

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

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(3)
- **6.5m** La Poste digital identities certified by ANSSI(4)

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)

(1) Light commercial vehicles, Staby, e-bikes, trolleys and trucks.

(2) Source: total 2022 assets reported by a panel of 20 eurozone banks.

(3) Responsible Supplier Relationships and Purchasing Label obtained by La Poste SA and three subsidiaries.

(4) French National Information Systems Security Agency.

La Poste 2030, committed for you

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(5)
- Press transport and delivery
- Regional development
- Accessible banking

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

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.

LA POSTE GROUPE

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[1]

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.

(1) 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

2023 **€34,073m**

2024 **€34,569m**

REVENUE BY GEOGRAPHIC AREA



OPERATING PROFIT

2023 **€1,680m**

2024 **€2,950m**

CAPITAL EXPENDITURE

2023 **€2,065m**

2024 **€911m**[1]

ATTRIBUTABLE NET PROFIT

2023 **€514m**

2024 **€1,410m**

ATTRIBUTABLE EQUITY

2023 **€22,424m**

2024 **€23,373m**

FREE CASH FLOW

2023 **€(437)m**

2024 **€1,124m**

NET DEBT[2] AND DEBT RATIO[3]

2023 **€11,997m** **6.2**

2024 **€10,601m** **3.8**

(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.

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[1]	2024
Services-Mail-Parcels		
▪ Revenue	€10,007m	€10,064m
▪ Operating profit/(loss)	€1m	€(138)m
Geopost		
▪ Revenue	€15,679m	€15,796m
▪ Operating profit	€279m	€624m
La Banque Postale		
▪ Net banking income[1]	€7,256m	€7,554m
▪ Operating profit[1]	€2,121m	€2,654m
Retail Customers & Digital Services		
▪ Revenue	€6,485m	€6,398m
▪ Operating profit	€38m	€98m

(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$_2$EQ)

▪ Scope 1	331
▪ Scope 2	44
▪ Scope 3[1]	5,105
Total	5,480

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[1]

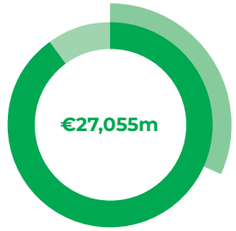
THE EU GREEN TAXONOMY DEFINES SIX ENVIRONMENTAL OBJECTIVES:

- **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.

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

INDUSTRIAL AND COMMERCIAL SCOPE

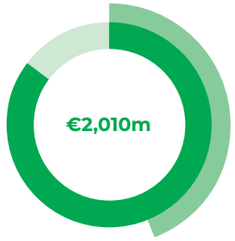
Revenue



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)

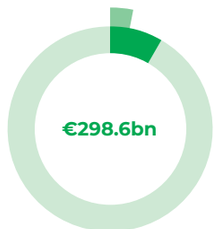


5.7% aligned with the two climate objectives

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_2eq)	104,558	12,378[1]	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%[2]
– Nitrogen oxide (NOx)	–	down 35%	down 37.5%[2]
– Fine particles (PM10)	–	259 tonnes (down 11%)	259 tonnes (down 11%)[2]
▪ La Banque Postale's responsible investment portfolio (€bn)	353	389	390
▪ Action taken to promote biodiversity – Global Biodiversity Score[3]		543 MSA sq.km	1,181 MSA sq.km
– Static footprint	–	5.4 MSA sq.km	12.8 MSA sq.km
– Dynamic footprint	–		
▪ Amount of materials saved by extending the life of IT equipment (in tonnes)	15,608	13,400	9,841

Mission-led company indicators

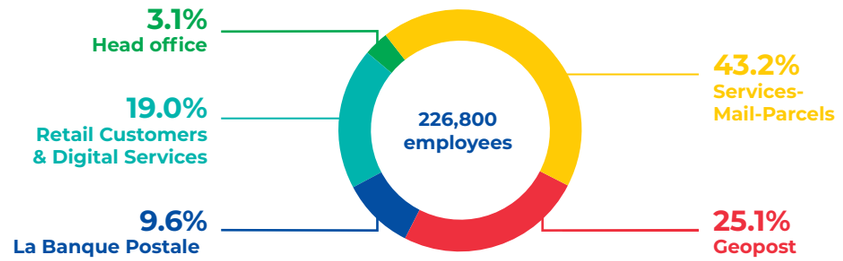
The metrics monitored as part of the mission-led company status are audited every two years. The most recent audit was conducted on data for the 2024 financial year.

(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.

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[1]	+0.5%	+0.2%	0%

(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(1)	91.6%	94.14%	93.45%
▪ Number of employees enrolled on training courses leading to certification (cumulative)(1)	1,040	1,360	3,400
▪ Employment rate of people with disabilities (government mandated)(1)	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(2)

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(3)	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)(3)	–	71%	71%

(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.

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(1) 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 1,485,073(2)
▪ 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) 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	Long-term	Short-term	Outlook
FitchRatings Last published: 26 November 2024	A+	F1+	Stable
S&P Global Last published: 31 October 2024	A	A-1	Stable

ESG RATINGS	2022	2023	2024
Moody's ESG Solutions	77/100 (Jan. 2023)	77/100 (Jan. 2024)	81/100 (Oct. 2024)
CDP	A List (Dec. 2022)	A– (Jan. 2024)	A List(1) (Feb. 2025)
ecovadis	78/100 (Oct. 2022)	77/100 (Sept. 2023)	79/100 (2) (Sept. 2024)

Moody's ESG Solutions

No. 1
worldwide all sectors combined out of 4,557 companies (October 2024)

CDP

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)

(1) La Poste Groupe and La Banque Postale, including CNP Assurances.
(2) La Poste Groupe.

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



FOLLOW US ON SOCIAL MEDIA

Design and production: HAVAS Paris.
Editorial: HAVAS Paris x Ici&Demain, La Poste Groupe's Communications Department.
Photo credits: Sébastien Arrighi; Pierre Carton; Mathilde de l'Ecotais; Claire Jaillard; Lewis Joly; Coworkcom; Éric Huynh; Patrice Maurein; Romuald Meigneux; Florent Michel/11h45; Julien Millet; Elliott Verdier, Alkama Conseil; Paris 2024/Mario Gilbert; Philaposte; Sequndo; Getty Images; Adobe Stock; La Poste Groupe media library.

All photos representing La Poste Groupe's activities and workforce feature employees.

The digital version of this document complies with content accessibility standards for people with motor disabilities, allowing them to navigate through the PDF using keyboard shortcuts. It is also accessible to the visually impaired thanks to tagging that enables screen readers to convert the text to speech output.

Printing: Altavia.

e-accessibility BROCHURE PEFC 10-31-1247

La Poste – *Société anonyme* (French public limited company) with share capital of €5,857,785,892 – 356 000 000 RCS Paris
Registered office: 9 rue du Colonel Avia – 75015 Paris, France