

# 2024 IMPACT REPORT



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## PROFILE

The notion of impact has become central to La Poste Groupe. By adopting the status of a mission-led company (“*entreprise à mission*”), La Poste has chosen to place impact at the heart of its activities and is shaping a sustainable, profitable and responsible performance model. To respond to the seismic changes in today’s society, La Poste Groupe is taking action by mobilising its organisation, demonstrating its innovation capacity and fulfilling its environmental, social and governance (ESG) commitments. More than ever, the group is committed to a just and sustainable transition.

### ABOUT THIS REPORT

This report highlights the positive and measurable impacts of La Poste Groupe on society, the economy and the environment through illustrative examples presented towards the end of the report. These examples have been selected in line with the materiality assessments carried out by the group and clearly reflect its purpose (*raison d'être*) and the diversity of its activities. Their presentation is based on the fundamental principles of impact analysis as developed by the Impact Management Project.

The Impact Report was prepared jointly by the group's Communications Department, Social Commitment Department and Financial Communications Department. Its content was co-developed with the input of the Strategy Department, the Human Resources Department and the Communications Departments of La Poste Groupe's business lines and subsidiaries.

## Interview with Philippe Wahl

Chairman and Chief Executive  
Officer of La Poste Groupe



“Our performance reflects the success of our diversification strategy and the dedication of all our people. Together, we have transformed La Poste.”

### How do you view the group's results for 2024?

We saw a rise in our results in 2024 despite the challenging macroeconomic environment. Revenue came in at €34.6 billion and net profit advanced to €1.4 billion.

This performance reflects the success of our diversification strategy and the dedication of all our people. Together, we have transformed La Poste. It's important to note that the Mail business only accounted for 15.8% of the group's revenue in 2024, compared with 52% in 2010. Parcels and financial services now represent 53% and 22% respectively. At the same time, new local services are also gaining momentum, with revenue up 10.6%. In the digital sector, Docaposte has positioned itself as a benchmark in digital trust. The group has also become more international, through Geopost and CNP Assurances, and is now present in more than 60 countries on five continents.

The sale of La Poste Telecom in 2024 is also proof of how we have successfully diversified, and demonstrates our network's ability to create value. By still being marketed in post offices, La Poste Mobile will continue to grow going forward.

### How has the group consolidated its historical businesses in today's difficult operating context?

Customer satisfaction has improved for deliveries of mail and parcels, and for services in post offices. We have innovated to be able to maintain postal coverage by creating travelling post offices in La Poste's distinctive yellow vans and developing service points on farms. At the same time, we are continuing to fulfil our four public service missions, despite the fact that the insufficient compensation we receive for these services weighs on our results and our investment capacity. ...

**“Our group has undeniable strengths: its ability to meet the essential needs of millions of people in France, the solidity of its strategic model and its great capacity to adapt.”**



### ... Was the group able to build on its growth drivers in 2024?

We delivered 2.6 billion parcels during the year, placing us in a leading position in France and Europe as a whole, in highly competitive markets. Geopost increased its cross-border services for out-of-home parcel deliveries by 52% in 2024 and accelerated its roll-out of the Pickup out-of-home network, which now comprises 128,000 pick-up points and lockers in Europe. The bancassurance model we set up five years ago demonstrates the power of the alliance between La Banque Postale, CNP Assurances and the postal network. It has futureproofed La Banque Postale's performance and given CNP Assurances a dedicated distribution network. La Banque Postale's sales momentum was strong this year across all its business lines, thanks to greater synergies with the network. CNP Assurances kept up its very high level of results and continued its business development. It entered into a partnership with La Mutuelle Générale to create a major player in social protection, and signed an exclusive distribution agreement with Banco de Brasília in Brazil.

### What are the group's levers for future growth?

We're stepping up our efforts to offer services in line with today's major societal shifts, such as the ageing population. For example, the number of home-delivered meals passed the 10 million mark in 2024. The digital transition is another future growth driver for the group. Our digital subsidiary, Docaposte, is pursuing its growth trajectory and generated €880 million in revenue in 2024. During the year, Docaposte came up with the first full-cybersecurity offering designed to meet the needs of businesses, regional authorities and healthcare establishments, and it also launched Dalvia Santé – an ethical and sovereign generative artificial intelligence (AI) solution marketed by La Poste Health & Autonomy.

### How would you say your strategic advances link up with your ESG commitments?

Our advances only make sense if they are combined with top-level ESG performance. Our commitments and actions in this area have been acclaimed by world-renowned ESG rating agencies, placing us among the global ESG leaders. In 2024, we reduced our greenhouse gas

emissions by 6.8%, in line with our “net zero by 2040” pathway validated by the Science-Based Targets initiative (SBTi). We also rolled out innovative initiatives, such as putting in place a carbon budget to manage our emissions reduction actions.

La Banque Postale made further progress towards its goal of becoming the leader in impact finance. It stepped up its financing for supporting the energy transition and social and regional projects, with socially responsible lending accounting for 32% of its loan originations during the year. And La Banque Postale was once again the leading lender to French local authorities in 2024, even though it only launched this business in 2011.

### Aside from the group's environmental headway, what about its social and societal performance?

In 2024, we successfully set up Social and Economic Committees (SECs), which now form the framework for our social dialogue. Also during the year, faced with the crisis in the printed advertising sector, La Poste took the decision to integrate some 4,100 Mediaposte employees into its structure. We continue to

help and support the most vulnerable members of society, providing services to more than 283,000 elderly or frail people. And our social outreach initiatives in post offices enabled us to help 1.5 million people, mostly in disadvantaged neighbourhoods. We also continued our efforts to help bridge the digital divide by training and equipping more than 788,000 people to enable them to use digital technology.

### How do you see the group's future?

We're a committed company – that's our purpose, our mission. And we want to be profitable and responsible on a sustainable basis. In an operating environment marked by a high degree of uncertainty, I firmly believe that our group has undeniable strengths: its ability to meet the essential needs of millions of people in France, the solidity of its strategic model, and its great capacity to adapt. We're pursuing our growth trajectory, backed by our shareholders – Caisse des Dépôts and the French State – for the benefit of society as a whole. We're turned firmly towards the future, ready to serve millions of people and help them navigate these transitional times.

# A diversified group with global reach

After undergoing transformational change, La Poste's strength and growth are now underpinned by diversified activities. Parcels, financial services and mail now respectively account for 53%, 22% and 15.8% of the group's overall revenue. The group has an operating presence in more than 60 countries across five continents.

## KEY FIGURES

**€34.6bn**  
in revenue

**226,800**  
employees

**14 billion**  
items delivered

**€0.9m**  
in CapEx<sup>(1)</sup>

**94/100**  
gender equality index

**152,000**  
service access points,  
retail pick-up  
points and lockers  
worldwide

(1) Source: internal capex excluding disposals and external growth including disposals, excluding La Banque Postale. In 2024, external growth spending was negative, reflecting the sale of La Poste Telecom.

## OWNERSHIP STRUCTURE

**66%**  
Caisse des Dépôts

**34%**  
French State

## GLOBAL REACH



As Europe's leading parcel delivery network, Geopost operates more than 1,900 hubs and depots across all continents. It intends to further accelerate its growth in the buoyant out-of-home delivery market in Europe.

**No. 1**  
road delivery network in Europe



CNP Assurances operates in 17 countries in Europe and two in Latin America, and has nearly 2,500 employees outside France. CNP Assurances is continuing to develop in Brazil and Italy in particular, based on its two distribution models (open and long-term exclusive partnerships).

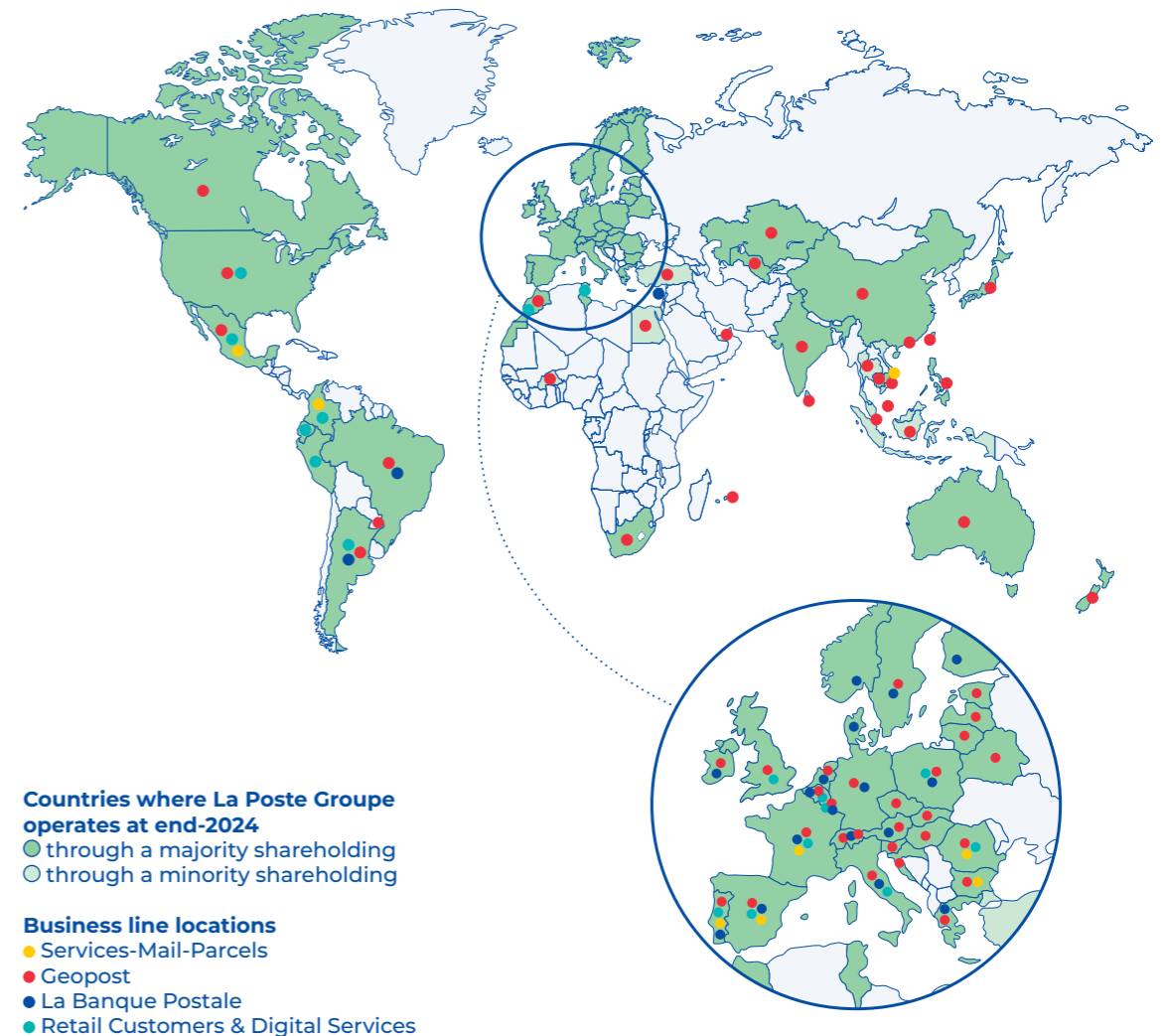
**5th-largest**  
insurer in Europe



Docaposte is present in Europe, America and Africa. In Europe, it is taking part in a number of projects led by France, Sweden and the Netherlands, alongside over a hundred public and private partners, to prepare for the upcoming launch of the European Digital Identity Wallet.

**18**  
host countries outside France

## THE GROUP'S GEOGRAPHIC FOOTPRINT



# A TRANSFORMED, FORWARD-LOOKING GROUP

Over the past several years, La Poste Groupe has significantly diversified its activities and transformed its strategic model to ensure its long-term future. Today, faced with new challenges, we are drawing on our new strategic model to achieve sustainable, profitable and responsible growth, with the aim of amplifying our positive impact.



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# Strong commitments to making a positive impact

Guided by its corporate purpose, La Poste Groupe is helping people navigate the structural shifts in today's society by allying social utility, customer-closeness and responsibility. By carrying out its public service missions and fulfilling its commitments as a mission-led company, it is working hard to generate a positive impact to serve the overall public interest.

## FOUR PUBLIC SERVICE MISSIONS

### UNIVERSAL POSTAL SERVICE

La Poste collects and delivers mail to homes throughout France six days a week at affordable prices controlled by an independent regulator. In accordance with the principles of equality, continuity and adaptability, this service contributes to social cohesion and the balanced development between regions.

### REGIONAL DEVELOPMENT

La Poste has at least 17,000 postal contact points throughout France. La Poste's network is the country's leading local network, with 97% of the population living within 5 kilometres or 20 minutes by car from a postal contact point.

### PRESS TRANSPORT AND DELIVERY

Six days a week across France, La Poste delivers nearly 7,000 publications at affordable prices. This mission is crucial in a pluralist democracy, which guarantees equal access to information for all citizens.

### ACCESSIBLE BANKING

Anyone can open a Livret A passbook savings account for as little as €1.50 and make withdrawals or deposits, all free of charge. La Banque Postale thereby guarantees universal access to free, simple, and essential banking services for people who are excluded from the traditional banking system.



Scan the QR code to find out more about La Poste's commitments as a mission-led company.

## ONE PURPOSE

Co-constructed with postal workers and the group's stakeholders, La Poste's mission expresses the fundamental meaning of its activities in the service of society. Timeless, it is an extension of its public service missions and history, while building a bridge to the world of tomorrow.

“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 COMMITMENTS AS A MISSION-LED COMPANY

In line with its purpose, La Poste, as a mission-led company since 2021, has outlined four social and environmental commitments, enshrined in its Articles of Association, that it pursues in the course of its business. Progress on these commitments is monitored by the Mission Committee, made up

of external experts and members of the Board of Directors. The group's four commitments are linked to the 17 Sustainable Development Goals defined by the UN<sup>(1)</sup> in 2015.

(1) La Poste Groupe is contributing to France's roadmap for achieving the UN's Sustainable Development Goals.



# Building a sustainable business model

To achieve its strategic objective of sustainable, profitable and responsible growth, La Poste Groupe applies an integrated approach to financial and non-financial performance. **Stéphanie Berlioz**, Executive Vice President in charge of Finance, and **Nicolas Routier**, Executive Vice President, in charge of Public Service and Regulatory Affairs, explain this approach.



**STÉPHANIE BERLIOZ**  
Executive Vice President of La Poste Groupe, in charge of Finance



**NICOLAS ROUTIER**  
Executive Vice President of La Poste Groupe, in charge of Public Service and Regulatory Affairs

**La Poste Groupe's aim is to be "sustainably profitable and responsible". What does this mean in practice?**

**Nicolas Routier:** It means building a business model that is structurally viable in financial and economic terms, while measuring and controlling our group's impact on its environment and stakeholders. We can only futureproof our group by combining these two dimensions and, above all, by doing so over the long term. We're already demonstrating how we can be both profitable and responsible. And going forward, we're going to prove that to be profitable in the long term we also have to be responsible. You can't have one without the other. This is an extremely important direction for us and we're moving very quickly.

**So La Poste Groupe is increasingly linking financial and non-financial performance. What does that imply in practice?**

**Stéphanie Berlioz:** We're combining these two dimensions when we report our performance to our stakeholders. And both dimensions are included in the performance management systems developed jointly by the Corporate Social Responsibility Department and the Finance Department. For example, the carbon budget we put in place in 2024 was drawn up in conjunction with the financial budget, covering the same timeframe, and was validated by the same governance bodies (see page 74).

All types of decisions are now made on an integrated basis, taking into account both financial and non-financial aspects. This applies in all of the group's governance bodies, from the committees that make investment decisions through to the Board of Directors.

**How can you keep to this approach in a complex economic climate?**

**Stéphanie Berlioz:** Firstly, by giving ourselves the right tools to manage our financial and non-financial performance in a pragmatic way. Secondly, by being able to calibrate the pace we've set for achieving our financial and non-financial objectives. And also by knowing how to give ourselves breathing space when we need it, to be able to go even faster afterwards.

**Nicolas Routier:** Keeping to this approach isn't a question of choice – it's a necessity that goes beyond merely complying with the applicable regulations. Climate change is happening, and its impact on living conditions and the cost of resources is unavoidable. That's why we're preparing for the future now. Adapting our business model is an onerous, complex and costly process, but it's a passport to the future, and we have all the cards in our hand that we need to succeed (see opposite).



## Adapting to climate change

Climate change is a long-term threat whose effects are already being felt. A warmer world, with more frequent extreme weather events, gives rise to risks for the sustainability of La Poste Groupe's assets, as well as operational risks that could lead to revenue losses. It could also have an impact on the health and safety of its employees. The annual update of the risk map showed that climate change is one of the major risks to which the group is particularly exposed.

Against this backdrop, the group is taking action now in order to:

- ensure the long-term climate resilience of its 11,000 real estate sites, including both commercial buildings and production facilities;
- identify and prevent the impact of climate change on its employees. Numerous trials are being carried out in this domain, such as the use of shade nets, antiperspirant T-shirts, cooling waistcoats and warning bracelets;
- make changes to its business model by fully integrating the circular economy as a source of opportunities and value creation.

# A strategic plan for profitable and responsible growth

Driven by the group's purpose, the "La Poste 2030, committed for you" strategic plan was launched in 2021 and updated in 2023. It sets a course for profitable and responsible growth in France and internationally and is aimed at amplifying the group's positive impacts.



## FOUR DEVELOPMENT DYNAMICS DRIVEN BY THE BUSINESS LINES

Each business line has set its strategic ambition for 2030, with four development dynamics:

- **protecting the core historical activities:** consolidate and adapt the group's core historical businesses, the post office network, the teams of postal carriers, and the public service missions;
- **accelerating growth drivers:** take full advantage of the boom in e-commerce in France and around the world and maintain the leadership position of the group's logistics operators; and continue to be a major player in bancassurance, committed to sustainable finance for individuals and participants in the regional economy;
- **laying the foundations for future growth:** develop the group's activities around digital trust and local people-oriented services;
- **raising the bar in terms of profitability and critical mass:** strengthen the monitoring of performance indicators and risk management in an unstable economic climate and an uncertain geopolitical environment.

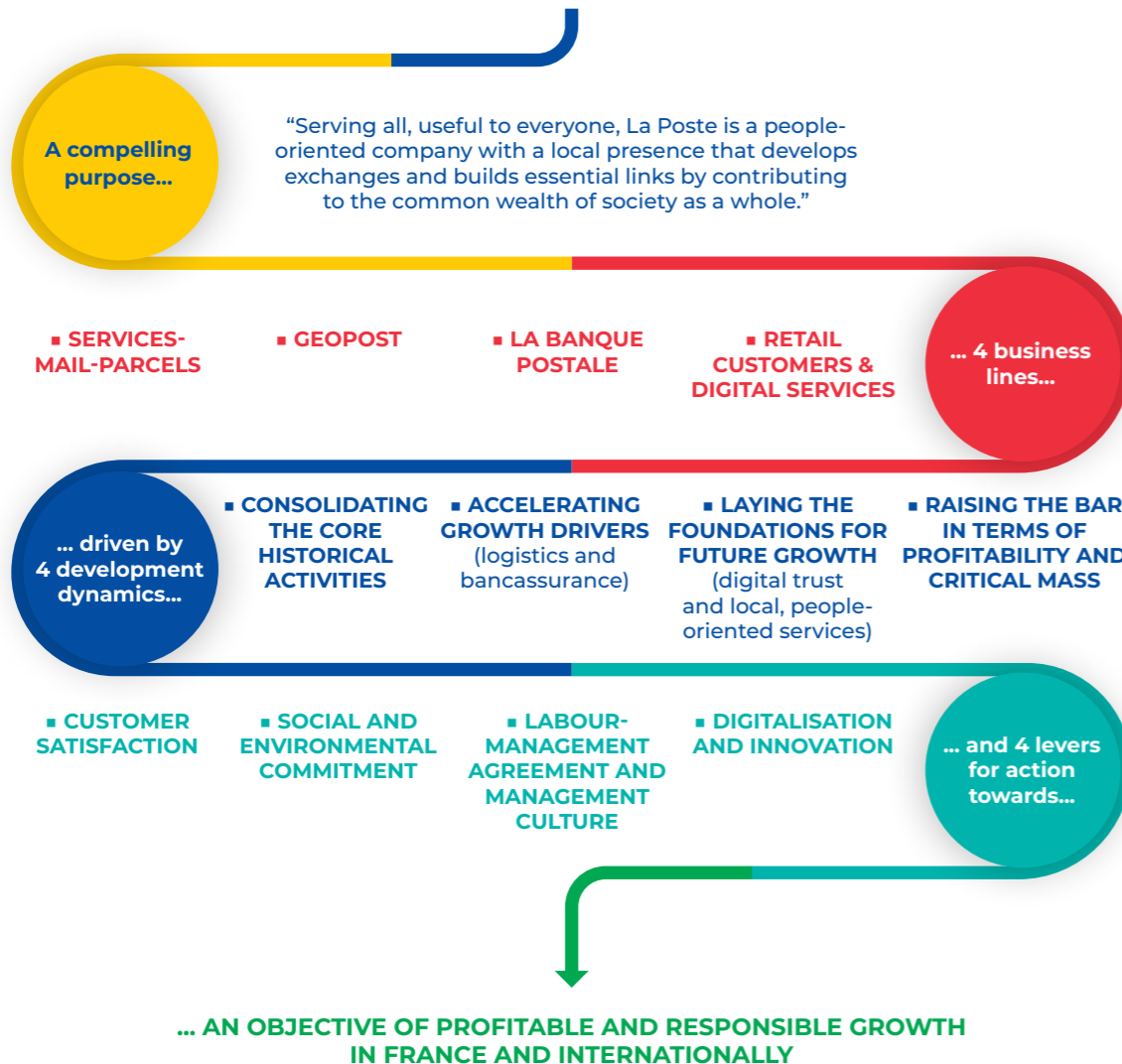
## FOUR LEVERS FOR ACTION TO INCREASE OUR IMPACT

The growth of the business lines is supported by four cross-cutting levers for action to develop the group's positive impact:

- **customer satisfaction:** serve customers with the highest level of quality, remain the preferred intermediary for existing customers while winning over new ones;
- **social and environmental commitment:** engage as a leading company in the environmental transformation for the group and for its customers. As a mission-led company, put corporate citizenship at the heart of everything the group does, reaffirm its commitment to a just transition with a regional focus, and maintain its leadership in sustainable finance;
- **labour-management agreement and management culture:** lead the group's transformation with postal workers, supporting and training them in their professional development and implementing a more agile organisation;
- **digitalisation and innovation:** digitalisation and innovation are at the heart of the group's transformation and are becoming drivers of efficiency and value creation. Inclusive, they ensure that the group's services remain accessible to as many people as possible and capitalise on our role as a trusted third party in the digital world.

## AN OBJECTIVE OF PROFITABLE AND RESPONSIBLE GROWTH IN FRANCE AND INTERNATIONALLY

Resolutely committed to a just transition in the public interest, La Poste Groupe has linked together its financial and non-financial performance. Successfully transforming La Poste means achieving an economically self-sustaining model for the group and each of its business lines. It also means succeeding in our carbon-reduction pathway and maintaining non-financial ratings at the highest market standards.



# The strength of a multi-business group

A multi-business model supported by four business lines, each with its own strategic ambition for 2030.



## ACTIVITIES

## 2024 KEY FIGURES

## 2030 AMBITION



### SERVICES-MAIL-PARCELS

- Business and advertising mail, press.
- Colissimo and small international parcels for business customers.
- Logistics solutions for organisations (Log'issimo).
- Local, people-oriented services (Proxeo).

**€10,064m** in revenue  
**63,800** postal carriers and parcel deliverers  
**487 million** Colissimo parcels delivered worldwide

- Become the number one operator of local people-oriented and e-commerce services focused on customer satisfaction and the customer experience:
- develop more reliable, sustainable and cost-effective mail services and create new local logistics services;
  - consolidate Colissimo's leadership position in France and the group's prospects for local, people-oriented at-home services;
  - reach the next level for services related to the ecological transition and regional development.



### GEOPOST

- Delivery of parcels in France and internationally, BtoB and BtoC, at home and out of home.
- Global network, with a footprint spanning over 50 countries worldwide.
- Specialised delivery services (same day, temperature-controlled, etc.) and e-commerce services.

**€15,796m** in revenue  
**82.7%** of revenue generated internationally  
**2.1 billion** parcels handled worldwide

- Be the international benchmark in sustainable delivery and an enabler for commerce:
- strengthen the core business in Europe (BtoB and BtoC home delivery, cross-border flows);
  - accelerate growth drivers (out-of-home delivery, food delivery and healthcare);
  - develop its presence internationally and in e-commerce services.



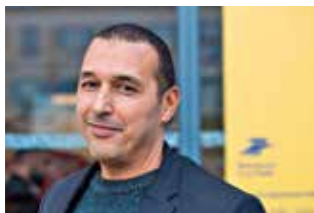
### LA BANQUE POSTALE

- Bancassurance France.
- International Bancassurance.
- Corporate and Local Development Banking.
- Wealth and Asset Management.

**€7,554m** in net banking income  
**17.8%** of net banking income generated internationally  
**12<sup>th</sup>** largest bancassurer in the eurozone<sup>(1)</sup>

- Offer the best of bancassurance for everyone and become the leader in impact finance:
- strengthen the fundamentals;
  - develop growth and diversification levers;
  - transform La Banque Postale's business model to drive its purpose.

(1) Source: ECB, based on a panel of European banks with total assets of more than €300bn at 31 Dec. 2023.



### RETAIL CUSTOMERS & DIGITAL SERVICES

- Provide omni-channel distribution of the group's offerings to individuals, professionals and small communities of less than 10,000 inhabitants.
- Develop digital trust services through Docaposte and continue the group's digital transformation.

**€6,398m** in revenue  
**40,545** service access points throughout France  
**26,110** postal workers with customer contact in post offices

- Make La Poste the number one platform for in-person and digital services in France by meeting three challenges:
- presence, by leveraging the post office network and developing a more open physical and digital partnership model;
  - simultaneous improvement of the customer experience and the employee experience;
  - business development, with digital and local services as growth drivers.

# SERVICES-MAIL-PARCELS

"In 2024, we successfully pursued our development and transformation strategy, and were able to offset the impact on our financial results of the decline in our traditional mail business. We invested in modernising and decarbonising our activities, which resulted in high customer satisfaction for our deliveries and the lowest CO<sub>2</sub> impact per parcel in the market. We also extended our out-of-home delivery network. More than ever, parcels and local logistics are our growth drivers. And we're paving the way for the future by acquiring new expertise in data marketing, creating our own brand dedicated to regional services, and expanding our presence in home healthcare."



**PHILIPPE DORGE**  
Executive Vice President, in charge of the Services-Mail-Parcels business line



To secure the future of its historical mail-related activities, the Services-Mail-Parcels business line is continuing to transform its strategic model to become the leading operator of local, people-oriented services and e-commerce services in France.

### A more reliable, more digital and more sustainable postal service

For companies that send large volumes of mail, the business line has adapted its offering by providing more flexible dispatch methods and lowering prices. Thanks to a smart data number on each envelope, customers can access new services, such as tracking and routing notifications. The business line has also added to its advertising mail solutions. In the digital sector, its subsidiary, Isoskèle, carried out two major acquisitions in 2024: LineUp7, France's leading expert in technological marketing dedicated to optimising the customer experience, and Edgewhere, a data protection specialist.

### Moving up a gear in e-commerce and logistics

To optimise its overall operating performance, the Services-Mail-Parcels business line is increasing the efficiency of its Colissimo platforms, while accelerating its sorting and delivery flows in line with the next-day delivery standard. As a result of these efforts, customer satisfaction, as measured by the Net Promoter Score (NPS), rose in 2024, reaching 68/100 for parcel deliveries, up 2 points on 2023. Retail customers also now have access to new home and out-of-home delivery services that are greener and offer more options for recipients. ...



#### AT A GLANCE

**Distinctive feature:** France's number one network for local, people-oriented services

**Ambition:** become the number one operator of local, people-oriented and e-commerce services focused on customer satisfaction and the customer experience.

**Workforce:** 102,000 employees.



••• The business line is strengthening its local transport and logistics activities: compared with 2023, Log'issimo reported a 23% rise in revenue overall and doubled its revenue in the retail market.

**Becoming a key player in the sectors of the future**

After pilot tests lasting three years, the French government issued a decree in December 2024 giving local authorities the option of using external service providers, including La Poste, to carry out their population censuses. Another sector where La Poste Groupe is stepping up its pace of development is healthcare. For example, its home healthcare subsidiaries, Asten Santé and Diadom, outperformed the market in 2024, reporting 10% and 7% revenue growth respectively. La Poste Health & Autonomy, created in 2023, is gradually laying the essential foundations for growth in the buoyant market for services for patient care pathways. In early 2025, the business line launched Proxeo, a new brand offering a range of services in three key areas: local knowledge, energy efficiency and the circular economy.



**KEY FIGURES**

**68**  
Log'issimo branches in France in 2024, providing more than 120,000 services daily to businesses and local authorities.

**281g**  
of CO<sub>2</sub> emitted per parcel (down 11% vs 2023).

**1,000**  
cargo bikes in use in the centres of France's 60 largest towns and cities.

**4,512**  
postal carriers hired on permanent contracts (up 6.7% vs 2023).



**GEOPOST**

"In a market environment that remained challenging in 2024, Geopost demonstrated its agility and the effectiveness of its strategy. With robust results, we are continuing to action our growth levers, by strengthening our network in Europe and worldwide, accelerating our development in the buoyant out-of-home delivery market, and creating new offers for e-commerce. More than ever, we're putting all our energy into significantly reducing our carbon emissions and leading the way as the international reference for sustainable delivery."



**YVES DELMAS**  
Executive Vice President of La Poste Groupe and Chief Executive Officer of Geopost



Against the backdrop of concentrated consolidation in the global parcels delivery market, heightened competition and rising costs, Geopost kept to its strategic course in 2024 and demonstrated its resilience, with a 2.3% year-on-year increase in volumes.

**Consolidating its European leadership**

One of Geopost’s strategic priorities is to consolidate its European leadership in the domestic and cross-border BtoC and BtoB road delivery markets. In 2024, this translated into major investments, such as the €30 million spent to enable DPD Portugal to open its largest hub in the country at Loures, near Lisbon. Geopost also continued to grow its pan-European offering during the year, with 6.7% more cross-border deliveries. In Italy, BRT opened a new strategic hub in Cessalto, aimed at enhancing the efficiency of its entire network in the north east of the country.

**Expansion for out-of-home and food deliveries**

In line with its strategy of targeting the most buoyant market segments, Geopost continued to expand its Pickup out-of-home delivery network in 2024. Comprising 128,000 pick-up points and lockers, this network is one of the largest and densest in Europe and now includes solar-powered lockers, which were launched in France during the year. In Germany, the two leaders in the express parcel delivery market, DPD and GLS, signed a partnership agreement which will give them one of the country’s densest networks of drop-off and collection points within the next three years. In parallel, Geopost is consolidating its position in the food delivery segment and now has seven subsidiaries with expertise in temperature-controlled delivery, in the Benelux countries, Spain, France, Lithuania, Poland, Portugal and Italy. In Italy, Geopost also launched a new fresh produce delivery service in an eighth city, Bari.



**KEY FIGURES**

**5.4%** reduction in GHG emissions vs 2023, in line with its pathway to Net Zero by 2040 validated by the Science-Based Targets initiative (SBTi).

**10,459** low-emission vehicles, i.e., 15% of the delivery fleet in Europe.

**7** subsidiaries offering fresh produce delivery: Chronofresh in France, BRT in Italy, DPD Belux, DPD Lithuania, DPD Poland, DPD Portugal and SEUR in Spain.

**23%** increase in retail pick-up/drop-off points and Pickup lockers vs 2023, with a total of 132,000 worldwide in 2024.



**AT A GLANCE**

**Distinctive feature:** European leader and one of the world’s leading networks for parcel delivery and commerce solutions, with a 2040 net-zero emissions pathway validated by the Science-Based Targets initiative (SBTi).

**Ambition:** become an international reference for sustainable delivery and a driver for commerce.

**Workforce:** 55,000 employees.



**Building up its global network and putting its expertise to the service of customers**

Geopost is laying the foundations for its future growth by expanding its international network. For example, in China, its subsidiary Asendia entered into a strategic partnership with Hubbed in 2024, enabling Chinese e-tailers to offer delivery options to their customers in Australia. Geopost is also helping its customers to develop their e-commerce activities, for example by creating the Singular platform which offers SMEs a unique showcase to promote their products to millions of e-buyers. First launched in Italy, Singular is now also available in Croatia and Spain. Geopost strives to ensure that it is constantly in step with customer expectations and during 2024 it conducted a new survey of business parcel recipients on their uses and needs, in addition to the European e-shopper behaviour barometer it published in February.



# LA BANQUE POSTALE

"Contributing to the just transition is part of La Banque Postale's purpose as a mission-led company. In 2024, we launched an ambitious transformation plan to develop a sustainable and long-term business model that is in line with this strategic trajectory. Thanks to the dedicated work of our people in all of our businesses, we're making good headway with this. We've launched a new dynamic for winning new business, particularly in retail banking, driven by increased synergies with the postal network. And now we're seeking to go further so we can remain at the forefront of developments in market practices and standards and make even more of a positive impact."



**STÉPHANE DEDEYAN**  
Executive Vice President of La Poste Groupe and Chairman of the Executive Board of La Banque Postale



La Banque Postale, the 12<sup>th</sup>-largest bancassurer in the eurozone<sup>(1)</sup>, is continuing to transform its business model in order to build a European leader in bancassurance committed to efficiently delivering socially responsible products and services to all of its customers.

### New commercial momentum

In 2024, La Banque Postale launched a drive to win customers and increase affinity sales in retail banking, signing new business with 647,000 new and/or existing customers. It also introduced a transfer initiation service for businesses and local authorities that enables them to order payments by bank transfer by clicking on a link or scanning a QR code. Also during the year, in connection with its aim to further strengthen its leadership in sustainable finance, LBP continued to roll out its Impact Weighting Factor – an innovative tool that assesses the regional, inclusion and environmental footprint of transactions – to new real estate loans, project finance originations and financing for major corporations. And LBP's net exposure to fossil fuels<sup>(2)</sup> was reduced to 0.005%<sup>(3)</sup>, in line with its decision in 2021 to stop lending to this sector.

### Stronger positions in key sectors

La Banque Postale now has front-ranking positions with players in France's regional economies. It is the leading lender to local authorities and public hospitals<sup>(4)</sup>, issuing €5.8 billion worth of loans to local authorities in 2024, including €1.9 billion in green and social loans. ...



### AT A GLANCE

**Distinctive feature:** a mission-led company, born out of a community-oriented commitment, serving the just transition.

**Ambition:** offering the best of bancassurance to everyone and becoming the leader in impact finance.

**Workforce:** 12,052 employees.

(1) Source: ECB, based on a panel of European banks with total assets of more than €300bn at 31 Dec. 2023. (2) % of coal, oil and gas sector financing and investments in the Corporate portfolio, excluding companies with a transition plan and/or renewable energy projects. (3) Down 0.5 pts vs 2023. (4) Ranking by Finance Active – Observatoire de la dette des collectivités locales 2024.



... Another of LBP's growth drivers is asset management. LBP AM's acquisition of La Financière de l'Échiquier (LFDE) in July 2023 created a leading European multi-specialist in conviction-based management with a total of €74 billion in assets under management at end-2024. During the year, LFDE completed the legal merger of Tocqueville Finance into the LBP AM group. Also in 2024, La Banque Postale finalised the sale of its subsidiaries KissKissBankBank and Lendopolis, with the aim of securing their continued development.

**Partnerships with high added value**

To pave the way for future growth, in 2024 CNP Assurances and La Mutuelle Générale created CNP Assurances Protection Sociale, with a view to building a major player in health and personal protection insurance. Thanks to the strong strategic fit between these two groups, the newly created company will be able to offer a high added-value product range that meets the growing needs and development opportunities in this market. On the international front, CNP Assurances signed an exclusive 20-year agreement in Brazil with Banco de Brasília (BRB) – the main financial institution in the federal district of Brasília – to distribute its products through the BRB network.

**KEY FIGURES**

**36** million property & casualty policyholders worldwide and 10 million active banking customers in France.

**73%** of La Banque Postale's activities covered by the Impact Weighting Factor<sup>(1)</sup> (vs 64% in 2023).

**No. 1** worldwide in the Sustainalytics<sup>(2)</sup> "Diversified Banks" category.

**No. 1** CNP Assurances' ranking out of the world's largest life insurers by the UK NGO, ShareAction, for its climate and biodiversity commitments, with a score of 51/100.

<sup>(1)</sup> Out of the financing eligible for application of the Impact Weighting Factor.

<sup>(2)</sup> A leading Global ESG rating agency.



Scan the QR code to find out more about La Banque Postale.

# RETAIL CUSTOMERS & DIGITAL SERVICES

"In 2024, the Retail Customers & Digital Services business line accelerated its transformation, with higher results from its banking and insurance activities, enhanced service quality, continuing strong levels of footfall in post offices, and the development of new services. Every day, postal workers leverage a unique model that combines local presence with digital trust services. Operating in the very heart of France's regions, we play a crucial role in the regional, digital, demographic and environmental transitions that are currently reshaping society, and we take action on a daily basis to strengthen social and regional cohesion."



**NATHALIE COLLIN**  
Executive Vice President, in charge of the Retail Customers & Digital Services business line



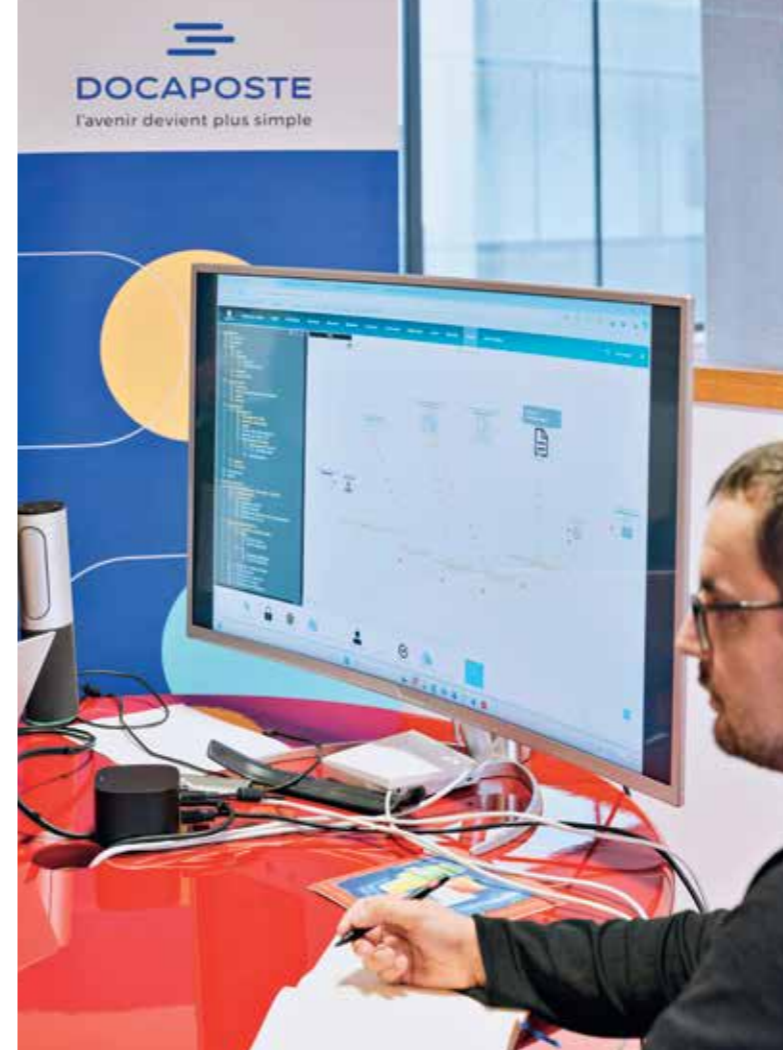
While adapting postal coverage to closely meet the needs of customers and France's regions, in 2024 the Retail Customers & Digital Services business line saw a new positive sales momentum, with strong growth in its results for banking, insurance and mobile telephony. It also continued to develop its digital trust services in a difficult market.

**Developing new forms of physical and digital coverage**

During the year the business line trialed a travelling post office model<sup>(1)</sup>, with La Poste's distinctive yellow vans providing products and services in 40 municipalities across five regions. It also created 15 Service Hubs – a hyper-local concierge concept offering digital services with face-to-face assistance. In parallel, a partnership was signed with the French Chambers of Agriculture to trial the introduction of local service access points on farms under the banner "Bienvenue à la ferme". And the business line made it easier for customers to locate post offices via the laposte.fr website, and expanded its offerings for businesses through the La Poste Pro Expéditions service.

**Accelerating growth and fostering customer loyalty**

In the aim of winning more customers, in 2024 the Retail Customers & Digital Services business line overhauled its sales methods and organisational framework, while developing new offers. For retail customers, it launched digital stamps and the Lettre Services Plus service. It strengthened its partnership with Vinted to make it easier to send and return items via a Colissimo delivery service. And it launched Mon Contact Logement, a free service that puts customers in touch with a local real-estate specialist selected from its Proprietes-privées.com partner network. Since late 2024, a number of post offices have expanded their offerings to become retail outlets, offering almost 70 product references, including stationery, cards and regional products. The sale of La Poste Telecom to Bouygues Telecom during the year highlighted the value created by the network. La Poste has retained ownership of the La Poste Mobile brand and will continue to market its services in post offices.



**KEY FIGURES**

**6.5**  
million La Poste Digital Identities, vs 4.2 million in 2023.

**4.3/5**  
Google customer rating for post offices (vs 4.2/5 in 2023 and 2.2/5 in 2021).

**414**  
post offices bearing the France Services label to support citizens with their online administrative procedures.

**1.5**  
million people helped through outreach initiatives in post offices, mainly in disadvantaged neighbourhoods.



**AT A GLANCE**

**Distinctive feature:** combining the power of digital technology with the local presence of the post office network.

**Ambition:** make La Poste the number one platform for people-oriented and digital services in France.

**Workforce:** 43,082 employees.



**Docaposte – the benchmark digital trust player in France**

With revenue growth of over 34% in the space of three years, Docaposte has confirmed its role as a growth driver for the group. In 2024, it launched Dalvia Santé, its first ethical and sovereign generative AI offering dedicated to healthcare professionals and establishments, marketed by La Poste Health & Autonomy. It also launched a Cyber Pack – the first full turnkey cybersecurity offering tailored to the needs and resources of micro-enterprises, SMEs, local authorities and healthcare establishments. And in the first half of 2025, Numspot – the outcome of an alliance between Docaposte, Banque des Territoires, Dassault Systèmes and Bouygues Telecom – announced the official launch of its robust sovereign cloud platform that meets the highest technical and security standards.



Scan the QR code to find out more about Docaposte.

(1) Co-financed by Banque des Territoires.

# TAKING ACTION WITH AND FOR EMPLOYEES

Being a responsible employer is a key priority for La Poste Groupe in all of its businesses. Because it's embedded in its corporate culture and values. Because it's imperative for successfully transforming the group. And because it fosters the engagement of its 226,800 employees.



- P. 32 — A new structure for social dialogue
- P. 34 — Building trust and confidence
- P. 36 — Empowering everyone
- P. 38 — Using AI as a lever for transformation
- P. 40 — Values embodied in day-to-day performance
- P. 42 — Stable and open governance



# A new structure for social dialogue

Following the employee representative elections held in October 2024, La Poste set up its first Social and Economic Committees (SECs) on 25 October. Valérie Decaux, La Poste Groupe’s Executive Vice President, Head of Human Resources, explains this major change in the way social dialogue is structured within the organisation.



**VALÉRIE DECAUX**  
La Poste Groupe Executive Vice President,  
Head of Human Resources

### How will social dialogue be enhanced with the SECs?

The SECs cover all matters relating to the general running of the group’s business, as well as its strategic goals and HR policy. For example, there is open dialogue with the members of the central SEC about financial results so that employees can have a better understanding of the transformational changes taking place at La Poste.

### What are the benefits for postal workers?

At La Poste, we’ve gone above and beyond our regulatory obligations by placing particular importance on social dialogue at the local level. We’ve increased the number of local employee representatives, with more committees to reflect the size of our organisation. The topics covered at local level are therefore more diverse, as they include employment, training, gender equality, equal opportunities, diversity and disability, as well as social and cultural activities, housing and the environment. This new social dialogue structure will enable us to more effectively take into account postal workers’ expectations and the realities of their work.

### How did La Poste prepare for setting up the SECs?

We spent more than two years working on this project, bringing on board everyone concerned right from the outset. We organised numerous talks with the trade unions, including some on topics where talks were not mandatory by law, such as the exercise of trade union rights. This was a deliberate choice on our part, clearly signalling our commitment to social dialogue. Thanks to these talks, we were able to sign the ten majority agreements with the trade unions that were essential for creating the SECs.



## THE SECs – NEW EMPLOYEE REPRESENTATIVE BODIES

**Social and Economic Committees (SECs), which are mandatory in France for companies with over eleven employees, were set up within La Poste SA in 2024 following a two-year negotiation process.** Already in place in subsidiaries such as La Banque Postale, CNP Assurances, Chronopost and DPD France, the SECs supersede the former Health, Safety and Working Conditions

Committees and Technical Committees as well as the French works councils (Cogas). 32 entity-level SECs and one central SEC were set up following the employee representative elections held in October 2024, which saw a high participation rate with over 106,000 voters taking part, i.e., almost 65% of postal workers. On an everyday basis, it is the local representatives appointed by the members of

the SEC who organise social dialogue. Another change is that it is now the SECs that manage social and cultural activities for employees. Employer-employee agreements are negotiated and signed with union delegates appointed by the representative trade unions that obtained at least 10% of the votes in the first round of employee representative elections.

### 3 LEVELS OF SOCIAL DIALOGUE

- 1 CENTRAL SEC**  
**14 commissions, including the Occupational Health and Safety Commission**

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- 32 ENTITY-LEVEL SECs**  
**7 commissions, including the Occupational Health and Safety Commission**

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- LOCAL EMPLOYEE REPRESENTATIVES**  
**over 1,500 local employee representatives**

### EMPLOYEE REPRESENTATIVE ELECTION RESULTS

Following the employee representative elections, the proportions of the national trade unions represented within the SECs are as follows:

- CFDT: 26.07%**
- CGT: 23.67%**
- FO: 21.71%**
- SUD: 18.46%**
- CFE-CGC: 10.10%**

# Building trust and confidence

Trust and confidence are not only central to the relations between La Poste Groupe and its customers, they are also a vital element of relations with its employees.

Self-confidence and trust in their employers and colleagues are vital for employees' engagement and fulfilment, and for creating collective energy throughout the organisation. La Poste Groupe is able to foster this trust and confidence by being a group that cares about its employees, develops their skills and is committed to everyone.

## Well-being at work: a continuous improvement approach

La Poste has put in place dedicated systems to gain a deeper understanding of the needs and expectations of each and every one of its employees. In 2024, over 10,000 postal workers were supported by La Poste's housing department, with solutions such as temporary accommodation, renting a property owned by the group, help-to-buy schemes or supported housing. During the year, La Poste and the trade unions also signed a new unanimous agreement to support the more than 5,000 postal workers who are also family carers. As the leading employer of carers in France, La Poste received a gold trophy at the Victoires du Capital Humain awards for its policy of caring for carers.

Another example of La Poste's measures to enhance employees' quality of work life is the Services-Mail-Parcels business line's ongoing work on the "Échangeons" (Let's talk) programme throughout 2024, which is based on a feedback system for postal workers with four priorities: teams' day-to-day working life, listening carefully to employees' concerns, improving equipment and the working environment, and developing career paths.

## Diversity and inclusion – further progress

In 2024, more than 900 postal workers with disabilities tested new products and services designed either for customers or employees, to make sure they were easily accessible for everyone. This innovative initiative clearly reflects the core values of La Poste, which is the leading employer of disabled people in France, who made up 9.76% of its payroll in 2024. La Poste Groupe is also strongly committed to gender equality and diversity. 51.5% of La Poste's employees are women, and women account for almost 40% of the Company's executives. In 2024, France's leading certification body, Afnor, renewed the Diversity label awarded to the Services-Mail-Parcels business line, which certifies that its recruitment, onboarding and career development processes are non-discriminatory. In addition, Geopost was included for the first time in the Financial Times-Statista 2025 Diversity Leaders ranking, made up of the 850 companies in Europe with the best ratings for their diversity and inclusion policies. Lastly, La Poste, La Banque Postale and CNP Assurances have all signed the LGBT+ Charter issued by the non-profit, L'Autre Cercle, confirming their long-standing commitment to fostering an inclusive working environment for LGBT+ people.

## KEY FIGURES

# 0%

gender pay gap (scope: La Poste SA employees).

# 600

"Kindness Ambassadors" trained to help foster happy working relations and spot any psychological risks, with a target of having 1,000 of these ambassadors by 2025.



▲ "I was living in Évry-Courcouronnes in the southern suburbs of Paris when I got the job I was looking for, but it was in Sarcelles, to the north of the city. I wasn't eligible for social housing, so I contacted La Poste's housing department to try to find accommodation closer to my new job where I could live with my husband and our four children. I quickly managed to find a 4-bedroom apartment in Saint-Denis, not far from Sarcelles, that was within our budget and, above

all, close to shops, schools and public transport. I was given really good support, from the start of putting together the application right the way through to the move, which, after a review of my situation, was paid for by La Poste. And all this was done in less than four months!"

**BETTY**  
Customer service manager  
at the Sarcelles post office

▲ "Since I have a sight impairment with no central vision in one eye, my working conditions are specially adapted, with a double screen and bright lighting. For the past two years, I've been one of a group of disabled postal workers testing the group's products and services to make them accessible to people with disabilities. For example, I reviewed a voice payment card designed specially for the visually impaired, which is being trialled by La Banque Postale. I really like the idea of being able to make life easier for customers or customer service managers and it makes me feel useful."

**BRUNO**  
Sales area manager  
in two post offices in Paris

# Empowering everyone

Empowering postal workers means giving them continuous training so they can develop useful and rewarding skills. It's about helping them switch jobs whenever they want to throughout their career, for the benefit of themselves, the group and its customers. And it means making sure they feel they have something to contribute to La Poste Groupe's continuing transformation, whatever their age or experience.

## Skills development and training throughout employees' careers

Since 2021, La Poste has provided support to employees who are looking to change jobs, through "signposted pathways" for moving between business lines and "pioneer paths" with external certification for those seeking to change career. By 2024, more than 3,000 postal workers had received certification under these two programmes. For example, 38 employees have followed one of the "signposted pathways" to become data analysts, leading to new career opportunities in this profession of the future. The first cohort of students graduated from La Poste's Data and AI school in 2024, with 17 postal workers awarded a recognised professional diploma equivalent to four years of higher education.

Postal workers also have access to a wide range of training courses on topics related to the group's CSR commitments. In 2024, for instance, 6,362 employees took part in Climate Fresh workshops. These workshops are designed to raise wide-scale awareness of climate issues, and a total of 23,576 of the group's employees have now taken part in them since they were first launched in 2022. In addition, 70,841 "CSR Essentials for Everyone" training modules were followed in 2024.

## Attracting and including all types of talent

"At La Poste, the world of tomorrow is here today. Let's build our future together". La Poste Groupe's new employer pledge, unveiled in 2024, reflects the group's determination to drive forward the major transitions of the future, as well as its commitment to upskilling its employees and creating career opportunities for everyone. La Poste also increased its programmes for young people in 2024, taking on 3,900 work-study students, including 2,000 in the Services-Mail-Parcels business line in logistics, delivery and distribution. As promised, it also took on 100 high-school level interns. During the year, La Poste, La Banque Postale and its subsidiary, La Banque Postale Consumer Finance, were awarded certification by the Top Employer Institute, an independent body that certifies excellence in HR practices. And La Poste Immobilier received Great Place to Work certification in its first assessment for this recognition.



▲ "After my initial experience as a customer service manager in a post office in Paris, I wanted to move on. Computing has always been a passion of mine, and at 26 I decided to embark on a "pioneer path" offered by the group to become a designer/developer. It's an intense experience that requires a lot of personal investment. But thanks to really great support and guidance I was able to follow a training course that combined theory with practice. At the end, I received a certification and joined the IT teams in Nantes as a designer/developer. The "pioneer path" is a real key to opening up new career prospects!"

**KRISTINA**  
Designer/developer  
in Nantes



▲ "After working as a postal carrier for nearly ten years in the Vosges region, I heard about the Recognition of Professional Potential (RPP) scheme, which lets you move higher up the career ladder, both in and outside your particular field of work. I registered as an independent candidate and was awarded the RPP certificate on my second attempt, in 2019. That's how I came to be appointed Head of Operations and Customer Service in Reims, then Interim Site Manager – also in Reims – before becoming manager of the Charleville-Mézières site, and

then the Troyes site in 2024. It just goes to show that anything is possible in our company. As a manager I'll always give the people in my team the opportunity to upskill, because if no-one had helped or believed in me I wouldn't be where I am today."

**FLORIAN**  
Site manager in Troyes

## KEY FIGURES

**24,051**  
under-30s taken on  
as interns, work-study  
students or new hires  
in 2024.

**93.45%**  
of postal workers  
attended at least  
one training course  
during the year  
(scope: La Poste SA).

# Using AI as a lever for transformation

Artificial intelligence (AI), which is already a central component of many of La Poste Groupe’s customer services and processes, also offers tremendous potential for its employees. To leverage this potential, La Poste’s experts are developing tools and services aimed at integrating AI into its employees’ working practices and making their daily lives easier.

## Putting AI to the service of customers and employees

From address recognition on sorting machines and chatbots on digital platforms through to fraud detection in the banking business, AI is already playing a key role within the group, for the benefit of customers and employees alike. It is being used to enhance the customer experience and facilitate the daily work of postal workers, with the overriding objective of developing ethical AI that creates value and takes into account social and environmental factors. This is reflected in the group’s new Data & AI Ethics Charter, which provides guidance for decisions on the design, processes and offerings of AI-enabled services. La Poste Groupe is continuing to develop its own generative AI model – “La Poste GPT” – which is currently being trialled. And it is pursuing its ambitious acculturation and training programme. More than 70,000 postal workers have followed the “AI Objectives” e-learning course offered by the La Poste Groupe Institute in partnership with the Institut Montaigne, OpenClassrooms and the Fondation Abeona. This course, which is open to everyone, provides an introduction to artificial intelligence through 16 modules lasting a total of four hours.



▲  
 “Using generative AI has totally transformed my daily work. It’s made me much more efficient in different areas, ranging from solving programming problems to putting together presentations. AI allows me to experiment quickly, iterate faster and generate innovative ideas, without ever replacing the human touch. It has become a precious ally that enriches my work, helping me to innovate and support my colleagues more effectively.”

**MOHAMMED**  
 AI coordinator, Information Systems Department, La Banque Postale, Gradignan



▲  
 “When I’m at the general sorting office, I now have a smartphone with the MobilIA app, which helps me sort mail manually. You scan the letter, and the app gives you the street name and number and which part of the street the address is located in, so we can make sure the letter gets put in the right delivery round. It’s super-fast, it’s a safety net for us, and it helps with the handling process... Basically, MobilIA is a revolution for us postal carriers. And it’s great to be able to say to others: “It’s easy, look how it works!” We help each other a lot within the team.”

**CORINNE**  
 Production supervisor at the Mail industrial platform in Cestas

## “AI FOR COM” – PREPARING COMMUNICATIONS STAFF FOR THE FUTURE

In 2024, La Poste Groupe’s Communications Department launched “AI FOR COM”, an ambitious programme aimed at integrating generative AI into the daily work of the group’s communications staff. The launch was accompanied by awareness-raising initiatives and training sessions which will be gradually added to the programme. 300 of the group’s communications staff also took part in trials of Microsoft’s AI Copilot solution, and half of them will be equipped with “La Poste GPT” in 2025.



“The daily work of people in communications professions is being directly affected by generative AI, whether for writing, reviewing or graphic design, and we’ve decided to adopt a proactive approach to the major changes this technology brings with it. We’re helping all of the group’s communications staff to navigate their way through this transformation thanks to our “AI FOR COM” programme. The programme includes regular AI acculturation sessions and awareness-raising sessions on the challenges of AI. We’ve also set up a specific training programme and are testing various generative AI tools. Our aim is to gradually integrate AI into all of our businesses by becoming the drivers of this change and addressing it in a calm and pragmatic way.”

**MARIE-AUDE DUBANCHET**  
 Executive Vice President of La Poste Groupe, in charge of communications

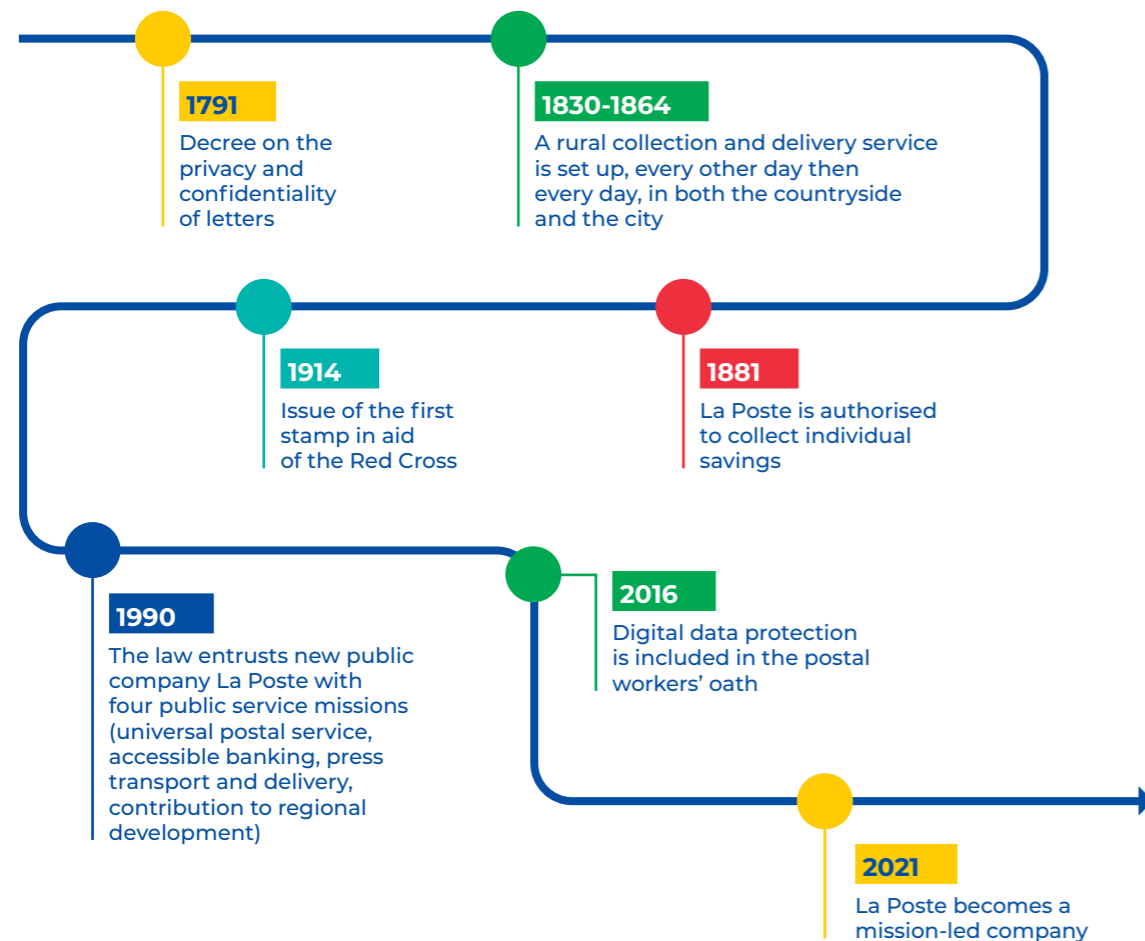
### KEY FIGURES

More than  
**70,000**  
 postal workers have followed the “AI Objectives” e-learning course.

# Values embodied in day-to-day performance

La Poste's six values are at the heart of its identity, its commitments and its actions. In a changing environment, they guide its strategic choices.

## VALUES EMBODIED THROUGHOUT THE GROUP'S HISTORY



“Ethics are at the heart of our culture and values. Ethical conduct is crucial for the development of our local and digital trust services. According to our ethics survey, ethical conduct is increasingly being viewed by employees as imperative in their everyday work. 77% of them say they are aware of ethical issues, a figure that has risen by 6 points in the space of a year thanks to a large-scale ethics training programme. Many more employees also now know who their entity’s ethics officer is, with the awareness level up 13 points since 2023.”

**PHILIPPE BAJOU**  
Executive Vice President, General Secretary of La Poste Groupe

## LA POSTE'S VALUES

- OPENNESS**  
Taking a fresh look at the company, remaining attuned to its stakeholders to understand how they are changing and offering them solutions that are constantly adapted to their needs.
- CONSIDERATION**  
Treating customers and staff with the care and respect they expect.
- FAIRNESS**  
Adapting to all kinds of situations and requests, and responding with the same level of attention and efficiency.
- PROXIMITY**  
Being available for all customers in every place and on every site and adapting to specific local conditions.
- ACCESSIBILITY**  
Offering postal services in the right place at the right time for customers, by adapting distribution models for all the group's products to new user behaviours. Facilitating access to our services for people with reduced mobility or those in need.
- PERSONALISED SERVICE**  
Putting the customer first, through a relationship based on listening and professionalism.



## A NEW DATA & AI ETHICS CHARTER

In 2024, the Group adopted a new Data & AI Ethics Charter, which defines the framework necessary for the development of AI systems, with a view to developing trusted services and making digital technology more inclusive and honed to users' needs. The charter and its requirements are applicable to all of the group's businesses and guide its decision making.

Under the terms of the charter, AI projects have to be pre-filtered based on four criteria: the purposes of the algorithm, the applicable data laws and regulations, the technical risk factors and the type of potential beneficiaries of the project. On this basis, the teams are then helped by two “AI trust officers” to carry out a self-assessment of their project.

# Stable and open governance

La Poste Groupe is governed by a Board of Directors, a Mission Committee, Executive Management and its Executive Committee. Working together, these bodies support the development of the group and its business lines in accordance with its commitments.

## BOARD OF DIRECTORS

**24**  
members

Chaired by Philippe Wahl, the group's Chairman and Chief Executive Officer, it defines the general policy and direction of the group's activities.

**8 common members** provide a link between the Board of Directors and the Mission Committee

## MISSION COMMITTEE

**17**  
members

Chaired by Natalie Rastoin, chair of Polytane, it monitors the achievement of La Poste's commitments as a mission-led company.

**9** qualified external experts bring open and diverse points of view to the table.

## EXECUTIVE MANAGEMENT

The Chairman of the Board of Directors also acts as Chief Executive Officer, and as such is responsible for implementing the strategy decided by the Board of Directors.

## EXECUTIVE COMMITTEE

**10**  
members

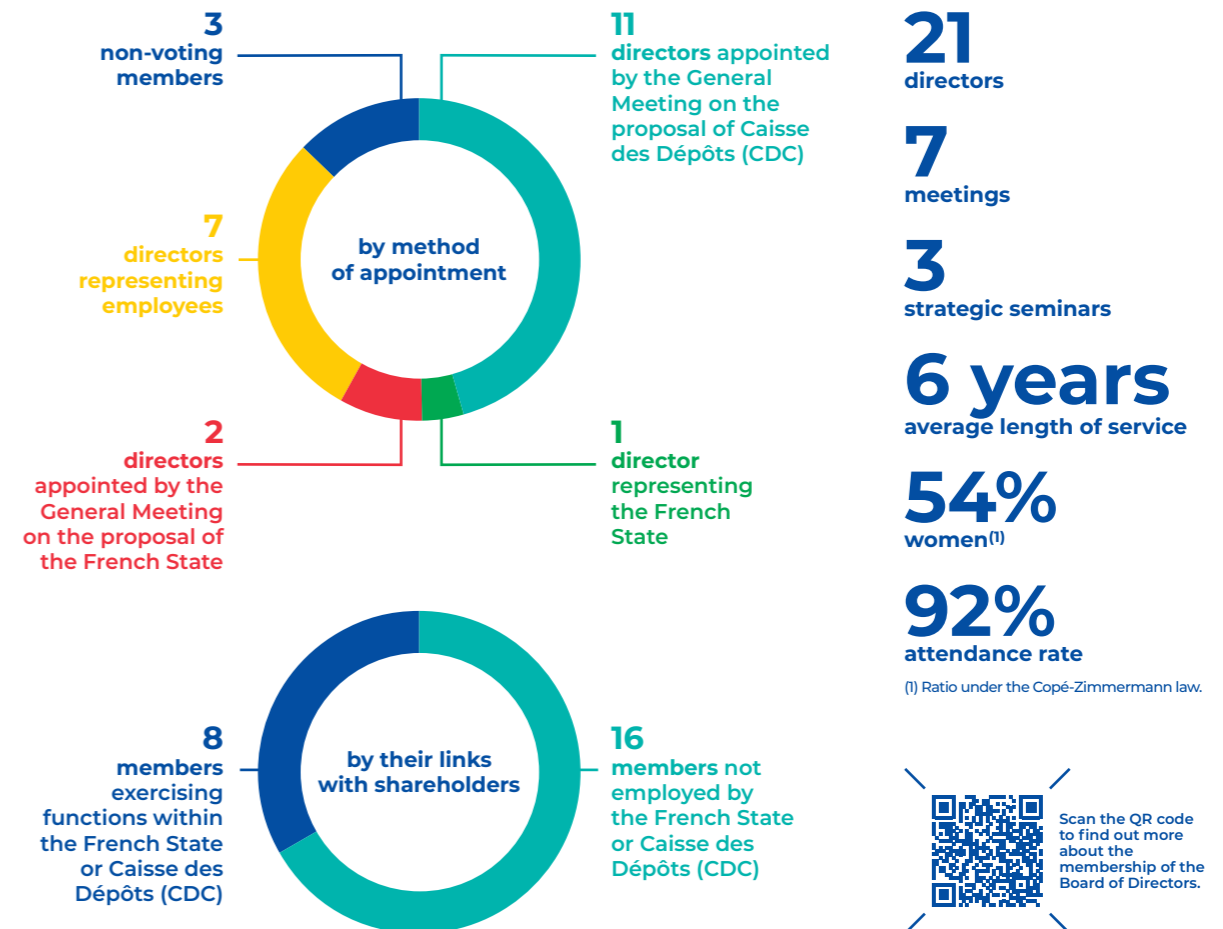
A forum for strategic discussion and consultation on all cross-cutting challenges facing the group.

## BOARD OF DIRECTORS

The Board of Directors defines the group's strategic priorities, approves the issue of the annual and interim financial statements, authorises acquisitions and disposals and major investment programmes, and sets the terms of employee profit-sharing. It ensures that the group is resilient regardless of the economic environment and that it remains relevant on a daily basis.

### Diverse profiles for a wide variety of perspectives

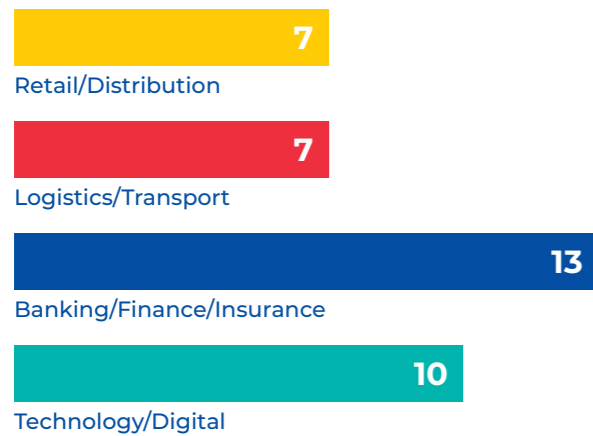
The directors' diverse profiles, experience and skills are key to meeting the challenges of society's major transitions and in implementing the group's ambitious projects, as set out in its purpose and strategic plan.



**Robust strategic expertise**

The Board of Directors' 21 members completed a self-assessment of the Board's strategic areas of expertise.

**BUSINESS SECTOR EXPERTISE**



**FUNCTIONAL EXPERTISE ON KEY ESG RISKS AND OPPORTUNITIES**



**FIVE BOARD COMMITTEES**

The Board of Directors relies on five specialist committees in carrying out its duties.

**Strategy and Investment Committee**

**Chairwoman: Françoise Malrieu (CDC)**  
9 members  
6 meetings  
89% attendance rate

**Audit Committee**

**Chairwoman: Guillemette Kreis (French State)**  
5 members  
10 meetings  
94% attendance rate

**Appointments, Compensation and Governance Committee**

**Chairman: Philippe Lemoine (CDC)**  
4 members  
3 meetings  
83% attendance rate

**Quality and Sustainable Development Committee**

**Chairwoman: Marie-Pierre de Bailliencourt (CDC)**  
7 members  
3 meetings  
94% attendance rate

**Public Service Missions Committee**

**Chairman: Franck Gervais (French State)**  
7 members  
4 meetings  
94% attendance rate

**EXECUTIVE COMMITTEE**

The Executive Committee is the body for discussing strategy and consulting on all cross-functional group issues. Its members review major prospective decisions and the group's operating results against its objectives.

The Committee's membership reflects the breadth of a multi-business group that is able to transform itself by developing new, useful and well-executed activities that respond to sustainability challenges.



**PHILIPPE WAHL**  
Chairman and Chief Executive Officer of La Poste Groupe



**PHILIPPE BAJOU**  
Executive Vice President, General Secretary of La Poste Groupe, Chairman of La Poste Immobilier



**STÉPHANIE BERLIOZ**  
Executive Vice President, in charge of Finance



**NATHALIE COLLIN**  
Executive Vice President, in charge of the Retail Customers & Digital Services business line



**VALÉRIE DECAUX**  
Executive Vice President, Head of Human Resources



**STÉPHANE DEDEYAN**  
Executive Vice President, Chairman of the Executive Board of La Banque Postale



**YVES DELMAS**  
Executive Vice President, Chief Executive Officer of Geopost



**PHILIPPE DORGE**  
Executive Vice President, in charge of the Services-Mail-Parcels business line



**MARIE-AUDE DUBANCHET**  
Executive Vice President, in charge of Communications



**NICOLAS ROUTIER**  
Executive Vice President, in charge of Public Service and Regulatory Affairs

**10** members  
**40%** women

# PARTNERING TRANSITIONS

A range of different transitions – environmental and energy, digital, demographic and social, and regional – are reshaping the expectations of La Poste Groupe’s stakeholders and the challenges it needs to rise to. La Poste Groupe is meeting these expectations and at the same time is increasing its positive impacts by adapting its products and services and taking tangible action in all of its operating regions.



- P. 48 — Taking action for the environmental and energy transition
- P. 52 — Taking action for the digital transition
- P. 56 — Taking action for the demographic and social transition
- P. 60 — Taking action for the regional transition



# Taking action for the environmental and energy transition

## CHALLENGES

**3.1°C**  
current global warming pathway to 2100.

(Source: United Nations Environment Programme, October 2024).

**25 days/year**  
of extreme heat waves and a 10% increase in intense rainfall.

(Source: French national climate change adaptation pathway – October 2024).

**No. 1**  
GHG emitting sector in France: transport.

(Source: France's Environmental Transition Ministry).

**€110bn**  
of low-carbon investment per year needed in France between now and 2030 to meet climate targets.

(Source: the French Treasury, 2024).

## KEY ISSUES FOR LA POSTE GROUPE

**Reducing emissions and adapting the group's activities, while helping customers with their own decarbonisation efforts.**

► La Poste Groupe has pledged to keep to its greenhouse gas (GHG) emissions reduction pathway in the domains of transport, logistics and banking (SBTi-validated), in line with the target in the Paris Agreement of limiting global warming to 1.5°C. The group is a standard-setter in low-carbon delivery, with one of the leading electric vehicle fleets in Europe. It is continuing to decarbonise its fleet and adapt to the impacts of climate change (locations, buildings, etc.).

► La Banque Postale is stepping up its action in the area of impact finance, with specific offerings for retail customers, businesses and local authorities to support them in their energy transition projects (green loans, impact home loans, etc.).

► La Poste is playing a key role in the circular economy by developing the collection and recycling of workwear, as well as offerings to encourage energy efficiency renovation works, and by promoting soft mobility through services such as long-term e-bike rentals (Véligo) in the Greater Paris region.

## KEY FIGURES

**38%**  
of La Poste Groupe's vehicle fleet is electric (vs 37% in 2023).

**1st**  
La Banque Postale is the first bank in the world to have undertaken to totally stop investing in the coal, oil and gas industries by 2030.

**1st**  
collection and recycling network for workwear in France created by La Poste Groupe in 2024, through its subsidiary Recygo.



## MORE SUSTAINABLE DELIVERIES IN LYON

DPD France has moved into a new 29,000 sq.m. urban logistics building<sup>(1)</sup> in the Gerland quarter of Lyon. By pooling the flows of goods entering the city of Lyon and its suburbs, this facility enables more efficient distribution of these goods by using vehicles adapted to last-mile delivery. This has given DPD France a sustainable distribution system in line with Lyon's carbon reduction objectives.

(1) Delivered by the consortium formed by La Poste Immobilier, Banque des Territoires, LPA Mobilités and the SERL group.



## LAUNCH OF FRANCE'S FIRST IMPACT BANK CARD

As part of its drive to expand its range of responsible products, La Banque Postale launched its impact bank card – a first in the traditional French banking sector. With this new card, which was developed in partnership with WWF France, all deposits in current accounts associated with the card contribute to financing loans intended for the energy renovation of housing and for supporting biodiversity protection and restoration programmes.

**€600m**

in investments planned under a new partnership agreement signed in 2024 between La Banque Postale and the European Investment Bank to support French businesses by providing financing for their mobility and energy transition projects.

## Taking action for the environmental and energy transition



**30 million**

kilometres covered by Colissimo in 2024 using low-carbon heavy goods vehicles (electric, biogas, biofuel), representing 11% of La Poste's long-haul road transport.

## FINANCING ENERGY RENOVATIONS FOR SCHOOLS

Since 2023, Banque des Territoires has been developing a programme called EduRénov to help local authorities finance their energy renovation projects for schools and other educational buildings. To speed up these renovations, in 2024, Banque des Territoires signed a strategic partnership with La Banque Postale, giving local authorities the ability to optimise the financing arrangements for their projects and benefit from grants through La Banque Postale's Subzen offering. Together, the two entities propose an end-to-end service tailored to each stage of public infrastructure decarbonisation projects.



**95,000**

postal carrier services provided in 2024 for the French national housing agency (Anah) to raise homeowners' awareness about energy renovations.



## SEQUNDO – PROMOTING THE CIRCULAR ECONOMY AND SOCIAL INCLUSION

In 2024, La Poste Immobilier helped set up the Sequndo network. Bringing together twelve social inclusion structures, Sequndo offers selective deconstruction services when demolishing buildings, with a view to reusing the materials salvaged from the buildings being dismantled. Thanks to its partnership with this network, La Poste Immobilier will be able to recycle or reuse 80%<sup>(1)</sup> of the targeted materials, all while contributing to its objective of 5% of the hours worked on its construction sites being carried out by people on inclusive employment contracts.

(1) Applies to operations subject to regulatory PEMD (products, equipment, materials and waste) diagnostic surveys, for demolition or major renovation works covering over 1,000 sq.m.

**50<sup>th</sup> project**

signed up in 2024 under the Climat + Territoires resource and biodiversity protection programme. The Quai Paul-Boudet project involves supporting the city of Laval with its greening project by facilitating carbon capture and promoting biodiversity, while giving local residents pleasant surroundings. The project is being financed by La Poste in partnership with Société Forestière de la Caisse des Dépôts.



“In 2024, Recygo created an unprecedented ecosystem for collecting and recycling workwear and textiles. By passing their workwear on to us, public and private companies can join the movement to **create a sector of excellence for textile recycling in France**. Together, we're taking action for the environment, for onshoring the recycling industry in France and for creating sustainable employment in our regions.”

**CORINNE SIEMINSKI**  
President of Recygo

# Taking action for the digital transition

## CHALLENGES

**8%** average annual revenue growth since 2018 for French companies in the digital trust sector.

(Source: Observatoire de la Confiance Numérique, 2023).

## 1 out of 2 businesses

fell victim to a cyberattack in 2023, mainly through account hacking and phishing.

(Source: French National Information Systems Security Agency (ANSSI), 2023).

## Over 1/3 of companies

with ten or more employees used AI in 2023, with the proportion rising to 40% for retail and finance and as high as 50% in industry.

(Source: France Travail, 2023).

## 16 million

people in France are digitally illiterate, reflecting an ongoing digital divide.

(Source: French National Agency for Regional Cohesion (ANCT), 2022).

## KEY ISSUES FOR LA POSTE GROUPE

**Being a provider of digital trust services and fostering digital inclusion.**

► Through its subsidiary Docaposte, La Poste Groupe offers secure solutions such as electronic signatures, archiving and online voting systems, and it intends to maintain its leadership in the digital trust market. Docaposte has also developed Numspot – a sovereign cloud offering launched commercially in 2025 – in collaboration with leading public and private sector partners: Banque des Territoires, Dassault Systèmes and Bouygues Telecom. In line with its commitment to ethical AI, the group is rolling out its Data & AI Charter, including for projects involving generative AI. It has also strengthened its AI expertise through the acquisitions of Probayes in 2016 and Openvalue in 2021, and by providing AI training.

► As a mission-led company, La Poste takes action to promote digital inclusion – a priority for reducing inequalities in society. This has entailed introducing a range of practical measures in post offices, such as “France Services” counters to help with online administrative procedures, digital outreach programmes, and “Étapes Numériques” spaces (areas in local post offices with IT equipment that anyone can use).

## KEY FIGURES

### Over 400

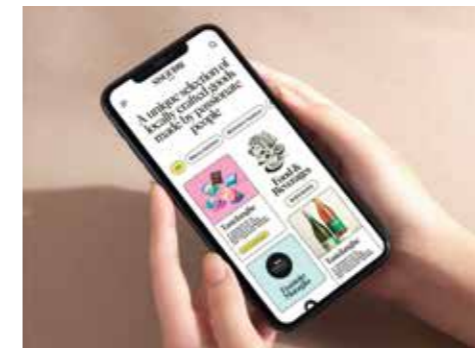
AI specialists within the group and 100,000 postal workers trained in digital technology, including 70,000 via the “AI Objectives” programme.

### Over 788,000

people taught about and supported in their use of digital technology in 2024, with a target of 1 million people a year by 2030.

## A NEW-GENERATION DIGITAL SPACE FOR PLAYERS IN THE EDUCATION SECTOR

As an addition to the Pronote application offered by its Index Éducation subsidiary, in 2024 Docaposte launched a new-generation Digital Space for Education and Youth (Espace Numérique pour l'Éducation et la Jeunesse – ENEJ), which offers a wider range of services in various domains such as digital learning, teaching, canteens, transport, sports and culture. Designed as a customisable, modular and scalable solution, ENEJ provides an easier experience for all types of users – local authorities, education authorities, schools, pupils and families – and facilitates their interaction with one another in a secure and sovereign environment.



## 7,500

products proposed by 15 Italian SMEs via the Singular digital platform, launched in Italy by BRT, a Geopost subsidiary. Also available in Croatia and Spain, Singular offers consumers a whole new shopping experience (access to local brands) and unlocks new business opportunities for SMEs.

## GENERATIVE AI FOR USE IN DIRECT MARKETING

La Poste has launched a new platform called “AI Ads”, which helps businesses improve the impact and effectiveness of their advertising and marketing mail campaigns. In just a few clicks, generative AI creates personalised, attractive visuals tailored to businesses’ communication needs.



## Taking action for the digital transition

### A PARTNER OF THE FRENCH GOVERNMENT FOR PAPERLESS BILLING

As from early September 2026, electronic billing will gradually become compulsory for all French businesses subject to VAT. Against this backdrop, Dicaposte, via its subsidiary Seres, has obtained the provisional registration required to become a partner paperless billing platform for the French government, with the task of checking and validating invoices issued and received electronically by companies.



## 18 million

Pronote users. Pronote is France's leading school-home communication system and is used in 10,000 educational establishments, from primary schools to higher education. The Pronote mobile app has a "bullying SOS" button which puts students and families in touch with their school's pastoral team and gives them the details of useful contacts.

### A LABEL OF EXCELLENCE FOR DATA SECURITY

In 2024, Index Éducation – a Dicaposte subsidiary – became the first software company in the education sector to be awarded SecNumCloud SaaS 3.2 qualification by ANSSI<sup>(1)</sup>. With this qualification, which represents the highest security and trust standard in France, Dicaposte has demonstrated that it is fully in line with the French government's strict operating framework for cloud service providers. It also means that Index Éducation's Pronote software meets the most stringent requirements in terms of school data security. In 2024, Dicaposte adopted an Education and Youth Ethics Charter, providing a rigorous framework for processing education system data.

<sup>(1)</sup> French National Information Systems Security Agency.

## 6,200

local authorities were assisted with their digital transformation processes in 2024 through Dicaposte's services (e.g., electronic signatures, initialling and voting, and electronic registered letters).



## 1.5 million

people were helped in 645 post offices, mainly in disadvantaged neighbourhoods, thanks to the services of an outreach coordinator who detects individuals struggling with digital technology, and provides digital-related advice and/or training to customers, in partnership with local non-profits.

**“In March 2024, we launched a new cybersecurity offering tailored to the needs and resources of micro-enterprises, SMEs, local authorities and healthcare establishments.**

For example, for the municipality of Thue-et-Mue in Normandy, we're providing four targeted services: analysis software, antivirus software, a password manager, and an employee awareness campaign about fraudulent emails. Our Cyber Pack lets customers choose from a comprehensive range of solutions”.

**GWENAËLLE MARTINET**  
Head of Dicaposte's cyber offering

# Taking action for the demographic and social transition

## CHALLENGES

**47%** increase in the number of people in France aged 75-84 by 2030, and the number of people over the age of 85 is expected to double to almost 5 million by 2024. (Source: Haut Commissariat au plan, 2023).

**9 out of 10 people in France** over the age of 65 want to remain in their own homes as they get older, underlining the importance of homecare services. (Source: Haut Commissariat au plan, 2023).

**25%** estimated growth in the global market for generative AI in healthcare between 2024 and 2029. (Source: Mordor Intelligence and BCG, October 2023).

**11.4%** of cyber incidents handled by ANSSI in 2023 were related to the healthcare sector vs just 2.87% in 2020, revealing heightened vulnerability. (Source: ANSSI, November 2024).

## KEY ISSUES FOR LA POSTE GROUPE

**Prevention and helping people age well at home, and being a trusted digital partner for healthcare players.**

► To meet the challenges of population ageing, La Poste Groupe is mobilising its local logistics and expertise to help people age well at home. Created in 2023, its subsidiary, La Poste Health & Autonomy, offers innovative solutions such as remote care services for patients fitted with cardiac implants, and remote monitoring of morbid obesity via the Careside solution. Through the "reaching out" services they offer, postal carriers also provide all-important support to senior citizens, including by helping to identify age-related frailties as part of the Integrated Care for Older People (ICOPE) programme.

► La Poste Groupe partners healthcare players in their data strategy through three Docaposte brands: Maincare, Heva and Weliom. As a leader in eIDAS-certified digital trust solutions and services and an expert in sensitive data, Docaposte guarantees its customers a compliant, secure, sovereign and ethical framework for managing health-related data.

## KEY FIGURES

**10.1 million** meals delivered by postal carriers in 2024.

**49 million** medical records hosted by Docaposte, France's leading health data operator, in its HDS-certified data centres.

## FACILITATING ACCESS TO INSURANCE FOR BREAST CANCER SURVIVORS

CNP Assurances has made changes to its loan insurance coverage that go above and beyond the new laws applicable in France on the "right to be forgotten" in relation to health risks. Since March 2024, once the active treatment protocol for breast cancer (surgery, chemotherapy, radiotherapy, etc.) has been completed, a loan insurance policy for property or a professional venture can be taken out with no premium surcharges or exclusion clauses.

**283,273** beneficiaries of La Poste Groupe's solutions and support services for the elderly and frail in 2024.



## PREVENTING DEPENDENCY AMONG THE ELDERLY

La Poste contributes to ICOPE<sup>(1)</sup>, a World Health Organisation programme aimed at identifying age-related frailties at an early stage. The programme is aimed at encouraging people over the age of 60 to download the free ICOPE Monitor app in order to self-assess their level of independence. In the Haute-Garonne region, for instance, where a campaign was carried out in the summer of 2024, ten specially trained postal carriers ran 30 group workshops in 16 municipalities to help people get to grips with the app. The programme is also being rolled out in the Isère, Dordogne, Loir-et-Cher and Corrèze regions.

(1) Integrated Care for Older People.

## Taking action for the demographic and social transition



### OFFERING EMPLOYMENT OPPORTUNITIES TO PEOPLE WITH DISABILITIES

In 2024, Pickup set up parcel collection and drop-off points in some thirty sheltered working facilities in France that support disabled people (ESATs). As well as meeting the growing demand for out-of-home deliveries, this initiative enables the ESATs to increase their visibility and generate additional income. It also gives the disabled workers in the facilities the opportunity to develop new skills thanks to the specific training provided.

**220,000**

patients given continuity of care at home through the solutions offered by the home healthcare service providers Diadom and Asten Santé, subsidiaries of La Poste Groupe.

### HOUSING THAT CREATES SOCIAL INTERACTION FOR SENIOR CITIZENS

La Poste Immobilier is continuing its strategic plan to convert former post offices into serviced senior residences. These types of residences meet an essential social need, while fostering social interaction and helping to reduce the isolation of older people. Three residences were delivered in 2023-2024, in Strasbourg, Saint-Étienne and Brest, and a fourth is due to open in Châteauroux in the spring of 2025. Construction work is underway in Amiens, Auch and Châlons-en-Champagne, and five other residences are currently in the design study phase.



**1,700**

postal sites approved for people to take driving, boating and motorbike theory tests, and seven TOEIC English test centres have been approved since 2024.

### HELPING MIGRANTS ACCESS POSTAL SERVICES

La Banque Postale has renewed its partnership with the French Office for Immigration and Integration (OFII) to make it easier for migrants to access postal and banking services. In addition, the fully renovated Paris Porte de la Chapelle post office now provides services specially for asylum seekers, including the possibility of opening a Livret A passbook savings account, as part of La Banque Postale's accessible banking mission. Some 400 post offices throughout France offer support and assistance services for migrants.

"We're trialling a specially designed bank card with our visually impaired and blind employees, which enables payments to be made by voice via a mobile app. Through this initiative, carried out with our partners Groupement des Cartes Bancaires, Thales and the fintech, Handsome – which was housed at our platform58 start-up incubator – we're aiming to simplify access to payment methods and make banking purchases more secure for people with a visual impairment."

**VINCENT DAMAS**  
Head of Marketing in La Banque Postale's Retail Banking business line (until 30 April 2025)



# Taking action for the regional transition

## CHALLENGES

### 9 out of 10 people

live within the catchment area of a town or city in mainland France, illustrating the growing polarisation of urban spaces.

(Source: Insee, 2019).

### Nearly 1/4 of France's population

feel that they live in an area neglected by the public authorities.

(Source: Plan France Ruralités, 2023).

### 3/4 of France's population

have trust and confidence in their mayor.

(Source: Baromètre de la confiance politique, published by Sciences Po in February 2024).

### 1 person in 10

is completely socially isolated, and nearly a third of the French population could be living alone by 2050.

(Source: Insee, 2019).

## KEY ISSUES FOR LA POSTE GROUPE

Adapting the group's footprint to provide a local presence, creating links and fostering social inclusion, and remaining a key regional economic player.

► La Poste has a unique network of over 40,545 service access points in France, enabling it to have a local presence throughout the country. Its actions to promote the regional transition include local help with administrative procedures in the 414 post offices that carry the "France Services" label, and adapting to people's new living and working patterns. For example, La Poste Immobilier is rolling out coworking spaces under the Mitwit brand, positioning itself as France's second-largest player in this market.

► To combat social isolation, La Poste's 63,800 postal carriers and parcel deliverers play a central role in the lives of people in France. Their physical presence on their rounds fosters social relations, makes people's daily lives easier, and helps identify vulnerabilities, particularly in isolated populations. La Banque Postale helps 1.2 million customers as part of its accessible banking public service mission and provides support to 1.7 million financially vulnerable customers.

► La Poste Groupe is also a key regional economic player. Its offerings address retail, business and local authority customers in the domains of lending and payment solutions (via La Banque Postale) marketing, for developing point-of-sale communication, and logistics.

## KEY FIGURES

### 97%

of people in France live within 5 kilometres or 20 minutes by car from a La Poste contact point.

### Nearly 3 million

financially vulnerable customers supported by La Banque Postale.

### 426,038

jobs supported in France (direct, indirect and induced).

## MOBILE POST OFFICES TO TRAVEL DIRECTLY TO CUSTOMERS

La Poste is trialling five mobile post offices in the Orne, Gers, Jura, Haute-Marne and Creuse regions, with La Poste's distinctive yellow vans travelling to people in rural areas and helping maintain access to public services throughout the country. In addition to providing basic postal services, people who need assistance with carrying out administrative procedures are directed to their nearest "France Services" post office, where they can get help with procedures required by various government agencies.

## €11.8bn

in loans granted to the local public sector by La Banque Postale (up 25% vs 2023). La Banque Postale has been France's leading provider of bank finance to local authorities and public hospitals since 2015.

(Source: Finance Active – Observatoire de la dette des collectivités locales 2024).



## 50 million

parcels delivered by Chronofresh (a Chronopost subsidiary) since its launch in 2015. Chronofresh has become France's leading express food delivery operator, buoyed by strong growth in online food shopping. This temperature-controlled offer is now available in seven European countries. In France, it is boosting rural economies by developing short supply chains between farmers and consumers.

## Taking action for the regional transition



### CONVERTING OFFICES AND INDUSTRIAL SITES INTO HOUSING

By converting some of its real estate assets into homes, La Poste Immobilier is helping to meet major housing needs in many areas. After creating 83 homes (pictured opposite) in the 10<sup>th</sup> *arrondissement* of Paris, it is developing programmes for properties near the centre of Nantes (140 homes), Mérignac (120 homes), Toulouse (230 homes), Aix-les-Bains (74 homes) and Saint-Cloud (58 homes).

### A LOW-CARBON BATTERY GIGAFACTORY PROMOTING REGIONAL DEVELOPMENT

Through La Banque Postale and Banque des Territoires, the Caisse des Dépôts group has granted €180 million in financing for the construction of a battery cell manufacturing plant operated by the French company Verkor in Dunkirk in the north of France. With an initial capacity of 16 GWh per year that will come on stream in 2025, the site will be able to equip 300,000 electric vehicles a year. As well as contributing to the region's reindustrialisation with one of the smallest environmental footprints in the world for low-carbon battery production, this project will also create over 1,200 direct jobs.



**1,687**

postal carrier-counter clerks in rural areas, who provide all the services of a post office and deliver mail and parcels.

### A NEW HUB TO SERVE E-COMMERCE IN BRAZIL

Jadlog, a wholly-owned Geopost subsidiary that is a leading e-commerce logistics operator, is investing over 100 million Brazilian reals in a new hub in São Paulo. With state-of-the-art technology, including one of the world's largest and most modern sorters, this hub will allow Jadlog to double its operational capacity to process and dispatch around 30,000 parcels per hour. Covering 20,000 sq.m., the new site is expected to create more than 550 jobs in the region.



**150**

municipalities entrusted their 2024 population census to postal carriers specially trained by Insee as part of a pilot test. Since the publication of a decree at the end of 2024, local authorities in France have been allowed to commission external service providers, such as La Poste, to carry out their population censuses.

"The five-year partnership between the French Chambers of Agriculture and La Poste Groupe is a way of forging closer links between consumers and farmers. The logistics solutions offered by Chronofresh allow producers to professionalise their sales processes. **Farmers are major players in regional life**, and they'll be able to go further in this role by providing a local service with the postal outlets and Pickup points that will be developed on farms and in rural communities."

**SÉBASTIEN WINDSOR**  
Chairman of the French Chambers of Agriculture



### HELPING MUNICIPALITIES NAME AND NUMBER THEIR ROADS

Nearly 200,000 roads in France are still unnumbered and 1.6 million households do not have an exact address, despite this being a legal requirement. Over 4,800 municipalities have already asked La Poste to help them comply with the applicable standards. They are being helped at every step of the process, from identifying existing addresses to creating new ones and publishing them in the national address database.

# BEING A GROUP WITH A POSITIVE IMPACT

For La Poste Groupe, impact means how its operations and actions positively and tangibly affect people, regions and the environment, at every stage of its value chain.



- P. 66 — Combating isolation and helping people age well
- P. 68 — Financing the environmental transition of local authorities
- P. 70 — Bridging the digital divide
- P. 72 — Building lasting relationships with partners and suppliers
- P. 74 — Using a carbon budget to steer the decarbonisation strategy
- P. 76 — Bringing the Paris 2024 Olympic and Paralympic Games to everyone in France

# Combating isolation and helping people age well

In a world with increasing numbers of senior citizens, nine out of ten older people want to stay at home as they age<sup>(1)</sup>. However, this can lead to social isolation and difficulties in accessing essential services. La Poste Groupe is rising to this societal challenge by offering a range of specific services, such as meal deliveries.

(1) Source: Harris Interactive survey, November 2022.

## OUR IMPACT – KEY TAKEAWAYS

**Activity concerned**  
Services-Mail-Parcels business line

**Position in the value chain**  
Downstream (customers and end-users)

**Material sustainability matter**  
Fulfil our public service mission and serve the general interest

**Stakeholders**  
Society and local authorities

**10.1 million**  
meals delivered throughout France in 2024

## A DELIVERY ROUND BRINGING NOT ONLY MEALS BUT ALSO SOCIAL INTERACTION

### 6.30 a.m.

Sylvie's day begins at the Labège post office in the Haute-Garonne region of France. She checks that her vehicle is clean, collects the meals prepared for her round and carries out temperature controls. "Every meal I deliver is also a social visit that everyone on my round looks forward to," explains Sylvie.

### 7.30 a.m.

The delivery round begins. Sylvie delivers meals to 40 people a day on behalf of Sicoval, a group of local authorities near Toulouse in south-west France. Her visits are an opportunity to chat to the people she delivers to, check that everything is OK, and keep a discreet but vital eye on them. If a person does not answer the door, Sylvie triggers an alert via her Facticeo smartphone, notifying Sicoval and/or the person's family.

## A NATIONWIDE SERVICE

In partnership with local authorities, this service is offered throughout France, including in the most remote areas. It allows vulnerable and frail people to live more independently and sometimes includes the delivery of medication.



In some isolated regions, La Poste is the only player capable of offering this valuable service. For local residents, their postal carrier is an essential link in the chain of social interaction. ”

**JONATHAN AZARO**  
Head of Services for the Pyrénées Audoises regional authorities

### 1.30 p.m.

At the end of Sylvie's round, any leftover meals are collected by partner non-profit organisations such as the Red Cross, to avoid any food going to waste.



I don't just deliver meals. I also bring comfort and a friendly smile and chat, which is very important in the daily lives of elderly people living on their own. ”

**SYLVIE**  
Postal carrier in Labège



## Financing the environmental transition of local authorities

In April 2025, a full-electric trolleybus service was launched on line 1 in the Greater Nancy area in north-eastern France. This large-scale project was backed by a green loan issued by La Banque Postale. Patrick Hatzig, Vice-President of Nancy's municipal authority, in charge of mobility, talks about this forward-looking initiative.



Scan the QR code to read the interview with Patrick Hatzig and find out more about this project.

### OUR IMPACT – KEY TAKEAWAYS

**Activity concerned**  
La Banque Postale

**Position in our value chain**  
Downstream (customers and end-users)

**Material sustainability matter**  
Accelerate the decarbonisation of the group's activities and support that of its customers (impact: helping France and its regions to transition to a low-carbon economy)

**Stakeholders**  
Society and local authorities

**€1bn**  
in green loans granted to local authorities by La Banque Postale in 2024



Transport is one of the main sources of carbon emissions in France. In 2023, we pledged that we would reduce transport-related GHG emissions by 86% by 2050 compared with 2019 in order to achieve our goal of helping France to achieve net zero emissions by 2050 as set out in the regional climate-air-energy plan.

More than half of all journeys by car in Nancy cover less than 3 km, which is why we want to offer low-carbon, easy-to-use alternatives. Line 1, which will run the 25 electric trolleybuses, was a priority for us because it forms the backbone of Nancy's public transport system and was starting to get old. The trolleybus offers many advantages, including a more frequent service, greater capacity, and better accessibility, particularly for people with reduced mobility.

To make this project a reality, we were granted one of La Banque Postale's green loans dedicated to actions that have a highly positive impact

on the environment. Our partnership with La Banque Postale clearly shows how local authorities and banks can work together to build a greener future!

This project embodies what local authorities can do to meet the challenges of climate change, while bringing economic benefits by enhancing the appeal of their regions and local residents' quality of life. The trolleybus will reduce noise and air pollution and give us a greener city, which in turn will encourage biodiversity. It fully embodies the environmental and social changes that we need to make on a local level in our region. ”

**PATRICK HATZIG**  
Vice-President of Nancy's municipal authority, in charge of mobility

# Bridging the digital divide

Since 2023, in Laval, the Pand@ e-trike (a mobile service to help people with online administrative procedures) has been travelling the town's streets, stopping outside apartment blocks and in public spaces. On board the electric trike are specialist advisors tasked with reaching out to people struggling with digital technology. Supported by La Poste, in partnership with a non-profit organisation that employs social outreach workers – the *Groupement local d'employeurs d'agents de médiation (Gleam)* – the Pand@ project is aimed at bridging the digital divide, while creating social interaction.

### OUR IMPACT – KEY TAKEAWAYS

**Activity concerned**  
Retail Customers & Digital Services business line

**Position in our value chain**  
Downstream (customers and end-users)

**Material sustainability matter**  
Support digital transformation and promote digital trust

**Stakeholder**  
Society

**Over 788,000 people** identified, supported, trained and equipped by La Poste in 2024 to be able to use digital technology

### A SYSTEM THAT ADAPTS TO PEOPLE'S NEEDS AND HABITS

One of Pand@'s key strengths is its adaptability. Residents' own devices (smartphones, tablets or computers) are used in the training and guidance given by the digital advisors, so they will know exactly how to use them afterwards. The e-trike also runs outside standard working hours, until 10.00 p.m. and at weekends, to reach out to people who don't have access to conventional assistance services. The Pand@ trike is also regularly stationed in front of the "France Services" post office in Laval Saint-Nicolas, with an advisor working in close collaboration with the post office's customer-service agents, rounding out this local initiative.

La Poste and Gleam joined forces over fifteen years ago now, and their missions have evolved over time to keep pace with society's increasing digitalisation. In 2024, Gleam provided 1,650 hours of social and digital advisory services in eight post offices in the Mayenne and Sarthe regions, and helped 300 people with their online administrative procedures. This initiative fits seamlessly with La Poste's aim of helping 1 million people a year to use digital technology by 2030.

“At a time of fast-paced digitalisation of society, 15% of the French population is still digitally illiterate. Our role is to go where people need our help and support. The Pand@ system is a pragmatic answer to making it easier for people to use digital technology while supporting the most vulnerable populations.”

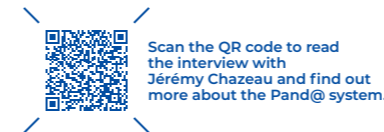
**GUILLAUME MONSALLIER**  
La Poste Groupe Regional Affairs Officer for Sarthe and Mayenne

“In most cases, it is a lack of self-confidence that stops people from trying to use digital technology. We are there to support and reassure them, but also to see what they want to do and guide them towards appropriate solutions, such as the online safety workshops organised in La Poste's L'Étape Numérique digital spaces.”

**LAËTITIA DELALANDE**  
Coordinator at Gleam

“In 2024, Gleam carried out 2,700 digital advice sessions. We give users the main keys to making it easier for them to access basic services (healthcare administrative procedures, tax procedures, etc.). It is a way of fostering social inclusion and giving people the self-confidence to be able to do their online administration themselves.”

**JÉRÉMY CHAZEAU**  
Managing Director of Gleam



## Building lasting relationships with partners and suppliers

In 2024, Geopost went further in its engagement with suppliers in relation to human rights. Bas Janssen, the programme leader, presents its "Partner of Choice" programme.

### OUR IMPACT – KEY TAKEAWAYS

**Activity concerned**  
Geopost

**Position in our value chain**  
Upstream (suppliers)

**Material sustainability matter**  
Apply a responsible purchasing policy (impact: influencing the social and environmental practices of suppliers and service providers); maintain ethical business practices (impact: responsible business practices)

**Stakeholders**  
Suppliers and subcontractors

**14 initiatives launched**  
within Geopost's subsidiaries



Our subcontractors and transporter partners are essential as they are the ones who ensure that parcels are effectively delivered right up to the last mile. With our "Partner of Choice" programme, we are creating opportunities for them to grow with Geopost, while improving their social and environmental practices. This programme is also a way for us to consolidate our partner and supplier relationships on a sustainable, ethical and fair basis.

In 2024, we went a step further in our engagement with our partners by signing a new addendum to our global human rights agreement with the international trade union federation, UNI Global Union. Through this agreement, we are seeking to reinforce social dialogue within all Geopost entities.

Also during the year, we launched 14 initiatives in our subsidiaries to meet the needs of our partners, and we are measuring their impact through an annual partner survey. This pioneering process is the first of its kind in our industry.

Thanks to our "Partner of Choice" programme, we can build long-term relationships based on trust, which are beneficial for everyone involved. Our partners gain in terms of stability, decent working conditions and opportunities for growth. And we benefit mutually as we advance together towards a more sustainable model by reducing our carbon emissions. This win-win partnership is essential for positioning ourselves as a benchmark player in sustainable delivery and inspiring other players in our industry.

**BAS JANSSEN**  
Head of European Operations at Geopost



# Using a carbon budget to steer the decarbonisation strategy

In 2024, La Poste Groupe designed and rolled out a carbon budget – an innovative tool designed to help steer it along its carbon reduction pathway. Claire Baritaud (La Poste) and Laure Lemarquis (WWF) present this new tool.

## OUR IMPACT – KEY TAKEAWAYS

### Activity concerned

All activities (apart from the investment portfolio)

### Position in the value chain

Entire value chain

### Material sustainability matter

Accelerate the decarbonisation of the group's activities and support that of its customers

### Stakeholder

Society

**6.8% reduction**

**in GHG emissions**

i.e., a 306,768 tCO<sub>2</sub>eq. decrease vs 2023<sup>(1)</sup>

(1) On a group basis for all SBTi categories: direct emissions under Scopes 1 and 2 and indirect emissions under Scope 3, categories 3.1 (purchased goods and services), 3.3, 3.4 (upstream transportation and distribution) and 3.7 (employee commuting).

How is WWF partnering La Poste Groupe with its carbon reduction actions?

**Laure:** At WWF, we are partnering La Poste Groupe along its "net zero by 2040" pathway, helping it achieve the objectives it has set itself. We are providing advice and guidance on its medium- to long-term decarbonisation strategy, such as on selecting the types of energy to use for medium- and long-distance logistics.

Aside from the carbon budget, what other headway has La Poste Groupe made in terms of reducing its carbon emissions?

**Claire:** We reduced our GHG emissions by 35% between 2013 and 2023, as a result of tangible actions such as introducing 20,000 electric vehicles into our fleet. These actions bring numerous benefits as less pollution and less noise also mean a better quality of life for our fellow citizens.

Can you explain what the carbon budget is?

**Claire:** The carbon budget is our tool for managing our greenhouse gas emissions just as rigorously as we manage our finances. It is based on two main elements: the tonnes of carbon emissions that we need to reduce, and the monetary amount that needs to be invested to achieve this reduction. Each group entity is responsible for its share of the budget and must justify its choices in terms of environmental impact. It is both pragmatic and ambitious.

**Laure:** We are also working together on projects related to an ecological scoring system for deliveries to raise consumers' awareness of the environmental impact of their choices and get them involved in the process of change. And we are always looking for ways to interlink climate action with preserving biodiversity. This will be a priority for our partnership in the coming years and we will be discussing ways of incorporating biodiversity into La Poste Groupe's decarbonisation strategy as well as how carbon reduction initiatives can be combined with biodiversity measures in the group's carbon capture policy. And we will also be working together on biodiversity certifications.

This management tool seems to mark a cultural change within the group. Can you tell us a bit more about that?

**Claire:** We had to bring together two universes – financial performance and corporate social responsibility (CSR). Training finance staff in how to measure environmental impacts and coaching climate specialists in understanding budgetary requirements was a real challenge. But it has paid off, with this collaboration creating a new corporate culture where every decision combines sustainability and profitability.



**CLAIRE BARITAUD**  
Head of Policies, Expertise and Programming in La Poste Groupe's Corporate Social Responsibility Department



**LAURE LEMARQUIS**  
Head of Company Change at WWF France



Scan the QR code to read the interview with Laure Lemarquis and find out more about the collaboration between La Poste Groupe and WWF.

# Bringing the Paris 2024 Olympic and Paralympic Games to everyone in France

Having already played a part at the Paris Olympic Games back in 1924, La Poste, along with Geopost, was an "Official Supporter" of the Olympics and Paralympics a hundred years later in 2024. From organising special events in post offices to issuing collectors' stamps and taking part in the Olympic Torch Relay, the engagement of all postal workers helped everyone in France get involved in the Games. Here are a few flashbacks of this extraordinary mobilisation.

1. As a technical partner of the Paris 2024 Olympic and Paralympic Torch Relays, La Poste enabled 140 postal workers to become part of the history of the Paris 2024 Games by being Torch-bearers.
2. 40,000 La Poste vehicles, post boxes and trolleys were decked out in the colours of the Paris 2024 Games throughout France.

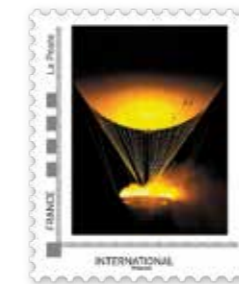
3. In record time, La Poste issued a collectors' stamp featuring the Olympic cauldron, the emblem of the Paris 2024 Games.
4. Throughout the duration of the Games, La Poste made available three pop-up post offices for the media and technical teams, located in the Athletes' Village, the Main Press Centre, the Paris Convention Centre and the International Broadcast Centre at Le Bourget.

1.



“What an incredible opportunity! I'm so proud to have represented La Poste in Martinique. I feel really lucky to have had that once-in-a-lifetime experience.”

**DELPHINE CURTO**  
Project manager  
(cross-business department)



3.

## KEY FIGURES

**No. 1**  
La Poste wins the Stratégies x Kantar Media trophy for the most active Official Supporter of Paris 2024 out of the 30 "Supporter" companies<sup>(1)</sup>

**15,000**  
customer visits to the 3 pop-up post offices

**8th**  
most visible brand on social media during the Paris 2024 Olympics, helping bring the Games to everyone in France and showcasing the dedication of postal workers<sup>(2)</sup>

<sup>(1)</sup> Stratégies x Kantar Media 2024 Trophy, Top advertisers of the year.  
<sup>(2)</sup> Visibrain, social listening platform.



2.

“Thanks to the partnership between La Poste and Orange, 90% of the Wi-Fi terminals and 78% of the switches we installed at the Games' venues are now being reused at La Poste sites. I am proud that this first-class equipment is being given a second lease of life by our customer, La Poste. This collaboration illustrates our commitment to a sustainable, connected future.”

**ALIETTE MOUSNIER-LOMPRÉ**  
CEO, Orange Business

4.



# MEASURING THE GROUP'S IMPACT

In a difficult macroeconomic context, La Poste Groupe's results improved in 2024, driven by its diversification strategy. The group's ESG performance has been recognised: it is ranked among the best in the world by non-financial rating agencies. The group sees financial and non-financial performance as contributing in equal measure to its value creation and ambition to make a positive impact.



- P. 80 — A business model that creates value
- P. 82 — Creating sustainable and shared value
- P. 84 — Financial performance
- P. 86 — Non-financial performance
- P. 92 — Ratings



# A business model that creates value

## CHANGES IN SOCIETY

- Environmental and energy transition
- Environmental transition
- Demographic and social transition
- Regional transition

## MACROECONOMIC TRENDS

- More normal inflation levels
- Low growth
- Interest rate cuts

## STRUCTURAL SHIFTS IN THE BUSINESS LINES

- Lower mail volumes
- Drop in post office footfall
- Strong competitive pressure in the Parcels business
- Mounting environmental constraints

## RESOURCES

### Human capital

- 226,800 employees:
  - including 22.9% outside of France
  - and close to 10,000 in IT businesses (data/AI)

### Industrial and commercial capital

- More than 110,000 vehicles, 38% of which are electric<sup>(1)</sup>
- More than 11,000 buildings, 89.3% of which are powered by renewable electricity
- Digital infrastructure (hosting, data lakes)
- La Banque Postale: 12<sup>th</sup>-largest bancassurer in the eurozone<sup>(2)</sup>

### Social and relational capital

- Number 1 network of local, human and digital services in France
- 152,000 service access points, retail pick-up points and lockers worldwide
- RFAR-labelled responsible purchasing and supplier relationships policy<sup>(3)</sup>
- 6.5m La Poste digital identities certified by ANSSI<sup>(4)</sup>

### Financial capital

- Stable, long-term ownership structure (100% public capital)
- €23.4bn in attributable equity

### Intellectual capital

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

## La Poste 2030, committed for you

### A compelling purpose

### A multi-business model underpinned by four business lines

- Services-Mail-Parcels
- La Banque Postale
- Geopost
- Retail Customers & Digital Services

### Four development dynamics driven by the business lines

- Protecting the core historical activities
- Accelerating growth drivers
- Laying the foundations for future growth
- Raising the bar in terms of profitability and critical mass

### Four cross-functional levers for action

- Customer satisfaction
- Social and environmental commitment
- Labour-management agreement and management culture
- Digitalisation and innovation

### An objective of profitable and responsible growth

in France and internationally

## Four public service missions

- Universal postal service<sup>(5)</sup>
- Press transport and delivery
- Regional development
- Accessible banking

(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.

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

## La Poste, a mission-led company



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.

In line with its purpose, La Poste has enshrined four commitments in its Articles of Association:

- Working to accelerate the environmental transition for all
- Promoting ethical, inclusive and affordable digital services
- Fostering social inclusion
- Contributing to the development and cohesion of local areas

## A sustainably profitable and responsible group

### Our ambition

Continue our transformation to become a sustainably profitable and responsible company, and develop business activities that are highly useful for society, while helping to shape just transitions.

### Acting for the future of the group

View transitions and ESG as opportunities and turn them into drivers for reinvention to ensure sustainable value creation.

### Taking action with and for employees

Be a group that cares about its employees, develops their skills and is committed to people-oriented innovation and performance.

### Acting for society and the future of the regions

Develop products and services that contribute to the transformations currently shaping society by generating positive impacts for everyone, everywhere.

### Carrying out our public service missions

## VALUE CREATION

### For the planet

La Poste Groupe's carbon pathway is in line with the Paris Agreement (reference year: 2021)

- 43.6% reduction on Scopes 1 and 2, 25% reduction on Scope 3 by 2030.
- Net zero emissions by 2040
- Reductions in air pollutants (in-house fleet, as from 2021):
  - 37.5% reduction in nitrogen oxide
  - 33.1% reduction in carbon monoxide

### For regions

- 97% of the population in France located within 5 km or 20 minutes by car from a contact point
- €5.8bn in annual loan originations with local authorities
- 426,000 direct, indirect and induced jobs in regions

### For our customers

- More than 14bn items delivered in 2024
- Many users of the group's websites and digital applications:
  - 22.4 million users per month on laposte.fr
  - 29 million myDPD users since its launch
  - 5.5 million users per month on labanquepostale.fr
- 10m active banking customers
- 36m property & casualty policyholders
- 13m savings/pensions policyholders

### For our employees

- La Poste's gender equality index score: 94/100
- Digital, AI and data training
- High level of postal worker engagement measured in the annual survey: 63%

### For our suppliers

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

### For our shareholders and investors

- ESG ratings:
- CDP Climate Change Leadership: Top 2%, across all sectors
  - EcoVadis: Top 1% in the postal, courier and multimodal freight transport sector
  - Moody's ESG Solutions: No. 1 worldwide, all sectors combined

Credit ratings:  
S&P Global A; Fitch Ratings A+

# Creating sustainable and shared value

La Poste Groupe's activities create value that it shares with stakeholders. On top of the financial flows it redistributes in the form of wages, purchases, taxes and other payments, the group has an impact through its active contribution to the local economic fabric and to a just and sustainable ecological transition.



## EMPLOYEES

# €14.0bn

in wages and social contributions

With 226,800 employees and more than 12,600 new hires in France in 2024, La Poste Groupe is one of the largest employers in the national job market.

La Poste's compensation policy is based on fair pay, recognition of individual performance and input, gender equality, non-discrimination and transparency.

In addition, as part of its social welfare policy, La Poste deploys specific measures based on individual needs to boost the purchasing power of its employees, in particular by providing social housing (3,300 postal workers housed per year and 10,000 housing solutions given to help young employees set up home).

## TOP EMPLOYER CERTIFICATE OF EXCELLENCE

obtained in 2023 and 2024 (La Poste, La Banque Postale and La Banque Postale Consumer Finance certified in France).



## SUPPLIERS AND PARTNERS

# €15.8bn

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

# €0.3bn

in taxes and levies<sup>(1)</sup>

La Poste Groupe pays taxes to the French State, of which €137 million went to local authorities' budgets in 2024. La Banque Postale plays an active role in the environmental transition of local regions.

It is the leading lender to local authorities and public health establishments, with €5.8 billion in loans granted in 2024.

<sup>(1)</sup> Excluding income tax.



## SHAREHOLDERS

No dividends paid in 2024 for 2023. 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. The four public service missions it carries out are essential for society and the economy. In 2023, they represented a total expense of €2.2 billion before the compensation paid by the French State and €1.2 billion after this compensation.

Through its local roots and its purchasing policy, the group plays a major role in supporting local economic development.

In France, it supports 426,000 jobs (direct, indirect and induced, representing 1.5% of employment in the country).

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.).

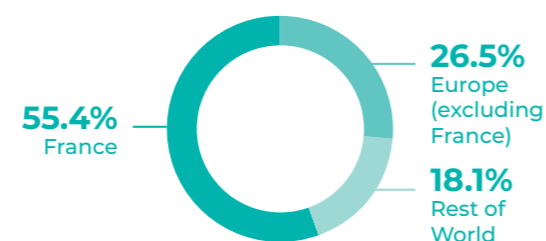
In 2024, La Poste and Geopost were "Official Supporters" of the Paris 2024 Olympic and Paralympic Games, helping to raise the profile of Paris 2024 across the country. With 140 postal workers carrying the Flame, La Poste brought Olympic values to the doorsteps of the French population.

# Financial performance

## GROUP REVENUE



## REVENUE BY GEOGRAPHIC AREA



## OPERATING PROFIT



## CAPITAL EXPENDITURE



## ATTRIBUTABLE NET PROFIT



## ATTRIBUTABLE EQUITY



## FREE CASH FLOW



## NET DEBT<sup>(2)</sup> AND DEBT RATIO<sup>(3)</sup>



## BUSINESS LINE CONTRIBUTION TO CONSOLIDATED REVENUE

	2024	Change vs 2023	Of which outside France
Services-Mail-Parcels	€10,064m	+0.6%	13.4%
Geopost	€15,796m	+0.7%	82.7%
La Banque Postale	€7,554m	+4.1%	17.8%
Retail Customers & Digital Services	€6,398m	-1.3%	1.6%
Other segments and intra-group	€(5,243)m	-2.1%	–

	2023 restated <sup>(1)</sup>	2024
<b>Services-Mail-Parcels</b>		
■ Revenue	€10,007m	€10,064m
■ Operating profit/(loss)	€1m	€(138)m
<b>Geopost</b>		
■ Revenue	€15,679m	€15,796m
■ Operating profit	€279m	€624m
<b>La Banque Postale</b>		
■ Net banking income <sup>(1)</sup>	€7,256m	€7,554m
■ Operating profit <sup>(1)</sup>	€2,121m	€2,654m
<b>Retail Customers &amp; Digital Services</b>		
■ Revenue	€6,485m	€6,398m
■ Operating profit	€38m	€98m

(1) Including external growth spending, which was negative due to the sale of La Poste Telecom.

(2) Excluding La Banque Postale, for which this concept is not relevant.

(3) Net debt/adjusted EBITDA. Definition provided on page 143 of the group's 2024 Universal Registration Document.

(1) Segment information for 2023 has been restated to take into account the transfer of Docaposte BPO IS, in 2024, from the Retail Customers & Digital Services business line to Services-Mail-Parcels.

# Non-financial performance

## ENVIRONMENTAL PERFORMANCE

Decarbonisation is the main environmental issue relevant to the group. It has pledged to significantly reduce its emissions over the medium term and to achieve net zero emissions by 2040 as part of an SBTi-approved pathway. The issue of resources and the circular economy represents opportunities and impacts which will become major in the long term. Although preserving biodiversity is not material for the group, this issue is nevertheless of importance to it.

### GROUP EMISSIONS BY SCOPE (IN KTCO<sub>2</sub>EQ)

■ Scope 1	331
■ Scope 2	44
■ Scope 3 <sup>(1)</sup>	5,105
<b>Total</b>	<b>5,480</b>

### SCOPE 3 EMISSIONS BY CATEGORY

■ Upstream transport and distribution (category 4)	44%
■ Purchased goods and services (category 1)	25%
■ Assets (category 2)	10%
■ Other categories	21%

### LA POSTE'S IMPACT UNDER THE EU GREEN TAXONOMY<sup>(1)</sup>

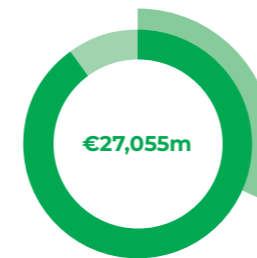
#### THE EU GREEN TAXONOMY DEFINES SIX ENVIRONMENTAL OBJECTIVES:

- **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.

<sup>(1)</sup> Definitions and methodology provided on page 187 of the group's 2024 Universal Registration Document.

### INDUSTRIAL AND COMMERCIAL SCOPE

#### Revenue



**31.7%**  
aligned with all six environmental objectives

**90.0%**  
eligible for all six environmental objectives

#### CapEx



**44.1%**  
aligned with all six environmental objectives

**85.4%**  
eligible for all six environmental objectives

### FINANCIAL ACTIVITIES SCOPE

#### ■ Banking activities

##### Covered assets (based on revenue)

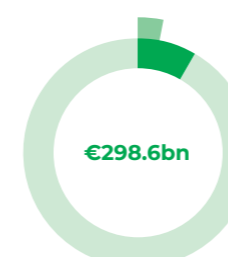


**5.7%**  
aligned with the two climate objectives

**51.4%**  
eligible for all six environmental objectives

#### ■ Insurance activities

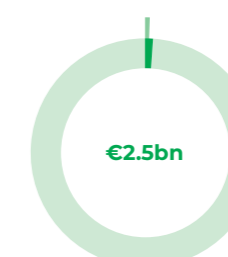
##### Investments covered



**3.3%**  
aligned with the two climate objectives

**8.5%**  
eligible for the two climate objectives

##### Non-life premiums



**0.7%**  
aligned with the two climate objectives

**1.2%**  
eligible for the two climate objectives

At La Banque Postale, 5.7% of assets invested in the form of loans or financing support activities that are considered to be sustainable according to European criteria (La Banque Postale's regulatory Green Asset Ratio).

### Other performance and impact metrics

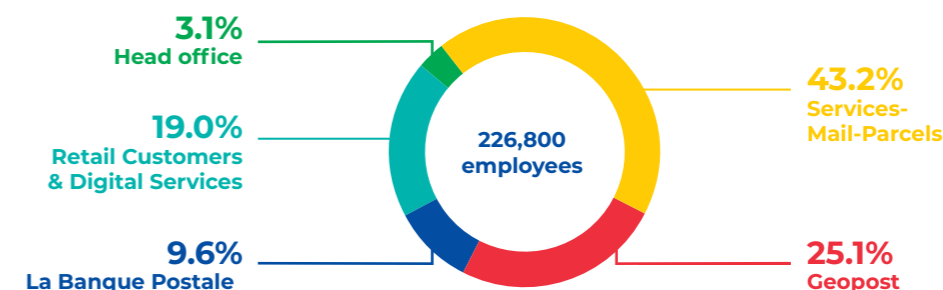
	2022	2023	2024	
■ Greenhouse gas (GHG) emissions avoided (Scopes 1, 2 and 3 plus subcontractors) through the reduction in the emissions intensity of the Parcels activity (in tCO <sub>2</sub> eq)	104,558	12,378 <sup>(1)</sup>	122,181	👤
■ Reduction in air pollutants emitted (vs 2020) by the in-house and subcontracted fleets of La Poste and Geopost				
– Carbon monoxide (CO)	–	down 30%	down 33.1% <sup>(2)</sup>	
– Nitrogen oxide (NOx)	–	down 35%	down 37.5% <sup>(2)</sup>	👤
– Fine particles (PM10)	–	259 tonnes (down 11%)	259 tonnes (down 11%) <sup>(2)</sup>	👤
■ La Banque Postale’s responsible investment portfolio (€bn)	353	389	390	
■ Action taken to promote biodiversity – Global Biodiversity Score <sup>(3)</sup>				
– Static footprint	–	543 MSA sq.km	1,181 MSA sq.km	
– Dynamic footprint	–	5.4 MSA sq.km	12.8 MSA sq.km	👤
■ Amount of materials saved by extending the life of IT equipment (in tonnes)	15,608	13,400	9,841	👤

**👤 Mission-led company indicators**  
 The metrics monitored as part of the mission-led company status are audited every two years. The most recent audit was conducted on data for the 2024 financial year.

### SOCIAL PERFORMANCE

More than 226,800 employees put the group’s values into practice every day across the world. The group is one of France’s largest employers. Taking action with and for its employees is what drives the group’s social model, which is caring, skills-enhancing and committed to people-oriented innovation and performance.

#### BREAKDOWN OF THE WORKFORCE BY BUSINESS LINE





WORKING CONDITIONS – GENDER EQUALITY	2022	2023	2024
■ Quality of life and working conditions measured via the engagement survey (score out of 10)	6.6	6.7	6.8
■ Percentage of women in senior executive positions	35.5%	38.2%	39.6%
■ Gender pay gap <sup>(1)</sup>	+0.5%	+0.2%	0%

(1) New calculation for 2023.  
 (2) 2024 data on the reduction of air pollutant emissions are estimations.  
 (3) 2023: La Poste SA and La Banque Postale scope (operational scope). Measurement extended to Geopost in 2024. The activities of La Poste SA, La Banque Postale (operational scope) and Geopost, together account for 76% of the group’s consolidated revenue.

(1) Scope of La Poste SA employees.

**CAREER DEVELOPMENT –  
EMPLOYABILITY – INTEGRATION**

	2022	2023	2024	
■ Percentage of the workforce benefiting from internal mobility schemes	12%	13%	13.41%	
■ Percentage of postal workers who received training during the year <sup>(1)</sup>	91.6%	94.14%	93.45%	
■ Number of employees enrolled on training courses leading to certification (cumulative) <sup>(1)</sup>	1,040	1,360	3,400	
■ Employment rate of people with disabilities (government mandated) <sup>(1)</sup>	8.77%	9.33%	9.76%	
■ Number of under-30s taken on as interns, work-study students and new hires (permanent or fixed-term)	14,689	16,781	24,051 <sup>(2)</sup>	

 **Mission-led company indicators**









The metrics monitored as part of the mission-led company status are audited every two years. The most recent audit was conducted on data for the 2024 financial year.

**EXEMPLARY MANAGEMENT – EMPOWERMENT  
AND INITIATIVE – REFERENCE PARTNER**

	2022	2023	2024	
■ Percentage of employees who express pride, confidence in the future of the company and in their career progression, and who would recommend the company <sup>(3)</sup>	61%	65%	63%	
■ Percentage of employees who feel that their teams are committed to reducing the environmental impact of the Group's operations (engagement survey) <sup>(3)</sup>	–	71%	71%	

**SOCIETAL PERFORMANCE**

With a presence across France, La Poste plays a major role in supporting local prosperity, adapting and reinventing its geographic coverage and services to meet everyone's needs. As the leading lender to local authorities and public health establishments in France, La Banque Postale has positioned itself as a key partner of public initiatives to help shape the country's inclusive, dynamic and environmentally-friendly regions of the future. The digital transition is a major challenge for the group, in line with its commitment to ethical, inclusive and sustainable digital services.

	2022	2023	2024	
■ % of the population in France located within 5km or 20 minutes by car from a La Poste contact point	97.0%	97.01%	96.99%	
■ Percentage of formal purchasing consultations based on CSR criteria (over 10%) used to select or eliminate suppliers	–	–	81%	
■ Number of jobs supported in France (direct, indirect and induced)	446,350	444,182	426,038	
■ Number of accessible banking beneficiaries able to receive social benefits	654,140	578,207	556,577	
■ Proportion of socially responsible lending <sup>(1)</sup> out of La Banque Postale's total loan originations	–	28%	32%	
■ Number of beneficiaries of La Poste Groupe support services for older and vulnerable people	230,263	248,581	283,273	
■ Number of people identified, supported, trained and equipped in the use of digital technology	473,734	646,071	788,252	
■ Number of active Digiposte and Digital Identity users	9.6m	14.4m	18.5m	
■ 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)	57%	58%	60%	
■ Change in the rate of claims processed in less than five working days	81.2%	78.3%	81.1%	

 **Mission-led company indicators**

The metrics monitored as part of the mission-led company status are audited every two years. The most recent audit was conducted on data for the 2024 financial year.

(1) Scope: La Poste SA.

(2) This indicator changed in 2024 to include young people aged up to 30 (compared with under 26 previously). On a like-for-like basis to 2023, the value would be 19,500 young people in 2024.

(3) Engagement survey measurement.

(1) Loans to individuals, businesses and institutional investors in support of the energy transition and social and regional projects.

(2) The number of customers helped by community outreach officers from partner associations at post offices in priority urban neighbourhoods was measured for the first time in 2024.

# Ratings

## CREDIT RATINGS

**FitchRatings**

Last published: 26 November 2024

Long-term	Short-term	Outlook
A+	F1+	Stable

**S&P Global**

Last published: 31 October 2024

A	A-1	Stable
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## ESG RATINGS

**Moody's** | ESG Solutions

2022	2023	2024
77/100 (Jan. 2023)	77/100 (Jan. 2024)	81/100 (Oct. 2024)

**CDP**  
DRIVING SUSTAINABLE ECONOMIES

A List (Dec. 2022)	A- (Jan. 2024)	A List <sup>(1)</sup> (Feb. 2025)
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**ecovadis**

78/100 (Oct. 2022)	77/100 (Sept. 2023)	79/100 <sup>(2)</sup> (Sept. 2024)
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**Moody's** | ESG Solutions

**No. 1**

worldwide all sectors combined out of 4,557 companies (October 2024)

**CDP**  
DRIVING SUSTAINABLE ECONOMIES

**Top 2%**

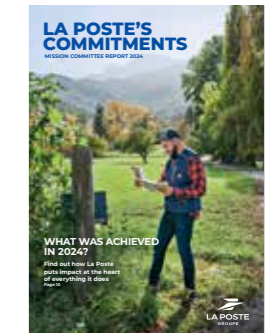
all sectors combined – Leadership CDP Climate Change out of 25,000 companies worldwide (February 2024)

**ecovadis**

**Top 1%**

of companies in the postal, courier and multi-modal freight transport sector (September 2024)

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