

# 2021 — ACTIVITY REPORT



**LA POSTE**  
GROUPE

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**FOR 600 YEARS,  
LA POSTE HAS  
TRANSFORMED ITSELF  
TO RESPOND TO ITS  
CONTEMPORARIES' NEEDS,  
BUT THE MEANING  
OF ITS ACTIONS  
REMAINS THE SAME:  
PROXIMITY FOR ALL.**

This choice of proximity has guided the unprecedented transformation undertaken by the group in recent years, with mail delivery maintained six days a week, a presence throughout the country and the development of a diversified range of daily services. This choice is also part of the strategic plan "La Poste 2030, committed for you" and its first structuring achievements in 2021. In a year marked by the health crisis, La Poste was able to develop new growth drivers thanks to the unwavering mobilisation of its employees. Having become a company with a mission, it has confirmed its commitment to serving society as a whole.



## INTERVIEW

**Philippe Wahl**  
Chairman and  
Chief Executive Officer  
of La Poste Groupe

### HOW WOULD YOU DESCRIBE 2021?

During a year still disrupted by the global health crisis, we carried out our public service missions and continued our development. La Poste Groupe saw a recovery in results. With 2021 operating revenue of €34.6 billion, up by 11%, we have once again demonstrated our resilience and our spirit of conquest. This was made possible thanks to the daily commitment of the 245,000 employees. Thanks also to our shareholders, Caisse des Dépôts and the French State, which consistently and decisively supported our investments, thus consolidating our development. Their trust is a guarantee of solidity for La Poste Groupe, which will be in a position to pay them dividends for the year 2021. The recovery of our results allows us to pay, this year, an incentive-based bonus to the women and men who are involved in the transformation of La Poste Groupe every day.

### IN 2021, YOU LAUNCHED A NEW STRATEGIC PLAN. WHAT IS ITS AMBITION, WHAT ARE ITS FIRST ACHIEVEMENTS?

Our strategic plan “La Poste 2030, committed for you”, launched in February 2021, marks an acceleration of our transformation. We have made quality of service and customer satisfaction our top priorities. To meet this challenge, we created the new Retail Customers and Digital Services business unit, which combines the power of the physical postal network with the best of our digital services. The objective of this new strategic plan is to build a sustainable model for our group that enables profitable and responsible growth. We want to finance our development ourselves. We have already started to do this. Thus, La Poste has invested €450 million over four years in its parcel logistics facility to respond to the rapid growth of e-commerce. This brings our industrial investment in France to more than one billion euros over the last ten years. We are also investing to train employees in the evolution of their jobs, this is the priority defined by the “La Poste, committed with employees” employee agreement, signed on 4 May 2021.

### DID THE GROWTH IN INTERNATIONAL ACTIVITY, WHICH WAS A STRONG TREND IN 2020, CONTINUE THIS YEAR?

The international development of our group accelerated further in 2021. International business now represents 41% of our operating revenue. La Banque Postale strengthened its presence in Brazil and Italy via CNP Assurances. GeoPost/DPDgroup has taken a position in the Middle East and increased its presence in Asia. With Seur in Spain, BRT in Italy, Chronopost in France and DPD in Northern and Eastern Europe, La Poste Groupe now operates the largest parcel delivery road network in Europe.

### HAVE DIGITAL SERVICES, A FOCUS OF THE GROUP'S DEVELOPMENT, ALSO ACCELERATED?

Yes, in digital services, our group has significantly strengthened its digital expertise, in particular through external growth: acquisition of TimeOne, a specialist in the generation of qualified profiles, Openvalue, a Big Data and AI consulting firm, Boxtal, a comparator for online parcel delivery solutions, as well as the electronic

# “OUR STRATEGIC PLAN LAUNCHED IN 2021 MARKS AN ACCELERATION OF OUR TRANSFORMATION WITH CUSTOMER SATISFACTION AS A TOP PRIORITY.”

signature activities of Idemia. We have anchored our legitimacy in digital trust services with 500,000 La Poste digital identities and 7 million Digiposte safes.

### ALONGSIDE THESE NEW GROWTH DRIVERS, THE GROUP'S COMMITMENT TO SERVING SOCIETY IS AT THE HEART OF ITS ACTIVITY.

We are a key player in the fight against societal divides. Our daily action aims to support citizens in all transitions, whether they are demographic, digital, regional or environmental. Thus, our local services such as meal deliveries or postman visits to the homes of seniors are a response to the challenges of the demographic transition. La Poste employees create social interaction, provide services and meet proximity needs everywhere. New proximity services increased over the year and reached a total of €642 million in operating revenue, up by more than 26%. Our public service missions are strengthened by the French State's decision to grant an annual allowance for the universal postal service: this decision acknowledges La Poste's usefulness in the life of the nation.

### IN JUNE 2021, THE GROUP ADOPTED THE STATUS OF A COMPANY WITH A MISSION. WHAT DOES THIS CHANGE FOR YOU?

The status of a company with a mission engages us. It reinforces our actions aimed at having a positive impact on society, through four commitments: contribute to the development and cohesion of the regions, improve social inclusion, promote ethical, inclusive and frugal digital services, and work to accelerate the environmental transition for all. Every day, we build proof of our societal commitment. GeoPost/DPDgroup and the Services-Mail-Parcels business unit, the group's logistics providers, are already

the leaders in low-carbon delivery in France and Europe. La Banque Postale is the first bank in France, and in the world, to abandon the financing of fossil fuels by 2030.

Our societal commitment is recognised by non-financial rating agencies. CDP, a recognised international organisation, has placed La Poste Groupe on the A list as regards the “Climate Change” component, i.e. among the 200 best-rated companies in the world. The Vigeo Eiris agency ranked La Poste Groupe, for the third consecutive year, No. 1 in the world, all sectors combined, with an overall score of 77/100 (+1 point vs 2020). Lastly, EcoVadis yet again awarded La Poste the Platinum medal, with a score of 75/100. These awards are a source of great pride for our company.

### FINALLY, IN A FEW WORDS, WHAT IS YOUR VISION FOR 2022?

The climate issue, the various health crises and the war in Ukraine will further accelerate the major transitions underway in our society. Thanks to our employees, we will be alongside our millions of customers. In 2022, La Poste will continue to write its history, that of a human and digital company, green and responsible; that of a post office that makes proximity its business.

# THE EXECUTIVE COMMITTEE IN 2021

**Philippe Wahl**  
Chairman and  
Chief Executive Officer  
of La Poste Groupe



**Philippe Bajou**  
Executive Vice President,  
General Secretary,  
Chairman of La Poste Immobilier



**Yves Brassart**  
Executive Vice President,  
in charge of Finance  
and Development



**Nathalie Collin**  
Executive Vice President,  
in charge of the Retail  
Customers and Digital Services  
business unit



**Valérie Decaux**  
Executive Vice President,  
in charge of Human Resources



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



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



**Nicolas Routier**  
Executive Vice President,  
in charge of Institutional Strategy  
and Regulatory Affairs



**Boris Winkelmann**  
Executive Vice President,  
Chairman and  
Chief Executive Officer  
of GeoPost/DPDgroup until  
15 December 2021, when  
he passed away suddenly



# HIS TORY

## THE SENSE OF HISTORY

Since its inception, La Poste has transformed itself. The group is a key player in the fight against societal divides. Its action aims to support citizens in all demographic, digital, regional and environmental transitions. To meet the challenges posed by these, La Poste launched in 2021 its strategic plan “La Poste 2030, committed for you”. It aims to position the group as the No. 1 European platform for links and exchanges, human and digital, green and citizen, at the service of its customers in their projects and of society as a whole in its transformations. To strengthen the impact of its societal action, La Poste also adopted the status of a company with a mission in 2021.

## GENERAL INTEREST ITINERARY

# SERVING THE FRENCH PEOPLE SINCE ITS ORIGINS...

## 16th century

**The post offices  
are used to transport  
the Royal messages**

It was Louis XI who created this "Poste aux Cheval" (horse mail) in 1477. From 1576, the new Royal messengers were authorised to deliver private mail, even if the practice remained rare.

## 17th century

**A postal service  
open to all:  
"the letter post"**

Created in 1602 by Henri IV, this administration allows all citizens to send mail. At the time, shipping costs were paid by the recipient.

## 18th century

**A State service,  
spread throughout  
the country**

From 1760, the postman appeared in several major cities. During the French revolution, when the postal monopoly passed from the King to the Republic, there were around 1,400 post offices.

## 19th century

**The democratisation  
of mail accelerates**

With the reduction in the price of letters, the implementation of the rural service in 1830 and the development of the train, the postal service became accessible to all.

## 20th century

**An autonomous  
public company**

Cars, airplanes and then high-speed trains enable the postal service to become even more local and efficient. The Ministry of Post and Telecommunications becomes a public industrial and commercial establishment, serving everyone.

## 21st century

**A company focused  
on the future**

Having become a wholly-owned public limited company, La Poste supports the major changes of our time by continuing to reinvent itself. It develops an innovative and robust multi-business model, while placing its societal commitments at the heart of this model.

# 1

## The Universal Postal Service

La Poste collects and delivers mail six days a week to the homes of French people across the country, at controlled and managed prices. Respecting the principles of equality, continuity and adaptability, this service contributes to social cohesion and balanced regional development.

# 2

## Press transport and delivery

Everywhere in France, six days a week, La Poste distributes nearly 7,000 publications at affordable rates. A mission essential to democratic pluralism, which guarantees citizens equal access to information.

# 3

## Regional planning

La Poste is committed to maintaining at least 17,000 retail outlets in order to ensure postal coverage throughout the country. As the leading proximity network in France, the La Poste network enables 97.1% of the population to live within 5 km or 20 minutes by car from a retail outlet.

# 4

## Banking accessibility

Anyone who so requests can open a Livret A savings account from €1.50 and make cash withdrawals or deposits free of charge. La Banque Postale thus guarantees people excluded from the traditional banking system universal access to free, simple and essential banking services.

# AND ON THE STRENGTH OF ITS FOUR PUBLIC SERVICE MISSIONS...



# LA POSTE DEFINES ITS PURPOSE...

**Serving all, useful to everyone, La Poste, a proximity company, with local anchorage develops exchanges and forges essential links by contributing to the common goods of society as a whole.**

Unveiled in 2021, La Poste's purpose expresses the fundamental meaning of its activities serving society. Co-built with the employees and all of the group's stakeholders, it is an extension of its history and its public service

missions. Timeless, it establishes a bridge with the world of tomorrow by anchoring La Poste's desire to support the major digital, regional, demographic and environmental transitions of our time.

# AND BECOMES A COMPANY WITH A MISSION.

By adopting the innovative status of a company with a mission a few months after its promulgation, La Poste consolidates its positioning as a positive impact company, reconciling economic performance and the general interest. In line with the requirements of this status, it has made four societal commitments reflecting its purpose and embodying its contribution to the common good of society as a whole:

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

Created for the occasion, a Stakeholders Committee is responsible for monitoring these commitments independently.

In the wake of its parent company, La Banque Postale also became a company with its mission in February 2022, with social, environmental and regional objectives enshrined in its Articles of Association. It has placed its 2030 strategic plan under the focus of a fair transition.

**2020-2030, A STRATEGIC  
DECADE**

# A STRONG AMBITION...

**To become the leading European platform for links and exchanges, human and digital, green and civic-minded, at the service of its customers in their projects and of society as a whole in its transformations.**

“La Poste 2030, committed for you”, the name of the strategic plan, will guide the group’s development for the next ten years. A name that echoes La Poste’s purpose and its commitments as a company with a mission, serving all and useful to everyone.

Through its strategic plan, La Poste wants to develop a self-supporting business model for the entire group and for each of its activities: this is how it intends to succeed in its transformation, by being a profitable growth company over the long term.

**“THIS IS THE STRATEGIC PLAN  
OF A COMPANY WHOSE  
PRIMARY OBJECTIVE IS TO  
BETTER SERVE ITS  
CUSTOMERS AND SIMPLIFY  
THEIR LIVES.**

**It is the plan of a company that is also committed to society as a whole, to help it manage the demographic transition, the digital transition, the environmental transition and the regional transition.”**

Philippe Wahl, Chairman and  
Chief Executive Officer of La Poste Groupe

# BASED ON THREE DYNAMICS:

**— Strengthening the  
foundation of the group’s  
historical activities:**

mail, the network and its public  
service missions.

**— Accelerating  
the development  
of its current  
growth drivers:**

parcels and e-commerce to become the leader  
in low-carbon logistics; bancassurance  
to become the leader in sustainable finance.

**— Building tomorrow’s  
growth by preparing  
new models**

with trusted digital services to respond to  
the challenges of digital protection,  
and proximity services to meet the needs  
of social interactions and solidarity.

Each of the group’s four activities will translate these three dynamics into concrete actions: logistics (mail, parcels, e-commerce services), bancassurance, trusted digital services, local services (including silver health) and the retail network.

# 7 PRIORITY FOCUSES

To achieve its strategic ambitions and its objective of profitable growth, La Poste Groupe has set itself seven priorities.



## Customer

Serving customers at the highest level of quality, innovating to remain their preferred intermediary and conquering new customers (professionals, young people, etc.).

### IN ACTION

90% of La Poste's services are now accessible online 24/7 on thelaposte.fr website and its mobile app.



## Presence

Asserting itself as increasingly present, thanks to the combined power of its physical, digital and human networks for development.

### IN ACTION

35,000 points of access to a postal service welcome customers throughout the country.



## Digital services

Accelerating the digital transformation, developing digital trust services and contributing to digital inclusion.

### IN ACTION

More than 500,000 La Poste Digital Identities had already been created by the end of 2021. Proof of identity and secure universal connection, Digital Identity simplifies online procedures.



## International

Going beyond geographical borders by capturing international growth.

### IN ACTION

La Poste Groupe, present in 63 countries, generates 41% of its operating revenue outside France and distributed 2.8 billion parcels in France and abroad in 2021.



## Green

Committing as a leading company in the environmental transformation and making it accessible to all.

### IN ACTION

La Poste Groupe and Caisse des Dépôts are launching Movivolt, a long-term rental company for electric vehicles for professionals, with a target of 10,500 vehicles leased by 2025. It benefits from the know-how of Véhiposte (corporate electric vehicle fleet management), La Banque Postale Leasing & Factoring, and the joint capacity of Banque des Territoires and La Banque Postale to invest in the energy transition of the regions.



## Citizen

Asserting itself in its new mission status. Providing proof of its civic, social and societal responsibility.

### IN ACTION

370 post offices were awarded the France Services label in mid-January 2022: they offer customers support in their daily administrative procedures, with nine public operators. La Poste and Banque des Territoires have also launched trials of France Services in mobility.



## Labour-management agreement and managerial culture

Strengthening the pride and commitment of La Poste employees, rolling out the 2021-2023 employee agreement "La Poste, committed with employees" and implementing a more agile organisation.

### IN ACTION

In 2021, 25,000 employees have already taken part in the "Cap Compétences Numériques" training programme on digital, artificial intelligence and data.

# 5 ACCELERATION PROJECTS

In addition to the seven priorities included in its strategic plan for 2030, La Poste has launched five "group acceleration projects". Targeted at specific, particularly decisive issues, they will be the subject of active collaboration between the group's business units, with concrete and rapid progress as a result.



## The professional customer market

With bespoke ranges of services, applications and dedicated web spaces, advice for setting up a business, etc., La Poste already has a strong presence alongside professionals. With a potential of nearly 5 million customers to win, it wants to go further by mobilising all the group's business units to improve their customer experience.

### IN ACTION

In 2021, the group launched the Digiposte offer for professionals, a new solution designed for VSE managers, self-employed entrepreneurs or business creators. By centralising all their important documents in a smart and secure digital mailbox, it simplifies their administrative procedures.



## Regional development

Committed alongside the regions, La Poste Groupe gives new impetus to its action by positioning itself as their preferred partner.

Regional appeal, digitisation of services to the public, development of sustainable mobility and maintaining seniors in their homes, etc. Faced with the multiple challenges that the regions must meet, La Poste mobilises its expertise and designs offers that adapt to local specificities.

### IN ACTION

La Poste Immobilier, Banque des Territoires and 123 Investment Managers have created the real estate company, Résidences seniors La Poste, to support the development of La Poste Groupe's serviced senior residences. The group has become one of the major players in serviced senior residences with 11 residences launched in 2021.



## Artificial intelligence and data

In all business sectors, the collection, analysis and use of all types of data are now performance levers. La Poste intends to take advantage of this opportunity to develop its activities, improve operational efficiency and also strengthen the quality of service and customer satisfaction, thanks to more readable offers adapted to each individual's needs, while guaranteeing an ethical use of its data. It also wants to position itself as a leading player in artificial intelligence (AI) consulting.

### IN ACTION

In 2021, La Poste announced the acquisition of Openvalue, a big data and AI consulting firm. Alongside Probayes and Softeam, the group is creating a French data and AI champion, with more than 350 experts serving large companies and their AI projects.



Urby is an urban logistics company, a subsidiary of La Poste Groupe and Banque des Territoires



## Urban logistics

To support the challenge of more sustainable, more attractive and more pleasant cities to live in, without limiting their economic dynamism, La Poste Groupe is accelerating to achieve its objective of becoming the leader in low-carbon logistics in France and Europe.

### IN ACTION

The zero/low emissions delivery target in France and Europe by 2025 has been increased to 350 cities. At the end of 2021, more than 4,800 low-emission vehicles delivered to nearly 180 cities in Europe. 300 cargo bikes were deployed in 22 French cities and 20 electric trucks were acquired.



## Young people

Today's young people are the customers and, for some of them, La Poste employees of tomorrow. La Poste therefore wants to strengthen its attractiveness to them, with a clear ambition: to become the partner of their autonomy, by supporting them at each stage of their school and student life.

### IN ACTION

From 7 September to 28 October 2021, La Poste organised a campus tour in 11 cities, reaching out to 1.4 million students. In a truck converted for the occasion, employees showed them offers designed for them, such as student loans to finance their studies, adapted bank accounts, La Poste Mobile plans, or support in their job searches.



## ACTING TOGETHER

In a context marked by profound changes, La Poste Groupe can count on the mobilisation of its 245,000 employees to carry out its transformation. To achieve this, La Poste has developed a responsible employer policy and offers employees attractive career paths as part of its new employee agreement signed in 2021 for a period of three years.

# TOGETHER



# LA POSTE, COMMITTED WITH EMPLOYEES

In May 2021, La Poste and the trade unions signed a new employee agreement for 2021-2023 entitled “La Poste, committed with employees”. Serving the new strategic plan, this agreement should enable each employee to be an actor in the group's development, by serenely considering their future in a quality job. Covering all business lines, it reinforces the key role of human resources in developing the group's business and societal commitment.

## TRAINING: SUSTAINED INVESTMENTS

Matching the skills of La Poste employees to the needs of the company is a key issue for La Poste's successful transformation. Professional training is a lever for achieving this objective and promoting the employability of employees.

Over the term of the agreement, La Poste has undertaken to **invest at least €200 million per year in training**. 92.3% of employees of La Poste SA and its subsidiaries in France and Europe took at least one training course during the year. 60% of employees received distance learning.

In 2021, La Poste launched the “Cap Compétences Numériques” programme, a complete and personalised training course in digital technologies, artificial intelligence and data.

In addition, 5,000 employees each year will benefit from recognised training, attesting to their mastery of professional digital uses.

## INNOVATIVE INTERNAL MOBILITY PATHWAYS

The fluidity of internal employment is one of the aspects of this new agreement. **For La Poste, the employability of employees is a priority issue** and a way of continuing to play its historic role as a social lift. To meet this challenge, the group has set up proactive, dynamic and local skills management as well as enhanced support for employees. Nearly 28,000 of them received support from the mobility and recruitment teams and 377 employees of the Services-Mail-Parcels business unit became customer service managers in post offices.

# 92.3%

This is the rate of access to training for the group's employees.

# 29,000

employees trained in digital technology with “Cap Compétences Numériques”.

Objective: 100% of employees trained by 2025.

# 18,532

employees benefited from professional development.

# M-€186

dedicated in 2021 to social services (leisure, childhood, catering, solidarity).

In 2021, **La Poste created two schemes to support employees in recruiting jobs** according to their career development wishes and to facilitate mobility within the group. The “pioneer path” provides for a long-term training course and external certification, aimed at closing significant skills gaps with the targeted position; and for smaller gaps, the “signposted path” makes it possible to alternate between training periods and periods of immersion in the position, with internal or external validation of skills.

**“OUR GROUP IS CHANGING, ITS BUSINESSES AS WELL. LA POSTE’S CHALLENGE AS A RESPONSIBLE AND INCLUSIVE EMPLOYER IS TO SUPPORT THESE TRANSFORMATIONS, by working closely with employees, and supporting the development of the group’s activities.”**

Valérie Decaux, Executive Vice President of La Poste Groupe, in charge of Human Resources



**CONCRETE ACTION FOR QUALITY OF LIFE AT WORK**

Quality of life at work is a major responsibility for the group as an employer, a driver of commitment for employees and a performance lever for the Company. **La Poste deploys the “QVT Essentials” approach**, which provides concrete responses to professional situations in which employees may experience stress and difficulties. Designed with the National Agency for the Improvement of Working Conditions (ANACT), this approach has already been implemented in 50% of La Poste’s entities in 2021.

La Poste is committed to maintaining a good work-life balance: on 4 November 2021, it signed an employee agreement amendment on remote working with the trade unions, which broadens the scope of beneficiaries and improves hybrid working conditions. At end 2021, 7,632 employees benefit from remote working.

**PROTECTING THE HEALTH AND SAFETY OF EMPLOYEES**

Actions to prevent occupational risks and accidents at work continued in 2021, in particular with the testing of innovative work equipment – connected objects, handling aids or exoskeletons – to prevent musculoskeletal disorders in the 80% of employees working in the field.

In 2021, the group remained committed to supporting employees in the face of the consequences of the health crisis. **In particular, La Poste maintained at 100% the net salary of La Poste employees who were removed from their jobs** for reasons of health or childcare and were unable to work remotely. It has also promoted preventive actions such as vaccination in the workplace.

**“AFTER TEN YEARS AS A REAL ESTATE LOAN ADVISOR, I BENEFITED FROM A ‘SIGNPOSTED PATH’.**

**This new internal mobility system enabled me to evolve and become an HR services buyer. Not all companies provide access to six months of training to change jobs.”**

Marion, HR services buyer



**18**

**employee agreements signed in 2021 within La Poste SA.**



# ACTING AS A RESPONSIBLE AND INCLUSIVE EMPLOYER

**Today, La Poste Groupe is one of the leading recruiters in France. With its 245,000 employees, as a responsible employer, the group promotes quality employment and pursues a proactive social policy focused on integration, inclusion and diversity, which contribute to the Company's attractiveness, particularly among young people.**

## GENDER EQUALITY: COMMITMENTS AND ACTIONS

In 2021, La Poste obtained a score of 94/100 on the gender equality index for the third consecutive year, reflecting its active policy in this area. Supported by ambassadors in all business units, the Un.e network, for example, was created to promote parity at all levels of function. As at end 2021, **women represented 52.7% of the group's workforce and 35.1% of its senior executives**, a figure that La Poste has committed to increasing to 40% by 2025.

In 2021, we should also mention the launch of a comprehensive system to prevent and combat sexism.

## DISABILITY: A DETERMINED WELCOME AND INTEGRATION POLICY

With more than 14,000 disabled employees, La Poste is **the leading employer of disabled people in France**. In 2021, the rate of beneficiaries of the obligation to employ disabled workers (BOE) at La Poste SA continued to grow, from 7.74% to 8.66%.

In addition to an active job retention policy, the group carries out numerous awareness-raising initiatives. As part of the European Week for the Employment of People with Disabilities, La Poste took part in the Duoday for the third time, allowing people with disabilities to discover its jobs in pairs with volunteer employees. It offered 133 introductory internship opportunities to disabled people.

## SUPPORTING YOUTH EMPLOYMENT

Committed for many years to a policy of training and integrating young people, **La Poste Groupe is the leading recruiter of work-study students in France in 2021** with 5,708 new apprenticeship and professional training contracts. It also welcomed 4,300 interns, including 11% from urban priority neighbourhoods.

The group has also mobilised, alongside the public authorities, to support 16-25 year-olds as part of the "1 young person, 1 solution" plan: in 2021, it offered 8,000 solutions to these young people, through work-study, temporary or permanent contracts.

# 10,609

**permanent hires  
within the group  
in France,**

of which 25% are under 25 years old (2021 data).

# 94/100

**Gender equality  
index at La Poste.**

# 14,000

**disabled  
people**

and €3.7 million dedicated  
to the disability policy, of which  
more than 60% dedicated  
to job retention actions (2021 data).

## Fighting against all types of discrimination

- Reinforced system for preventing harassment.
- Signature of the Parenthood Charter of the Quality of Life at Work Observatory, which promotes non-discrimination in the professional development of parent employees.
- New communication campaign to combat stereotypes related to gender, sexuality, origin and disability.



## 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 <sup>(2)</sup> 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.



**1<sup>st</sup>**  
global bank in terms of CSR <sup>(1)</sup>



**€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.



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

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



## 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



# PROXIMITY

## PROXIMITY IN ACTION

Proximity is the very meaning of La Poste Groupe's action and the common denominator of all its business lines. It is at the heart of its purpose and is embodied on a daily basis in the missions of La Poste's employees. For La Poste, proximity today also means knowing its customers better to provide them with useful services where they need them and at the right time. It means supporting local players to contribute to the development and cohesion of the regions. It also promotes social inclusion and accelerates the environmental transition for all.

# FOR CUSTOMERS, AS CLOSE AS POSSIBLE TO THEIR NEEDS

In 2021, La Poste continued to innovate in all its business lines to satisfy its customers. Through its new services: home delivery of medicine, Digital Identity, which simplifies online procedures, connected parcel boxes, etc. La Poste is simplifying its customers' lives and saving time by supporting new uses and by accelerating the digitisation of its services. It also helps companies and local authorities to respond to their challenges for the future, in changing environments.



## COLISSIMO: A SYSTEMATIC SECOND PRESENTATION

In 2021, La Poste generalised the second presentation of Colissimo when the customer is absent for the first visit. This is part of a flexible and interactive process with, prior to each presentation, an email notification and the possibility for the customer to change the delivery date or location.

Objective: improving customer satisfaction, a crucial issue in a strongly growing and very competitive e-commerce market.



## 48 HOURS This is the maximum time limit within which La Poste recontacts customers

that file a mail-parcel claim at a post office.



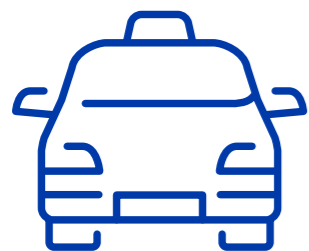
## NEW LA POSTE APP: SIMPLER, MORE PRACTICAL, MORE USEFUL

The new app offers a simpler and smoother experience for sending and tracking parcels, with two exclusive new features: a personalised home page giving everyone direct access to their services and news and a tool to measure, in augmented reality, all the objects to be sent.



## LA BANQUE POSTALE, CHAMPION OF RELANCE PARTICIPATING LOANS

Provided to SMEs and mid-sized companies as part of the *France Relance* plan, the *Relance* participating loans (PPR) enable them to finance investment projects without having to open up their capital. In 2021, 16% of these PPRs were distributed by La Banque Postale, a figure higher than its market share among businesses. More than ever during the health crisis, La Banque Postale supported companies by providing them with adapted financing solutions and by deploying the State's mechanisms (moratoriums, guaranteed loans, etc).



**1,060,673**  
people passed  
the driving  
theory test

in one of the 750 equipped postal sites.  
A particularly useful solution in  
rural areas, where access to this test  
is sometimes difficult.



**“MES MÉDICAMENTS  
CHEZ MOI” (MY MEDICATION  
AT HOME) ACCESSIBLE  
EVERYWHERE IN FRANCE**

With “My medication at home”, patients who are isolated, vulnerable or simply unable to travel can make an appointment with their pharmacist or have their medication delivered. Easy to use, this digital platform developed by La Poste Groupe allows everyone to be an actor in their health journey. In 2022, it will be rolled out everywhere in France, with deliveries by couriers and postmen.

**3,600**  
postman calls  
on average  
each week

As part of the Direct Postman service,  
rolled out in 2021, customers can  
ask their postman to deliver stamps  
or prepaid envelopes.



**CONNECTED PARCEL  
BOXES FOR PRIVATE  
INDIVIDUALS**

As an operator of hyper-proximity solutions for more than twenty years, the Pickup subsidiary of La Poste Groupe now offers the installation of connected parcel boxes in individual houses and multi-family buildings. Whatever the delivery operator, residents can receive more parcels 24 hours a day, 7 days a week, even when they are away.

**“WITH THE  
ACCELERATION IN  
THE DIGITISATION  
OF SOCIETY, THERE  
IS TODAY A REAL  
NEED FOR DIGITAL  
TRUST TO WHICH  
LA POSTE IS ABLE  
TO RESPOND.”**

Alban, customer service manager

**DIGITAL IDENTITY  
ACCESSIBLE TO ALL**

Now, customers who so desire can be supported by a customer service manager when creating their Digital Identity. They just need to go to the post office and, in less than five minutes, they can benefit from this free and secure solution allowing them to connect to more than 900 online services with a single identifier. La Poste wants to democratise the use of Digital Identity, an innovation that simplifies online procedures and protects against the risks of identity theft.





### A CITIZEN CONSULTATION TO BUILD LA BANQUE POSTALE OF TOMORROW

When we want to become the preferred bank of the French people, we must respond to their real priorities. To this end, in June 2021, La Banque Postale launched a consultation open to all on the [parlonscitoyens.fr](https://parlonscitoyens.fr) platform, which attracted more than 260,000 unique visitors. Among the initiatives rolled out in response to the expectations expressed: the creation of a participative customer committee. As a partner of La Banque Postale's Executive Committee, each quarter it will express customer opinions on strategic decisions or projects intended to improve the offering, quality of service or customer experience.



**7 MILLION**  
Digiposte,  
digital and  
secure mailboxes,  
to simplify  
customers' lives.



### EPICERY, A DIGITAL SHOWCASE FOR LOCAL RETAILERS

Created in 2016, Epicery is a digital marketplace on the scale of a neighbourhood. Food retailers (butchers, fishmongers, etc) and florists set up their store on Epicery and sell their products providing consumers with both in home delivery or click and collect services. Established in Paris, Lyon, Bordeaux, Lille and Toulouse, Epicery has more than 1,000 partner retailers. With the acquisition of this French start-up, GeoPost/DPDgroup pursues its development in the food sector.



**“THE INNOVATIVE PARTNERSHIP FORGED WITH THE START-UP EBURY GIVES OUR CUSTOMERS ACCESS TO INTERNATIONAL TRANSACTION SERVICES**

**– foreign currency accounts, foreign exchange transactions in 140 currencies, international transfers – from a secure and dedicated platform, 24/7. This initiative illustrates La Banque Postale’s ambition to be a leading banking partner for French companies by 2025.”**

**Serge Bayard**, Executive Vice President of Corporate and Investment Banking at La Banque Postale

# FOR THE REGIONS, A USEFUL PRESENCE

By combining human proximity and technological maturity, La Poste contributes to combating regional divides while promoting local dynamism. In particular, it undertakes to:

- adapt its presence formats to local needs;
- support local authorities in their transitions;
- support local economic players in their development;
- develop a responsible purchasing policy;
- innovate for regional ecosystems.



## TOULOUSE LOGISTIQUE URBAINE: A NEW XXL PLATFORM

In Toulouse, a new logistics platform dedicated to the “last mile” was inaugurated 4 km from the hypercentre, opposite the national interest market (MIN). With 19,500 m<sup>2</sup>, two buildings and one truck parking with 144 spaces, the architectural complex, unprecedented in its scale in a regional metropolis, allows for the pooling of goods transport. The development project was carried out by Toulouse Logistique Urbaine, a subsidiary of the Lumin’Toulouse consortium, of which La Poste Immobilier is a part. The platform welcomes urban logistics professionals – including La Poste, Urby and UPS – which serve the city centre in “soft” mode.

## 1<sup>st</sup> bank lender for local authorities and public hospitals since 2015

More than half of loans subscribed at La Banque Postale benefit municipalities with fewer than 5,000 inhabitants.



## MAVILLEMONSHOPPING.FR PASSES THE MILESTONE OF 18,000 RETAILERS

MaVilleMonShopping.fr, present in 3,200 cities in France, is a local retail platform and subsidiary of La Poste Groupe. It allows retailers to increase the visibility of their products by creating their online store in 5 minutes. On the customer side, it is the way to consume local and committed by supporting its retailers. MaVilleMonShopping.fr generated operating revenue of €1.4 million in 2021.

## “LES PETITS PLATS PORTÉS” (SMALL CARRIED MEALS): A GROWING SERVICE

“Les Petits Plats Portés” are meals delivered by postmen to seniors up to six days out of seven. Promoting social interaction, appropriate food and home care, this solution is arousing growing interest: 1.5 million meals were distributed in 2021 to 5,000 guests. The offer is intended for local authorities – 150 municipalities are already customers – as well as for public or private establishments with a kitchen to make meals for seniors.



## LA POSTE DU LOUVRE REOPENS AFTER FIVE YEARS OF CONSTRUCTION WORK

A symbol of the transformation of La Poste Groupe, La Poste du Louvre now offers a concentrate of cities, life and services accessible to all audiences. Over 32,000 m<sup>2</sup> of surface area, the site offers a real mix of uses, with a wide range of activities and services: a post office, a hotel, offices, shops, urban logistics and social housing, restaurants, a police station and a nursery.

# “IN LYON FOCH, WE ARE EXPERIMENTING WITH A NEW POST OFFICE CONCEPT, WITH A SPECIAL WELCOME AND OFFERS DEDICATED TO PROFESSIONALS.”

In an ultramodern and connected space, professionals will find a dedicated multi-service digital terminal and an expert team to better support them.”

Michaël Merlin, Area Manager in Lyon



## 1,280 postmen-counter clerks at the end of 2021

Actors of the postal coverage in the territories, they carry out the services of postman (mail delivery, local services) and customer service manager.



### NEWS ABOUT LAPOSTE.FR

With 1.1 billion visits in 2021, laposte.fr remains one of the busiest websites in France. Complementing the points of access to postal services, it continues to be enriched to simplify the lives of professionals and private individuals. A new locator of post offices and partner points provides information in near real time of opening hours and the range of services offered. On a marketplace, everyone can now order more than 300,000 products dedicated to shipping at the same time as their postage.

### A FIRST GREEN LOAN ON REUNION ISLAND

La Banque Postale granted a green loan of €40 million to the Reunion Island mixed association Ileva to finance a multi-sector waste sorting, treatment and energy recovery facility. More than 200,000 metric tonnes of additional waste will be recovered each year instead of being buried, more than 33,000 metric tonnes of waste will be recycled and 60,000 Reunion Island residents will be supplied with electricity through the recovery of energy from non-recyclable waste.



### RELIABLE ADDRESSES FOR BETTER SERVICES

La Poste offers municipalities a naming and road numbering (ADN) assistance service to improve the quality of addresses, optimise emergency responses, deliveries or the installation of fibre. The municipality of Herbault (Loir-et-Cher) subscribed to it 23 street signs and 84 number plates were distributed by postmen to residents.

## LA BANQUE POSTALE SUPPORTS THE LILLE UNIVERSITY HOSPITAL (CHU) IN ITS INVESTMENT PROJECTS

More than ever, La Banque Postale is supporting the projects of healthcare players to develop the healthcare offer in the regions. In 2021, it granted a loan of €23 million to the Lille University Hospital, partly financing the pediatric extension and the renovation of a mother-child hospital, the modernisation of the largest "neuroscience" hospital in French university hospitals and the reconstruction of the university hospital pharmacy.



## SERVICED SENIOR RESIDENCES ON FORMER LA POSTE SITES

La Poste Immobilier, Banque des Territoires and 123 Investment Managers have created the real estate company Résidences seniors La Poste to support the transformation of former La Poste sites into serviced senior residences. Located in the city centre (in Amiens, Auch, Brest, Châteauroux, Metz, Perpignan, Saint-Étienne, Villefranche-de-Rouergue, Strasbourg, etc.), they will provide residents with many services, some of which will be provided by La Poste.



## DOCAPOSTE LAUNCHES PRONOTE PRIMAIRE

In terms of education, La Poste supports local authorities. In 2021, with the launch of Pronote Primaire, a solution co-built with 60 establishments, Docaposte ensures educational continuity from kindergarten to 12th grade, offering school life solutions for more than 17 million users. Thanks to its subsidiary Index Éducation, Docaposte becomes the first creator of school digital use and the leading host for school data.

## 100,000 patients treated by Asten Santé throughout the country

The La Poste Groupe subsidiary specialises in the installation and maintenance of home medical devices as part of treatment of chronic diseases.

## "AS PART OF THE DIVERSIFICATION OF OUR ACTIVITIES, WE DECIDED TO OPEN A PICK-UP AND DROP-OFF POINT IN THE HEART OF THE DOMAIN.

This is quite innovative for a winery and it is really beneficial for our customers, who save time by limiting their travel to collect or drop off their parcels. We also attract local customers who have not yet visited us and we can better satisfy tourists."

Matthieu Chopin, manager of Domaine Jacques Chopin, in the Champagne vineyards



Nearly 16,000 pick-up and drop-off points and 600 lockers offered throughout France by Pickup, a subsidiary of GeoPost/DPDgroup. Pickup pick-up and drop-off points are delivered daily by Colissimo, Chronopost and DPD France carriers.

# A COMMITTED POST OFFICE FOR A SUSTAINABLE WORLD

A pioneer in the environmental transition, carbon neutral since 2012, La Poste is actively pursuing its efforts in environmental protection and is now aiming for “zero emissions”. The group has committed as a leading company to the environmental transformation and aims to make it accessible to all. This is one of the priorities of its strategic plan by 2030.

**Nearly 35,000 electric vehicles used by La Poste in France,**  
one of the largest fleets of this type in the world and the first in Europe.



## MORE RESPONSIBLE DELIVERIES THROUGHOUT EUROPE

To meet its commitment to deliver 350 European cities with low-emission vehicles by 2025, GeoPost/DPDgroup is mobilising now. The deployment of these vehicles has begun in 176 cities and they make up 100% of the delivery fleet used in 51 of them. In total, GeoPost/DPDgroup had more than 4,800 alternative vehicles (electric vehicles, natural gas-powered vehicles or cargo bikes) at the end of 2021.

**1<sup>st</sup> rank worldwide in CSR**

The VE agency<sup>(1)</sup> ranked La Poste Groupe for the 3<sup>rd</sup> consecutive year in 1<sup>st</sup> place worldwide, all sectors combined, with a score of 77/100.



## “POWER 10,000” TO REDUCE THE ENERGY CONSUMPTION OF THE POSTAL REAL ESTATE PORTFOLIO

La Poste Groupe, with its subsidiary La Poste Immobilier, launched the “Power 10,000” project whose objective is to reduce the energy consumption of 10,000 postal buildings thanks to a large scale energy management system. This project, led by La Poste Immobilier and its subsidiary Sobre Energie, shared with Caisse des Dépôts, mobilises the group’s business units and also engages the occupants of the buildings concerned.



## VALIDATION OF LA BANQUE POSTALE’S DECARBONISATION TRAJECTORY BY SBTi

This is a first for a European bank: La Banque Postale’s decarbonisation trajectory by 2030 has been validated by the Science-Based Targets initiative (SBTi). This independent international reference body ensures that the commitments made by companies are compatible with the Paris Agreement. To comply with this trajectory, La Banque Postale has announced its ambition to phase out fossil fuels (coal, oil and gas) by 2030, which is part of its objective of achieving zero net emissions for all its banking activities by 2040. In addition, La Banque Postale is also the only French bank and one of the 14 financial institutions worldwide to have obtained an A rating from the CDP<sup>(2)</sup> for its strategy to combat climate change.

(1) Moody’s ESG Solutions (formerly Vigeo Eiris) ranking, June 2021.  
(2) Benchmark international organisation for the assessment of corporate climate strategies.

## “WITH THE CARRETA PROGRAMME, ALONG WITH MONTPELLIER METROPOLE, WE ARE EXPERIMENTING WITH AUTONOMOUS ELECTRIC VEHICLE USES FOR LOGISTICS.”

It provides material and logistical assistance to La Poste’s employees and makes it possible to deliver to city centres in ‘soft’ mode.”

Jean-Louis Carrasco, Director of Urban Logistics in the Services-Mail-Parcels business unit



### LA BANQUE POSTALE JOINS THE NET ZERO BANKING ALLIANCE

In April 2021, La Banque Postale joined the Zero Net Emissions Banking Alliance, an international initiative led by the United Nations Environment Programme Finance Initiative (Unep FI), which aims to achieve zero net emissions in the banking sector by 2050 at the latest. La Banque Postale is the only French bank to sit on the steering committee, where it represents European banks.

## 24 new French cities delivered by Chronopost in low-emission vehicles

in 2021, i.e. 41 cities in total.



### CHRONOPOST ACCELERATES ON RESPONSIBLE DELIVERY

In just two years, Chronopost has gone from 0% to 20% of parcels delivered in low-emission vehicles and is targeting one in two parcels by 2025. In France, after Greater Paris in 2019 then 16 French cities in 2020, 24 new cities benefit from delivery entirely carried out with low-emission vehicles. Chronopost, a subsidiary of GeoPost/DPDgroup, is the French leader in the express delivery of parcels weighing under 30 kg and delivers around 1 million parcels per day.



### MEASURING AIR QUALITY IN MAJOR CITIES

**In France**, with its subsidiary Geoptis, La Poste installs dedicated sensors on its vehicles and buildings to monitor urban air quality in real time. A test of this type is carried out in the Lyon area, for example, with the aim of changing behaviour and reducing pollutant emissions. In the Greater Paris region (Île-de-France), similar measurements are carried out for Airparif. They will be supplemented by 2,500 perception surveys carried out by postmen at home or in post offices, in order to assess how Parisian residents feel about the air they breathe.

**In Europe**, since 2019, GeoPost/DPDgroup has deployed sensors on its delivery fleet, as well as in its urban local storage and pick-up and drop-off points. Objective: measure in real time the levels of air pollution by PM 2.5 fine particles. And share this information with urban authorities and citizens via the Air Diag online interface, to help improve the quality of life and health in cities. In 2021, 9 new cities joined the programme for a total of 14 cities equipped.



**115,000 metric tonnes of materials collected in 2021**

by Recygo (a joint venture of La Poste and Suez) and Nouvelle Attitude, for the sorting, collection and recycling of office waste. Recygo also developed a solution with Versoo that recycled 5 million disposable masks in 2021.

**Over €2 billion<sup>(1)</sup> in green loans granted by La Banque Postale to local authorities**

have contributed to financing projects with a high environmental impact since their launch in 2019.

<sup>(1)</sup> As at 1 January 2022.



### NEW BICYCLE-SHARING SOLUTIONS

In 2021, La Poste joined forces with Green On, a company specialising in bicycle solutions for companies and local authorities. From this partnership was born the Bemobi Vélopartage offer, an all-inclusive rental solution for electrically-assisted bicycles (VAE) offered to employees for their business, private or home-work trips. The Puy-de-Dôme departmental council is the first in France to have rented 15 bicycles of this type for its employees. Note: in the Greater Paris region (Île-de-France), La Poste Groupe is also the operator of the Véligo roll-out, a solution integrating 20,000 VAE long-term leases for residents in the Paris region.



**Over 300,000 private individuals and more than 80 social housing operators supported by EDE**

A subsidiary of La Poste, Économie d'Énergie (EDE) facilitates the collection of financial aid for home energy renovation work.

**76/100 This is the rating given to Dicaposte by EcoVadis,**

an independent agency that assesses the CSR performance of companies around the world. Dicaposte thus achieved the "Platinum" commitment level – the highest – and ranked first among the best rated companies in its category.

# FOR A MORE INCLUSIVE SOCIETY, MAKING AN IMPACT

La Poste Groupe's actions have always been guided by the public interest. Its four public service missions and its societal commitments have had a positive impact on society for years. An essential role played by employees, who act on a daily basis against demographic, digital or social divides.



## DIGITAL TECHNOLOGY FOR EVERYONE

La Poste continues to work alongside 13 million French people experiencing digital difficulties. In 2021, for example, it opened the first "L'Étape numérique" (Digital Stage) sites with Banque des Territoires in Agen, Perpignan, Strasbourg, Thiers and Toulouse. Set up in post offices or in adjacent premises, these innovative places, open to all audiences, offer workshops and training courses to become familiarised with the digital world. Each department will have a "L'Étape numérique" space by the end of 2022. People unfamiliar with digital technology also benefit from the support of an ombudsman in more than 500 post offices and can be supported in their administrative procedures online in the 370 post offices with the France Services label. La Poste has also committed to deploying 100 France Services digital advisors in 57 departments to help the most excluded French people.

**€29.7 million** in purchases from disabled and sheltered sectors.

## INCREASED ACCESSIBILITY FOR DISABLED PEOPLE

In 2021, the accessibility of La Banque Postale's ATMs and self-service terminals for the blind or visually impaired increased by 2.9 points to 93.7%. 86.3% of network employees in contact with customers also completed the "Welcome for customers with disabilities" e-learning training module, compared to 78.8% in 2020.



## A BANK FOR ALL

La Banque Postale meets the needs of everyone, including the most vulnerable customers. In 2021, it had 1.6 million financially vulnerable customers and nearly 50% of the Livret A savings accounts it managed had outstandings of under €150. 1.4 million customers were also beneficiaries of its banking accessibility mission, guaranteeing people excluded from the traditional system universal access to free, simple and essential banking services. To help everyone manage their daily budgets, La Banque Postale has launched two applications: Pilote Budget and Pilote Dépenses (expenses), designed to monitor their daily budgets.

**135** people supported in professional integration

in 2021 by Nouvelle Attitude, a professional integration company and subsidiary of La Poste Groupe serving the environment and a partner of Recygo in the field of waste collection and recycling.



## AN ENRICHED OFFER FOR AGEING WELL AT HOME

With its "Watch over my parents" program, La Poste provides care and support to seniors by offering at home services where postal workers will ensure that they are in good health. 200,000 services of this type were provided in 2021 and, through them, two very vulnerable people were transported to the hospital each day. The offer was also enhanced with a remote assistance solution available 24 hours a day, 7 days a week.

### 33<sup>RD</sup> EDITION OF THE PIÈCES JAUNES (YELLOW COINS) INITIATIVE

Alongside the Fondation des Hôpitaux, La Poste Groupe has been a partner of the “Pièces Jaunes” initiative, helping children and teenagers in hospital, for thirty-three years. As in 2020, the 2021 edition was held in 100% digital format due to the health context. La Poste and La Banque Postale actively relayed the campaign in post offices, on their social networks and websites.



### “CLOSE TO YOU, CLOSE TO SPORT”

This was the theme of the 20<sup>th</sup> edition of La Poste’s National Refereeing Days, organised in October 2021. Each year, this event is a highlight of the “Tous arbitres” (all referees) programme, in which La Poste has been committed since 2007 to supporting and promoting the 58,000 elite and amateur referees of football, rugby, handball and basketball. They are the guarantors of honest sporting practice, creators of social interaction and trusted intermediaries.



### NEW CHALLENGES FOR THE TÉLÉTHON

La Poste Groupe has supported AFM-Téléthon since its creation in 1987. In 2021, a cheque for €698,233 was given to the association for research against genetic diseases. Among the group’s many initiatives, a significant collection initiative on the La Banque Postale site, a video broadcast in 1,600 post offices, relaying calls for donations on La Poste’s digital channels and the connected sporting challenge for 2,000 employees all over the country, covering 150,000 km. In Paris, 200 employees climbed the steps of the Butte Montmartre in a relay.

### LE FOYER DE CACHAN AND LA POSTE COMMITTED TO SERVING YOUNG PEOPLE IN DIFFICULTY

Faithful to the solidarity vocation of its founders, for ninety-nine years, the Foyer de Cachan has welcomed, supported, trained and integrated “Orphans of the future” students. Whether they are experiencing learning difficulties, dropping out or breaking with traditional educational methods, the institution provides “success at the end of the path”. These personalised paths lead to success rates in exams that far exceed the national average.



### STAMPS FOR THE RED CROSS

As every year since 1914, La Poste issued a booklet of 10 stamps in 2021, part of proceeds of which is donated to the Red Cross. The artist Benjamin Vautier, known as Ben, signed this series entitled “We can do it thanks to you”. The group made a contribution of €1,359,146 corresponding to the sale of stamps and collection by La Banque Postale via its website.

**897** young talented students from modest backgrounds supported



by La Banque Postale employees since 2012 as part of L'Envol, its societal sponsorship programme in favour of education, excellence and equal opportunities.

# PROFILE OF LA POSTE GROUPE

In an environment still marked by the health crisis, La Poste Groupe achieved major strategic milestones in 2021 included in its “La Poste 2030, committed for you” plan. Acceleration of the international development of GeoPost/DPDgroup, creation of the Retail Customers and Digital Services business unit, creation of a financing and investment bank, increase of La Banque Postale's participation in the capital of CNP Assurances, massive investment in the French industrial and logistics facilities, etc. Review of the group's financial and societal performance in 2021.

# PROFILE

# HIGHLIGHTS OF 2021

## THE FOUR BUSINESS UNITS

A large multi-business services group

### SERVICES-MAIL-PARCEL

SMAIL and press delivery, parcel delivery, local services, six days a week, the Services-Mail-Parcels business unit is the leading local network in France.

### GEOPOST/DPDGROUP

GeoPost/DPDgroup, a player in the light parcel delivery market developing in the food, healthcare and out-of-home delivery markets, is present in 49 countries, notably with its partners Ninja Van in South-East Asia and Aramex in the Middle East.

### LA BANQUE POSTALE

It is organised around four business lines: bancassurance in France, international bancassurance, corporate and investment banking, private banking and asset management. La Banque Postale's services are intended to meet the needs of all individuals and legal entities.

### RETAIL CUSTOMERS AND DIGITAL SERVICES

It is aimed at private individuals, professionals and local authorities as part of an omnichannel customer relationship. It distributes the group's postal, financial, telephone and digital trust services. It also drives the group's digital transformation.

A 100% public company

66%  
by Caisse  
des Dépôts



34%  
by the French State

# KEY FIGURES FOR 2021

€34.6 BILLION  
in operating revenue



245,000  
employees

81.9%  
of employees  
trained

€2.7 BILLION  
in investments  
(including external growth,  
excluding La Banque Postale)

2.8 BILLION  
parcels delivered  
worldwide

€642  
MILLION  
in operating  
revenue from new  
proximity services

38%  
electric vehicles  
(light commercial vehicles, Staby,  
VAE, trolleys, heavy goods)

78.95%  
This is La Banque  
Postale's stake  
in CNP Assurances

7 MILLION  
Digiposte digital,  
intelligent and  
secure mailboxes

# LA POSTE GROUPE INTERNATIONALLY

Go beyond geographical borders by capturing international growth. La Poste Groupe wants to double its international operating revenue between 2020 and 2030, by building on the development of GeoPost/DPDgroup, and on that of La Banque Postale and CNP Assurances.

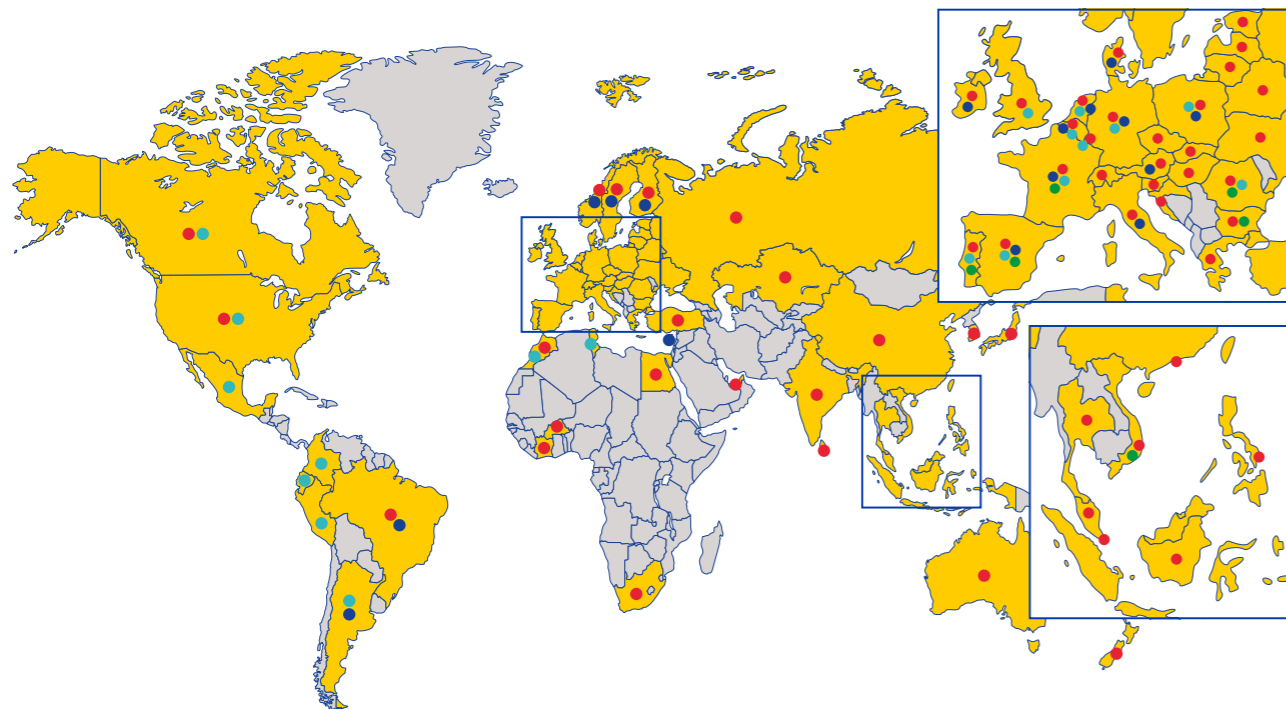
**41%**  
of La Poste Groupe's  
2021 operating  
revenue

**14%**  
of La Banque Postale's  
operating revenue

**21.4%**  
of La Poste Groupe  
employees

**82%**  
of GeoPost/DPDgroup's  
operating revenue

## LA POSTE GROUPE'S GEOGRAPHIC FOOTPRINT AT 31 DECEMBER 2021



Countries where La Poste Groupe operated at the end of 2021

Services-Mail-Parcels business unit  
Retail Customers and Digital Services business unit

La Banque Postale  
GeoPost/DPDgroup

## GEOGRAPHIC BREAKDOWN OF OPERATING REVENUE

**€20,433 million**  
France



**€8,187 million**  
Europe excluding France

**€5,989 million**  
Rest of the world

# 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)

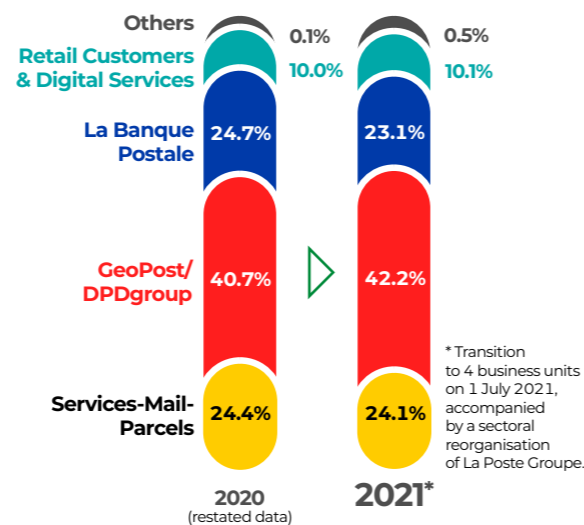
#### Financial capital

- 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)

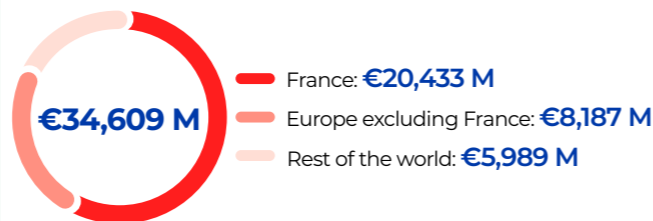
€31.2 bn Operating revenue €34.6 bn



\* Transition to 4 business units on 1 July 2021, accompanied by a sectoral reorganisation of La Poste Groupe.

#### 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

## FINANCIAL PERFORMANCE

# GROWTH OF OPERATING REVENUE IN 2021

La Poste Groupe saw a recovery in its results thanks to the commitment and efficiency of the 245,000 employees and the support of its shareholders, Caisse des Dépôts and the French State. With the unprecedented growth of e-commerce and the digitisation of society, express and parcel activities reached record levels (2.8 billion parcels delivered in 2021, compared to 1.1 billion in 2013); while mail volumes continued to erode (7.3 billion items in 2021, compared to 13.7 billion in 2013) after an accelerated fall in 2020.

### REVENUE

2021 **€34,609 M**

i.e. +11.0%, and +9.6%  
at constant scope and exchange rates

2020 **€31,185 M**

### NET PROFIT GROUP SHARE

2021 **€2,069 M**

Stable (–€15 million)

€1,169 million excluding the impact of the initial recognition of CNPA shares, excluding impairment of Mail assets and impairment of deferred tax assets, i.e. +€1.5 billion compared to 2020

2020 **€2,084 M**

### OPERATING PROFIT/(LOSS)

2021 **€3,431 M**

2020 **€3,149 M**

(after share of net profit/(loss)  
of jointly controlled entities)

### EQUITY GROUP SHARE

2021 **€20,932 M**

2020 **€18,390 M**

### NET DEBT

2021 **€10,233 M**

2020 **€8,802 M**

(excluding La Banque Postale,  
for which this concept is not relevant)

### NET DEBT/ADJUSTED EBITDA<sup>(1)</sup>

2021 **3.6**

2020 **7.1**

<sup>(1)</sup> Definition presented in the paragraph "Alternative performance indicators" appended to La Poste Groupe's earnings press release dated 24/02/2021.

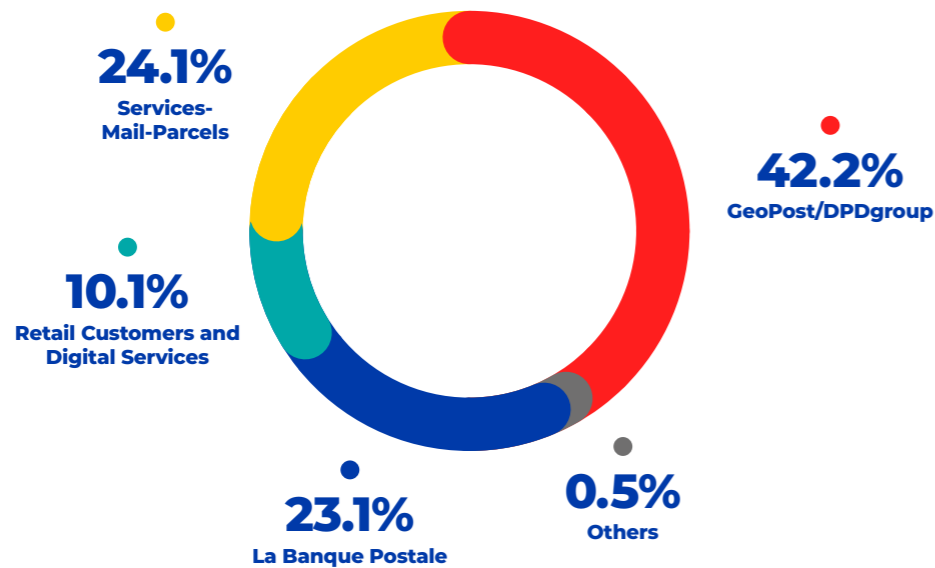
**BREAKDOWN OF THE GROUP'S REVENUE**

**€34.6 BILLION**  
in operating revenue

**GEOGRAPHIC BREAKDOWN OF OPERATING REVENUE**



**CONTRIBUTION OF THE BUSINESS UNITS TO CONSOLIDATED OPERATING REVENUE**



**BREAKDOWN OF THE GROUP'S HEADCOUNT BY BUSINESS UNIT WORLDWIDE**

(full-time equivalent, on average)<sup>(1)</sup>

**244,980**  
employees

- Services-Mail-Parcels business unit
- Retail Customers and Digital Services business unit
- La Banque Postale
- GeoPost/DPDgroup
- Group

**WORLDWIDE**



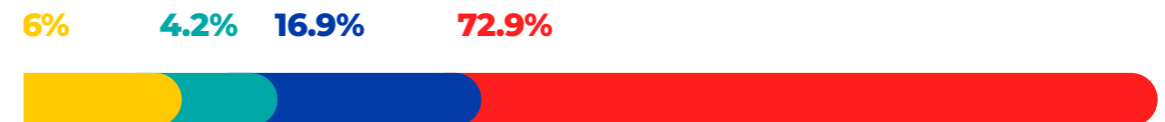
**IN FRANCE: 192,649**



**IN EUROPE (EXCLUDING FRANCE): 43,929**



**IN THE REST OF THE WORLD: 8,402**



(1) Civil servants, permanent contracts, temporary contracts, including training contracts for La Poste, excluding training contracts for subsidiaries.

## OPERATING PERFORMANCE BY ACTIVITY

(2020 restated data)

SERVICES-MAIL- PARCELS BUSINESS UNIT	REVENUE		OPERATING PROFIT/(LOSS)	
	2021	<b>€10,620 M</b>	2021	<b>€1,246 M</b>
	2020	€9,726 M	2020	-€1,034 M

Refocusing of commercial activity on offers to companies and local authorities while retaining responsibility for postal logistics operations. Growth in parcel volumes processed and launch of new local logistics offers based on 65,000 postmen.

GEOPOST/ DPDGROUP	REVENUE		OPERATING PROFIT/(LOSS)	
	2021	<b>€14,701 M</b>	2021	<b>€1,057 M</b>
	2020	€12,800 M	2020	€848 M

Asendia's operational management; acceleration of development, particularly internationally: South-East Asia, Middle East, Africa and South America; growth in the food, healthcare and out-of-home delivery markets.

LA BANQUE POSTALE	REVENUE		OPERATING PROFIT/(LOSS)	
	2021	<b>€8,017 M</b>	2021	<b>€1,642 M</b>
	2020	€7,724 M	2020	€4,457 M

Increase in the share capital of its subsidiary CNP Assurances, in which it now holds 78.95%; growth in its banking and insurance activities in France, international bancassurance, private banking and asset management, and corporate and investment banking.

RETAIL CUSTOMERS AND DIGITAL SERVICES BUSINESS UNIT	REVENUE		OPERATING PROFIT/(LOSS)	
	2021	<b>€6,723 M</b>	2021	<b>€155 M</b>
	2020	€6,251 M	2020	-€244 M

Creation of the Retail Customers and Digital Services business unit on 1 July 2021, combining the power of La Poste Groupe's physical network with its expertise in digital solutions and services to improve customer satisfaction, as part of an omnichannel customer relationship.

## SOCIETAL PERFORMANCE

# A SOCIETAL COMMITMENT POLICY BASED ON 4 FOCUSES

Strengthened by its purpose and its status as a company with a mission, La Poste Groupe has included social, societal and environmental responsibility in its business model. It has set four long-term objectives: contribute to the development and cohesion of the regions; improve social inclusion; promote ethical, inclusive and frugal digital services; work to accelerate the environmental transition for all. For each of these objectives, the group is committed to itself, and supports its customers and society as a whole in their transitions.

# FOCUS 1: WORKING TO ACCELERATE THE ENVIRONMENTAL TRANSITION FOR ALL

**LIST A**  
of the CDP<sup>(3)</sup> for  
La Poste Groupe and  
La Banque Postale.

(3) Benchmark international organisation for the assessment of companies in terms of climate strategy.

**77/100**  
1<sup>st</sup> rank worldwide

all sectors combined awarded for the 3<sup>rd</sup> consecutive year by the non-financial rating agency VE<sup>(1)</sup>.

(1) Moody's ESG Solutions (formerly Vigeo Eiris) ranking, June 2021.

**75/100**  
This rating corresponds to  
the highest level of recognition

among more than 60,000 companies assessed worldwide in terms of environment, social and human rights, ethics and responsible purchasing. EcoVadis <sup>(2)</sup> once again awarded the Platinum medal to La Poste Groupe.

(2) The EcoVadis rating focuses on the following topics: environment, social and human rights, ethics and responsible purchasing.

**30%**  
reduction in CO<sub>2</sub> emissions of La Poste's activities between 2013 and 2025. This trajectory has been validated by the SBTi (Science-Based Targets initiative).

**ZERO**  
net GHG emissions

This is the objective that La Poste set itself in 2030, in accordance with the group's commitments by signing the SBTi Business Ambition 1.5° pledge.

**93%**  
of waste from  
electrical and electronic  
equipment (WEEE)  
is recovered.

**100%**  
La Poste Groupe,  
the leading 100%  
carbon-neutral  
postal operator<sup>(4)</sup>.

(4) Carbon neutrality obtained by offsetting all of the group's emissions in scopes 1, 2 and 3 (subcontracting transport) after reducing emissions, the intensity of which is compatible with the achievement of the target of the Paris Agreement.

**10,000**  
postal buildings managed by La Poste Immobilier, 100% supplied with electricity of renewable origin and committed to an energy performance project led by Sobre Energie.

**38%**  
electric vehicles  
(light commercial vehicles, Staby, VAE, trolleys, heavy goods).

**115,674 METRIC TONNES**  
of materials collected by Recygo and Nouvelle Attitude sent for reuse and recycling.

## FOCUS 2: PROMOTING ETHICAL, INCLUSIVE AND FRUGAL DIGITAL SERVICES

**400,000**  
people supported  
by La Poste and its  
partners in the use  
of digital technology.

**550**  
post offices  
involved  
in the digital  
inclusion  
programme.

**7 MILLION**  
Digiposte digital,  
smart and secure  
mailboxes  
opened at the end of 2021.

**510,000**  
La Poste Digital  
Identities.

**76,000**  
Ardoiz tablets sold since launch.  
This tablet, adapted to the expectations  
of seniors, is installed at home  
by the postman.

## FOCUS 3: CONTRIBUTING TO THE DEVELOPMENT AND COHESION OF THE REGIONS

**€17 BILLION**  
in loans granted to  
local authorities  
and public hospitals.

**97.1%**  
of the population  
within 5 km  
or less than 20 minutes by car  
from a La Poste retail outlet.

**100%**  
of eligible  
SRI-certified funds  
at La Banque Postale Asset Management  
(LBPAM).

**€29.7  
MILLION**  
in purchases made  
from the integration  
through work  
and disabled and sheltered sectors (STPA).

**MORE THAN 530**  
projects promoting  
the environmental  
transition of local  
authorities  
have been financed by La Banque Postale's  
green loans since 2019.

**OVER 1 MILLION**  
Highway Code  
examinations carried  
out at 750 La Poste  
sites in 2021.

## FOCUS 4: IMPROVING SOCIAL INCLUSION

**8.66%**  
beneficiaries of  
the obligation  
to employ disabled  
workers (BOE).

La Poste, the leading employer of disabled people, supports companies in the disabled and sheltered, and social inclusion sector.

**1.4 MILLION**  
beneficiaries  
of the banking  
accessibility  
mission.

**1.6 MILLION**  
customers benefit  
from adapted banking  
services and support  
by La Banque Postale.

**100%**  
of the 2,789 ATMs  
located inside post offices are accessible  
to disabled people.

**5,708**  
work-study students  
and 4,300 interns

were welcomed by the group in France in 2021,  
including more than 10% from the urban  
priority neighbourhoods.

**200,000**  
“Watch over  
my parents” services  
are provided by  
postmen each year.

## SOCIETAL PERFORMANCE SOCIAL INDICATORS

La Poste Groupe is one of the largest employers in the French job market. It conducts a responsible employment policy in a rapidly changing environment, made more fragile by the global health crisis. With its 245,000 employees, La Poste Groupe is committed to a proactive employment policy focused on integration, inclusion, diversity and the fight against all forms of discrimination.

### AN ACTIVE RECRUITMENT POLICY

CHANGE IN THE NUMBER OF PERMANENT HIRES<sup>(1)</sup>

2020	11,167	2021	<b>10,609</b>
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### ACTING FOR YOUTH EMPLOYMENT

CHANGE IN THE NUMBER OF WORK-STUDY STUDENTS<sup>(1)</sup>

2020	5,891	2021	<b>5,708</b>
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### ACTING FOR THE EMPLOYMENT OF DISABLED PEOPLE

CHANGE IN THE BOE RATE (BENEFICIARIES OF THE OBLIGATION  
TO EMPLOY DISABLED WORKERS)<sup>(2)</sup>

2020	7.74%	2021	<b>8.66%</b>
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THE LEADING EMPLOYER IN FRANCE FOR DISABLED PEOPLE

<sup>(1)</sup> Group scope France.  
<sup>(2)</sup> La Poste SA scope.

## PROMOTING THE RETENTION OF OLDER WORKERS

CHANGE IN THE PROPORTION OF PEOPLE AGED 55 AND OVER IN THE PERMANENT WORKFORCE<sup>(1)</sup>

2020	29.66%	2021	<b>29.71%</b>
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## PROMOTING WORKPLACE EQUALITY

CHANGE IN THE PROPORTION OF WOMEN IN MANAGEMENT AS A WHOLE<sup>(2)</sup>

2020	51.50%	2021	<b>52%</b>
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## ACTING FOR SKILLS DEVELOPMENT

PERCENTAGE OF EMPLOYEES HAVING ATTENDED AT LEAST ONE TRAINING COURSE DURING THE YEAR<sup>(1)</sup>

2020	91.20%	2021	<b>92%</b>
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## PROMOTING MOBILITY AND CAREER PATHS

CHANGE IN THE NUMBER OF EMPLOYEES WHO HAVE DEVELOPED PROFESSIONALLY<sup>(2)</sup>

2020	15,244	2021	<b>18,532</b>
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## IMPROVING HEALTH AND SAFETY AT WORK

CHANGE IN THE FREQUENCY RATE OF ACCIDENTS AT WORK WITH LOST TIME<sup>(1)</sup>

2019	24.93%	2020	19.91%	2021	<b>21.20%</b>
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<sup>(1)</sup> Group scope France.  
<sup>(2)</sup> La Poste SA scope.

## QUALITY INDICATORS

# CUSTOMER COMMITMENTS

La Poste Groupe has placed customer satisfaction at the centre of its strategic plan "La Poste 2030, committed for you". In 2021, for the customers of its retail outlets (post offices, La Poste municipal agencies, La Poste Relais), La Poste has now decided to steer the rate of "very satisfied" customers following their visit to the post offices, and no longer just "satisfied" customers. This requirement is necessary to successfully offer a remarkable customer experience. A relational footprint<sup>(1)</sup> was defined to change postures, in addition to steering of quality standards: these are the levers that will make it possible to meet the set requirement. In 2021, La Poste also created a remote customer relations department dedicated to customer complaints. It brings together all of La Poste's skills in this area (excluding La Banque Postale).

### THE GENERALISED "SHORT LOOP" SYSTEM

Customers can now file their mail and parcel complaints nationwide in all post offices and Pro Spaces then they are called back within 48 hours to ensure a rapid and personalised response. La Poste rolled out this "short loop" system in the spring of 2021 and the satisfaction of customer claimants has increased significantly since its implementation.

## IMPROVING THE PROCESSING OF CUSTOMER CLAIMS (ANNUAL CONSOLIDATED RESULTS)

CHANGE IN THE RATE OF CLAIMS PROCESSING IN LESS THAN 15 WORKING DAYS

2020	94.40%	2021	<b>94.70%</b>
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<sup>(1)</sup> The relational footprint is the positive emotional trace that we want customers to keep after each interaction with La Poste (with customer services, at the retail outlet, with the postman or via digital interfaces). In 2021, La Poste Groupe defined a unique relational footprint: it aims to ensure that customers always feel welcome, considered, in good hands, and at ease.

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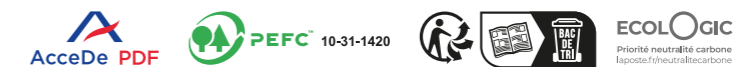
**Design and production: HAVAS PARIS**

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Impression Gutenberg Networks RCS Nanterre 403 179 781.  
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