



The robustness of the multi-business



The various Business Units making up Le Groupe La Poste guarantee its solidity and performance by constantly tailoring their offers and services to changes in society. A look back over the initiatives that marked 2019 in each business line.

ness of the business model

A model in motion

NEW OFFERS, NEW SERVICES,
NEW SKILLS

In 2019, each of Le Groupe La Poste's Business Units innovated to strengthen the bond of proximity and trust built up with all customers.

SERVICES-MAIL-PARCELS

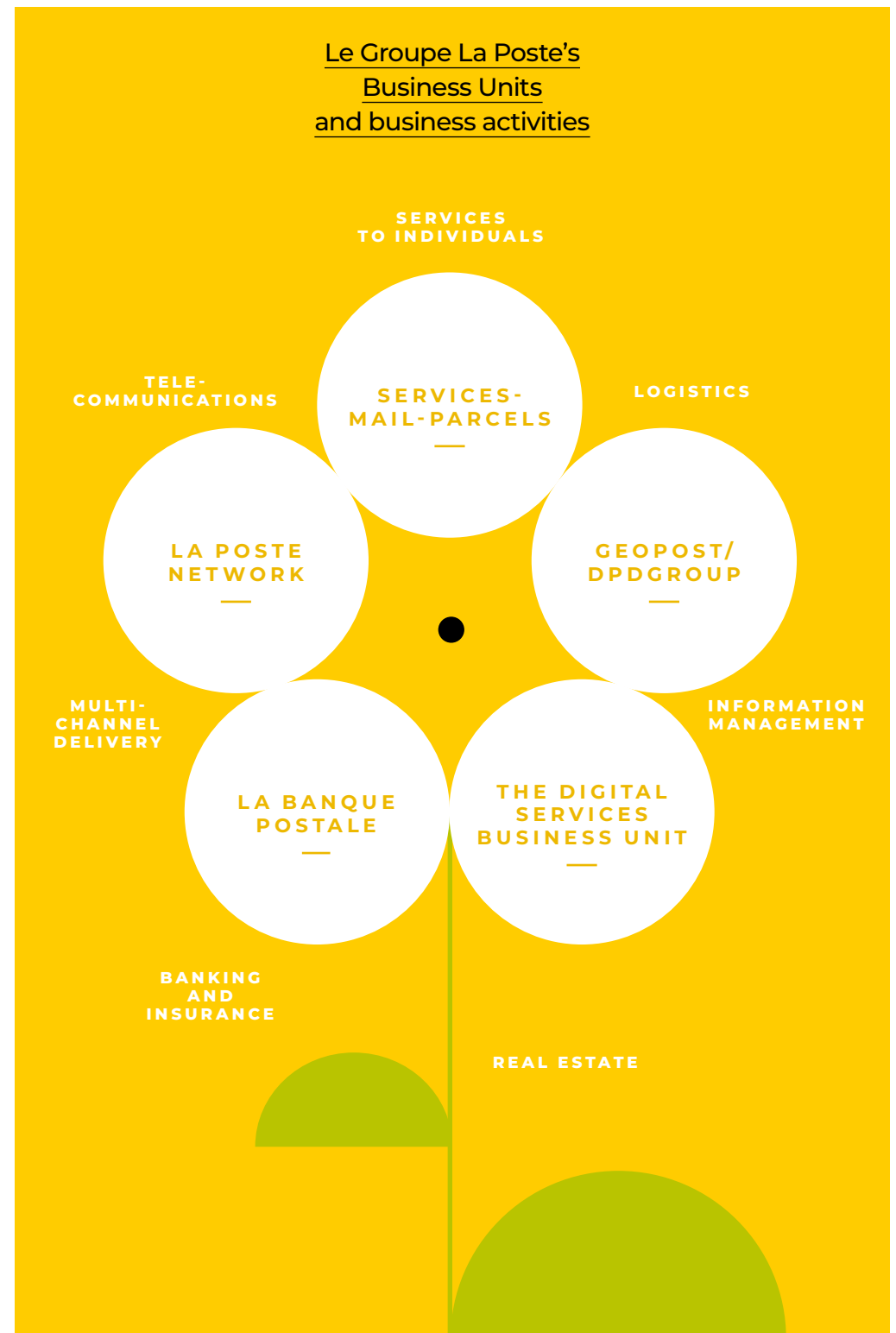


Reinforced expertise

In 2019, La Poste's Business Unit specialised in mail delivery, parcel delivery and local services recorded a revenue of €12.4 billion. The volume of addressed mail represented 9 billion items (down 7.8% on equivalent working days compared to 2018). The volume of parcels set a new record of 363 million Colissimo parcels (up 8.7% compared to 2018). The revenue of Asendia, the partner of companies for sending mail and small parcels internationally, reached €1.12 billion. This performance is based in particular on significant investment to upgrade the industrial facilities and adapt its organisation locally. In 2019, two new automated Colissimo sorting platforms and the Viapost logistics hub were built, while 18 delivery platforms were transformed to deal with parcel and mail flows.

Growth-generating local services

The business line is actively developing in the local services market, particularly for the elderly (silver economy) with the carrying of meals (120,000 in 2019) and medicines; home visits and remote assistance with "Watch Over My Parents"; or the installation of the Ardoiz tablet, dedicated to seniors. In the Greater Paris region, La Poste has equipped high-school students with 37,000 computers and 160,000 tablets rolled out between September and November 2019. This offer includes after-sales service and recycling of the shelves. In conjunction with Île-de-France Mobilités, it launched Véligo Location, a long-term electric bicycle rental



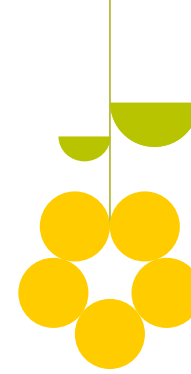
service for people living in the Paris region that is available at 270 locations, including post offices. 6,000 contracts were signed in six months. La Poste strengthened its presence in the market for the energy-efficient renovation of single-family homes with the takeover of the energy-saving company Économie d'énergie. At postal sites, 1 million people passed the highway code exam in 2019, totalling 3 million since 2016.

4,000 postmen recruited in 2019.

20 million services provided by postmen.

To support the development of services provided by postmen, La Poste created 174 new desks in 2019, bringing their total number to more than 400. These structures, exclusively devoted to the distribution of mail and parcels and to local services, enable postmen to get closer to the first point of their delivery round, reduce their journey and free up time for local services or the collection of paper for recycling from businesses (Recygo).

In homecare services, the subsidiaries Asten Santé and Diadom, specialists in the delivery of medical equipment and the monitoring of patients at home, continued to grow. 1,000 employees support 100,000 patients who are chronically ill or discharged from hospital each year.



THE DIGITAL SERVICES BUSINESS UNIT

Innovative solutions useful for everyone

The Digital Services Business Unit has a twofold activity: a commercial activity serving individual customers, businesses and the public sector (via its subsidiaries Docaposte and Mediapost Communication, and the laposte.fr website) and an internal digital transformation activity within the Group. It generated €698 million in revenues in 2019 (up 6% compared to 2018).



4 million Digiposte electronic mailboxes had been opened by the end of 2019.

Docaposte, with revenue of €550 million in 2019 (up 6% compared to 2018), continued to develop digital solutions and platforms for businesses and the public sector, while pursuing a dynamic external growth strategy. The acquisition of Softeam Group enables Docaposte to enhance its expertise in business consulting, information technology and digital strategy, and to strengthen its position in the priority market of banking, finance and insurance.

1st supplier of electronic identity certified as compliant with the substantial guarantee level by the French National Cybersecurity Agency (ANSSI).

With the acquisition of CDC Arkhinéo, Docaposte is consolidating its position as leader in the archiving of digital data with evidential value in France and its development strategy in the business of digital trust third parties. In 2019, Docaposte also consolidated its e-health business with the acquisition of Icanopée, an expert in the publishing of shared medical record access software, and an equity stake in Tactio, a world leader in mobile and connected healthcare solutions.

For its part, **Mediapost Communication** continues to refocus its activity on AI with ProbaYes, data hosting with Oxeva and Internet advertising management with Adverline. In 2019, the Group's subsidiary integrated Marketshot, publisher of the comparator choisir.com, a specialist in digital marketing and targeted campaigns using data.



More than **120 data** scientists within Le Groupe La Poste.

The laposte.fr website, with more than 20 million unique visitors each month, is posting sales growth of 7% compared to 2018 and continues to improve the quality of its customer experience and enhance its offer.

The Digital Services Business Unit is continuing to enhance its technical infrastructures, such as its Digital Hub. The branch's expertise is helping to boost **the Group's digital transformation** and enhance its offers. With Digiposte, the Group has digitised the payslips of postal workers and many companies in France and, through a partnership with the French Ministry of Education, has also made it possible to save more than 23 million qualification certificates for life. Ma French Bank harnessed Docaposte's expertise in electronic signatures.

LA BANQUE POSTALE



10.5 million individual customers active at La Banque Postale.

Strong, innovative and accessible A strong bank...

In 2019, La Banque Postale generated net banking income of €5.7 billion using the services of its three activities: retail banking, asset management and insurance. It continued to diversify and consolidate its positions in consumer credit, non-life insurance and in the corporate and local authority markets. It also launched a project in asset management to create a leading player in insurance management in Europe with BPCE Group. As the majority shareholder of CNP Assurances, La Banque Postale is preparing its future on the model of a European-scale banking and insurance specialist.

... and accessible to everyone

La Banque Postale is accessible to all: families, young people, senior citizens, high net-worth customers, companies, local authorities. Since 2015, it has even been the leading bank lender to the local public sector with €10.2 billion in outstanding loans.

A digital bank...

Out of 10.5 million active individual customers, 7 million log on using apps or via the website, which records 120 million monthly visits. In the space of a few months, Ma French Bank, launched in July 2019, has already passed the milestone of 120,000 customers by the end of 2019.



No. 1 financier of projects for local authorities: €5 billion in credit granted (up 61% compared to 2018).

1st French bank to announce carbon neutrality across its entire operating scope.

... a civic-minded and sustainable bank

La Banque Postale assumes its responsibilities towards its 1.6 million financially fragile customers out of the 3.3 million identified by the Banque de France. It offers them a comprehensive support system. Assuming the public service mission of banking accessibility, it guarantees universal and free access to essential banking services to more than 1.5 million people.

In addition to its commitment to social cohesion and local presence, La Banque Postale is working actively for the ecological transition. It has launched specific green loans to local authorities to finance projects related to clean mobility, water and sanitation, waste recovery, energy renovation of buildings and renewable energy. In 2019, La Banque Postale successfully issued its first €750 million green bond. Its Asset Management subsidiary (LBPAM) continues its commitment to green finance with 100% of its assets under management in Responsible Investment by the end of 2020.



LA POSTE NETWORK

Evolving to make life easier for its customers

The La Poste Network has more than 17,000 retail outlets: post offices and partner retail outlets in conjunction with shopkeepers (La Poste relais outlets) and in town halls (La Poste local postal agencies). The Network markets the offers and services of La Banque Postale, the Services-Mail-Parcels Business Unit, Chronopost and La Poste Mobile, the Group's telephony subsidiary. As a network with banking priority, it has generated 70% of Ma French Bank account openings since its launch in July 2019. Revenue with business customers increased by 4.6% in 2019.

Modernising its forms of presence

To boost customer satisfaction, the Network is continually investing in the renovation and upgrading of its premises and in the development of high-performance tools



70% of Ma French Bank accounts opened in post offices.

398 post offices upgraded in 2019.

More than **50% of the retail outlets** are partnerships with shopkeepers or town halls.

(398 post offices renovated in 2019). With more than 17,000 retail outlets, the La Poste Network is at the heart of a customer relationship with a growing number of channels: telephone, Internet, ATMs, mobile apps, etc. To satisfy all the specific needs of customers and respond to the pace of life in all parts of the country, the Network adapts its presence and service methods.

In rural areas

La Poste has consolidated its presence with 985 postman-counter clerk employees (922 in 2018) who share their time between working as postmen and counter clerks. In low-density areas, of the 501 public service areas (Maisons de services au public) that pool the services of the main public operators, 42 have already been certified "Maison France Services" as of 1 January 2020, according to criteria set by the State in 2019. At the end of 2019, the Network had 6,459 La Poste local postal agencies in town halls and 2,807 La Poste relais outlets, including 1,708 in rural areas.

In urban areas

La Poste is expanding in urban areas. The range of postal services with extended opening hours has been expanded with 1,099 La Poste relais outlets in conjunction with shopkeepers. La Poste is also looking to partners in the social and solidarity economy (associations or foundations), of which there will be 20 by the end of 2019. This is the case of organisations and services providing assistance through work, where employees with disabilities sell stamps and send and deliver mail and parcels.

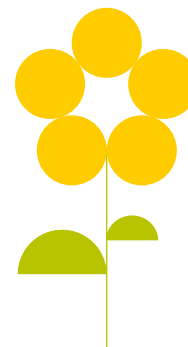


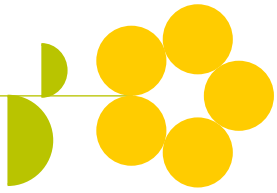
A new territorial postal presence contract

Lastly, La Poste has signed the 5th 2020-2022 local postal coverage agreement with the State and the Association of French Mayors and Presidents of Groups of Municipalities. This agreement sets out the rules enabling La Poste to contribute to its regional planning mission and to adapt its presence, in close consultation with local authorities.

Taking action for social, digital and banking inclusion

In nearly 300 post offices throughout the country, La Poste offers an assessment to its customers to establish their level of comfort with digital technology. Depending on the outcome, customers who so wish can benefit from personalised support and be referred to La Banque Postale's partner associations that provide training in digital banking.





GEOPOST/ DPD GROUP



Delivering more, delivering better, delivering everywhere

In a highly competitive environment, GeoPost/DPDgroup demonstrated its solidity in 2019 in an ultra-competitive market, with revenues of €7.8 billion.

Continued growth

In Europe, GeoPost/DPDgroup has multiplied its acquisitions with a major transaction in January 2020: the acquisition of a majority stake in BRT, the leader in parcels in Italy. Other strategic equity alliances with Geis Parcel, a player in “last mile” in the Czech Republic and Slovakia, and with Tipsa (urgent transport) in Spain. In Asia, GeoPost/DPDgroup launched the DPD China franchise in 2019 and took a majority stake in Hong Kong-based Lenton, a cross-border transport specialist.

Sustained innovation

GeoPost/DPDgroup continues to develop innovative “last-mile” solutions to make life easier for its customers and offer them greater flexibility and speed. Options include interactive delivery (Predict service), delivery on Saturdays (Germany), Sundays (UK, Spain and France) and delivery by appointment.

The subsidiary is investing in new buoyant market segments such as the fresh/food/health logistics market with Biocair, BioLogistic, the ALP Group companies (Delifresh, Freshlog and 360 Degrés Services) and the Tipsa network of 270 branches and 12 hubs in Spain.

DPD France is testing delivery by drone. A second regular commercial route was inaugurated in November 2019, in Eastern France. In this mountainous area, the drone takes only eight minutes to cover 3 km instead of the thirty minutes it takes to cover the 20 km journey by road.

1.3 billion parcels delivered in 2019, with a peak of 9.3 million parcels delivered in Europe on 2 December 2019 (Cyber Monday).

More than **900 hubs** and depots around the world.

77,000 delivery experts worldwide.

More than **46,000 Pickup points** (parcel shops and lockers) worldwide.



The Eindhoven hub, Europe's largest sorting centre

Europe's largest international parcel sorting and distribution centre was inaugurated in April 2019 in Eindhoven, the Netherlands. The hub covers more than 88,000 m² and includes a sorting facility of more than 2.1 km long which will enable DPD Netherlands to absorb future market growth. A second phase involves an expansion of the site by 36,000 m².