



— Profile — of Le Groupe La Poste

2020 was marked by the health crisis and numerous operational challenges, but also by decisive achievements for the Group's future.

Continuation of the transformations, consolidation of the multi-business model, completion of the large public financial group, etc. Quantified assessment of a very particular year ending the 2014-2020 strategic plan.

Highlights of 2020

5

business lines

The multi-business model structures La Poste's business lines into five Business Units.

La Banque Postale

La Banque Postale offers a comprehensive range of simple, useful and transparent banking and insurance products and services at a reasonable price to more than 10.5 million active customers.

Services-Mail-Parcels

The Business Unit supports the growth of e-commerce and develops new local services for private individuals, businesses and local authorities, drawing on the support of 65,000 postmen.

GeoPost/DPDgroup

Specialist in the express delivery of parcels under 30 kg across the world, GeoPost/DPDgroup is present across 49 countries via its subsidiaries DPD, Chronopost, SEUR and BRT.

La Poste Network

The first local human network in France with nearly 17,000 retail outlets, the La Poste Network offers the Group's products and services, which are useful for its customers' projects and for the economic development of the regions.

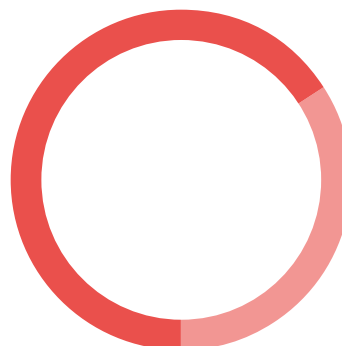
The Digital Services Business Unit

It markets online services and digital offers through its subsidiaries Docaposte and LP11 (subsidiaries dedicated to Le Groupe La Poste's data and AI activities). It steers the Group's digital transformation and develops services on behalf of the other Business Units.

A fully public company

66%

Caisse des dépôts



34%

French State

Key figures for 2020

31.2 billion

in revenue.

40%

of revenue generated internationally.

18.7%

Mail share in revenue.

249,000

employees.

80%

of employees trained.

27 million

local services provided.

2.3 billion

parcels delivered.

280,000

Ma French Bank customers.

5.5 million

smart and secure Digiposte mailboxes.

27%

electric vehicles excluding trolleys and bicycles.

FINANCIAL PERFORMANCE

Growth of revenue in 2020

2020: a decisive year in the Group's transformation, which has accelerated due to the health crisis. The health crisis reinforced the trends that were impacting the Group's business model: the fall in mail volumes, the sharp increase in parcel and express volumes in a context of a boom in e-commerce and an increase in the digitisation of society.

Revenue

2020 €31,185 million
I.e. +20.0% and +4.4% at constant scope and exchange rates

2019 €25,983 million

Operating profit/(loss)

Operating profit after share of net profit/(loss) of jointly controlled entities

2020 €3,149 million
-€1.3 billion before consolidation of CNP Assurances

2019 €889 million

Net profit/(loss), Group share

2020 €2,084 million
-€1.8 billion before consolidation of CNP Assurances

2019 €822 million

Equity attributable to owners of the parent

2020 €18,247 million
+€7.0 bn due to the transaction contribution of CNP Assurances shares

2019 €12,624 million

Net debt

2020 €8,802 million

2019 €6,462 million

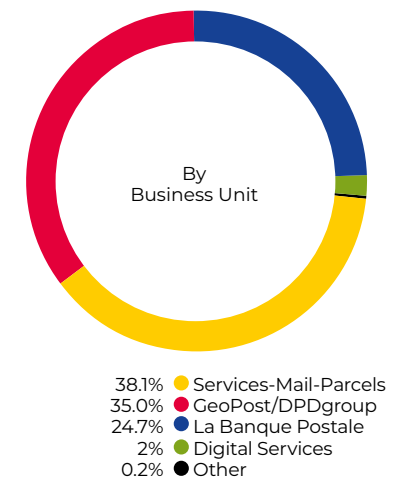
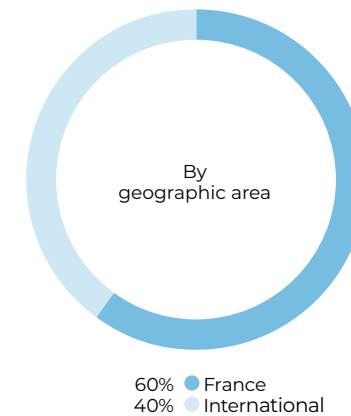
Net debt/equity

2020 0.48

2019 0.51

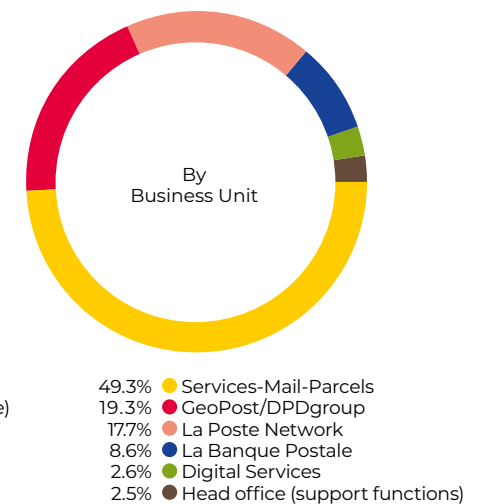
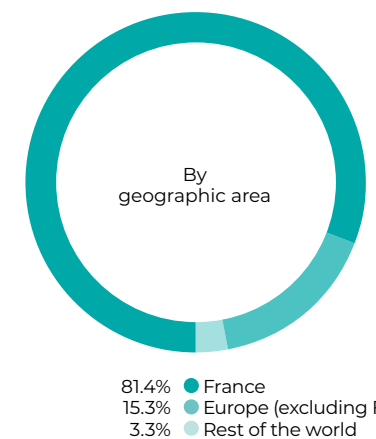
Breakdown of the Group's revenue

€31.2 billion
in revenue



Breakdown of the Group's workforce

248,906
employees⁽¹⁾



(1) Full-time equivalents on average.

FINANCIAL PERFORMANCE

Operating performance by activity

The La Poste Network Business Unit brings together the sales and distribution of Le Groupe La Poste's products and services to retail customers and its telephony offer under the La Poste Mobile brand. Its revenue is reflected in the internal invoicing of the services provided by the La Poste Network on behalf of the other Business Units.



Revenue	
2020	€12,156 million
2019	€12,376 million

Operating profit/(loss)	
2020	-€1,137 million
2019	€410 million

Supporting the growth of e-commerce and developing new local services for private individuals, businesses and local authorities, using the support of the 65,000 postmen.



Revenue	
2020	€11,041 million
2019	€7,768 million

Operating profit/(loss)	
2020	€739 million
2019	€379 million

Major acquisitions in Europe and Asia, growth in volumes and development of services, particularly in sustainable urban logistics.



Net banking income	
2020	€7,724 million
2019	€5,647 million

Operating profit/(loss)	
2020	€4,464 million
2019	€820 million

Integration of CNP Assurances, consolidated sales momentum through a diversification strategy to prepare the Bank to grow internationally.



Revenue	
2020	€799 million
2019	€697 million

Operating profit/(loss)	
2020	-€48 million
2019	€10 million

Major acquisitions in business services.

SOCIETAL PERFORMANCE

Societal commitment, a vector of development

Le Groupe La Poste’s social, societal and environmental commitment is reaffirmed and enshrined at the heart of the new strategic plan “La Poste 2030, committed for you”, with the ambition to be a group with a positive impact on the environment and society.

Environmental transitions



100%

Le Groupe La Poste, the leading 100% carbon-neutral postal operator⁽¹⁾.

€180 million

in revenue from new services for the energy and environmental transition.

-22%

reduction in GHG emissions from La Poste’s activities since 2013.

111,000

tonnes of materials collected by Recygo and Nouvelle Attitude, sent for reuse and recycling.

27%

electric vehicles excluding bicycles and trolleys.

850

tonnes of construction waste collected for recycling with 100% traceability, on four sites managed by Poste Immo.

76/100

The best CSR rating worldwide awarded by the non-financial rating agency Vigeo Eiris.

10,000

postal buildings managed by Poste Immo have been supplied with 100% renewable electricity since 2016.

225

cities in Europe delivered 100% in clean mode by 2025.

Social and regional cohesion



97%

of the population within 5 km or 20 minutes by car from a La Poste retail outlet.

€525 million

consolidated revenue in new services for sustainable regions.

€25.6 million

in purchases from the disabled and sheltered sectors.

493,000

jobs supported directly and indirectly by La Poste and La Banque Postale as employers and buyers in the regions.

935,000

French Highway Code exams taken at La Poste in 2020.

100%

of eligible funds labelled SRI at LBP AM.

Ethical and responsible digital services



12 million

connections to the website www.maladiecoronavirus.fr, drastically reducing the number of calls to the 15 (-80%).

524

post offices involved in the digital inclusion programme.

5.5 million

digital, smart and secure Digiposte mailboxes open at the end of 2020.

80,000

people assisted each year in their online administrative procedures.

(1) Carbon neutrality obtained by offsetting all of the Group’s emissions in scopes 1, 2 and 3 (subcontracting transport) after reducing emissions, the intensity of which is compatible with the achievement of the target of the Paris Agreement.

SOCIETAL PERFORMANCE

Social indicators⁽¹⁾



Acting for skills development

2020	79.7%
2019	80.3%

Change in the proportion of people who took at least one training course.

Improving health and safety at work

2020	19.91
2019	24.66

Change in the frequency rate of workplace accidents with lost time.

Promoting the integration of young people into professional life

2020	4,541
2019	4,583

Change in the number of new apprenticeship and professionalisation contracts signed.

Promoting gender equality

2020	51.50%
2019	50.65%

Change in the proportion of women in management.

Promoting the retention of older workers

2020	32%
2019	31.6%

Change in the proportion of people aged 55 and over in the permanent workforce.

Acting for the employment of disabled people
The leading employer in France for disabled people

2020	7.74%
2019	7%

Change in the percentage of these beneficiaries.

Le Groupe La Poste is committed to providing high-quality employment for employees working in the company and for new employees. In order to continue its responsible development in a rapidly changing environment weakened by the global health crisis, La Poste is accelerating the transformation of its activities and its businesses to meet the new needs of its customers and to remain a major player in our society.

Quality indicators: commitments customers



The year 2020 was marked by the impact of the health crisis on post office reception capacities (application of barrier gestures and the measurement within spaces, in particular) and customer services. However, in this context, the results in terms of customer perception and handling of mail-parcel complaints, although showing a slight decline, remained at very high levels of quality.

Improving the quality perceived by our customers in post offices

2020	93%
2019	95%

Overall satisfaction at the end of the post office visit.

Improving the handling of customer complaints (annual consolidated results)

2020	94.40%
2019	95.50%

Change in the rate of processing of complaints in less than 15 working days.

The widespread use of mail and parcel claims processing in a “short loop”

Following the testing of mail and parcel claims processing in a “short loop” in 2019, which was popular with customers and postal workers, La Poste has been gradually rolling out as well as the customer call-back within 48 hours. This system, which facilitates customer care and provides them with a rapid and personalised response, will be rolled out in the second quarter of 2021 in all post offices and business centres throughout France.

(1) Scope: La Poste parent company.

Le Groupe La Poste's business model

To be the leading European platform for links and exchanges, human and digital, green and civic-minded, at the service of our customers in their projects and of society as a whole in its transformations.

CHANGES IN SOCIETY

Digital transformation

Disruption of business processes, customer relationships, employee work methods

Environmental transitions

Climate change, air quality, conservation of resources and biodiversity, waste management

Transformation of regions

General societal movement of "relocation"

Demographic transition

Nearly one quarter of the European Union population will be over the age of 65 in 2030

CHANGES IN LE GROUPE LA POSTE'S ACTIVITIES

Sustained low levels of interest and inflation

Significant decrease in mail volumes in connection with digitisation

Accelerated growth in parcels driven by the explosion of e-commerce

OUR RESOURCES

Human resources

- 249,000 employees, of which 18.6% internationally including 10,000 in IT professions (data/AI)

Industrial capital

- Over 3,400 processing centres, distribution platforms and depots
- Over 92,000 vehicles, 27% electric vehicles excluding bicycles and trolleys
- Over 11,000 buildings throughout the entire territory, supplied at 86% in electricity from renewable sources
- Digital infrastructures

Societal and relationship capital

- Close to 17,000 retail outlets
- Over 50,000 pick-up points in Europe
- laposte.fr: one of the most visited sites in France, 29 million unique visitors per month
- Digital identity certified by the French national information systems security agency (ANSSI)

Financial capital

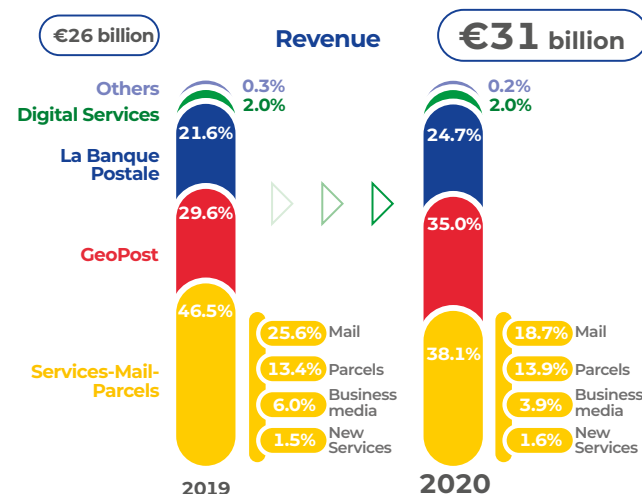
- Stable and long-term shareholding (100% public capital)
- €18.2 billion in equity
- A/A+ financial rating

Intellectual capital

- Trusted image
- Brand portfolio
- Innovation

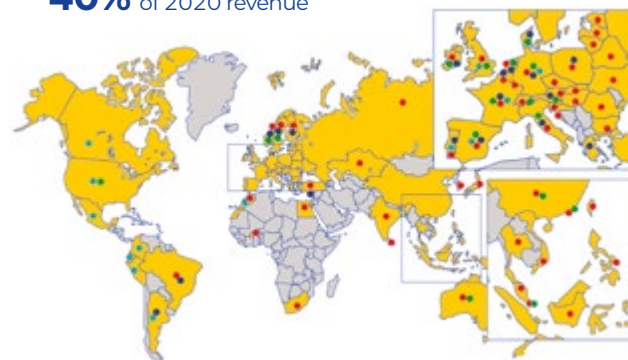
For further details on the key performance indicators mentioned, see the methodological note on extrafinancial indicators in Appendix 2 of the Universal Registration Document 2020.

A multi-business model



International development

40% of 2020 revenue



Countries where Le Groupe La Poste operates at the end of 2020

● Docaposte
● GeoPost
● Asendia
● La Banque Postale and CNP Assurances

La Poste 2030, committed for you

Customer: Strengthening the passion for serving customers at the highest level of quality, remaining the customer's preferred intermediary and winning over new customers (professionals, young people, etc.)

Presence: Increasingly present, thanks to the combined power of its physical, digital and human networks for development

Digital: Accelerating the digital transformation, developing digital trust services and digital inclusion

Green: Committing as a company leader in the environmental transformation and making it accessible to all

Citizen: Becoming a company with a mission whose activity creates a positive impact for society, and demonstrating our civic, social and societal responsibility

International: Going beyond geographical borders by capturing international growth

Labour management agreement (Le pacte social) and managerial culture: Strengthening pride in being a postal worker, presenting a new labour-management agreement and a new organisation allowing agility

4 modernised public service missions



Universal postal service



Press transport and delivery



Regional planning



Banking accessibility

OUR VALUE CREATION

For the planet

- Climate strategy in line with the Paris Agreement (+1.5 °C)
- Deployment of low-carbon urban logistics
- Close to 111,000 tonnes of materials collected for recycling and reuse
- Assets under 100% SRI management

For the regions

- Local public sector financing
- 97% of the population less than 5 km or 20 minutes by car from a contact point in Europe
- 493,000 direct, indirect and induced jobs sustained in France

For our customers

- 18 billion items delivered in 2020
- 1.5 million customers benefitting from the banking accessibility mission
- 39 million non-life policyholders and 12 million life policyholders
- Digital parcel and mail tracking

For our employees

- 94.4% permanent contracts
- Gender parity promotion programme
- 80% employees trained
- 14 national employee agreements and amendments
- High level of employee commitment

For our suppliers

- 84% of suppliers and subcontractors are SMEs

For our shareholders and investors

- Recognised non-financial performance
- Commitment to maintain our financial rating

Strategic plan “La Poste 2030, committed for you”

Find out more about the broad lines of the strategic plan “La Poste 2030, committed for you”.

LA POSTE
2030
ENGAGÉE
POUR VOUS

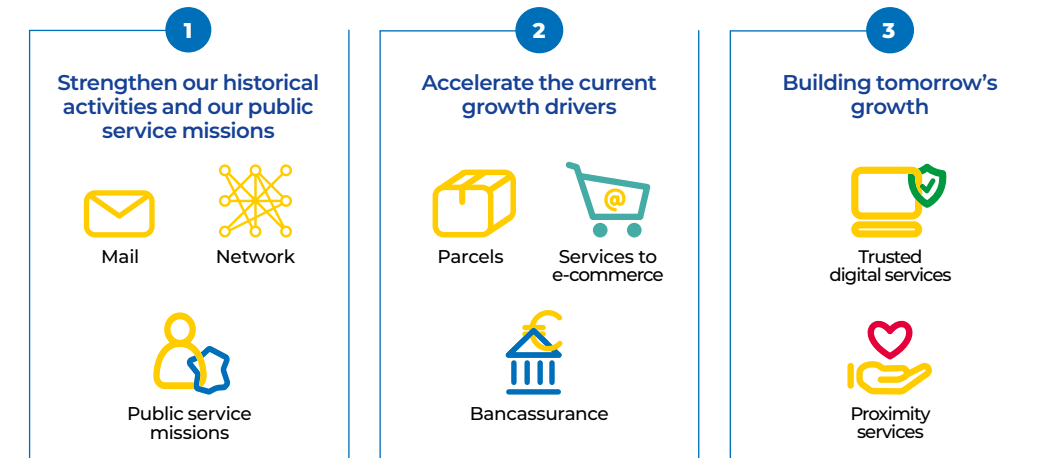
Our ambition

To become the leading European platform for links and exchanges, human and digital, green and civic-minded, at the service of its customers in their projects and of society as a whole in its transformations.

Our purpose

Serving all, useful to everyone, La Poste, a proximity company with local anchorage, develops exchanges and forges essential links by contributing to the common goods of society as a whole.

Our 3 dynamics



Our 7 priorities





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