

3Q15 results presentation

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THE PEOPLE NETWORK

3Q15 Outlook progress

Focus on profitable growth

- Move More by Road
- Drive sales from four priority industries
- Serve more SMEs even better
- Increase profitability Domestic and AMEA

- Continued growth of revenues from SMEs
- Customer satisfaction score improving
- Multiple service improvements: better pre-noon delivery coverage in Nordic countries; new road lanes (Georgia, Spain-France), new flight to Tunis

Invest in operational excellence

- Realise the Perfect Transaction
- Increase efficiency and productivity in Network Operations
- Transform IT and Global Business Services
- Prioritise Health & Safety practices

- On-time delivery performance improved YoY
- CAPEX €62 million (3.7% of group revenues)
- New hubs and depots in Madrid, Eindhoven and Swindon
- Rolling out Perfect Depot project

Organise to win

- Local Customer Focus, Global Business Services
- Integrated European Express organisation, focused Domestic organisation
- Strengthen leadership performance culture

- Transferred shared service centres to BPO provider as part of Global Business Services (GBS) project
- Completed the outsourcing of the IT infrastructure to selected partners

3Q15 & YTD statement of income

(€m) @ respective rates	3Q15	3Q14	%chg YoY	YTD'15	YTD'14	%chg YoY
Revenues	1,674	1,637	2.3	5,053	4,893	3.3
Reported operating income / (loss)	(27)	(51)	47.1	(19)	(33)	42.4
One-offs	40	97		74	192	
Adjusted operating income / (loss)	13	46	-71.7	55	159	-65.4
Net financial (expense) / income	(14)	(6)		(25)	(15)	
Results from associates and JVs	0	2		4	6	
Income taxes	(10)	(1)	900.0	(30)	(13)	130.8
<i>Effective tax rate</i>	24.4%	1.8%		75.0%	31.0%	
Profit / (loss) for the period*	(51)	(56)		(70)	(55)	

- 3Q15 reported revenues up 2.3%
- Currency comparable revenue growth was 1.8%
- Underlying comparable revenue growth of 3.6%, after adjusting for currency effects and lower fuel surcharges
- 3Q15 operating income includes net one-off charges of €40 million, of which €23 million of restructuring charges
- Adjusted operating income of €13 million includes Outlook-related transition and project costs (€8 million)



* Profit/ (loss) for the period of €(51) million, leading to a profit/ (loss) equity holders of the parent of €(49) million (after correction for the non-controlling interests €(2) million)

3Q15 & YTD statement of cash flows

<i>(€m) @ respective rates</i>	3Q15	3Q14	%chg YoY	YTD'15	YTD'14	%chg YoY
Cash generated from / (used in) operations	32	86	-62.8	2	115	-98.3
Net cash from / (used in) operating activities	1	71	-98.6	(84)	(4)	-2000.0
Net cash from / (used in) investing activities	13	(33)	139.4	(115)	(35)	-228.6
Net cash from / (used in) financing activities	(10)	(23)	56.5	(16)	(46)	65.2
Total changes in cash	4	15		(215)	(85)	
Net cash	223	414	-46.1	223	414	-46.1

- CAPEX €62 million (3.7% of revenues), compared with €41 million in 2Q14 (2.5% of revenues)
- Trade working capital 8.3 % of revenues at end of 3Q15 at respective rates
- Net cash position of €223 million (2Q15: €261 million) reflects the investments made by TNT as part of the Outlook strategy

International Europe

<i>(€m) @ respective rates</i>	3Q15	3Q14	%chg YoY	YTD'15	YTD'14	%chg YoY
Revenues	693	664	4.4	2,075	2,020	2.7
Adjusted operating income	14	22	-36.4	50	96	-47.9
Adjusted operating income margin (%)	2.0	3.3		2.4	4.8	
Avg daily cons ('000)	238	224	6.3	244	237	3.0
RPC (€) (at constant FX @avg14)	44.9	45.5	-1.3	44.8	45.1	-0.7
Avg daily kilos ('000)	8,419	7,825	7.6	8,532	8,092	5.4
RPK (€) (at constant FX @avg14)	1.27	1.31	-3.1	1.28	1.32	-3.0

- Reported revenue growth of 4.4%
- Underlying revenue growth* of 6.5%, supported by higher revenues from SMEs
- Average daily consignments grew 6.3%, but at lower RPC due to lower fuel surcharges and price pressures in some markets
- Adjusted operating income of €14 million includes Outlook-related transition and project costs (€2 million), costs of service upgrades

* Adjusted for the negative impact from lower fuel surcharges



International AMEA

<i>(€m) @ respective rates</i>	3Q15	3Q14	%chg YoY	YTD'15	YTD'14	%chg YoY
Revenues	242	228	6.1	732	648	13.0
Adjusted operating income	14	7	100.0	44	30	46.7
Adjusted operating income margin (%)	5.8	3.1		6.0	4.6	
Avg daily cons ('000)	55	57	-3.5	56	59	-5.1
RPC (€) (at constant FX @avg14)	61.9	61.2	1.1	60.2	58.5	2.9
Avg daily kilos ('000)	1,218	1,147	6.2	1,234	1,140	8.2
RPK (€) (at constant FX @avg14)	2.77	3.06	-9.5	2.73	3.01	-9.3

- Currency comparable revenue growth of -3.9%, underlying revenue growth* was flat
- Revenues and volumes affected by sharp decline in China's exports
- Revenue per consignment increased slightly (+1.1%), helped by higher average daily weights (+6.2%)
- Adjusted operating income of €14 million, €7 million higher YoY, supported by cost management initiatives



* Adjusted for positive FX effects and negative impact from lower fuel surcharges

Domestics

<i>(€m) @ respective rates</i>	3Q15	3Q14	%chg YoY	YTD'15	YTD'14	%chg YoY
Revenues	615	632	-2.7	1,891	1,857	1.8
Adjusted operating income	(3)	23	-113.0	(8)	58	-113.8
Adjusted operating income margin (%)	-0.5	3.6		-0.4	3.1	
Avg daily cons ('000)	608	593	2.5	645	620	4.0
RPC (€) (at constant FX @avg14)	15.9	16.4	-3.0	15.3	15.8	-3.2
Avg daily kilos ('000)	12,713	12,778	-0.5	12,989	13,025	-0.3
RPK (€) (at constant FX @avg14)	0.76	0.76	0.0	0.76	0.75	1.3

- Reported revenue growth of -2.7%; underlying revenue growth* of 0.6%
- Lower revenues from Brazil and Australia more than offset revenue growth in Europe
- Better revenues in the SME segment, supported by improved service levels
- Higher volumes offset by lower selling prices
- Adjusted operating income declined to €(3) million due to lower sales in Brazil and Australia, lower yields in France and Australia, and Outlook-related transition and project costs

* Adjusted for negative FX effects and negative impact from lower fuel surcharges



Unallocated

<i>(€m) @ respective rates</i>	3Q15	3Q14	%chg YoY	YTD'15	YTD'14	%chg YoY
Revenues	127	117	8.5	362	376	-3.7
Adjusted operating income / (loss)	(12)	(6)	-116.7	(31)	(25)	-24.0

- The Unallocated segment consists of Other Networks (TNT Innight), Central Networks and corporate head office functions
- Reported revenues up 8.5%
- The increased adjusted operating loss (€12 million) reflects transition costs related to the Global Business Services (GBS) project

Guidance reiterated

- TNT reiterates its current financial year and longer-term guidance
- TNT expects 2015 to be a challenging year of transition marked by the progressive ramp-up of new and upgraded facilities and other transformation projects, such as the outsourcing of IT
- TNT anticipates restructuring charges of about €10 million in 4Q15



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Q & A