



Your trusted guide to connect in a changing world

Strategy update & capital allocation

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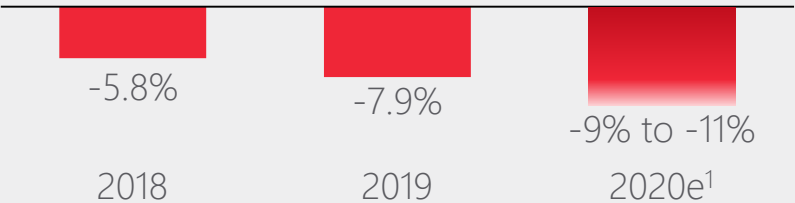
8 December 2020



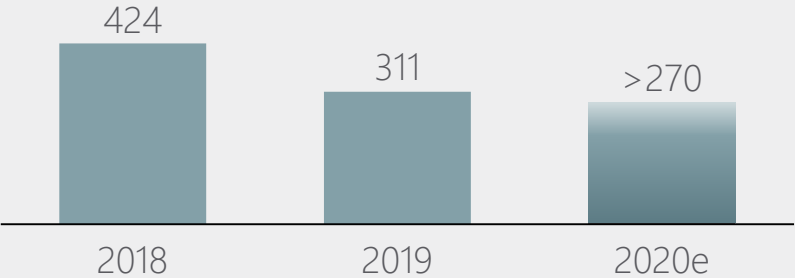
A new reality is crystallizing...

Digitization further accelerates mail volume decline while stimulating e-commerce adoption

Accelerating mail volume decline...

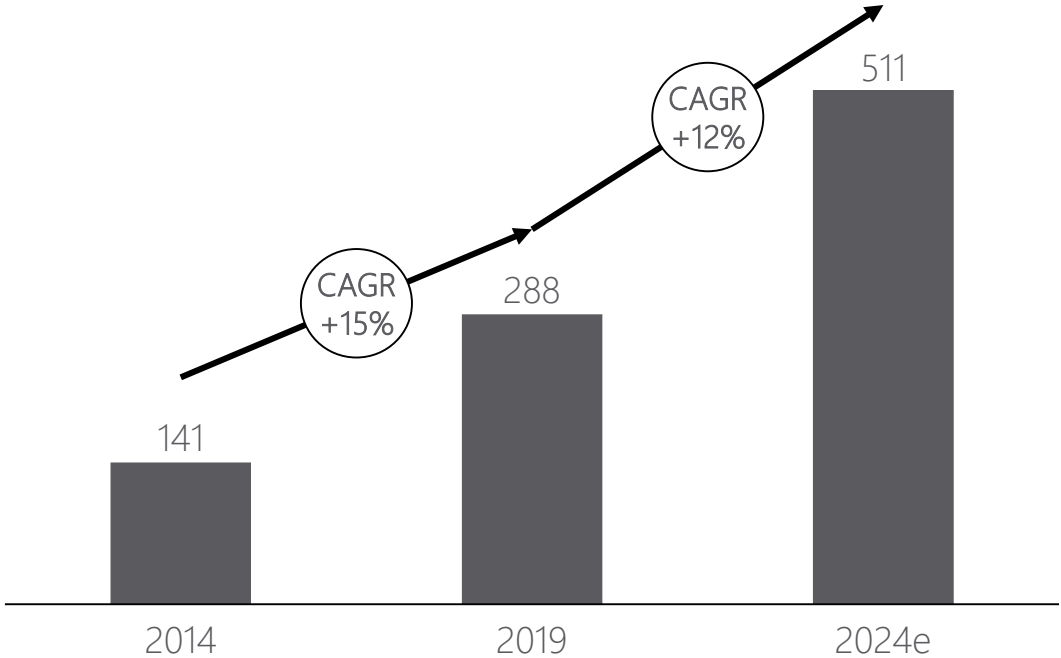


... has led to decline in group adjusted EBIT (€m)



¹ based on the outlook issued on March 17, 2020 excluding impacts from COVID-19

Global e-commerce market expected to reach € 500bn+ by 2024



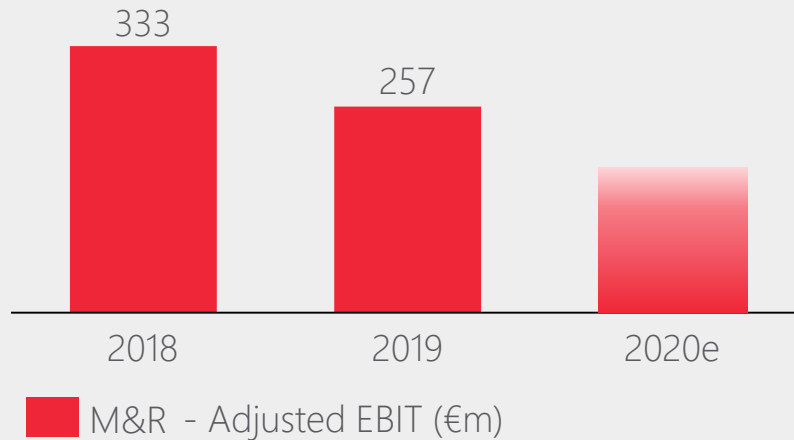
Source: Capital IQ, McKinsey, Deutsche Bank, Internal knowledge

... requiring a further acceleration of our business mix shift

Parcels and Logistics growth will counteract the decline of Mail & Retail over time

Mail is under pressure...

- Mail volume decline is structural and irreversible driven by continued e-substitution and higher acceptance on the receiver's side
- The decline is accelerating with the pace of decline being the biggest uncertainty



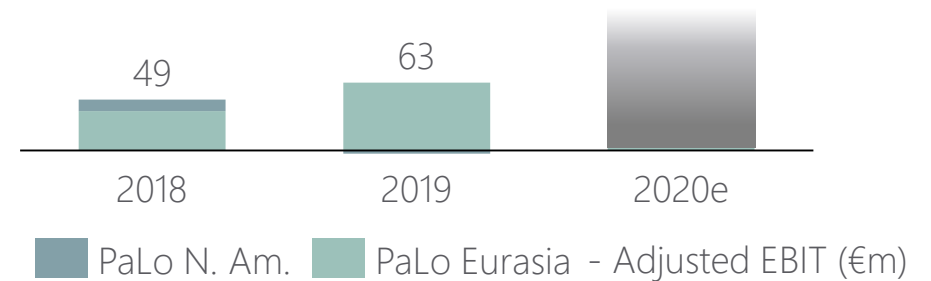
... compensated by growth in **Parcels & Logistics**

Parcels

- Attractive growth driven by e-commerce penetration
- Competitive industry

E-commerce logistics

- Growing demand
- Higher value proposition
- Turnaround in the US ongoing
- Infant market in Europe



COVID-19 revealed in 2Q & 3Q20 what an acceleration of the business transformation might look like: promising, but still needing additional initiatives for future EBIT growth



PURPOSE

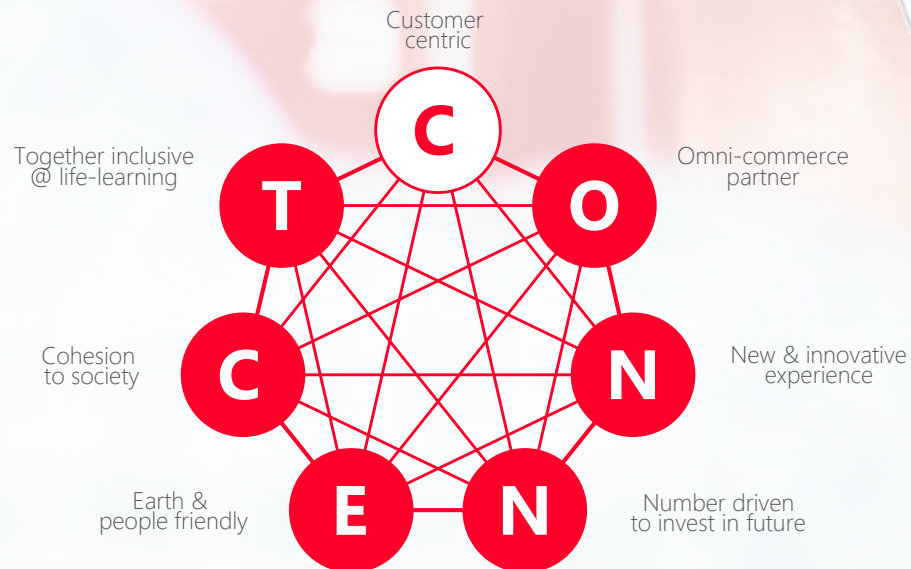
Your trusted guide to connect in a changing world

MISSION

We, the engaged employees of bpost group, take care of relations and transactions in an evolving physical and digital world. We build on our knowledge of society, customers and technologies. We create sustainable value for our worldwide customers and shareholders

VISION

- C** Be the trusted partner for brands, enabling them to successfully grow their omni-commerce activities
- O** Make Belgium a top-notch omni-commerce country
- N** Be recognized as a new and innovative company offering exciting customer experiences
- N** Create sustainable long-term profitability, ensuring investments for business transformation beyond mail
- E** Be a reference sustainable & planet-friendly company
- C** Be an important contributor to social cohesion in society and the preferred partner for public services in a changing world
- T** Be an inclusive organization, offering life-learning experiences



VALUES

TRUST
TOGETHER
KEEP YOUR PROMISE
CLIENT CENTRIC

Customer centric

VISION

Be the trusted partner for brands, enabling them to successfully grow their omni-commerce activities



Milestones



Grow omni-commerce revenues and EBIT



Serve brands in e-commerce logistics with at least 2 different value chain services



Growing revenue from digital services (e.g. ROM, PTF)



Serve leading US brands in Europe, or leading EU brands in the US



We continue turning Radial into a leading omni-commerce service provider with healthy financial performance

PaLo N. Am. & Eurasia

Omni-commerce service offering



Omnichannel Technology

Delivers a seamless, unified brand experience by connecting digital & physical channels, stores, devices & suppliers



Payments & Fraud Protection

Offers friction-free customer experiences, by maximizing order conversions while indemnifying fraud & risk



Customer Care Services

Cultivate, engage and serve customers to nurture the most important part of the business



Fulfillment Services

Global fulfillment capacity to flex & scale on demand



Supply Chain Services

Faster delivery at scale, to delight customers while protecting margins

To succeed, PaLo NA will implement the following 5 initiatives

Transform the functional organization into a **client centric** one

- Enhanced organization model around client accounts
- Cross-functional, agile account team to: (1) proactively & efficiently resolve issues in a coordinated way, (2) improve client's ease of navigation and interface and (3) generate business insights for the client

Target the emerging brands segment to optimize available fulfillment space

- Radial currently has pockets of open space across its network that could fit "small" brands size profile
- Radial drives a sales & marketing approach to compete on this segment through a standardized Value Proposition

Scale-up Radial Order Management for the benefit of all entities of the group

- Radial is now working on a go-to-market strategy for ROM building on:
 - Flexibility to support and scale based on evolving market conditions & customer behaviors
 - Cross selling ROM to existing Radial clients using other services
 - Leveraging clients references for building brand recognition

Further **modernize and automate operations** with Robotics

- Productivity gains of +10% possible across certain process paths reducing Radial's cycle time
- Automation reduces risk exposure and cost linked to overall hiring needs
- Scalable tech will help Radial to be flexible and well positioned to capture peaks in coming years

Leverage synergies between the entities of PaLo NA and further **right size SG&A**

- Integrate Landmark for all Radial clients as service offering
- Streamline systems
- Implement labor management systems for fulfillment and increase automation in billing process

E-commerce logistics in Europe has 2 complementary engines of growth



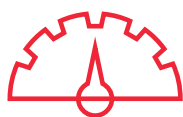
Type of clients	E-tailers & click-and-mortar (omnichannel)	Pure e-tailers
Size of clients	Medium/large	Small/medium
Level of automation	Adapted per customer	High (AutoStore + automated packaging)
Level of customization	High, product and price tailored by client	Very low
Current locations	UK, Germany, the Netherlands, Italy and Poland (6 sites)	the Netherlands (2 sites)
Ambitions	Grow mainly organically in the countries where we are already present or in countries marked by flexible & low-cost labour and easy access to Germany, complemented by targeted bolt-on M&A	Grow organically by opening 2 new sites per year in other European countries outside NL to reach 8 international sites by 2026. A new site will open in Germany and Belgium in 2021

E-commerce logistics NA & EU have a joint vision for 2026 and kicked off several concrete workstreams

Ambitions



Organizational structure and governance facilitates decision-making and implementation



Converging view Radial fulfilment model with **streamlined operations** and **KPIs**



Improved and aligned technology to support cross-border development

Joint workstreams

Joint Client Development

- Bi-directional references and opportunities
- Knowledge sharing on geographies and prospects
- Shared marketing strategy and scale

Commercial Effectiveness Support

- Align Sales Ops: Standard Practices, Cadences & Metrics
- Benchmark numbers and KPI's for NA and EU
- Commercial Systems (e.g., Salesforce)

Fulfilment & Carrier Mgmt methodologies

- Best Practices scaling, automation, workforce
- Leverage relationships with global carriers (e.g., DHL, FedEx, UPS)
- Knowledge sharing about smaller brands operations (e.g., Active Ants)

Technology Development

- ROM as Global OMS platform
- Aligned WMS & TMS strategy
- Sharing expertise in other tech domains (e.g., PTF)

VISION 2026

Grow omni-commerce revenues and EBIT, with a substantial part in technology

Omni-commerce partner in Belgium

VISION

Make Belgium a top-notch omni-commerce country



Milestone

bpost will support Belgian SME's to embrace e-commerce and increase their online business

We want to offer the best customer experience in business for receivers and for senders

For receivers

We further adapt our parcel delivery to their preferences, and make interactions with bpost **frictionless**:

- Offer additional receiver **preference** options
- Improve delivery **timeslot** logic and communication
- Use **gamification** tactics in receiver & postmen apps to boost usage & quality
- Offer option to **chat** with a human if our chatbot cannot help
- **Sign & pay** for deliveries via mybpost app
- Optimized and aligned experience through all our channels and customer touchpoints

For senders

Build an **integrated digital environment** where **SME senders** can manage all interactions with bpost, e.g.

- Digital onboarding flow for a frictionless ‘early lifetime’ experience
- Improved tooling for label creation and business track & trace

Interact with large senders’ systems & processes to align bpost’s and sender’s customer journeys to avoid overlap in a.o. receiver communication & support

Offer **efficient & empathic support channels** to minimize senders’ need to put effort in asking bpost for help with problems

For C senders, offer integrated and optimized customer journey through all our channels (retail, app, web, callcenter ...)

bpost will support Belgian SME's to embrace e-commerce and increase their online business

Parcels BeNe – PaLo Eurasia

The Belgian e-commerce space is dominated by large international web shops. Only ~1/3 of parcels is sent by Belgian companies

To help Belgian companies to increase their online business, we build on the recently launched "Every Business Online" offer, so it evolves to a suite of solutions:

- Offer **advice and solutions** for doing e-commerce beyond logistics:
 - **Consultative & community approach** to increase customer's expertise
 - Offer (partner) **ecosystem of e-commerce tools** with a.o. marketing & operational solutions
- Offer an efficient, scalable & reliable first mile solution via **pick-up and PUDO**
- Offer **fulfilment solutions** (start Active Ants BE in 2021)
- Ensure a qualitative parcel delivery with a **frictionless customer journey**

bpost ELKE ZAAK ONLINE

Hoe werkt het? Formules bpost diensten Advies van expert Start je webshop nu NL

Je webshop in een klik online. Je pakjes in een knip geleverd.

Eindelijk een 100% Belgische alles-in-één-oplossing. Zet makkelijk en in minder dan 30 minuten je eigen webshop op met onze partner Shopitag.

Start je webshop nu

Alles-in-één? Zo zit dat ineen.

New & innovative experience

VISION

Be recognized as a new and innovative company offering exciting customer experiences



Milestones

Grow NPS per business line YoY, based on baselining in 2020

Have 5 million users within the Belgian bpost app by end of 2022

Co-create and test new solutions and features with clients in a fully operational innovation center and implement with them afterwards

A fundamental mind shift for our company

Historically at bpost, Radial or other entities, the prime focus was on making products and services for our B2C customers/senders

Strengthen our position towards the generations Y, Z and Alpha who think mobile, convenience and compare

Ideas and creativity to find new services that will allow us to outperform competition



With the new digital world, the focus is shifting from a senders perspective to a receivers perspective, to even better serve the sender

Digital transformation strategy build on knowing better the residential customers



This will result in an attractive value proposition towards our business customers

We want to create exciting customer experiences to increase NPS scores through four innovative tracks

Tracks



Build **global digital knowledge** on our customers be it senders or receivers

- By collecting and grouping all fulfillment, cross-border and last mile data we will be able to have **superior insights** on our customers
- By servicing our customers via a **global customer engagement center** where digital is the first interaction channel, we will offer a complete end-to-end service



Make **digital** the **first interaction medium** with our customers in Belgium

- bpost should become the only company in Belgium that has more than **5 million customers** identified digitally and mobile on the Belgian bpost app
- All our **mail** products have a **digital component**



Technology is **inherent part of the day-to-day operational activities** and guarantees the right to play for all entities

- A bpost **innovation center** supported by an agile way of working offers the opportunity to involve all our employees in innovation and our customers in the design of new products and services
- **Digital twins and Flow control towers** will give real-time information on the performance of our factories and provide supply chain solutions for our fulfillment business



New digital business lines and opportunities to complement our omni-commerce revenue streams

- **Different solutions** are being **investigated**

What will this bring us? Digital revenues and EBIT within the M&R business unit, as an alternative to declining mail EBIT

Zoom on Innovation in omni-commerce

Further modernize and automate operations with Robotics,
reducing dependency and cost for labour acquisition & retention

Context & ambitions

- Growing demand and industry shortage in reliable warehouse labour, accelerated under COVID-19, will continue to drive increased labour need and costs
- Cost of integration and implementation of robotics technologies in fulfilment decreasing as more providers and solutions enter market and drive efficiencies
- Productivity gains of 10%+ possible across certain process paths reducing Radial's cycle time
- Automation reduces risk exposure and cost linked to overall hiring needs to both bpost group and our clients
- Scalable tech will help bpost group be flexible and well positioned to capture clients' forecasted demand peaks in coming years

How

Technology capex focused on **Innovation driven Initiatives** to return sustainable productivity increases and labour expense savings over time

- Current pilot with robots integrating with humans in the picking process to significantly increase picking UPH
- UI enhancements: handheld scanning devices
- Robotic kitting: establishment of robotic pods that provide automated kitting for clients with specific product characteristics.
- Packaging profile accuracy: enhancement of weight and measure devices



Number driven to invest in future

VISION

Create sustainable long-term profitability, ensuring investments for business transformation beyond mail



Milestones

Re-invent and roll-out the Mail & Parcels Supply Chain in Belgium based on the expected market evolution combining agility, cost and service quality

Decrease overhead of bpost group with 1% p.a. on total revenue

A further review of the operating model in Belgium is required to align operations with expected market evolutions

Drivers



Volumes

- Accelerated mail volume decline
- Strong increase of parcels volume



Profitability

- Increase parcels margin
- Protect mail profitability



Market demand

- More flexibility asked by consumers
- Broader range of goods ordered online
- Increasing EOY peaks



Market trends

- Sustainability: carbon neutral delivery
- Urban low emission zones
- Congestion/mobility challenges

2020-2021

Alternating Distribution Model

Successful "big bang" nationwide roll-out mid-March 2020

Delayed launch of gradual mail round reorganization process

Full savings expected by end 2023

Volume changes linked to COVID-19 are taken into account

2022-2023 onwards

Delta

What

Re-invent the Mail & Parcels supply chain in Belgium based on expected market evolution, combining agility, cost and service quality

How

- Taking into account our social responsibility as one of the largest employers in Belgium
- Bearing in mind evolving customer needs (sender & receiver)
- Responding to sustainability and other market trends

Goal

- Maximize EBIT
- Minimize capex
- Increase asset utilization

We drive value creation in Mail

Position Mail in the digital world

- We will position Mail in the digital world with projects as such:
 - **My Mail:** Keep alive the “Mail Moment”
 - **e-Registered:** Be ready to launch a Digital Solution when needed
 - **Digital Stamp:** Maximize efficiency in operational processes
 - **Digital Channels:** Play the “paper/digital” complementarity in a hybrid Media approach
- Become the first trustworthy data player in Belgium respecting GDPR
- Launch new solutions in the Public Sector

Apply price increases in **Transactional mail**, while trying to slow down the volume trend by building a Preference Management Platform for the receiver and push for “split billing”

Implement Sales & Marketing Performance Program

- Commercial Dynamic: organize regular Top to Top meetings with each of our top customers and plan systematic interactions with the others
- New Value Proposition: build a new Sales story and visit advertisers with powerful (and tangible/real) examples of campaigns
- Organization:
 - Rework segmentation/customers target list focusing on maximum growth potential customers.
 - Reinforce and train the sales teams
- Performance Management: new dashboard approach to drive sales performance

Project One targets group-wide overhead efficiency

Context

- The intent is to **self-finance our business transformation**
- As bpost group is transforming from a traditional mail company into an omni-commerce player that competes against other 3PL players, **cost consciousness** becomes more than ever important to **embed in every layer of our organization**
- We need to build **new ways of doing things** and abandon old ones that have lost their value

Ambition

Reduce the cost/revenue ratio with **ONE percent every year** through a focus on **value driven spending** as part of our DNA

How

- **Simplify E2E-processes** – make bpost group a simpler and future proof organization by inspecting and adapting end to end processes and encouraging cross-BU cooperation
- **Cost clearing / Hygienic cost revision** – re-focus the available resources where possible to support the business transformation
- **Promote inter-mobility** – focus on re-orientation to jobs with the highest added value thereby limiting external recruitment

Earth & people friendly

VISION

Be a reference sustainable & planet-friendly company



Milestones

Fully active in several Belgian cities with sustainable city logistics for zero emission in city-centers

Certification of bpost by an entity known to and used by investors and clients

At bpost group level, decrease the total carbon footprint by 20% in 2030, compared to 2017*

At bpost group level, deploy 50% e-vans by 2030*

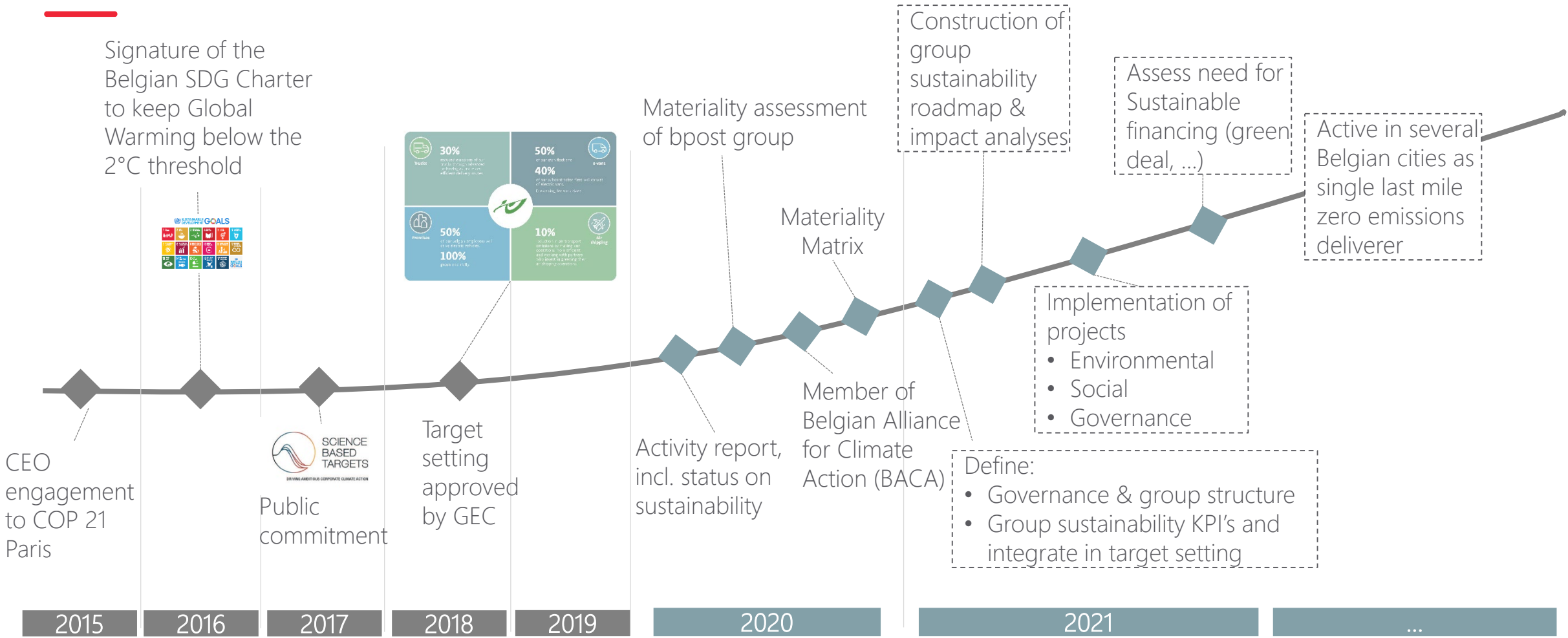
** Current bpost group targets, to be reviewed in 2021 together with auditing/certification entity*

Our 3-pillar CSR strategy is linked to the UN



We are firmly committed to further step up our efforts

We are conducting a materiality assessment and developing a sustainability roadmap



We are creating a “city blueprint” in order to become the preferred operator for sustainable B2C city delivery

Phase 1

Define blueprint (2020 – 2021)
in Mechelen



Operations



Experience



Product
development

- Expand PuDo network
 - Delivery by Electrical Vehicles
 - Route optimization & (un)loading tests
 - Test new sorting concepts
 - Cargo bike & other alternative vehicle testing
-
- Analyse receiver behaviour & iterate on experience
 - Tailor experience to needs of city and receiver
 - Measure & validate sustainability impact (CO2, NPS, ...)
-
- Co-create new services with local commerce (P2P, point to point ...)
 - Partner with top senders to validate new service concepts (Circular models ...)
 - Lobby cities to mirror concept

Phase 2

City by city rollout (2021 – 2025)

Roll-out the emission-free last mile model to other Belgian cities

Enable bpost positioning as the preferred city operator in dense urban areas

Cohesion in society

VISION

Be an important contributor to social cohesion in society and the preferred partner for public services in a changing world



Milestones

Create additional paid neighbourhood and proximity services

Retention, with modernization, of the existing services to public authorities

Create new neighbourhood and proximity services

- Building on its strengths retail offices can become more than “just” a post office, in a “leave-no-one-behind” societal approach offering services such as:
 - Identification and authentication of people, something for which the post office is perfectly equipped, with visual and e-ID based processes
 - Postal employees can serve as advisors and grant access to pooled devices (scan, print, ...)
 - With 42% of the population being “digital immigrant” at best in Belgium, the coming years will still see a generation relying on physical interactions. Next to an advisory role, the post office can remain the physical alternative
 - Basic banking services remain available at post offices, in a context where banks are increasingly leaving rural areas
 - In rural places where there is no commercial or other presence left, post offices can become the local one stop shop offering food, impulse, press and other products
- The western society is marked by a rapidly aging population, where people want to live at home as long as possible. To enable this, many services and products will have to be delivered at home 24/7
 - We want to investigate how we could leverage our unique distribution network and create added value services
 - We could even play a role as coordinating platform to together with other partners manage and execute required daily services

What will this bring us? Solutions revenues and EBIT within the M&R business unit, as an alternative to declining mail EBIT

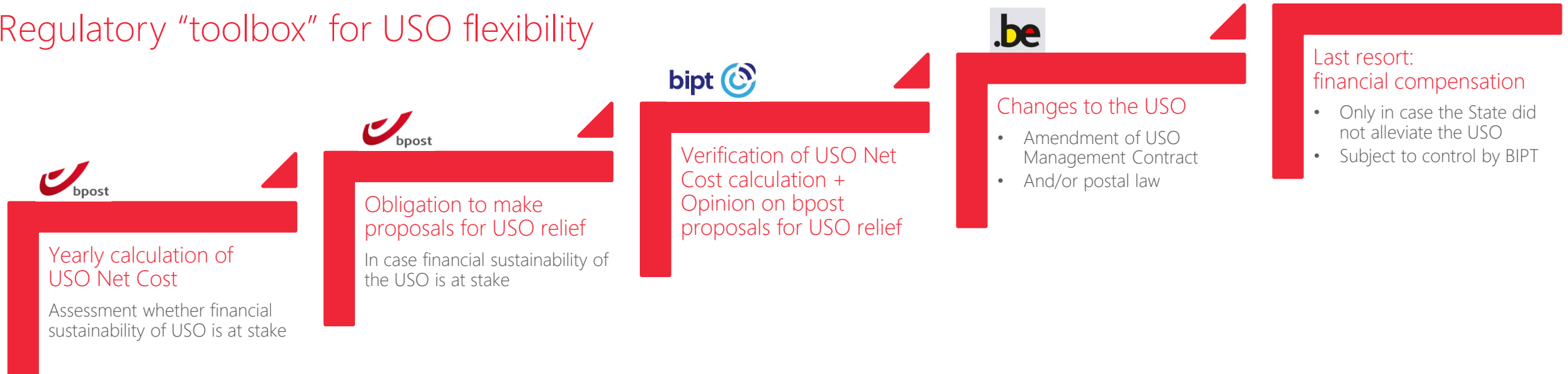
Sustainable services to public authorities to contribute to social cohesion in Belgian society

Contract	Current scope	Timing	Future
6th Management Contract (MC)	<ul style="list-style-type: none"> • Retail network (1,300 postal service points of which at least 650 post offices) • Cash at Counter • Election mail (distribution) • Cash payment of pensions at home 	<ul style="list-style-type: none"> • Runs until end of 2020 • Currently talks on a 1-year extension • Notified and validated by European Commission under State Aid rules 	<p>bpost proposal: a 7th SGEI MC incl. modernization & adjustments</p> <ul style="list-style-type: none"> • Basic banking services could be strengthened in the network of post offices • New innovative public services could be added to support isolated, vulnerable or digitally-disadvantaged citizens
Press concessions	<ul style="list-style-type: none"> • Also part of SGEIs • Newspaper early delivery 6x/week • Periodical delivery 5x/week • Quality control obligation of maximum 7 complaints per 10k deliveries 	<ul style="list-style-type: none"> • Runs until end of 2022 as a 2-year extension was granted by the State in Dec-19 at the financial conditions prevailing in 2020 • Notification procedure to European Commission of the 2-year extension is ongoing 	<p>The future of the concessions must be defined by the new government</p>

The future of USO

- In 2018, the government approved the **alternating distribution model** enabling bpost to reduce costs
- The new Postal Law (2018) and the new USO Management Contract (2019-2023) foresee a **“toolbox” in order to lighten the USO** – over time – **to avoid the USO becoming a financial burden**, for which the State would have to compensate bpost
- **Delta** was launched in September aiming at defining, agreeing and implementing a new operational model in Belgium

Regulatory “toolbox” for USO flexibility



Together inclusive @ life-learning

VISION

Be an inclusive organization, offering life-learning experiences



Milestones

Launch bpost academy and up-skill and re-skill bpost employees

Develop a human capital and diversity plan at group level

Set up One group, One team, One spirit, One bpost group culture that lives throughout all companies in bpost group

bpost academy launches an ambitious dual learning program

bpost academy



Scale up dual learning program for training 18 to 25-year-old inactive jobseekers to become bpost mailmen/women and sorting center staff

Phase 1 has been launched



Provide reskilling opportunities for internal staff at and outside of bpost, as a responsible employer



Demand-led training for adjacent sectors facing skills shortages

Phase 2

What will this bring us?

Be an important contributor to social cohesion

Be an inclusive organization, offering life-learning experiences

Create sustainable long-term profitability

Number driven to invest in future

VISION

Create sustainable long-term profitability, ensuring investments for business transformation beyond mail



Milestones

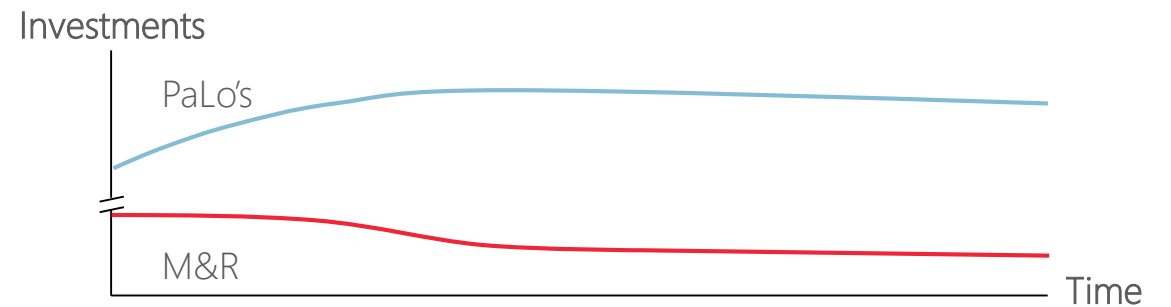
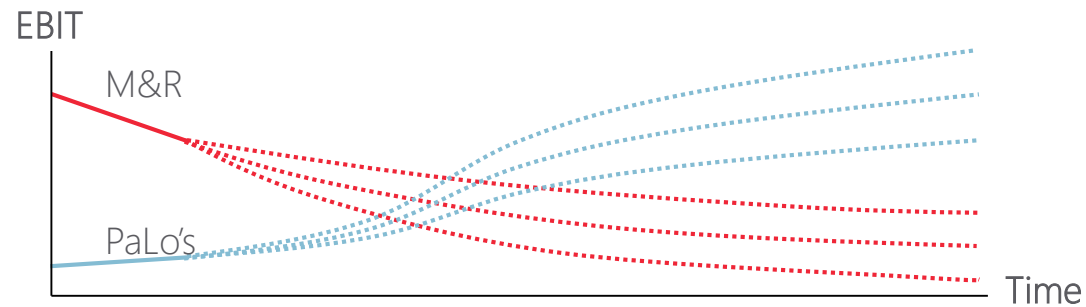
Credit rating ratios –
strive to remain investment grade

More than compensate the EBIT
loss from declining mail business in
the trajectory 2021-2026

Our business transformation will require time and investments

Different businesses with opposing dynamics are at different stages of their cycle with the inflection point being unpredictable as to exact timing...

... they therefore require different levels of investments in the course of the business transformation



Our financial ambition is to seek to more than compensate the EBIT loss from our declining mail business in the trajectory 2021-2026, and gear for adjusted EBIT growth of bpost group.

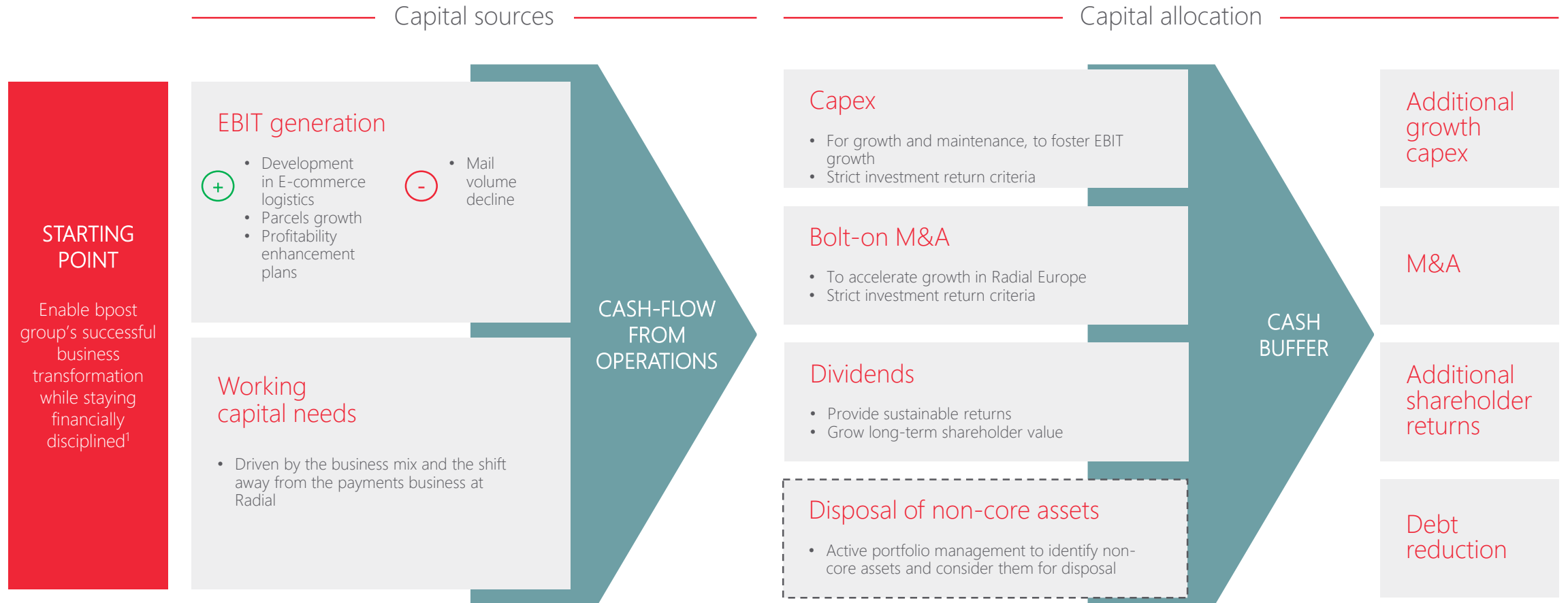
Going forward, we will give yearly financial guidance rather than long-term group EBIT targets since our business transformation is partly dependent on exogenous factors which are unpredictable in timing.

bpost group has to operate with a refreshed capital allocation policy to meet all stakeholders' expectations throughout the business transformation

Belgian Citizens	<ul style="list-style-type: none">• Guarantee sustainability of the USO to the Belgian citizens
Customers	<ul style="list-style-type: none">• Enhance further e-commerce development in both last mile delivery as in E-commerce logistics• Offer access to a more diversified international offering
Employees	<ul style="list-style-type: none">• Secure long-term employment• Offer an attractive and socially responsible place to work• Increase job opportunities in Belgium & abroad
Belgian State	<ul style="list-style-type: none">• Strive to provide high quality USO without financial burden to the State, as well as high quality public services• Secure long-term employment for a diversified workforce as one of Belgium's largest employers• Distribute dividend in accordance with the dividend policy to contribute to the annual budget
Shareholders	<ul style="list-style-type: none">• Offer a sustainable and solid investment proposition through:<ul style="list-style-type: none">– Durable long-term value creation– Sustainable dividends in accordance with the dividend policy
Debtholders	<ul style="list-style-type: none">• Demonstrate a disciplined approach to balance sheet management• Guarantee interest/coupon payments and reimbursement of the principal

The capital allocation should enable our business transformation

To ultimately deliver durable shareholder value while being sustainable from a cash flow perspective and strive for investment grade

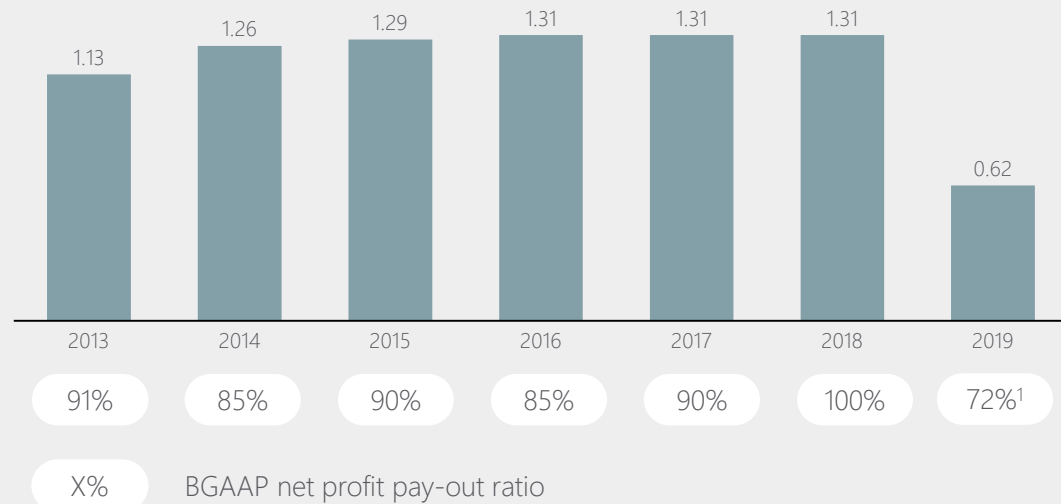


¹ Financial discipline is reflected in our striving for an investment grade rating, based on internal cash generation

We remain committed to rewarding shareholders in a sustainable way, while we invest to position the company for growth

IPO dividend policy until 2019

Minimum of 85% of BGAAP net profit of the mother company bpost SA/NV (unconsolidated)



¹ Exceptional deviation from the dividend policy due to COVID-19 to strengthen balance sheet & cash reserves for the long-term. Gross DPS on FY19 results was limited to the interim dividend paid in Dec-19 of € 0.62

Updated dividend policy

Dividend pay-out ratio between 30-50% of IFRS net profit:

- Sustainable in the long run as it offers flexibility and headroom to manoeuvre through the business transformation
- Timing of the annual dividend payment will be in the month of May after the Annual Shareholders Meeting

The new dividend policy offers a sustainable and solid investment proposition

Aligned with
bpost group
vision
& strategy

- Allows flexibility and offers headroom for investments in our growth businesses as defined in our company strategy
- Supports the business transformation from a declining postal operator into an E-commerce logistics provider tilted towards long-term growth, thereby ensuring long-term value creation
- Commits to annual cash returns during the business transformation while offering participation in the upside thereafter

Linked to
bpost group
performance

- Linked to bpost group performance (instead of the former BGAAP net profit policy)
- Sustainable over the long-term from a cash flow perspective

Supports sound
balance sheet
management

- Allows to maintain a strong balance sheet, striving for an investment grade credit rating
- Allows for an appropriate level of distributable reserves

All investments are tested against additional cash returns to shareholders

Rigorous project governance process

Consistent and thorough application of return metrics

- Increased rigour on all capex
- Projects prioritised in line with strategic intents and targeted return
- Optimising balance between growth and maintenance capex
- Suite of metrics to ensure a balanced appraisal

IRR

NPV

Payback period

- Projects must attain a minimum return surpassing bpost's WACC by at least 2% while limiting the payback period
- Investments reviewed periodically to monitor progress

Conclusion

VISION

C O N N E C T

Your trusted guide to connect in a changing world

We accelerate our transformation into an omni-commerce group close to society, while remaining an efficient mail provider in Belgium



Enhance **customer centricity** within the whole bpost group including a top-notch customer experience



Invest in **growth of European omni-commerce logistics** business, partner with **major brands** & support Belgium as a country



Create **One Group, One Team, One Spirit, One bpost group**



Set and reach **Ambitious Financial Targets** by creating Added Value and keeping costs under control



Continue the **turnaround of PALO NA** into a financially healthy business that supports the bpost group financial targets & exchanges best practices



Become the **preferred employer** within our business segments



Transformation of the last mile Belgian mail business into last mile distribution business with Mail, Parcels, Press, Home Services



Transform the Belgian **retail network** in a commercial network serving partners & society



Become a **sustainable champion** in our business segments



Prepare bpost group for **the digital world**, develop new business opportunities and enhance **innovation**



Continue and enhance **our societal role** in Belgium

Questions

