

CONSOLIDATING THE GROUP'S STRENGTHS

To achieve its strategic ambitions for 2030, La Poste Groupe continued to strengthen its main assets in 2022: a multi-business model with synergy between four business lines, a vast innovation ecosystem, committed employees as its number one priority, and strong, open governance. In a complex environment, it has also extended its risk management system.

- P. 24.** Synergy between four business lines, driving the group's transformation
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- P. 36.** Employees, the group's number one priority
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Synergy between 4 business lines, driving the group's transformation

KEY FIGURES

2030 AMBITION

GOING FORWARD

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SERVICES-MAIL-PARCELS

62,000 postal carriers travel the roads of France 6 days a week, bringing its people not only mail, newspapers and parcels, but also useful services as well as people-oriented services.

€10,201 million in revenue in 2022.

453 million Colissimo parcels delivered in France and worldwide in 2022.

Be the number one operator of local human services and e-commerce services focused on customer satisfaction and the customer experience:

- develop more reliable, digital, green and cost-effective mail;
- double the volume of Colissimo parcels;
- become a leader in silver economy and healthcare services around the home;
- scale up in services related to the ecological transition and those related to the knowledge and development of regions.

Become a leader in the ecological transition with low-carbon deliveries, to continue to modernise its industrial facilities, establish next-day delivery of parcels and customer interactivity.

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GEOPOST

Geopost specialises in the delivery of parcels weighing less than 30 kg and is present in 49 countries. This makes La Poste Groupe the number one parcel delivery company in Europe (in revenue) and the embodiment of the postal business line's global conquest.

€15,573 million in revenue in 2022 (of which €2,510 million for Asendia).

2.1 billion parcels delivered by Geopost worldwide in 2022.

Become the international reference in sustainable delivery and a leading enabler of the e-commerce acceleration through three pillars:

- strengthen the group's position in BtoB and expand its cross-border services within the European Union;
- accelerate XtoC⁽¹⁾, food, health, and urban logistics;
- develop international markets and flows, as well as innovative e-commerce market segments.

(1) Supporting the expansion of delivery to individuals.

By 2025, deliver to 350 European cities with more than 50,000 inhabitants, i.e., 25% of the European population, using low-emission delivery solutions.

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LA BANQUE POSTALE

As a community-minded, ambitious and diversified bancassurer, both in France and internationally, La Banque Postale, a mission-led company, supports 20 million customers, with a complete range of services accessible to all.

€8,320 million in net banking income in 2022.

19.4% of net banking income generated internationally.

Become France's favourite bancassurer, for customers, citizens and employees:

- reaffirm its community ambitions to support the just transition by developing impact offers;
- reach the highest standards of customer experience, by joining the top three French banks in terms of customer satisfaction;
- place the employee experience and engagement at the centre of the group's strategic project.

Achieve 20% of net banking income outside France by 2025.

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RETAIL CUSTOMERS & DIGITAL SERVICES

Created in 2021, La Poste's Retail Customers & Digital Services business line brings together 45,682 employees from La Poste's network, the group's digital entities (including the Docaposte subsidiary) and Retail Customers from the Services-Mail-Parcels business line. This business line aims to become the showcase business of La Poste for the general public, by aligning human services with digital technology.

€6,576 million in revenue in 2022.

€800 million invested in the modernisation of the omnichannel distribution network by 2025.

Make La Poste the number one platform for human and digital services in France by meeting three challenges:

- the customer experience challenge, with equal attention paid to customers and postal workers;
- the business model challenge, particularly in regards to making digital and local services powerful growth drivers;
- the challenge of local presence while developing a more transparent, physical and digital partnership model.

Between 2022 and 2025, increase the number of access points to La Poste's services from 35,600 to 40,000, to provide customers with a more extensive, more accessible regional network that is better adapted to their lifestyles.



The future of local presence

SERVICES-MAIL-PARCELS



“While the Services-Mail-Parcels business line has already reduced its CO₂ emissions by 27.1% between 2013 and 2022, and by 12.7% between 2021 and 2022, we plan to go even further to achieve zero net emissions by 2040. With the end of air transport for mail delivery in mainland France in 2023 and the doubling⁽¹⁾ of our fleet of electric vehicles, which is already the largest in Europe, we are undertaking breakthrough initiatives to truly change the game.”

Philippe Dorge, Executive Vice President, in charge of the Services-Mail-Parcels business line

⁽¹⁾ This doubling of the electric vehicle fleet will occur between 2022 and 2025.

To **secure the future of the group's historical mail-related businesses**, the Services-Mail-Parcels business line has developed its mail range by rethinking solutions around the three-day delivery deadline. It responds to new customer expectations of having digital options for urgent shipments. And, while providing new innovative services such as embedded smart data technology for tracking important packages, it creates sustainable conditions for the universal postal service in the face of falling mail volumes.

To **empower e-commerce services**, the Services-Mail-Parcels business line has implemented an ambitious decarbonisation plan worth €600 million. The electric vehicle fleet dedicated to first- and last-mile deliveries will increase from 7,000 to 15,000 electric utility vehicles and from 300 to 1,000 cargo bikes between 2022 and 2025. For medium- and long-distance transport, the business line is accelerating the deployment of low-carbon energy trucks, which will cover 50% of the kilometres travelled by 2030 (versus 2022). In 2022, it also launched Log'issimo, a range of key local logistics services for businesses and local authorities. By relying on its national network of 120 logistics platforms, it ensures rapid and optimised deliveries thanks to shared processes. Note: UGAP, a public central purchasing body, has chosen to partner with Log'issimo in the development of its online commercial business and its logistics organisation.

To **scale up in new local services**, the Services-Mail-Parcels business line has continued to strengthen its ecosystem in the healthcare field: in 2022, for example, it acquired Happytal, with the ambition of becoming the partner of choice for health and autonomy in France.

KEY FIGURES

€709 million in revenue from new local services in 2022 (of which €51 million led by the Retail Customers & Digital Services business line).

No. 1 pharmacy partner for medicine home deliveries (with 3,000 affiliated pharmacies).

2x Increase in the number of electric commercial vehicles in the group's fleet between 2022 and 2025.

3,800 new postal workers recruited in the Services-Mail-Parcels business line in 2022, including 3,200 postal carriers.

357 g of CO₂ per parcel: the gross impact before carbon offsetting of each Colissimo, the best score on the market.

AT A GLANCE



Distinctive feature: the leading network of human services in France.

Ambition: become the number one operator of local human services and e-commerce services.

Workforce: 106,863 employees.

Revenue: 22.9% of group operating revenue.



Parcel delivery, anywhere in the world

GEOPOST



“In 2022, we continued our diversification strategy by accelerating in high-potential markets such as food and healthcare, through the strengthening of our temperature-controlled delivery solutions. At the same time, we are proud to have a net zero emissions ambition for 2040, validated by the Science Based Targets initiative and at the heart of our strategy to become the international reference in sustainable delivery.”

Yves Delmas, Executive Vice President of La Poste Groupe and Chief Executive Officer of Geopost

AT A GLANCE



Distinctive feature:
Europe's number one parcel company in terms of revenue. 8.3 million parcels delivered daily worldwide.

Ambition:
become the international reference in sustainable delivery and a leading enabler of the e-commerce acceleration.

Workforce:
56,628 employees in 49 countries.

Revenue:
43.7% of group operating revenue.

Despite an unstable market environment, Geopost achieved a solid performance in 2022 and is now working on its three priorities in the “Together & Beyond” strategic plan.

With regard to its first priority, **developing its core business in Europe**, Geopost has seen a shift between BtoB and BtoC segments in 2022. Delivery to individuals, previously boosted by the health crisis and quarantine periods, was less strong in 2022 and BtoB activities returned to growth. In 2022, 43% of volumes came from the BtoB segment, versus 42% in 2021.

Geopost also continued to **accelerate its growth drivers**, with the acquisition of Pourdebon.com, for example, in the food delivery sector, and Cool Running, a Dutch-based company specialising in temperature-controlled transport, particularly for food and frozen products. It also made progress in the healthcare sector, with a €20 million investment in Chronopost Healthcare. Lastly, Geopost continued to develop new urban services by finalising the acquisition of CitySprint, the UK's leading same-day delivery network. In France, the business line strengthened its partnership with C-Logistics, Cdiscount's logistics subsidiary.

To **conquer new international markets**, Geopost increased its stake in Aramex, an international parcel delivery network covering the Middle East, Africa and Oceania, to 28%.

In early 2023, **Geopost took another major step** towards becoming the international reference in sustainable delivery: the Science Based Targets initiative approved its decarbonisation pathway, with an ambitious target of reducing its greenhouse gas emissions by 43% by 2030 and 90% by 2040 (scopes 1, 2 and 3), versus the 2020 baseline. Geopost will offset the remaining 10% of emissions through offset projects from 2040 onwards, aiming for net zero emissions by 2040.

KEY FIGURES

71,000
pick-up points and 12,000 Pickup lockers in 30 countries.

15,000
low-emission delivery vehicles, 6,700 electric vehicle charging points and 250 urban depots by 2025.

Over 30 kg
The weight of bulky parcels handled by C Chez Vous, a specialist company in which Geopost is now a majority shareholder.

30%
increase in sales at Biocair, a Geopost subsidiary specialising in pharmaceutical, biotechnology and life sciences logistics.

24.4%
in volume growth of Geopost's temperature control solution for the food industry in 2022.



A group community-minded bank

LA BANQUE POSTALE



“We are continuing to transform our model by offering our customers more responsible products and services, by helping to ease cost-of-living constraints and by consolidating our commitments to the just transition. We are one of the few global banks with an A rating from the CDP and with decarbonisation pathways validated by the SBTi. Innovative and unique, our bancassurance group is expanding to meet the expectations of its customers and society.”

Philippe Heim, Executive Vice President of La Poste Groupe and Chairman of the Executive Board of La Banque Postale



La Banque Postale finalised its merger with CNP Assurances in 2022 thanks to the success of its simplified tender offer, a major step forward in strengthening its international bancassurance model culminating in the creation of a large public financial group around Caisse des Dépôts.

To **reaffirm its community ambitions to support a just transition**, La Banque Postale has become a mission-led company. It has three ambitious social and environmental objectives at the heart of its articles of association. To ensure that these are achieved, the Bank's Mission Committee has chosen to monitor 14 priority indicators. Each indicator has its own scope and action plan to reach its target value, approved by the Bank's Executive Committee. In addition, the achievement of the related objectives is verified by an independent third party.

To meet **the highest standards of customer experience**, it continues to develop innovative, responsible and inclusive offers, such as *Pass Jeune* and *Prêt Avance Rénovation*, to support its 20 million customers. To meet the needs of companies and institutional investors, it has launched its Corporate and Investment Bank (CIB), a growth and diversification driver for the group and a pillar for a large public financial group.

To **place the employee experience at the heart of its strategic project**, La Banque Postale has deployed a new employer brand based on a key promise: “You will be amazed at what we can achieve together”. This lever encourages potential candidates to discover the bank, in line with the objective of recruiting more than 1,000 people each year in a wide range of professions. A harmonised, richer and more interactive onboarding programme has also been introduced for new employees. In a bid to provide the same attention to employees as customers, the Bank is developing new working practices, special career paths and practical ideas to promote employees' commitment to the just transition.

AT A GLANCE



Distinctive feature:
a community-minded bank, in the service of a just transition, a leader in sustainable finance.

Ambition:
become France's favourite bancassururer for customers, citizens and employees.

Workforce:
21,676 employees.

Net banking income:
23.4% of group operating revenue.

KEY FIGURES

Over 850
local public sector projects with a significant environmental impact already financed by La Banque Postale's green loans, for an amount of €1.6 billion in 2022 (versus €775 million in 2021).

5
companies in which CNP Assurances has become a 100% shareholder in Brazil, continuing its international development.

47%
of personal loans granted in 2022 were impact loans.

1st
bank to have obtained certification for 100% customer service in France.



The omnichannel power of a physical and digital retailer

RETAIL CUSTOMERS & DIGITAL SERVICES



“The €800 million investment plan in our multi-business, bank-focused network marks a new stage in our development strategy. It reflects the extensive changes of the group to support our ambition: to create a powerful omnichannel distributor serving individuals, small businesses and small communities and to bring the quality of service provided to customers up to the best market standards.”

Nathalie Collin, Executive Vice President, in charge of the Retail Customers & Digital Services business line



Combining the power of digital technology with the local presence of the post office network, the Retail Customers & Digital Services business line has implemented transformative initiatives in 2022 to meet the three major challenges of its strategic plan.

To **improve the customer experience** and raise the quality of service to the best market standards, it has implemented a vast plan to renovate and modernise post offices. It is committed to recruiting 2,400 employees throughout France by 2024, to strengthen the reception, support and advice provided to customers. It has also developed a range of new digital and “phygital” services that simplify customers’ lives, for example by offering electronic signatures. Because the customer experience is closely linked to the quality of the relationship with postal workers, the business line supports each employee in his or her career development and aims to offer a high-quality working environment in terms of relationships, organisation and equipment.

Another strategic challenge is to **strengthen the business model** by making digital technology a powerful growth driver. In 2022, Docaposte, the group’s digital subsidiary, acquired Idemia’s electronic signature and digital safe activities. Docaposte has thus become the French leader in electronic signatures and has expanded its range of trusted solutions. This transaction also marks a new stage in the European roll-out of Docaposte’s activities: this digital storage solution for regulated markets is offered in eight countries (Spain, France, Romania, Denmark, Germany, Bulgaria, Portugal and Switzerland) and is currently being rolled out in the Netherlands and Greece.

To **consolidate its presence** by building the first physical and digital service platform, the business line has set the goal of increasing the number of service points from 35,600 to 40,000 by 2025 by forging new partnerships (tobacconist network, supermarkets, etc.). In 2022, more than 1,500 postal carriers and counter clerks will be helping to fulfil its commitment to a nationwide postal presence.

KEY FIGURES

2.1 million
La Poste Mobile customers by the end of 2022.

402
post offices bearing the *France Services* label (90 of which were certified in 2022) offering support for 80 online administrative procedures.

77
L'Étape Numérique spaces deployed in partnership with Banque des Territoires at the end of 2022, to combat digital exclusion.

1
strategic acquisition for Docaposte, a standard setter in digital trust and security: the start-up BoomkR, which offers an unparalleled cyber backup service.

9.4 million
Digiposte digital safes and 1.7 million La Poste Digital Identities by end-2022.

AT A GLANCE



Distinctive feature: the youngest of the group’s business lines, created in 2021 as part of the “La Poste 2030, committed for you” strategic plan.

Ambition: make La Poste the number one platform for human and digital services in France.

Workforce: 45,682 employees.

Revenue: 9.4% of group operating revenue.

A vast innovation ecosystem to create solutions for tomorrow

La Poste Groupe is making innovation a central pillar on which it will build its future. Through innovation, it will achieve its strategic ambitions and ensure its sustainability. And, through innovation, it intends to provide transformative solutions to the major societal challenges of our time. To achieve this, the group relies on a vast ecosystem to develop partnerships, support start-ups and therefore create new trends and future services.



▲
IMPULSER 2030!

The intrapreneurship programme launched by the group in 2021 to develop innovative offerings, enhance employee entrepreneurial skills and accelerate promising business projects. More than 180 employees have already taken part since the launch.



28,000
small lightweight parcels sorted daily by 19 innovative autonomous robots at the Colissimo Île-de-France Nord platform.

For La Poste, innovation means regularly offering products and services that meet the new needs of its customers. From a solution for transporting temperature-controlled medical products and an ecological score to calculate the environmental footprint of its shipments, to a platform of ten free non-banking digital services for young La Banque Postale customers, all business lines are taking part in innovation. Other innovations target the group's internal processes and tools, to improve the quality of the service provided, operational efficiency and the group's environmental performance. In 2022, for example, it tested autonomous robots to sort small parcels and initiated the roll-out of the first ever electric truck in authentic situations.

A network of strategic partnerships

As innovation is often a question of collective intelligence, bringing together universities, research institutes, local authorities and companies, La Poste Groupe cultivates partnerships with various players. In 2022, Dacoposte partnered with Banque des Territoires, Dassault Systèmes and Bouygues Telecom for the 2023 launch of Numspot, a leading trusted cloud provider in the European market.

For several years, the group has also been supporting the development of start-ups. Through the French IoT open innovation programme, which relies on more than 100 regional partners, La Poste has accelerated the growth of around 300 start-ups in digital impact services since its creation in 2016. La Banque Postale, together with its platform58 incubator, already supports and hosts more than 40 start-ups in the fields of finance, insurance, cybersecurity, artificial intelligence and data. Several venture capital funds investing in promising start-ups have also been set up: La Poste Ventures, launched in 2021 and endowed with €50 million, made its first five investments in 2022; I15K, launched by La Banque Postale in 2022 and endowed with €150 million, has already invested in 6 start-ups; and Open CNP, the CNP Assurances fund, has €100 million to build tomorrow's finance and insurance sectors.



300

start-ups have seen their development accelerated thanks to the French IoT programme begun in 2016.



Employees, the group's number one priority



- 1.**
OFFERING EQUAL OPPORTUNITIES TO ALL
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- 2.**
GIVING EVERYONE THE MEANS TO SUCCEED
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- 3.**
ENCOURAGING EVERYONE TO GET INVOLVED
P. 40



“Postal workers are at the heart of La Poste Groupe’s development. We support them in this transformation and continue with our initiatives to provide good quality jobs. We also have an inclusive social policy to ensure that employee engagement and equal opportunities continue to be a reality within the group.”

Valérie Decaux, Executive Vice President, in charge of Human Resources

OFFERING EQUAL OPPORTUNITIES TO ALL

Acting as a responsible employer is of fundamental importance for La Poste Groupe. It is the prerequisite for the success of its transformation, driven by its 238,000 employees. As France’s largest employer after the State, the group prioritises good quality employment and implements a proactive social policy.



Sarah, community manager on a work-study contract

“I’m doing a master’s degree in influence strategy and communication at ISEG and, as part of my work-study programme, I help to run the group’s Twitter and Instagram accounts. It’s a great experience for so many reasons! Firstly, there are lots of people on hand to give us friendly advice on issues related to human resources and our responsibilities. Secondly, La Poste pays its work-study students fairly. Plus, I’ve gained a lot of skills thanks to my tutor’s guidance, the new software I’ve been introduced to and the autonomy I’ve been given.”



Sébastien, postal carrier

“I’ve had a paralysed arm since an accident when I was born and La Poste gave me a chance, hiring me first on a fixed-term contract, then on a temporary contract and finally on a permanent contract, after I’d proven myself. I manage just fine on a bike and I have my own technique for delivering mail as well as anyone else. I like to feel useful and to take the time to develop a relationship with customers, especially when it comes to isolated people. My disability isn’t a problem for my supervisors, colleagues or customers.”



Caroline, data analyst

“I’m currently a data analyst at La Poste Groupe. I was lucky enough to be able to take a job retraining programme at the Simplon coding school and switch from communications to data analysis. AI and data professions are future-proof jobs, and the fact that I’m part of a large company that invests in its people’s development has been a big help for my career.”

50,000+

postal workers have taken part in the *Cap Compétences Numériques* personalised digital training programme since 2021.

2.**12%**

of postal workers benefit from professional development each year.

86.9%

of group employees attended at least one training course during the year (scope: Europe).

€200 million

allocated to training postal workers each year between 2021 and 2023.



GIVING EVERYONE THE MEANS TO SUCCEED

As an employer, La Poste Groupe has a major responsibility towards its 238,000 employees to ensure they have the opportunity to play an active role in the group's transformation and feel assured they will have a good quality job in the future. In an environment where customer expectations, technologies and jobs are rapidly changing, this requires the ability to listen, plan ahead and provide support – skills that the group committed to strengthening in 2022.

Anticipating tomorrow's jobs and skills

In line with the commitment made in the "La Poste, committed with postal workers" employee agreement, La Poste strengthened the role of the Jobs, Skills and Qualifications Observatory to better anticipate changes in this area across all of its businesses. The Observatory brings together group- and business-line-level Human Resources Departments, as well as trade union representatives, to conduct joint forward-looking studies, share information and best practices, and better inform postal workers of career development opportunities and job pathways.

Harnessing training to achieve La Poste Groupe's strategic priorities

To support the implementation of its strategic plan, La Poste has embarked on a far-reaching training drive that will see it invest €200 million per year between 2021 and 2023. In line with the group's ambitions, the programme is designed to improve the employability of its staff by focusing on four key skill sets: customer service culture, management culture, social and environmental responsibility and digital technology. In this last

area, the group broke new ground in 2022 by creating its Data and AI School. Also in the year, La Poste obtained Qualiopi certification for all of its various training bodies, attesting to the quality of its skills development process.

Facilitating and accelerating internal mobility

Currently, more than 20,000 postal workers change jobs each year within the group. In 2022, La Poste rolled out some 20 specific career development paths offering entry to a wide range of professions. A total of 569 postal workers used these paths in 2022, allowing them to change careers. La Poste has also set up virtual job fairs in all regions to reach as many interested employees as possible.

13,000

employees received individual support from human resources staff specialised in professional development.



8.77%
Percentage of employees with disabilities in 2022.



94/100
Gender equality index at La Poste.



2,300+

people over the age of 50 are hired by La Poste each year.

3.

3,500

new work-study students joined the group in 2022.



ENCOURAGING EVERYONE TO GET INVOLVED

Through their expertise, innovation ability and energy, La Poste Groupe's employees play a crucial role in its transformation. The group is committed to respecting its employees' work-life balance and strives to promote integration, inclusion and diversity.

Supporting the career paths of young and old alike

In line with its values as a responsible employer, La Poste Groupe is a long-standing champion of youth employment. In 2022, for example, it entered into a partnership with the *Fondation Innovations pour les Apprentissages*, a collective of 17 international companies developing real-world projects to promote apprenticeships. Also during the year, La Poste Groupe signed a "commitment agreement on the role of over-50s in companies", including ten key commitments on training, continued employment and well-being at work for employees in this age bracket.

Taking proactive measures to ensure postal workers feel at ease in their work

To protect the health and safety of its employees, La Poste Groupe is focusing on risk prevention. In 2022, for example, a campaign to promote correct movements was carried out to mitigate the risk of musculoskeletal disorders. Postal carriers' bicycles and electric scooters are also regularly checked to ensure they are in good working order and thereby reduce the risk of accidents. Efforts to prevent psychosocial risks have been stepped up by the development of initiatives to foster well-being at work. And to promote a healthy work-life balance, a policy of active support is available to employee

caregivers, garnering two awards in 2022 (Parenthood Award and Diversity and Inclusion Grand Prize).

Offering equal opportunities for all

La Poste renewed its commitment to gender equality in the workplace – as evidenced by the fact that 52.4% of management positions are filled by women – by signing a new three-year agreement with trade unions. Its many initiatives include plans to train all managers and human resources staff in the importance of workplace gender equality and combating sexism and gender stereotypes. As France's leading employer of people with disabilities, the group also signed a new Disability Agreement for the 2022-2025 period.

52.4%
of management positions filled by women.



Strong, open governance

BOARD OF DIRECTORS

La Poste's Board of Directors sets the group's general policy. Its main responsibilities are to define the group's strategic priorities, approve the issue of the annual and interim financial statements, and authorise acquisitions and disposals, major investment programmes and the terms of employee profit-sharing. It ensures that the group is resilient regardless of the economic environment and remains useful on a daily basis.

48%
of Board members are women.

57 years
and 3 months
Average age.

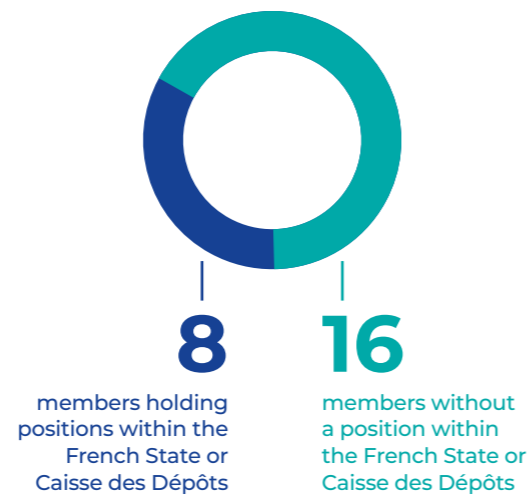
Diversified profiles for a wide variety of perspectives

Chaired by Philippe Wahl, the group's Chairman and Chief Executive Officer, the Board of Directors comprised 24 members⁽¹⁾ in 2022:

- 11 directors appointed by the General Meeting upon a proposal by Caisse des Dépôts (CDC);
- 1 director representing the French State;
- 2 directors appointed by the General Meeting upon a proposal by the French State;
- 7 directors representing employees;
- 3 non-voting members (*censeurs*) representing users as well as municipalities and their associations.

The directors' diversity of profiles, experience and skills is a key asset in meeting the many challenges arising from society's major transitions and in implementing the group's many ambitious projects, as set out in its purpose and strategic plan. The majority of the members do not hold positions within the French State or Caisse des Dépôts, ensuring frank discussions and openness to different approaches.

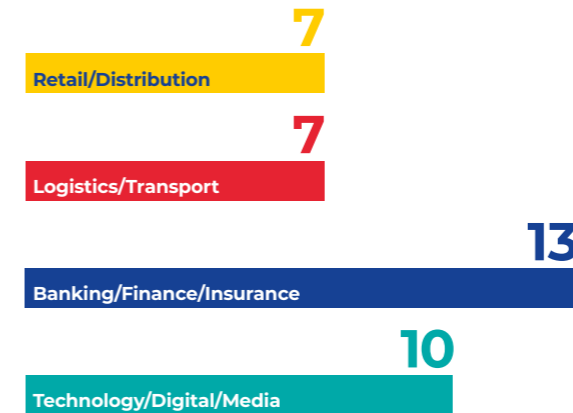
⁽¹⁾ The composition of the Board of Directors is governed by the French law on the organisation of the services of La Poste and France Télécom.



Strategic expertise in line with the group's challenges

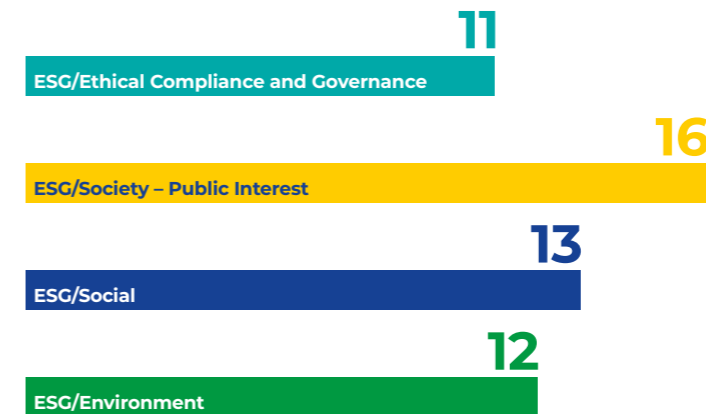
In May 2022, 21 members of the Board of Directors completed a self-assessment of their strategic areas of expertise.

BUSINESS-SECTOR EXPERTISE



CORPORATE EXPERTISE IN THE MAIN ESG⁽¹⁾ RISKS AND OPPORTUNITIES

⁽¹⁾ Environmental, social and governance.



5 BOARD COMMITTEES

To fulfil its duties, the Board of Directors has set up five Board Committees tasked with examining and preparing certain projects before they are presented at plenary sessions

Audit Committee

Chairman: Charles Sarrazin (French State)
5 members
7 meetings
90% attendance rate

Appointments, Compensation and Governance Committee

Chairman: Philippe Lemoine (CDC)
4 members
2 meetings
88% attendance rate

Strategy and Investment Committee

Chairwoman: Françoise Malrieu (CDC)
9 members
9 meetings
84% attendance rate

Quality and Sustainable Development Committee

Chairwoman: Marie-Pierre de Bailliencourt (CDC)
7 members
4 meetings
96% attendance rate

Public Service Missions Committee

Chairman: Franck Gervais (French State)
7 members
3 meetings
100% attendance rate

MISSION COMMITTEE

The Mission Committee is responsible for monitoring the fulfilment of La Poste's commitments as a mission-led company. It is composed of 17 members. Nine members are qualified external individuals, independent of La Poste's governance, and contribute diversified, open-minded points of view. Natalie Rastoin was appointed Chairwoman of the Mission Committee in 2022, replacing Philippe Wahl. The other eight members sit on La Poste's Board of Directors, ensuring consistency, free flow of information and interaction between the two bodies.

MEMBERS

8 members from the Board of Directors

Philippe Wahl,
Chairman and CEO
of La Poste Groupe

Catherine Mayenobe,
Deputy Chief Executive
Officer, Director
of Operations and
Business
Transformation
Management,
CDC Group

Franck Gervais,
representative of the
French State, CEO
of Pierre & Vacances –
Center Parcs Group

Stéphane Chevet,
employee
representative,
sponsored by CFDT

Franck Haspot,
employee
representative,
sponsored by CGT

Gil Avérous, Mayor
of Châteauroux

Guyline Brohan,
Chairwoman of the
Board of Directors
of Familles Rurales

Patrick Molinoz,
Vice-President of the
Bourgogne-Franche-
Comté region

9 qualified external individuals

Natalie Rastoin,
Chairwoman and
founder of Polytane

Laetitia Puyfaucher,
founder of Pelham
Media Ltd.

Nathalie Balla,
company director

Christian Gollier,
Executive Director
of the Toulouse School
of Economics

Jacques Levy,
geographer

Géraud Guibert,
Chairman of Fabrique
Écologique

Claudia Senik,
professor of economics

Marie Trelle-Kane,
Chairwoman of
Unis-Cité

Fatima Riahi,
founder and director
of Jardins de
la Montagne Verte

HIGHLIGHTS OF 2022

IDENTIFICATION AND APPROVAL OF INDICATORS FOR MONITORING COMMITMENTS

made by La Poste as a mission-led company (see indicators p. 74).

APPOINTMENT OF KPMG AS AN INDEPENDENT THIRD PARTY

responsible for verifying the achievement of these commitments.

REVIEW OF THE GROUP'S BIODIVERSITY ROADMAP

Biodiversity is the third pillar of the group's environmental policy (alongside energy/climate and resources/waste), following the recommendations of the Mission Committee in 2021.

LAUNCH OF VARIOUS STUDIES

including an assessment of the impact of La Poste Groupe's transformations on the well-being of the French population.

APPROVAL of the achievement of 2022 commitments and objectives.

EXECUTIVE COMMITTEE

The Executive Committee is the body for discussing strategy and consulting on all cross-functional group issues. Its members share a common vision of La Poste's responsibilities as a mission-led company, considering important decisions and monitoring targets and operating results. The Committee's composition reflects the reach of a multi-business group that is able to transform itself by developing new, useful and well-executed activities.



PHILIPPE WAHL

Chairman and CEO
of La Poste Groupe



PHILIPPE BAJOU

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



YVES BRASSART

Executive Vice
President, in charge
of Finance
and Development



NATHALIE COLLIN

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



VALÉRIE DECAUX

Executive Vice President,
in charge of Human
Resources



YVES DELMAS

Executive Vice President,
Chief Executive Officer
of Geopost



PHILIPPE DORGE

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



PHILIPPE HEIM

Executive Vice President,
Chairman of the
Executive Board
of La Banque Postale



NICOLAS ROUTIER

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

A robust risk management approach

With the group's international growth, the development of digital businesses such as e-health, and the merger of La Banque Postale and CNP Assurances, La Poste Groupe is now exposed to a much greater number and more diversified range of risks. In response, it has transformed its risk management approach and reinforced the related governance and organisation.

Assessing and anticipating current and future risks

Each year, La Poste Groupe updates two risk maps covering all its business lines, subsidiaries and functional areas: one covering its strategic and priority risks, the other targeting its operational and non-compliance risks. Environmental, social and governance risks are included in risk mapping from the outset. Among the most critical risk factors in 2022 were cybersecurity and the impact of inflation on the logistics and Services-Mail-Parcels businesses. Risk mapping, permanent control and incident management make it possible for La Poste Groupe to establish and regularly update its risk profile.

Defining the level of risk taken on to secure the group's development and transformation

To strengthen risk management, the group worked to establish a "risk appetite framework" in 2022. This document precisely defines the risks it is willing to take on in line with the goals of its strategic plan. The aim is to be able to innovate and explore new activities and thereby support the world's major transitions – all within a controlled framework.

Controlling risks through efficient organisation

La Poste has set up an internal control and risk management system spanning all levels of the group. It is structured into three lines of defence (see opposite).

The second line of defence was strengthened in 2022 thanks in particular to:

- the extension of the roles of the group's Risk Department with **the expansion of the scope of risks assessed and permanent controls deployed;**
- **the ramp-up of the group's Compliance Department** (created in 2021), which monitors that the group is in compliance with the laws and regulations within the scope of the Department's remit (ethics, anti-corruption, anti-money laundering and counter-terrorism financing, personal data protection, compliance with international embargoes and sanctions, compliance with competition law, and duty of care);
- **the creation in 2022 of the group's fraud prevention and control department**, which coordinates and manages the fraud prevention system at group level.

Internal control and risk management system

La Poste Groupe's internal control and risk management system covers all its business lines, subsidiaries and activities. It aims to ensure that four major objectives are met:

- respect for the group's purpose, its status as a mission-led company, its missions and the achievement of its strategic ambitions;
- compliance with current laws and regulations;
- safeguarding of its assets;
- optimisation of operations.

IT'S EVERYONE'S BUSINESS...

... TO MANAGE RISK

While the types of risks the group is exposed to are often business-specific, it is everyone's collective responsibility to be aware of their existence and be able to report and control them. To this end, La Poste Groupe has implemented an action plan to disseminate a risk culture across all levels of the company on an ongoing basis. It includes a new framework for the group's risks, a training programme and communication campaigns on behaviours and best practices to adopt on a daily basis.



"In two years, there has been a step change in the scale of the risks to which our business is exposed. In order to maintain full control of these risks, while continuing to innovate and transform, we have put in place an extremely robust system, which ranges from the detection of risks far upstream to the proactive resolution of any incidents. This system applies group-wide."

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

