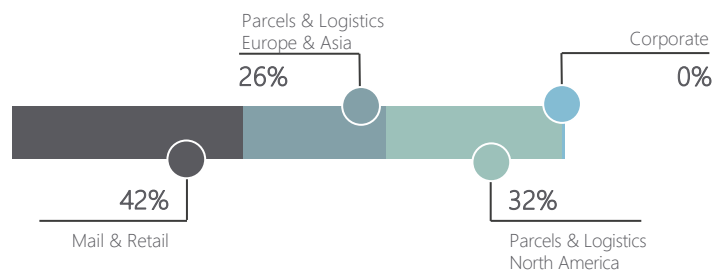


Our company

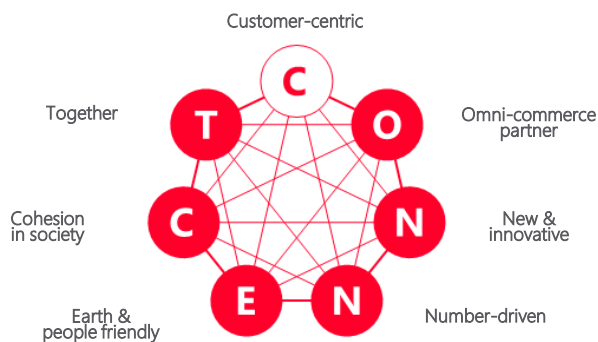
**5.8 million** letters per day  
**537,000** parcels per day  
**1,311** Post offices and post points

% of 2020 revenues



Our strategy

**PURPOSE**  
 Your trusted guide to connect in a changing world



Management team



Dirk Tirez  
CEO



Leen Geirnaerd  
CFO



Kathleen Van Beveren  
CEO  
Parcels & Logistics  
Europe & Asia



Luc Cloet  
CEO  
Mail & Retail



Mark Michiels  
CHRO

Shareholders

(situation as of 9 November 2021)



The share

- Listing: Euronext Brussels
- Index: DJ Eurostoxx 600
- Ticker: BPOST / BPOST.BR / BPOST.BB
- ISIN: BE0974268972
- Number of shares: 200,000,944

Results 2020

Adjusted<sup>1</sup> Revenues **€ 4.2bn**

Adjusted<sup>1</sup> EBITDA **€ 519.1m**  
12.5%

Adjusted<sup>1</sup> EBIT **€ 280.6m**  
6.8%

Adjusted<sup>1</sup> net profit **€ 200.9m**

Adjusted<sup>1</sup> FCF **€ 440.5m**

Adjusted<sup>1</sup> EPS **€ 1.00**

Latest results: 3<sup>rd</sup> quarter 2021

€ million, Adjusted <sup>1</sup>	3Q20	3Q21	% Δ
Total operating income (revenues)	972.9	976.2	+0.3%
Operating expenses	840.1	871.6	+3.8%
EBITDA	132.8	104.6	-21.2%
Margin (%)	13.7%	10.7%	
EBIT	69.5	39.1	-43.7%
Margin (%)	7.1%	4.0%	
Net profit	48.6	23.4	-51.7%

Group key financial indicators

€ million, Adjusted <sup>1</sup>	2017	2018	2019	2020
<b>RESULTS</b>				
Total operating income (revenues)	3,023.8	3,850.2	3,837.2	4,154.6
Operating expenses	2,425.9	3,279.1	3,300.2	3,635.5
EBITDA	598.0	571.1	537.0	519.1
Margin (%)	19.8%	14.8%	14.0%	12.5%
EBIT	501.6	424.3	310.8	280.6
Margin (%)	16.6%	11.0%	8.1%	6.8%
Net profit	329.3	290.4	173.1	200.9

LEVERAGE & LIQUIDITY

Net cash / (net debt)	(292.4)	(344.8)	(779.9)	(495.2)
FCF <sup>2</sup>	(500.8)	231.5	288.0	440.5

SHAREHOLDERS

Basic earnings per share (€, reported)	1.62	1.32	0.77	-0.10
Dividend per share (€)	1.31	1.31	0.62	0.00

OTHER INFORMATION

Capex	121.3	114.9	162.3	147.7
# FTEs & interims	26,906	36,109	35,377	38,639

<sup>1</sup> Adjusted figures are not audited

<sup>2</sup> Adjusted as from 2017