

5. Customer and Citizen Value



84%
bpost Belgium Customer
Satisfaction Score

3,108
total PUDO points

3.85 million

registered consumer
preferences

**>700
thousand**

last-mile parcel deliveries in
one single day in Belgium

We're always busy - whether it's our call center agents answering consumer questions, our associates preparing client orders in our fulfilment centers, or our postwomen and -men out on every street in Belgium. Day in, day out, we connect people, businesses, and society.

bpost Belgium's dense retail network features at least one post office in every Belgian municipality, providing sending and receiving services, banking services, and an ATM when not offered by other banks. At the start of 2024, we migrated bpost bank to BNPPF, strengthening the role of our post offices in the banking service sector.

Further developing our proximity PUDO (Pick-Up/Drop-Off) network, we passed the 3,000-PUDO-point milestone in September 2023, meaning that Belgians increasingly have access to it within walking or cycling distance. We are also helping to close the digital gap affecting 46% of the Belgian

population¹. Within a one-month pilot period, bpost Belgium provided over 4,300 assistance sessions, notching up a customer satisfaction score of over 90%.

As Belgium's universal postal service obligations ("USO") provider, bpost's USO commitments are formalized in the 7th management contract signed in 2021 and running until the end of 2026. The customer satisfaction score of 84% among residential and commercial customers alike bears witness to bpost being a trusted partner in Belgium.

As Belgium's national postal operator, the history of bpost is closely intertwined with that of the country. However, in recent years we have transitioned from a traditional postal company to a global parcels and e-commerce logistics provider. We are now a global group headquartered in Belgium, yet made up of diverse entities around the world, each with its own strengths and services.

¹ According to the latest research by the King Baudouin Foundation, 46% of the Belgian population is at risk of being digitally excluded.

5.1 Customer Experience

KPI	UNIT	2019 BASELINE	2022	2023
Customer Satisfaction score – bpost Belgium	%	82	84.5	84
Total number of PUDO points (including parcel lockers)	Number	2,088	2,760	3,108
Total number of parcel lockers	Number	150	692	901

Customer Satisfaction

bpost Belgium conducts an annual customer satisfaction survey among residential (RES) and business (BUS) customers alike. Since 2019, our customer satisfaction score has steadily increased from 82% to 84%.

Both segments remain very satisfied with the traditional ‘postmen’ (and increasingly ‘postwomen’), especially regarding their friendliness. As bpost’s face to the customer, they remain a key touchpoint for Belgian citizens and companies. Satisfaction with both timely and correct delivery among RES and BUS customers alike increased significantly in 2023, driven by improved timely delivery figures and revealing a high correlation in overall satisfaction with domestic mail. BUS customers were significantly more satisfied with registered mail, resulting in the highest satisfaction rate in years. They appreciate at-work delivery, easy collection, and correct deliveries.

Turning to the worldwide bpostgroup, we measure our customer experience and loyalty through the Net Promoter Score (NPS) on a scale of -100 to 100. NPS is a widely used metric used by many of our customers. Their responses provide us with insights into their overall satisfaction level, including how willing they are to recommend the products or services of bpostgroup and its subsidiaries to others.

We distinguish between B2B and B2C customers as the nature of these customer segments differs greatly, as do the respondents. Each unit within the group uses the broken-down results to create specific action plans aimed at improving their respective NPS.

Customer Centric – Private

PUDO – convenient and sustainable

We provide customers with convenient and sustainable solutions, one of which is our comprehensive Pick-Up Drop-Off (PUDO) network in Belgium. This network also contributes to the wider Ecozone project that bpost is involved with throughout Belgium. In 2023 350 new pick-up points were added including 209 new parcel lockers at high footfall locations like train stations and supermarkets, where they are available 24/7 with smartphone or e-mail code access. This brings to 3,109 the total number of PUDO points including post offices, post points, parcel points and parcel lockers, where consumers can choose to conveniently drop or ship their parcels.

In September 2023 bpost celebrated the 3,000th PUDO point in the presence of Jos Donvil, CEO BU Belgium and the Minister Petra De Sutter. By 2030 we aim to have approx. 4,000 pick-up points throughout Belgium, so that everyone in the country will be able to pick up or drop off their parcels at a point nearby. In addition to the convenience factor, the PUDO service also helps reduce CO₂ emissions due to fewer failed deliveries and volume consolidation. Furthermore, the density of the network makes it conveniently accessible by consumers on foot or by bike, resulting in a further reduction of harmful emissions. Yet another step on the road to achieving our sustainability targets.

bpost bank joins BNP Paribas Fortis (BNPPF)

During 2023, efforts continued to prepare the post office network for the migration of bpost bank to BNPPF. Over 100,000 training hours were spent by the entire office staff to master product, process and technical knowledge so that we could hit the ground running as of January 2024. More than 100 additional sales profiles were also recruited and onboarded. Moreover, offices were rebranded to reflect the new partnership, while technical roll-out of ICT equipment took place throughout the year.



Customer Centric – Professional

A commitment to SMEs

bpost has always been committed to supporting SMEs. During the Covid pandemic, bpost pioneered in Belgium with its 'everybody online' program to help SMEs go digital. Then in 2022 bpost launched an SME initiative for companies that send fewer than 1,000 packages a year. SMEs can thus create a free, professional account without a fixed contract but with a market-consistent pricing policy.

Since then, more than 15,000 Belgian SMEs have signed up, making this initiative a game-changer for many smaller businesses in the e-commerce space. It is also a perfect match with bpost 's mission to help companies evolve.

Growing SMEs also face logistical challenges, e.g. shipping more parcels. In response to this, bpost launched the Recurrent Collect All-In offer for companies sending more than 2,500 parcels a year. For an all-in price covering parcel collection and distribution, customers can grow their parcel volume and have seasonal peaks with the commitment of bpost to collect all notified volume. In just a few months, bpost has offered this service to 30 customers and has collected extra volume from 107 addresses.

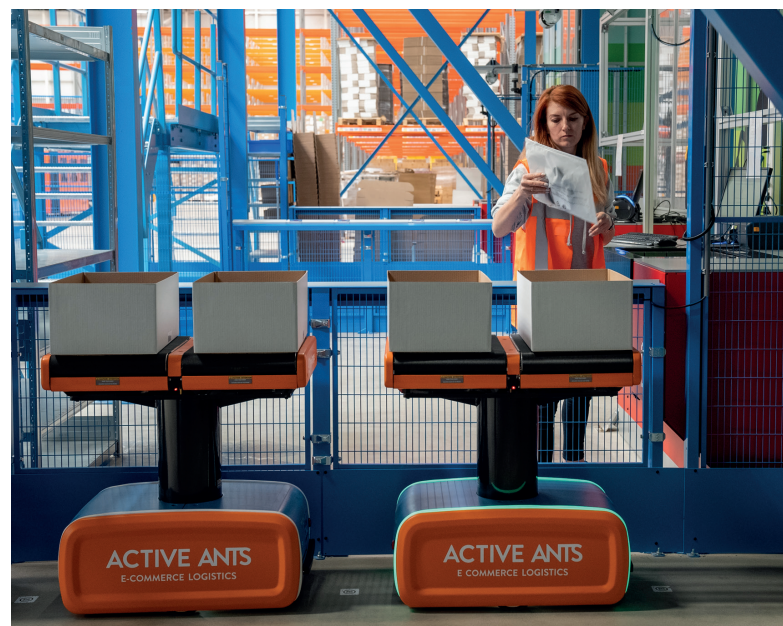
5.2 Digital Innovation

With bpostgroup's mission being 'to connect the digital with the physical', digital innovation is clearly key to delivering on that mission, as witnessed by several initiatives taken over the past year:

Active Ants: highly automated e-fulfilment company changing UK's e-commerce industry

Active Ants is a highly automated e-fulfilment company that was created in the Netherlands in 2010 and spread across Europe to Belgium and Germany. With its state-of-the-art robotized operations, Active Ants is able to offer a multi-warehouse solution to its customers, giving them the option to place stock as close as possible to their clients. The location of its warehouses close to key transport hubs (Schiphol Airport, Brussels Airport, ports of Rotterdam and Antwerp) means that Active Ants can offer the best entry point into Europe and can onboard new products extremely quickly.

Now Active Ants has started to change the e-commerce landscape in the UK as well. As a fulfilment specialist for global online stores, Active Ants unveiled its first ever e-fulfilment center in Northampton, with revolutionary robots working alongside human team members. Khalil Ashong, Country Director UK, says: "We have a structured and efficient process which combines humans and robots. In our 252,000 sq ft warehouse we can ship up to 10 million parcels a year. At full capacity over 400 robots will work next to 250 people, making the site the most efficient and sustainable in the UK!"





My bpost — an app for everyday use

My bpost is currently the most complete track & trace app for smartphones on the market, with a 4-star rating in the app stores. By the end of 2023 it had been downloaded 3.85 million times, and every month more than 1.3 million Belgians use the app. My bpost allows customers to track all barcoded shipments from bpost NV/SA and other carriers and create labels for parcels. Users can also set their preferences for both parcels and registered letters, making use of our ecofriendly lean PUDO lockers which can be opened without a screen via a bluetooth connection.

My bpost users are updated on the arrival of their precious goods. But what if they're not home when the parcel is delivered? In most cases, the mail delivery person will slip a printed failed delivery notice in the letterbox. This is convenient but also has an environmental impact. Therefore, bpost NV/SA has launched a pilot project in Tessenderlo and Chastre to make the delivery process more sustainable. Now, customers will only get a printed failed delivery notice if email is not an option. The result: 90% fewer printed notices.

Speos and b2boost

In 2023 speos — bpostgroup's subsidiary and document management specialist — partnered up with b2boost, a Belgian company specializing in digitizing B2B data processes. The two companies joined forces to respond to the growing market demand for digital data interchange and process automation. b2boost created a platform offering a complete solution for the legally compliant digitization of invoices and the automation of supply chain messages (and other protocols). As of January 2024 this collaboration has evolved and speos has now acquired 100% of b2boost. Together they will continue to support their B2B customers' efforts to digitize their administrative processes and pursue the migration from paper to EDI (electronic data interchange) as required by law. In addition, b2boost customers will be able to access all financial and administrative document management solutions offered by speos.



5.3 Community engagement: our social projects across the globe

bpostgroup doesn't operate in isolation but as part of society at large. The different communities making up society render our work interesting and worthwhile. As bpostgroup grows, these communities grow with us: we started out as a Belgian postal operator, but the business and communities now have a more international character. With a view to nevertheless staying in close contact with these communities, we are supporting several social projects across the globe.

Bridge the Digital Divide

Digital Inclusion – Free Services & Online Bills

Since December 2021, bpost NV/SA has been investing in its role to fight digital exclusion, affecting 46% of the Belgian population². Thus numerous digital assistance projects have been completed, while in 2023 initiatives were set up in more than 80 post offices with the aim of helping citizens navigate an increasingly digital world. The goal of the latest national test, performed in 10% of the network (65 post offices), was to offer, among other things, personalized digital assistance for citizens with various online procedures (accessing and discovering public

² According to the latest research by the King Baudouin Foundation, 46% of the Belgian population is at risk of being digitally excluded.



government sites, creating an e-mail account, online identification, etc.). During this one-month pilot, bpost NV/SA delivered over 4,300 assistance sessions with a customer satisfaction rate exceeding 90%. The conclusions of these various pilots are positive and prove that post offices can play a major role in bridging the digital gap.

One of the main advantages of digital communication is that addressees can receive more extensive and up-to-date digital information about their parcel delivery. At present, only addressees who have registered their delivery preferences will receive digital notifications. This successful pilot will be continued in 2024.



Charity initiatives

bpost collects donations for Turkey

On 6 February 2023, a devastating earthquake rocked Turkey and Syria. In the face of this tragedy bpost felt moved to play its part in alleviating the suffering of the victims and their loved ones. By harnessing its logistics expertise and extensive post office network, bpost engaged its post offices across the country as drop-off points for donations of foodstuffs, hygiene products and blankets from Belgian citizens for those people in Turkey who had lost everything. In a heart-warming demonstration of engagement and solidarity, private citizens made 70% of the donations, and 30% came from companies like Colruyt, Ecotone and Noé Nature.

Jos Donvil, CEO bpost Belgium: "bpost has always been attentive to society as a whole. Mutual aid and solidarity are strong values defended by the company and we can extol the virtues of our logistics strength. This month of collecting donations for the earthquake victims shows us once again that the Belgian people also hold these values dear. It's incredible. Thank you to all the private citizens who helped so freely, the companies who gave so many products and the bpost NV/SA employees who made this initiative possible. We are very grateful and touched to have assisted in this tremendous outpouring of generosity."

- 656 post offices involved
- 171 tons of vital supplies (> 50 tons of hygiene products; almost 40 tons of blankets)
- 648 pallets constituted and stored at Ghent X sorting center
- 20 trucks transported products to Istanbul, thanks to ADA Trans and Aras, experts in transport between Belgium and Turkey
- Thousands of Belgians donated goods or relayed information.

Hakan Gülten, CEO of PTT As: "I really want to tell you that all the support you are giving us is a major factor in enabling us to get through this tough period and become stronger. There is a Turkish proverb that says, 'A friend in need is truly a friend'. The fact that you have supported us in every way you can at this time really illustrates this proverb. I would like to take this opportunity to thank you, and the whole bpost family, from the bottom of my heart for all the humanitarian aid you have sent, as well as for the friendship and the solidarity you have shown."

Advent Calendar for C-R-Y

In December we launched our Advent Calendar, an initiative we started last year at Radial UK. With amazing prizes and treats to be won, the aim is to give something back to the staff but also to raise more money for another charity. The final charity choice in 2023 was C-R-Y: Cardiac Risk in the Young, an organization close to the heart of a member of the Social Team. This organisation works to prevent sudden cardiac deaths in the young by raising awareness, setting up screening programs, conducting research and supporting affected families. With the support of everyone at Radial UK, we raised the nice sum of £801. Every effort and initiative contributes to the cause and with our contribution, the donations gifted to the Laura West memorial page are now enough to cover the cost of running the first screening program in a local area to test those aged 14 to 35 years of age for any unknown heart conditions.

Feeding America®

As an organization, giving back to the community really matters to Radial North America. This year, we have partnered with Feeding America®, a non-profit organization that distributes donated food and groceries to where they are most needed. Food banks in the network collect, sort, and store food donations—for onward distribution to local food pantries, soup kitchens, shelters, and meal programs. Between 16 and 31 October 2023, Radial hosted a nationwide food drive across the US, aiming to collect and donate 2,000 lbs. of food to underserved communities across our network. In addition, we launched an Employee Match Program in partnership with Feeding America®, a corporate philanthropy initiative

that rewards employees' charitable donations. For every dollar donated by an employee to Feeding America®, Radial North America made a proud commitment to donate an equal amount. By the end of 2023 we raised \$5K in employee donations, which were then matched by Radial to a total of \$10.1K in financial aid to the charity.



Lastly, Radial encourages its employees to take an active role in supporting the communities in which we operate. That's why we have implemented our Community Engagement PTO Policy—providing up to 8 hours of paid time-off, per year, for employees to step away from work and make a difference in their local community. Between 16 and 31 October 2023, Radial hosted in-person volunteering at local food pantries within the Feeding America® network. By the end of 2023, we achieved an organizational total of 1,940 volunteer hours, with 259 people taking advantage of the Community Engagement PTO policy. Additionally, we engaged over 50 employees in helping to distribute over 4,802 lbs. of non-perishable food.

STAR4U

Star4U is a bpost initiative in Belgium that encourages employees to sign up for social, cultural and environmental projects in line with bpost values. This initiative subsidizes the non-profit associations in which bpost employees are active. Based on applications submitted by employees, a jury panel of three bpost employees and three external experts subsequently decides on the level of funding to be awarded. Since the launch in 2010, bpost NV/SA has backed more than 1,250 projects, donating more than 1 million euros. This initiative also meets UN Sustainable Development Goals 4, 10 and 11.



Engaging children and youth

Saint Nicholas

Every year, the visit of Saint Nicholas is a magical moment for most children. But the magic actually starts when they send their letter. And this is where bpost plays an essential role. Not only did every child who sent a letter to Saint Nicholas receive an answer in the post, but this year they also had the option to post their letter themselves into a specially designed magical safe, the *Sinterkluis/Saintrnicolis*. Once posted, they were able to see Saint Nicholas in his study instantly writing a reply. They could then pick up that reply and a bag of tasty and fun surprises from the safe themselves. In this way bpost ensured not only that every child received an answer from Saint Nicholas, but also that they enjoyed an unforgettable, magical experience.

The *Sinterkluis/Saintrnicolis* visited all provinces, for 2 days in each location. Approx. 8,000 children came along to enjoy the magic of Saint Nicholas and post their note in the *Sinterkluis/Saintrnicolis*. In addition, the Saint's Secretariat had its hands full this year, ensuring that more than 200,000 children who posted their letter in the traditional way also received an answer from the Saint.



5.4 In summary: customer and citizen value at bpostgroup

bpostgroup is a dynamic organization, putting great value on its proximity to citizens and society. 2023 saw many initiatives at all levels of our business, ranging from new digital offerings benefiting society, via ever greater inclusivity, to supporting those in need. With our commitment to sustainable practices running deep, we are encouraging our partners to also pay increasing attention to this aspect. While some of the programs mentioned here are 'big', others are smaller in scope and ambition. Yet, whatever their size, *they are all important* – to customers, citizens, and to bpost. And one thing is clear: without customers, there can be no profit!