

Safe harbor

Alternative performance measures and management estimates

This financial report contains a number of alternative performance measures (non-GAAP figures) to provide readers with additional financial information that is regularly reviewed by management, such as EBITDA and Free Cash Flow ('FCF'). These non-GAAP figures should not be viewed as a substitute for KPN's GAAP figures and are not uniformly defined by all companies including KPN's peers. Numerical reconciliations are included in KPN's quarterly factsheets and in the Integrated Annual Report 2018. KPN's management considers these non-GAAP figures, combined with GAAP performance measures and in conjunction with each other, most appropriate to measure the performance of the Group and its segments. The non-GAAP figures are used by management for planning, reporting (internal and external) and incentive purposes. KPN's main alternative performance measures are listed below. The figures shown in this financial report are based on continuing operations and were rounded in accordance with standard business principles. As a result, totals indicated may not be equal to the precise sum of the individual figures.

Financial information is based on KPN's interpretation of IFRS as adopted by the European Union as disclosed in the Integrated Annual Report 2018 and do not take into account the impact of future IFRS standards or interpretations. Note that certain definitions used by KPN in this report deviate from the literal definition thereof and should not be considered in isolation or as a substitute for analyses of the results as reported under IFRS as adopted by the European Union. KPN defines revenues as the total of revenues and other income. Adjusted revenues are derived from revenues (including other income) and are adjusted for the impact of the impact of incidentals. KPN defines EBITDA as operating result before depreciation (including impairments) of PP&E and amortization (including impairments) of intangible assets. Adjusted EBITDA after leases ('adjusted EBITDA AL') are derived from EBITDA and are adjusted for the impact of restructuring costs and incidentals ('adjusted') and for lease costs, including depreciation of right-of-use assets and interest on lease liabilities ('after leases' or 'AL'). KPN defines Gross Debt as the nominal value of interest-bearing financial liabilities representing the net repayment obligations in Euro, excluding derivatives, related collateral, and leases, taking into account 50% of the nominal value of the hybrid capital instruments. In its Leverage Ratio, KPN defines Net Debt as Gross Debt less net cash and short-term investments, divided by 12 month rolling adjusted EBITDA AL excluding major changes in the composition of the Group (acquisitions and disposals). The Lease adjusted leverage ratio is calculated as Net Debt including lease liabilities divided by 12 month rolling adjusted EBITDA excluding major changes in the composition of the Group (acquisitions and disposals). Free Cash Flow ("FCF") is defined as cash flow from continuing operating activities plus proceeds from real estate, minus capital expenditures (Capex), being expenditures on PP&E and software and adjusted for

All market share information in this financial report is based on management estimates based on externally available information, unless indicated otherwise. For a full overview on KPN's non-financial information, reference is made to KPN's quarterly factsheets available on ir.kpn.com.

Forward-looking statements

Certain statements contained in this financial report constitute forward-looking statements. These statements may include, without limitation, statements concerning future results of operations, the impact of regulatory initiatives on KPN's operations, KPN's and its joint ventures' share of new and existing markets, general industry and macro-economic trends and KPN's performance relative thereto and statements preceded by, followed by or including the words "believes", "expects", "anticipates", "will", "may", "could", "intends", "estimate", "plan", "goal", "farget", "aim" or similar expressions. These forward-looking statements rely on a number of assumptions concerning future events and are subject to uncertainties and other factors, many of which are outside KPN's control that could cause actual results to differ materially from such statements. A number of these factors are described (not exhaustively) in the Integrated Annual Report 2018. All forward-looking statements and ambitions stated in this financial report that refer to a growth or decline, refer to such growth or decline relative to the situation per 31 December 2018. Unless stated otherwise.

Comparative figures regarding IFRS 16 and amendment IAS 12

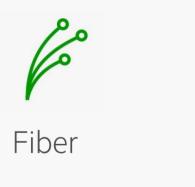
The impact of the adoption of IFRS 16 is unaudited and may be subject to change until the publication of KPN's Financial Statements 2019.



ORGANIC SUSTAINVAIGELE GROWTLOVER Volume. Lean operating model.

The ecosystem is evolving:

key enabling technologies





4G/5G



HYBRID NETWORKS & PLATFORMS

The Dutch telecom market:

mature and dynamic

Leading broadbandperformance in
Europe

Highly regulated market

One of the most **competitive** markets

Average 4G throughput of 42Mbps

>98% of population has at least **100Mbps** capable broadband connection



Fixed access regulation

Revenue growth:

L Europe: **+0.4%**

Netherlands: -2.2%

The best converged smart infrastructure.

Focus on **profitable growth** segments.

Acceleration of simplification and digitalization.

The best converged smart infrastructure

Fiber roll-out acceleration

+1 million FttH households by end 2021

Full mobile network Moving to All-IP modernization

100% **5G** ready by end 2021

100% by end 2021

Stable Capex envelope: substantial shift in mix

Building the digital highway of the Netherlands

the benefits of fiber to society



FUTURE PROOF TECHNOLOGY
10 GIGABIT NETWORK AND MUCH MORE

Strong improvement FttH return profile

Lower roll-out spend due to reduced average costs per home passed

Better utilization rate supported by data driven smart regional approach

Strong commercial benefits









Payback period reduced by ~50%

Acceleration of simplification & digitalization

From **20 to 2** converged IT stacks

From **5** core networks **to 1**

Simplified end-to-end organization

~€ 350 million

2019-2021 new net opex savings program¹

Business segment strategy 2019 – 2021

Vision

#1 business service provider in the Netherlands:

A **premium** connectivity leader, offering undisputed quality in terms of **service**, **experience** & **security**

Mission

We create value to our customers with technology that enables them to run their business safely – anytime, anywhere.

VALUES

Premium

Best smart converged infrastructure to provide high-quality connectivity

Trusted

Best-in-class, secure & smartly bundled services for exceptional customer experience

Personal

Optimally serve customers by understanding their needs and providing best-fitted propositions

Business go-to-market strategy

smartly positioned solutions for every customer

Themes Organizational **Employee Productivity** Client Performance & Collaboration Interaction **Propositions** KPN EEN MKE KPN Small Business ૠ૿ O Marketo KPN SMART COMBINATIONS **KPN SMALL KPN EEN KPN SMART KPN SMART BUSINESS MKB COMBINATIONS** INTEGRATION

Portfolio







Transformation of operating platform

KPN EEN





Example

Improved customer lifetime value

Repricing at migration

Reduced cost to serve

Up and cross-sell services

Reduced churn

STRATEGIC FOCUS 2019-2021

Network, Operations & IT

The best converged smart infrastructure.

Enable innovative technologies.

Accelerate **simplification** of operating model.

Consumer

Best household access and customer experience.

Growing converged base and product penetration.

Focus on **delivering value.**

Business

Converged simplified product portfolio.

Transformation of operating platform.

Lean and digital operations.

Convergence & value focus driving **revenue** stabilization.

New multi-year sustainable opex reduction supports **organic Adj. EBITDA AL growth.**

Stable Capex envelope: substantial shift in the mix.

Organic sustainable
Adj. EBITDA and FCF growth
contributing to **progressive dividend** and **deleveraging**.

Convergence & value focus

driving revenue stabilization



Consumer

Grow base and value of converged households



Business

Accelerate growth in convergence

Selective growth in IT

Value over volume



Grow WBA/VULA

Maintain disciplined strategy

Acceleration of simplification Digitalization & virtualization

opex reductions

Rationalization and simplification of portfolio.

Énd-to-end digitalization and automation frontend and back-end.

All-IP network and virtualization.

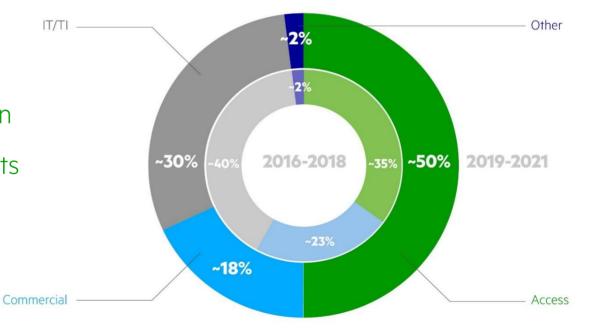
IT landscape rationalization.

Organizational effectiveness.

Stable Capex envelope

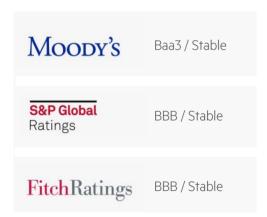
€ 1.1bn per annum in 2019-2021

Substantial shift in the mix enabling higher investments in access

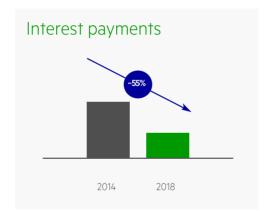


Committed to solid financial profile

Solid investment grade credit profile



Optimized balance sheet position



Medium-term leverage

Net debt (excl. all leases) / Adjusted EBITDA AL



Highlights Q3 2019

Strong cost management

Net indirect opex savings

€ 37m

€ 103m YTD 2019

Smart converged infrastructure

Successful

5G test

~70k
FttH homes passed YTD

Recognized for sustainability efforts

#2

most sustainable telco worldwide

Dow Jones Sustainability Index

The best converged smart infrastructure.

Focus on **profitable growth** segments.

Acceleration of simplification and digitalization.

Update: accelerated fiber roll-out strategy

Further ramping up capacity

>60

projects up and running

Connecting more and more homes

~70k

homes passed YTD

Using latest technology

~1Gbps

First live G-PON connection with customers

Update: mobile network modernization

first sites upgraded in The Hague area

Typical current site

4 frequency bands

2x2 MIMO

1Gbps backhaul

2 antennas

Not 5G ready

~150 site configurations

~80% FttS



6-8 frequency bands

4x4 or higher order MIMO

10Gbps backhaul

1 antenna

5G ready

3 site configurations

~95% FttS

CONVERGED HOUSE HOLDS TO DRIVE GROWTH

Best household access and customer experience.

Growing converged base and product penetration.

Focus on **delivering** value.

Introduced a new converged proposition: KPN Hussel targeting higher Customer Lifetime Value

Fully flexible household proposition: complete freedom to mix & match services

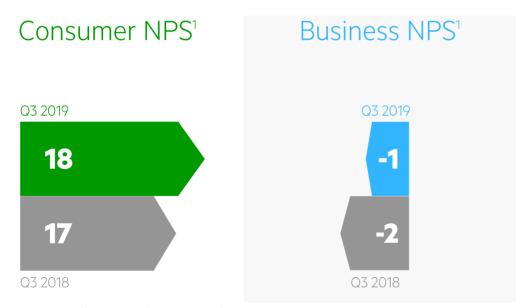
One converged customer journey

Introducing new benefits including unlimited mobile data and kids SIM

ONE-STOP-SHOP: BROADBAND + MOBILE + TV + ENTERTAINMENT

Customer experience & recognition

record-high Consumer NPS



Awards



Best retail chain³

^{1 2018} restated as a result of recalibration of relative weights of underlying businesses, source: Kantar TNS

₂ 2 Source: Brand Financ

³ Category Telecoms, source: Retailer of the Year (Q&A)

Consumer convergence in the quarter

Households

+5K converged households

1,404k total converged households

49% converged broadband customers 62% converged all brands 03 2018: 45%

Postpaid

+15k converged postpaid base

2,246k total converged SIMs

Q3 2018: 56%

73% converged KPN brand Q3 2018: 68%

SIM cards

1.60 SIMs per household Q3 2018: 1.53

Consumer Fixed in the quarter

Broadband base¹

Fixed ARPU

Fixed revenues

-17k

Impacted by brand strategy



Price increase effective from 1 June 2019



Bundled services ↑
Traditional voice + Digitenne ↓

Consumer Mobile in the quarter

Growing postpaid base KPN brand

Postpaid ARPU stable q-on-q

Mobile service revenues

+36k net adds KPN brand

-3k customer base all brands

€ 17Q3 2018: € 18

-6.3% y-on-y

€ 194m

-7.6% y-on-y

Business revenue trend in the quarter

continues to be impacted by strategic actions

Adjusted revenues y-on-y growth trend

	Q3 2019
Communication Services	-8.9%
Mobile service revenues	-7.7%
IoT	24%
Broadband & Network Services	-1.8%
Fixed Voice	-21%
Other	-17%
IT Services (a.o. security, cloud, workspace)	1.2%
Professional Services & Consultancy	9.3%
Total revenue	-3.6%

Revenue y-on-y trend Q3 2019

considerably

impacted by migrations & 'value over volume' 1

¹ Based on management estimates

Migrations from legacy portfolio

SME customers

LE customers

Small business portfolio

68% SME base migrated

02 2019: 59%

45% LE base migrated¹

Q2 2019: 33%

35% converged customers

Q2 2019: 34%

100% mid-2020

100% in 2020

+7K net adds in Q3 2019

Financial highlights Q3 2019

Adjusted revenues

Adjusted EBITDA after leases

Free Cash Flow (excl. TEFD dividend)

€ 1,372m

-1.8% y-on-y

Q3 2018: € 1,398m

€ 599m

+2.9% y-on-y

Q3 2018: € 582m

€ 226m

-2.2% y-on-y

Q3 2018: € 231m

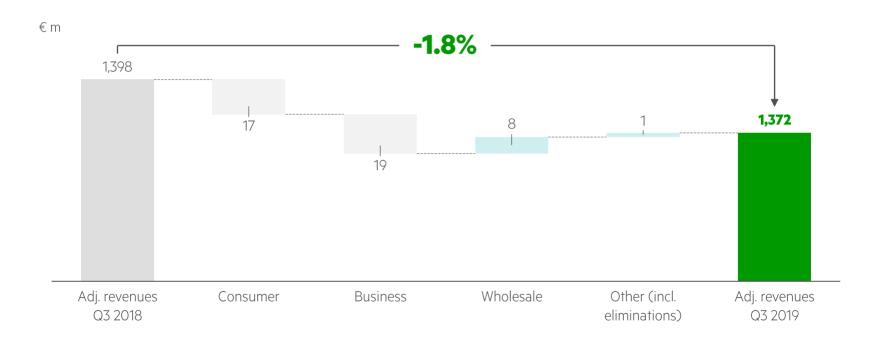
Financial performance Q3 and YTD 2019

key P&L metrics

€m	Q3 2018	Q3 2019	∆ y-on-y	YTD 2018	YTD 2019	∆ y-on-y
Consumer	748	731	-2.2%	2,230	2,182	-2.1%
Business	520	502	-3.6%	1,589	1,514	-4.7%
Wholesale	157	166	5.2%	465	482	3.6%
Other	-28	-26	-4.6%	-81	-85	4.6%
Adjusted revenues ¹	1,398	1,372	-1.8%	4,202	4,093	-2.6%
Adjusted direct costs ¹	330	328	-0.7%	978	939	-3.9%
Adjusted indirect costs after leases ¹	486	446	-8.3%	1,505	1,398	-7.1%
Adjusted EBITDA after leases	582	599	2.9%	1,720	1,756	2.1%
Reported						
EBITDA	588	808	37%	1,782	1,980	11%
EBIT	202	429	>100%	635	839	32%
Net profit	94	314	>100%	338	530	57%

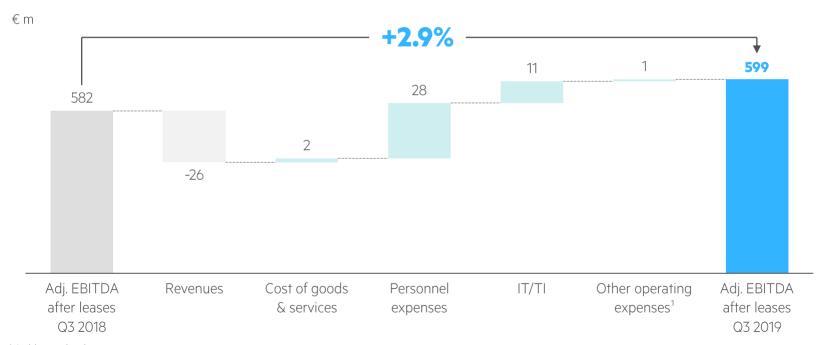
¹ Adjusted for the impact of restructuring costs and incidentals

Adjusted revenues declined y-on-y



Solid growth Adjusted EBITDA AL

supported by simplification and digitalization



Indirect opex savings program on track





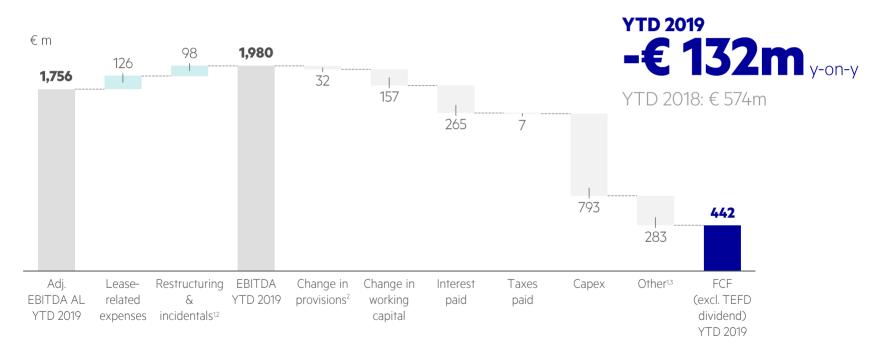
FCF Q3 and YTD 2019

YTD mainly impacted by change in working capital

€m	Q3 2018	Q3 2019	∆ y-on-y	YTD 2018	YTD 2019	∆ y-on-y
Adjusted EBITDA after leases	582	599	2.9%	1,720	1,756	2.1%
Interest lease liabilities	8	7	-11%	25	22	-12%
Depreciation right-of-use asset	37	34	-7.6%	111	104	-5.8%
Restructuring	-39	-23	-42%	-74	-93	25%
Incidentals ^{1,2}	-	190	n.m.		190	n.m.
EBITDA	588	808	37 %	1,782	1,980	11%
Interest paid / received	-85	-97	14%	-262	-265	1.3%
Tax paid / received	-	-	n.m.	-25	-7	-71%
Change in provisions ²	27	-36	n.m.	36	-32	n.m.
Change in working capital	-16	8	n.m.	-98	-157	60%
Other movements (incl. TEFD dividend) ¹	1	-170	n.m.	44	-146	n.m.
Net CF from operating activities	515	513	-0.3%	1,477	1,372	-7.1%
Capex	-257	-262	2.2%	-737	-793	7.6%
Proceeds from real estate	-	-	n.m.	5	-	-100%
Repayments of lease liabilities	-27	-25	-7.2%	-116	-114	-1.7%
Free cash flow	231	226	-2.2%	628	466	-26%
TEFD dividend	-	-	n.m.	54	24	-56%
Free cash flow (excl. TEFD dividend)	231	226	-2.2%	574	442	-23%

¹ Q3 2019 and YTD 2019 incl. € 171m book profit from the sale of NLDC 2 Q3 2019 and YTD 2019 incl. € 20m release of revenue related provisions

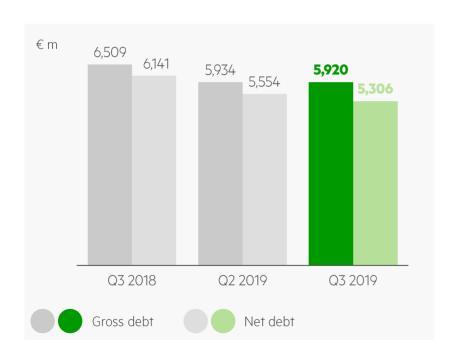
FCF development YTD 2019



¹ Incl. € 171m book profit from the sale of NLDC in Q3 2019

² Incl. € 20m release of revenue related provisions in Q3 2019

Solid financial position



Q3 2019 leverage ratio

2.3x

Outlook 2019 and 2019 – 2021 ambitions

organic sustainable growth

	Outlook 2019	2019 – 2021 ambitions
Adjusted EBITDA AL	Slightly growing compared with 2018	Organic growth
Capex	€ 1.1bn	Stable at € 1.1bn annually
FCF (excl. TEFD dividend)	At least € 700m ¹	Three-year mid-single digit CAGR ² driven by EBITDA AL growth
Regular DPS	€ 12.5 cents	Progressive dividend, supported by FCF

¹ Previous outlook "Incidentally lower FCF compared with 2018 due to front-end loaded restructuring charges and adverse phasing of working capital" 42 2 Three-year CAGR calculated from the end of 2018 to the end of 2021

ORGANIC SUSTAINVAIGELE GROWTLOVER Volume. Lean operating model.



Doing business in a sustainable manner

Leading position in benchmarks

MEMBER OF

Dow Jones Sustainability Indices

In Collaboration with RobecoSAM (



Reputation ranking¹

Dutch companies

RepTrak Pulse 2019

Achievements in Q3 2019

Reuse & recycle

KPN introduces improved and more economical TV receiver with recycled plastic

Awards

KPN again in top 3 most sustainable telecom companies in the world (DJSI)

New KlasseContact placements in Q3 2019

New converged proposition set-up

FMC benefits on Mobile and/or Entertainment

Broadb Speed	and¹ €/month		Mobile ² TV ³ Ente		Entertainment ⁴	
		Kids SIM 1GB	7.50 2 nd SIM only			
50 Mbps	42.50	OGB	10	1STB	10	Spotify
100 Mbps	47.50	2GB	15	4K	2.50	Fox Sports
200 Mbps	50	5GB	17.50	Recording	5	Film 1
500 Mbps	55	10GB	22.50	>1 STB	5 each, incl recording	
Tech desk	5	20GB	24			€ 5 FMC benefit on one entertainment option
		Unlimited	36 FMC only			

¹ Internet-only pricing; expert customer service desk available +€ 5/m

² Kid SIM and Unlimited only available as converged customer; pricing incl. convergence discount (€5/m on bundles of 0-10GB, €7.50/m on 20GB); double mobile data FMC benefit removed

⁴ Free TV channels FMC benefit removed

Example new propositions: KPN Hussel



Singles (example)

Mobile **10GB** Broadband 50Mbps 1x STB Entertainment **Spotify**





Couples (example)

Mobile 10GB+5GB Broadband 100Mbps T\/ 2x STB **Netflix** Entertainment

€ 105.5

Family (example)

10GB+5GB+ Mobile 2x kids 200Mbps Broadband T\/ **3x STB+4K** Netflix+ Entertainment **Fox Sports**

€ 144.5



SoHo (example)

Mobile **4x Unlimited** Broadband 100Mbps 2x STB Fixed voice **VoIP** Service desk 24/7 Voice mail **Business**

vs. € 81.5 for previous proposition

vs. € 105.5 for previous proposition¹ vs. € 136.5 for previous proposition² vs. € 187 for previous proposition³

² Previous proposition includes mobile 10GB+4GB+2x 0GB+100min/text

³ Previous proposition includes mobile 4x100GB

Tax Q3 and YTD 2019

	P&L			Cash flow				
Regions (€ m)	Q3 2018	Q3 2019	YTD 2018	YTD 2019	 Q3 2018	Q3 2019	YTD 2018	YTD 2019
The Netherlands	-23	-42	-91	-103	-	-	-25	-7
Other	-3	-	-5	-	 -1	-	-3	-
Total reported tax	-26	-42	-96	-103	-1	-	-28	-7
Of which discontinued operations	-3	-	-5	-	 -1	-	-3	-
Reported tax from continuing operations	-23	42	-91	-103	-	-	-25	-7
Effective tax rate continuing operations	20.2%	11.7%	21.3%	16.2%				

The effective tax rate for Q3 2019 was mainly influenced by the participation exemption and the Innovation Box facility

Without one-off effects¹ the effective tax rate would have been ~23% in Q3 2019

For 2019, the effective tax rate is expected to be ~23%, excluding one-off effects¹

¹ Among others, tax law changes, settlements with tax authorities, impairments, revaluations

KPI overview

Consumer fixed

	Q3 2018	Q3 2019
Household base (k)		
F-M households	1,325	1,404
Fixed-only households	2,139	1,877
Total households	3,464	3,281
F-M penetration broadband base	45%	49%
Bundled	2,551	2,518
Not-bundled (BB-only)	388	361
Not-bundled (PSTN & Digitenne)	525	402
Total households	3,464	3,281
Net adds (k)		
Broadband	-8	-24
IPTV	10	-2
Fixed ARPU (€)	45	48

Consumer mobile

	Q3 2018	Q3 2019
Postpaid base (k)		
F-M postpaid customers	2,032	2,246
Mobile-only postpaid customers	1,598	1,357
Total postpaid base	3,630	3,602
F-M penetration postpaid base	56%	62%
Net adds (k)		
Postpaid	-14	-3
Prepaid	-39	-48
Postpaid ARPU (€)	18	17
Wireless service revenues (€ m)	210	194

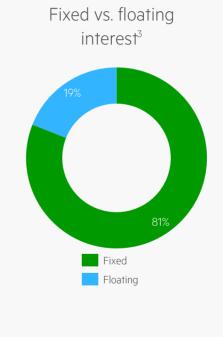
Business

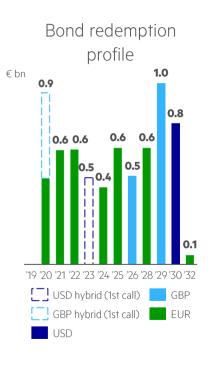
	Q3 2018	Q3 2019
Customer base (k)		
Mobile	1,863	1,819
Traditional Fixed voice	310	193
VoIP	532	606
Broadband	287	315
ARPU (€)		
Mobile	22	21
Traditional Fixed voice	49	50
VoIP	11	11
Broadband	73	69

Debt portfolio









¹ Based on the nominal value of interest-bearing liabilities after swap to EUR, including GBP 400m hybrid bond and USD 600m hybrid bond

² Foreign currency amounts hedged into EUR 3 Excludes bank overdrafts

Treatment of hybrid bonds

KPN & credit rating agencies

Each tranche of the hybrid bonds is recognized as 50% equity and 50% debt by the rating agencies

Definition of KPN net debt includes: '[...], taking into account 50% of the nominal value of any hybrid capital instrument'

- Hybrid bonds are part of KPN's bond portfolio
- Independent of IFRS classification
- In line with treatment by credit rating agencies

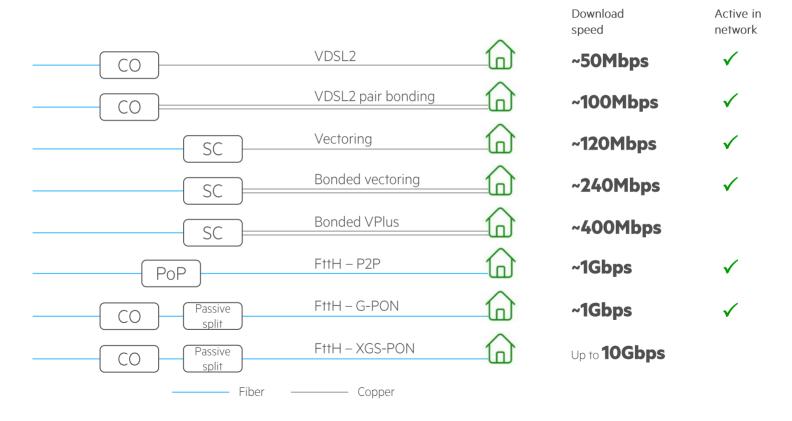
IFRS

GBP and USD tranche have 60 years specified maturity, accounted for as financial liability

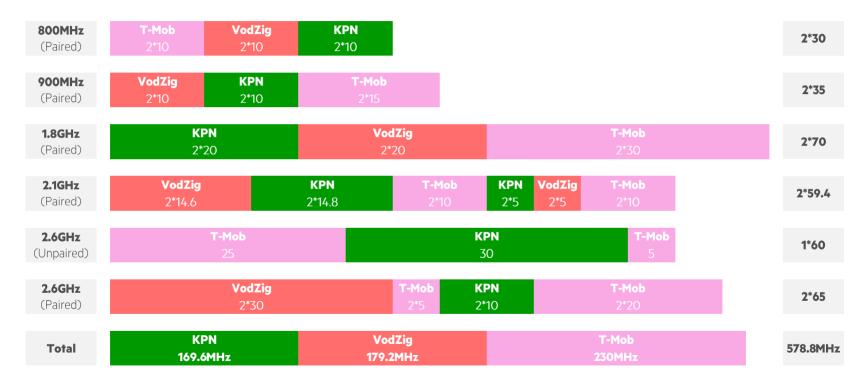
Coupon payments treated as regular bond coupon, hence expensed through P&L, included in FCF

Tranche	Nominal	KPN net debt	Maturity	Rates (swapped) ¹	IFRS principal	IFRS coupon
GBP 0.4bn 6.875%	€ 460m	€ 230m	60 years (1st-call Mar-2020)	6.777%	Liability	Interest paid (incl. in FCF)
USD 0.6bn 7.000%	€ 465m	€ 233m	60 years (1st-call Mar-2023)	6.344%	Liability	Interest paid (incl. in FCF)
Total	€ 925m	€ 463m				

Fixed infrastructure



Spectrum in the Netherlands





KPN Investor Relations

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