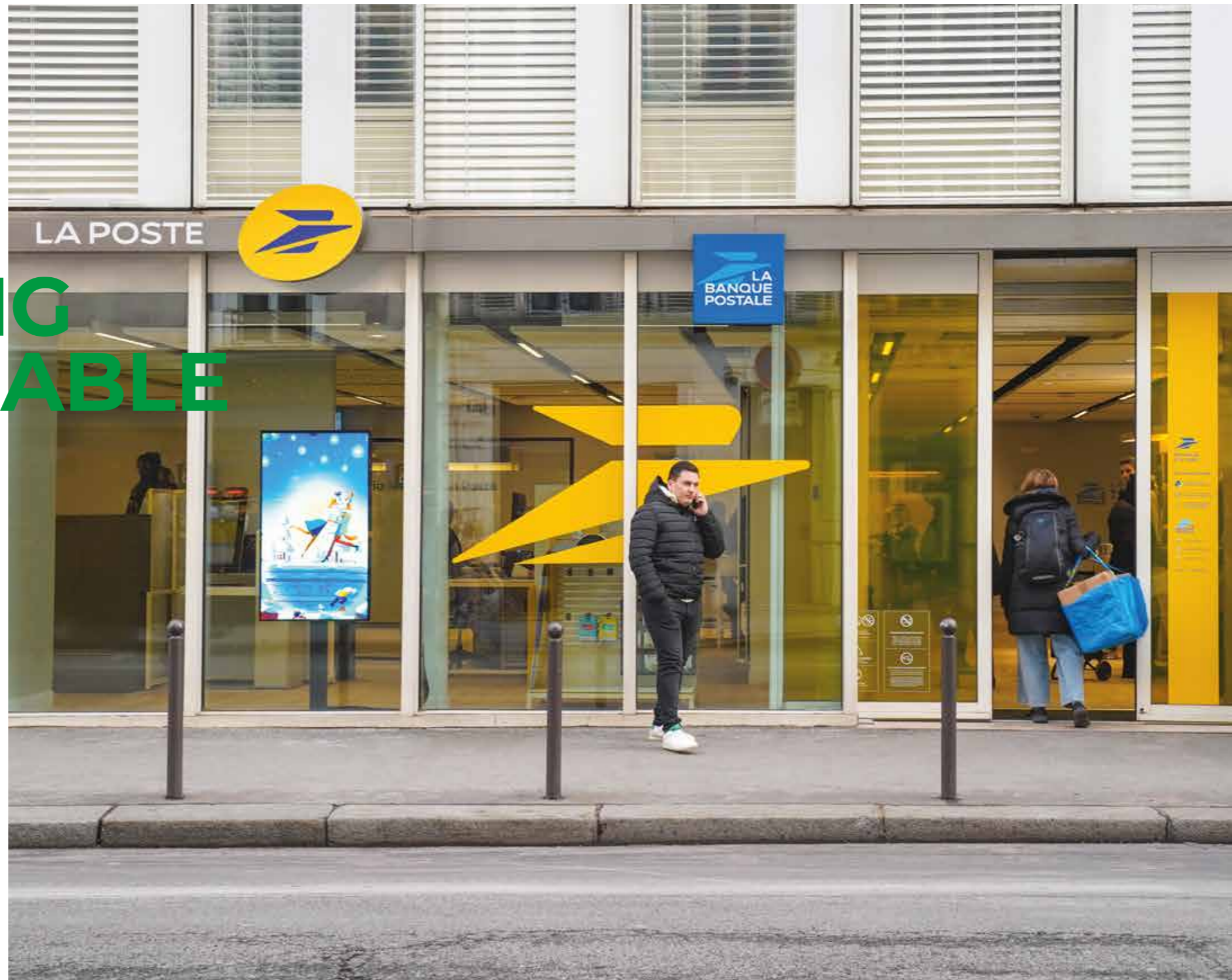


CREATING SUSTAINABLE VALUE FOR ALL

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% outside France
- close to 10,000 in IT businesses (data/AI)

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.

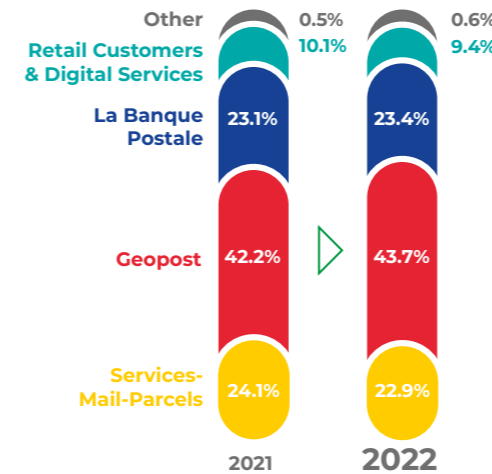


Labour-management agreement & management culture

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

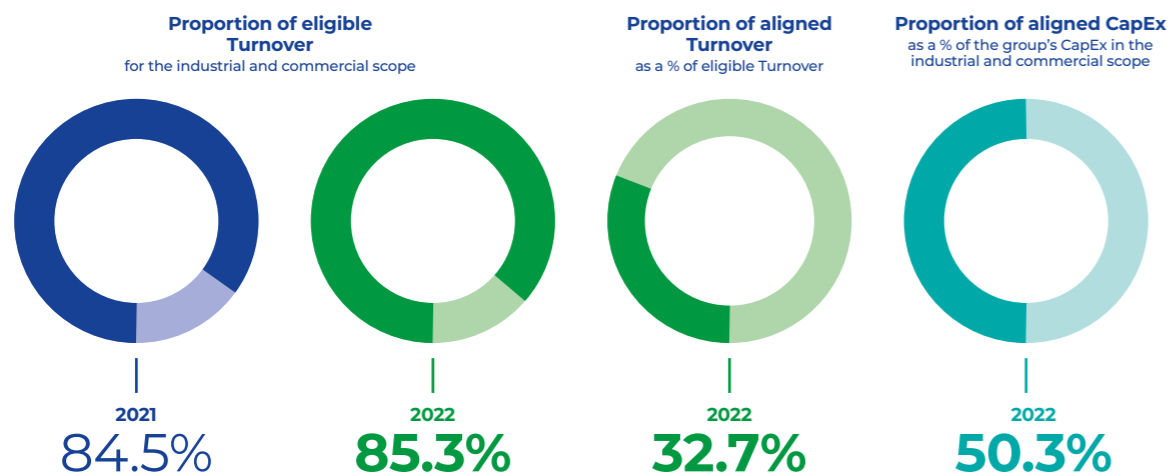
OPERATING REVENUE

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

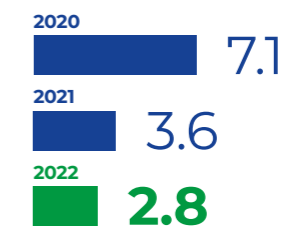


NET DEBT



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)
			
	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		
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		
Number of employees who have progressed professionally <small>Scope: group in France.</small>	18,532	20,641
HEALTH & SAFETY		
Frequency rate of workplace accidents with time off <small>Scope: group in Europe.</small>	20.2%	19.3%
EMPLOYEE ENGAGEMENT		
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%

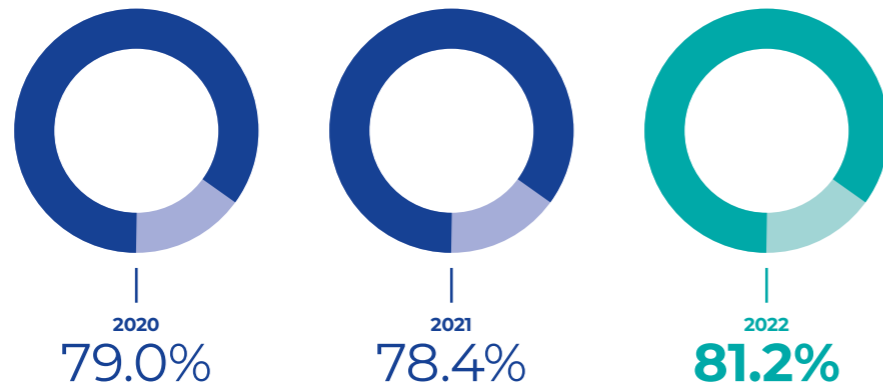
in 2022

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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