

# How do we create value for our stakeholders?

Our rapidly changing world presents challenges but also opportunities, which bpost group takes on with enthusiasm

## Changes in the postal landscape

Fast-changing consumer requirements and behavior are driving disruptive trends in the postal landscape.



### Digitization and e-substitution

Both business and consumer communications and services are increasingly taking place online, and the traditional core business of postal companies is in fast decline: for bpost this has resulted in a mail volume decline.



### E-commerce

COVID-19 impacted the e-commerce and cross-border business positively. B2C e-commerce deliveries are expected to continue to grow. A substantial part of this the growth is expected to be sustained after the pandemic<sup>1</sup>. Competition between parcel delivery companies will significantly intensify. Consumers demand faster, more flexible services at lower prices, such as free delivery, parcel tracking and e-notifications.



### Talent scarcity

Talent is a postal company's most valuable asset. But, according to the IPC, the average age of postal employees is increasing: 37% of the workforce is over 50, while only 12% is under 30<sup>2</sup>. The required skills are changing due to the new technologies and new postal activities. Young people are quick to switch jobs, making it harder to attract and retain talent with the right skill-set.



### Climate change

Because of human-driven greenhouse gas emissions, the climate is slowly changing, bringing with it risks such as natural disasters and health issues. Because of this and the risk of increasing fuel and carbon prices, there is pressure on postal companies to increase efficiency and to operate in a more environmentally friendly way.



### New technologies

Self-driving vehicles, mobile applications, automated sorting, robotics and artificial intelligence are all joining the postal sector. The purpose of these technologies is to increase efficiency and improve convenience and flexibility of last-mile delivery.

## Shared value KPIs



4,154.6  
million EUR  
Operating income



84  
Customer  
satisfaction score



7  
Employee  
engagement score



296,975 Teq CO<sub>2</sub>  
Total CO<sub>2</sub>eq emissions  
(scope 1+2+3)

<sup>1</sup> IPC (2020) – Global Postal Industry Report 2020

<sup>2</sup> Forbes (<https://www.forbes.com/sites/sarahlandrum/2017/11/10/millennials-arent-afraid-to-change-jobs-and-heres-why/#596876a519a5>)

# How we answer?

## bpost will deliver on three strategic aspirations

### Mail & Retail

Mail services to citizens and State remain a core part of our service and will continue to generate profit with a more adapted distribution model.

### Parcels & Logistics Europe & Asia

Drive profitable growth in parcels in Belgium and The Netherlands and e-commerce logistics in Europe.

### Parcels & Logistics North America

Optimize Radial to deliver on the investment thesis in the promising North American e-commerce market.

## respecting its stakeholders

### People

We care about our employees and are committed to them.

### Planet

We strive to reduce our impact on the environment.

### Proximity

We are close to the society and its emerging needs.

## CONNECT 2026

## Our impact on society and the Sustainable Development Goals

By being an important contributor to social cohesion in society and the preferred partner for public services providing affordable and reliable postal service to all Belgian citizens across rural and urban areas,



we contribute to building a resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation.

By being the omni-commerce partner sustainably diversifying, innovating and growing in e-commerce logistics services while respecting our environment,



we contribute to ensuring sustainable consumption and production patterns.

By being an inclusive organization, offering life-learning experiences enabling employability for our people,



we contribute to promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

By being a reference earth & people friendly company through our commitment to the Paris Climate Agreement & to the Belgian Alliance for Climate Action, via our Science Based CO<sub>2</sub> reduction Target,



we contribute to taking urgent action to combat climate change and its impacts.

By being fully active as zero emission last mile delivery in the Belgian city centers and by working closely with suppliers, customers and communities,



we contribute to making cities and human settlements inclusive, safe, resilient and sustainable.

## Stakeholders

Shareholders and investors

Customers

Employees and trade unions

Suppliers

NGOs and partners

Authorities