

# bpost to become an international e-commerce logistics player



Various **trends** have an **impact** on the industry

|                      | Letters                                      | Parcels                                      |
|----------------------|--|--|
| TREND                | e-substitution                               | e-commerce                                   |
| IMPACT               | <b>-19%<sup>1</sup> / -266 MILLION EUROS</b> | <b>+81%<sup>1</sup> / +109 MILLION EUROS</b> |
| CUSTOMER EXPECTATION | <b>D+3</b>                                   | <b>D+1</b>                                   |

<sup>1</sup> Period 2013 - 2017

With that in mind, bpost emphasizes **3 strategic priorities** in its long-term plan

1

Continuing to be an efficient postal operator in Belgium for letters, retail and public services by



Introducing the D+3 stamp alongside the D+1 stamp



Restructuring the operational **network** to meet the new customer needs



Continuing to be the reliable **universal service provider** in Belgium

2

Achieving growth in parcels and e-commerce logistics on our home market and internationally



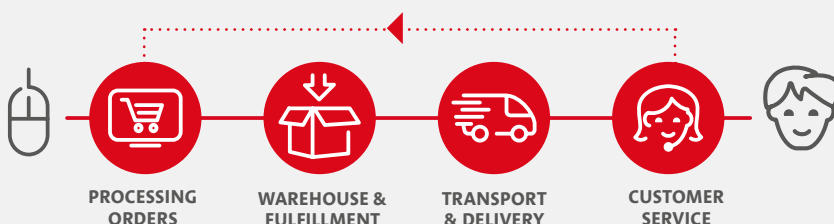
Developing e-commerce activities through the existing subsidiaries and in association with DHL



**DYNAGROUP**  
INNOVATIVE SUPPLY CHAIN SOLUTIONS

3

**Turning Radial into a growth driver** : supporting companies in their online activities throughout the logistic chain



**Radial**  
a bpost company

## Evolution of activities

bpost today (2017)

bpost tomorrow (2022)

### GEOGRAPHIC

Revenue as %



74%



26%



55%



45%

### REVENUE BY ACTIVITY



45%



32%



24%



25%



60%



15%



Letters



Parcels and e-commerce activities



Other services (including financial, moves, printing and fine collection, etc.)

## Continue to **invest** in:



High-quality  
employment



Constructive  
social dialogue



Increased sorting  
capacity in our  
facilities



Customer  
expectations