

— 2020 —

The year for reviewing the “Conquering the Future” strategic plan

In 2014, the Group launched the strategic plan called “La Poste 2020: Conquering the future”. Its ambition: to become the leading company providing local human services for everyone, everywhere, every day. Here we look back at some major transformations.



Back in 2014. A different world yet so close. The daily life of everyone is less digitised than that of 2020, the idea of a global pandemic seems unimaginable. However, for La Poste, the major challenges of the future are already present: e-commerce is disrupting consumption patterns, the environmental emergency continues to be confirmed and mail continues to fall in all European countries. This decline undermines La Poste's business model, organisation and, quite simply, its future.

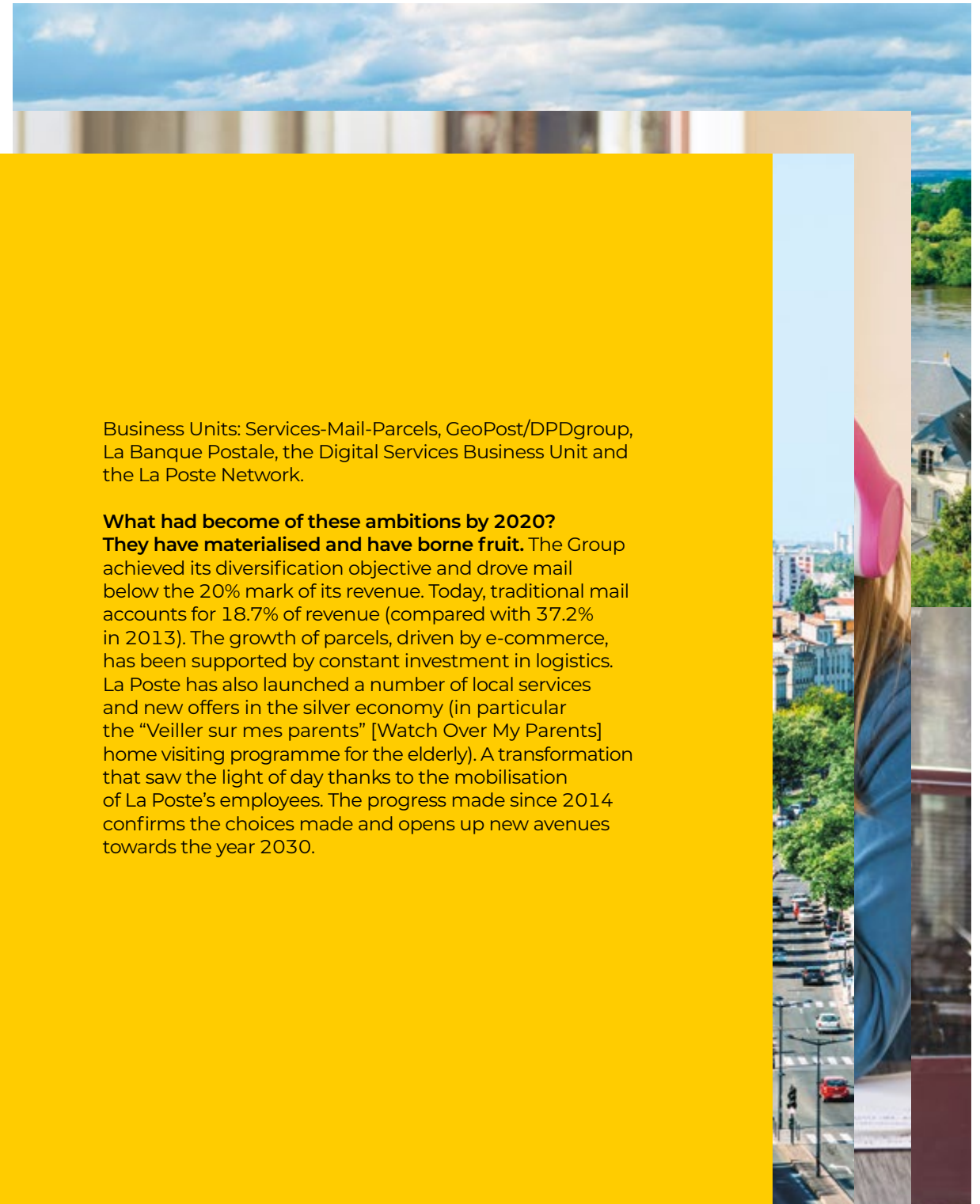
The teams are mobilising to define new growth areas for the coming years. In January 2014, the strategic plan "La Poste 2020: Conquering the future" was announced, with a unifying vision: to make trust and human proximity the key factors of success.

The plan is based on five shared priority projects: energy transition, support for the e-commerce revolution, contribution to the modernisation of public action, urban logistics, digital development and in-depth knowledge of individual customers. To carry them out successfully, the Group relies on its multi-activity model with five

Business Units: Services-Mail-Parcels, GeoPost/DPDgroup, La Banque Postale, the Digital Services Business Unit and the La Poste Network.

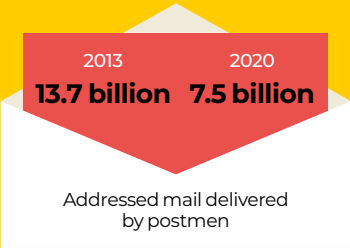
What had become of these ambitions by 2020?

They have materialised and have borne fruit. The Group achieved its diversification objective and drove mail below the 20% mark of its revenue. Today, traditional mail accounts for 18.7% of revenue (compared with 37.2% in 2013). The growth of parcels, driven by e-commerce, has been supported by constant investment in logistics. La Poste has also launched a number of local services and new offers in the silver economy (in particular the "Veiller sur mes parents" [Watch Over My Parents] home visiting programme for the elderly). A transformation that saw the light of day thanks to the mobilisation of La Poste's employees. The progress made since 2014 confirms the choices made and opens up new avenues towards the year 2030.

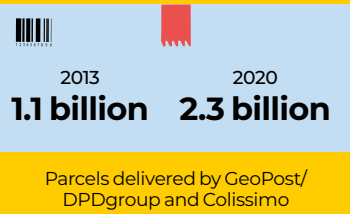


2020 STRATEGIC PLAN:
HIGHLIGHTS OF THE
TRANSFORMATION

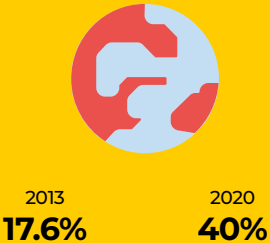
The drop in mail volumes
accelerated



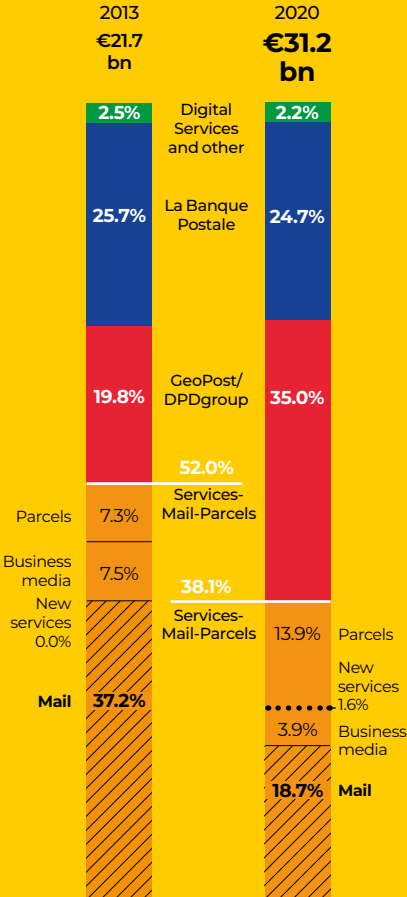
Parcels are driven by the surge
of e-commerce



La Poste goes international
Share of revenue generated
internationally



The Group's revenue has
increased by almost €10 billion
in 7 years



The share of mail in the Group's revenue
fell below 20% in 2020.

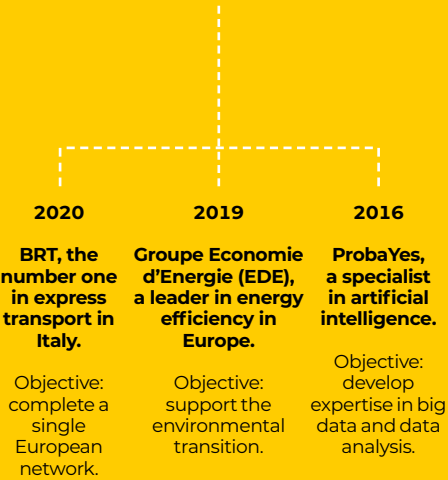
La Banque Postale diversifies and becomes a major European public
bancassurance group

2013	2017	2018	2019	2020
Acquisition of BPE, a private bank anchored in the regions.	Acquisition of KissKissBankBank, a crowdfunding platform.	1 st asset management partnership with Aegon AM and Malakoff Médéric	Launch of Ma French Bank, La Banque Postale's fully mobile bank.	Strategic equity alliance with CNP Assurances.
	Creation of Banque de Financement et d'Investissement.			Entry into the major public financial group created with Caisse des dépôts.

The list of service innovations



Acquisitions
that have transformed
Le Groupe La Poste



Conquering local human services

POSTMEN AT THE HEART OF THE TRANSFORMATION



27
million local
services in 2020.

**Over
640**
million kilometres
travelled each
year by postmen.

110,880
tonnes of materials
collected for recycling
and reuse as part
of Recygo.



They have led the revolution in their profession, adopted digital technology, initiated new services that simplify French people's daily lives and boosted the human spirit of La Poste: the 65,000 postmen have been key players in the transformation since 2013.

To age well at home

One can rely on the postmen. They brought 1 million meals to homes during the health crisis and their regular visits under the "Veiller sur mes parents" (Watch Over My Parents) service already breaks the isolation of thousands of seniors. Local services represented €525 million in revenue in 2020.

To boost public service activities

Postmen roam cities, so who better than them to spot potholes, degraded street furniture and areas lacking mobile coverage. The Geoptis on-board service helps local authorities optimise their work and their expenses. Always closer to the daily life of the French and the territories, specially trained La Poste employees have administered over 3 million Highway Code examinations throughout France in five years.

To make the environmental transition a success

In 2020, postmen collected 25,000 tonnes of paper and cardboard to recycle office waste with Recygo. Another facet of the environmental commitment: energy renovation. 700,000 households in 150 municipalities were made aware of and benefitted from diagnostics as part of the Action Habitat offer.



Conquering all parcels in the world

WORLDWIDE PRESENCE
AND HIGH-PERFORMANCE INDUSTRIAL FACILITIES



The ultra-modern GeoPost/DPDgroup hub located in Hinckley, in the county of Leicestershire (United Kingdom).

The rise of e-commerce is also that of parcels. Throughout the world, La Poste manages this constantly growing flow thanks to its expertise in logistics.

Established in 49 countries, GeoPost/DPDgroup and its 97,000 experts are now the largest parcel delivery network in Europe. In 2020, the subsidiary continued its international deployment with the increase to 85% of its stake in BRT, the Italian leader in the parcel market. This is a major step forward that consolidates the European network with more than 50 new hubs opened in 2020. GeoPost/DPDgroup delivered 1,868 million parcels in 2020 and recorded revenue growth of 42.1%. GeoPost/DPDgroup will invest €200 million by 2025 to reduce its carbon footprint in 225 European cities, notably with the deployment of 7,700 alternative vehicles and low-emission means of delivery.

Asendia, a joint venture between La Poste and Swiss Post, was founded in 2012. An expert in e-commerce and a specialist in cross-border flows, it generated revenue of **€1,793 million**, up by 50% compared to 2019.



58,000

Pickup points worldwide, including more than 13,000 in France.

1.9

billion parcels delivered worldwide by GeoPost/DPDgroup in 2020 (+40%).

471

million Colissimo delivered in 2020, +30% in one year.

€450 million

invested to modernise the industrial and logistics facilities.

Conquering the heart of cities

LA POSTE, A PIONEER IN SUSTAINABLE URBAN LOGISTICS

40 million people, living in the 115 largest cities in the European Union, are exposed to poor air quality. Freight traffic accounts for 40% of traffic jams in city centres.

The success of e-commerce is reflected in a strong increase in deliveries with 10 million parcel deliveries or pick-ups per day in France. Urban logistics is therefore essential today as a major societal and environmental issue. Since 2017, Urby, the urban logistics subsidiary of La Poste, has been offering an organisation combining the pooling of goods and sustainable modes of transport. The results are there. An impact study carried out at three Urby pilot sites showed reductions in heavy traffic of up to 26%. Greenhouse gases (GHG) emissions are reduced by 19% and local air pollutants by 76%. In 2020, Urby accelerated its development thanks to a joint investment by La Poste and Caisse des dépôts (via Banque des Territoires), which hold respectively 60% and 40%. The service is now deployed in 17 large cities and aims, by 2025, to cover 10% of the flows from 22 French cities.

With **6,800** cars, **7,400** Stabys, **1,300** electric Quadeos and **18,800** electric bicycles, La Poste has one of the largest fleets of clean vehicles worldwide.



Carriers
For all types of goods weighing more than 30 kg entering or leaving cities.

Deposits on the outskirts Multi-operator urban logistics hotels operating in pooling centres of 2,000 m² to 4,000 m².

The Urby value chain



Clean transport
The first and last mile flows are handled by Urby's fleet of low-emission vehicles (electric or gas powered vehicles, cargo bikes).

Carriers and recycling

Incoming flows
Urby customers: carriers.

Outgoing flows
Urby customers: shops and companies.



In Bordeaux, the 4,700 m² urban logistics hotel brings together three Group entities: Colissimo, Chronopost and GeoPost/DPDgroup France. 17 docks receive the goods and a fleet of 72 vehicles (70% electric) ensures city centre deliveries.

Winning digital trust

BECOMING THE TRUSTED THIRD PARTY
OF THE DIGITAL SOCIETY

Since 2015, the Digital Services Business Unit has been supporting La Poste's digital transformation and developing new services for businesses, local authorities and private individuals.

Innovative and useful services

The Digital Services Business Unit has a unique understanding of the entire digital trust chain. Its subsidiary Docaposte is now the leader in digital trust solutions in the banking and insurance, health and public sectors and, in 2020, had more than 23,000 customers, including 90% of CAC 40 companies. It confirms its development and diversification with the recent acquisitions of Index Éducation, the French leader in digital solutions for the world of education, and AR24, the creator of the first eIDAS-qualified electronic registered mail solution in France.

La Poste's Digital Identity offers the creation of a secure electronic identity online. It provides access to more than 800 public services via FranceConnect. By the end of 2020, 300,000 digital identities had been created.

Ethical and responsible digital technology

La Poste promotes the responsible use of personal data. It guarantees the confidentiality of the digital data: its model is not based on the use of user data but on paid services for companies and free services for individuals. This model is also based on the choice of robust technologies to ensure the security and integrity of the data over time; the data are hosted and operated in data centres in Europe. The Group is also committed to promoting digital inclusion in the regions.



5.5
million digital, smart and
secure Digiposte mailboxes
opened at the end of 2020.

29
million unique visitors
on average per month on the
laposte.fr website in 2020.



Adressing the challenges of regional cohesion

POSTAL COVERAGE THAT ADAPTS TO THE REGIONS



The new Dijon Mansart office, located near the University of Burgundy and its 30,000 students, is aimed primarily at young people aged between 15 and 30. It is possible to take one's Highway Code test, open an account or benefit from a coworking space in the post office.

La Poste is constantly adjusting its forms of presence to better meet customers' uses and requirements, while anticipating their future needs.

Nearly 17,000 retail outlets contribute to the vitality of social ties and the dynamism of local life. The new local postal coverage agreement, covering the period from 2020 to 2022, provides for a budget of €531 million over three years to maintain La Poste's network in the regions and to cover the needs of the public. There are 323 public service areas and 191 offices with the France Services label for operators and public authorities wishing to share access to their services in low-density and semi-urban areas.

Getting as close as possible to the needs

The network is also adapting to lifestyles with post offices that offer specific services for young people or for tourist customers in cities such as Nice, Chamonix, Arcachon and Fort-de-France. In addition, more than 1,000 expert offices provide personalised services throughout the country to customers as diversified as high net-worth customers, professionals or those in a vulnerable situation.

Developing partnerships

Thanks to the 2,827 La Poste Relais outlets open in retailer premises, La Poste's essential services are offered in living spaces with extended working hours. 6,550 La Poste local postal agencies are located in town halls, which also help to strengthen the postal coverage in sparsely populated areas.



3,913

post offices have been renovated since 2013.

55.3%

La Poste retail outlets were in partnership in 2020.

Serving the public interest

WITH THE LARGE PUBLIC FINANCIAL POLE

4 March 2020 will remain a historic date for Le Groupe La Poste: the dual strategic equity alliance between La Poste and Caisse des dépôts, on the one hand, and between La Banque Postale and CNP Assurances, on the other, is officially finalised to give birth to a large public financial pole serving the public interest.

This large public financial group will make a major contribution to the economic and social development of the regions, through cooperation projects: urban logistics, digital trust... This transaction intensifies the transformation and diversification of La Poste's activities while opening a new chapter that is essential for the future of public service in France.

Implementation of the integrated bancassurer model

The strategic equity alliance allows La Banque Postale and CNP Assurances to develop a global approach of the customers to meet all of their needs at all stages of their lives. A new step that accelerates the diversification of La Banque Postale in the banking, life and non-life insurance and financial services businesses, in France and abroad. La Banque Postale supports the public bancassurance group's commitments in the face of major societal challenges, particularly banking and digital exclusion and the climate emergency.

5
cooperation
projects serving
the regions

- The fight against regional divides.
- Urban logistics and the smart city.
- The digital trusted third party.
- The silver economy and health issues.
- The energy and environmental transition.

