

La Poste Groupe's business model

Our ambition: Be the No. 1 European platform for links and exchanges, human and digital, green and at the service of our customers in their projects and of society as a whole in its transformations.

CHANGES IN SOCIETY

CHANGES IN LA POSTE GROUPE'S ACTIVITIES

Digital transformation

Environmental transition

Regional transition

Demographic transition

Sustainably low interest rates

Sharp decline in mail volumes

Accelerated growth in parcels

OUR RESOURCES

A multi-activity business model

La Poste Groupe 2030, committed for you

OUR VALUE CREATION

Human resources

- 244,980 employees, including 21.4% outside France including 10,000 in the IT business lines (data / AI)

Industrial capital

- Over 3,400 processing centres, preparation and delivery platforms and hubs
- Nearly 93,000 vehicles, 38% electric vehicles*
- More than 11,000 buildings nationwide, 85% of which are supplied with electricity from renewable sources
- Digital infrastructures (hosting, datalakes)

* electric vehicles: light commercial vehicles, Staby, electric trolleys, heavy goods vehicles

Societal and relationship capital

- More than 17,000 retail outlets
- More than 61,000 pick-up and drop-off points in Europe
- A responsible purchasing policy
- Digital identity certified by the French National Cybersecurity Agency (ANSSI)

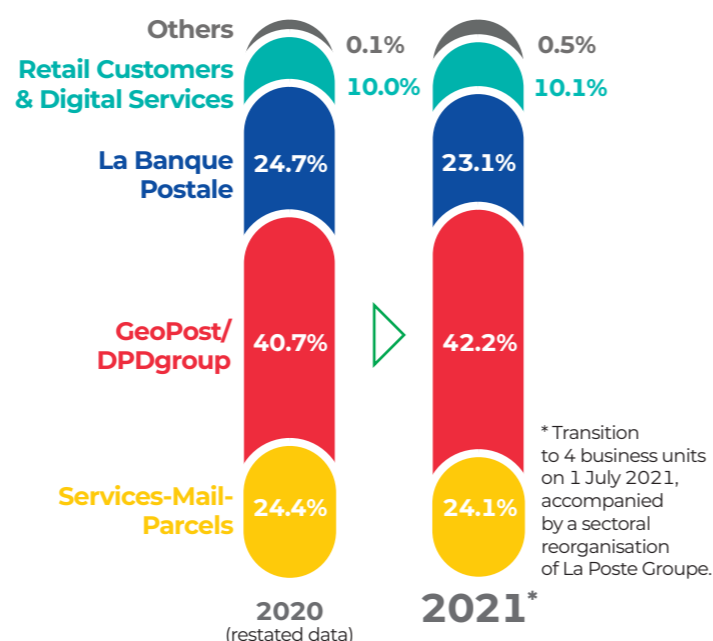
Financial capital

- Stable and long-term shareholding (100% public capital)
- €20.9 billion in equity

Intellectual capital

- Image of trust, proximity
- Brand portfolio
- Innovation (e.g. La Poste Ventures)

€31.2 bn Operating revenue €34.6 bn



International activities, a key area of development

41% of 2021 operating revenue



7 priorities serving one goal: Be a profitable growth company, which has successfully transformed into a sustainable business model.

- Customer**
Serve customers at the highest level of quality and innovating to remain the customer's preferred intermediary and win new customers (professionals, young people, etc.).
- Presence**
Assert itself as increasingly present, thanks to the combined power of its physical, digital and human networks for development.
- Digital services**
Accelerate the digital transformation, develop digital trust services and digital inclusion.
- Green**
Commit as a leading company in the environmental transformation and make it accessible to all.
- Citizen**
Assert itself in its new status as a company with a mission. Provide proof of its civic, social and societal responsibility.
- International**
Go beyond geographical borders by capturing international growth.
- Labour-management agreement and managerial culture**
Strengthen the pride and commitment of employees, roll out the 2021-2023 employee agreement « La Poste Groupe, committed with postal workers » and implement a more agile organisation.

- For the planet**
 - Climate strategy in line with the Paris Agreement
 - Deployment of low-carbon urban logistics
 - Close to 115,000 metric tonnes of materials collected for recycling and reuse
 - Assets under 100% SRI management
- For the regions**
 - 97% of the population within 5 km or 20 minutes by car from a retail outlet in France
 - €17 billion in financing granted to the local public sector
 - Financing of the local public sector
- For our customers**
 - Over 18 billion items delivered in 2021
 - 1.1 billion visits per year to laposte.fr, one of the most visited sites in France
 - 1.4 million customers benefiting from the banking accessibility mission
 - Digital parcel and mail tracking
- For our employees**
 - Gender equality index of 94/100
 - Digital, AI, Data training
 - High level of employee commitment measured in the annual survey
- For our suppliers**
 - 87% of VSEs / SMEs / ISEs among our suppliers and subcontractors
- For our shareholders and investors**
 - CDP List A, Platinum according to EcoVadis and 1st in the Vigéo Eiris world ranking
 - A+/A+ Credit rating

A new status as an « Entreprise à mission », 4 commitments

- Contributing to the development and cohesion of the regions
- Improving social inclusion
- Promoting ethical, inclusive and frugal digital services
- Working to accelerate the ecological transition for all

4 modernised public service missions

- Universal Postal Service*
- Regional planning
- Press transport and delivery
- Banking accessibility*

* The financial support granted by the French State in connection with these missions was resized in 2021