

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.

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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: Césin 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

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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

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... 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



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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.

