



Electrification and charging infrastructure at bpost

2 February 2023

Agenda

- 1 The 3 E's: ESG, Ecozones & Electrification
- 2 Partnership mindset for a VUCA world
- 3 Practical learnings from our first 1000+ CPs



The 3 E's: ESG, Ecozones & Electrification

ESG Roadmap bpostgroup

Focusing on 5 areas where bpostgroup can have impact

- 1 Health & Safety of our people first
- 2 Be a career lifter for our employees
- 3 Champion Diversity, Equity & Inclusion across the group
- 4 Decarbonize the e-commerce supply chain
 - Reach net zero emissions by 2040
 - Reduce 55% emissions by 2030 in own operations (SBTi 1.5C pathway)
 - 100% zero emission last mile by 2030
- 5 Re-use and re-cycle packaging as part of a circular economy





Ecozone to improve the air quality & liveability in cities

Emission free delivery

- 👍 EV's instead of polluting vans, and
- 👍 Cargo bikes serving the city center



Pudo at walking distance

- by adding lots of parcel lockers and
- other manned pick-up points

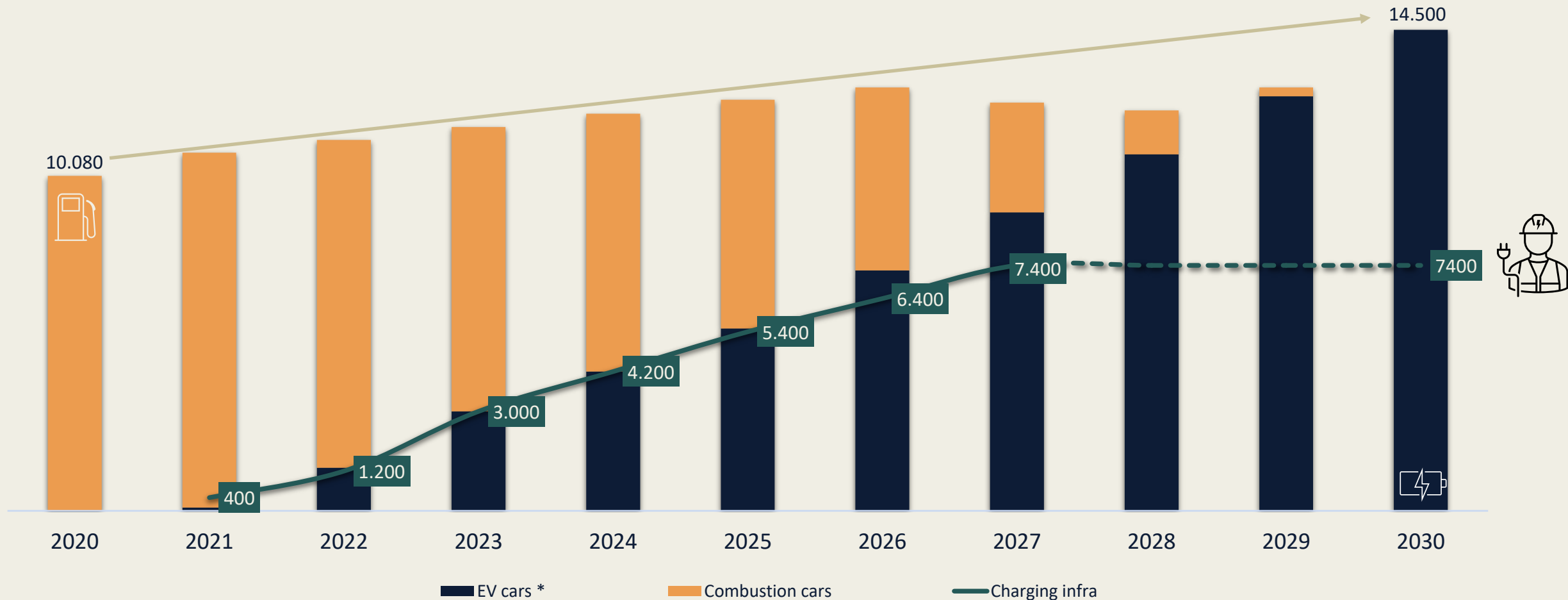


- ## Local services for the local community
- through a City Hub, easy Pickup service
 - and local sorting & distribution

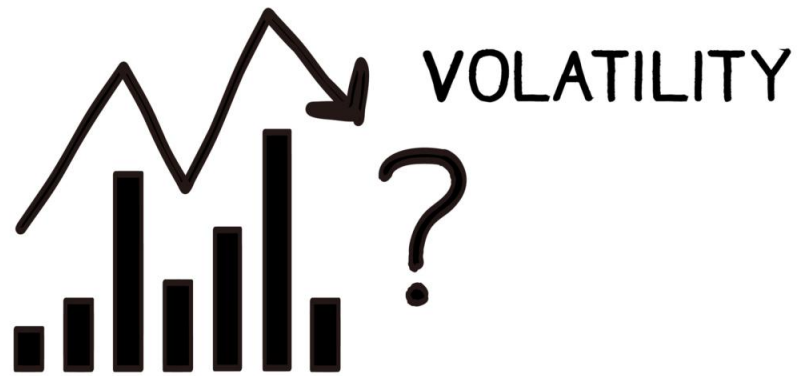


Electrification plans

Investments in fleet and infrastructure will go hand in hand







UNCERTAINTY



VUCA



Partnership mindset

Developing a win-win agreement in a VUCA reality

supplier

- ☐ Ability to supply the hardware
- ☐ End-to-end ownership (1 face to bpost)
- ☐ Capacity to manage works/projects in parallel
- ☐ Willingness to provide National Coverage
- ☐ Access to sufficient resources (and subcontractors)
- ☐ Proactive monitoring: incidents are detected & resolved in due timing without bpost interaction

bpost offers

- ☐ Early mover with commitment on green transport
- ☐ Access to one of the biggest utilitarian fleets in Belgium
- ☐ Partnership approach with impact
- ☐ High visibility in the public domain
- ☐ Grow together as the market matures
- ☐ Offer services to general public

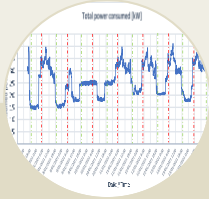
You make us move.

Partnership mindset

bpost chose for an “integrator approach”

LEGEND

bpost responsibility
supplier responsibility
new criteria since 2022



ANALYSIS

- Feasibility study
- Power availability
- Grid assessment



DESIGN

- Charger hardware

- Site layout

- Electrical drawings



DELIVERY

- Grid upgrade / HV cabin

- Cabling / ground & parking works
- Chargers' installation



SERVICE

- Maintenance (2yr) & warranty (1yr)
- Digital Portal (10yrs)
- Smart Charging
- Invoicing possibilities
- 24/7 monitoring
- SLA for service & interventions
- Open software for integration



Learnings

Practical learnings from our first 1000+ CPs, analysing the market and an ongoing tender

Suppliers



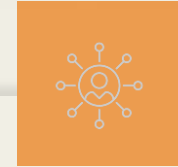
- We have good traction & interest in the RFP because of our pro-active approach
- We organized a supplier day in a sorting center where we explained our way of working to 10+ candidates
- Suppliers rely on partnerships to deliver the required E2E solution (works, hardware, software, project mgt & continued service delivery)
- Previous tendency and market focus on charging with low criticality / B2C.

Past experience



- Change of employee mindset towards new technology; expect & manage resistance
- Balancing the non core aspect of the charging infrastructure with the operational criticality of a fleet with daily use
- Securing upwards capacity in the grid is a pre-requisite for onsite investments

External network



- Little experience and best practices available with clear results in terms of sustainability
- Flemish Government is attributing grants to charging infrastructure (Clean Power for Transport) and developed a Declaration of Intent (Do No Significant Harm, Circular Economy)

Paradox of speed

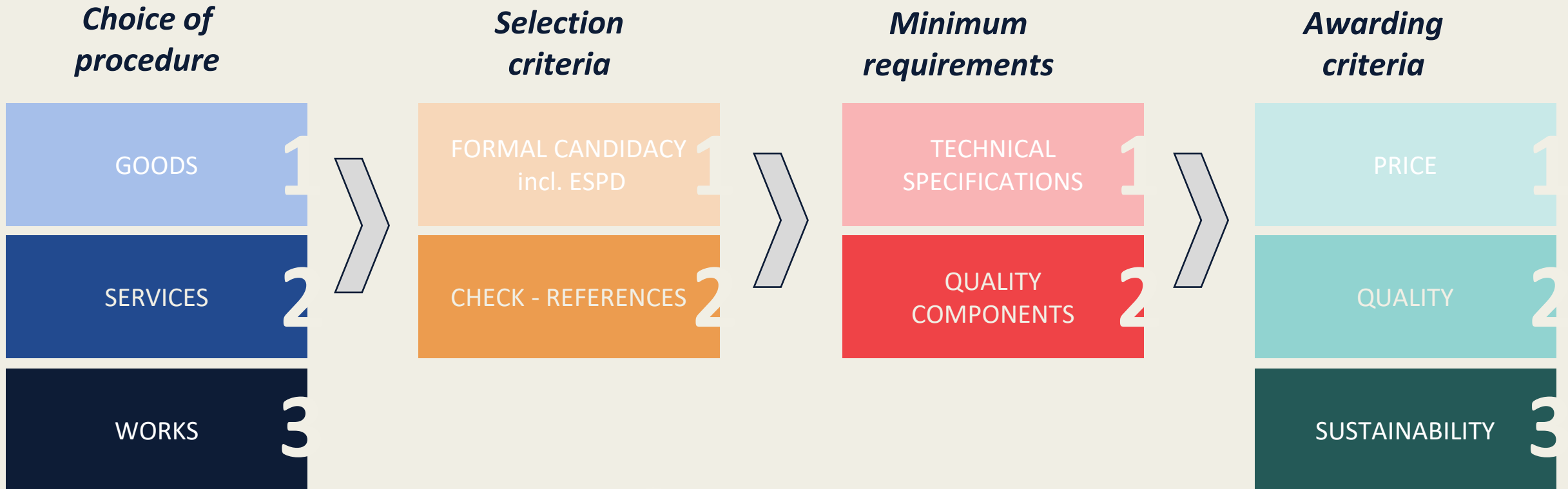


- Ecozones are a competitive advantage
- First mover advantages in heating market
- Request “sustainability” in tenders
- Capture & claim reduced CO² emissions
- HV cabins as strategic advantage
- TCO consideration for small e-van
- Understand acceptable operational workload
- Electric cars suffer long delivery times



- “Cash is King” strategy: delay investments
- Second mover advantages
- Belief that grid capacity will not suffice, and other technologies will emerge
- Charging infrastructure immature market: wait for new players & technology
- Improved battery technology might allow longer range and lower CP/car required

Navigating a public tender leaves little room for error



Some aspects of sustainability are driving the contract allocation

Need to learn more:

- How to best maintain charging infrastructure?
- When is charging infrastructure end-of-life or end-of-use?
- How do we dispose of the product?
- Will the supplier take back? Will it have a residual value?
- Is there potential for a second life for the infrastructure and/or its parts?
- Can the product be taken apart easily to facilitate re-use of the parts?
- ...



sustainability

Environment (4 pts)

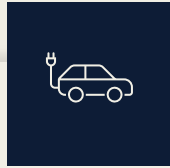
- Sustainability in design and production
- Extending the lifespan
- Recycling and reuse
- Sustainable sourcing

Social (1 pt)

- Employment of people with a distance to the labour market

Qualitative scoring

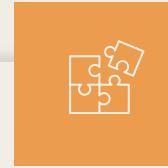
Conclusion



Electric cars
might save
the car
industry, but
they will not
solve the
mobility
challenge.



Think “VUCA”
and adjust
your go-to-
market plan.



Do you want
a product or
a service?



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You make us move.