

Indicative volume split



Pressure on costs, mainly labour-related

- Inflation and higher Dutch minimum wage resulted in severe organic cost increases
- Scarcity in labour market: structural vacancies, also impacting delivery quality

Current situation not sustainable

Cost of capital can no longer be covered without change of business model

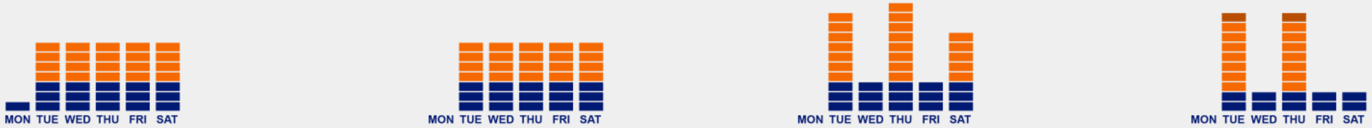
- Further deterioration of performance
  - Organic cost increases are expected to remain high
  - Volume decline will continue
  - Further shift to non-24h mail
  - Moderate pricing policy not sufficient to mitigate these impacts
  - After 2024: change in business model essential to achieve necessary cost savings

We managed to stay financially healthy so far

Consolidation Sandd helped to operate current business model as long as possible

Continuously adapting processes to align with volume development

	2014	2020	2023	2024
Mail volumes	2.7 bln	postnl 1.7 bln + sandd. 0.5 bln } 2.2 bln	1.7 bln	
Reduce # preparation locations	260	99	20	
Optimise delivery				
Reduce # sorting centres	6	5		
Reduce # letterboxes	19,000	16,000	11,000	
Cost savings	→		>€500m	~€40m



Adjustment of business model needs change in regulation

Challenge to achieve necessary savings

Clear direction set to keep postal service sustainable

Adjusted postal regulation necessary

What will remain

- Keep mail accessible, reliable and affordable
- Provide employment for thousands of people
- Priority delivery
- Moderate annual price increases
- Modernisation and innovation of services
- Continue our efforts on cost control

What will change

- Standard mail service level to delivery within 2 days, over time shifting to within 3 days
- Transformation of network and processes, mainly via natural attrition
- Potential for future cost savings

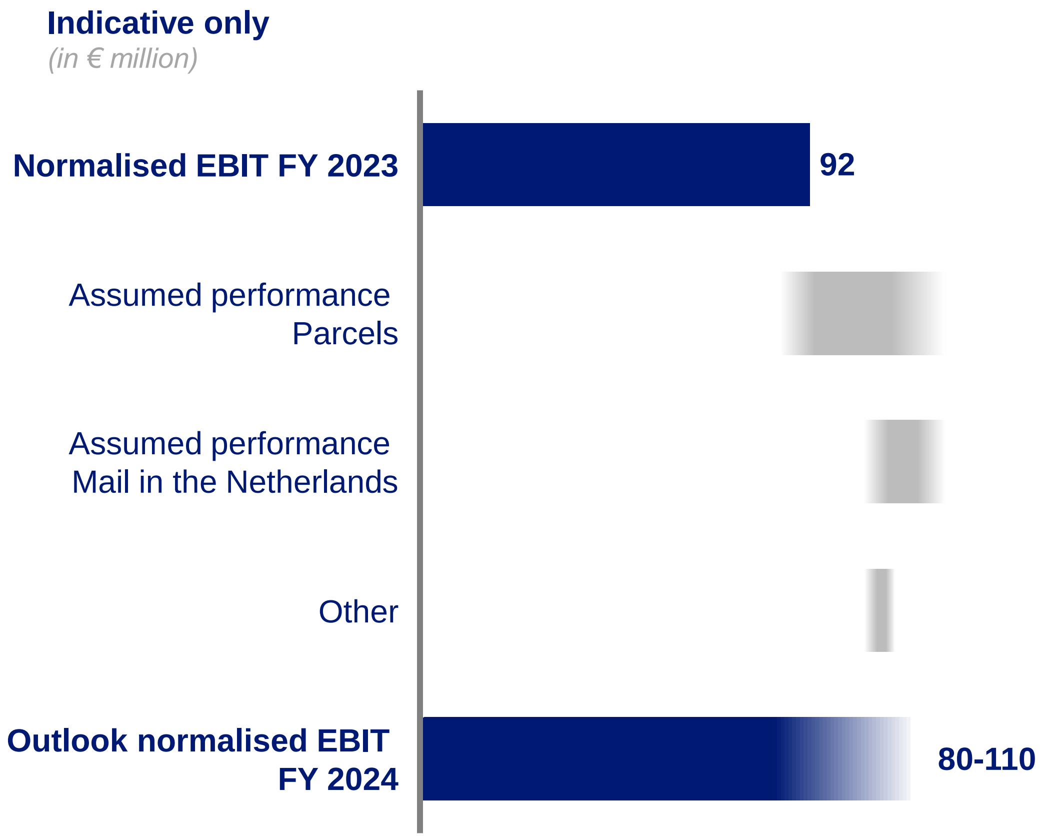
What is necessary

- Relief in USO requirements to fit with lower demand for 24h mail

Outlook 2024 and beyond

Transition from 2023 to 2024

Continued pressure from organic cost increases



Main assumptions for 2024:

- Significant organic cost increases of ~€155m, mostly absorbed by price adjustments of ~€135m
- €25m annualised run-rate cost savings (2023: €5m) from reduction of 200-300 FTEs in overhead and other measures to reduce indirect costs

Parcels:

- Domestic: 2%-4% volume growth, more or less in line with market
- International: double-digit volume growth, mainly driven by Asian web shops
- Total volume growth: 7%-10%
- Prices up, but unfavourable development in product and customer mix puts pressure on margin
- ~€35m contribution from strict cost control and network rationalisation

Mail in the Netherlands:

- 7%-9% volume decline
- Cost savings of ~€40m based on further adjustments of processes in the current business model

Outlook 2024

Quarterly split

Outlook FY 2024

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

- Clear focus on strategy whilst staying disciplined on cash flow management
  - Capex is expected ~€110m
- Aim to pay dividend that develops substantially in line with operational performance
- Acknowledging that external environment remains uncertain

Beyond 2024

Remain leading e-commerce and postal services provider in, to, and from Benelux area

Parcels - Structurally delivering a return that exceeds cost of capital

- Growth in e-commerce drives volume and result
- Commercial and operational measures to gradually improve profitability towards average margin over 2019-23
  - targeted yield strategies
  - rationalisation of services and optimisation of collection and transportation processes
  - encouraging of out-of-home delivery options
  - continue to balance investments and working capital
- Rationalisation of network to support operational leverage
- Base scenario: gradual improvement macroeconomic conditions, exact timing and extent uncertain

Mail in the Netherlands - clear direction to keep postal service in the Netherlands sustainable

- Achieve sustainable level of cost savings going forward
  - transition towards service level for standard mail, to be delivered within two days, moving towards within three days over time
  - adjustments in regulation necessary
- Committed to keep postal network in the Netherlands accessible, reliable and affordable for all Dutch citizens

Presentation Audit Committee

Presentatie Audit Committee

Presentation KPMG

Presentatie KPMG

AGM
Presentation PostNL N.V.

16 April 2024

Our opinion and audit process

01. Our auditor’s report

- Auditor’s report on consolidated and corporate financial statements
- Our opinion: unqualified
- Management report and other information

02. Materiality

Materiality of EUR 16 million

- 0.5% of 2023 revenues
- Misstatements in excess of EUR 750 thousand are reported to the Supervisory Board

03. Group audit

- Procedures performed by group team with exception of Spring Hong Kong for which a component auditor was involved
- 86% of total revenues and 91% of total assets in scope

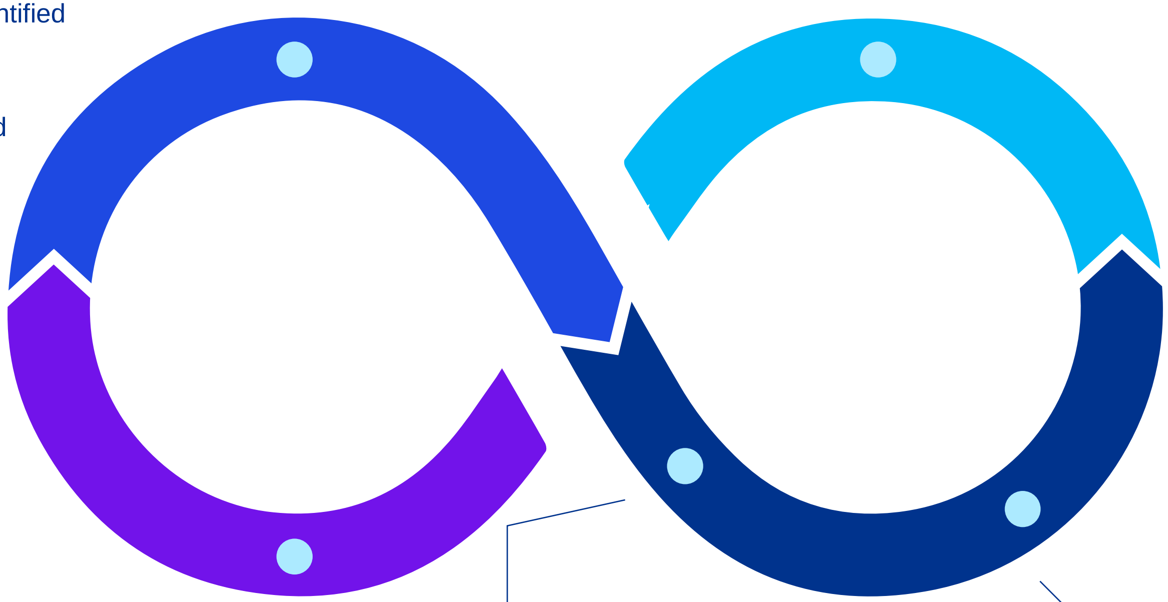
04. Specialists involvement

- IT specialists
- Valuation specialists
- Forensic specialists

05. Communication

- Frequent communication with management and supervisory board
- Attended all five audit committees

Audit observations



01. Fraud risks and approach

- Fraud risk revenue recognition terminal dues and management override of controls identified (both presumed fraud risks)
- No indications and/or reasonable suspicion of fraud that are considered material

02. Non-compliance with laws and regulations

- Postal legislation and Universal postal services regulations
- Recurring non-compliance risk for delivery partners in Belgium
- No other indications and/or reasonable suspicion of non-compliance that are considered material for our audit have been identified

03. Going concern

- No risk of going concern identified

04. Climate-related risks

- No material impact on financial statements of climate-related risks identified

05. Cybersecurity

- Cyber risks identified
- No cyber incidents identified with material impact on financial statements

Audit observations (continued) and other relevant topics

06. Internal control observations

- View of quality internal control environment
- Key observations reported in management letter
- Reflection on culture / soft controls

07. Estimates

- Overall assessment of management making estimates
- Balanced towards optimistic

08. Key audit matters

- Revenue related accruals (terminal dues)
- Change accounting framework corporate financial statements

Non-financial information

- Unqualified assurance report on sustainability information
- Reasonable assurance
- Scope includes non-financial statements and several chapters of the Business Report included in Annual Report

Next years' approach

- Our expected audit approach is largely consistent with the previous year audit approach.
- CSRD Reporting mandatory with at minimum limited assurance.

Q&A

Agenda item 2b

Board report 2023

Bestuursverslag 2023

Agenda item 2c

Discussion of the corporate governance chapter in the Board report 2023

Bespreking van het corporate governance hoofdstuk in het bestuursverslag 2023

Agenda item 2d

Advisory vote in relation to the remuneration report for the financial year 2023 (Resolution)

Adviserende stemming ten aanzien van het bezoldigingsverslag over het boekjaar 2023 (Besluit)

Remuneration report 2023

Remuneration report 15

The Supervisory Board (hereafter: SB) is responsible for the remuneration policy of the Board of Management (hereafter: BoM) and the SB in order to attract, reward and retain qualified Board members and the implementation hereof. The Remuneration Committee oversees and ensures the implementation of the remuneration policies as approved by the shareholders at the AGM and ensures that decision-making is in line with those policies, PostNL's performance and strategic priorities. This report includes an overview of the implementation of the remuneration policies in 2023.

In conversation with our chairman

Remuneration Committee Chairman Ad Melkert reflects on 2023.

How do you look back on 2023 as chairman of the Remuneration Committee?

2023 was a year with many faces due to the ongoing challenging macroeconomic developments. On the one hand, we outperformed on free cash flow, climate impact reduction and kept our leading position in the market. On the other hand, normalised EBIT, employee engagement and quality levels ended up lower than expected. Furthermore, at the beginning of 2023, two collective labour agreements were agreed with the trade unions. From a Remuneration Committee perspective, 2023 was earmarked for the evaluation of the remuneration policy of the BoM and the SB in order to keep attracting, rewarding and retaining qualified Board members in the future.

Can you elaborate on the evaluation of the remuneration policies as mentioned in the previous question?

The evaluation process started with a review of the remuneration policies' guiding principles (which for the BoM are alignment, transparent, compliant, simple, and sustainable, and for the SB alignment, independence, transparent, compliant, and simple). We considered the guiding principles as still fit for purpose and reflective of our view on remuneration. Subsequently, we reviewed the peer group to ensure the composition is aligned with PostNL's current business profile. Based on the guiding principles and updated peer group, we performed a market assessment. In this process, we thoroughly considered PostNL's internal perspective and the societal context we operate in. This resulted in our proposal, which we have discussed extensively with shareholders (representatives), (proxy) advisors and our Central Works Council. Taking into account their valuable input, we have agreed upon new remuneration policies which will be put forward to be voted on at the 2024 AGM.

Which other topics have been discussed in the Remuneration Committee in 2023?

At the start of the year we discussed, amongst other topics, the general base salary adjustment and the realisation of the variable remuneration. This involved an assessment on the remuneration outcomes for the BoM, but given the current remuneration policy structure and governance framework, the assessment did not result in any adjustment to the BoM's variable remuneration outcome. Furthermore, we discussed the remuneration-related impact of the new Corporate Governance Code and the newly installed ESG Committee. Lastly, taking into account the 99.39% votes for the remuneration report 2022 and the positive feedback received from the stakeholder engagement, no material adjustments were implemented in the remuneration report 2023.

On behalf of the Remuneration Committee, I want to thank all stakeholders for their valuable discussions and look forward to presenting updated remuneration policies at the 2024 AGM.

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Remuneration report 2023

- Pages 132-145 of the Annual Report 2023
- Actual Board of Management remuneration 2023: page 139
- Key remuneration outcomes Board of Management:
  - Implementation during 2023 in line with policy
  - Base salaries indexed by 2.5%
  - Short-term incentive payout: 15% of base salary | below target
  - Long-term incentive vesting: 18.75% of base salary | below target
- Key remuneration outcomes Supervisory Board:
  - Fees paid to newly installed ESG-committee in line with other committee fees.
- Questions
- Advisory vote

Agenda item 3

Adoption of the 2023 financial statements (Resolution)

Vaststelling van de jaarrekening over het boekjaar 2023 (Besluit)

Agenda item 4

Dividend

Dividend

Agenda item 4a

Dividend policy

Dividendbeleid

Agenda item 4b

Appropriation of profit (Resolution)

Winstbestemming (Besluit)

Agenda item 5

Release from liability

Kwijting

Agenda item 5a

Release from liability of the members of the Board of Management (Resolution)

Het verlenen van kwijting aan de leden van de Raad van Bestuur (Besluit)

Agenda item 5b

Release from liability of the members of the Supervisory Board (Resolution)

Het verlenen van kwijting aan de leden van de Raad van Commissarissen (Besluit)

Agenda item 6

Remuneration policies

Beloningsbeleid

Agenda item 6a

Adoption of the remuneration policy of the Board of Management (Resolution)

Vaststelling van het beloningsbeleid van de Raad van Bestuur (Besluit)

Remuneration policy updates

Context

Background

- Comprehensive evaluation leading to updated policies for the Board of Management and Supervisory Board
- Aimed to better reflect operating environment and drive strategy execution
- Builds on the existing foundation & guiding principles of the current policies, which remain unchanged
- Extensive stakeholder engagement
- Positive advice from the Central Works Council

No variable remuneration increases in 2024

- Implementation of increases in variable remuneration of the Board of Management will not be implemented in 2024.
- The Supervisory Board will decide on when to implement these changes (in 2025 at the earliest) and will disclose this in the remuneration report. Any increase in variable remuneration will be subject to a performance trajectory in line with PostNL's long term strategy and taking into account stakeholder interests.

* For more details we refer to the proposed remuneration policies for the Board of Management and Supervisory Board as part of the AGM agenda and published on https://www.postnl.nl/en/about-postnl/investors/shares/shareholders-meeting/

Remuneration policy | Board of Management

Key changes

Element	Key changes	Rationale for change

STI and LTI opportunities	• Increase in target opportunity levels
	  • STI**:** 40% of base salary *(currently 37.5%)**
	  • LTI**:** 50% of base salary *(currenty 37.5%)**
	These changes will not be implemented in 2024
		• Bring opportunities closer to Policy ambition level (25th percentile)
		• Acknowledge that fee levels have not been adjusted since 2013

STI and LTI performance framework	• Introduction of threshold and stretch pay-out:
	  • STI: Introduction of threshold pay-out of 18.75% (20%*) of base salary
	  • STI: Introduction of stretch pay-out of 60% of base salary*
	  • LTI: Introduction of stretch vesting of 75% of base salary*
	Stretch pay-out/vesting will not be implemented in 2024
		• Improve pay-for-performance mechanism

STI and LTI performance measures	• Flexibility to determine annual performance measures from a “bucket” of financial and non-financial performance measures • Selected measures disclosed ‘ex-ante’ in the remuneration report	• Acknowledge (annual) moving strategic priorities in selection of performance measures
Other	• Increase of future minimum shareholding requirement from 75% to 100%* • Reduced severance payments in case of garden leave • Introduction of future hiring policy • Further specification of derogation clause • Introduction of authority to adjust for significant and/or unforeseen events	• Align with highest governance standards • Ensure STI and LTI outcomes are fair and aligned with stakeholder interests

* These changes will not be implemented in 2024 yet, at the earliest in 2025.

Agenda item 6b

Adoption of the remuneration policy of the Supervisory Board (Resolution)

Vaststelling van het beloningsbeleid van de Raad van Commissarissen (Besluit)

Remuneration policy | Supervisory Board

Key changes

<table>
<tr><th>Element</th><th>Key changes</th><th>Rationale for change</th></tr>
<tr><td>Fee structure</td><td>Introduction of ESG Committee fees</td><td>Provide compensation for the additional responsibilities and time spent for the newly installed ESG-Committee</td></tr>
<tr><td>Fee levels</td><td>Increase in Annual Board fees:
<table>
<tr><th>Board</th><th>Current policy</th><th>Updated Policy</th></tr>
<tr><td>Chair</td><td>€ 55,000</td><td>€ 65,000</td></tr>
<tr><td>Member</td><td>€ 40,000</td><td>€ 47,500</td></tr>
</table>
Other committee fees (Remuneration, Nomination, ESG) are increased:
<table>
<tr><th>Other Committee</th><th>Current policy</th><th>Updated Policy</th></tr>
<tr><td>Chair</td><td>€ 7,500</td><td>€ 9,000</td></tr>
<tr><td>Member</td><td>€ 5,000</td><td>€ 6,000</td></tr>
</table>
Audit committee fees remain unchanged (Chair: € 10,000, Member: € 7,500)</td><td>Bring fee levels in line with Policy ambition (between 25th percentile and median levels of the peer group)
Acknowledge that fee levels have not been adjusted since 2011, while responsibilities and time spent have increased.</td></tr>
</table>

Agenda item 7

Composition of the Supervisory Board

Samenstelling van de Raad van Commissarissen

Agenda item 7a

Announcement of vacancies in the Supervisory Board

Kennisgeving van vacatures in de Raad van Commissarissen

Agenda item 7b

Opportunity for the General Meeting to make recommendations for the appointment of members of the Supervisory Board

Gelegenheid tot het doen van aanbevelingen door de Algemene Vergadering voor de (her)benoeming van leden van de Raad van Commissarissen

Agenda item 7c

Announcement by the Supervisory Board of the persons nominated for appointment

Kennisgeving door de Raad van Commissarissen van de voor (her)benoeming voorgedragen personen

Agenda item 7d

Proposal to reappoint Ad Melkert as member of the Supervisory Board (Resolution)

Voorstel tot herbenoeming van Ad Melkert (Besluit)

Agenda item 7e

Proposal to reappoint Jeroen Hoencamp as member of the Supervisory Board (Resolution)

Voorstel tot herbenoeming van Jeroen Hoencamp (Besluit)

Agenda item 7f

Announcement of vacancies in the Supervisory Board as per the close of the Annual General Meeting of Shareholders in 2025

Mededeling van vacatures in de Raad van Commissarissen die na afloop van de Jaarlijkse Algemene Vergadering van Aandeelhouders in 2025 zullen ontstaan

Agenda item 8

Proposal to reappoint KPMG Accountants NV as auditor of the company for the years 2025 and 2026 (Resolution)

Voorstel tot herbenoeming van KMPG Accountants NV als accountant van de vennootschap voor de jaren 2025 en 2026 (Besluit)

Agenda item 9

Designation of the Board of Management

Machtiging van de Raad van Bestuur

Agenda item 9a

Designation of the Board of Management as authorised body to issue ordinary shares (Resolution)

Aanwijzing van de Raad van Bestuur als bevoegd orgaan tot het uitgeven van gewone aandelen (Besluit)

Agenda item 9b

Designation of the Board of Management as authorised body to limit or exclude the pre-emptive right upon the issue of ordinary shares (Resolution)

Aanwijzing van de Raad van Bestuur als bevoegd orgaan tot het beperken of uitsluiten van het voorkeursrecht bij uitgifte van gewone aandelen (Besluit)

Agenda item 9c

Authorisation of the Board of Management to have the company acquire its own shares (Resolution)

Machtiging van de Raad van Bestuur tot het verkrijgen van eigen aandelen door de vennootschap (Besluit)

Agenda item 10

Proposal to reduce the issued share capital by cancellation of ordinary shares held by PostNL N.V. (Resolution)

Verlaging van het geplaatst kapitaal door intrekking van gewone aandelen gehouden door PostNL N.V. (Besluit)

Agenda item 11

Questions

Rondvraag

Agenda item 12

Close

Sluiting

	For	Against	Abstain
Agenda item 2.d Advisory vote on the remuneration report for the financial year 2023	**184,480,049** 99.85%	**275,203** 0.15%	**1,310,486**
Agenda item 3. Adoption of the 2023 financial statements	**185,378,285** 99.98%	**29,962** 0.02%	**657,491**
Agenda item 4.b Appropriation of profit	**185,539,051** 99.99%	**18,617** 0.01%	**508,070**

	For	Against	Abstain
Agenda item 5.a Release from liability of the members of the Board of Management	**178,893,661** 99.96%	**68,748** 0.04%	**7,103,329**
Agenda item 5.b Release from liability of the members of the Supervisory Board	**178,893,909** 99.96%	**68,858** 0.04%	**7,102,971**
Agenda item 6.a Adoption of the remuneration policy of the Board of Management	**184,508,822** 99.87%	**244,098** 0.13%	**1,312,818**
Agenda item 6.b Adoption of the remuneration policy of the Supervisory Board	**185,054,094** 99.73%	**507,345** 0.27%	**504,299**

	For	Against	Abstain
Agenda item 7.d Proposal to reappoint Ad Melkert as member of the Supervisory Board	**185,440,751** 99.96%	**74,211** 0.04%	**550,776**
Agenda item 7.e Proposal to reappoint Jeroen Hoencamp as member of the Supervisory Board	**179,059,336** 96.52%	**6,459,691** 3.48%	**546,711**
Agenda item 8. Proposal to reappoint KPMG Accountants NV as auditor of the company for the years 2025 and 2026	**185,148,984** 99.78%	**407,729** 0.22%	**509,025**

	For	Against	Abstain
Agenda item 9.a Designation of the Board of Management as authorised body to issue ordinary shares	**184,257,881** 99.30%	**1,302,952** 0.70%	**504,905**
Agenda item 9.b Designation of the Board of Management as authorised body to limit or exclude the pre-emptive right upon the issue of ordinary shares	**184,256,900** 99.30%	**1,306,741** 0.70%	**502,097**
Agenda item 9.c Authorisation of the Board of Management to have the company acquire its own shares	**185,080,403** 99.74%	**483,537** 0.26%	**501,798**
Agenda item 10. Proposal to reduce the issued share capital by cancellation of ordinary shares held by PostNL N.V.	**185,539,525** 99.99%	**25,182** 0.01%	**501,031**