



## A YEAR OF ACCELERATION

With its strategic plan “La Poste 2030, committed for you”, La Poste has set itself a roadmap for the next ten years. It has adapted its organisation with regard to its first objective: to better serve its customers and simplify their lives, by creating the Retail Customers and Digital Services business unit. Its four business units work together to deploy the group’s strategy and accelerate its development, particularly in e-commerce, bancassurance, local services and trusted digital solutions, its drivers of tomorrow’s growth.

# ACCELERATION

# 4 BUSINESS UNITS IN SYNERGY

## SERVICES-MAIL-PARCELS

65,000 postmen travel the roads of France, six days a week, to reach the French people and guarantee them much more than the delivery of mail, press and parcels: useful services and human proximity.

## GEOPOST/DPDGROUP

Specialists in the delivery of parcels under 30 kg, present in 49 countries, GeoPost/DPDgroup makes La Poste Groupe the number one parcel company in Europe and embodies the postal business unit to conquer the world.

## LA BANQUE POSTALE

Citizen and useful, ambitious and diversified, La Banque Postale is a bancassureur in France and abroad that supports its customers throughout their lives and in all their projects.

## RETAIL CUSTOMERS AND DIGITAL SERVICES

Created in 2021, the Retail Customers and Digital Services business unit brings together 50,000 employees from the La Poste network, the group's digital entities (including the Docaposte subsidiary) and the retail customers activities of the Services-Mail-Parcels business unit. Objective: to become La Poste's showcase for retail customers, by combining human and digital proximity.

### 2030 ambitions

Become the leading operator of proximity services and e-commerce services focused on customer satisfaction and experience:

- develop a more reliable, digital, greener and more profitable Mail;
- double the volumes of Colissimo;
- become the leader in the Silver economy and healthcare services at home;
- change the dimension of services related to the environmental transition and those related to regional knowledge and development.

### From tomorrow

Continue to modernise its industrial facilities, develop next-day delivery of parcels and interactivity with the customer.



**505 millions**  
of Colissimo delivered worldwide in 2021



**€10,620 million**  
in operating revenue in 2021

### 2030 ambitions

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

- strengthen its position in BtoB and expand intra-European cross-border services;
- accelerate on XtoC (2) food, health, urban logistics;
- development of international markets and flows, as well as innovative e-commerce market segments.

### From tomorrow

By 2025, deliver to 350 European cities, or 25% of inhabitants, with low-emission delivery methods.



**2.1 billion**  
parcels delivered by GeoPost/DPDgroup worldwide in 2021



**€14,701 million**  
in operating revenue in 2021 (of which €2,200 million for Asendia)

(2) Support for the expansion of delivery to private individuals.

### 2030 ambitions

Become the preferred bank of the French people, whether they are customers, citizens or employees:

- be a leader in the customer experience, by joining the top 3 French banks in customer satisfaction;
- reaffirm the citizen ambition to serve the fair transition;
- put the employee experience at the heart of our strategy.

### From tomorrow

Offer 100% of everyday products and services digitised from 2022.



**1st**  
global bank in terms of CSR (1)



**€8,017 million**  
in operating revenue in 2021

(1) Moody's ESG Solutions (formerly Vigeo Eiris) ranking, June 2021. CSR: corporate social responsibility.

### 2030 ambitions

Make La Poste the leading human and digital platform in France, by addressing three challenges:

- the challenge of the customer experience, with reciprocal attention for customers and employees;
- the challenge of the business model, in particular by making digital and local services into powerful growth drivers;
- the challenge of presence, by building a physical and digital services platform.

### From tomorrow

Distribute 100% of La Poste's offers and services 24 hours a day on laposte.fr and on the new La Poste mobile app.



**1.1 billion visits**  
to the laposte.fr website in 2021



**€6,723 million**  
in operating revenue in 2021

# SERVICES-MAIL-PARCELS BUSINESS UNIT, REINVENTED PROXIMITY

**With more than 114,000 employees, 505 million Colissimo parcels processed and operating revenue of more than €10 billion in 2021, the Services-Mail-Parcels business unit is the leading local network in France. Its ambition for 2030: to become the leading operator in proximity services and e-commerce services.**

To implement this ambition, the business unit relies on the development of a culture increasingly focused on quality and customer satisfaction, with three prerequisites: coverage maintained for all and in all regions, employees always available six days a week and permanently accessible services thanks to the digitisation of offers.

The Services-Mail-Parcels business unit intends to act on three strategic levers:  
 – **consolidate the future of its historical mail-related businesses.** With an estimated 3.3 billion items delivered in 2030, mail will remain useful but will also have to be more digital, greener and more

profitable. To perpetuate the universal postal service public service mission, the French State granted La Poste an annual subsidy of €520 million. The business unit will continue its development to maintain its leading position in the relationship marketing market;  
 – **empowering e-commerce services.** By 2030, the business unit plans to double the activity of Colissimo, while being the leader in responsible delivery. To achieve this, it will continue to modernise its industrial facilities and decarbonise its activities from 2022. The business unit also plans to triple its operating revenue on new local logistics services such as Log'issimo;  
 – **changing the dimension of new local services.** The diversification initiated more than five years ago having proved a winner, the business unit has set itself the goal of becoming the leader in Silver economy and healthcare services by 2030, by relying on its home health subsidiaries (Asten Santé, Diadom, etc.). It has the same ambition in the energy efficiency of housing, the circular economy and regional knowledge markets, where it intends to double its operating revenue by 2025.

**1 BILLION**  
**Colissimo delivered by 2030,**  
 i.e. +50% compared to 2021.



**€608 MILLION**  
**in operating revenue from new proximity services,**  
 i.e. +27% compared to 2020.

## 2021, A NEW STEP IN THE MODERNISATION OF ITS INDUSTRIAL FACILITIES

After a first round of €450 million in 2018, the Services-Mail-Parcels business unit is once again investing €450 million over four years in its industrial facilities. Launched in 2021, this plan will make it possible to finance more than 100 modernisation projects and the creation of new sites throughout France, leading to hundreds of direct and indirect jobs, and helping maintain thousands of postmen jobs. In 2021, the business unit opened its 5<sup>th</sup> "new generation" sorting platform in Montereau-sur-le-Jard, Seine-et-Marne.



**“BY CONSOLIDATING ITS HISTORICAL BUSINESS LINES AND DEVELOPING NEW SERVICES, THE SERVICES-MAIL-PARCELS BUSINESS UNIT AIMS TO BECOME THE LEADING PROVIDER OF PROXIMITSERVICES AND E-COMMERCE SERVICES.”**

Philippe Dorge, Executive Vice President of La Poste Groupe, in charge of the Services-Mail-Parcels business unit

Extending over 23,000 m<sup>2</sup>, it is currently the largest Colissimo sorting platform and can handle more than 37,000 parcels per hour.

## LOG'ISSIMO, A NEW EXTENDED RANGE OF LOCAL LOGISTICS SERVICES

With more than 100,000 customers and a network of 13,000 daily trips, La Poste is today the leader in local logistics services.” To go further, it launched Log'issimo, a new brand to support companies and local authorities facing the challenges of first and last mile logistics. Responding to strong demand, it includes diversified carbon-neutral solutions for collection, order preparation, storage of goods near consumption areas, and customised delivery.

# GEOPOST/DPDGROUP, THE INTERNATIONAL HEADING

**With 120,000 employees and delivery experts in 49 countries, GeoPost/DPDgroup aims to become the international reference in sustainable delivery, and a leading enabler of the e-commerce acceleration by 2030. In 2021, the business unit maintained a sustained rate of growth and rolled out its new strategic plan.**

To become the international reference in sustainable delivery and a major player in the acceleration of e-commerce, GeoPost/DPDgroup is building on its new strategic plan “Together & Beyond”. This is based on three priorities:

– **developing the Company's core business in Europe.** In a context of increased competition, GeoPost/DPDgroup intends to remain the leader in business-to-business flows in Europe. The group also wants to continue to accelerate in the dynamic markets of deliveries to private individuals, mail between private individuals and

**€562 MILLION**  
**in 2021**  
**to increase GeoPost/DPDgroup's delivery capacities.**

Located in the United Kingdom and capable of sorting 72,000 parcels per hour, DPD UK's new “hub 5” is the largest fully automated parcel processing site in Europe.



out-of-home delivery. It intends to develop its delivery network and eventually offer 100,000 Pickup points;

- **accelerating growth drivers.** GeoPost/DPDgroup plans to capitalise on delivery services in the health and food sectors, which have experienced exponential growth with the health crisis. The company also plans to roll out more and more innovative urban logistics services, by positioning itself as a leader in the sector;

- **conquering new international markets.** GeoPost/DPDgroup aims to double the share of its operating revenue generated internationally by 2025. To achieve this, the group wants to strengthen its presence in the most dynamic regions

such as South-East Asia, the Middle East, Africa and South America, which will account for 80% of the growth in parcel deliveries in the coming years.

To implement these three priorities, GeoPost/DPDgroup is a pioneer in sustainable delivery: an innovative low-emission delivery plan will enable it to reduce its annual CO<sub>2</sub> emissions by 83% by 2025 compared to 2021 in 350 major European cities.

### SIGNIFICANT STRATEGIC PROGRESS

In 2021, GeoPost/DPDgroup maintained the strong momentum of the previous year, with operating revenue up by 60% in two years. The group's international parcels business had all the requisites to start rolling out its new strategic plan by 2030, by accelerating its international development. It now holds 43.3% of the share capital of Ninja Van, a parcel delivery company present in South East Asia. It acquired a 24.9% stake in Aramex, a logistics operator in the Middle East, Asia and Oceania. Asendia<sup>(1)</sup> also increased its stake in eShopWorld, a leader in end-to-end cross-border e-commerce.

The same acceleration in strategic market segments such as healthcare: for example, GeoPost/DPDgroup acquired BK Pharma Logistics, a Dutch company specialising in temperature-controlled transport. In the food market, GeoPost/DPDgroup acquired 87.5% of the capital of the French start-up Epicery, which has developed an app for ordering fresh products from local retailers. In Belgium, the express delivery service for dry, fresh and frozen products DPD fresh signed a partnership with Season, a supplier of ready-made meals.

Finally, the group also scored points in the field of out-of-home delivery, by acquiring a 25% stake in Pudo, the largest independent locker network in Spain, also present in Portugal. In Italy, the BRT parcel leader – which is part of GeoPost/DPDgroup – has partnered with Fermopoint, a network of pick-up points with more than 3,700 stores.

(1) Joint venture of La Poste and Swiss Post.

**43.3%**  
**This is the new level of GeoPost/DPDgroup's stake in Ninja Van,**  
**which confirms its growth ambition in South-East Asia.**



**“THANKS TO OUR DNA THAT DRAWS ITS STRENGTH FROM OUR PEOPLE, OUR SUSTAINABLE MODEL AND OUR ENTREPRENEURIAL SPIRIT, WE ARE NOW PREPARED TO AMPLIFY OUR DEVELOPMENT AND ACCELERATE THE ROLLOUT OF OUR STRATEGIC PLAN.”**

**Yves Delmas**, Executive Vice President of La Poste Groupe and Chief Executive Officer of GeoPost/DPDgroup. He succeeded Boris Winkelmann.

# LA BANQUE POSTALE: THE FAIR TRANSITION IN ACTION(S)

**100% SRI**  
La Banque Postale  
Asset Management  
is positioned  
as a leader  
in sustainable  
finance.

**11<sup>th</sup> bank<sup>(1)</sup> in the euro zone after only 16 years of existence, La Banque Postale has a clear ambition: to become the preferred bank of the French people through exemplary customer experience and its leadership in impact finance. To achieve this, it is launching its new strategic plan for 2030 in 2021.**



**“BY ADOPTING THE STATUS OF A COMPANY WITH A MISSION SERVING THE FAIR TRANSITION, LA BANQUE POSTALE MAKES POSITIVE IMPACT INTO A KEY PERFORMANCE DRIVER.”**

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

To achieve its ambition, La Banque Postale has built its new strategic plan around three major challenges:

- **positioning itself in the top 3 leaders in customer experience** from 2023 for remote services and by 2025 for all services. To achieve this, it will build on its three commercial brands: La Banque Postale, the everyday bank; Ma French Bank, the 100% mobile bank; and Louvre Banque Privée<sup>(2)</sup> private banking;
- **reaffirming its civic ambition serving a fair transition**, responding to environmental, societal, regional and digital challenges;
- **placing the employee experience at the heart of its strategic project**, with three priorities: renewing working methods, promoting greater responsibility, taking initiative and collective performance, and developing everyone's skills.



## RAPID IMPLEMENTATION

In 2021, La Banque Postale is implementing its ambition to be a citizen bank for a fair transition. **It is committed to ending financing of the fossil energy sectors (coal, oil and gas) by 2030**, with the exception of companies that have adopted a plan to leave these sectors by 2040.

In November, **it announces the creation of its new corporate and investment bank**, with the aim of making it an engine of growth and diversification for companies and institutional investors in France and Europe.

La Banque Postale Financement becomes La Banque Postale Consumer Finance: this new name echoes La Banque Postale's ambition to expand its consumer loan model to new offers and new distributors, in France and internationally.

With this in mind, it is also launching its impact consumer loan offering – a first on the market – promoting new, more responsible consumption methods.

Another initiative: the launch by Ma French Bank of a premium and committed solution, “Le Compte Idéal”. Including a comprehensive range of services, enabling customers to support Break Poverty and GoodPlanet, two foundations committed to societal and environmental issues.

(1) Based on data published in 2020.  
(2) Formerly BPE.

**AN ACCELERATED STRATEGIC EQUITY ALLIANCE WITH CNP ASSURANCES**

Thanks to the support of its shareholders, Caisse des Dépôts and the French State, the group is changing its size and La Banque Postale has become a leading bancassurer. 2021 saw the continuation of the strategic equity alliance with CNP Assurances. La Banque Postale acquired the 16.1% of the share capital of CNP Assurances held by BPCE group and announced a simplified takeover bid for the 21.1% of the share capital not held. This marks a new milestone in the construction of a large public financial group aimed at strengthening regional cohesion and combating the regional divide.

**STRUCTURING ACQUISITIONS AND PARTNERSHIPS**

In 2021, La Banque Postale Assurances IARD, the Bank's property and casualty insurance subsidiary, forges a partnership with Shift Technology. Now, policyholders can report their claims 100% online, and benefit from real-time monitoring of the processing of their claims and their compensation.

La Banque Postale Leasing & Factoring, dedicated to specialised financing for legal entities, joins forces with the fintech NovaLend: this partnership enables it to offer a digitised leasing solution, with a smoother and simpler customer and supplier experience.

A subsidiary of La Banque Postale, the KissKissBankBank & Co group acquired the media and training organisation Youmatter, a producer of content specialising in decoding major social and environmental issues.

**The strategic equity alliance with CNP Assurances strengthens La Banque Postale's international footprint.**



**RETAIL CUSTOMERS & DIGITAL SERVICES BUSINESS UNIT, THE OMNICHANNEL EXPERIENCE**



**35,000**

**points of access for postal services in France,**

**i.e. 17,000 retail outlets (post offices, partnerships with town halls and retailers) and 18,000 postal services retail outlets (professional spaces, Pickup network, etc.).**

**La Poste's multi-business network with priority banking welcomes nearly 1 million visitors per day in post offices.**

**1 July 2021: La Poste Groupe creates the Retail Customers and Digital Services business unit, with the aim of placing the quality of service provided to its individual customers, professionals and local authorities at the heart of its transformation.**

Stemming from the strategic plan "La Poste 2030, committed for you", the new business unit brings together 50,000 La Poste employees and La Poste Groupe's main players in direct contact with retail customers: physical network, digital and customer relations centres. Its mission: to develop the market for private individuals, professionals and local authorities, by coordinating the regional coverage of all retail outlets and access to postal services in France. Its challenge is also to continue the group's digital transformation and the development of digital trust services as a growth driver, notably through its subsidiary Docaposte.

Digitisation for development: more than 500,000 La Poste Digital Identities have been created.



## A STRATEGY FOR SIMPLICITY AND PROXIMITY

With its strategic project “Committed for you, with you”, the Retail Customers and Digital Services business unit aims to become the leading human and digital platform in France. To achieve this, it addresses three challenges:

- **customer experience:** improving the customer experience by meeting new customer practices and requirements, which is the very reason why the Retail Customers and Digital Services business unit was created. To do this, it is also improving the employee experience because it is the teams in contact with customers who build the relationship with them on a daily basis;
- **the business model:** developing by investing in physical and digital networks, by attracting new customers through the transformation and diversification of its offers and by relying on two growth drivers: local human services and digital trust services;
- **coverage:** building La Poste Groupe’s first physical and digital services platform by affirming its physical presence throughout the country, thanks to a more open partnership model, enhanced by the power of digital technology.

**€735**  
**MILLION**  
in operating  
revenue for  
Docaposte,

subsidiary of the Retail Customers and Digital Services business unit. The post-Covid-19 period accelerated digital uses and the use of Docaposte’s trusted solutions: electronic voting and signing, or educational digital technology with Pronote.

## SIGNIFICANT PROGRESS IN 2021

In 2021, the Retail Customers and Digital Services business unit continued to strengthen its unique ecosystem of innovations and digital trust infrastructures. In October, it launched its smart and secure digital mailbox, Digiposte Pro, dedicated to professionals, to simplify their administrative management. By the end of the year, more than 500,000 French people had already subscribed to La Poste’s Digital Identity. The @laposte.net e-mail address has 3 million active messaging mailboxes.

In 2021, La Poste also entered into a three-year partnership with the National Institute for Research in Computer Science and Control (Inria): this agreement will support Inria’s research work while strengthening La Poste’s innovation capacity in the fields of digital trust, artificial intelligence and e-health.

The Retail Customers and Digital Services business unit also strengthened its digital expertise through three significant acquisitions:

- Boxtal, an online parcel delivery comparator;
- Openvalue, a firm specialising in big data and artificial intelligence (80%);
- the electronic signature and digital safe activities of Idemia, a leader in augmented identity. This acquisition, in early January 2022, enabled Docaposte to become the French leader in electronic signatures and to begin its development in Europe.



**“BRINGING TOGETHER HUMAN AND DIGITAL EXPERTISE WITHIN A SINGLE ENTITY GIVES US THE STRENGTH TO BECOME A POWERFUL DISTRIBUTOR PRESENT IN PHYSICAL AND DIGITAL CHANNELS, THROUGHOUT THE COUNTRY.”**

Nathalie Collin, Deputy Director of La Poste Groupe, in charge of the Retail Customers and Digital Services business unit