MEASURING OUR IMPACT

In a challenging economic climate, La Poste Groupe posted resilient financial results thanks to its strategic model, as well as its impressive non-financial performance. La Poste Groupe now closely links financial and non-financial performance when reporting on its activities and its results, since these factors contribute in equal measure to value creation and the group's ambition to make a positive impact for the benefit of all.

Please see the 2023 Universal Registration Document for further information



P. 70— A business model that creates value
P. 72— A model for creating sustainable and shared value
P. 74— Financial performance
P. 76— Ratings
P. 77— Non-financial performance



A business model that creates value

CHANGES IN SOCIETY
Digital transition · Environmental and energy transition · Regional transition · Demographic and social transition

MACROECONOMIC DEVELOPMENTS
High inflation · Slower growth · High interest rates

STRUCTURAL SHIFTS IN OUR BUSINESSES
Lower mail volumes · Lower post office footfall · Slower growth in parcel volumes · Mounting environmental constraints

OUR RESOURCES

Human capital
- **232,700** employees, including: **22.9%** outside France close to **10,000** in IT businesses (data/AI)

Industrial and commercial capital
- Nearly **107,000** vehicles, **37%** of which are electric[1]
- More than **11,000** buildings France-wide, **89%** of which are powered by renewable electricity
- Digital infrastructure (hosting, data lakes)
- La Banque Postale: **11th** largest bancassurer in the eurozone[2]

Social and relational capital
- Number 1 network of local, human and digital services in France
- **108,000** pick-up points in retail outlets and lockers worldwide
- RFAR-labelled responsible purchasing and supplier relationships policy[3]
- **Doubling** of the number of La Poste digital identities certified by ANSSI in 2023[4]

Financial capital
- Stable, long-term ownership structure (100% public capital)
- **€22.4bn** in attributable equity

Intellectual capital
- Image of trust, proximity
- Brand portfolio
- Innovation (e.g., 3 venture capital funds: La Poste Ventures, 115K and Open CNP)

[1] Light commercial vehicles, Staby, e-bikes, trolleys and trucks.
[2] Source: Total 2022 assets reported by a panel of 20 eurozone banks.
[3] Responsible Supplier Relationships and Purchasing Label obtained by La Poste SA and three subsidiaries.
[4] French National Information Systems Security Agency.

La Poste 2030, committed for you

La Poste was the first public-sector company to define its PURPOSE and become a MISSION-LED COMPANY.

A compelling purpose
"Serving all, useful to everyone, La Poste is a people-oriented company with a local presence that develops exchanges and builds essential links by contributing to the common wealth of society as a whole".

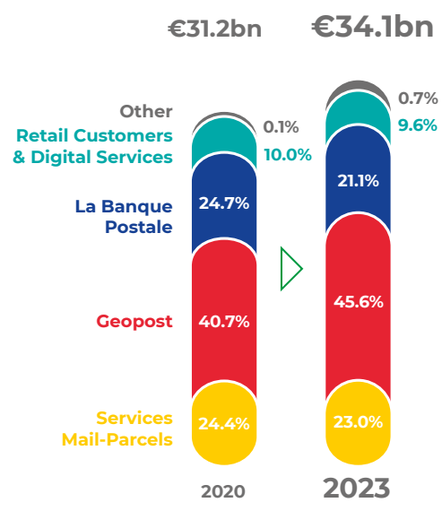
Four development dynamics driven by the business lines
- **Consolidate the group's core historical activities** mail, network, and public service missions
- **Accelerate the group's growth drivers** – logistics and bancassurance – by adapting to market trends
- **Lay the foundations for future growth** based on digital trust and local human services
- **Increase demands in terms of profitability and critical mass** Closer monitoring of performance indicators and enhanced risk management

Four cross-cutting levers for action
- **Customer priority** Serve customers with the highest level of quality
- **Social and environmental commitment** Engage as a leading company in the environmental transformation and provide proof of our corporate citizenship
- **Digitalisation and innovation** at the heart of the group's transformation as drivers of efficiency and value proposition
- **Labour-management agreement and management culture** with the support of postal workers

An objective of profitable and responsible growth
Achieve an economically self-sufficient and sustainable model

A multi-business model

Revenue



44% of revenue generated internationally in 2023

4 modernised public service missions

- Universal postal service[5]
- Press transport and delivery
- Regional development
- Accessible banking

[5] With the launch of the new mail range as of 1 January 2023, for example.

OUR VALUE CREATION

For the planet
- Carbon pathways of businesses in line with the Paris Agreement (1.5°C)
- La Banque Postale: 1st European bank with a validated SBTi pathway
- Close to **87,000 tonnes** of material collected for recycling and reuse

For regions
- **97%** of the population in France located within 5 km or 20 minutes by car from a contact point
- **€4.5bn** in annual loan originations with local authorities
- **444,000** direct, indirect and induced jobs in regions

For our customers
- More than **15bn** items delivered in 2023
- The group's websites and digital applications were visited by:
  - 24.9m per month on laposte.fr
  - 23.6m since the launch on myDPD
  - 6.9m per month on labanquepostale.fr
- **1.3m** customers benefiting from the accessible banking mission

For our employees
- Professional equality index of **94/100**
- Digital, AI and data training
- High level of postal worker engagement measured in the annual survey

For our suppliers
- **80%** of our suppliers and subcontractors are micro enterprises, SMEs and mid-caps

For our shareholders and investors
- Non-financial performance: Top 6% (all sectors) – Leadership CDP Climate Change, top 2% of suppliers according to EcoVadis and equal second place (all sectors) by Moody's ESG Solutions
- Credit ratings maintained: S&P Global A+, Fitch Ratings A+

A model for creating sustainable and shared value

La Poste Groupe's activities create value that it shares with its stakeholders. On top of the financial flows it redistributes in the form of wages, purchases, taxes, dividends and other payments, the group works for society as a whole and contributes actively to the local economic fabric and to just and sustainable ecological transition.

LA POSTE GROUPE

EMPLOYEES

€13.6bn

in wages and social contributions

With 232,700 employees and 15,600 new hires in France in 2023, La Poste Groupe is one of the largest employers in the national job market.

La Poste has a fair pay policy and seeks to ease inflation-related cost-of-living pressures on postal workers. La Poste has also worked with the trade unions to develop a social package to help postal workers achieve a better work-life balance. This offer of social activities represents a budget of €189 million.

More generally, the company's social policy takes into account the specific circumstances of postal workers in their personal lives (disability, carer, single-parent families, etc.).

Top Employer certificate of excellence

obtained in 2023 and 2024

SUPPLIERS AND PARTNERS

€16.1bn

in purchases and operating expenses

La Poste Groupe builds relationships of trust in the regions with its suppliers and subcontractors, 80% of which are micro, small and intermediate-sized enterprises.

GOVERNMENT AND LOCAL AUTHORITIES

€0.5bn

in taxes and levies

La Poste Groupe pays taxes to the French State, of which €121 million went to local authorities' budgets in 2023. **La Banque Postale plays an active role in the ecological transition of local regions. It is the leading bank lender to local authorities,** with €4.5 billion in loans granted in 2023.

SHAREHOLDERS

€0.4bn

in dividends paid in 2023 for 2022

La Poste pays dividends to its shareholders, Caisse des Dépôts and the French State. By supporting the group's strategic roadmap, they contribute to its development.

CIVIL SOCIETY

As the first public company to adopt the status of mission-led company, **La Poste contributes to the common good of society as a whole.** Its four public service missions are essential to French people and the economy.

Through its local roots and its purchasing policy, **the group plays a major role in supporting local economic development.** In France, it supports 444,000 jobs (direct, indirect and induced employment footprint)(1).

As a local company, the group works every day for everyone, from individuals to local communities and charities, through its useful and responsible offers. In France, one in ten charities is a La Banque Postale customer.

Lastly, La Poste Groupe contributes to initiatives of general interest through its **solidarity commitments and sponsorship** (French Red Cross, *Telethon*, *Pièces Jaunes*, etc.).

(1) Utopies 2022 study.

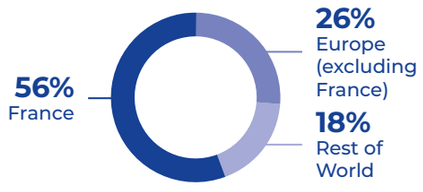
Financial performance(1)

GROUP REVENUE

2022(2) €33,287m

2023 €34,073m

REVENUE BY GEOGRAPHIC AREA



OPERATING PROFIT

2022(2) €624m

2023 €1,680m

ATTRIBUTABLE NET PROFIT

2022(2) €1,011m

2023 €514m

INVESTMENTS(3)

2022 €2,079m

2023 €2,065m

FREE CASH FLOW

2022(2) €1,530m

2023 €(437)m

ATTRIBUTABLE EQUITY

2022(2) €21,381m

2023 €22,424m

NET DEBT(4) AND DEBT RATIO(5)

2022 €10,191m 2.8 Adjusted EBITDA

2023 €11,997m 6.2 Adjusted EBITDA

(1) In 2023, La Poste Groupe applied IFRS 17, the new international financial reporting standard on insurance, which aims to improve comparability and consistency in the presentation of published financial information. The group is directly impacted by IFRS 17 through CNP Assurances, and accordingly restated 2022 data to facilitate year-on-year comparisons.
(2) Restated for IFRS 17.
(3) Internal capex excluding disposals and external growth including disposals, excluding La Banque Postale.
(4) Excluding La Banque Postale, for which this concept is not relevant.
(5) Net debt/adjusted EBITDA. Definition provided on page 151 of the group's 2023 Universal Registration Document.

BUSINESS LINE CONTRIBUTION TO CONSOLIDATED REVENUE	2023	Change vs 2022	Of which outside France
Services-Mail-Parcels	€9,936m	-2.6%	11.9%
Geopost	€15,679m	+0.7%	82.8%
La Banque Postale	€7,256m	+16.7%	17.7%
Retail Customers & Digital Services	€6,549m	-0.4%	1.0%
Other segments and intra-group	€(5,347)m	+1.3%	–

	2022	2023
Services-Mail-Parcels		
▪ Revenue	€10,201m	€9,936m
▪ Operating loss	€(767)m	€0m
Geopost		
▪ Revenue	€15,573m	€15,679m
▪ Operating profit	€654m	€279m
La Banque Postale		
▪ Net banking income(1)	€6,218m	€7,256m
▪ Operating profit(1)	€1,269m	€2,121m
Retail Customers & Digital Services		
▪ Revenue	€6,576m	€6,549m
▪ Operating profit	€199m	€39m

(1) Restated for IFRS 17.

Ratings

CREDIT RATINGS Financial ratings that reflect the strength of the group's financial structure	Long-term	Short-term	Outlook
FitchRatings Last published: 15 December 2023	A+	F1+	Stable
S&P Global Last published: 18 December 2023	A+	A-1	Negative

ESG RATINGS An ESG rating attesting to the Group's leading CSR Position	2021	2022	2023
Moody's ESG Solutions **Joint 2nd** all sectors combined	77/100 (Oct. 2021)	77/100 (Jan. 2023)	77/100 (Jan. 2024)
CDP **Top 6%** all sectors combined – Leadership CDP Climate Change	A List (Dec. 2021)	A List (Dec. 2022)	A– (Jan. 2024)
ecovadis **Top 2%** of suppliers	75/100 (Sept. 2021)	78/100 (Oct. 2022)	77/100 (Sept. 2023)

Non-financial performance

GROUP CARBON FOOTPRINT INDICATORS

GROUP EMISSIONS

In 2023, the group improved its emissions inventorying process by extending the reporting scope to all consolidated entities. Based on emissions data now reported in all 15 scope 3 categories, as defined by the GHG Protocol, the group's industrial footprint amounted to 5,625 $ktCO_2eq$ in 2023.

GROUP EMISSIONS BY SCOPE (IN $KTCO_2EQ$)	Total: 5,625
▪ Scope 1	387
▪ Scope 2	38
▪ Scope 3[1]	5,200

SCOPE 3 EMISSIONS BY CATEGORY	
▪ Purchases (category 1)	28.4%
▪ Assets (category 2)	9.7%
▪ Outsourced upstream transport (category 4)	42.4%
▪ Other categories	19.5%

OUR IMPACT UNDER THE EU GREEN TAXONOMY[2]

THE EU GREEN TAXONOMY DEFINES SIX ENVIRONMENTAL OBJECTIVES:

- **Two climate objectives:**
  - climate change mitigation,
  - climate change adaptation;
- **Four other environmental objectives:**
  - sustainable use and protection of water and marine resources,
  - transition to a circular economy,
  - pollution control,
  - protection and restoration of biodiversity and ecosystems.

INDUSTRIAL AND COMMERCIAL SCOPE

Revenue



32% aligned with the two climate objectives

89% eligible for all six environmental objectives

CapEx



41% aligned with the two climate objectives

81% eligible for all six environmental objectives

(1) Excluding complementary category 15 portfolios: LBP SA, LBP AM, CNP Assurances, Louvre Banque Privée.
(2) Definitions and methodology provided on page 176 of the group's 2023 Universal Registration Document.

FINANCIAL ACTIVITIES SCOPE

▪ Banking activities

Assets covered



5.5%
aligned with the two climate objectives

54.7%
eligible for all six environmental objectives

▪ Insurance activities

Investments covered



2.9%
aligned with the two climate objectives

10.5%
eligible for the two climate objectives

Non-life premiums



0.8%
aligned with the two climate objectives

1.4%
eligible for the two climate objectives

OUR INDICATORS AS A MISSION-LED COMPANY

	2021	2022	2023
WORKING TO ACCELERATE THE ENVIRONMENTAL TRANSITION FOR ALL			
▪ Greenhouse gas (GHG) emissions avoided (scopes 1, 2 and 3 plus subcontractors) through the reduction in the emissions intensity of the Parcels activity (in tCO_2eq)	–	104,558	81,600
▪ Reduction in emissions of air pollutant emissions from La Poste's internal fleet (baseline: 2015)			
– Nitrogen oxide	-58%	-62%	-68%
– Fine particles	-49%	-49%	-54%
▪ Action taken to promote biodiversity – Global Biodiversity Score			
– Static footprint	–	–	543 MSA.sq.km
– Dynamic footprint	–	–	5.4 MSA.sq.km
PROMOTING ETHICAL, INCLUSIVE AND AFFORDABLE DIGITAL SERVICES			
▪ Number of people identified, supported, trained and equipped in the use of digital technology	236,085	473,734	646,071
▪ Number of active Digiposte and Digital Identity users	6.5m	9.6m	14.4m
▪ Amount of materials saved by extending the life of IT equipment (in tonnes)	3,683	15,608[1]	13,400
FOSTERING SOCIAL INCLUSION			
▪ Number of young interns, work-study students and new hires (permanent or fixed-term) taken on	18,386	14,689	16,781
▪ Employment rate of people with disabilities (government mandated)	8.66%	8.77%	9.33%
▪ Number of accessible banking beneficiaries able to receive social benefits	–	654,140	578,207
▪ Number of beneficiaries of La Poste Groupe support services for older and vulnerable people	217,531	230,263	248,581
CONTRIBUTING TO THE DEVELOPMENT AND COHESION OF LOCAL AREAS			
▪ Annual loan originations to the local public sector	€5.2bn	€4.4bn	€4.5bn
Of which green and social loans	–	€1bn	€1.6bn
▪ Annual loan originations to the social housing, healthcare and non-profit sectors and the local economy	€3.9bn	€4.9bn	€2.9bn
Of which sustainability loans	€106m	€293m	€880m
▪ % of the population in France located within 5km or 20 minutes by car from a La Poste contact point	97.1%	97.0%	97.0%
▪ Group employment footprint (direct, indirect and induced) (in FTE)	–	446,350	444,182

EMPLOYEE INDICATORS

BREAKDOWN OF THE WORKFORCE BY BUSINESS LINE[2]	Total 232,726	
Services-Mail-Parcels	102,369	44.0%
Geopost	56,875	24.4%
La Banque Postale	21,588	9.3%
Retail Customers and Digital Services	44,474	19.1%
Other segments and intra-group	7,420	3.2%

(1) Following discussions with Ademe, the 2022 data (10.50 t published in the 2022 report) has been revised in order to update the reference data and to include screens as well as computers.
(2) Average number of FTEs: permanent contracts, civil servants, fixed-term contracts and vocational training contracts for La Poste SA.

QUALITY OF LIFE AND WORKING CONDITIONS – PROFESSIONAL EQUALITY – DIVERSITY/INCLUSION – VALUE SHARING	2021	2022	2023
▪ Quality of life and working conditions measured via the engagement survey (score out of 10)	6.4	6.6	6.7
▪ Percentage of women in senior executive positions	34%	35.5%	38.2%
▪ Equity ratio: Ratio of CEO compensation to average compensation of employees	14.2	13.7	13.2

CAREER DEVELOPMENT – EMPLOYABILITY – INTEGRATION INTO THE WORKFORCE	2021	2022	2023
▪ Number of young people hired or taken on[1]	18,386	14,689	16,781
▪ Percentage of the workforce benefiting from internal mobility schemes	11%	12%	13%
▪ Number of employees enrolled on training courses leading to certification[2]	525	1,040	1,360

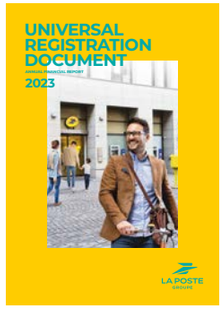
EXEMPLARY MANAGEMENT – PROMOTE EMPOWERMENT AND INITIATIVE – REFERENCE PARTNER	2021	2022	2023
▪ Percentage of employees who express pride, confidence in the future of the company and in their career progression, and who would recommend the company (engagement survey)	59%	61%	65%
▪ Percentage of employees who feel that their teams are committed to reducing the ecological impact of the Group's operations (engagement survey)	–	–	71%

CUSTOMER SATISFACTION INDICATORS

	2021	2022	2023
CUSTOMER SATISFACTION			
▪ Percentage of customers very satisfied with the service provided in post office sales areas (scores of 9 and 10 on a scale from 0 to 10)	–	–	58%
CLAIMS PROCESSING	78.4%	81.2%	78.3%

2023 data within the group's France scope, unless otherwise specified.
(1) Young interns, work-study students and new hires (permanent or fixed-term contracts) taken on.
(2) Scope: La Poste SA.

FIND ALL LA POSTE GROUPE'S CORPORATE PUBLICATIONS AT WWW.LAPOSTEGROUPE.COM





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