

— 2020 Activity Report —



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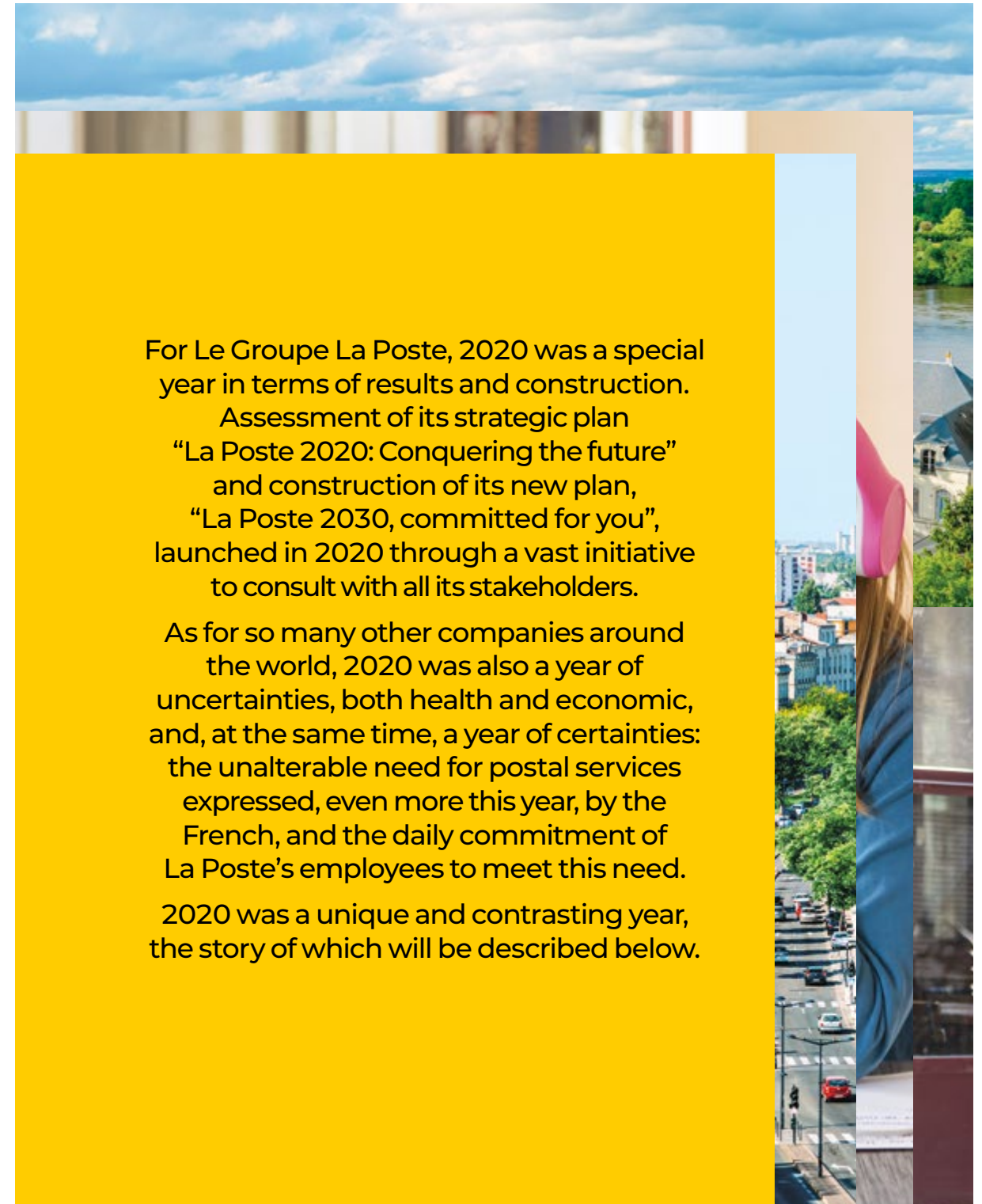
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For Le Groupe La Poste, 2020 was a special year in terms of results and construction.

Assessment of its strategic plan
“La Poste 2020: Conquering the future”
and construction of its new plan,
“La Poste 2030, committed for you”,
launched in 2020 through a vast initiative
to consult with all its stakeholders.

As for so many other companies around
the world, 2020 was also a year of
uncertainties, both health and economic,
and, at the same time, a year of certainties:
the unalterable need for postal services
expressed, even more this year, by the
French, and the daily commitment of
La Poste’s employees to meet this need.

2020 was a unique and contrasting year,
the story of which will be described below.



Interview Philippe Wahl

Chairman and Chief Executive Officer
of Le Groupe La Poste



“Even affected by the crisis, we have resisted, thanks to the success of our strategic plan for 2014-2020, ‘La Poste 2020: Conquering the future’.”

2020 will remain a unique year in La Poste's history. What lessons have you drawn from this unprecedented period for the Group?

The year 2020 has shaken up global economies. For us, Le Groupe La Poste, one of the major economic impacts of the crisis was the sudden drop in mail volumes. Admittedly, over the past ten years, mail volumes have declined by 600 million letters every year, and almost as much, proportionally, in revenue. However, in the year 2020 alone, it lost 1.6 billion items, or almost three years of decline in volume. At the end of this year of unprecedented health crisis, during which the commitment of La Poste's employees ensured the continuity of the postal service, our results were strongly affected. With the effects of the integration of CNP Assurances, the Group's share of net profit was €2.1 billion. Without these effects, the Group would have posted a net loss of €1.8 billion, the largest loss in its history.

How did Le Groupe La Poste demonstrate its resilience and spirit of conquest?

We were able to take advantage of the very strong growth in parcel volumes. In 2020, the worldwide growth of e-commerce benefitted GeoPost, as it

did Colissimo in France, and enabled our Group to achieve a record figure of 2,339 million parcels delivered worldwide, an increase of 38% over the previous year. Our Group also continued its international development with a majority stake taken in BRT, the leader in parcel services in an Italian market with high potential. In addition to this large-scale operation, GEIS Logistics (in the Czech Republic and Slovakia) was acquired and the stake in JadLog, GeoPost's subsidiary in Brazil, was increased. In the Digital Services Business Unit, La Poste acquired new expertise with AR24 (electronic registered mail); in the field of silver economy, the Services-Mail-Parcels Business Unit took control of the start-up Nouveal (leader in the digitisation of the patient journey). La Poste's local services generated revenue of €525 million. In fact, 2020 was a decisive year that accelerated our transformation and confirmed our strategic choices.





What is your assessment of the strategic plan for 2014-2020 “La Poste 2020: Conquering the future”?

Even affected by the crisis, we have resisted, thanks to the success of our strategic plan for 2014-2020 “La Poste 2020: Conquering the future”. Thus, in seven years, our revenue has increased from €21.7 billion to €31.2 billion. In addition, we achieved our diversification objective, the first stage of our in-depth transformation. For us, the aim was to desensitise our revenue to the decline in mail, by dropping mail below 20%. Today, traditional mail accounts for 18.7% of

revenue (vs 37.2% in 2013). In addition, our international revenue has more than tripled, from €3.6 billion in 2013 to more than €12 billion in 2020. Lastly, thanks to the strategic equity alliance between La Poste and Caisse des dépôts, and that between La Banque Postale and CNP Assurances, La Poste’s strength has increased. At the beginning of 2013, our shareholders’ equity amounted to €8.5 billion; at the end of 2020, and despite the global crisis, it reached €18.2 billion. It provides a solid basis for development.

So much for the financial indicators. What about non-financial ones?

Our Group’s social, societal and environmental performance is recognised by non-financial rating agencies, such as Vigeo Eiris, which, in December 2020, gave the best overall score in the world of 76/100 (with a very high score of 91/100 for the environmental pillar). La Banque Postale ranks first in the world with an overall score of 71/100. In addition, our Group ranks first among companies in the “air freight and logistics” sector assessed by Sustainalytics, while La Banque Postale is ranking first in France and third worldwide among banks in the banking segment.

After the success of the previous strategic plan, what new chapter of the Group’s transformation are you opening today?

Our new strategic plan “La Poste 2030, committed for you” is the public promise of the priority given to the quality of service for our customers. It is also a sign of a company committed to serving society as a whole, in the four major transitions of the next ten years: the demographic transition with the challenges of an ageing population; the digital transition with the digitisation of society and the fight against digital exclusion; the regional transition and the need for local development; finally, the environmental transition and the challenges associated with climate change, air quality, and the preservation of resources and biodiversity. Through this plan, we are pursuing our ambition of becoming the leading European platform for links and exchanges, human and digital, green and civic-minded, at the service of our customers in their projects and of society as a whole in its transformations. This is how La Poste will be in 2030, true to 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.”

“We are pursuing our ambition of becoming the leading European platform for links and exchanges, human and digital, green and civic-minded, at the service of our customers in their projects and of society as a whole in its transformations.”



The Executive Committee



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



Nathalie Collin
Executive Vice President in
charge of the Digital Services
Business Unit and
Communications



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 Bajou
Executive Vice President,
General Secretary,
Chairman of Poste Immo



Anne-Laure Bourn
Executive Vice President
in charge of the La Poste Network



Yves Brassart
Executive Vice President
in charge of Finance and
Development



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 CEO of GeoPost/
DPDgroup

— 2020 —

The year for reviewing the “Conquering the Future” strategic plan

In 2014, the Group launched the strategic plan called “La Poste 2020: Conquering the future”. Its ambition: to become the leading company providing local human services for everyone, everywhere, every day. Here we look back at some major transformations.



Back in 2014. A different world yet so close. The daily life of everyone is less digitised than that of 2020, the idea of a global pandemic seems unimaginable. However, for La Poste, the major challenges of the future are already present: e-commerce is disrupting consumption patterns, the environmental emergency continues to be confirmed and mail continues to fall in all European countries. This decline undermines La Poste's business model, organisation and, quite simply, its future.

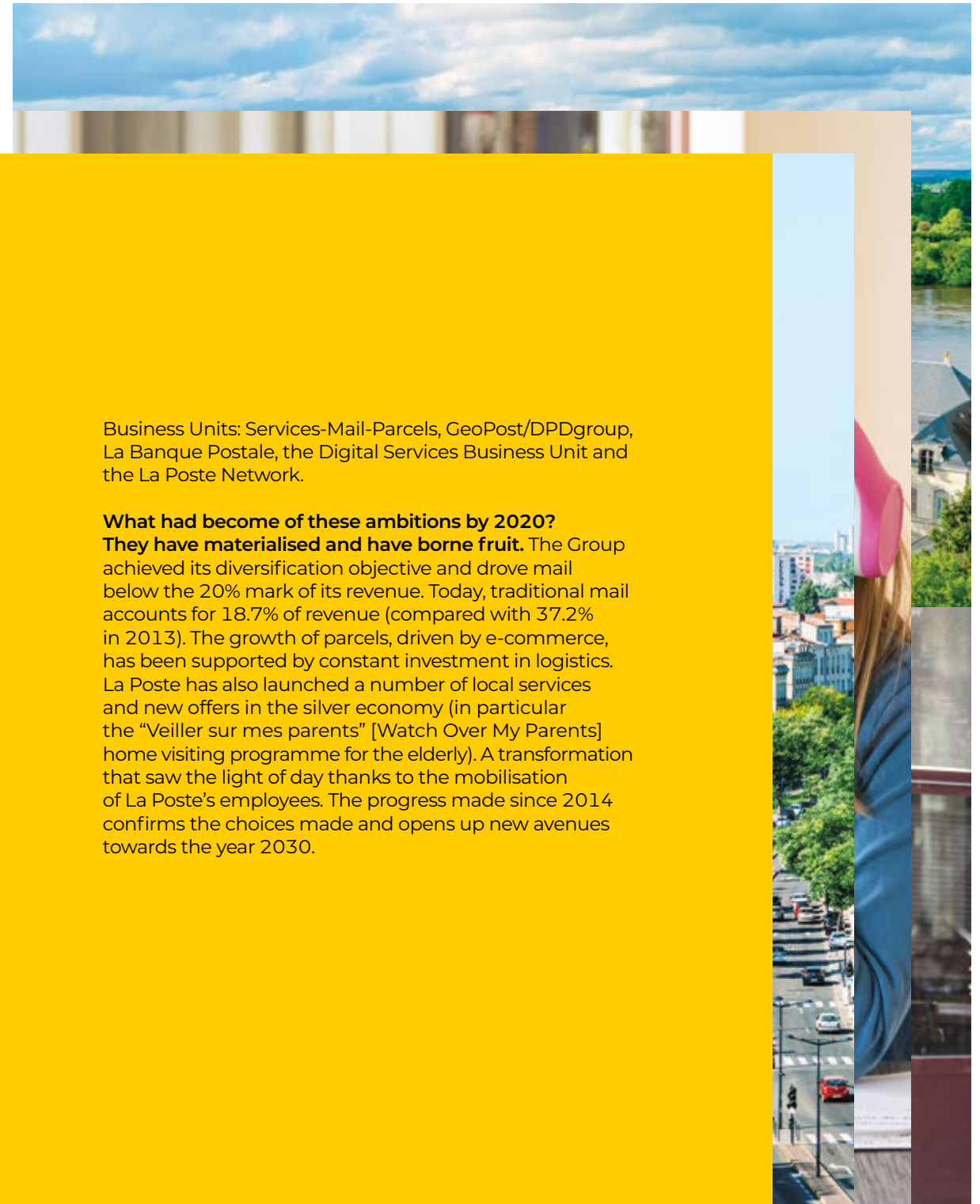
The teams are mobilising to define new growth areas for the coming years. In January 2014, the strategic plan "La Poste 2020: Conquering the future" was announced, with a unifying vision: to make trust and human proximity the key factors of success.

The plan is based on five shared priority projects: energy transition, support for the e-commerce revolution, contribution to the modernisation of public action, urban logistics, digital development and in-depth knowledge of individual customers. To carry them out successfully, the Group relies on its multi-activity model with five

Business Units: Services-Mail-Parcels, GeoPost/DPDgroup, La Banque Postale, the Digital Services Business Unit and the La Poste Network.

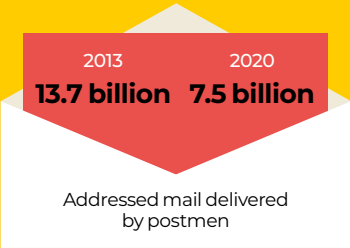
What had become of these ambitions by 2020?

They have materialised and have borne fruit. The Group achieved its diversification objective and drove mail below the 20% mark of its revenue. Today, traditional mail accounts for 18.7% of revenue (compared with 37.2% in 2013). The growth of parcels, driven by e-commerce, has been supported by constant investment in logistics. La Poste has also launched a number of local services and new offers in the silver economy (in particular the "Veiller sur mes parents" [Watch Over My Parents] home visiting programme for the elderly). A transformation that saw the light of day thanks to the mobilisation of La Poste's employees. The progress made since 2014 confirms the choices made and opens up new avenues towards the year 2030.

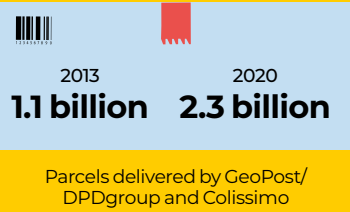


2020 STRATEGIC PLAN:
HIGHLIGHTS OF THE
TRANSFORMATION

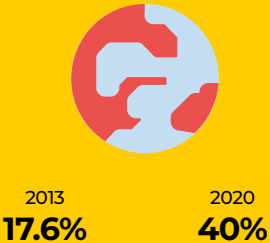
The drop in mail volumes
accelerated



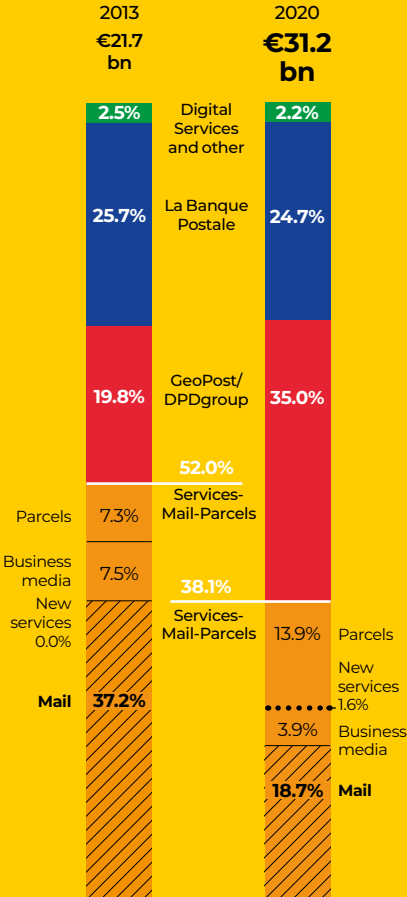
Parcels are driven by the surge
of e-commerce



La Poste goes international
Share of revenue generated
internationally



The Group's revenue has
increased by almost €10 billion
in 7 years



The share of mail in the Group's revenue
fell below 20% in 2020.

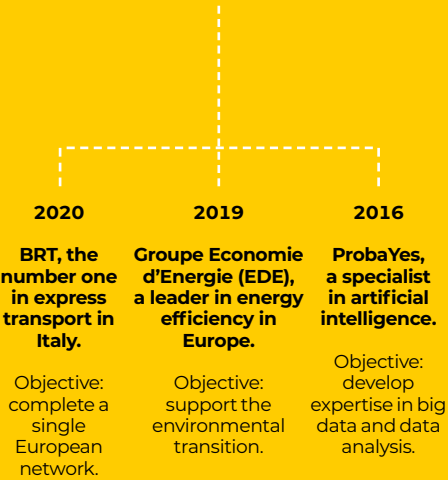
La Banque Postale diversifies and becomes a major European public
bancassurance group

2013	2017	2018	2019	2020
Acquisition of BPE, a private bank anchored in the regions.	Acquisition of KissKissBankBank, a crowdfunding platform.	1 st asset management partnership with Aegon AM and Malakoff Médéric	Launch of Ma French Bank, La Banque Postale's fully mobile bank.	Strategic equity alliance with CNP Assurances.
	Creation of Banque de Financement et d'Investissement.			Entry into the major public financial group created with Caisse des dépôts.

The list of service innovations



Acquisitions
that have transformed
Le Groupe La Poste



Conquering local human services

POSTMEN AT THE HEART OF THE TRANSFORMATION



27
million local
services in 2020.

**Over
640**
million kilometres
travelled each
year by postmen.

110,880
tonnes of materials
collected for recycling
and reuse as part
of Recygo.



They have led the revolution in their profession, adopted digital technology, initiated new services that simplify French people's daily lives and boosted the human spirit of La Poste: the 65,000 postmen have been key players in the transformation since 2013.

To age well at home

One can rely on the postmen. They brought 1 million meals to homes during the health crisis and their regular visits under the "Veiller sur mes parents" (Watch Over My Parents) service already breaks the isolation of thousands of seniors. Local services represented €525 million in revenue in 2020.

To boost public service activities

Postmen roam cities, so who better than them to spot potholes, degraded street furniture and areas lacking mobile coverage. The Geoptis on-board service helps local authorities optimise their work and their expenses. Always closer to the daily life of the French and the territories, specially trained La Poste employees have administered over 3 million Highway Code examinations throughout France in five years.

To make the environmental transition a success

In 2020, postmen collected 25,000 tonnes of paper and cardboard to recycle office waste with Recygo. Another facet of the environmental commitment: energy renovation. 700,000 households in 150 municipalities were made aware of and benefitted from diagnostics as part of the Action Habitat offer.



Conquering all parcels in the world

WORLDWIDE PRESENCE
AND HIGH-PERFORMANCE INDUSTRIAL FACILITIES



The ultra-modern GeoPost/DPDgroup hub located in Hinckley, in the county of Leicestershire (United Kingdom).

The rise of e-commerce is also that of parcels. Throughout the world, La Poste manages this constantly growing flow thanks to its expertise in logistics.

Established in 49 countries, GeoPost/DPDgroup and its 97,000 experts are now the largest parcel delivery network in Europe. In 2020, the subsidiary continued its international deployment with the increase to 85% of its stake in BRT, the Italian leader in the parcel market. This is a major step forward that consolidates the European network with more than 50 new hubs opened in 2020. GeoPost/DPDgroup delivered 1,868 million parcels in 2020 and recorded revenue growth of 42.1%. GeoPost/DPDgroup will invest €200 million by 2025 to reduce its carbon footprint in 225 European cities, notably with the deployment of 7,700 alternative vehicles and low-emission means of delivery.

Asendia, a joint venture between La Poste and Swiss Post, was founded in 2012. An expert in e-commerce and a specialist in cross-border flows, it generated revenue of **€1,793 million**, up by 50% compared to 2019.



58,000

Pickup points worldwide, including more than 13,000 in France.

1.9

billion parcels delivered worldwide by GeoPost/DPDgroup in 2020 (+40%).

471

million Colissimo delivered in 2020, +30% in one year.

€450 million

invested to modernise the industrial and logistics facilities.

Conquering the heart of cities

LA POSTE, A PIONEER IN SUSTAINABLE URBAN LOGISTICS

40 million people, living in the 115 largest cities in the European Union, are exposed to poor air quality. Freight traffic accounts for 40% of traffic jams in city centres.

The success of e-commerce is reflected in a strong increase in deliveries with 10 million parcel deliveries or pick-ups per day in France. Urban logistics is therefore essential today as a major societal and environmental issue. Since 2017, Urby, the urban logistics subsidiary of La Poste, has been offering an organisation combining the pooling of goods and sustainable modes of transport. The results are there. An impact study carried out at three Urby pilot sites showed reductions in heavy traffic of up to 26%. Greenhouse gases (GHG) emissions are reduced by 19% and local air pollutants by 76%. In 2020, Urby accelerated its development thanks to a joint investment by La Poste and Caisse des dépôts (via Banque des Territoires), which hold respectively 60% and 40%. The service is now deployed in 17 large cities and aims, by 2025, to cover 10% of the flows from 22 French cities.

With **6,800** cars, **7,400** Stabys, **1,300** electric Quadeos and **18,800** electric bicycles, La Poste has one of the largest fleets of clean vehicles worldwide.



Carriers
For all types of goods weighing more than 30 kg entering or leaving cities.

Deposits on the outskirts Multi-operator urban logistics hotels operating in pooling centres of 2,000 m² to 4,000 m².

The Urby value chain



Clean transport
The first and last mile flows are handled by Urby's fleet of low-emission vehicles (electric or gas powered vehicles, cargo bikes).

Carriers and recycling

Incoming flows
Urby customers: carriers.

Outgoing flows
Urby customers: shops and companies.



Winning digital trust

BECOMING THE TRUSTED THIRD PARTY
OF THE DIGITAL SOCIETY

Since 2015, the Digital Services Business Unit has been supporting La Poste's digital transformation and developing new services for businesses, local authorities and private individuals.

Innovative and useful services

The Digital Services Business Unit has a unique understanding of the entire digital trust chain. Its subsidiary Docaposte is now the leader in digital trust solutions in the banking and insurance, health and public sectors and, in 2020, had more than 23,000 customers, including 90% of CAC 40 companies. It confirms its development and diversification with the recent acquisitions of Index Éducation, the French leader in digital solutions for the world of education, and AR24, the creator of the first eIDAS-qualified electronic registered mail solution in France.

La Poste's Digital Identity offers the creation of a secure electronic identity online. It provides access to more than 800 public services via FranceConnect. By the end of 2020, 300,000 digital identities had been created.

Ethical and responsible digital technology

La Poste promotes the responsible use of personal data. It guarantees the confidentiality of the digital data: its model is not based on the use of user data but on paid services for companies and free services for individuals. This model is also based on the choice of robust technologies to ensure the security and integrity of the data over time; the data are hosted and operated in data centres in Europe. The Group is also committed to promoting digital inclusion in the regions.



5.5
million digital, smart and
secure Digiposte mailboxes
opened at the end of 2020.

29
million unique visitors
on average per month on the
laposte.fr website in 2020.



Adressing the challenges of regional cohesion

POSTAL COVERAGE THAT ADAPTS TO THE REGIONS



The new Dijon Mansart office, located near the University of Burgundy and its 30,000 students, is aimed primarily at young people aged between 15 and 30. It is possible to take one's Highway Code test, open an account or benefit from a coworking space in the post office.

La Poste is constantly adjusting its forms of presence to better meet customers' uses and requirements, while anticipating their future needs.

Nearly 17,000 retail outlets contribute to the vitality of social ties and the dynamism of local life. The new local postal coverage agreement, covering the period from 2020 to 2022, provides for a budget of €531 million over three years to maintain La Poste's network in the regions and to cover the needs of the public. There are 323 public service areas and 191 offices with the France Services label for operators and public authorities wishing to share access to their services in low-density and semi-urban areas.

Getting as close as possible to the needs

The network is also adapting to lifestyles with post offices that offer specific services for young people or for tourist customers in cities such as Nice, Chamonix, Arcachon and Fort-de-France. In addition, more than 1,000 expert offices provide personalised services throughout the country to customers as diversified as high net-worth customers, professionals or those in a vulnerable situation.

Developing partnerships

Thanks to the 2,827 La Poste Relais outlets open in retailer premises, La Poste's essential services are offered in living spaces with extended working hours. 6,550 La Poste local postal agencies are located in town halls, which also help to strengthen the postal coverage in sparsely populated areas.



3,913

post offices have been renovated since 2013.

55.3%

La Poste retail outlets were in partnership in 2020.

Serving the public interest

WITH THE LARGE PUBLIC FINANCIAL POLE

4 March 2020 will remain a historic date for Le Groupe La Poste: the dual strategic equity alliance between La Poste and Caisse des dépôts, on the one hand, and between La Banque Postale and CNP Assurances, on the other, is officially finalised to give birth to a large public financial pole serving the public interest.

This large public financial group will make a major contribution to the economic and social development of the regions, through cooperation projects: urban logistics, digital trust... This transaction intensifies the transformation and diversification of La Poste's activities while opening a new chapter that is essential for the future of public service in France.

Implementation of the integrated bancassurer model

The strategic equity alliance allows La Banque Postale and CNP Assurances to develop a global approach of the customers to meet all of their needs at all stages of their lives. A new step that accelerates the diversification of La Banque Postale in the banking, life and non-life insurance and financial services businesses, in France and abroad. La Banque Postale supports the public bancassurance group's commitments in the face of major societal challenges, particularly banking and digital exclusion and the climate emergency.

5
cooperation
projects serving
the regions

- The fight against regional divides.
- Urban logistics and the smart city.
- The digital trusted third party.
- The silver economy and health issues.
- The energy and environmental transition.





— 2020 —

Facing the health crisis together

La Poste was in the final stages of its strategic plan when the pandemic broke out. It took protective measures for La Poste employees and customers and has been able to resist.

On 16 March 2020, the outbreak of the health crisis literally took most of the world, including France, “short” and created unprecedented astonishment. In a few hours, in our country, the daily life of citizens, communities and businesses changed radically and required people to mobilise, adapt, and above all to **think differently**. **Getting involved** is a major issue for La Poste, for which human **proximity** is a structural and essential component of its identity and activity. Accessibility, continuity, adaptability are the three watchwords. The mobilisation of La Poste’s employees enabled it to guarantee the payment of social benefits to 1.5 million people. During the eight weeks of the first lockdown, 860 million letters and 80 million parcels were distributed; and home services continued to be provided. In record time, La Poste was able to meet this incredible industrial challenge, for a workforce company employing more than 200,000 people spread over nearly 20,000 sites in France.

Imagining solutions for supporting the whole of society

Faced with the scale of the crisis, La Poste broadened its scope of action to support the whole of society. Its subsidiary Docaposte designed a digital platform capable of distributing 10 million washable masks to small- and medium-sized enterprises and micro-enterprises within a very short time. Ma Ville Mon Shopping, a subsidiary of Le Groupe La Poste, supported traders, craftspeople, local producers and restaurateurs by providing them with a local online sales platform including home delivery logistics services. Later, during the second lockdown, La Poste supported the activity of independent bookstores with a collection service from bookstores and home delivery of books from €2. For its part, La Banque Postale supported local

merchants closed for administrative reasons with a “Scellius” payment solution by SMS or e-mail operational in a few clicks. Another major subject in times of lockdown: pedagogical continuity. The Group, supported by its subsidiary Docaposte, delivered computer equipment to families that were not equipped as well as homework for young people in a disconnected situation, thanks to the “Homework” platform.

Think the future

Today, La Poste is drawing lessons for the future from the continuous adaptation of its organisation and the mobilisation of its employees during the year 2020. This crisis has confirmed the importance of accessibility to postal services. La Poste plans to consolidate its physical presence in the regions and to increase its number of access points from 32,000 today to 40,000 by 2025. These include nearly 17,000 retail outlets (post offices, La Poste local postal agencies, La Poste Relais outlets) and 15,000 access points to a postal service (pick-up and drop-off points, business centres, lockers or even parcel drive-through). Other point of focus: the health situation has increased the digital divide in France. To help reduce it, La Poste is working to strengthen its role as mediator and trusted third party between the physical world and the digital world, in order to support all of its customers. Detecting needs, then accompanying, step by step, those who remain far from digital services, such is its mission. These are all trends which constitute priority axes for the future of La Poste.

The Group reviewed its organisation to give priority to the most vulnerable groups and those most affected by the health crisis. This is all the more important for La Banque Postale, which serves more than 50% of France's 3.7 million financially vulnerable customers⁽¹⁾. La Poste implemented a number of initiatives aimed at isolated people and schoolchildren. Distribution of masks, access to dedicated services, etc. The matter in figures.



Caisse des dépôts is committed

To help its customers and partners cope with the Covid-19 crisis, Caisse des dépôts ensured the continuity of its retirement services, support for public employers, vocational training via the "My training" account and support for disability via its management of FIPHP⁽²⁾.

(2) Fund for the integration of disabled people into the public service.

La Poste, closer and more useful than ever



1 million meals

brought to seniors' homes by postmen in 2020.

(1) Data from Banque de France's Banking Inclusion Observatory (OIB) at the end of 2020.

An unprecedented end of the year for Colissimo

The health crisis and Christmas shopping prompted more French people to order online. At the end of 2020, La Poste had processed up to 4 million parcels per day. A volume 50% higher than in 2019. La Poste mobilised by deploying an exceptional system to support its customers. To deliver parcels throughout France, 18 Colissimo platforms processed up to 35,000 parcels per hour.

Devoirs à la maison (Homework)

This website, designed to maintain pedagogical continuity, was launched by La Poste, accompanied by its subsidiary Docaposte, on 10 April 2020. It has benefitted 150,000 students and is used by 21,000 schools.



Laposte.fr, an essential link

Digital solutions have become even more useful with the Covid-19 crisis. Laposte.fr has established itself as an essential source of information and has seen a strong increase in its consultations with 32 million unique visitors per month during the first lockdown (+69%, source AT Internet⁽³⁾). With revenue of €300 million, the site has fully played its role as a service area. For example, parcel tracking has doubled, as has the number of registered letters sent online, and more than 59 million stamps were printed from home in 2020. In addition to postal services and products, the laposte.fr site now sells more than 150,000 references.

(3) Compared to the same period last year.

Free!

From 26 March 2020 and for the duration of the first lockdown, the "Veiller sur mes parents" (Watch Over My Parents) service was free of charge. Once again, adaptation was the key word: if the customer preferred not to receive visitors, the conversation took place over the telephone. If the customer did not pick up the phone, the postman would go to his or her home to check and possibly report a difficult situation.



1.5 million

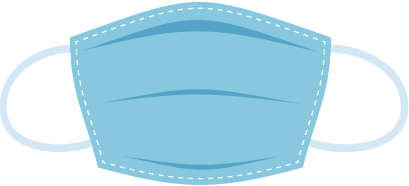
This is the number of benefits customers of La Banque Postale. In one week in the spring of 2020, €600 million in cash were withdrawn over La Banque Postale's counters or from its ATMs despite the urgent need for operational adaptation at the start of the pandemic.



50 million

protective masks were distributed by postmen to 8.2 million French people in vulnerable situations.

La Poste has a strong socioeconomic footprint. With its 493,000 direct, indirect and induced jobs, the Group accounts for 1.8% of employment in France but also for €5.6 billion in purchases, 81% of which from small- and medium-sized businesses. Its overall contribution to GDP amounts to €15 billion. During the health crisis, Le Groupe La Poste proved that its support for economic players goes well beyond its driving force and its economic weight. La Poste's employees distinguished themselves by their civic and solidarity-based support for companies.



3 million masks distributed

Thanks to the *masques-pme.laposte.fr* website, 48,000 companies were able to order nearly 3 million masks essential to the continuation of the activity.

More than 6,000 State-guaranteed loans granted by La Banque Postale

Over 6,000 loans guaranteed by the French State were granted by La Banque Postale to companies in 2020, of which 85% were professionals and micro-entrepreneurs. These loans represent a total amount of more than €1 billion.



Relieve pressure on cash flow for key players

During the health crisis, more than €350 million in short-term, zero-interest financing was granted to relieve the cash flow pressure of local authorities, health and solidarity players.

Supporting economic players



Collection and delivery of books

To support bookstore activity, La Poste has offered home collection and delivery of books from as little as €2. A system that supports local commerce and promotes local purchases, essential during the health crisis.



12,000 online shops

Ma Ville Mon Shopping, a subsidiary of Le Groupe La Poste, has supported retailers, craftspeople, local producers and restaurateurs by providing them with a local online sales platform including logistics delivery services at home by the postman or couriers of its Stuart subsidiary. La Poste has endeavoured to make its solution accessible to as many professionals as possible during the health crisis: free commission for retailers, free first deliveries, free subscriptions for local authorities, etc.

Supporting healthcare professionals, supporting research, delivering masks... Faced with the Covid-19 pandemic, La Poste has stepped up its support actions. Donations, digital solutions, financing: feedback on the commitment of an entire Group.

12 million French people

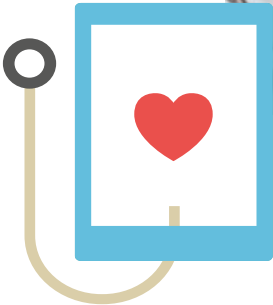
connected to maladiecoronavirus.fr, the most used e-health application in France, supported by the Digital Alliance against Covid-19 and co-developed by Docaposte. This service was made available free of charge from the start of the lockdown to better assess the severity of symptoms, and thus reduce the number of calls to emergency numbers such as the 15. It also allows everyone to follow the progress of the disease.



CNP Assurances is committed

Good meal for good care", this is the name of the programme for caregivers led by Fondation des Hôpitaux. In this context, CNP Assurances donated €100,000 to improve the daily lives of caregivers. Another initiative, a donation of €200,000 to support essential research efforts. An operation carried out as part of the Flash ANR Covid-19 call, launched by the French national agency for medical research.

Aiding healthcare players



Sourcecovid.fr

Launched in December 2020 by several players, including La Poste, the sourcecovid.fr website helps identify the sources of spread since the second wave of Covid-19 with the help of patients.

500,000 transparent masks

were delivered by Chronopost, in France (mainland France and overseas), in 17,000 establishments for young children and 3,500 homes for childminders. An operation conducted in association with the family allowance funds. The masks sent were manufactured by APF France handicap.



€1 million for Institut Pasteur

La Banque Postale organised a campaign to benefit Institut Pasteur. The principle was simple: €0.02 were deducted from each contactless transaction between €30 and €50. Result: nearly €1 million collected to support the work of researchers.





— 2020 —

Building the future together

Since 2014, the Group has never stopped changing to keep pace with evolving lifestyles. And, as has confirmed by the health crisis, La Poste is central to French people's daily lives. What will future developments be like? What new services are required to meet new expectations? How can we be useful to society as a whole? To shape the future, the new strategic plan "La Poste 2030, committed for you" was launched last February.

Let's imagine La Poste 2030

— To chart the road to the future, La Poste has chosen dialogue and consultation. This participatory approach, launched in September 2020, gave a voice to employees and customers, as well as to elected officials, associations and partners. These discussions highlighted La Poste's main assets for the present and for the future: regional coverage and human proximity. They were also an opportunity to express priority concerns: for all contributors, internal and external, the quality of service and the customer experience remain key issues, decisive for the future of the Group. This civic-minded approach, open to all, was one of the foundations for formulating the new strategic plan.

“La Poste of 2030 must be built while remaining useful to society as a whole, and in order to achieve this, it is essential to be attentive to the needs of all our stakeholders: employees, customers, elected officials, partners... All opinions are valuable in order to continuously improve and offer the services of tomorrow.”

Philippe Wahl, Chairman and CEO
of Le Groupe La Poste

Giving a voice to as
many people as possible

135,539

La Poste employees contributed to La Poste's participatory approach for 2030.

6,586

external contributors.

1

dedicated Internet platform, laposte.fr/2030, to identify the contributions of all citizens.

All stakeholders
consulted

7

meetings between Philippe Wahl and parliamentarians and associations of elected representatives.

60,000

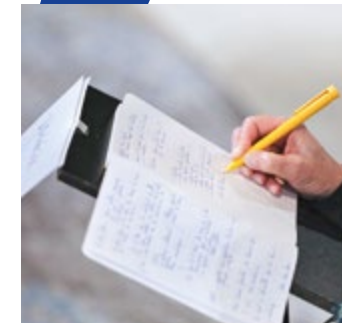
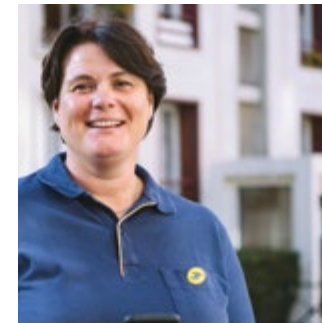
corporate customers invited by the Services-Mail-Parcels Business Unit to contribute to laposte.fr/2030.

48,000

professional banking customers, 40,000 associations, 3,000 suppliers, 600 start-ups, 200 tobacconists and 100 digital and innovation partners consulted by e-mail.

12

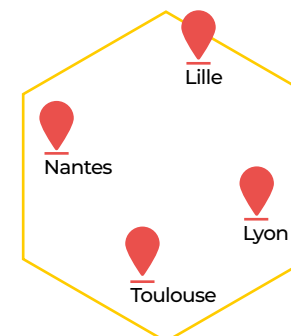
workshops on digital ecosystems in the regions.



Dialogue at the heart
of the regions

4

regional citizen conferences, organised in Nantes, Toulouse, Lyon and Lille.



Committed and proud
La Poste employees

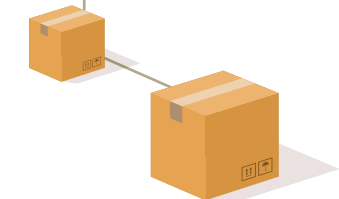
During these various consultations, La Poste employees expressed their views on what makes La Poste strong and makes them proud.

58%

of La Poste's employees mentioned visits by postmen to elderly people.

50%

of the Group's employees cited the largest electric vehicle fleet in the world.



1st

parcel transport network in Europe, thanks to Colissimo and GeoPost, highlighted by 23% of La Poste's employees.

Let's imagine La Poste 2030

And you,
how do you see
La Poste
in 10 years?

“We need La Poste to screen en masse and prevent old age dependency. Its local network will enable us to reach the people furthest from the healthcare systems.”

— Bruno, professor at
Gérontopôle de Toulouse

“La Poste must adapt not only to a new reality but also to multiple realities from one region to another. I almost have the impression that La Poste will have to tailor it from one city to another, from one department to another. I was also struck by the number of subjects that La Poste must master: the digital transition, personal services, new delivery methods, business services, etc.”

— Séverine, citizen trainer
in a public administration

“La Poste has an important role to play in this emerging new economy, as its business is at the crossroads of booming digital services – all those that can be easily automated and for which artificial intelligence brings speed and customisation – and local human services that we will need in the future.”

— Nicolas, entrepreneur and essayist

Our strengths for taking charge of the future

Six years of transformation: a solid foundation for action

From 2014 to 2020, La Poste underwent a considerable transformation. Two facets of the Group's business remain particularly emblematic of this progress: new services and international development. An evolution achieved by remaining faithful to its history and its businesses thanks to its multi-business model. This successful transformation gives it the strengths to look further ahead.

A real understanding of the challenges and customers

To successfully complete its transformation, La Poste has identified four major societal transitions: the regional transition (60% of the population live on the outskirts of the city, in small towns or rural areas and fear being neglected); the digital transition; the environmental transition; and the demographic transition (in 2030, the

over-60 will represent more than a third of the French population). A closer analysis of customer expectations that guides its strategy and future developments.

A “postal need” reinforced by the health crisis

La Poste's presence, proximity and services proved essential for both private individuals and businesses during the pandemic. The Covid-19 crisis has accelerated the trends that have shaped the Group's activities in recent years: digitisation of mail and banking, the surge in e-commerce and therefore parcel transport, etc. The mobilisation of La Poste's employees has strengthened the bond of proximity and trust with all audiences, especially the most vulnerable.

Let's imagine La Poste 2030

“La Poste 2030, committed for you”: a new chapter in La Poste’s history

Following the success of the 2014-2020 strategic plan “La Poste 2020: Conquering the future”, which was marked by diversification, internationalisation and revenue growth, La Poste is now opening a new chapter in its transformation with the “La Poste 2030, committed for you” strategic plan.

Towards a sustainable business model

This new strategic plan affirms a clear ambition for the entire Group: 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. This ambition comprises an essential objective, guaranteeing the solidity of the company: developing profitable growth drivers in promising markets. Only a sustainable business model can enable La Poste to continue its investments. And these are essential for the Group to be able to fulfil its missions and continue its diversification. To achieve this, “La Poste 2030, committed for you” is based on seven strategic priorities: serving customers at the highest level of quality; assert itself ever more present thanks to the combined power of physical, digital and human networks; accelerate the digital transformation, develop digital trust services, contribute to digital inclusion; commit to being a leader in the environmental transformation; become a company

with a mission; capturing international growth; reinforcing pride in being a postal worker via a new labour-management agreement and a new, more agile organisation. Seven axes that will guide all the actions of all teams.

Four transitions for the next ten years

Just as the verb “conquer” set the tone of the previous plan, the adjective “committed” is crucial in the definition of this new phase of development. With these seven priorities, La Poste wants to be useful to society as a whole, in order to support with relevant services the four transitions essential for the coming years: the demographic transition with the challenges related to the ageing of the population, the digital transition with the digitisation of society and the commitment to digital inclusion, the regional transition and the development of local dynamism and, finally, the environmental transition and challenges caused by global warming, air quality and waste treatment. With “La Poste 2030, committed for you”, the Group is setting a new course and reaffirming the relationship based on trust and proximity that binds it to all its customers around the world.

A company with a mission

Building on its historic public service missions, La Poste will become, with this new strategic plan, a mission-driven company with a clear 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.”

1

ambition

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.

1

objective

Develop profitable growth drivers in promising markets.

3

dynamics

1

Strengthen the foundation of the Group's historical activities and its public service missions.

2

Accelerate the development of its growth drivers.

3

Build tomorrow's growth by preparing new models.

These three dynamics will be deployed in each of the Group's five activities: logistics (mail, parcels, e-commerce services), bancassurance,

digital trust services, local services (including silver health) and its distribution network.

Our strategy

« La Poste 2030, committed for you »

7

strategic priorities

to achieve this objective

1 Serve customers at the highest level of quality, remain the preferred intermediary for customers and win new customers (professionals, young people, etc.).
Objective: 100% customer satisfaction.

2 Be ever more present, thanks to the combined power of its physical, digital and human networks, at the service of customers and development.
Objective: 150 million new

services provided by postmen per year by 2030.

3 Accelerate the digital transformation, developing digital trust services and contributing to digital inclusion.
Target: 100% of postal products and services intended for private individuals and professionals will be digitised and accessible via the Internet by 2025.

4 Commit as a leading company in environmental transformation and make it accessible to all.
Target: 100% clean delivery (zero or low CO₂ emissions) in 225 cities in Europe, including 22 French cities, by 2025 and thus invent responsible e-commerce. By 2023, La Banque Postale will double its outstandings in the financing of energy transition projects.

5 Become a company with a mission whose activity creates a positive impact for society, and proves its civic, social and societal responsibility.
Target: intensify the commitment as a responsible employer.

6 Exceed geographic boundaries by capturing international growth.
Objective: double the Group's international revenue between 2020 and 2030.

7 Strengthen the pride of being a La Poste employee, presenting a new labour-management agreement and a new organisation enabling agility.
Target: continue and intensify actions to improve the quality of life at work, stimulate professional development and strengthen training, particularly in digital technology.



Committed to always better serving our customers

The highest level of service quality is the top priority of the new strategic plan. Whether a private individual, a company or a local authority, the Group places the customer at the heart of its strategic plan.

La Poste is innovating to offer an intuitive and rewarding customer experience with personalised end-to-end support, whether through a physical or digital channel. It is committed to ensuring that the offer is accessible 24 hours a day, seven days a week, and a response to all requests within 24 hours. The Group's new signature, "simplifying your life", reflects this desire.

La Poste is aiming for 100% customer satisfaction.

To achieve this, monitoring the quality of customer service is one of the indicators managed by the Quality Department. Satisfaction when leaving post offices, NPS (quality of service measured) and recommendation rate for certain parcel and mail services, etc. These tools have been put in place to improve quality.



The label

Human for Client

was awarded in 2020 to the 3631 contact centres for the quality of their customer relations and their societal commitment.

93%

of customers expressed being satisfied when they leave the post offices.

Become the preferred bank of the French people

La Banque Postale's objective is to rank among the leaders in customer satisfaction by 2023 for remote services and by 2025 for all services. A challenge that the Bank will take up by relying on the creation of a Customer Experience Department.

WeStart, to meet the needs of young people

Ma French Bank has expanded its product range by launching WeStart, an account dedicated to 12- to 17-year-olds. A fully mobile service from La Banque Postale, accessible for €2 per month, secure and educational, perfectly suited to the expectations of parents to support their teenagers.

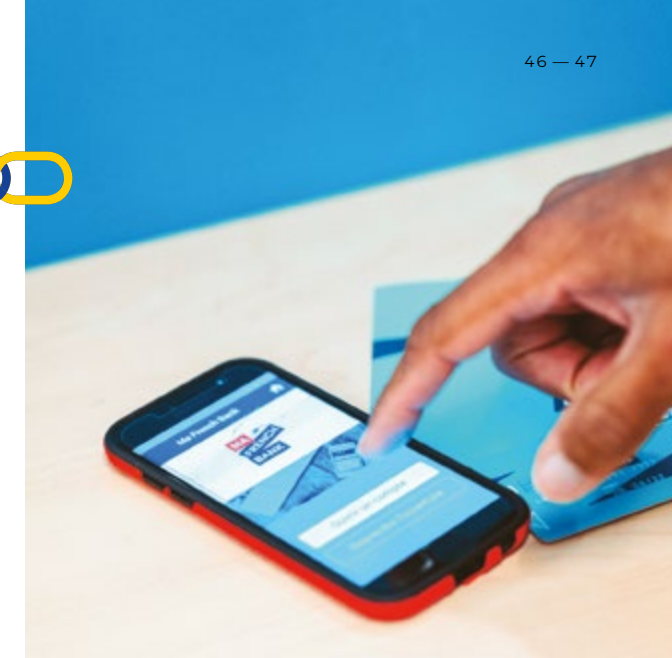
A short loop for processing complaints

"Knowing that our customer will be called back within 48 hours of filing a complaint is a real step forward."

Marine, customer service representative at the Cernon (39 - Jura) post office

From now on, customers can file their claims either at the post office, or by calling 3631, or online at laposte.fr.

Objective: provide a response to the customer within 48 hours. In 2020, the immediate processing of complaints was extended to 3,500 post offices.



A real-time locator

Processes and tools have been improved so that customers have access, on their desktop or mobile, and on Google, to schedules updated in real time at all local presence points, as well as the services offered there.

Quality of service measured

The Net Promoter Score (NPS) is a demanding and recognised customer recommendation indicator enabling La Poste to measure the quality of its mail, parcel and new services. Since 2020, the NPS has been applied to services delivered by postmen: mailbox delivery, Digital Identity.





Committed to being La Poste for all regions

La Poste will strengthen its presence and continue to imagine innovative responses to the needs of the regions to contribute ever more effectively to the success of public development policies.

A stronger regional footprint...

Already present alongside local authorities and all French people, La Poste wants to consolidate its footprint in the regions: increase the number of access points from 32,000 today to 40,000 by 2025. These include nearly 17,000 retail outlets (post offices, La Poste local postal agencies, La Poste Relais outlets) and 15,000 access points to a postal service (pick-up and drop-off points, business centres, lockers or even parcel drive-through).

La Poste will develop its postal services and roll out its value-added local services, particularly in the silver economy, health, regional services and the environmental transition (energy renovation assistance services, etc.).

... and reinvented

La Poste will also adapt its distribution network to new needs by strengthening partnerships and prioritising digital services for simple operations that do not require consulting. Tomorrow, the services offered in post offices will be accessible to French people through appointments with postmen within 24 hours from 2022, mobile sales forces, temporary offices, drives and trucks, etc., but also its online services (mobile, Internet).



Over
3 million
customers are in
physical contact with
La Poste every day.

493,000
jobs maintained in
France by La Poste and
La Banque Postale due
to their roles as
employers or buyers.

La Banque Postale
No. 1
in local authorities
financing.

Roanne (42 – Loire) Monitor road conditions

Geoptis carried out a road survey and provided an accurate audit of 44 kilometres of road network in the commune of Le Coteau. On the strength of its unique regional network and operating six days a week in all French municipalities, La Poste brings its logistical capacity to collect data with its cars and postmen.



Nouvelle-Aquitaine The postal coverage adapts

In Nouvelle-Aquitaine, several forms of mobile and seasonal postal coverage have emerged, such as the area dedicated to tourists in the La Rochelle post office. In addition, 24 temporary postal points have been added to the 28 coastal points deployed each year in the region.

Toulouse (31 – Haute-Garonne) A green loan for the metro

In February 2020, *Syndicat mixte des transports en commun toulousains* contracted a green loan of €70 million from La Banque Postale to finance the extension of line A of the Toulouse metro. A project that fully meets the eligibility criteria for green loans, under the energy transition and clean mobility heading.

Pays de la Loire Testing drive-through solutions

During the summer of 2020, several "drive-through" services were deployed in the Pays de la Loire region. Customers were able to deposit and withdraw

parcels, as well as registered letters. A new form of presence, specially developed to maintain continuity of service during the health crisis.





Committed to being La Poste for all regions

To create a positive impact on society and engage the entire local ecosystem, La Poste is developing a range of services that meet the needs of local authorities as well as retailers, VSEs and SMEs.

Local decision-makers are faced with a context marked by profound changes: ageing of the population, challenges of regional attractiveness, digitisation of services and relations with citizens, etc. 60% of the French population live in urban peripheries, in small towns or rural areas. Some regions feel isolated from economic development and are looking for solutions to maintain social and regional cohesion. To support this regional transition and to strengthen the economy and the attractiveness of the regions, as well as local retail, La Poste offers logistics, services and transport solutions. It does this by combining human proximity and technological maturity, physical and digital channels, bringing together economic, associative and public players.



Bourgogne-Franche-Comté Ma Ville Mon Shopping in support of retailers

"Having a storefront in the city centre is good. But digital technology has become necessary to reach customers who are at home."

Maud Zamo, shopkeeper in Auxonne

Created in 2017, Ma Ville Mon Shopping has become the leading local consumer platform (with 4,000 signatory cities, 12,000 shops and 170,000 products online). Many traders in the departments of the Bourgogne-Franche-Comté region have already adopted this service.



Germaine (51 – Marne) Encourage the rebirth of rural areas

La Poste supports initiatives that reinforce economic dynamism in rural areas by being a partner of the rural solidarity award for ten years. For example, it has raised €7,000 for the association Le Cerf à 3 pattes, which manages a rural third place, consisting of a shop with fresh and local products, a bistro and activities for residents.

Solutions adapted to seniors

In Haute-Garonne, the municipalities of Beaumont-sur-Lèze, Colomiers and Cugnaux tested ICOPE, a programme to prevent the loss of autonomy of the elderly. An initiative carried out in partnership with the GÉrontopôle of the Toulouse university hospital centre and the Ministry of Health. Five postmen were trained by the Toulouse university hospital to visit seniors' homes and carry out capacity assessments (memory, mobility, nutrition, vision, hearing, etc.).

Poste Immo will launch a first series of serviced senior residences (RSS) by 2022-2024. Brest, Châteauroux, Saint-Étienne, Auch, Villefranche-de-Rouergue and Amiens will be initial achievements, as part of Le Groupe La Poste's development strategy for the silver economy.





Committed to accelerating the environmental transition

Committing as a leading company in the environmental transformation: this is the third strategic priority of the new “La Poste 2030, committed for you” plan, by setting ambitious targets for net emission reductions.

A 4-part carbon policy

Since 2019, Le Groupe La Poste has been the first postal operator to be 100% carbon neutral⁽¹⁾. Its ambition is to maintain carbon neutrality in all of its activities by focusing on four priority objectives: designing offers with a reduced carbon footprint; measurement of all GHG emissions; reduction of its carbon footprint related to its activities; offsetting of residual GHG emissions.

Zero-emission products and services

To achieve its carbon targets in each activity, the Group now favours products and services designed to achieve zero net emissions. GeoPost is committed to 100% clean delivery in 225 cities in France and in Europe by 2025. With its all-SRI financing offer, La Banque Postale is the first financial institution to be on the path to the 1.5 °C of the Paris Agreement.

(1) Carbon neutrality obtained by offsetting all Group emissions in scopes 1, 2 and 3 (transport outsourcing) after reduction of emissions, the intensity of which is compatible with the achievement of the Paris Agreement target.

(2) Result obtained when, once emissions have been reduced to their strict minimum (including portfolio emissions), the remainder is neutralised by offsetting projects aimed at reducing or storing carbon.

30%

reduction in GHG emissions by 2025.

Zéro emission

La Banque Postale is committed to achieving zero net emissions⁽²⁾ of carbon in 2040 across all of its banking activities.

Since

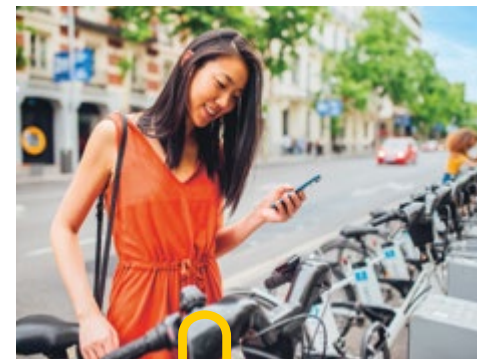
2012

the mail, parcel (Colissimo), express (GeoPost/DPDgroup) and digital offers are carbon neutral.



The Greater Paris region (Île-de-France) Promote ecomobility

In the area of ecomobility for people, the Group is the operator of the deployment of 20,000 electrically-assisted bicycles (VAE) for Île-de-France Mobilités.



Paris (75) Low-carbon logistics

Chronopost delivers the entire city of Paris with clean electric vehicles, which has reduced the GHG emissions from deliveries by 87%. This delivery method is now extended to 18 other cities, including Lyon, Strasbourg, Bordeaux, Lille and Nantes.



Nantes (44 – Loire-Atlantique) Self-consumption under study

Since 2017, Poste Immo has launched experiments to study photovoltaic self-consumption. Out of ten self-consumption experiments studied in 2019, two projects received administrative authorisations (Nantes HP and Boulazac) and entered the construction phase in 2020.

Zoom

Adapted to changing consumption patterns in dense urban areas, Stuart enables extremely fast and environmentally friendly deliveries. The ambition of the subsidiary is to eventually offer 50% pedestrian deliveries and 50% via the K-Ryole solution (a bicycle capable of carrying more than 100 kg of load).

Dieppe (76 – Seine-Maritime) A green loan for rainwater management

In the autumn of 2019, the Dieppe urban community took out a green loan for the renovation of a rainwater collector. This responsible financing method by La Banque Postale completes the range of green loans that already exist for private individuals and has recently been offered to businesses.

Grand Est A certified energy management system

Thanks to the energy management system project, 196 buildings in France obtained ISO 50001 certification, including 14 in the Grand Est region. This demanding certification crowns

the proactive approach anticipating the Élan Act, which sets a 40%-reduction target for the final energy consumption by office buildings of more than 1,000 m² by 2030.



Committed to a more inclusive society

— Civic-minded and inclusive, La Poste aims to be accessible to all audiences. Present in all regions, it combines digital and physical channels to serve all its customers, especially the most vulnerable.

La Poste for everyone

La Poste is improving access to its services. In 2020, 80.5% of post offices – i.e. 2.5 percentage points more than in 2019 – were accessible to disabled people. The accessibility of La Banque Postale's ATMs for the blind or visually impaired increased by 8 points in one year, to 90.8%.

Banking for everyone

La Banque Postale ensures banking accessibility with the Livret A savings account, which enables more than 1.5 million disadvantaged or excluded customers to have their social security benefits domiciled there. In 2020, La Banque Postale welcomed nearly half of the financially vulnerable people (around 1.6 million customers).

Digital technology for everyone

Le Groupe La Poste's ambition by 2025 is to detect and train up to 1 million people excluded from digital technology per year. Its social and digital inclusion plan, giving customers independent access to essential banking services, was recognised by PostEurop as one of the most innovative initiatives in terms of CSR in 2020.

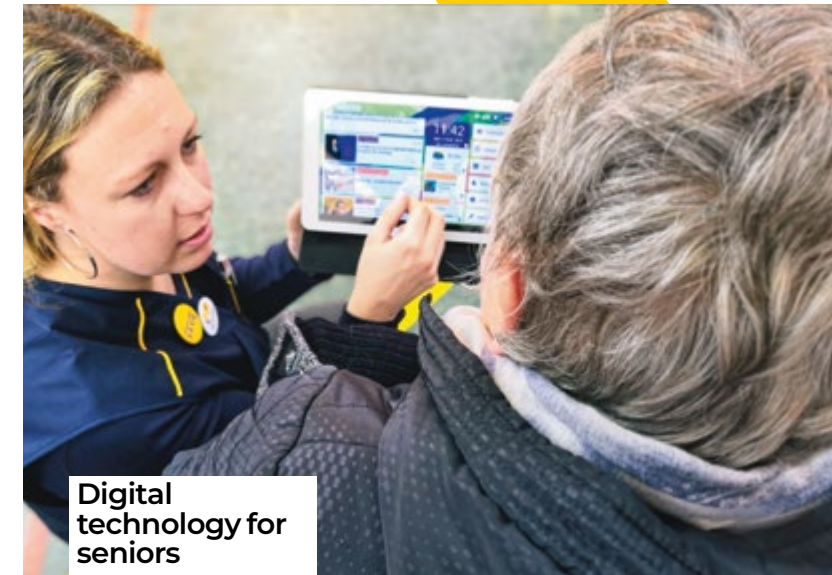
Better serve isolated customers

In rural areas in 2020, 1,003 postmen-counter clerks shared their working time providing postman services and customer management services. They thus guarantee an easy presence and access to services.

Employment for all

With its proactive inclusive purchasing policy, La Poste supports the disabled and sheltered sector.

Close to
25,6 M€
in responsible and socially inclusive purchasing in 2020.



Digital technology for seniors

70,000 seniors benefit from digital services thanks to the Ardoiz tablet, a tool with simplified ergonomics and adapted to seniors created by the start-up Tikeasy.

The municipal social action centre in the small town of Mathay was able to purchase 13 Ardoiz tablets in partnership with the postal agency. During "connected cafés", postmen helped elderly people experiencing difficulties with digital technology.

Evaluate, guide and train

The social and digital inclusion plan assessed the digital skills level of 50,000 customers in more than 500 offices. Nearly 3,300 people in a situation of digital illiteracy were guided and trained.



Digital self-service

La Poste provides its customers with digital equipment in some post offices (MSAP, France Services) but also in local postal agencies for free and secure access to the most useful administrative procedures. 80,000 people are supported by La Poste employees each year in their online administrative procedures.





Committed to a more inclusive society

Despite the Covid-19 crisis and the cancellation of several events, La Poste remained active with its partners, prioritising digital solutions. These are important commitments that illustrate La Poste's desire to be useful to all and to show solidarity with society as a whole. Description of some emblematic actions.



All referees!

Without referees, no matches are possible. Since 2007, La Poste has been involved in an original programme to support and promote the 58,000 elite referees and fans of football, rugby, handball and basketball. This system reflects the Group's desire to use its skills and energy to serve a cause of general interest in line with its values.

A historic partnership with the French Red Cross

Since 1914, La Poste has supported the French Red Cross through the sale of collection stamps including a donation of €2 per stamp book. This year, a work by the painter Robert Delaunay was honoured.

In 2020, La Poste's contribution to the French Red Cross amounted to **€1,370,000**.



Supporting students in difficulty

La Poste supports the action of Réseau des Écoles de la 2^e Chance (the network of Second chance schools), a historical partner. In the same vein, L'Envol, the La Banque Postale campus, supports students from modest backgrounds. In 2020, 83 students in the societal sponsorship programme obtained their baccalaureate; with a rate of 100% obtaining the general, technological or professional baccalaureate diploma.

"Being involved with L'Envol means supporting young people to help them grow and gain self-confidence. It is very rewarding and a source of great satisfaction. My role as a sponsor? Neither a kind of mother, nor a kind of teacher, but someone who is always there to support them with kindness, only in the interest of the young person and according to their needs."
Laurence Biguenet, sponsor of L'Envol since 2016



"Pièces Jaunes" operation: a 100% digital edition

Faced with the health context, the "Pièces Jaunes" operation reinvented itself and went 100% digital. La Poste, a long-standing partner in this operation, renewed its involvement alongside Fondation des Hôpitaux.



Mobilised since 1987 for the Téléthon

In 2020, Le Groupe La Poste handled the correspondence from donation centres; disseminated appeals for generosity in letter boxes; offered, online, a stamp with donation in the colours of the Téléthon; and mobilised customers of La Banque Postale as well as its KissKissBankBank and Goodeed subsidiaries.

In 2020, the Group made an exceptional contribution to the solidarity chain by donating **€683,585** to AFM for research against genetic diseases.

2020 and tomorrow... Alongside La Poste employees

Because all transformation is first and foremost human, La Poste places employees at the heart of the company's development and supports them throughout their professional development. It endeavours to implement a dynamic social policy, which was embodied, between 2015 and 2020, in the employee agreement "A future for every postal worker".



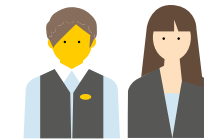
Quality of life at work, as a priority

To ensure the quality of life at work for all postal workers, La Poste's priority is to protect their health and guarantee their safety, which took on a special dimension during the health crisis, as postal workers were on the front line, mobilised to meet customer needs and ensure business continuity. The Group has deployed the preventive measures put in place by the public authorities in conjunction with the health authorities and with the support of all of its occupational health services. At the height of the crisis, nearly 40,000 postal workers were able to benefit from a teleworking system. From March 2020, sustained social dialogue in particular allowed the signing of successive employee agreements to guarantee the compensation of 100% of La Poste's employees placed in partial activity (vulnerable people and childcare providers).

Sustained social dialogue

66 national employee agreements signed since 2015 for the benefit of employees, their jobs and their working conditions, of which **14 were signed in 2020**.

The actions to prevent occupational risks and accidents at work continued in 2020, as well as the measures to prevent psychosocial risks and manage incivility in business lines in contact with customers. Because an active policy of social services contributes to the quality of life at work, an average of €200 million has been devoted each year to social services (leisure, children, catering, solidarity) over the five years of the agreement.



Gender equality

52.5%⁽¹⁾

women in the workforce.
94/100: La Poste's result
on the gender equality index.



New hires

11,167

employees hired on permanent
contracts within the Group in France
in 2020.

La Poste, a responsible employer



Integration of young people

4,541⁽¹⁾

work-study students and 2,756 interns,
including 12% of trainees from urban
priority areas.



Job quality

94.4%⁽¹⁾

permanent contract staff.



Disability

7.74%⁽¹⁾

disabled people benefitting from
the employment obligation (BOE).
With this rate, La Poste exceeds
the statutory BOE rate set at 6%.



Quality of life at work

6,403⁽¹⁾

employees benefit from teleworking
and 40,000 postal workers
worked remotely at the height
of the health crisis.

(1) La Poste parent company scope – data for 2020.

Training and mobility, key to the employment of La Poste employees

With the acceleration of the changes in the economic environment, changes in activities and new customer needs, La Poste is continuing to adapt and strengthen its commitment to the professional development of its employees.

A massive training effort

Over the five years of the “A future for every postal worker” employee agreement, La Poste has invested more than €1 billion in supporting the professional projects of postal workers. 80% of employees received training each year. Over five years, nearly 50,000 of them have benefitted from a qualifying pathway to support them in the development of their profession. In addition, the health crisis has accelerated the development of the fully digital training offer with more than 130,000 e-training courses attended in 2020. These individual training offers are regularly enriched with new topics such as artificial intelligence, tutoring, collaborative work and barrier gestures.

A dynamic of professional development

To build La Poste of the future with the employees of today, La Poste offers career paths to recruiting jobs, matching the needs of employees with the needs of the company. It does this by developing the employability and mobility of employees at all levels of the company, between the parent company, the Group's Business Units and subsidiaries. This dynamic of internal mobility is facilitated by those involved in professional development in the regions and a better visibility of the jobs that are recruiting. In addition, every year, since the employee agreement of 2015, one in ten employees has been promoted, including 18,329 in 2020.



20,000

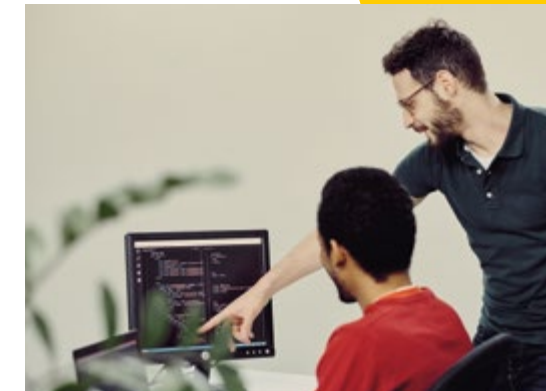
This is the number of employees, on average, who have benefitted from a professional development each year since 2015.

More experts in e-commerce

To support the growth of e-commerce, La Poste is modernising its logistics and industrial network. It offers employees enhanced professions focused on missions requiring more expertise and autonomy: team member specialist, team manager and processing supervisor, etc. A transformation of professions in phase with that of the company.

More coders, more cybersecurity specialists

Thanks to the partnership concluded with simplon.co, any La Poste employee can, once selected and following a training period in a work-study programme, obtain the diploma of designer-developer or cybersecurity analyst. In 2020, 26 employees took one of these routes. All completed their course at the end of 2020 and joined the departments in which they had studied.



More employees trained in artificial intelligence (AI)

Thanks to the “Objective AI” e-training course created by Institut Montaigne and OpenClassrooms, and supported by La Poste, 25,000 La Poste employees will be trained in AI over two years. Objectives:

through the discovery of concrete projects, to better understand AI, to be aware of the professions of the future, to adapt to new professional equipment and, at the end of the training, to obtain a skills validation certification.



More support from workers to seniors

To support the development of local services, La Poste is experimenting with a new support activity. Employees trained in gerontology will be dedicated to providing personalised care for seniors at home, in addition to the work of professionals and local associations.

The mentor will also provide technical support in the homes of the seniors he or she visits (digital mediation, remote assistance, home automation) and arrange delivery of medicines or cultural goods, as needed.



Committed to create new prospects for employees

— The new employee agreement for 2021-2023, entitled “La Poste, committed to employees”, supports the strategic plan “La Poste 2030, committed for you”.

By strengthening its HR policy, La Poste is committed to quality employment for its employees, based on the development of skills and career paths as well as quality of life at work. La Poste is thus giving itself the means to offer professional prospects to each employee within the company and to exclude, for the duration of the agreement, any forced departure scheme.

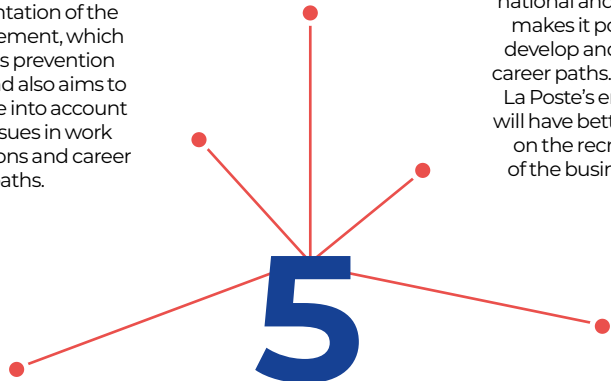
The purpose of the agreement is to enable all employees to understand the future serenely, while forming profiles in line with current and future challenges. La Poste wants to promote internal mobility. Thus, an investment of €200 million will be spent each year on training to foster the professional development of employees. No transformation is possible without an involved and unifying management that aims to adapt management methods towards greater cooperation and cross-functionality in order to offer better services to La Poste’s customers.

1
Enhance quality of life at work, preserve health and safety at work for employees

First orientation of the new agreement, which reinforces prevention actions and also aims to better take into account health issues in work organisations and career paths.

2
Conduct prospective employment management

The anticipation of positions to be filled at national and local level makes it possible to develop and diversify career paths. As a result, La Poste’s employees will have better visibility on the recruitment of the business lines.



5 priority guidelines

3
Facilitate professional mobility and career paths

The fluidity of internal employment is one of the aspects of this new agreement. It should enable everyone to experience several developments during their career. It takes into account the workplaces and residences of the employees, to propose opportunities and developments nearby.

4
Develop skills and training offer

Training is central in the agreement and concerns all business lines and Business Units. To enable all La Poste employees to master the digital uses necessary for their work and daily life, La Poste is setting up Cap Compétences Numériques, a personalised training programme.

5
Pursue socially responsible actions

Integration of young people, recruitment, promotion of skills-based sponsorship in the social and solidarity-based economy. The new employee agreement maintains and strengthens its socially responsible actions.



— Profile — of Le Groupe La Poste

2020 was marked by the health crisis and numerous operational challenges, but also by decisive achievements for the Group's future.

Continuation of the transformations, consolidation of the multi-business model, completion of the large public financial group, etc. Quantified assessment of a very particular year ending the 2014-2020 strategic plan.

Highlights of 2020

5

business lines

The multi-business model structures La Poste's business lines into five Business Units.

Services-Mail-Parcels

The Business Unit supports the growth of e-commerce and develops new local services for private individuals, businesses and local authorities, drawing on the support of 65,000 postmen.

La Banque Postale

La Banque Postale offers a comprehensive range of simple, useful and transparent banking and insurance products and services at a reasonable price to more than 10.5 million active customers.

GeoPost/DPDgroup

Specialist in the express delivery of parcels under 30 kg across the world, GeoPost/DPDgroup is present across 49 countries via its subsidiaries DPD, Chronopost, SEUR and BRT.

La Poste Network

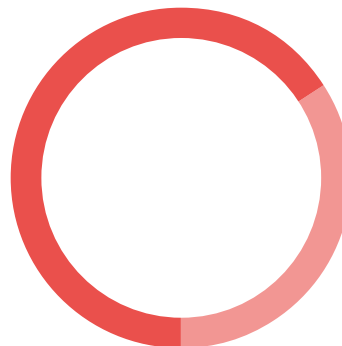
The first local human network in France with nearly 17,000 retail outlets, the La Poste Network offers the Group's products and services, which are useful for its customers' projects and for the economic development of the regions.

The Digital Services Business Unit

It markets online services and digital offers through its subsidiaries Docaposte and LP11 (subsidiaries dedicated to Le Groupe La Poste's data and AI activities). It steers the Group's digital transformation and develops services on behalf of the other Business Units.

A fully public company

66%
Caisse
des dépôts



34%
French State

Key figures for 2020

31.2
billion
in revenue.

40%
of revenue generated
internationally.

18.7%
Mail share
in revenue.

249,000
employees.

80%
of employees trained.

27
million
local services provided.

2.3
billion
parcels delivered.

280,000
Ma French Bank customers.

5.5
million
smart and secure
Digiposte mailboxes.

27%
electric vehicles excluding trolleys and bicycles.

FINANCIAL PERFORMANCE

Growth of revenue in 2020

2020: a decisive year in the Group's transformation, which has accelerated due to the health crisis. The health crisis reinforced the trends that were impacting the Group's business model: the fall in mail volumes, the sharp increase in parcel and express volumes in a context of a boom in e-commerce and an increase in the digitisation of society.

Revenue

2020 €31,185 million
I.e. +20.0% and +4.4% at constant scope and exchange rates

2019 €25,983 million

Operating profit/(loss)

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

2020 €3,149 million
-€1.3 billion before consolidation of CNP Assurances

2019 €889 million

Net profit/(loss), Group share

2020 €2,084 million
-€1.8 billion before consolidation of CNP Assurances

2019 €822 million

Equity attributable to owners of the parent

2020 €18,247 million
+€7.0 bn due to the transaction contribution of CNP Assurances shares

2019 €12,624 million

Net debt

2020 €8,802 million

2019 €6,462 million

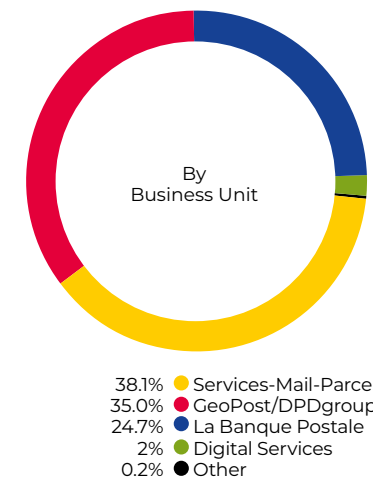
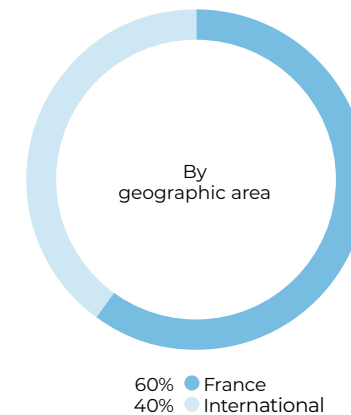
Net debt/equity

2020 0.48

2019 0.51

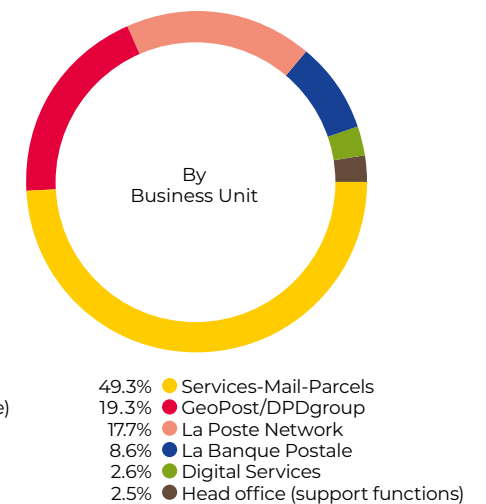
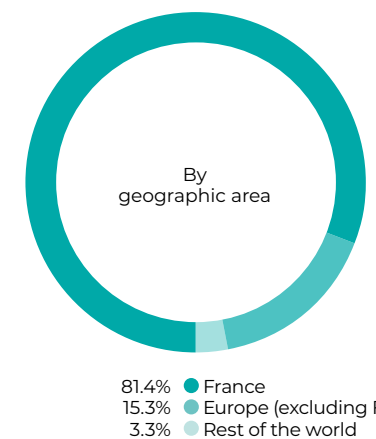
Breakdown of the Group's revenue

€31.2 billion
in revenue



Breakdown of the Group's workforce

248,906
employees⁽¹⁾



(1) Full-time equivalents on average.

FINANCIAL PERFORMANCE

Operating
performance
by activity

— The La Poste Network Business Unit brings together the sales and distribution of Le Groupe La Poste's products and services to retail customers and its telephony offer under the La Poste Mobile brand. Its revenue is reflected in the internal invoicing of the services provided by the La Poste Network on behalf of the other Business Units.



Revenue

2020 **€12,156** million

2019 €12,376 million

Operating profit/(loss)

2020 **-€1,137** million

2019 €410 million

Supporting the growth of e-commerce and developing new local services for private individuals, businesses and local authorities, using the support of the 65,000 postmen.



Revenue

2020 **€11,041** million

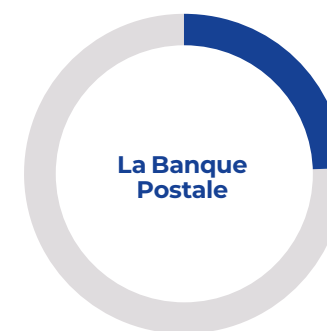
2019 €7,768 million

Operating profit/(loss)

2020 **€739** million

2019 €379 million

Major acquisitions in Europe and Asia, growth in volumes and development of services, particularly in sustainable urban logistics.



Net banking income

2020 **€7,724** million

2019 €5,647 million

Operating profit/(loss)

2020 **€4,464** million

2019 €820 million

Integration of CNP Assurances, consolidated sales momentum through a diversification strategy to prepare the Bank to grow internationally.



Revenue

2020 **€799** million

2019 €697 million

Operating profit/(loss)

2020 **-€48** million

2019 €10 million

Major acquisitions in business services.

SOCIETAL PERFORMANCE

Societal commitment, a vector of development

Le Groupe La Poste's social, societal and environmental commitment is reaffirmed and enshrined at the heart of the new strategic plan "La Poste 2030, committed for you", with the ambition to be a group with a positive impact on the environment and society.

Environmental transitions


100%

Le Groupe La Poste, the leading 100% carbon-neutral postal operator⁽¹⁾.

€180 million

in revenue from new services for the energy and environmental transition.

-22%

reduction in GHG emissions from La Poste's activities since 2013.

111,000

tonnes of materials collected by Recygo and Nouvelle Attitude, sent for reuse and recycling.

27%

electric vehicles excluding bicycles and trolleys.

850

tonnes of construction waste collected for recycling with 100% traceability, on four sites managed by Poste Immo.

76/100

The best CSR rating worldwide awarded by the non-financial rating agency Vigeo Eiris.

10,000

postal buildings managed by Poste Immo have been supplied with 100% renewable electricity since 2016.

225

cities in Europe delivered 100% in clean mode by 2025.

Social and regional cohesion


97%

of the population within 5 km or 20 minutes by car from a La Poste retail outlet.

€525 million

consolidated revenue in new services for sustainable regions.

€25.6 million

in purchases from the disabled and sheltered sectors.

493,000

jobs supported directly and indirectly by La Poste and La Banque Postale as employers and buyers in the regions.

935,000

French Highway Code exams taken at La Poste in 2020.

100%

of eligible funds labelled SRI at LBP AM.

Ethical and responsible digital services


12 million

connections to the website www.maladiecoronavirus.fr, drastically reducing the number of calls to the 15 (-80%).

524

post offices involved in the digital inclusion programme.

5.5 million

digital, smart and secure Digiposte mailboxes open at the end of 2020.

80,000

people assisted each year in their online administrative procedures.

(1) 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.

SOCIETAL PERFORMANCE

Social indicators⁽¹⁾



Acting for skills development

2020	79.7%
2019	80.3%

Change in the proportion of people who took at least one training course.

Improving health and safety at work

2020	19.91
2019	24.66

Change in the frequency rate of workplace accidents with lost time.

Promoting the integration of young people into professional life

2020	4,541
2019	4,583

Change in the number of new apprenticeship and professionalisation contracts signed.

Promoting gender equality

2020	51.50%
2019	50.65%

Change in the proportion of women in management.

Promoting the retention of older workers

2020	32%
2019	31.6%

Change in the proportion of people aged 55 and over in the permanent workforce.

Acting for the employment of disabled people
The leading employer in France for disabled people

2020	7.74%
2019	7%

Change in the percentage of these beneficiaries.

Le Groupe La Poste is committed to providing high-quality employment for employees working in the company and for new employees. In order to continue its responsible development in a rapidly changing environment weakened by the global health crisis, La Poste is accelerating the transformation of its activities and its businesses to meet the new needs of its customers and to remain a major player in our society.

Quality indicators: commitments customers



The year 2020 was marked by the impact of the health crisis on post office reception capacities (application of barrier gestures and the measurement within spaces, in particular) and customer services. However, in this context, the results in terms of customer perception and handling of mail-parcel complaints, although showing a slight decline, remained at very high levels of quality.

Improving the quality perceived by our customers in post offices

2020	93%
2019	95%

Overall satisfaction at the end of the post office visit.

Improving the handling of customer complaints (annual consolidated results)

2020	94.40%
2019	95.50%

Change in the rate of processing of complaints in less than 15 working days.

The widespread use of mail and parcel claims processing in a “short loop”

Following the testing of mail and parcel claims processing in a “short loop” in 2019, which was popular with customers and postal workers, La Poste has been gradually rolling out as well as the customer call-back within 48 hours. This system, which facilitates customer care and provides them with a rapid and personalised response, will be rolled out in the second quarter of 2021 in all post offices and business centres throughout France.

(1) Scope: La Poste parent company.

Le Groupe La Poste's business model

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

CHANGES IN SOCIETY

Digital transformation

Disruption of business processes, customer relationships, employee work methods

Environmental transitions

Climate change, air quality, conservation of resources and biodiversity, waste management

Transformation of regions

General societal movement of "relocation"

Demographic transition

Nearly one quarter of the European Union population will be over the age of 65 in 2030

CHANGES IN LE GROUPE LA POSTE'S ACTIVITIES

Sustained low levels of interest and inflation

Significant decrease in mail volumes in connection with digitisation

Accelerated growth in parcels driven by the explosion of e-commerce

OUR RESOURCES

Human resources

- 249,000 employees, of which 18.6% internationally including 10,000 in IT professions (data/AI)

Industrial capital

- Over 3,400 processing centres, distribution platforms and depots
- Over 92,000 vehicles, 27% electric vehicles excluding bicycles and trolleys
- Over 11,000 buildings throughout the entire territory, supplied at 86% in electricity from renewable sources
- Digital infrastructures

Societal and relationship capital

- Close to 17,000 retail outlets
- Over 50,000 pick-up points in Europe
- laposte.fr: one of the most visited sites in France, 29 million unique visitors per month
- Digital identity certified by the French national information systems security agency (ANSSI)

Financial capital

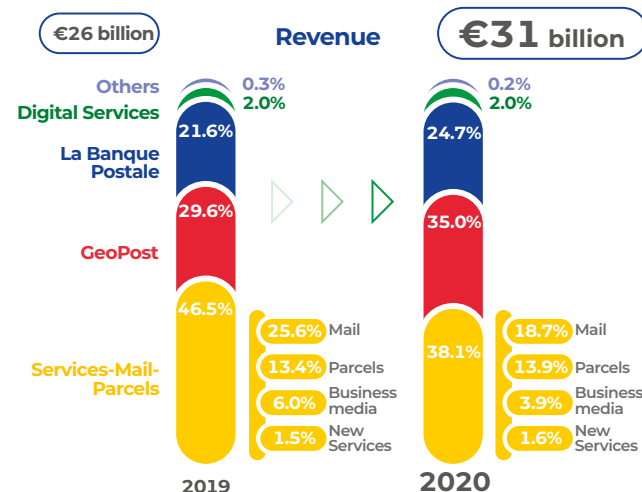
- Stable and long-term shareholding (100% public capital)
- €18.2 billion in equity
- A/A+ financial rating

Intellectual capital

- Trusted image
- Brand portfolio
- Innovation

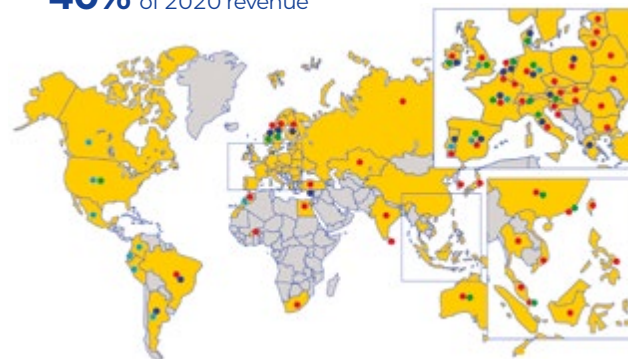
For further details on the key performance indicators mentioned, see the methodological note on extrafinancial indicators in Appendix 2 of the Universal Registration Document 2020.

A multi-business model



International development

40% of 2020 revenue



Countries where Le Groupe La Poste operates at the end of 2020

● Docaposte
● GeoPost
● Asendia
● La Banque Postale and CNP Assurances

La Poste 2030, committed for you

Customer: Strengthening the passion for serving customers at the highest level of quality, remaining the customer's preferred intermediary and winning over new customers (professionals, young people, etc.)

Presence: Increasingly present, thanks to the combined power of its physical, digital and human networks for development

Digital: Accelerating the digital transformation, developing digital trust services and digital inclusion

Green: Committing as a company leader in the environmental transformation and making it accessible to all

Citizen: Becoming a company with a mission whose activity creates a positive impact for society, and demonstrating our civic, social and societal responsibility

International: Going beyond geographical borders by capturing international growth

Labour management agreement (Le pacte social) and managerial culture: Strengthening pride in being a postal worker, presenting a new labour-management agreement and a new organisation allowing agility

4 modernised public service missions



Universal postal service



Press transport and delivery



Regional planning



Banking accessibility

OUR VALUE CREATION

For the planet

- Climate strategy in line with the Paris Agreement (+1.5 °C)
- Deployment of low-carbon urban logistics
- Close to 111,000 tonnes of materials collected for recycling and reuse
- Assets under 100% SRI management

For the regions

- Local public sector financing
- 97% of the population less than 5 km or 20 minutes by car from a contact point in Europe
- 493,000 direct, indirect and induced jobs sustained in France

For our customers

- 18 billion items delivered in 2020
- 1.5 million customers benefitting from the banking accessibility mission
- 39 million non-life policyholders and 12 million life policyholders
- Digital parcel and mail tracking

For our employees

- 94.4% permanent contracts
- Gender parity promotion programme
- 80% employees trained
- 14 national employee agreements and amendments
- High level of employee commitment

For our suppliers

- 84% of suppliers and subcontractors are SMEs

For our shareholders and investors

- Recognised non-financial performance
- Commitment to maintain our financial rating

Strategic plan “La Poste 2030, committed for you”

Find out more about the broad lines of the strategic plan “La Poste 2030, committed for you”.

LA POSTE
2030
ENGAGÉE
POUR VOUS

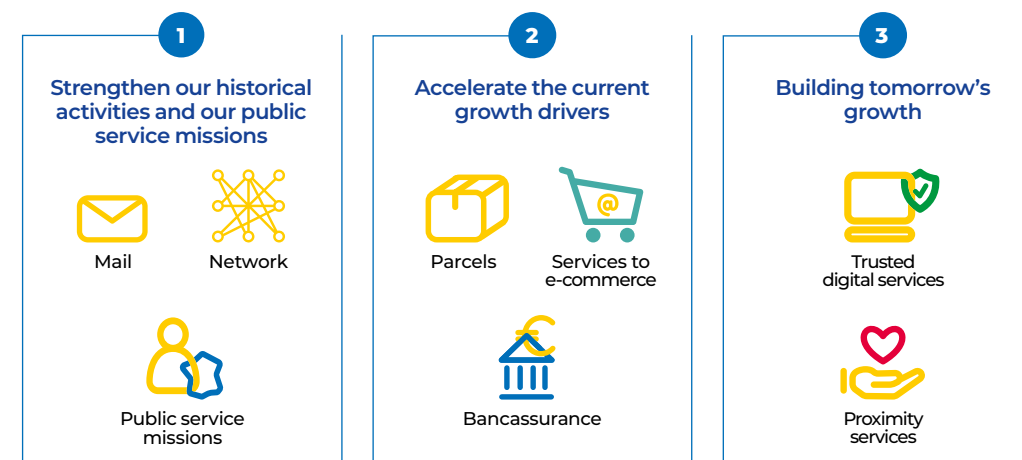
Our ambition

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.

Our 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.

Our 3 dynamics



Our 7 priorities





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