Fourth quarter 2023 results Analyst call

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March 1st, 2024

bpostgroup
You make us move

Investor presentation

4Q23

Interim financial report 4Q23

Financial Calendar

21.03.2024
Annual report 2023

03.05.2024 (07:00 CET)
Quarterly results 1Q24

08.05.2024
Ordinary General Meeting of Shareholders

15.05.2024
Ex-dividend date

17.05.2024
Payment date

More on bpostgroup.com/investors

Disclaimer

This presentation is based on information published by bpost group in its Fourth Quarter 2023 Interim Financial Report, made available on March 1st, 2024 at 07.00am CET on bpostgroup.com/investors. This information forms regulated information as defined in the Royal Decree of November 14th, 2007. The information in this document may include forward-looking statements[1], which are based on current expectations and projections of management about future events. By their nature, forward-looking statements are not guarantees of future performance and involve known and unknown risks, uncertainties, assumptions and other factors because they relate to events and depend on circumstances that will occur in the future whether or not outside the control of the Company. Such factors may cause actual results, performance or developments to differ materially from those expressed or implied by such forward-looking statements. Accordingly, no assurance is given that such forward-looking statements will prove to have been correct. They speak only as at the date of the Presentation and the Company undertakes no obligation to update these forward-looking statements contained herein to reflect actual results, changes in assumptions or changes in factors affecting these statements. This material is not intended as and does not constitute an offer to sell any securities or a solicitation of any offer to purchase any securities.

The joint statutory auditors, EY Bedrijfsrevisoren/Réviseurs d'Entreprises and PVMD Bedrijfsrevisoren/Réviseurs d'Entreprises have confirmed that their audit procedures, which have been substantially completed, have not revealed any material adjustments. The complete audit report related to the audit of the consolidated financial statements will be shown in the annual report 2023 that will be published in March 2024.

[1] as defined among others under the U.S. Private Securities Litigation Reform Act of 1995

Highlights of FY23

FY23

bpostgroup delivers annual results in line with both initial and reinstated guidance. Performance driven by parcel volume development, pricing levers and enhanced productivity, despite North American market headwinds and compliance reviews impacts

Group operating income

€ 4,272.2m (€ -125.3m)

Group adjusted EBIT

€ 248.5m (€ -30.0m)
5.8% EBIT margin

Capex

€ 154.7m

Dividend

€ 0.13 gross per share[1]
(40% pay-out ratio)

Belgium

incl. €-10m of repricing services to the State[2]

€ 183.1m (€ -15.2m)
8.1% EBIT margin

- Total operating income at € 2,265.7m (+3.3%)[3]
  - underlying mail volume decline of -8.4% offset by positive price/mix impact
  - parcels volumes +6.3% and price/mix impact of +4.8%
- Adj. OPEX increase (+4.2%)[4] reflecting annual impact of 7 salary indexations and stable FTEs

E-Logistics Eurasia

€ 37.9m (€ +10.4m)
5.7% EBIT margin

- Total operating income at € 668.3m (+8.8%)
  - continued expansion of Radial EU and Active Ants (+15.1%)
  - higher cross-border sales mainly reflecting growth from existing and new customers in Asia
- Higher OPEX (+6.4%) from (i) higher transport costs in line with volume development and mix, (ii) higher salary costs

E-Logistics N. Am.

€ 65.2m (€ -21.7m)
4.5% EBIT margin

- Total operating income at € 1,438.4m (-10.7% excl. FX), reflecting lower volumes at Radial and Landmark US (Amazon insourcing)
- Lower OPEX (-11.3% excl. FX) from lower variable costs including continued strong labor management and productivity gains

[1] In line with dividend policy and subject to Shareholders' meeting approval
[2] See disclosure "Update on bpostgroup compliance reviews", dated 22 September 2023
[3] or +4.3% / [4] or +5.3% excluding deconsolidation impact of Ubiway Retail in 1Q22

Highlights of 4Q23

4Q23

Successful peak execution and productivity gains across businesses drive resilience amid revenue pressures in North America. Strong Asian volumes mitigate soft market backdrop in Belgium and Eurasia.

Group operating income

€ 1,217.2m (€ -84.4m)

-6.5% vs. 4Q22

Group adjusted EBIT

€ 74.1m (€ -2.9m)

6.1% EBIT margin

Operationally flat y/y when excl. repricing services to the State[1]

Belgium

incl. €-2.5m of repricing services to the State[1]

€ 36.7m (€ -4.9m)

6.1% EBIT margin

- Total operating income at € 603.0m (+3.0%)
  - underlying mail volume decline of -8.1% offset by positive price/mix impact
  - parcels volumes +3.4% and price/mix impact of +3.2%
- OPEX increase (+3.5%) mainly driven by salary indexations

E-Logistics Eurasia

€ 13.3m (€ +7.8m)

7.1% EBIT margin

- Total operating income at € 187.5m (+8.2%)
  - continued expansion of Radial EU and Active Ants (+12.7%)
  - higher cross-border sales reflecting growth from existing and recent customer wins in Asia
- Higher OPEX (+2.8%) from (i) higher transport costs in line with volume development and mix, (ii) lower salary costs

E-Logistics N. Am.

€ 34.4m (€ -8.7m)

7.5% EBIT margin

- Total operating income at € 459.5m (-14.2% excl. FX), reflecting lower volumes at Radial and Landmark US
- Lower OPEX (-15.9% excl. FX) from lower variable costs including continued strong labor management and productivity gains during peak

[1] See disclosure "Update on bpostgroup compliance reviews", dated 22 September 2023

Key financials 4Q23

4Q23

€ million	Reported		Adjusted[1]		
	4Q22	4Q23	4Q22	4Q23	Δ %
Total operating income	1,301.6	1,217.2	1,301.6	1,217.2	-6.5%
Operating expenses	1,158.5	1,063.6	1,155.9	1,063.6	-8.0%
EBITDA	143.2	153.6	145.7	153.6	5.4%
Depreciation & Amortization	72.2	(1) 82.7	68.8	(1) 79.6	15.7%
EBIT	71.0	70.9	77.0	74.1	-3.7%
Margin (%)	5.5%	5.8%	5.9%	6.1%	
Financial result	14.8	(2) -28.0	14.8	(2) -28.0	-
Profit before tax	85.8	43.0	91.8	46.1	-49.8%
Income tax expense	8.0	10.5	8.8	11.6	30.9%
Net profit	77.8	32.4	83.0	34.6	-58.3%
FCF	287.5	(3) 110.4	241.1	(3) 75.9	-68.5%
Net Debt at Dec. 31	437.8	(4) 420.5	437.8	(4) 420.5	-3.9%
Capex	51.4	48.1	51.4	48.1	-6.5%
Average # FTEs and interims	42,469	39,374	42,469	39,374	-7.3%

1. Amortization and impairments of intangibles recognized during PPA are adjusted, leading to increase in EBIT (€ +3.2m) and income tax (€ +1.8m)
2. Decrease in financial results reflecting last year's (i) development of non-cash financial results related to IAS 19 employee benefits (one-off steep increase in discount rates LY), and (ii) reassessment of remaining shares of a subsidiary
3. Adjusted FCF excludes the cash Radial receives on behalf of its customers for performing billing services
4. Including € 643.9m of lease liabilities

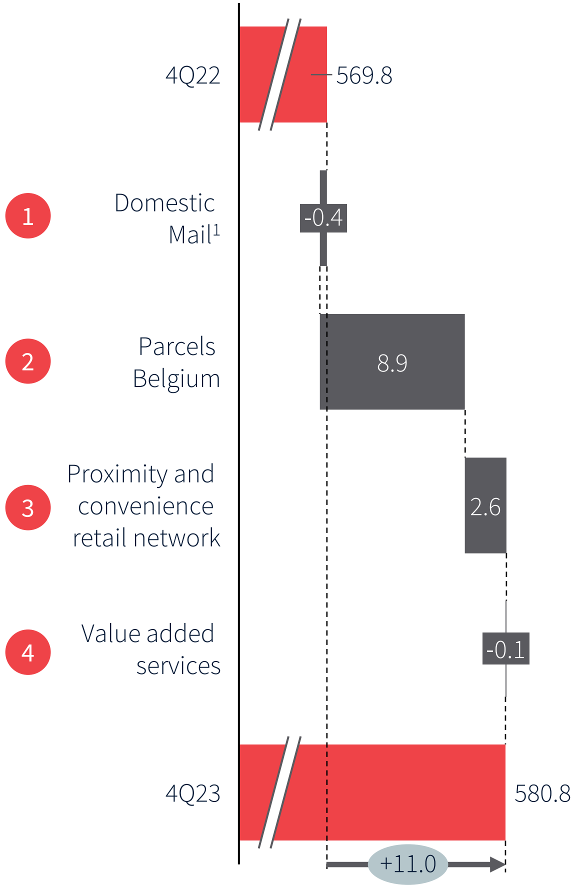
[1] Unaudited figures

You make us move.

Parcel volume growth and beneficial Price Mix across mail and parcels

4Q23 – Belgium

Belgium revenues, € million



Domestic Mail

Stable revenues from:

- € -25.1m volume (-8.1% underlying volume decline against -7.5% in 4Q22)
- € +24.7m price/mix impact

1

Parcels Belgium

Parcels Belgium revenues up € +8.9m (+6.6%):

- Parcels volume growth of +3.4% against high comps of 4Q22 and reflecting phasing out of Commercial Hunting Plan 2022

  Negative volume trend from market slowdown in December

- Price/mix of +3.2%

2

Proximity and convenience retail network

Revenues up € +2.6m (+3.5%) mainly from indexation of Mgt. Contract

3

Value added services

Stable revenues from fines solution

4

[1] Domestic mail is the sum of Transactional, Advertising and Press

Strong domestic and inbound parcels, stable FTEs and productivity during peak mitigate inflation of payroll costs

4Q23 – Belgium

€ million

Belgium	4Q22	4Q23	Δ %
Transactional	184.5	189.6	2.7%
Advertising	48.7	48.6	-0.2%
Press	94.6	89.2	-5.7%
Parcels Belgium	134.9	143.8	6.6%
Proximity and convenience retail network	73.6	76.2	3.5%
Value added services	33.5	33.5	-0.2%
Intersegment and other	15.6	22.2	42.1%
Total operating income	585.4	603.0	3.0%
Operating expenses	525.3	543.7	3.5%
EBITDA	60.1	59.3	-1.4%
Depreciation & Amortization	18.7	22.7	21.7%
Reported EBIT	41.4	36.6	-11.8%
Margin (%)	7.1%	6.1%	
Adjusted EBIT	41.6	36.7	-11.8%
Margin (%)	7.1%	6.1%	
Additional KPIs			
Underlying Mail volume trend	-7.5%	-8.1%	
Transactional	-6.7%	-9.2%	
Advertising	-11.6%	-8.7%	
Press - excl. Aldipress	-5.4%	-11.2%	
Parcels volume trend	+1.5%	+3.4%	

Key takeaways 4Q23

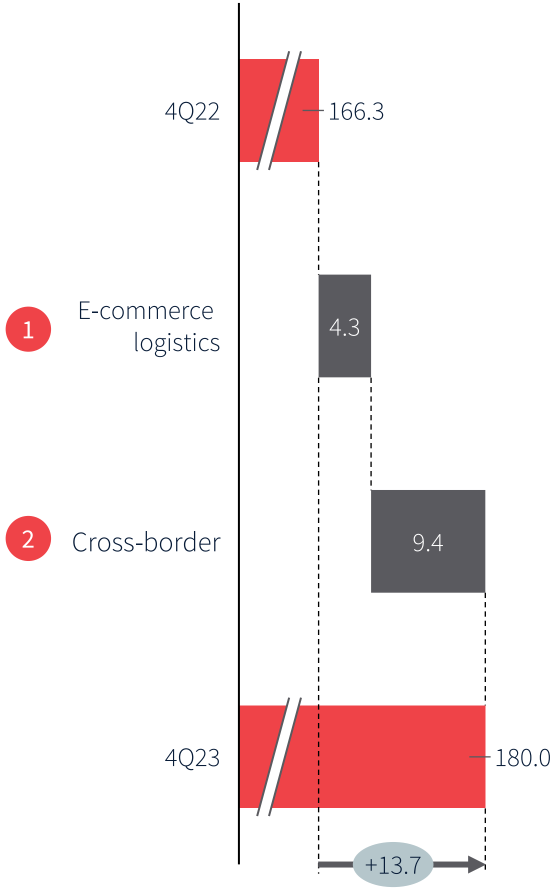
- Higher intersegment revenues from inbound cross-border volumes handled in the domestic network, and € -2.5m impact (other revenue) of repricing the services to the State
- Operating expenses (incl. adjusted D&A) increased by € 22.5m (+4.1%) mainly driven by higher salary cost per FTE (+4.0% from 3 salary indexations y/y) and stable FTEs despite higher parcel volumes

You make us move.

Strong cross-border revenue growth from recent customer wins and IMX, and continued momentum in e-com fulfilment

4Q23 – E-Log. Eurasia

E-Logistics Eurasia revenues, € million



E-commerce logistics

Revenues up € +4.3m (+5.7%):

- Radial Europe and Active Ants revenue growth of +12.7% reflecting higher sales from new customer onboardings in existing sites, international expansion and upselling from existing customers
- Lower volumes across all Dyna lines, only partially mitigated by price indexations

1

Cross-border

Revenues up € +9.4m (+10.3%) mainly from:

- New customers and continued growth from recent customer wins in Asia
- Growth at IMX; partly offset by
- Continued adverse UK market conditions

2

Improved profitability fueled by favorable mix at cross-border and productivity gains

4Q23 – E-Log. Eurasia

€ million

E-Logistics Eurasia	4Q22	4Q23	Δ %
E-commerce logistics	75.1	79.4	5.7%
Cross-border	91.2	100.6	10.3%
Intersegment and other	7.0	7.5	7.0%
Total operating income	173.3	187.5	8.2%
Operating expenses	160.7	165.2	2.8%
EBITDA	12.6	22.3	76.9%
Depreciation & Amortization	8.2	9.9	21.1%
Reported EBIT	4.4	12.4	179.8%
Margin (%)	2.6%	6.6%	
Adjusted EBIT	5.4	13.3	144.0%
Margin (%)	3.1%	7.1%	

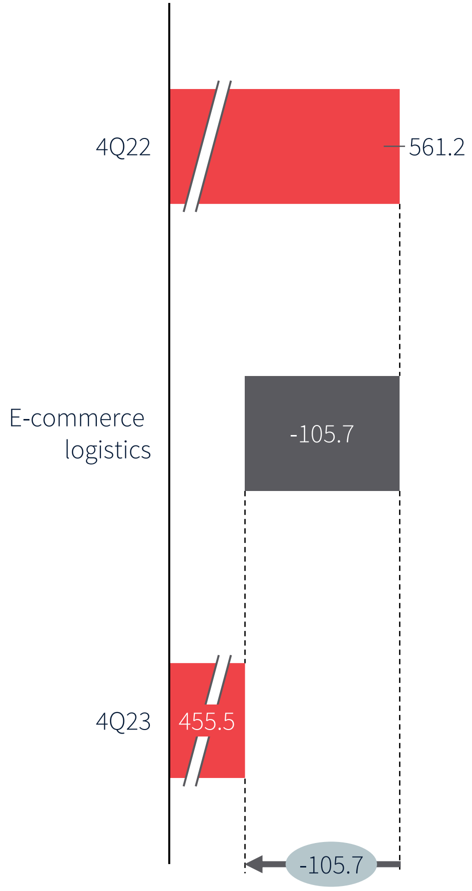
Key takeaways 4Q23

- Total operating income up € +14.2m (+8.2%)
- Operating expenses (incl. adjusted D&A) increased by € 6.4m (+3.8%), reflecting:
  - higher volume driven transport costs with favorable mix tied to volumes with destination Belgium
  - lower salary costs, with inflationary pressures offset by lower FTEs and improved automation and productivity

Revenue pressure in a North American market that remains difficult

4Q23 – E-Log. N. Am.

E-Logistics N. America revenues, € million



E-commerce logistics

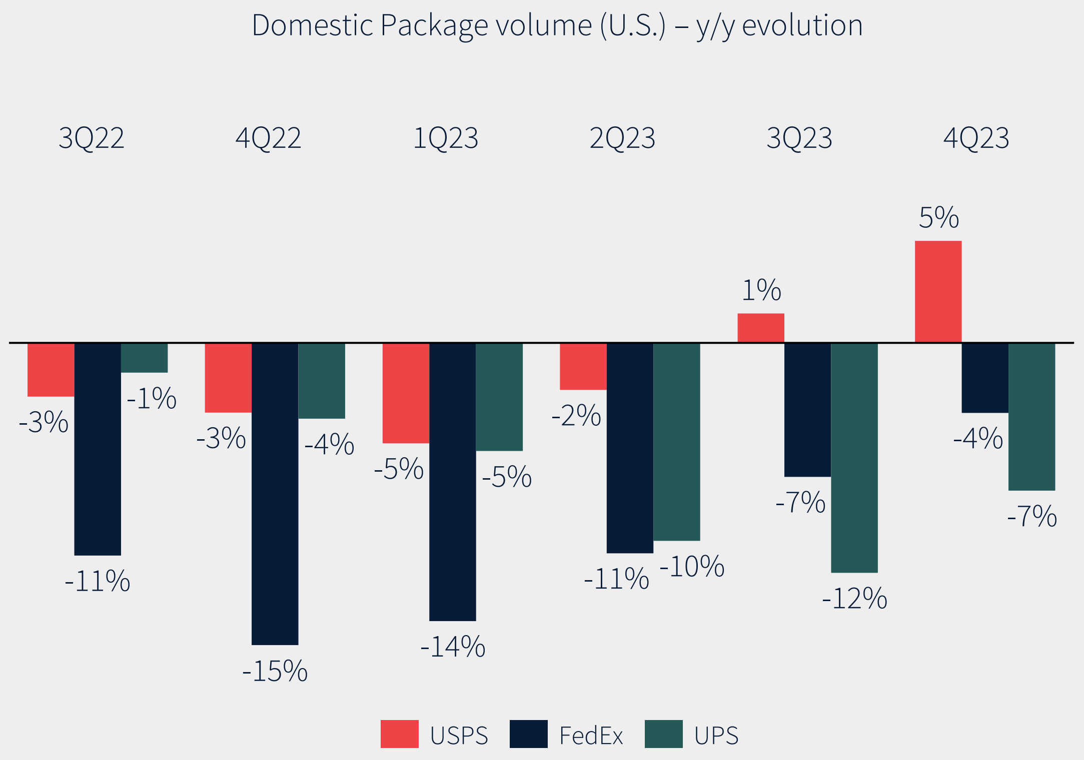
Revenues down € -105.7m (-18.8% or -14.6% at constant exchange rate)

Lower revenues at Radial (-16.5% excl. FX) resulting from:

- lower sales from existing customers, and
- contribution of new customers partially mitigating revenue churn from terminated contracts announced in 2022 and 2023

Lower revenues at Landmark US reflecting general competitive pressure and Amazon's insourcing

U.S. domestic market trend

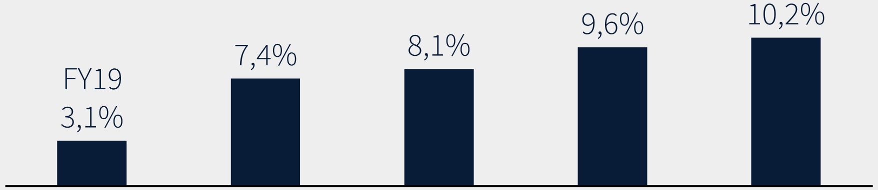


Resource alignment and productivity gains in all businesses protect margins in challenging market conditions

€ million

E-Logistics North America	4Q22	4Q23	Δ %
E-commerce logistics	561.2	455.5	-18.8%
Intersegment and other	1.9	4.0	112.4%
Total operating income	563.1	459.5	-18.4%
Operating expenses	498.9	398.8	-20.1%
EBITDA	64.2	60.7	-5.5%
Depreciation & Amortization	25.9	28.5	9.9%
Reported EBIT	38.3	32.2	-15.8%
Margin (%)	6.8%	7.0%	
Adjusted EBIT	43.1	34.4	-20.2%
Margin (%)	7.7%	7.5%	
Additional KPIs, adjusted			
Radial North America revenue, $m	479.6	400.5	-16.5%
Radial North America EBITDA, $m	51.2	46.7	-8.8%
Radial North America EBIT, $m	31.9	23.3	-26.9%

Radial North America adj. EBITDA margin[1] evolution FY19 – FY23



Key takeaways 4Q23

- Total operating income down € -103.6m (-18.4%, or -14.2% excl. FX)
- Operating expenses (incl. adjusted D&A) down € -94.8m (-18.2% or -14.0% excl. FX) reflecting:
  - lower variable opex in line with revenue development
  - continued strong variable labor management and productivity gains, resulting in improved (+5% y/y) variable contribution margin at Radial
- Preserved EBIT margin amid adverse market conditions and revenue pressures, driven by enhanced efficiency across all subsidiaries
- Radial's structural efficiency gains and improved peak execution translating into 5 consecutive years of steady EBITDA margin expansion

[1] excluding one-offs as disclosed in quarterly results presentations: € -9.2m EBIT impact from ransomware attack in 4Q20; € +6.6m from cyber insurance recovery in 3Q/4Q21; € +5.2m EBIT uplift from a one-time concession from a vendor; € -7.1m provision reflecting dispute with terminated customer

Continued FTE reduction mitigates the cost pressures

4Q23 – Corporate

€ million

Corporate	4Q22	4Q23	Δ %
External operating income	4.4	1.0	-76.3%
Intersegment and other	98.8	112.2	13.6%
Total operating income	103.2	113.3	9.7%
Operating expenses	97.0	101.9	5.1%
EBITDA	6.3	11.4	82.0%
Depreciation & Amortization	19.4	21.6	11.3%
Reported EBIT	-13.2	-10.2	
Margin (%)	-12.8%	-9.0%	
Adjusted EBIT	-13.2	-10.2	
Margin (%)	-12.8%	-9.0%	

Key takeaways 4Q23

- External revenues down € -3.3m mainly from building sales
- Lower net operating expenses (€ -6.3m, incl. D&A) after intersegment, reflecting:
  - inflationary pressure on payroll costs (+4.0% from 3 salary indexations) mitigated by continued efforts on overhead reduction (-4.4% FTEs),
  - actuarial gains on IAS19 Employee Benefits from fewer salary indexations than initially expected; partially offset by
  - compliance reviews related costs and consultancy costs tied to group transformation
- Adjusted EBIT up € +2.9m at € -10.2m

Net cash outflow reflects working capital returning to normal seasonality and bank loan repayment

4Q23

€ million - Adjusted

	4Q22	4Q23	Δ	
Cash flow from operating activities before Δ in WC and provisions	140.6	122.3	-18.2	1
Change in working capital and provisions	147.1	3.4	-143.7	2
Cash flow from operating activities	287.7	125.8	-161.9	
Cash flow from investing activities	-46.6	-49.8	-3.3	3
Free cash flow	241.1	75.9	-165.2	
Cash flow from financing activities	-47.5	-203.9	-156.4	4
Net cash movement	193.6	-128.0	-321.6	
Capex	51.4	48.1	-3.3	

Adjusted vs. Reported Cash Flow Statement in appendix

CF from operating activities

1 € +7.9 higher EBITDA and higher corporate income taxes prepayment (€ -18.7m)

2 € -143.7m variation in working capital evolution and provisions mainly from:

- last year' shift in payment schedule of SGEI compensation (€ +136.0m in 4Q22, € +40.4m in 4Q23)
- deferral of 4Q22 payments of withholding tax on payroll (€ 30.6m), a measure granted by the Belgian government in the context of the energy crisis

3 CF from investing activities

€ -5.0m lower proceeds from building sales in 4Q23

CAPEX of € 48.1m in 4Q23 (€ -3.3m y/y) mainly spent on international e-commerce logistics and on domestic fleet, operational infrastructure and parcels capacity

4 CF from financing activities

Mainly driven by (i) repayment of $ 185m Term Loan maturing on 29 Dec. 2023, and (ii) stable payments related to lease liabilities and interests on borrowings

CEO first observations – Vision and Strategy are underway

Management

Initial observations underpin the need for a large-scale transformation of the company in order to address the challenges posed by managing a declining historic business which is currently insufficiently compensated by recent diversification efforts.

Ambition to become:

- a regional leader in the parcel-size logistics market
  - in Belgium leading the B2C and parcel-sized B2B logistics, and
  - internationally as a leading Third-Party Logistics (3PL) player,
- focused on defendable high value market segments
- while managing the historical business for profit

This ambition will be further developed in the coming months. The vision for bpostgroup and the strategy to be pursued will be validated with the Board of Directors in the coming months and communicated by year-end.

Selected key strategic initiatives have been activated in the meantime

Management

Management continues to execute on existing priorities and has also already activated selected key strategic initiatives in light of the vision that is emerging for the group.

Group

- Portfolio restructuring, including M&A ambitions, to reallocate resources towards logistics activities of higher value and enabling higher synergies
- Complete and reinforce bpostgroup leadership team (incl. digital and commercial roles)
- Implement a leadership model across the group to support the transformation agenda

Belgium

- Develop commercial offers for future press distribution
- Clarify the future operating model (network design, organizational and social models) in view of latest volume projections
- Defend mail through registered mail enhanced experience
- Develop PUDO and parcel lockers strategy
- Pilot the B2B parcel-logistic market
- Develop quality management program

E-Logistics Eurasia and North America

- Continue topline growth for Radial and Active Ants in Europe
- Radial US: differentiate positioning and offering (click-to-door) with a focus on mid-sized growing brands, to mitigate overcapacity in the market
- Cross border: pursue activities expansion by developing new lanes and building strategic partnerships

Financial outlook 2024 – Underlying parameters

Outlook FY24

Group EBIT guidance pending operational and financial outcomes of ongoing commercial discussions with involved press stakeholders

Belgium

Slightly higher total operating income, excl. press revenues[1], notably driven by

- Mail (excl. Press): volume decline of 6-8% mitigated by 4-5% price / mix
- Parcel: high single digit % volume growth and low single digit % price/mix

6-8% adjusted EBIT margin prior to any Press impact. Margin range to be confirmed once further clarity is obtained on future press distribution

Higher costs due to salary indexation and cost inflation, partly offset by continued ambition in productivity gains and cost reduction initiatives

E-Logistics Eurasia

Low double digit % growth in total operating income driven by

- Continued growth of Radial Europe and Active Ants
- Continued growth of Cross-Border Commercial activities incl. development of new lanes

5-7% adjusted EBIT margin

Strong productivity gains at Radial Europe and Active Ants mitigating negative mix effect at Cross-Border, higher FTEs and cost inflation

E-Logistics N. Am.

High single digit % decline in total operating income[2] reflecting

- Radial US net volume loss from client churn and client concessions in the context of adverse market conditions
- New Cross-Border lanes and customer wins at Landmark Global

4-6% adjusted EBIT margin

Topline pressure mitigated by continued VCM rate improvements and substantial efforts to further reduce SG&A and other costs

Group

Stable total operating income[1,2]

Group adj. EBIT guidance pending outcome of ongoing commercial discussions with press stakeholders

Including EBIT decline at Corporate from discontinuation of building sales and higher opex from compliance and strategic initiatives

Gross capex around € 180m

[1] Press revenues of € 349.6m in FY23, of which € 255.1m tied to Press concession (incl. € 163.4 from Belgian State) and € 94.5m from AMP and Aldipress. On December 12, 2023 the Belgian State decided to withdraw the future concession and to extend the current concession until June 30, 2024 with a budget of € 75.0m.

[2] assuming EUR/USD at 1.09 for 2024

FY23

Key financials FY23

FY23

€ million	Reported		Adjusted[1]		
	FY22	FY23	FY22	FY23	Δ %
Total operating income	4,397.5	4,272.2	4,397.5	4,272.2	-2.9%
Operating expenses	3,844.9	3,794.4	3,842.4	3,719.4	-3.2%
EBITDA	552.6	477.8	555.1	552.8	-0.4%
Depreciation & Amortization	289.3	(1) 317.0	276.6	(1) 304.3	10.0%
EBIT	263.3	160.8	278.5	248.5	-10.8%
Margin (%)	6.0%	3.8%	6.3%	5.8%	
Financial result	30.3	(2) -41.6	30.3	(2) -41.6	-
Profit before tax	292.5	119.2	308.9	206.9	-33.0%
Income tax expense	60.8	54.5	63.9	59.0	-7.7%
Net profit	231.7	64.8	245.0	147.9	-39.6%
FCF	403.2	(3) 223.8	397.4	(3) 220.7	-44.5%
Net Debt at Dec. 31	437.8	(4) 420.5	437.8	(4) 420.5	-3.9%
Capex	164.4	154.7	164.4	154.7	-5.9%
Average # FTEs and interims	39,285	37,782	39,285	37,782	-3.8%

1. Amortization and impairments of intangibles recognized during PPA are adjusted, leading to increase in EBIT (€ +12.7m) and income tax (€ +4.5m)
2. Decrease in financial results reflecting last year's development of non-cash financial results related to IAS 19 employee benefits (one-off steep increase in discount rates LY), whereas slight decrease in 2023 leads to y/y impact € -65.6m
3. Adjusted FCF excludes the cash Radial receives on behalf of its customers for performing billing services
4. Including € 643.9m of lease liabilities

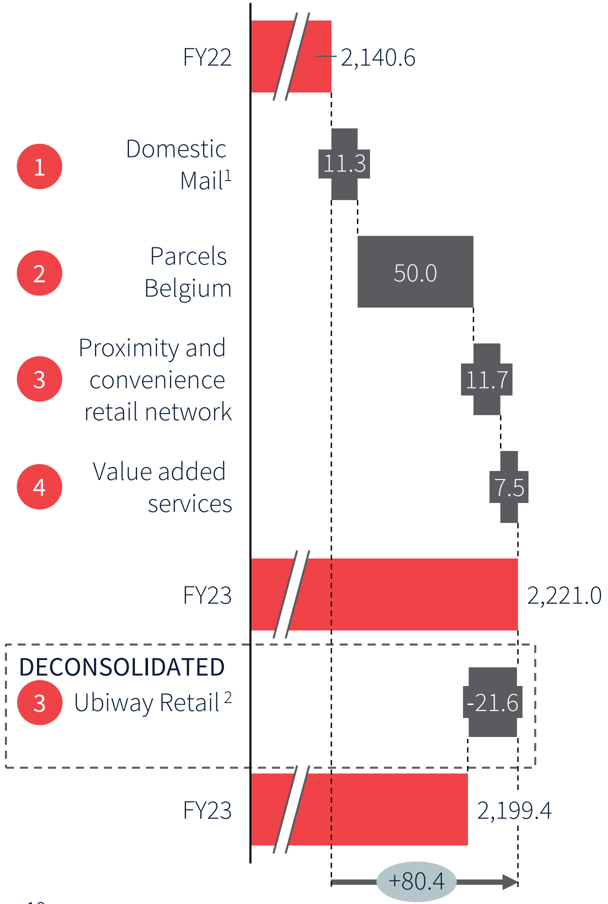
You make us move.

[1] Unaudited figures

Topline driven by strong parcel volumes and Mail pricing offsetting volume decline

FY23 – Belgium

Belgium revenues, € million



Domestic Mail

Higher revenues reflecting:

- € -101.8m volume (-8.4% underlying volume decline against -6.8% in FY22)
- € +99.7m price/mix impact, and
- € +13.4m from integration of Aldipress[2]

In Transactional Mail:

- No support from COVID-19 communication in FY23 (est. € 11m in FY22)

1

Parcels Belgium

Parcels Belgium revenues up € +50.0m (+11.1%):

- Parcels volume growth of +6.3% (against -7.5% in FY22, or +1.0% excl. Amazon insourcing) reflecting successful Commercial Hunting Plan 2022
- Price/mix of +4.8%

2

Proximity and convenience retail network

Revenues up € +11.7m (+4.2%) mainly from indexation of Mgt. Contract

excl. deconsolidation of Ubiway[3]

3

Value added services

Higher revenues from fines solution

4

[1] Domestic mail is the sum of Transactional, Advertising and Press

[2] Aldipress impact excluded from volume trend

[3] deconsolidation impact of Ubiway Retail as of March 1st, 2022 (1Q22: € 21.6m)

You make us move.

Topline growth and continued productivity improvement partly mitigate inflation of payroll costs

FY23 – Belgium

€ million

Belgium	FY22	FY23	Δ %
Transactional	731.5	747.1	2.1%
Advertising	187.1	179.0	-4.3%
Press	345.9	349.6	1.1%
Parcels Belgium	449.1	499.1	11.1%
Proximity and convenience retail network	302.0	292.1	-3.3%
Value added services	124.9	132.5	6.0%
Intersegment and other	52.7	66.3	25.8%
Total operating income	2,193.3	2,265.7	3.3%
Operating expenses	1,914.5	2,070.5	8.1%
EBITDA	278.7	195.2	-30.0%
Depreciation & Amortization	81.0	87.6	8.2%
Reported EBIT	197.8	107.6	-45.6%
Margin (%)	9.0%	4.7%	
Adjusted EBIT	198.3	183.1	-7.7%
Margin (%)	9.0%	8.1%	
Additional KPIs			
Underlying Mail volume trend	-6.8%	-8.4%	
Transactional	-6.5%	-9.2%	
Advertising	-6.9%	-11.9%	
Press - excl. Aldipress	-8.4%	-9.4%	
Parcels volume trend	-7.5%	+6.3%	

Key takeaways FY23

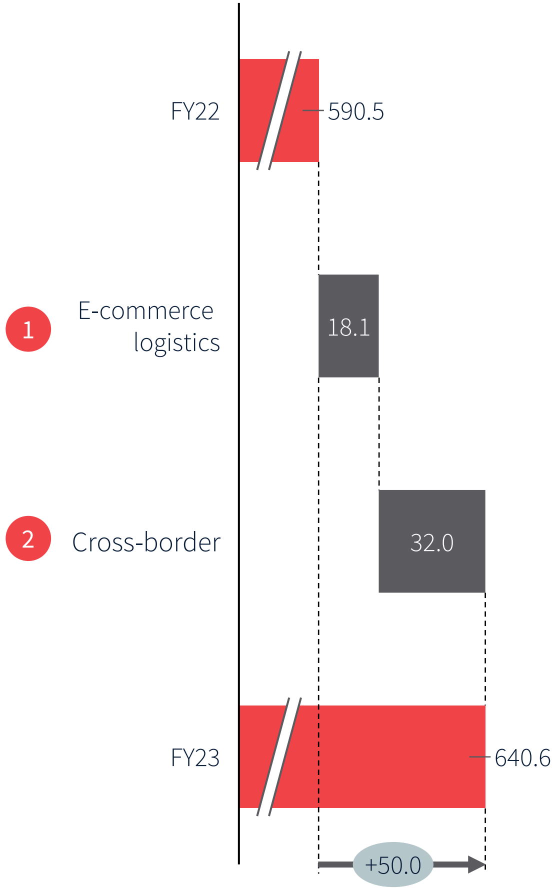
- Higher intersegment revenues from inbound cross-border volumes handled in the domestic network, and € -10.0m impact (other revenue) of repricing the services to the State for 2023
- Reported operating expenses (incl. D&A) increased by € 162.6m reflecting the € 75.0m provision for the repayment to the Belgian State towards overcompensation over the past years
- Adjusted operating expenses (incl. D&A) increased by € 87.6m (+4.4%) mainly driven by higher salary cost per FTE (+7.0% from 7 salary indexations y/y) and stable FTEs despite higher parcel volumes

You make us move.

Continued growth at Radial Europe and Active Ants and higher cross-border revenues from recent customer wins and IMX integration

FY23 – E-Log. Eurasia

E-Logistics Eurasia revenues, € million



E-commerce logistics

Revenues up € +18.1m (+6.6%):

- Radial Europe and Active Ants revenue growth of +15.1% reflecting higher sales from (i) existing customers and (ii) new customer onboardings from international expansion
- Lower volumes across all Dyna lines, only partially mitigated by price indexations

1

Cross-border

Revenues up € +32.0m (+10.1%) mainly from:

- Recent customer wins in Asia
- IMX consolidation as from July '22; partly offset by
- Adverse UK market conditions

2

Improved profitability from topline growth and favorable mix at cross-border

FY23 – E-Log. Eurasia

€ million

E-Logistics Eurasia	FY22	FY23	Δ %
E-commerce logistics	273.0	291.1	6.6%
Cross-border	317.5	349.5	10.1%
Intersegment and other	23.6	27.8	17.8%
Total operating income	614.1	668.3	8.8%
Operating expenses	561.5	597.4	6.4%
EBITDA	52.6	70.9	34.9%
Depreciation & Amortization	28.3	36.5	28.9%
Reported EBIT	24.3	34.4	41.9%
Margin (%)	4.0%	5.2%	
Adjusted EBIT	27.4	37.9	38.1%
Margin (%)	4.5%	5.7%	

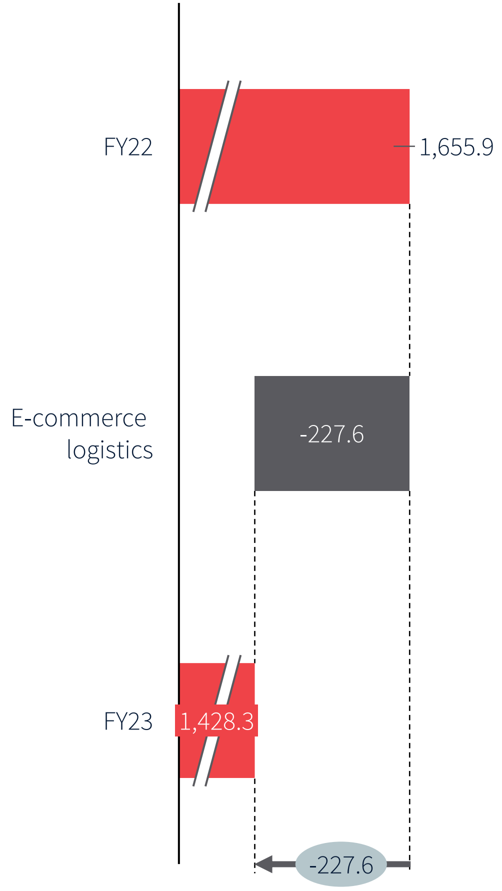
Key takeaways FY23

- Total operating income up € +54.2m (+8.8%)
- Operating expenses (incl. adjusted D&A) increased by € 43.8m (+7.5%), reflecting:
  - higher transport costs in line with higher E-commerce logistics and Cross-border activities (incl. IMX integration) with favorable mix tied to volumes with destination Belgium
  - higher salary costs, with inflationary pressures mitigated by lower FTEs and improved automation and productivity

Revenue pressure reflecting economic softness, market over-capacity and Amazon insourcing

FY23 – E-Log. N. Am.

E-Logistics N. America revenues, € million



E-commerce logistics

Revenues down € -227.6m (-13.7% or -11.0% at constant exchange rate)

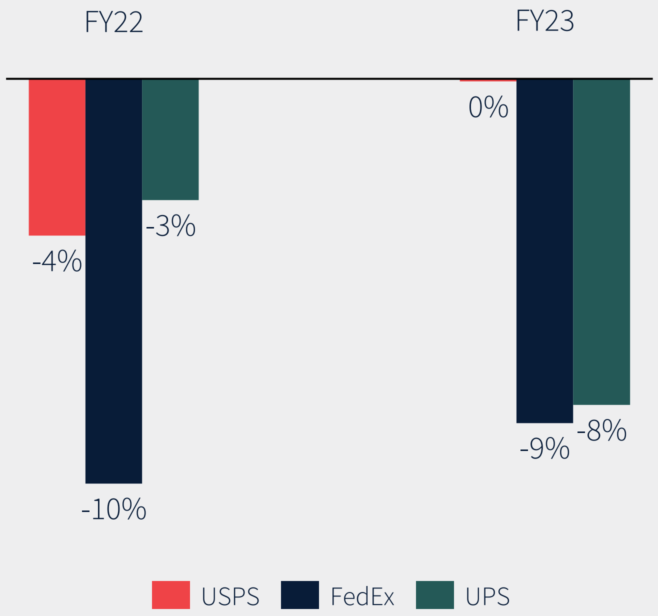
Lower revenues at Radial (-10.9% excl. FX) resulting from:

- lower sales from existing customers, and
- contribution of new customers partially mitigating revenue churn from terminated contracts announced in 2022 and 2023

Lower revenues at Landmark US reflecting Amazon's insourcing and general competitive pressure

U.S. domestic market trend

Domestic Package volume (U.S.) – y/y evolution



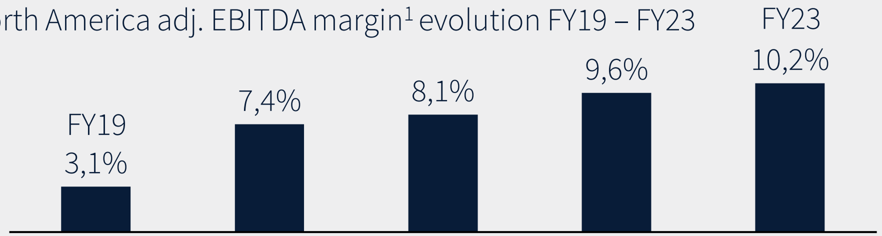
You make us move.

Resource alignment and productivity gains protect margins in challenging market conditions

€ million

E-Logistics North America	FY22	FY23	Δ %
E-commerce logistics	1,655.9	1,428.3	-13.7%
Intersegment and other	5.7	10.2	78.4%
Total operating income	1,661.6	1,438.4	-13.4%
Operating expenses	1,481.5	1,270.0	-14.3%
EBITDA	180.2	168.4	-6.5%
Depreciation & Amortization	104.7	111.9	6.9%
Reported EBIT	75.4	56.5	-25.1%
Margin (%)	4.5%	3.9%	
Adjusted EBIT	86.9	65.2	-25.0%
Margin (%)	5.2%	4.5%	
Additional KPIs, adjusted			
Radial North America revenue, $m	1,403.9	1,250.6	-10.9%
Radial North America EBITDA, $m	127.5	128.1	0.4%
Radial North America EBIT, $m	44.1	36.2	-18.0%

Radial North America adj. EBITDA margin[1] evolution FY19 – FY23



Key takeaways FY23

- Total operating income down € -223.2m (-13.4%, or -10.7% excl. FX)
- Operating expenses (incl. adjusted D&A) down € -201.5m (-12.8% or -10.0% excl. FX) reflecting:
  - lower variable opex in line with revenue development
  - continued strong variable labor management and productivity gains, resulting in improved (+4% y/y) variable contribution margin at Radial
- Preserved EBIT margin amid adverse market conditions and revenue pressures, mainly driven by efficiency gains at Radial
- Radial's structural efficiency gains and improved peak execution translating into 5 consecutive years of steady EBITDA margin expansion

[1] excluding one-offs as disclosed in quarterly results presentations: € -9.2m EBIT impact from ransomware attack in 4Q20; € +6.6m from cyber insurance recovery in 3Q/4Q21; € +5.2m EBIT uplift from a one-time concession from a vendor; € -7.1m provision reflecting dispute with terminated customer

Continued FTE reduction mitigates the cost pressures

FY23 – Corporate

€ million

Corporate	FY22	FY23	Δ %
External operating income	10.5	7.0	-33.3%
Intersegment and other	393.7	430.8	9.4%
Total operating income	404.2	437.8	8.3%
Operating expenses	363.0	394.5	8.7%
EBITDA	41.1	43.3	5.2%
Depreciation & Amortization	75.2	81.0	7.6%
Reported EBIT	-34.1	-37.7	
Margin (%)	-8.4%	-8.6%	
Adjusted EBIT	-34.1	-37.7	
Margin (%)	-8.4%	-8.6%	

Key takeaways FY23

- External revenues down € -3.5m mainly from building sales
- Higher operating expenses (€ +37.2m or +8.5%, incl. D&A) reflecting amongst others (i) inflationary pressure on payroll costs (+7.0% from 7 salary indexations y/y) mitigated by continued efforts on overhead reduction (-5.3% FTEs), (ii) compliance reviews related costs and (iii) consultancy costs tied to group transformation
- Adjusted EBIT down € -3.6m at € -37.7m

Higher cash outflows from investing and financing activities reflecting last year' sale of bpost bank and debt repayment in 2023

FY23

€ million - Adjusted

	FY22	FY23	Δ	
Cash flow from operating activities before Δ in WC and provisions	516.4	418.9	-97.5	1
Change in working capital and provisions	-99.8	-45.8	54.0	2
Cash flow from operating activities	416.6	373.1	-43.5	
Cash flow from investing activities	-19.2	-152.4	-133.2	3
Free cash flow	397.4	220.7	-176.7	
Cash flow from financing activities	-262.1	-428.7	-166.7	4
Net cash movement	135.3	-208.1	-343.4	
Capex	164.4	154.7	-9.7	

Adjusted vs. Reported Cash Flow Statement in appendix

CF from operating activities

1 Lower EBITDA (incl. € -75.0 provision) and lower payment of corporate income taxes (€ +11.6m)

2 € +54.0m variation in working capital evolution and provisions mainly from:

- increase in provisions with € +82.5m related to the repricing of services and repayment to the Belgian State, partly offset by
- deferral into 1Q23 of 4Q22 payments of withholding tax on payroll (€ 30.6m), a measure granted by the Belgian government in the context of the energy crisis

3 CF from investing activities

Lower M&A activities, mainly reflecting disposal of bpost bank and Ubiway in FY22 (€ +146.9m), acquisitions of IMX, Aldipress in FY22, and remaining shares of b2boost in FY23.

CAPEX of € 154.7m in FY23 (€ -9.7m lower y/y) mainly spent on international e-commerce logistics and on domestic fleet, operational infrastructure and parcels capacity

4 CF from financing activities

Mainly driven by (i) repayment of $ 185m Term Loan maturing on 29 Dec. 2023, (ii) lower dividend payment (€ -18m y/y), and (iii) purchase of minority interests in Active Ants (€ -11.0m)

Additional info

Adjusted vs. reported Cash Flow Statement

4Q23

€ million	Reported			Adjusted		
	4Q22	4Q23	Δ	4Q22	4Q23	Δ
Cash flow from operating activities before Δ in WC and provisions	140.6	122.3	-18.2	140.6	122.3	-18.2
Change in working capital and provisions	193.5	37.9	-155.6	147.1	3.4	-143.7 1
Cash flow from operating activities	334.1	160.3	-173.8	287.7	125.8	-161.9
Cash flow from investing activities	-46.6	-49.8	-3.3	-46.6	-49.8	-3.3
Free cash flow	287.5	110.4	-177.1	241.1	75.9	-165.2
Cash flow from financing activities	-47.5	-203.9	-156.4	-47.5	-203.9	-156.4
Net cash movement	240.0	-93.5	-333.5	193.6	-128.0	-321.6
Capex	51.4	48.1	-3.3	51.4	48.1	-3.3

Adjustments

1 Change in working capital:

Cash inflow related to collected proceeds due to Radial’s clients was € 11.9m lower (€ 46.4m inflow in 4Q22 against inflow of € 34.5m in 4Q23)

Adjusted vs. reported Cash Flow Statement

FY23

€ million	Reported			Adjusted			
	FY22	FY23	Δ	FY22	FY23	Δ	
Cash flow from operating activities before Δ in WC and provisions	516.4	418.9	-97.5	516.4	418.9	-97.5	
Change in working capital and provisions	-94.0	-42.6	51.3	-99.8	-45.8	54.0	1
Cash flow from operating activities	422.4	376.2	-46.2	416.6	373.1	-43.5	
Cash flow from investing activities	-19.2	-152.4	-133.2	-19.2	-152.4	-133.2	
Free cash flow	403.2	223.8	-179.4	397.4	220.7	-176.7	
Cash flow from financing activities	-262.1	-428.7	-166.7	-262.1	-428.7	-166.7	
Net cash movement	141.1	-204.9	-346.1	135.3	-208.1	-343.4	
Capex	164.4	154.7	-9.7	164.4	154.7	-9.7	

Adjustments

1 Change in working capital:

Cash inflow related to collected proceeds due to Radial's clients was € 2.7m lower (€ 5.8m inflow in FY22 against inflow of € 3.2m in FY23)

Balance Sheet

4Q23

€ million

Assets	Dec 31, 2022	Dec 31, 2023
Property, Plant and Equipment	1,398.9	1,372.0
Intangible assets	855.8	810.9
Investments in associates and joint ventures	0.1	0.1
Other assets	52.7	38.0
Trade & other receivables	974.3	1,001.2
Inventories	24.5	25.4
Derivative instruments	0.0	0.0
Cash & cash equivalents	1,051.0	870.6
Assets held for sale	1.0	0.6
Total Assets	4,358.3	4,118.8

€ million

Equity and Liabilities	Dec 31, 2022	Dec 31, 2023
Total equity	1,065.4	1,026.5
Interest-bearing loans & borrowings	1,488.6	1,291.0
Employee benefits	244.2	249.8
Trade & other payables	1,520.3	1,432.5
Provisions	26.7	106.0
Derivative instruments	-0.3	0.2
Other liabilities	13.5	12.8
Liabilites held for sale	0.0	0.0
Total Equity and Liabilities	4,358.3	4,118.8

Main balance sheet movements

Property, plant and equipment decreased as capex and new right-of-use assets were offset by depreciation.

Intangible assets decreased due to depreciation and exchange rate changes, notably affecting USD goodwill, partially offset by capex.

The decline in cash & cash equivalents was primarily driven by the repayment of the maturing $ 185m term loan in 4Q23, with corresponding impact in Interest-bearing loans & borrowings

The decline in equity is primarily attributed to dividend payments (€ 80.3m) and exchange rate differences from the translation of foreign operations, partially offset by realized profits.

The decrease in Trade and other payables was mainly due to the reversal of the liability related to the remaining shares of Active Ants and the decrease in social and trade payables. The decrease in social payables was mainly due to the unwinding of the deferred payment of withholding taxes on payroll – a measure granted by the Belgian government in the context of the energy crisis in 4Q22 – in 1H23.

The increase in provisions is in line with the finalization of the three compliance reviews (traffic fines, 679 accounts and licence plates) for which bpostgroup has taken a provision of € 82.5m (€ 75.0m + € 7.5m). Based on its in-depth legal and economic assessment, bpostgroup believes that such number constitutes the overcompensation to be repaid to the Belgian State over the past years for the three contracts.

Financing Structure & Liquidity

4Q23

€ million

Available Liquidity	Dec 31, 2022	Dec 31, 2023
Cash & cash equivalents	*1,051.0*	*870.6*
Cash in network	143.9	122.5
Transit accounts	65.8	79.1
Cash payment transactions under execution	-24.0	-28.5
Bank current accounts	680.6	447.0
Short-term deposits	184.7	250.6
Undrawn revolving credit facilities	*375.0*	*375.0*
Syndicated facility - 10/2024	300.0	300.0
Bilateral facility - 06/2025	75.0	75.0
Total Available Liquidity	1,426.0	1,245.6

€ million

External Funding	Dec 31, 2022	Dec 31, 2023
Long-term	*650.0*	*650.0*
Long-term bond[1] (1.25% - 07/2026)	650.0	650.0
Short-term	*173.4*	*0.0*
Bank loans - Term Loan ($ 185m) - 12/2023	173.4	0.0
Total External Funding	823.4	650.0

Liquidity: Cash & Committed credit lines

Total available liquidity on December 31, 2023 consisted out of € 871m cash & cash equivalents of which € 698m is readily available on bank current accounts and as short-term deposits.

In addition, bpost group has 2 undrawn revolving credit facilities for a total amount of € 375m.

External Funding & Debt Amortization (excl. IFRS16 lease liabilities)

Following repayment of the $ 185m bank loan, the debt portfolio now consists solely of the € 650m bond.

Non-current and Current lease liabilities amount to € 643.9m.

[1] € 650m long-term bond with a carrying amount of € 647.1m, the difference being the re-offer price and issuance fees.

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