



Acquisition of the Belgian activities of Lagardère Travel Retail

5 February 2016

Acquisition of the Belgian activities of Lagardère Travel Retail

Agenda

- What are we announcing today?
- Who is Lagardère Travel Retail in Belgium?
- What is the rationale for bpost?
- Key takeaways

Appendix – Lagardère Travel Retail Belgium: retail banners

Disclaimer

The information in this document may include forward-looking statements¹ which are based on current expectations and projections of management about future events, including, without limitation, statements about the acquisition of the activities of Lagardère in Belgium, the expected closing time of the acquisition, the effect of such acquisition, potential synergies from the acquisition, the future revenue and EBITDA of the acquired entities, strategic options, future strategies and the anticipated benefits of these strategies.

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, including, but not limited to, failure to obtain approval of antitrust authorities, failure of mutually agreed closing conditions to be satisfied, failure to obtain synergies, etc. 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.

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

**What are we
announcing today?**



Transaction overview

Topic	Comments
Transaction summary	<ul style="list-style-type: none"> bpost has signed an SPA to acquire 100% of the registered share capital of Lagardère Travel Retail Belgian's activities¹ Build further on revenue diversification and growth in parcels
Key figures & synergies	<ul style="list-style-type: none"> Lagardère Travel Retail Belgium's key figures 2014: € 440.0m sales, € 15.6m EBITDA (3.5% margin) Synergies may be realized where that adds value to the group
Impact on bpost	<ul style="list-style-type: none"> Full consolidation after the closing (after clearance from competition authorities)
Financing	<ul style="list-style-type: none"> The acquisition will be fully cash financed
Expected closing	<ul style="list-style-type: none"> Closing of the transaction is expected in the following months
Conditions precedent to closing	<ul style="list-style-type: none"> Merger control clearance from the Belgian Competition Authority ("BCA")

¹ AMP SA and LS Distribution Benelux SA

A woman with brown hair in a bun, wearing a black and white checkered shirt, is reaching up to a white mailbox mounted on a red post. She is wearing a silver watch and a colorful armband. The background is a blurred street scene with trees and buildings.

Who is Lagardère Travel Retail in Belgium?



bpost

takes care of it

Three main activities

Convenience & Proximity

1

Travel retail



Convenience distribution

- Pre-paid services (Alvadis)
- Impulse products (Buronville)



Convenience & Proximity retail



Non-Press

2

Parcels & Logistic Services



Press

3

Logistics to POS



Newspaper



Magazines



International press

Lagardère
TRAVEL RETAIL

1

**Active in proximity retail
with 220 shops**

Retail Proximity

151 Press Shop

Travel Retail

52 Relay

New “food & convenience” concepts and other

**17 new concepts: Hubiz, Hello!,
Exki, Leonidas, Panos**



2

Parcels & Logistics Services

Parcels - Kariboo!

- ~735 pick-up points (independent newsagents,...)
- A platform for e-commerce & supply chain services

3 PL "Third party logistics"

- Supply chain services (picking & packing, warehousing, sorting, and transportation)



3

Press: logistics to POS

- **Organization of distribution of newspapers, magazines & international press** to POS in Belgium before 7am
- Organized around **9 sorting centers** to prepare distribution

Some key figures

- 5,345 POS: newsagents, supermarkets, kiosks,...
- 5,500 titles
- 300m copies distributed/year

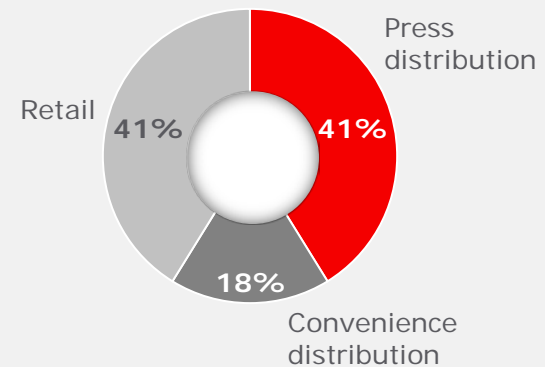
Key figures¹

Sales & EBITDA 2014

Sales: € 440.0m

EBITDA: € 15.6m (3.5% margin)

Sales split by activity 2014



FTE as per 31 Dec. 2015

598

¹ Consolidated figures (AMP and LS Distribution Benelux)



What is the rationale for bpost?



This acquisition focuses on growth and diversification while supporting the other pillars of our strategy



Innovation & growth strategy

Diversify into the growing proximity & convenience distribution



Press Shop

Convenience & proximity retail is expected to **grow by 4 to 6% annually** between 2015 and 2020


Invest in footprint expansion by relocation, opening new stores in high traffic areas (commuters) and remodelings

Accelerate product diversification in order to respond to changing consumer behavior and needs

Offer additional convenience services, including **parcels pick-up**

Innovation & growth strategy

Offer more convenience to our parcel clients



Improve our range of delivery options by **adding the Kariboo! network** with **more pick-up and drop-off points (PUDO)**



We support the access to information
for every citizen

Operate a **distribution platform** of
newspapers and periodicals **to proximity
stores and shops** all over the country

Generate continued productivity gains
Financial benefits through this acquisition



● **Synergies** will be considered when and where adding value to the customer and/or to the group

● Leverage the **negative working capital requirement** of the Belgian activities of Lagardère Travel Retail

Key takeaways



Key takeaways



This transaction is an important step in bpost's strategy because the business is...

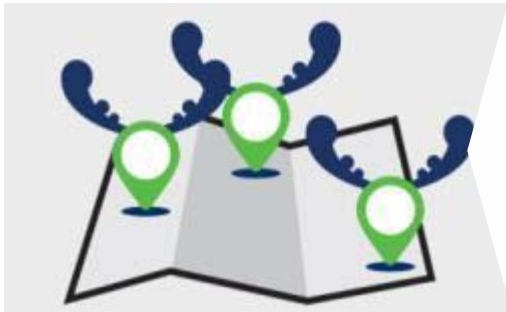
... in line with our **core business**



... a way to take advantage of a **growing market**

... a way to **diversify our activities**

... an opportunity to answer even better our **customers' needs**





Appendix – Lagardère Travel Retail Belgium: retail banners



bpost

takes care of it



A news and convenience shop
focused on proximity and
convenience retail

Focus on commuters



Prime locations

- High footfall streets
- Shopping centers



Long opening hours aligned to
commuters (7:00-19:00)



Press
Books

Impulse and convenience products

New

- Snacks, food & beverage
(on the go & take-away)
- Basic healthcare
- PUDO



RELAY.

A news and convenience shop
focused on travelers' needs

Focus on travelers



Prime locations

- Brussels National airport
- International and large train stations
- Large metro stations



Extended opening hours adapted to
travelers

e.g.:

departure gate 4:30-22:00

arrival gate 5:00-24:00



Press

Books

Gifts & souvenirs

New

- Food
- Digital services for travelers
- Specific products for travelers' needs
(luggage, gifts)



hubiz



Le rendez-vous m
du trajet quotidie

New “food & convenience”
concepts and other

Commuters & travelers

hubiz

Food & non-food

Press, convenience and food service concept
dedicated to commuters



Hello!

Bakery

Bakery designed for travelers with affordable
freshly baked goods and sandwiches



Key contacts



Baudouin de Hepcée

*Director External Communication,
Investor Relations & Public Affairs*

- **Email:** baudouin.dehepcee@bpost.be
- **Direct:** +32 (0) 2 276 22 28
- **Mobile:** +32 (0) 476 49 69 58
- **Address:** bpost, Centre Monnaie, 1000 Brussels, Belgium



Saskia Dheedene

Manager Investor Relations

- **Email:** saskia.dheedene@bpost.be
- **Direct:** +32 (0) 2 276 76 43
- **Mobile:** +32 (0) 477 92 23 43
- **Address:** bpost, Centre Monnaie, 1000 Brussels, Belgium

