



2022 INTEGRATED ANNUAL REPORT



LA POSTE
GROUPE


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 PROFILE

Having made the strategic choice to diversify its business activities, La Poste Groupe is now more committed than ever to advancing its transformation. Initiatives are flourishing across all of its businesses, with new local services, responsible bancassurance offers, trusted digital solutions, healthcare services, investments in transport decarbonisation and network modernisation, and more. The driving force behind this shift is a determination to support all stakeholders through the accelerating environmental, digital, regional and demographic transitions. Now a mission-led company (*entreprise à mission*), La Poste is placing these transitions at the heart of its strategy and making social commitment the cornerstone of its business model, as it builds the future of the group. A committed local leader, La Poste works day after day to remain a pioneering, useful and sustainable company, lifting its entire ecosystem in the process. To this end, many concrete actions were taken and much progress made in 2022, led by employees group-wide.

About this report

This first Integrated Annual Report is based on the Value Reporting Foundation's framework. It was prepared jointly by the group's Communications Department, Social Commitment Department and Financial Communications Department. Its content was co-developed with the input of the Strategy Department, the Human Resources Department and the Communications Departments of La Poste Groupe's business lines and subsidiaries.

INTERVIEW

PHILIPPE WAHL
Chairman and Chief Executive
Officer of La Poste Groupe



Following the Covid-19 health crisis, 2022 was marked by much upheaval. How is La Poste Groupe dealing with these disruptions?

The year 2022 did indeed see the world shift into an era of uncertainty. The war in Ukraine has brought tremendous human tragedy and widespread apprehension. It has also sparked a macro-economic downturn, which has slowed growth and triggered a sharp rise in inflation, particularly in energy prices. This latest crisis for La Poste Groupe comes in the wake of the pandemic. The rise in energy and electricity prices has produced additional costs that are compounded with revenue losses due to the steady decline in the use of mail by our millions of customers, who prefer digital interactions. Due to the collapse in volumes processed, the industrial organisation of La Poste's next-day mail delivery service has become too costly and emits too much CO₂. This was why the mail range was redesigned, as announced in 2022. Its launch has been effective since 1 January 2023. Nevertheless, the group has managed to cope with the situation thanks to the unwavering commitment

“In 2022, La Poste Groupe demonstrated its ability to remain steady under pressure and bounce back, reinforcing our confidence in the future.”

of its postal workers. As a wholly state-owned company, La Poste continues to carry out its four public service missions and demonstrates its determination to serve all and be useful to everyone. 2022 operating revenue totalled €35.4 billion, up from €34.6 billion in 2021, while attributable net profit came to €1,250 million⁽¹⁾, demonstrating once again the strength of our multi-business model.

In this environment, what are the next steps in the transformation strategy undertaken by the group in recent years?

We are accelerating the development of our growth drivers. I'm thinking in particular of parcels and express deliveries, which in 2022, as in 2021, accounted for more than half of La Poste Groupe's operating revenue. This is the result of our investment strategy. The choice of diversification should ensure the sustainability of the company. Today, the group is number one in Europe for parcels delivered by road transport, ahead of Amazon and the three global logistics giants. Another growth driver is bancassurance. 2022 marked a major milestone for our group in this arena. With the success of La Banque Postale's tender offer for CNP Assurances, it can now hold its own against its competitors. More importantly, this transaction completed the construction of a large public financial group around our majority shareholder, Caisse des Dépôts. In 2021, La Poste was the first public-sector business to become a mission-led company. This commitment goes hand in hand with the company's development. By aiming to be number one in green delivery in France and Europe and the leader in impact finance with La Banque Postale, the group is reaffirming its determination to pursue its social commitment – which is part of its DNA – while cementing its ambition for sustainable growth.

La Poste has placed “essential links” at the heart of its purpose. How do you nurture social ties that have been weakened by the crises of recent years?

Part of our strategy is a commitment to serving the whole community. We are the only company in Europe with four public service missions, which have been recognized by the European Commission. The group

(1) Excluding the impact on attributable net profit of impairment charged against Mail, Mediapost and DPD Russia assets and the net impact of other accounting effects and the reversal of deferred taxes ahead of CNP Assurances' potential inclusion in the group's tax consolidation scope.

“The group’s commitment to the planet, its social and societal commitment to ageing in good shape and its commitment to digital inclusion are shaping its future and the future of France.”

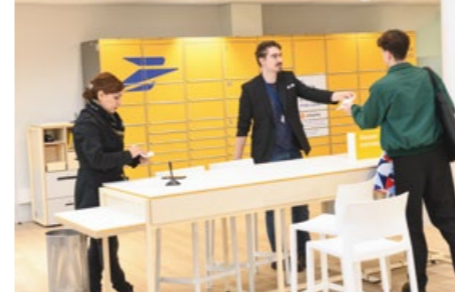
is in a prime position to ensure regional cohesion and to maintain social and human ties, which are currently being weakened. To safeguard local postal coverage and the future of its network of 62,000 postal carriers, La Poste is committed to developing human services provided at home. Their new missions based on reaching out to people – visiting the elderly, delivering meals or medicines – play a fundamental role in boosting solidarity and regional cohesion. In 2022, new local services generated revenue of more than €700 million.

How are you supporting people through the major transitions of our time, such as the digital revolution?

The group is working to transpose its role as a trusted third party into the digital world of today and tomorrow. Digiposte is already the leading digital safe in France, with 9.4 million accounts. La Poste’s Digital Identity, the only service of its kind currently certified by the French cybersecurity agency ANSSI, now provides secure access to personal training accounts. Lastly, the sovereign cloud project launched at the end of 2022 by Docaposte, with Caisse des Dépôts, Dassault Systèmes and Bouygues Telecom, marked a decisive step forward for La Poste Groupe and for the digital security of Europeans. But the more digital technology there is, the greater the risk of digital exclusion. It is our responsibility as postal workers to address the challenge of the digital divide – and to that end we helped nearly 474,000 people in 2022.

What are you doing to reinforce the group’s positive impact on the environment?

The environment is not a new concern for La Poste Groupe – it has been a priority for decades. The group is now a leader in this area, both in terms of logistics and financial services. The group’s main businesses – La Poste, La Banque Postale and Geopost – are aiming to reach net-zero emissions by 2040, and their emissions reduction pathways have been or are in the process of being validated by the international Science Based Targets initiative (SBTi). La Banque Postale was the first to announce phasing out fossil fuel financing by 2030. Now other banks are starting to follow suit. CNP Assurances has committed to having a carbon-neutral investment portfolio. Making the environment a priority is even more strategic at a time of soaring energy costs. La Poste Groupe therefore acts as a driving force in decarbonising the economy, for the sake of its customers, of regions and of society as a whole.



How do you see the future of La Poste Groupe?

In 2022, the group demonstrated its ability to remain steady under pressure and bounce back, reinforcing our confidence in the future. This confidence is based on the dedication of our employees, the support of our shareholders, Caisse des Dépôts and the French State, and the soundness of our strategic plan, “La Poste 2030, committed for you”. The group’s commitment to decarbonising the planet, its social and societal commitment to ageing in good shape and its commitment to digital inclusion are shaping its future and the future of France. Through its public service missions, La Poste Groupe is there for millions of French people, taking special care to assist the most vulnerable. The group is determined to continue its development and to fully embrace its role as a mission-led company.



CONTRIBUTING TO THE COMMON GOOD

As the environmental and energy, digital, demographic and social, and regional transitions accelerate, La Poste Groupe has made social and environmental responsibility central to its development and to the performance of its public service missions. This value is embedded in its purpose (*raison d'être*), in its commitments as a mission-led company, in its strategic plan and in everything that has shaped its identity for 600 years. And it guides the group as it plans and builds its future with its stakeholders.

P. 08. La Poste, supporting societal shifts

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La Poste, supporting societal shifts

Since it was founded in the 15th century, La Poste has witnessed changes of all types, be they social, economic

or technological. Time after time, it has adapted its activities to ensure they continue to benefit society as a whole.

CONTRIBUTING...

... TO THE DEVELOPMENT OF WRITTEN, FINANCIAL AND COMMERCIAL EXCHANGES

Since its creation by Louis XI as *La Poste aux chevaux* (Post rider system) in 1477, La Poste has helped people to **PERFORM ALL TYPES OF EXCHANGES.** After many years of transporting only mail, it began to deliver telegrams and then later electronic messages through its webmail system laposte.net and SMSs via La Poste Mobile. From postal orders (introduced in 1817) to postal current accounts and online banking, La Poste has also supported the development of monetary flows and exchanges. It has shown the same adaptability in support of trade, from transporting mail for small grocery shops and the first companies of the Industrial Revolution, to delivering parcels for today's e-commerce players.

ADAPTING...

... TO CHANGING LIVING AND WORKING ENVIRONMENTS

The French population has grown almost fivefold since La Poste's creation, and at the same time become increasingly concentrated in towns and cities. To cater to this trend, La Poste began making deliveries three times a day in the early 18th century, giving rise to the job of postal carrier. Today, La Poste continues to **CARRY OUT ITS UNIVERSAL POSTAL SERVICE AND REGIONAL DEVELOPMENT MISSIONS,** embodying postal coverage throughout France.

COMBATING...

... MOUNTING INEQUALITY

The wealth gap narrowed from the 19th to the 20th centuries thanks to the emergence of the middle class. But it has begun growing wider again. La Poste works to bridge this social divide by ensuring people can receive benefit payments under **ITS ACCESSIBLE AND INCLUSIVE BANKING MISSION,** by facilitating the employment of younger and older generations and by running philanthropic initiatives to promote equal opportunity, such as L'Envol by La Banque Postale. For some 20 years now, the group has been working to bring digital inclusion to the most vulnerable members of the community.

CONTRIBUTING...

... TO THE ENVIRONMENTAL TRANSITION

In the face of energy and climate challenges, La Poste took early action to reduce its impact on the environment. Since 2016, for example, all buildings managed by La Poste Immobilier have been powered by renewable electricity. By 2025, this will be true of all group sites. In recent years, the group has also significantly reduced the use of aircraft to carry mail and parcels. It now favours road transport, drawing on one of Europe's largest electric vehicle fleets. And it is investing heavily to provide a growing number of **LOW-CARBON DELIVERIES.**

CONTINUING...

... TO SERVE THE PUBLIC INTEREST

Throughout its history, La Poste Groupe has been guided by its commitment to the public interest. As the world becomes increasingly digital, and mail volumes fall as a result, the group continues to diversify its business into e-commerce, low-carbon urban logistics and digital services. Today's ageing population and renewed focus on health issues, for example, has led the group to capitalise on its expertise and local roots to offer new elderly support and home healthcare services, and to expand into digital care pathways. People today believe that businesses should have a positive impact on society. La Poste was the first public-sector business to define its purpose and become **A MISSION-LED COMPANY.**



600 YEARS

At the centre of a changing world

La Poste has identified four major societal transitions set to take place over the next 10 years, whose impacts will be amplified by the health crisis, the climate emergency and the war in Ukraine.

Often intertwined, these transitions represent a series of challenges and opportunities that the group is committed to addressing through its strategic plan "La Poste 2030, committed for you".

CHALLENGES

ENVIRONMENTAL AND ENERGY TRANSITION

The climate emergency and the global energy crisis highlight the need to step up the environmental and energy transition. A heightened collective awareness is translating into new requirements and consumer needs.

KEY FIGURES

+2.7°C

Global warming by 2100 based on current commitments made by States⁽¹⁾

Up to 1 million

endangered species, many of which may become extinct in the coming decades⁽²⁾

(1) Source: United Nations.
(2) Source: Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES).

STRENGTHS

- World's first postal operator to become carbon neutral thanks to a programme to offset its residual emissions⁽⁹⁾
- Carbon pathways validated or pending validation by the SBTi for the group's main businesses (La Poste, La Banque Postale, Geopost)
- La Poste Groupe has one of the largest electric vehicle fleets in Europe (40% of the total fleet is electric)
- A position as one of the world leaders in environmental, social and governance commitments, all industries combined, according to the main non-financial rating agencies

(9) More information at www.lapostegroupe.com.

AMBITIONS

- Reach net-zero GHG⁽¹¹⁾ by 2040 (as defined by the SBTi⁽¹²⁾)
- Step up resource conservation and nature regeneration efforts by rolling out a robust biodiversity policy
- Commit not to financing the fossil fuel industry (coal, oil and gas) by 2030⁽¹³⁾

(11) Greenhouse gas.
(12) Science Based Targets initiative.
(13) With the exception of those organisations that by 2030 have a scientifically validated transition plan to exit the industry by 2040.

DIGITAL TRANSITION

The digital transition, which has been accelerated by the health crisis, is reflected in a shift in user behaviours, as customer journeys go digital, administrative procedures move online, remote working becomes part of everyday life, and e-commerce grows in popularity. These trends raise new challenges, such as data protection, cybersecurity, transparency, energy efficiency, and inclusion of the elderly and vulnerable.

1/2

1 in 2 companies experienced a cyberattack in 2022⁽³⁾

Nearly 13 million

French people are at risk of digital illiteracy⁽⁴⁾

(3) Source: Cesin survey (Club des experts de la sécurité de l'information et du numérique).
(4) Source: Insee.

- Docaposte: France's number one electronic signature operator and leader in electronic voting and archiving services
- La Poste, committed to digital inclusion through the deployment of 94 digital advisors among its staff by 2023, and the roll-out of 77 "L'Étape Numérique" spaces in post offices
- 474,000 people received digital assistance, training or equipment from La Poste and its partners in 2022

- Become the benchmark in trusted cloud services in the European market, with the launch of Numspot in 2023
- Promote digital inclusion by supporting 1 million digitally illiterate people each year between now and 2030

DEMOGRAPHIC AND SOCIAL TRANSITION

The ageing of the French population is leading to an increase in dependency costs and health care expenses. This demographic transition will require providing more ageing and independence services and supporting the development of home care.

1/3

of the French population will be over 60 years old in 2030⁽⁵⁾

85%

of French people say they want to grow old at home⁽⁶⁾

(5) Xerfi study 2022.
(6) Source: Ifop 2019.

- Positioning across the entire patient pathway, from prevention to home support for the chronically ill (Asten Santé, DiaDom, etc.)
- Acquisition of happytal, a specialist in digital hospital pathways
- France's leading bank for public hospitals, with 25% market share⁽¹⁰⁾
- Contribution to detecting, assessing and supporting age- or illness-related frailty, in collaboration with regional authorities and local healthcare players

- Expand the range of patient pathway solutions and digital services provided to healthcare institutions and professionals
- Proactively reach out to the community and help the elderly stay independent and at home throughout France (delivery of meals, medication, etc.)

REGIONAL TRANSITION

The health crisis gave rise to new urban dynamics, accelerated by remote working among other factors. While digital nomadism has benefited mid-sized cities, it has also created inequalities, widening the regional divide.

81%

of the French population lived in urban areas in 2021⁽⁷⁾

2x

Increase in the number of third places between 2018 and 2022. 75% are dedicated to coworking⁽⁸⁾

(7) Source: Statista.
(8) Source: France Tiers-Lieux, 2022.

- An unrivalled regional footprint adapted to changing behaviours – 35,600 La Poste service access points in France
- Contribution to regional cohesion by supporting public policies and the priorities of Caisse des Dépôts
- Expansion into the coworking market with the acquisition of Multiburo
- Leading provider of bank finance to local authorities, with 25% market share⁽¹⁰⁾

(10) Source: Finance Active – 31 December 2021.

- Expand the group's physical footprint across France, with 40,000 postal service access points by 2025
- Become a leading European player in the coworking and business centre market, with a network of more than 100 sites by 2027

Strong commitments benefiting all society

ONE PURPOSE

“SERVING ALL, USEFUL TO EVERYONE, LA POSTE IS A PEOPLE-ORIENTED COMPANY WITH A LOCAL PRESENCE THAT DEVELOPS EXCHANGES AND BUILDS ESSENTIAL LINKS BY CONTRIBUTING TO THE COMMON WEALTH OF SOCIETY AS A WHOLE.”

La Poste’s purpose, which was co-developed with postal workers and the group’s stakeholders, expresses the fundamental meaning that drives its activities as it seeks to benefit all society. It is both a timeless extension of its public service missions and history, and a bridge to tomorrow’s world.

COMMITMENTS OF A MISSION-LED COMPANY

In 2021, La Poste was the first public-sector business to become a mission-led company, attesting to its determination to be a responsible and useful member of society at large. It has set up a dedicated Mission Committee, made up of qualified external individuals and members of the Board of Directors, to ensure that the social commitments made by La Poste as a mission-led company are fulfilled.

CONTRIBUTING
to the development and cohesion of local areas

FOSTERING
social inclusion

PROMOTING
ethical, inclusive and sustainable digital services

WORKING
to accelerate the environmental transition for all

To find out more, see the La Poste Mission Committee’s 2022 report.



La Poste has made strong commitments to support the major transitions – environmental and energy, digital, demographic and social, and regional –

transforming our society. In doing so, it has consolidated its position as a positive impact company, balancing financial performance and the public interest.

4 PUBLIC SERVICE MISSIONS

“Our public service missions are enshrined in the law and the way we perform them are the basis of the public service agreement between La Poste and the French State. Our commitments as a mission-led company, meanwhile, are voluntary initiatives that we take independently. These two complementary approaches jointly contribute to the public interest.”



NICOLAS ROUTIER
Executive Vice President,
in charge of Public Service
and Regulatory Affairs

Universal postal service

La Poste collects and delivers mail six days a week to homes throughout France at regulated and controlled prices. In accordance with the principles of equality, continuity and adaptability, this service contributes to social cohesion and the balanced development between regions.

Regional development

La Poste pledges to maintain at least 17,000 retail outlets to provide postal coverage throughout France. La Poste’s network is the country’s leading local network, with 97% of the population living within 5 km or 20 minutes by car from a retail outlet.

Press transport and delivery

Six days a week across France, La Poste delivers nearly 7,000 publications at affordable prices. This mission is crucial in a pluralist democracy, which guarantees equal access to information for all citizens.

Accessible banking

La Banque Postale guarantees universal access to free basic and essential banking services for people who are excluded from the traditional banking system and have specific needs. La Banque Postale’s *Livret A* passbook savings account is instrumental to accessible banking. Anyone can open a *Livret A* account starting from €1.50 and make withdrawals and deposits free of charge.

A strategic plan for 2030



ONE AMBITION...

BE THE NO. 1 EUROPEAN PLATFORM FOR CONNECTIONS AND EXCHANGES, PEOPLE-ORIENTED AND DIGITAL, GREEN AND COMMUNITY-MINDED, HELPING CUSTOMERS SUCCEED IN THEIR PROJECTS AND DRIVING TRANSFORMATION IN SOCIETY AS A WHOLE.

... 3 LEVERS OF ACTION...

- ▶ **CONSOLIDATING** the group's core historical activities

- ▶ **ACCELERATING** the development of current growth drivers

- ▶ **LAYING** the foundations for future growth

> P. 16

Throughout its history, La Poste has continuously reinvented itself to adapt to new trends and serve the public interest. It has built a robust multi-business model and demonstrated its strong capacity to achieve profitable growth through innovation and diversification. With its strategic

plan, "La Poste 2030, committed for you", it has given itself the means to continue this transformation by supporting the major transitions of our time: the environmental and energy transition, the digital transition, the demographic and social transition, and the regional transition.

... AND 7 PRIORITIES...

- Customers
- Presence
- Digital
- Green
- Community
- International
- Labour-management agreement and management culture

> P. 18

... SERVING ONE STRATEGIC GOAL...

BE A COMPANY WITH PROFITABLE GROWTH THAT HAS SUCCESSFULLY TRANSITIONED TO A SUSTAINABLE BUSINESS MODEL.

A ROBUST MULTI-BUSINESS MODEL

Services-Mail-Parcels



Geopost



La Banque Postale



Retail Customers & Digital Services



> P. 24

Three levers of action to boost performance

“Successfully transforming La Poste means achieving, by 2025, a self-supporting business model for the group and for each of its activities. This will enable us to finance our continued growth and diversification for the benefit of all.”



YVES BRASSART
Executive Vice President, in charge of Finance and Development

3 LEVERS OF ACTION

LEVERS OF ACTION

CONTEXT

CHALLENGES

ACTION PLAN

CONSOLIDATING THE GROUP'S CORE HISTORICAL ACTIVITIES



- Continued decline in mail volumes (from 18 billion in 2008 to less than 7 billion in 2022)
- Drop in post office footfall of more than 50% between 2014 and 2022
- Meet our commitments as a mission-led company and fulfil our four public service missions
- Secure financing for our public service missions

- New mail range** launched on 1 January 2023
- Invest **€800 million through to 2025 to modernise the omnichannel distribution network** and expand the group's geographic footprint

ACCELERATING THE DEVELOPMENT OF CURRENT GROWTH DRIVERS



- 13% of all retail in Europe is captured by e-commerce⁽¹⁾
 - €146.9 billion (scope: France) in revenue generated by the e-commerce sector in 2022⁽²⁾
 - La Banque Postale, the 11th largest bank in the eurozone⁽³⁾
 - Capture growth in parcels
 - Develop the range of e-commerce services (development of e-commerce websites, payment solutions, customer loyalty, etc.)
 - Transform La Banque Postale's bancassurer model by leveraging its impact culture
- (1)(2) Source: Fevad.
(3) Based on 2021 data published by a panel of 23 European banks.

- 2nd investment plan of €450 million launched for the 2023-2026 period** to deliver more than 1 billion Colissimo parcels per year by 2030
- Strengthen the range of e-commerce services** by drawing on the acquisitions of eShopWorld (ESW), Scalefast and Pourdebon.com
- Become the reference in sustainable delivery** by providing 100% clean delivery (zero and low emissions) in 350 cities in Europe by 2025
- 3 major drivers for La Banque Postale:
 - consolidating the retail banking base;**
 - accelerating diversification** by leveraging CNP Assurances and the new sustainable Corporate and Investment Bank (CIB);
 - developing an innovative, international partnership model,** particularly in Brazil and Italy

LAYING THE FOUNDATIONS FOR FUTURE GROWTH



- Need for security and trust in digital exchanges
- A health system put to the test by an ageing population
- Aim for European leadership in trusted digital services by capitalising on La Poste's role as a trusted third party and thereby support digital sovereignty
- Address tomorrow's health challenges thanks to La Poste Groupe's regional, physical, human and digital networks

- Develop digital trust services** such as Digiposte, La Poste Digital Identity and Numspot
- Leverage over 400 data and artificial intelligence (AI) experts** and the group's specialised subsidiaries
- Accelerate in the health market** by capitalising on the know-how developed across all the group's business lines

Social commitment underpinning our 7 strategic priorities

To implement its strategic plan, “La Poste 2030, committed for you”, the group has set seven priorities. As it believes that financial performance and community

engagement are intrinsically linked, these priorities are designed to work in synergy with its social commitments as a mission-led company.



CUSTOMERS

Serving our customers with the highest level of quality, innovating to remain the preferred intermediary for existing customers, building responsible customer relationships and winning over new customers (businesses, young people, etc.).

IN ACTION ▶ €800 million to be invested by 2025 to modernise the group's omnichannel distribution network: €500 million to renovate all post offices by 2027 and €300 million to strengthen the digital ecosystem.



DIGITAL

Accelerating our digital transformation, developing digital trust services and contributing to digital inclusion.

IN ACTION ▶ 1.7 million La Poste Digital Identities created by end-2022 (x3 in 1 year), new services to be developed such as parcel pick-up at post offices using a La Poste Digital Identity.



PRESENCE

Making our presence increasingly felt, thanks to the combined power of our physical, digital and human networks, to drive development.

IN ACTION ▶ 35,600 La Poste service access points in 2022 (versus 32,400 in 2020), welcoming customers throughout France.



GREEN

Committing as a leading company in the environmental transformation and making it accessible to all.

IN ACTION ▶ €600 million invested in low-carbon transport, including €200 million to double the number of electric vehicles and €400 million to convert the middle- and long-distance transport fleet to low-carbon energy.

4 SOCIAL COMMITMENTS



▶ CONTRIBUTING to the development and cohesion of local areas

€10.9 billion

in financing for SMEs and mid-caps.

▶ FOSTERING social inclusion

3.1 million

financially vulnerable La Banque Postale customers supported.

▶ PROMOTING ethical, inclusive and sustainable digital services

474,000

digitally illiterate individuals supported, trained or equipped by La Poste and its partners in 2022.

▶ WORKING to accelerate the environmental transition for all

6%

reduction in greenhouse gas (GHG) emissions for parcels activities (Geopost and Services-Mails-Parcels) versus 2021.



COMMUNITY

Embracing our new status as a mission-led company. Being accountable for our responsibility to the community, employees and society.

IN ACTION ▶ La Poste Groupe has successfully issued its first sustainable bond for a total of €1.2 billion. The proceeds will be used to finance green and social projects. The group previously raised €500 million via a green bond in 2019 to fund eco-friendly projects.



INTERNATIONAL

Going beyond geographic borders by capturing international growth.

IN ACTION ▶ La Poste Groupe, which is present in over 60 countries, generates 44% of its operating revenue outside France (41% in 2021).



LABOUR-MANAGEMENT AGREEMENT & MANAGEMENT CULTURE

Strengthening the pride and commitment of postal workers, rolling out the 2021-2023 employee agreement “La Poste, committed with postal workers” and rolling out a more agile organisation.

IN ACTION ▶ 86.9% of La Poste Groupe employees attended at least one training course in 2022 (scope: Europe).

Interacting with all our stakeholders

A REFERENCE TOOL

FAR-REACHING CONSULTATION

DOUBLE MATERIALITY MATRIX (2022)

ROBUST METHODOLOGY

To limit its impact and continue to create sustainable value, La Poste Groupe identifies and prioritises the main environmental, social and governance (ESG) challenges that it shares with its stakeholders. As part of this process, it draws on a reference tool known as a double materiality matrix. A materiality matrix is a clear visual representation of a company's challenges, which are plotted on a map depending on their materiality (critical, major, significant, secondary, etc.) and their category (social, societal, environmental, governance, etc.). It is based on robust methodology that involves:

- assessing all of the group's activities;
- selecting 25 challenges based on an international, sector-specific benchmark;
- taking into account the company's impact on its ecosystem and the ecosystem's impact on the company (double materiality);
- analysing negative and positive impacts as well as risks and opportunities;
- taking inspiration from international guidelines (SDGs, GRI, TCFD, etc.);
- anticipating the regulatory requirements of the CSRD⁽¹⁾.

⁽¹⁾ The methodology includes recommendations contained in the draft European Sustainability Reporting Standards (ESRS) published by Efrag in connection with the European Union's upcoming Corporate Sustainability Reporting Directive (CSRD).

A CLEAR, SHARED VISION OF PRIORITIES

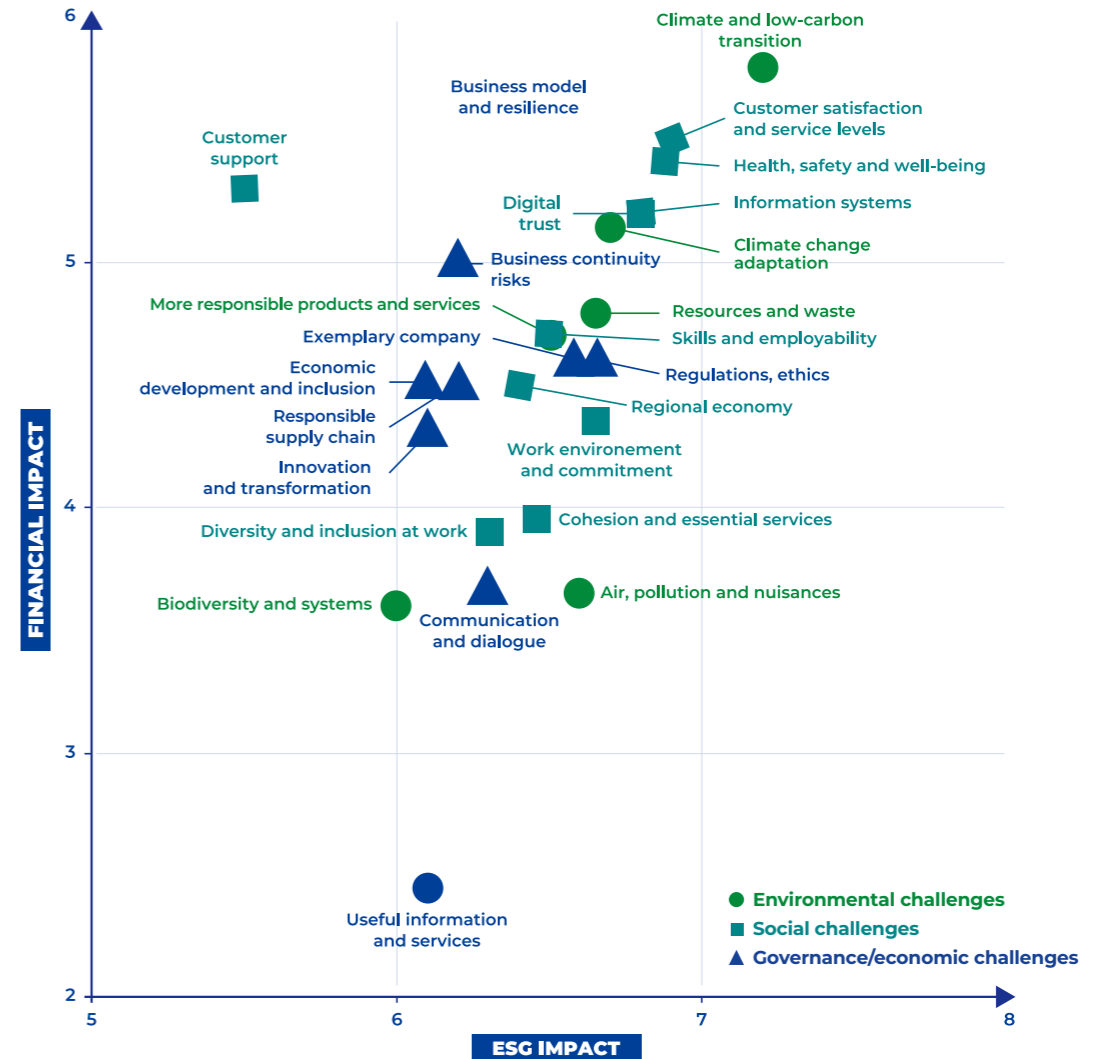
The matrix includes more than 5,000 contributions from all of the group's stakeholders, including:

- employees and trade unions;
- customers (consumers, small businesses and non-profits, large corporates and local authorities);
- suppliers and subcontractors;
- elected representatives, regulators, rating agencies and certifiers;
- shareholders, Executive Committee members, Mission Committee members.

The matrix identifies three key challenges in particular: "climate and low-carbon transition", "customer satisfaction and service levels" and "health, safety and well-being". These three challenges dovetail perfectly with the group's strategy and the four pillars of its social commitment.

Owing to its many business lines and its scale, La Poste Groupe forms part of a rich and complex ecosystem of stakeholders, with whom it maintains ongoing dialogue through daily interaction, feedback and perception

surveys, and the occasional far-reaching consultation. In 2022, the group sought to embed these stakeholders' expectations into its strategic priorities by working with them to draw up a shared map of current and future challenges.



CONSOLIDATING THE GROUP'S STRENGTHS

To achieve its strategic ambitions for 2030, La Poste Groupe continued to strengthen its main assets in 2022: a multi-business model with synergy between four business lines, a vast innovation ecosystem, committed employees as its number one priority, and strong, open governance. In a complex environment, it has also extended its risk management system.

- P. 24.** Synergy between four business lines, driving the group's transformation
- P. 34.** A vast innovation ecosystem to create solutions for tomorrow
- P. 36.** Employees, the group's number one priority
- P. 42.** Strong, open governance
- P. 46.** A robust risk management approach



Synergy between 4 business lines, driving the group's transformation

KEY FIGURES

2030 AMBITION

GOING FORWARD

P. 26



SERVICES-MAIL-PARCELS

62,000 postal carriers travel the roads of France 6 days a week, bringing its people not only mail, newspapers and parcels, but also useful services as well as people-oriented services.

€10,201 million in revenue in 2022.
453 million Colissimo parcels delivered in France and worldwide in 2022.

Be the number one operator of local human services and e-commerce services focused on customer satisfaction and the customer experience:

- develop more reliable, digital, green and cost-effective mail;
- double the volume of Colissimo parcels;
- become a leader in silver economy and healthcare services around the home;
- scale up in services related to the ecological transition and those related to the knowledge and development of regions.

Become a leader in the ecological transition with low-carbon deliveries, to continue to modernise its industrial facilities, establish next-day delivery of parcels and customer interactivity.

P. 28



GEOPOST

Geopost specialises in the delivery of parcels weighing less than 30 kg and is present in 49 countries. This makes La Poste Groupe the number one parcel delivery company in Europe (in revenue) and the embodiment of the postal business line's global conquest.

€15,573 million in revenue in 2022 (of which €2,510 million for Asendia).
2.1 billion parcels delivered by Geopost worldwide in 2022.

Become the international reference in sustainable delivery and a leading enabler of the e-commerce acceleration through three pillars:

- strengthen the group's position in BtoB and expand its cross-border services within the European Union;
- accelerate XtoC⁽¹⁾, food, health, and urban logistics;
- develop international markets and flows, as well as innovative e-commerce market segments.

(1) Supporting the expansion of delivery to individuals.

By 2025, deliver to 350 European cities with more than 50,000 inhabitants, i.e., 25% of the European population, using low-emission delivery solutions.

P. 30



LA BANQUE POSTALE

As a community-minded, ambitious and diversified bancassurer, both in France and internationally, La Banque Postale, a mission-led company, supports 20 million customers, with a complete range of services accessible to all.

€8,320 million in net banking income in 2022.
19.4% of net banking income generated internationally.

Become France's favourite bancassurer, for customers, citizens and employees:

- reaffirm its community ambitions to support the just transition by developing impact offers;
- reach the highest standards of customer experience, by joining the top three French banks in terms of customer satisfaction;
- place the employee experience and engagement at the centre of the group's strategic project.

Achieve 20% of net banking income outside France by 2025.

P. 32



RETAIL CUSTOMERS & DIGITAL SERVICES

Created in 2021, La Poste's Retail Customers & Digital Services business line brings together 45,682 employees from La Poste's network, the group's digital entities (including the Docaposte subsidiary) and Retail Customers from the Services-Mail-Parcels business line. This business line aims to become the showcase business of La Poste for the general public, by aligning human services with digital technology.

€6,576 million in revenue in 2022.
€300 million invested in the modernisation of the omnichannel distribution network by 2025.

Make La Poste the number one platform for human and digital services in France by meeting three challenges:

- the customer experience challenge, with equal attention paid to customers and postal workers;
- the business model challenge, particularly in regards to making digital and local services powerful growth drivers;
- the challenge of local presence while developing a more transparent, physical and digital partnership model.

Between 2022 and 2025, increase the number of access points to La Poste's services from 35,600 to 40,000, to provide customers with a more extensive, more accessible regional network that is better adapted to their lifestyles.



The future of local presence

SERVICES-MAIL-PARCELS



“While the Services-Mail-Parcels business line has already reduced its CO₂ emissions by 27.1% between 2013 and 2022, and by 12.7% between 2021 and 2022, we plan to go even further to achieve zero net emissions by 2040. With the end of air transport for mail delivery in mainland France in 2023 and the doubling⁽¹⁾ of our fleet of electric vehicles, which is already the largest in Europe, we are undertaking breakthrough initiatives to truly change the game.”

Philippe Dorge, Executive Vice President, in charge of the Services-Mail-Parcels business line

⁽¹⁾ This doubling of the electric vehicle fleet will occur between 2022 and 2025.

To **secure the future of the group's historical mail-related businesses**, the Services-Mail-Parcels business line has developed its mail range by rethinking solutions around the three-day delivery deadline. It responds to new customer expectations of having digital options for urgent shipments. And, while providing new innovative services such as embedded smart data technology for tracking important packages, it creates sustainable conditions for the universal postal service in the face of falling mail volumes.

To **empower e-commerce services**, the Services-Mail-Parcels business line has implemented an ambitious decarbonisation plan worth €600 million. The electric vehicle fleet dedicated to first- and last-mile deliveries will increase from 7,000 to 15,000 electric utility vehicles and from 300 to 1,000 cargo bikes between 2022 and 2025. For medium- and long-distance transport, the business line is accelerating the deployment of low-carbon energy trucks, which will cover 50% of the kilometres travelled by 2030 (versus 2022). In 2022, it also launched Log'issimo, a range of key local logistics services for businesses and local authorities. By relying on its national network of 120 logistics platforms, it ensures rapid and optimised deliveries thanks to shared processes. Note: UGAP, a public central purchasing body, has chosen to partner with Log'issimo in the development of its online commercial business and its logistics organisation.

To **scale up in new local services**, the Services-Mail-Parcels business line has continued to strengthen its ecosystem in the healthcare field: in 2022, for example, it acquired Happytal, with the ambition of becoming the partner of choice for health and autonomy in France.

KEY FIGURES

€709 million in revenue from new local services in 2022 (of which €51 million led by the Retail Customers & Digital Services business line).

No. 1 pharmacy partner for medicine home deliveries (with 3,000 affiliated pharmacies).

2x Increase in the number of electric commercial vehicles in the group's fleet between 2022 and 2025.

3,800 new postal workers recruited in the Services-Mail-Parcels business line in 2022, including 3,200 postal carriers.

357 g of CO₂ per parcel: the gross impact before carbon offsetting of each Colissimo, the best score on the market.

AT A GLANCE

Distinctive feature: the leading network of human services in France.

Ambition: become the number one operator of local human services and e-commerce services.

Workforce: 106,863 employees.

Revenue: 22.9% of group operating revenue.



Parcel delivery, anywhere in the world

GEOPOST



“In 2022, we continued our diversification strategy by accelerating in high-potential markets such as food and healthcare, through the strengthening of our temperature-controlled delivery solutions. At the same time, we are proud to have a net zero emissions ambition for 2040, validated by the Science Based Targets initiative and at the heart of our strategy to become the international reference in sustainable delivery.”

Yves Delmas, Executive Vice President of La Poste Groupe and Chief Executive Officer of Geopost

AT A GLANCE



Distinctive feature:
Europe's number one parcel company in terms of revenue. 8.3 million parcels delivered daily worldwide.

Ambition:
become the international reference in sustainable delivery and a leading enabler of the e-commerce acceleration.

Workforce:
56,628 employees in 49 countries.

Revenue:
43.7% of group operating revenue.

Despite an unstable market environment, Geopost achieved a solid performance in 2022 and is now working on its three priorities in the “Together & Beyond” strategic plan.

With regard to its first priority, **developing its core business in Europe**, Geopost has seen a shift between BtoB and BtoC segments in 2022. Delivery to individuals, previously boosted by the health crisis and quarantine periods, was less strong in 2022 and BtoB activities returned to growth. In 2022, 43% of volumes came from the BtoB segment, versus 42% in 2021.

Geopost also continued to **accelerate its growth drivers**, with the acquisition of Pourdebon.com, for example, in the food delivery sector, and Cool Running, a Dutch-based company specialising in temperature-controlled transport, particularly for food and frozen products. It also made progress in the healthcare sector, with a €20 million investment in Chronopost Healthcare. Lastly, Geopost continued to develop new urban services by finalising the acquisition of CitySprint, the UK's leading same-day delivery network. In France, the business line strengthened its partnership with C-Logistics, Cdiscount's logistics subsidiary.

To **conquer new international markets**, Geopost increased its stake in Aramex, an international parcel delivery network covering the Middle East, Africa and Oceania, to 28%.

In early 2023, **Geopost took another major step** towards becoming the international reference in sustainable delivery: the Science Based Targets initiative approved its decarbonisation pathway, with an ambitious target of reducing its greenhouse gas emissions by 43% by 2030 and 90% by 2040 (scopes 1, 2 and 3), versus the 2020 baseline. Geopost will offset the remaining 10% of emissions through offset projects from 2040 onwards, aiming for net zero emissions by 2040.

KEY FIGURES

71,000
pick-up points and 12,000 Pickup lockers in 30 countries.

15,000
low-emission delivery vehicles, 6,700 electric vehicle charging points and 250 urban depots by 2025.

Over 30 kg
The weight of bulky parcels handled by C Chez Vous, a specialist company in which Geopost is now a majority shareholder.

30%
increase in sales at Biocair, a Geopost subsidiary specialising in pharmaceutical, biotechnology and life sciences logistics.

24.4%
in volume growth of Geopost's temperature control solution for the food industry in 2022.



A group community-minded bank

LA BANQUE POSTALE



“We are continuing to transform our model by offering our customers more responsible products and services, by helping to ease cost-of-living constraints and by consolidating our commitments to the just transition. We are one of the few global banks with an A rating from the CDP and with decarbonisation pathways validated by the SBTi. Innovative and unique, our bancassurance group is expanding to meet the expectations of its customers and society.”

Philippe Heim, Executive Vice President of La Poste Groupe and Chairman of the Executive Board of La Banque Postale



La Banque Postale finalised its merger with CNP Assurances in 2022 thanks to the success of its simplified tender offer, a major step forward in strengthening its international bancassurance model culminating in the creation of a large public financial group around Caisse des Dépôts.

To reaffirm its community ambitions to support a just transition,

La Banque Postale has become a mission-led company. It has three ambitious social and environmental objectives at the heart of its articles of association. To ensure that these are achieved, the Bank's Mission Committee has chosen to monitor 14 priority indicators. Each indicator has its own scope and action plan to reach its target value, approved by the Bank's Executive Committee. In addition, the achievement of the related objectives is verified by an independent third party.

To meet **the highest standards of customer experience**, it continues to develop innovative, responsible and inclusive offers, such as *Pass Jeune* and *Prêt Avance Rénovation*, to support its 20 million customers. To meet the needs of companies and institutional investors, it has launched its Corporate and Investment Bank (CIB), a growth and diversification driver for the group and a pillar for a large public financial group.

To place the employee experience at the heart of its strategic project,

La Banque Postale has deployed a new employer brand based on a key promise: “You will be amazed at what we can achieve together”. This lever encourages potential candidates to discover the bank, in line with the objective of recruiting more than 1,000 people each year in a wide range of professions. A harmonised, richer and more interactive onboarding programme has also been introduced for new employees. In a bid to provide the same attention to employees as customers, the Bank is developing new working practices, special career paths and practical ideas to promote employees' commitment to the just transition.

KEY FIGURES

Over 850

local public sector projects with a significant environmental impact already financed by La Banque Postale's green loans, for an amount of €1.6 billion in 2022 (versus €775 million in 2021).

5

companies in which CNP Assurances has become a 100% shareholder in Brazil, continuing its international development.

47%

of personal loans granted in 2022 were impact loans.

1st

bank to have obtained certification for 100% customer service in France.

AT A GLANCE



Distinctive feature:
a community-minded bank, in the service of a just transition, a leader in sustainable finance.

Ambition:
become France's favourite bancassururer for customers, citizens and employees.

Workforce:
21,676 employees.

Net banking income:
23.4% of group operating revenue.



The omnichannel power of a physical and digital retailer

RETAIL CUSTOMERS & DIGITAL SERVICES



“The €800 million investment plan in our multi-business, bank-focused network marks a new stage in our development strategy. It reflects the extensive changes of the group to support our ambition: to create a powerful omnichannel distributor serving individuals, small businesses and small communities and to bring the quality of service provided to customers up to the best market standards.”

Nathalie Collin, Executive Vice President, in charge of the Retail Customers & Digital Services business line



Combining the power of digital technology with the local presence of the post office network, the Retail Customers & Digital Services business line has implemented transformative initiatives in 2022 to meet the three major challenges of its strategic plan.

To **improve the customer experience** and raise the quality of service to the best market standards, it has implemented a vast plan to renovate and modernise post offices. It is committed to recruiting 2,400 employees throughout France by 2024, to strengthen the reception, support and advice provided to customers. It has also developed a range of new digital and “phygital” services that simplify customers’ lives, for example by offering electronic signatures. Because the customer experience is closely linked to the quality of the relationship with postal workers, the business line supports each employee in his or her career development and aims to offer a high-quality working environment in terms of relationships, organisation and equipment.

Another strategic challenge is to **strengthen the business model** by making digital technology a powerful growth driver. In 2022, Docaposte, the group’s digital subsidiary, acquired Idemia’s electronic signature and digital safe activities. Docaposte has thus become the French leader in electronic signatures and has expanded its range of trusted solutions. This transaction also marks a new stage in the European roll-out of Docaposte’s activities: this digital storage solution for regulated markets is offered in eight countries (Spain, France, Romania, Denmark, Germany, Bulgaria, Portugal and Switzerland) and is currently being rolled out in the Netherlands and Greece.

To **consolidate its presence** by building the first physical and digital service platform, the business line has set the goal of increasing the number of service points from 35,600 to 40,000 by 2025 by forging new partnerships (tobacconist network, supermarkets, etc.). In 2022, more than 1,500 postal carriers and counter clerks will be helping to fulfil its commitment to a nationwide postal presence.

KEY FIGURES

2.1 million

La Poste Mobile customers by the end of 2022.

402

post offices bearing the *France Services* label (90 of which were certified in 2022) offering support for 80 online administrative procedures.

77

L'Étape Numérique spaces deployed in partnership with Banque des Territoires at the end of 2022, to combat digital exclusion.

1

strategic acquisition for Docaposte, a standard setter in digital trust and security: the start-up BoomkR, which offers an unparalleled cyber backup service.

9.4 million

Digiposte digital safes and 1.7 million La Poste Digital Identities by end-2022.

AT A GLANCE



Distinctive feature: the youngest of the group’s business lines, created in 2021 as part of the “La Poste 2030, committed for you” strategic plan.

Ambition: make La Poste the number one platform for human and digital services in France.

Workforce: 45,682 employees.

Revenue: 9.4% of group operating revenue.

A vast innovation ecosystem to create solutions for tomorrow

La Poste Groupe is making innovation a central pillar on which it will build its future. Through innovation, it will achieve its strategic ambitions and ensure its sustainability. And, through innovation, it intends to provide transformative solutions to the major societal challenges of our time. To achieve this, the group relies on a vast ecosystem to develop partnerships, support start-ups and therefore create new trends and future services.



IMPULSER 2030!

The intrapreneurship programme launched by the group in 2021 to develop innovative offerings, enhance employee entrepreneurial skills and accelerate promising business projects. More than 180 employees have already taken part since the launch.



28,000

small lightweight parcels sorted daily by 19 innovative autonomous robots at the Colissimo Île-de-France Nord platform.

For La Poste, innovation means regularly offering products and services that meet the new needs of its customers. From a solution for transporting temperature-controlled medical products and an ecological score to calculate the environmental footprint of its shipments, to a platform of ten free non-banking digital services for young La Banque Postale customers, all business lines are taking part in innovation. Other innovations target the group's internal processes and tools, to improve the quality of the service provided, operational efficiency and the group's environmental performance. In 2022, for example, it tested autonomous robots to sort small parcels and initiated the roll-out of the first ever electric truck in authentic situations.

A network of strategic partnerships

As innovation is often a question of collective intelligence, bringing together universities, research institutes, local authorities and companies, La Poste Groupe cultivates partnerships with various players. In 2022, Dacoposte partnered with Banque des Territoires, Dassault Systèmes and Bouygues Telecom for the 2023 launch of Numspot, a leading trusted cloud provider in the European market.

For several years, the group has also been supporting the development of start-ups. Through the French IoT open innovation programme, which relies on more than 100 regional partners, La Poste has accelerated the growth of around 300 start-ups in digital impact services since its creation in 2016. La Banque Postale, together with its platform58 incubator, already supports and hosts more than 40 start-ups in the fields of finance, insurance, cybersecurity, artificial intelligence and data. Several venture capital funds investing in promising start-ups have also been set up: La Poste Ventures, launched in 2021 and endowed with €50 million, made its first five investments in 2022; 115K, launched by La Banque Postale in 2022 and endowed with €150 million, has already invested in 6 start-ups; and Open CNP, the CNP Assurances fund, has €100 million to build tomorrow's finance and insurance sectors.



300

start-ups have seen their development accelerated thanks to the French IoT programme begun in 2016.



Employees, the group's number one priority



1.
OFFERING EQUAL OPPORTUNITIES TO ALL
P. 36

2.
GIVING EVERYONE THE MEANS TO SUCCEED
P. 38

3.
ENCOURAGING EVERYONE TO GET INVOLVED
P. 40

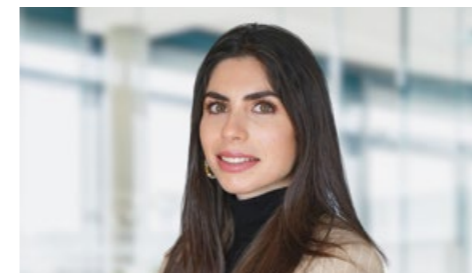


“Postal workers are at the heart of La Poste Groupe’s development. We support them in this transformation and continue with our initiatives to provide good quality jobs. We also have an inclusive social policy to ensure that employee engagement and equal opportunities continue to be a reality within the group.”

Valérie Decaux, Executive Vice President, in charge of Human Resources

OFFERING EQUAL OPPORTUNITIES TO ALL

Acting as a responsible employer is of fundamental importance for La Poste Groupe. It is the prerequisite for the success of its transformation, driven by its 238,000 employees. As France’s largest employer after the State, the group prioritises good quality employment and implements a proactive social policy.



Sarah, community manager on a work-study contract

“I’m doing a master’s degree in influence strategy and communication at ISEG and, as part of my work-study programme, I help to run the group’s Twitter and Instagram accounts. It’s a great experience for so many reasons! Firstly, there are lots of people on hand to give us friendly advice on issues related to human resources and our responsibilities. Secondly, La Poste pays its work-study students fairly. Plus, I’ve gained a lot of skills thanks to my tutor’s guidance, the new software I’ve been introduced to and the autonomy I’ve been given.”



Sébastien, postal carrier

“I’ve had a paralysed arm since an accident when I was born and La Poste gave me a chance, hiring me first on a fixed-term contract, then on a temporary contract and finally on a permanent contract, after I’d proven myself. I manage just fine on a bike and I have my own technique for delivering mail as well as anyone else. I like to feel useful and to take the time to develop a relationship with customers, especially when it comes to isolated people. My disability isn’t a problem for my supervisors, colleagues or customers.”



Caroline, data analyst

“I’m currently a data analyst at La Poste Groupe. I was lucky enough to be able to take a job retraining programme at the Simplon coding school and switch from communications to data analysis. AI and data professions are future-proof jobs, and the fact that I’m part of a large company that invests in its people’s development has been a big help for my career.”

50,000+

postal workers have taken part in the *Cap Compétences Numériques* personalised digital training programme since 2021.

2.**12%**

of postal workers benefit from professional development each year.

86.9%

of group employees attended at least one training course during the year (scope: Europe).

€200 million

allocated to training postal workers each year between 2021 and 2023.



GIVING EVERYONE THE MEANS TO SUCCEED

As an employer, La Poste Groupe has a major responsibility towards its 238,000 employees to ensure they have the opportunity to play an active role in the group's transformation and feel assured they will have a good quality job in the future. In an environment where customer expectations, technologies and jobs are rapidly changing, this requires the ability to listen, plan ahead and provide support – skills that the group committed to strengthening in 2022.

Anticipating tomorrow's jobs and skills

In line with the commitment made in the "La Poste, committed with postal workers" employee agreement, La Poste strengthened the role of the Jobs, Skills and Qualifications Observatory to better anticipate changes in this area across all of its businesses. The Observatory brings together group- and business-line-level Human Resources Departments, as well as trade union representatives, to conduct joint forward-looking studies, share information and best practices, and better inform postal workers of career development opportunities and job pathways.

Harnessing training to achieve La Poste Groupe's strategic priorities

To support the implementation of its strategic plan, La Poste has embarked on a far-reaching training drive that will see it invest €200 million per year between 2021 and 2023. In line with the group's ambitions, the programme is designed to improve the employability of its staff by focusing on four key skill sets: customer service culture, management culture, social and environmental responsibility and digital technology. In this last

area, the group broke new ground in 2022 by creating its Data and AI School. Also in the year, La Poste obtained Qualiopi certification for all of its various training bodies, attesting to the quality of its skills development process.

Facilitating and accelerating internal mobility

Currently, more than 20,000 postal workers change jobs each year within the group. In 2022, La Poste rolled out some 20 specific career development paths offering entry to a wide range of professions. A total of 569 postal workers used these paths in 2022, allowing them to change careers. La Poste has also set up virtual job fairs in all regions to reach as many interested employees as possible.

13,000

employees received individual support from human resources staff specialised in professional development.



8.77%
Percentage of employees with disabilities in 2022.



94/100
Gender equality index at La Poste.



2,300+

people over the age of 50 are hired by La Poste each year.

3.

3,500

new work-study students joined the group in 2022.



ENCOURAGING EVERYONE TO GET INVOLVED

Through their expertise, innovation ability and energy, La Poste Groupe's employees play a crucial role in its transformation. The group is committed to respecting its employees' work-life balance and strives to promote integration, inclusion and diversity.

Supporting the career paths of young and old alike

In line with its values as a responsible employer, La Poste Groupe is a long-standing champion of youth employment. In 2022, for example, it entered into a partnership with the *Fondation Innovations pour les Apprentissages*, a collective of 17 international companies developing real-world projects to promote apprenticeships. Also during the year, La Poste Groupe signed a "commitment agreement on the role of over-50s in companies", including ten key commitments on training, continued employment and well-being at work for employees in this age bracket.

Taking proactive measures to ensure postal workers feel at ease in their work

To protect the health and safety of its employees, La Poste Groupe is focusing on risk prevention. In 2022, for example, a campaign to promote correct movements was carried out to mitigate the risk of musculoskeletal disorders. Postal carriers' bicycles and electric scooters are also regularly checked to ensure they are in good working order and thereby reduce the risk of accidents. Efforts to prevent psychosocial risks have been stepped up by the development of initiatives to foster well-being at work. And to promote a healthy work-life balance, a policy of active support is available to employee

caregivers, garnering two awards in 2022 (Parenthood Award and Diversity and Inclusion Grand Prize).

Offering equal opportunities for all

La Poste renewed its commitment to gender equality in the workplace – as evidenced by the fact that 52.4% of management positions are filled by women – by signing a new three-year agreement with trade unions. Its many initiatives include plans to train all managers and human resources staff in the importance of workplace gender equality and combating sexism and gender stereotypes. As France's leading employer of people with disabilities, the group also signed a new Disability Agreement for the 2022-2025 period.

52.4%
of management positions filled by women.



Strong, open governance

BOARD OF DIRECTORS

La Poste's Board of Directors sets the group's general policy. Its main responsibilities are to define the group's strategic priorities, approve the issue of the annual and interim financial statements, and authorise acquisitions and disposals, major investment programmes and the terms of employee profit-sharing. It ensures that the group is resilient regardless of the economic environment and remains useful on a daily basis.

48%
of Board members are women.

57 years
and **3 months**
Average age.

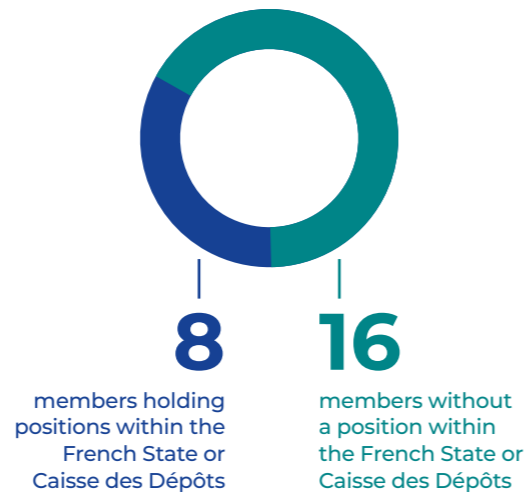
Diversified profiles for a wide variety of perspectives

Chaired by Philippe Wahl, the group's Chairman and Chief Executive Officer, the Board of Directors comprised 24 members⁽¹⁾ in 2022:

- 11 directors appointed by the General Meeting upon a proposal by Caisse des Dépôts (CDC);
- 1 director representing the French State;
- 2 directors appointed by the General Meeting upon a proposal by the French State;
- 7 directors representing employees;
- 3 non-voting members (*censeurs*) representing users as well as municipalities and their associations.

The directors' diversity of profiles, experience and skills is a key asset in meeting the many challenges arising from society's major transitions and in implementing the group's many ambitious projects, as set out in its purpose and strategic plan. The majority of the members do not hold positions within the French State or Caisse des Dépôts, ensuring frank discussions and openness to different approaches.

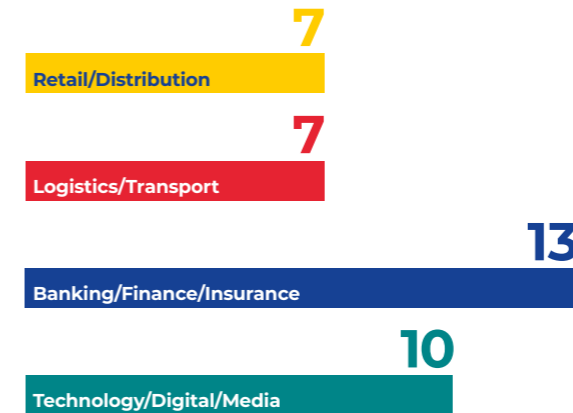
⁽¹⁾ The composition of the Board of Directors is governed by the French law on the organisation of the services of La Poste and France Télécom.



Strategic expertise in line with the group's challenges

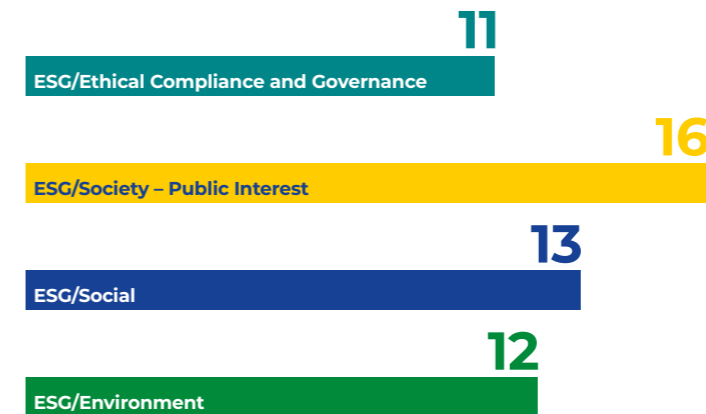
In May 2022, 21 members of the Board of Directors completed a self-assessment of their strategic areas of expertise.

BUSINESS-SECTOR EXPERTISE



CORPORATE EXPERTISE IN THE MAIN ESG⁽¹⁾ RISKS AND OPPORTUNITIES

⁽¹⁾ Environmental, social and governance.



5 BOARD COMMITTEES

To fulfil its duties, the Board of Directors has set up five Board Committees tasked with examining and preparing certain projects before they are presented at plenary sessions

Audit Committee

Chairman: Charles Sarrazin (French State)
5 members
7 meetings
90% attendance rate

Appointments, Compensation and Governance Committee

Chairman: Philippe Lemoine (CDC)
4 members
2 meetings
88% attendance rate

Strategy and Investment Committee

Chairwoman: Françoise Malrieu (CDC)
9 members
9 meetings
84% attendance rate

Quality and Sustainable Development Committee

Chairwoman: Marie-Pierre de Bailliencourt (CDC)
7 members
4 meetings
96% attendance rate

Public Service Missions Committee

Chairman: Franck Gervais (French State)
7 members
3 meetings
100% attendance rate

MISSION COMMITTEE

The Mission Committee is responsible for monitoring the fulfilment of La Poste's commitments as a mission-led company. It is composed of 17 members. Nine members are qualified external individuals, independent of La Poste's governance, and contribute diversified, open-minded points of view. Natalie Rastoin was appointed Chairwoman of the Mission Committee in 2022, replacing Philippe Wahl. The other eight members sit on La Poste's Board of Directors, ensuring consistency, free flow of information and interaction between the two bodies.

MEMBERS

8 members from the Board of Directors

Philippe Wahl,
Chairman and CEO
of La Poste Groupe

Catherine Mayenobe,
Deputy Chief Executive
Officer, Director
of Operations and
Business
Transformation
Management,
CDC Group

Franck Gervais,
representative of the
French State, CEO
of Pierre & Vacances –
Center Parcs Group

Stéphane Chevet,
employee
representative,
sponsored by CFDT

Franck Haspot,
employee
representative,
sponsored by CGT

Gil Avérous, Mayor
of Châteauroux

Guyline Brohan,
Chairwoman of the
Board of Directors
of Familles Rurales

Patrick Molinoz,
Vice-President of the
Bourgogne-Franche-
Comté region

9 qualified external individuals

Natalie Rastoin,
Chairwoman and
founder of Polytane

Laetitia Puyfaucher,
founder of Pelham
Media Ltd.

Nathalie Balla,
company director

Christian Gollier,
Executive Director
of the Toulouse School
of Economics

Jacques Levy,
geographer

Géraud Guibert,
Chairman of Fabrique
Écologique

Claudia Senik,
professor of economics

Marie Trelle-Kane,
Chairwoman of
Unis-Cité

Fatima Riahi,
founder and director
of Jardins de
la Montagne Verte

HIGHLIGHTS OF 2022

IDENTIFICATION AND APPROVAL OF INDICATORS FOR MONITORING COMMITMENTS

made by La Poste as a mission-led company (see indicators p. 74).

APPOINTMENT OF KPMG AS AN INDEPENDENT THIRD PARTY

responsible for verifying the achievement of these commitments.

REVIEW OF THE GROUP'S BIODIVERSITY ROADMAP

Biodiversity is the third pillar of the group's environmental policy (alongside energy/climate and resources/waste), following the recommendations of the Mission Committee in 2021.

LAUNCH OF VARIOUS STUDIES

including an assessment of the impact of La Poste Groupe's transformations on the well-being of the French population.

APPROVAL of the achievement of 2022 commitments and objectives.

EXECUTIVE COMMITTEE

The Executive Committee is the body for discussing strategy and consulting on all cross-functional group issues. Its members share a common vision of La Poste's responsibilities as a mission-led company, considering important decisions and monitoring targets and operating results. The Committee's composition reflects the reach of a multi-business group that is able to transform itself by developing new, useful and well-executed activities.



PHILIPPE WAHL

Chairman and CEO
of La Poste Groupe



PHILIPPE BAJOU

Executive Vice President,
General Secretary
of La Poste Groupe,
Chairman of La Poste
Immobilier



YVES BRASSART

Executive Vice
President, in charge
of Finance
and Development



NATHALIE COLLIN

Executive Vice President,
in charge of the Retail
Customers & Digital
Services business line



VALÉRIE DECAUX

Executive Vice President,
in charge of Human
Resources



YVES DELMAS

Executive Vice President,
Chief Executive Officer
of Geopost



PHILIPPE DORGE

Executive Vice President,
in charge of the
Services-Mail-Parcels
business line



PHILIPPE HEIM

Executive Vice President,
Chairman of the
Executive Board
of La Banque Postale



NICOLAS ROUTIER

Executive Vice President,
in charge of Public
Service and Regulatory
Affairs

A robust risk management approach

With the group's international growth, the development of digital businesses such as e-health, and the merger of La Banque Postale and CNP Assurances, La Poste Groupe is now exposed to a much greater number and more diversified range of risks. In response, it has transformed its risk management approach and reinforced the related governance and organisation.

Assessing and anticipating current and future risks

Each year, La Poste Groupe updates two risk maps covering all its business lines, subsidiaries and functional areas: one covering its strategic and priority risks, the other targeting its operational and non-compliance risks. Environmental, social and governance risks are included in risk mapping from the outset. Among the most critical risk factors in 2022 were cybersecurity and the impact of inflation on the logistics and Services-Mail-Parcels businesses. Risk mapping, permanent control and incident management make it possible for La Poste Groupe to establish and regularly update its risk profile.

Defining the level of risk taken on to secure the group's development and transformation

To strengthen risk management, the group worked to establish a "risk appetite framework" in 2022. This document precisely defines the risks it is willing to take on in line with the goals of its strategic plan. The aim is to be able to innovate and explore new activities and thereby support the world's major transitions – all within a controlled framework.

Controlling risks through efficient organisation

La Poste has set up an internal control and risk management system spanning all levels of the group. It is structured into three lines of defence (see opposite).

The second line of defence was strengthened in 2022 thanks in particular to:

- the extension of the roles of the group's Risk Department with **the expansion of the scope of risks assessed and permanent controls deployed;**
- **the ramp-up of the group's Compliance Department** (created in 2021), which monitors that the group is in compliance with the laws and regulations within the scope of the Department's remit (ethics, anti-corruption, anti-money laundering and counter-terrorism financing, personal data protection, compliance with international embargoes and sanctions, compliance with competition law, and duty of care);
- **the creation in 2022 of the group's fraud prevention and control department**, which coordinates and manages the fraud prevention system at group level.

Internal control and risk management system

La Poste Groupe's internal control and risk management system covers all its business lines, subsidiaries and activities. It aims to ensure that four major objectives are met:

- respect for the group's purpose, its status as a mission-led company, its missions and the achievement of its strategic ambitions;
- compliance with current laws and regulations;
- safeguarding of its assets;
- optimisation of operations.

IT'S EVERYONE'S BUSINESS...

... TO MANAGE RISK

While the types of risks the group is exposed to are often business-specific, it is everyone's collective responsibility to be aware of their existence and be able to report and control them. To this end, La Poste Groupe has implemented an action plan to disseminate a risk culture across all levels of the company on an ongoing basis. It includes a new framework for the group's risks, a training programme and communication campaigns on behaviours and best practices to adopt on a daily basis.



"In two years, there has been a step change in the scale of the risks to which our business is exposed. In order to maintain full control of these risks, while continuing to innovate and transform, we have put in place an extremely robust system, which ranges from the detection of risks far upstream to the proactive resolution of any incidents. This system applies group-wide."

PHILIPPE BAJOU
Executive Vice President, General Secretary of La Poste Groupe



ACTING AS A COMMITTED LOCAL LEADER

From new offerings and new acquisitions in promising markets, to new partnerships creating value, the year 2022 was marked by various achievements in all of La Poste Groupe's business lines. Attentive to the new behaviours and new expectations of its customers, the group accelerated the digital transformation of its businesses, while continuing to make people its primary focus. Throughout France, the group has provided concrete solutions in response to the climate emergency and social divides.

P. 50. Helping customers succeed in their projects
P. 54. People-oriented and digital
P. 58. Green and community-minded





Helping customers succeed in their projects

Helping our customers succeed in their projects requires attentiveness to their new behaviours and needs, which are rapidly evolving. It also means providing solutions that support new ways of working and the development of responsible savings and e-commerce. And it involves partnering with companies and supporting their growth in France and abroad.

€200 million

TO BE INVESTED BY LA POSTE IMMOBILIER BY 2026

to round out La Poste Groupe's urban logistics portfolio in France, in collaboration with local regions and with the aim of developing responsible urban logistics.



€500 million

Value of the investment fund launched by La Poste Immobilier, in partnership with Banque des Territoires, to finance real estate logistics projects that facilitate green delivery in low emission zones in 22 French cities.



No. 1

in France: Docaposte holds the leading position in the electronic signature market, following the acquisition of the electronic signature and digital safe businesses of Idemia, a leader in augmented identity. Docaposte is thus expanding its range of digital trust solutions with a new digital storage technology for regulated markets, all while continuing to expand in Europe.



€20 million

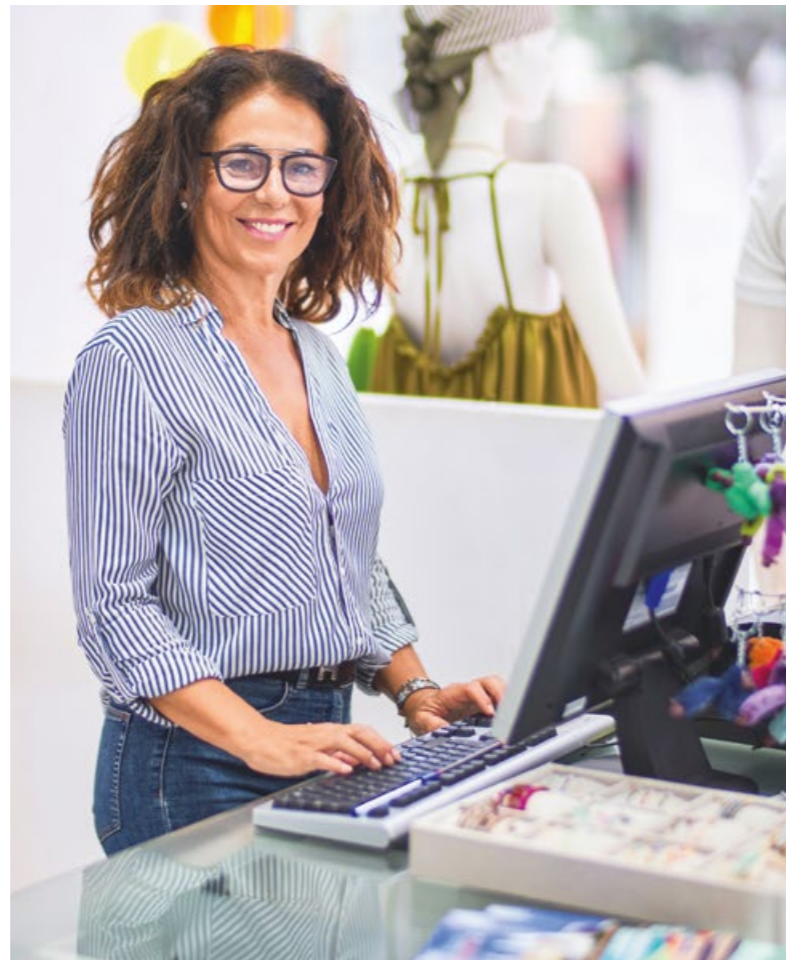
invested in the transport of temperature-controlled medicinal products. As the use of temperature-sensitive medication is increasing rapidly, the pharmaceutical and medical biology industries are experiencing a growing need for temperature-controlled transport. To support their needs, Chronopost Healthcare is investing in solutions to safely deliver its customers' products.

Helping customers succeed in their projects



LOG'ISSIMO, responsible local logistics

Log'issimo is a new range of local logistics services offered by La Poste Business Solutions to meet the needs of both small and large companies, as well as public authorities. Through a network of 120 logistics platforms, these services pool deliveries to help improve air quality and reduce their carbon impact.



INTERNATIONAL E-COMMERCE: a new acquisition with high added value

The global leader in cross-border direct-to-consumer e-commerce, eShopWorld (ESW) offers brands end-to-end solutions, from order generation and data security to customer service. In 2022, ESW acquired Scalefast, a global e-commerce solutions provider: its expertise in data analysis and rapid marketing will facilitate services such as turnkey localised stores, digital pop-up stores and highly targeted brand campaigns.



La Banque Postale is developing its unit dedicated to WEALTH MANAGEMENT

In 2022, La Banque Postale stepped up its business diversification by accelerating the development of its private banking business. Louvre Banque Privée (formerly BPE) has announced its objective to open 100 new service desks in post offices throughout France by recruiting 250 people by 2025. Its expertise will be leveraged through a new private banking unit that will bring together its customers and La Banque Postale's wealth management customers.

A key acquisition in the dynamic market of COWORKING

Already a controlling shareholder of Startway, La Poste Immobilier has acquired Multiburo, another major player in coworking with 23 locations in France, five in Belgium and one in Switzerland. The group's real estate company is thus taking another step towards achieving its strategic objective: to become a leading European player in the coworking and business centre market by developing a network of more than 100 locations backed by an innovative service offering by 2027.



People-oriented and digital

Being people-oriented and digital means accelerating the digital transformation in all our businesses, while continually putting people first. It means providing digital trust services that make life easier, while reinforcing our presence in the heart of regions. It means supporting and driving digital innovation, while developing local solutions for everyone, especially people facing isolation.

1.7 million

LA POSTE DIGITAL IDENTITIES CREATED BY THE END OF 2022

Providing secure access to more than 1,400 public services, La Poste's Digital Identity is now required to pay for training courses on the *Mon Compte Formation* platform via the FranceConnect+ service. This enhanced authentication helps to combat the risk of identity theft and, starting this year, it can also be used to pick up parcels at the post office without showing identification.



3 million

meals delivered to the homes of more than 8,000 seniors in 2022.



4 years

The duration of the new partnership agreement signed by La Poste and the industry association representing France's 23,500 tobacconists, who can now offer essential postal services.



54%

WOMEN

among the first 50 learners of La Poste's Data and AI School created in June 2022.

People-oriented and digital



La Poste du Louvre, the emblem of PEOPLE-ORIENTED AND DIGITAL POSTAL SERVICE

At the heart of La Poste du Louvre, which has been completely renovated by La Poste Immobilier for multiple applications, the post office is used to showcase innovation: offering an augmented reality experience, it also features an interactive character who welcomes visitors in French and English and a terminal that allows users to create a personalised avatar for stamps and postcards. There is also an urban logistics area in the basement for green delivery in the heart of Paris.

SOVEREIGN CLOUD: an unprecedented partnership for a new benchmark service

Numspot is a new 100% French industrial consortium offering a benchmark range of sovereign cloud⁽¹⁾ services. This unprecedented alliance brings together Docaposte (the lead partner), Banque des Territoires, Dassault Systèmes and Bouygues Telecom. Numspot provides a competitive, reliable and secure solution to meet the needs of regulated and strategic sectors such as finance, healthcare and the public sector.

⁽¹⁾ A cloud solution where the hosting and processing of data is physically carried out within France, by an entity governed by French law and in application of French laws and standards.



MES MÉDICAMENTS CHEZ MOI (My Medicines at Home), a service approved by French e-health agency ANS

La Poste's home delivery solution for medication is now available on *Mon Espace Santé*, the personal e-health services portal developed by the French national health insurance provider.



1,507

postal carrier-counter clerks throughout France in 2022, with the aim of reaching 2,000 by the end of 2023.

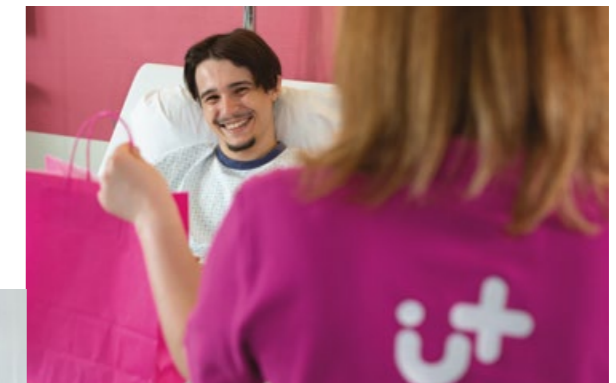
Acquisition of Pourdebon.com, a player in RESPONSIBLE FOOD E-COMMERCE

In 2022, Geopost acquired Pourdebon.com, a food marketplace where customers can order directly from over 550 French farmers and producers. The platform provides access to 17,000 fresh products and end-to-end order management, offering express, fresh home delivery.



Digital services to SUPPORT PATIENTS before, during and after hospitalisation

In 2022, La Banque Postale became the majority shareholder of Happytal, a company offering software solutions for patients to complete their pre-admission online and for healthcare establishments to authorise claims for reimbursement from health insurance companies. It has also developed a concierge service for patients, carers and medical personnel.



€150 million

The budget of 115K, the new venture capital fund launched by La Banque Postale to strengthen its partnership ecosystem. Supporting the growth of start-ups in finance, insurance, cybersecurity, artificial intelligence and data, it has already invested in several start-ups such as Carbo, an application to measure carbon footprints, and Joe, a split payment solution.



Green and community-minded

Being green and community-minded means building a model around the environmental and societal challenges that we are facing today. As a major player in transport and logistics, La Poste Groupe is reducing its carbon footprint in response to the climate emergency. As a 100% public company, it acts in a systemic way to fight against all forms of exclusion.



14%

reduction in electricity and gas consumption by La Poste Groupe between October 2022 and January 2023. The group has strengthened its energy efficiency plan with numerous concrete actions in all its areas of activity. In order to participate in the national solidarity effort, the group has also joined the ÉcoWatt initiative, which offers an "electricity weather forecast" that encourages employees to adopt daily eco-friendly actions and reduce their electricity consumption.



-43%

The reduction in greenhouse gas emissions that Geopost is committed to achieving by 2030 versus 2020, with a target of net zero emissions by 2040. This pathway has been validated by the Science Based Targets initiative.

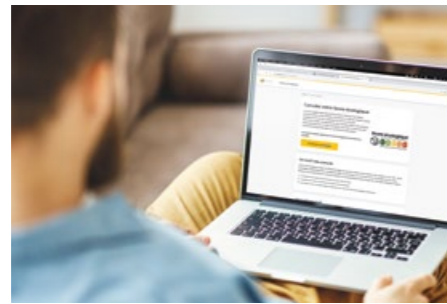
4

NUMBER OF COMPLEMENTARY PILLARS AT THE HEART OF THE RESPONSIBLE PURCHASING POLICY PUBLISHED BY LA POSTE GROUPE IN 2022.

This policy is in line with the signing of the Responsible Supplier Relations and Purchasing Charter. With €15 billion in purchases in France and abroad each year from more than 100,000 suppliers, the group can generate a strong ripple effect and make a real positive impact on the environmental and the social transitions of its partners.



Green and community-minded



AN INNOVATIVE ECOLOGICAL SCORE to calculate the environmental impact of parcels

La Poste is the first transport company to have developed a tool enabling its customers to calculate the ecological impact of sending and receiving their mail and parcels. Practical, visual and easy to use, it is available to all on the laposte.fr website. At each stage, the tool gives users tips on how to improve their score and reduce their environmental footprint.

Django, a new eco-conscious CONSUMER CREDIT SOLUTION

A wholly-owned subsidiary of La Banque Postale Consumer Finance, Django provides retailers with deferred and split payment financing solutions to offer to their customers. To help end customers manage their budget, Django has formed a partnership with Crésus, the leading association in France for combating excess debt.



URBAN LOGISTICS

that are better for the planet

Throughout France, La Poste is developing an unprecedented network of urban logistics areas for cargo bike and electric commercial vehicle deliveries, with a reduced carbon impact. In Paris, more than 40% of Colissimo parcels are already delivered from one of the 3 urban logistics areas in the Paris region. With some 30 active sites in France, La Poste is making low-emission deliveries a reality.



Increasing action TO PROTECT BIODIVERSITY

Along with the climate and resources, La Poste has made biodiversity a new pillar of its environmental strategy and drafted a biodiversity roadmap for 2022 and 2023. Among the progress made in 2022, the group notably joined the *Entreprises Engagées pour la Nature* programme, supported by the French Biodiversity Office and involving 175 companies.



Developing REUSABLE PACKAGING

To encourage the widespread use of reusable packaging, the group has created a dedicated process to facilitate returns: after receiving a package, the e-consumer can send the empty packaging back to the manufacturer to be reused by simply dropping it into a postbox. The group has also created the *Reposte* label, which it awards to reusable packaging after assessing 40 technical and ecological criteria, and it contributed to the drafting of Afnor certification for reusable packaging.



CNP Assurances, promoting RESPONSIBLE SAVINGS

CNP Assurances continues to expand its portfolio of responsible savings solutions. In 2022, the company launched the *LBPAM Infrastructure Septembre 2030* fund with La Banque Postale to enable its individual customers to invest via their life insurance in various infrastructures that are essential to society and the economy. The new *CNP Infrastructures Durables* unit-linked vehicle, created with the Meridiam Group, also helps to promote the ecological transition while ensuring resilient, long-term returns.

CREATING SUSTAINABLE VALUE FOR ALL

In 2022, despite a challenging environment, the group's multi-business model and strategic diversification continued to pay off. The group is determined to make a positive impact on the world around it, as attested by its environmental, social and societal commitments, which were reaffirmed in 2022.

- P. 64.** Business model
- P. 66.** Financial performance
- P. 70.** Non-financial ratings
- P. 71.** Environmental
- P. 72.** Social
- P. 74.** Economic and societal
- P. 76.** Customers



Business model

Our ambition: be the No. 1 European platform for connections and exchanges, people-oriented and digital, green and community-minded, helping customers succeed in their projects and driving transformation in society as a whole.

CHANGES IN SOCIETY

- Digital transition
- Environmental transition
- Regional transition
- Demographic transition

MACROECONOMIC

Return of inflation (higher energy and raw material prices)

TRENDS

Rising interest rates

STRUCTURAL SHIFTS IN OUR BUSINESSES

- Lower mail volumes
- Lower post office footfall
- Growth in parcels

OUR RESOURCES

Human capital

- 238,033 employees, including: 22.7% outsi de France close to 10,000 in IT businessse

Industrial and commercial capital

- Over 3,400 processing centres, distribution hubs and depots
- Nearly 91,700 vehicles, including 40% electric vehicles⁽¹⁾
- More than 11,000 buildings France-wide, 90% of which are powered by renewable electricity
- Digital infrastructure (hosting, data lakes)
- 11th largest European bank with La Banque Postale⁽²⁾

Social and relational capital

- 35,600 postal service access points in France
- More than 78,000 pick-up/drop-off points in Europe
- A responsible purchasing policy
- Digital identity certified by France's national cybersecurity agency, ANSSI

Financial capital

- Stable, long-term ownership structure (100% public capital)
- €17.6 bn in equity

Intellectual capital

- Image of trust, proximity
- Brand portfolio
- Innovation (e.g., 3 venture capital funds: La Poste Ventures, 115K and Open CNP)

(1) Light commercial vehicles, Staby, e-bikes, trolleys and trucks.

(2) Source: Total 2021 assets reported by a panel of 23 eurozone banks.

La Poste 2030, committed for you

7 priorities serving one goal: be a company with profitable growth that has successfully transitioned to a sustainable business model.



Customers

Serving our customers with the highest level of quality, innovating and winning over new customers (businesses, young people, etc.).



Presence

Making our presence increasingly felt, thanks to the combined power of our physical, digital and human networks.



Digital

Accelerating our digital transformation, being a recognised provider of digital trust services and contributing to digital inclusion.



Green

Committing as a leading company in the environmental transformation to making it accessible to all and maintaining our leadership in impact finance.



Community

As a mission-led company, putting the community at the heart of our commitments and being accountable for our responsibility to a just transition.



International

Continuing to expand internationally to capture growth and develop our networks.

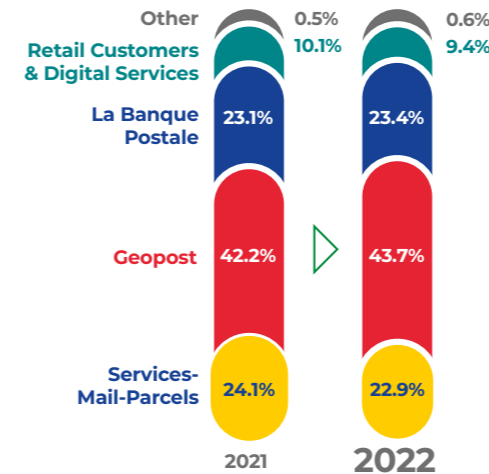


Labour-management agreement & management culture

Strengthening the pride and commitment of postal workers and rolling out a more agile organisation.

A multi-business model

€34.6 bn Operating revenue €35.4 bn



44% of operating revenue generated internationally

4 modernised public service missions



Universal postal service⁽³⁾



Press transport and delivery



Regional development



Accessible banking

(3) With the launch of the new mail range as of 1 January 2023, for example.

OUR VALUE CREATION

For the planet

- Carbon pathways of businesses in line with the Paris Agreement (1.5°C)
- Roll-out of low-carbon logistics
- Close to 107,000 tonnes of material collected for recycling and reuse
- La Banque Postale: 1st European bank with a validated SBTi pathway

For regions

- 97% of the population in France located within 5 km or 20 minutes by car from a retail outlet
- €4.4 bn in annual loan originations with local authorities
- 406,000 direct, indirect and induced jobs in regions

For our customers

- More than 17 bn items delivered in 2022
- 750 m visits per year to www.laposte.fr, one of the most visited websites in France
- 1.4 m customers benefiting from the accessible banking mission
- Digital parcel and mail tracking

For our employees

- Gender equality index of 94/100
- Digital, AI and data training
- High level of postal worker engagement measured in the annual survey

For our suppliers

- 80% of our suppliers and subcontractors are micro enterprises, SMEs and mid-caps

For our shareholders and investors

- CDP Climate Change A List, EcoVadis Platinum status and world No. 1 in the Moody's ESG Solutions ranking
- Credit ratings: S&P Global A+, Fitch Ratings A+

OUR PURPOSE:

Serving all and useful to everyone, La Poste is a people-oriented company with a local presence that develops exchanges and builds essential links by contributing to the common wealth of society as a whole.

MISSION-LED COMPANY COMMITMENT carried out by two group entities:

- La Poste
- La Banque Postale.

Financial performance

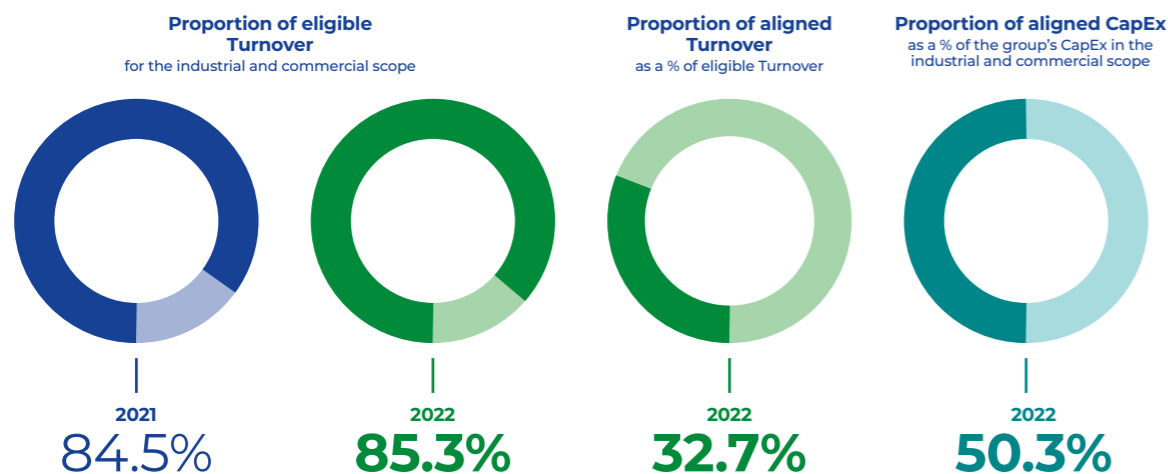
OPERATING REVENUE

Group operating revenue growth of 2.3% versus 2021



ALIGNMENT WITH THE EUROPEAN UNION'S GREEN TAXONOMY

Excluding La Banque Postale.



OPERATING PROFIT



ATTRIBUTABLE NET PROFIT



ATTRIBUTABLE EQUITY

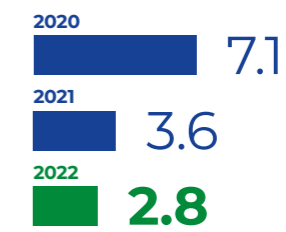


NET DEBT



Excluding La Banque Postale, for which this concept is not relevant.

NET DEBT/ADJUSTED EBITDA⁽¹⁾



⁽¹⁾ Definition provided on page 143 of the group's 2022 Universal Registration Document.

FREE CASH FLOW



INVESTMENTS



Including external growth, excluding La Banque Postale.

Business and earnings were steady in a highly unfavourable environment in 2022, while strategic diversification continued to pay off. Mail volumes continued their structural decline (down 8% versus 2021). Parcels and express deliveries accounted for more than half of the group's operating revenue. La Poste decided to invest €800 million by 2025 to modernise its omnichannel distribution network. Digital trust services continued to grow. La Banque Postale raised its stake in CNP Assurances to 100%, consolidating its position as a leading bancassurer.

BUSINESS LINES' CONTRIBUTION TO CONSOLIDATED OPERATING REVENUE	Services-Mail-Parcels	Geopost	La Banque Postale	Retail Customers & Digital Services	Other segments and intra-group
2022	€10,201 m	€15,573 m	€8,320 m	€6,576 m	€(5,278) m
Change vs 2021	-3.9%	+5.9%	+3.8%	-2.2%	-3.2%
of which outside France	10.5%	84.5%	19.4%	1.0%	-

OPERATING REVENUE BY GEOGRAPHIC AREA



BREAKDOWN OF THE WORKFORCE BY BUSINESS LINE		Total 238,033
Services-Mail-Parcels	44.9%	106,863
Geopost	23.8%	56,628
La Banque Postale	9.1%	21,676
Retail Customers & Digital Services	19.2%	45,682
Group	3.0%	7,184

A MULTI-BUSINESS GROUP

€35,392 m
in operating revenue


SERVICES-MAIL-PARCELS	2020 restated	2021	2022
Revenue	€9,726 m	€10,620 m	€10,201 m
Operating profit/(loss)	€(1,034) m	€1,246 m	€(767) m

GEOPOST	2020 restated	2021	2022
Revenue	€12,800 m	€14,701 m	€15,573 m
Operating profit	€848 m	€1,057 m	€654 m

LA BANQUE POSTALE	2020 restated	2021	2022
Net banking income	€7,724 m	€8,017 m	€8,320 m
Operating profit	€4,457 m	€1,642 m	€1,841 m

RETAIL CUSTOMERS & DIGITAL SERVICES	2020 restated	2021	2022
Revenue	€6,251 m	€6,723 m	€6,576 m
Operating profit/(loss)	€(244) m	€155 m	€199 m

Non-financial ratings

MOODY'S ESG Solutions	2020	2021	2022
NO. 1 ranking worldwide, across all sectors, for the 3 rd consecutive year	76/100 (Dec. 2019)	77/100 (Oct. 2021)	77/100 (maintained since Oct. 2021)
 DRIVING SUSTAINABLE ECONOMIES	2020	2021	2022
TOP 1% of companies worldwide for climate action	A List (Dec. 2020)	A List (Dec. 2021)	A List (Dec. 2022)
ecovadis	2020	2021	2022
PLATINUM top 1% of suppliers	78/100 (Dec. 2019)	75/100 (Sept. 2021)	78/100 (Oct. 2022)



To find out more, scan the QR code

Environmental

CLIMATE	2020	2021	2022
GROUP CARBON FOOTPRINT In tCO ₂ eq.	2,381,561	2,681,992	2,392,988
Scope 1	383,059	441,506	432,360
Scope 2	62,316	63,415	49,908
Scope 3 ⁽¹⁾	1,936,185	2,177,071	1,910,720
Percentage of electric vehicles in La Poste's fleet ⁽²⁾	27%	38%	40%
Greenhouse gas (GHG) emissions avoided (scopes 1, 2 and 3 plus subcontractors) resulting from the reduction in emissions per parcel. In tCO ₂ eq.	N/A	N/A	104,558
AIR QUALITY	2020	2021	2022
REDUCTION IN LOCAL AIR POLLUTANT EMISSIONS⁽³⁾ (2015 baseline)			
Nitrogen oxide	-55%	-58%	-62%
Fine particles	-52%	-49%	-49%
In 2022, La Poste Groupe defined a very ambitious pathway for reducing local air pollutant emissions by 2025. For the 2021-2025 period, the group has committed to a 41% reduction in CO, a 60% reduction in NOx, a 6% reduction in PM 2.5, and zero growth in PM 10.			
RESOURCES	2020	2021	2022
Amount of materials saved by extending the life of IT equipment. In tonnes.	N/A	3,683	10,504
BIODIVERSITY			

In 2022, the group and its entities chose to implement the Global Biodiversity Score (based on the presence of biodiversity per sq.km) as an indicator to measure biodiversity performance. In 2023, it will be implemented for La Poste SA, La Banque Postale, La Banque Postale Asset Management, CNP Assurances and Louvre Banque Privée.

N/A: not available.

(1) Including an extrapolation (see Section 4.4.2 of La Poste Groupe's 2022 Universal Registration Document).

(2) The 2020 figure excludes bicycles and trolleys.

(3) Scope: internal fleets of the group's two logistics business lines (Services-Mail-Parcels and Geopost), plus its subcontracted fleet.

Social

EMPLOYMENT	2021	2022
RECRUITMENT POLICY		
Number of employees hired on permanent contracts <small>Scope: group in Europe.</small>	17,925	22,321
EMPLOYING YOUNG PEOPLE		
Number of young interns, work-study students and new hires (permanent or fixed-term contracts) taken on in the year <small>Scope: group in France.</small>	18,386	14,689
EMPLOYING PEOPLE WITH DISABILITIES		
Percentage of employees with disabilities <small>Scope: La Poste SA.</small>	8.66%	8.77%
EMPLOYING SENIORS		
Percentage of permanent employees aged 55 and over <small>Scope: group in Europe.</small>	29.8%	26.9%
GENDER EQUALITY	2021	2022
Percentage of women in the company <small>Scope: group in Europe.</small>	47.4%	47.3%
Percentage of women in management <small>Scope: La Poste SA.</small>	52.0%	52.4%

SKILLS DEVELOPMENT	2021	2022
Percentage of employees having attended a training course during the year <small>Scope: group in Europe.</small>	92.3%	86.9%
JOB MOBILITY	2021	2022
Number of employees who have progressed professionally <small>Scope: group in France.</small>	18,532	20,641
HEALTH & SAFETY	2021	2022
Frequency rate of workplace accidents with time off <small>Scope: group in Europe.</small>	20.2%	19.3%
EMPLOYEE ENGAGEMENT	2021	2022
Turnover rate <small>Scope: group in Europe.</small>	9.0%	10.5%

Economic and societal

446,350

La Poste Groupe employment footprint (direct, indirect and induced)

POSTAL COVERAGE	2020	2021	2022
Number of postal service access points in France	32,400	35,313	35,600
Percentage of the population in France located within 5 km or 20 minutes by car from a La Poste retail outlet	97.1%	97.1%	97.0%
FINANCING THE ECONOMY AND IMPACT LOANS	2020	2021	2022
Annual loan originations with local authorities <small>(of which green and social loans)</small>	N/A	€5.2 bn	€4.4 bn
Annual loan originations to the social housing, healthcare and non-profit sectors and the local economy <small>(of which sustainability loans)</small>	N/A	€3.9 bn	€4.9 bn
Purchases made from the inclusive and sheltered workforce sectors	€25.7 m	€29.7 m	€35.0 m ⁽¹⁾

N/A: not available.
(1) Data estimated on the basis of first-half 2022 results.

HEALTH & AUTONOMY	2020	2021	2022
Number of beneficiaries of La Poste Groupe support services for the elderly and frail	N/A	217,531	230,263
FIGHTING THE DIGITAL DIVIDE	2020	2021	2022
Number of people supported, trained and equipped to use digital technology	250,000	236,085	473,734
SUPPORTING SOCIETY'S DIGITALISATION	2020	2021	2022
Number of active Digiposte and La Poste Digital Identity users	4.6 m	6.5 m	9.6 m

Customers

CUSTOMER SATISFACTION

55%

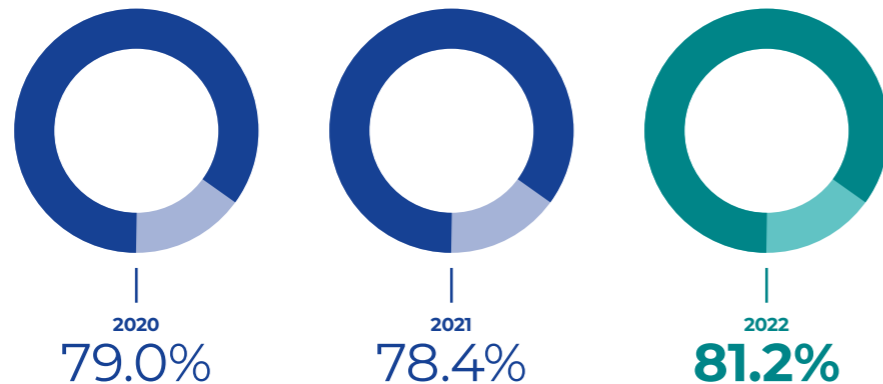
in 2022

Percentage of customers very satisfied with the service provided in post office sales areas (scores of 9 and 10 on a scale from 0 to 10).

Each month, between 10,000 and 11,000 La Poste account holders respond to an e-mail survey asking them which post office they have visited in recent weeks, their overall level of satisfaction with the service provided in the office's sales area, whether they would recommend the post office, and a few questions about their satisfaction with their experience and the customer service attitude of the post office team.

CLAIMS PROCESSING

Change in the rate of claims processed in less than five working days



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