

# UNIVERSAL REGISTRATION DOCUMENT

ANNUAL FINANCIAL REPORT

2023



LA POSTE  
GROUPE

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# 2023 Universal Registration Document

Including the Annual  
financial report



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# Message de Philippe Wahl

Président-Directeur Général



« Avec son plan stratégique **“La Poste 2030, engagée pour vous”**, le groupe La Poste a fixé son cap. Il a inscrit **l'exigence de rentabilité au cœur de son développement. Un développement qui doit également être responsable.** »

**E**n 2023, l'activité du groupe La Poste s'est inscrite dans une conjoncture difficile. Le groupe a fait face à de multiples chocs : une inflation forte, des taux d'intérêt élevés pesant sur son activité bancaire, un ralentissement de la consommation qui a freiné l'essor du e-commerce avec une stabilité du volume de colis transportés, en particulier à l'international. Les évolutions structurelles, comme la chute du courrier et la diminution de la fréquentation des bureaux de poste, se sont quant à elles poursuivies. Le groupe La Poste a par ailleurs rencontré des difficultés significatives dans les activités de certaines filiales. Il a démontré sa capacité collective à y faire face avec lucidité et détermination, en nommant ces problèmes, en les traitant et en les résolvant.

Le groupe La Poste est parvenu à limiter les effets de cet environnement adverse sur ses résultats financiers. Le chiffre d'affaires 2023 du groupe La Poste s'établit à 34,1 milliards d'euros contre 33,3 milliards d'euros en 2022<sup>(1)</sup> et le résultat net part du groupe atteint 514 millions d'euros. Cette résistance de l'activité et des résultats témoigne de la solidité du modèle

stratégique de La Poste. Un modèle stratégique transformé dans lequel le courrier ne représente plus désormais que 16% du chiffre d'affaires. L'engagement et l'efficacité des collaborateurs ont joué un rôle décisif dans l'atteinte de ces résultats, tout comme le soutien des actionnaires du groupe la Caisse des Dépôts et l'État.

Avec son plan stratégique « La Poste 2030, engagée pour vous », le groupe La Poste a fixé son cap. Il a inscrit l'exigence de rentabilité au cœur de son développement. Un développement qui doit également être responsable. La Poste a conforté ses activités historiques et ses missions de service public. La nouvelle gamme courrier, lancée en janvier 2023 pour répondre aux évolutions des besoins des clients, réduit l'empreinte carbone de La Poste et participe à pérenniser le service universel postal. Dans une période où les fragilités économiques et sociales sont très marquées, La Poste s'attache à rester au plus près des Français, comme en témoigne le sixième contrat de présence postale signé avec l'État et l'Association des Maires de France.

« En tant qu'entreprise à mission, La Poste s'est attachée en 2023 à maintenir son leadership ESG. **Le groupe se situe parmi les entreprises les plus avancées de son secteur au niveau européen : 36% de son chiffre d'affaires et près de 50% de ses investissements éligibles sont déjà alignés sur la taxonomie verte.** »

Parmi les moteurs de croissance du groupe, le colis et l'express représentent 53% du chiffre d'affaires en 2023 avec un dynamisme contrasté selon les pays : les volumes de Colissimo, de Chronopost, de DPD ont continué à croître en France, et ceux de Geopost en Italie, en Espagne et en Irlande. Avec son 100 000<sup>e</sup> point Pickup en Europe, Geopost poursuit l'expansion de son réseau de livraison hors-domicile. La Banque Postale, autre moteur de croissance, est en progression grâce à sa diversification dans l'assurance. CNP Assurances a vu son modèle stratégique évoluer en 2023 avec l'apport des activités non-vie de La Banque Postale. Cette évolution renforce le modèle de bancassurance complet et intégré en France et à l'international de La Banque Postale, et la positionne comme le 11<sup>e</sup> bancassureur de la zone Euro. A l'international, CNP Assurances a poursuivi sa logique de développement partenarial, notamment au Brésil sous la marque CNP Seguradora.

Parmi les avancées significatives de 2023, la création de La Poste Santé & Autonomie marque une nouvelle étape du développement du groupe dans la santé, secteur identifié comme un relais de croissance stratégique. Le groupe La Poste a par ailleurs conforté son rôle de tiers de confiance numérique avec 4,2 millions d'Identités Numériques et plus de 10 millions de coffres-forts numériques Digiposte détenus. En 2023, Docaposte a lancé sa première solution souveraine et industrielle d'Intelligence Artificielle générative destinée au secteur public, aux PME, aux acteurs de la santé et de la bancassurance. La filiale numérique du groupe a réalisé 955 millions d'euros de chiffre d'affaires et a conforté ses positions de leader dans le numérique de confiance. Pour poursuivre la diversification de ses activités, La Poste a aussi intensifié le développement des services de proximité humaine opérés par les 60 000 facteurs, en livrant plus de 5 millions de repas à domicile en 2023, contre 3 millions en 2022.

Globalement, les services de proximité (livraison de repas et de médicaments, Log'issimo, certificats d'énergie...) dépassent les 800 millions d'euros de chiffre d'affaires.

En tant qu'entreprise à mission, La Poste s'est attachée en 2023 à maintenir son leadership ESG. Le groupe se situe parmi les entreprises les plus avancées de son secteur au niveau européen : 36% de son chiffre d'affaires et près de 50% de ses investissements éligibles sont déjà alignés sur la taxonomie verte. Cette volonté d'un développement rentable et responsable est centrale pour le groupe La Poste au regard de l'urgence climatique et de l'érosion de la biodiversité. Le groupe tient ses engagements de réduction de ses émissions carbone : sa première trajectoire validée en 2019 sur le périmètre de ses activités historiques en France a été réalisée et dépassée avec 2 années d'avance, le groupe ayant réduit de -35% de ses émissions<sup>(2)</sup> à fin 2023. Le groupe La Poste vise aujourd'hui une réduction de 90% de ses émissions pour atteindre « zéro émission nette »<sup>(3)</sup> à 2040, soit 10 ans avant les engagements de l'Accord de Paris. L'engagement au service de tous est au cœur du modèle postal. Fortement mobilisé contre l'exclusion numérique le groupe a détecté, accompagné, formé et équipé 646 000 personnes en 2023. Employeur responsable La Poste, premier handi-employeur du pays, est aussi la seule grande entreprise française à avoir atteint l'égalité de salaire entre les hommes et les femmes.

Le groupe La Poste sait se développer et se transformer, avec le soutien de ses actionnaires la Caisse des Dépôts et l'État. Il contribue, par ses actions, aux grandes transitions de la société. Il accompagne des millions de clients en étant au service de tous et utile à chacun partout sur le territoire.

<sup>(1)</sup> Chiffre d'affaires 2022 intégrant le Produit Net Bancaire de La Banque Postale, retraité IFRS 17.

<sup>(2)</sup> Par rapport à 2013.

<sup>(3)</sup> Ainsi que défini par Science-Based Targets Initiative (SBTi).

# Un groupe engagé au service de la société tout entière

**34,1 Mds€**

de chiffre d'affaires

**232 700**

collaborateurs

**15 Mds**

d'objets livrés

**2,1 Mds€**

d'investissements

**94/100**

Index de l'égalité professionnelle

**108 000**

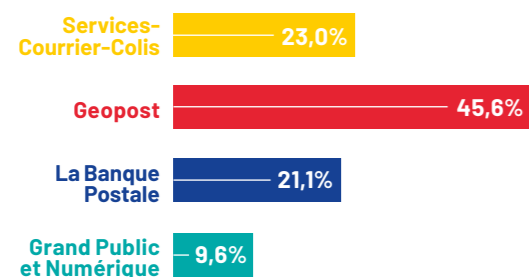
relais commerçants et consignes dans le monde

## L'actionnariat

**66%** Caisse des Dépôts

**34%** État français

## Des activités portées par 4 branches en synergie



(en% du chiffre d'affaires du groupe)

## 4 missions de service public

### Service universel postal



La Poste assure la levée et la distribution du courrier 6 j/7 au domicile des Français, sur tout le territoire, à des prix abordables et encadrés par un régulateur indépendant. Respectant les principes d'égalité, de continuité et d'adaptabilité, ce service concourt à la cohésion sociale et au développement équilibré des territoires.

### Transport et distribution de la presse



Partout en France, et 6j/7, La Poste distribue près de 7 000 publications à des tarifs abordables. Une mission essentielle au pluralisme démocratique, qui garantit à tous les citoyens un accès égal à l'information.

### Aménagement du territoire



La Poste assure la présence d'au moins 17 000 points de contact sur l'ensemble du territoire. Premier réseau de proximité humaine en France, le réseau La Poste permet ainsi à 97% de la population de disposer d'un point de contact postal à moins de 5 km ou 20 minutes en voiture.

### Accessibilité bancaire



Toute personne qui en fait la demande peut ouvrir un Livret A et y effectuer des retraits ou des dépôts à partir de 1,50 euro et ceci gratuitement. La Banque Postale garantit ainsi aux personnes exclues du système bancaire classique un accès universel à des services bancaires essentiels, simples et gratuits.

Coconstruite avec les postiers et les parties prenantes du groupe, la raison d'être de La Poste exprime le sens fondamental de ses activités au service de la société. Intemporelle, elle s'inscrit dans le prolongement de ses missions de service public et de son histoire, tout en établissant un pont avec le monde de demain.



## La raison d'être explicite le sens fondamental de l'action de La Poste.

« Au service de tous, utile à chacun, La Poste, entreprise de proximité humaine et territoriale, développe les échanges et tisse les liens qui nous unissent en contribuant aux biens communs de la société tout entière. »

En lien avec sa raison d'être, La Poste, entreprise à mission, a défini des objectifs sociétaux et environnementaux inscrits dans ses statuts, qu'elle se donne pour mission de poursuivre dans le cadre de son activité.

## Nos engagements

### Contribuer au développement et à la cohésion des territoires



La Poste assure et simplifie l'accès de tous à ses services et soutient le développement des territoires à travers le financement des entreprises et du secteur public local, et le développement de partenariats avec les acteurs locaux de l'économie sociale et solidaire.

### Favoriser l'inclusion sociale



La Poste accompagne l'intégration dans la société des plus fragiles (jeunes, personnes en situation de handicap, les plus âgés avec le bien-vieillir à domicile), et est aux côtés des personnes éloignées de l'emploi et en précarité financière.

### Promouvoir un numérique éthique, inclusif et frugal



La Poste promeut un numérique inclusif en facilitant l'accès pour tous aux équipements et aux usages numériques, en apportant des solutions simples et universelles. Elle œuvre pour un numérique de confiance, garantissant une gestion responsable des données, une pratique éthique du développement de l'IA et la protection des données. Elle s'engage pour réduire l'empreinte environnementale de ses outils et applications numériques.

### Œuvrer à l'accélération de la transition écologique pour tous



La Poste s'engage dans la lutte contre le réchauffement climatique, pour la gestion raisonnée des ressources et la préservation de la biodiversité, grâce à la transformation de ses outils et processus de production et au développement de l'économie circulaire. Elle accompagne ses clients en proposant des services et des solutions pour les aider à gérer leurs propres enjeux de transition.

# Les principaux jalons de son développement



<sup>(1)</sup> Terme défini dans le glossaire situé à la fin du document.

# Des métiers diversifiés et une empreinte internationale

## Services-Courrier-Colis

- Courrier relationnel et publicitaire, presse
- Colissimo et petits paquets internationaux pour les clients Entreprise
- Solutions logistiques aux Entreprises (Log'issimo)
- Services de proximité humaine

**464 M** de Colissimo livrés dans le monde

**9 936 M€** de chiffre d'affaires

### AMBITION 2030

Devenir le 1<sup>er</sup> opérateur de services de proximité humaine et au e-commerce, centré sur la satisfaction et l'expérience client :

- Développer un courrier plus fiable, durable et rentable et de nouveaux services de logistique de proximité
- Consolider la position de leader de Colissimo en France et le devenir dans les services de proximité humaine autour du domicile
- Changer de dimension dans les services liés à la transition écologique et au développement des territoires

## Geopost

- Livraison express de colis en France et à l'international, en BtoB et BtoC, à domicile et hors-domicile
- Réseau global avec une présence dans plus de 50 pays dans le monde
- Services de livraison spécialisés (same day, température contrôlée, etc.) et services au e-commerce

**2,1 Mds** de colis traités dans le monde

**15 679 M€** de chiffre d'affaires

### AMBITION 2030

Devenir la référence internationale de la livraison durable et un catalyseur pour le commerce :

- Renforcer le cœur de métier en Europe (livraison BtoB et BtoC à domicile, flux transfrontaliers)
- Accélérer sur les moteurs de croissance (livraison hors domicile, livraison alimentaire et santé)
- Développer la présence à l'international et dans les services au e-commerce

## La Banque Postale

Acteur majeur de la bancassurance, elle est organisée autour de quatre pôles métiers :

- Bancassurance France
- Bancassurance internationale
- Banque de financement et d'investissement
- Banque patrimoniale et gestion d'actifs

**11<sup>e</sup>** bancassureur de la zone Euro<sup>(1)</sup>

**7 256 M€** de produit net bancaire

### AMBITION 2030

Offrir le meilleur de la bancassurance pour tous :

- Réaffirmer son ambition citoyenne au service d'une transition juste en développant des offres à impact
- Se hisser aux meilleurs standards de l'expérience client
- Placer l'expérience et l'engagement collaborateur au cœur du projet stratégique

<sup>(1)</sup> Source : Total des actifs 2022 publiés sur un panel de 20 banques de la zone Euro.

## Grand Public et Numérique

- Distribution omnicanale des offres du groupe vers les particuliers, les professionnels et les petites collectivités de moins de 10 000 habitants
- Développement des services numériques de confiance, via Docaposte, et poursuite de la transformation numérique du groupe

**4,2 M** de Français détenteurs de l'Identité Numérique La Poste

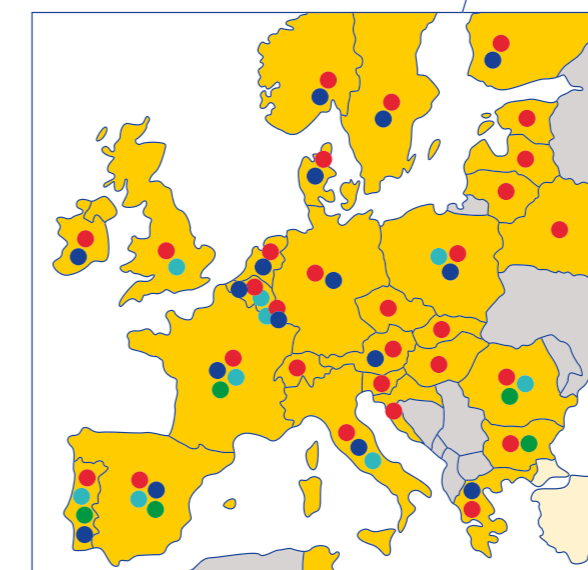
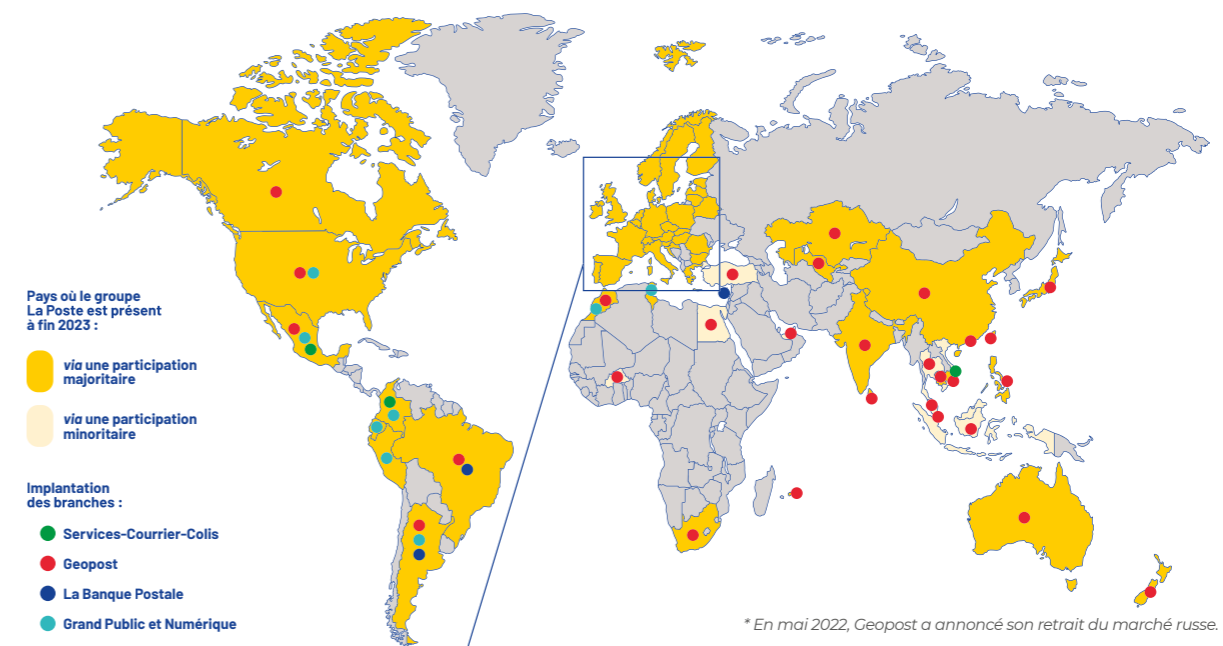
**6 549 M€** de chiffre d'affaires

### AMBITION 2030

Faire de La Poste la 1<sup>re</sup> plateforme de services, humaine et digitale en France, en relevant trois défis :

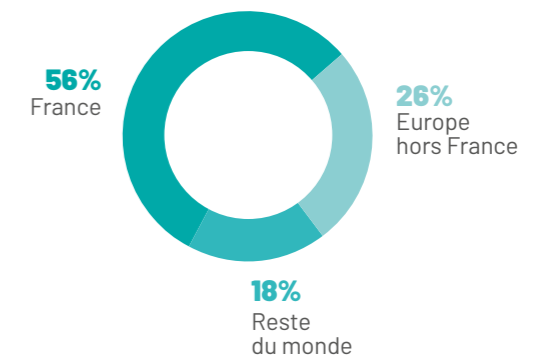
- La présence, en capitalisant sur notre réseau de bureaux de poste et en développant un modèle partenarial physique et numérique plus ouvert
- L'amélioration simultanée de l'expérience client et de l'expérience postier
- Le développement reposant sur le numérique et les services de proximité comme relais de croissance

## Une présence mondiale

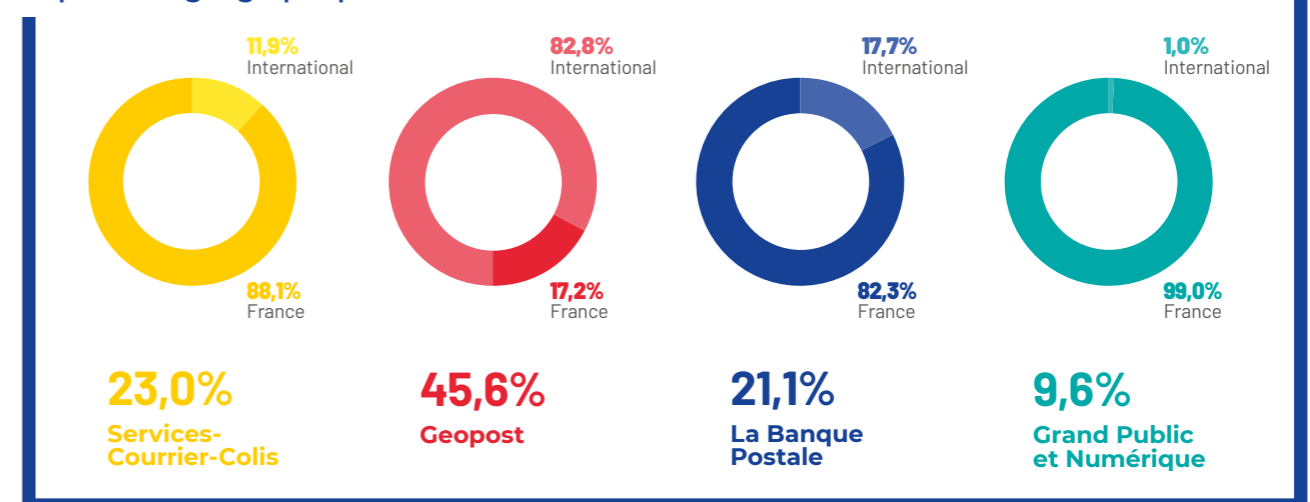


### Empreinte géographique du groupe au 31/12/2023

44% du chiffre d'affaires réalisé à l'international



### Répartition géographique du chiffre d'affaires des branches



# Un plan stratégique à 2030



## 10 ans de transformation et de défis successifs à relever

La Poste n'a cessé de se renouveler pour s'adapter et servir l'intérêt général. Elle a su construire un modèle multiactivités résilient et démontrer une forte capacité d'innovation et de diversification pour développer un modèle pérenne.

**Elle a fait face ces dernières années à de nombreux défis tant structurels que conjoncturels.**

Tout d'abord, le défi de la baisse structurelle des volumes de courrier est un bouleversement majeur. Le digital s'impose et la dématérialisation des démarches devient un standard. En 2023, le groupe a ainsi livré 6 milliards de lettres, contre 18 milliards en 2008 et anticipe un volume de courrier traité de l'ordre de 3 milliards en 2030. C'est tout un pan de l'activité du groupe qui a disparu : le Courrier ne représente plus que 16 % du chiffre d'affaires du groupe en 2023, contre environ 50% il y a 10 ans. Corollaire de la numérisation de la société, la fréquentation des bureaux de poste recule également significativement, avec deux fois moins de visiteurs en 10 ans. Enfin jusqu'en 2022, les taux d'intérêt bas, voire négatifs, ont représenté un défi majeur à relever pour La Banque Postale. Depuis lors, la tendance s'est radicalement inversée avec une remontée fulgurante des taux en 2022, impactant toutes les banques de détail en France dont La Banque Postale. Si l'effet à long terme sera positif, cette remontée brutale a pesé sur les résultats de La Banque Postale du fait du poids des Livrets A qu'elle doit rémunérer.

Le groupe fait face depuis 3 ans à une conjoncture adverse. La crise

sanitaire mondiale sans précédent a provoqué un affaissement brutal des volumes de courrier déjà fragilisés, l'équivalent sur la seule année 2020 de trois années de baisse en volume (-1,6 milliard de plis). En 2022, la guerre en Ukraine a généré une crise macroéconomique majeure pesant sur les coûts et la facture énergétique du groupe. La consommation des ménages a pâti de la forte inflation, provoquant un tassement de la demande en e-commerce avec une conséquence directe sur le volume de colis traité par le groupe. L'année 2023 s'est poursuivie dans une ère d'instabilité géopolitique et d'incertitude.

**Pour faire face à de tels chocs, le groupe n'a cessé de se transformer ces dix dernières années.**

Il a développé un outil industriel puissant en adaptant en permanence son offre aux nouveaux usages, au travers de ses offres Colissimo, Chronopost et DPD. L'activité Colis a connu une croissance historique, favorisée par la crise sanitaire : le volume de colis traité a progressé de plus de 50% entre 2019 et 2021, soit plus de 900 millions de colis supplémentaires. La livraison de colis en France et à l'international représente ainsi plus de la moitié du chiffre d'affaires du groupe en 2023, contre un quart il y a 10 ans. Pour autant, l'intensité concurrentielle sur la logistique ne cesse de se renforcer avec de puissants acteurs comme Amazon ou encore Mondial Relay sur la livraison en points relais. L'enjeu est également de capter la croissance à l'international : le chiffre d'affaires

à l'international du groupe atteint 44%, soit plus de 15 milliards d'euros en 2023, trois fois plus qu'il y a dix ans. Les implantations dans les pays en développement comme en Amérique Latine sont un réservoir de croissance et un gisement de potentiels pour demain à conquérir.

En 10 ans, le groupe s'est également attelé à transposer son rôle de tiers de confiance dans le monde numérique à travers sa filiale Docaposte. Elle est devenue un acteur référent de la confiance numérique en France, avec un chiffre d'affaires de près de 1 milliard d'euros en 2023, et des positions de leader sur le vote électronique, la lettre recommandée électronique, la signature électronique et l'archivage numérique.

Concernant La Banque Postale, elle s'appuie sur son nouveau modèle de bancassurance qu'elle a construit grâce au soutien des actionnaires de La Poste, la Caisse des Dépôts et l'État français. Elle est le 11<sup>e</sup> bancassureur de la zone euro par la taille du bilan avec l'intégration de CNP Assurances en 2022. Elle poursuit son développement à travers un modèle partenarial ouvert et résolument engagé dans la finance durable.

**Face à ces défis, le groupe s'appuie sur son modèle multiactivités robuste et résilient. Il poursuit son développement selon le cap stratégique à 2030 qu'il s'est fixé, dans un esprit de conquête en s'appuyant sur l'engagement des postières et des postiers.**

## L'action du groupe s'inscrit au cœur de 4 grandes transitions

La Poste a identifié quatre transitions sociétales majeures, qui voient leurs impacts amplifiés par les crises sanitaires, climatiques et le contexte géopolitique incertain. Elles représentent un ensemble de défis et d'opportunités que le groupe s'attache à relever à travers son plan stratégique, en cohérence avec l'action de la Caisse des Dépôts, son actionnaire, au service de l'intérêt général.



### Transition écologique et énergétique

**DÉFIS**  
Urgence climatique, réduction des émissions, préservation de la biodiversité

→ **Le nombre des catastrophes naturelles** a été multiplié par 5 entre 1970 et 2020<sup>(1)</sup>.

→ **Alors que les États se sont engagés à agir** pour limiter l'augmentation de la température à 1,5°C dans le cadre de la COP 21 et de l'Accord de Paris, la trajectoire actuelle est au double<sup>(2)</sup>.

→ **32% de la consommation énergétique annuelle en France** est liée au secteur des transports et à la mobilité<sup>(3)</sup>.

### ENJEUX POUR LE GROUPE LA POSTE



→ **Le groupe s'est engagé à mettre en œuvre et respecter des trajectoires de décarbonation ambitieuses (+1,5°C) pour l'ensemble de ses activités.** Nos différentes notations extra-financières nous placent parmi les leaders mondiaux de l'engagement sociétal. Pour autant, l'exigence s'accroît drastiquement. Le groupe La Poste a pris l'engagement de réduire de 43,6% ses émissions (scopes 1 et 2) et de 25% (scope 3) d'ici à 2030 par rapport à 2021, et à long terme, de 90% entre 2021 et 2040. Dès 2021, sa filiale La Banque Postale a décidé de cesser tout financement dans les énergies fossiles. Elle est la première banque en Europe et l'une des trois premières institutions financières au monde reconnue par la SBTi pour

son action en faveur du climat. Elle est l'unique banque française classée A en matière de changement climatique par le CDP (*Carbon Disclosure Project*).

→ **Disposant déjà de l'une des premières flottes européennes de véhicules électriques (37% de son parc)** le groupe accélère dans la décarbonation de sa flotte avec pour objectifs de doubler le nombre de véhicules électriques d'ici à 2025 et de se positionner comme la référence internationale en matière de livraison durable.

→ **Le groupe se mobilise pour la préservation des ressources et la régénération du vivant.** Il a ainsi déployé en 2022 une politique pour la biodiversité et poursuit ses engagements

auprès d'associations comme la « Ligue Pour la Protection des Oiseaux » pour préserver la biodiversité locale (janvier 2023), ou l'association « The SeaCleaners » dans la protection des océans et des rivières (mars 2023). Il intègre l'économie circulaire à tous les niveaux de son fonctionnement et dans de nouvelles offres pour ses clients (emballages réutilisables, offre de recyclage des téléphones mobiles par La Poste Mobile...) Depuis 10 ans, La Poste œuvre à la collecte et au recyclage des déchets de bureau avec ses filiales dédiées Recygo et Nouvelle Attitude, une entreprise d'insertion sociale.

<sup>(1)</sup> Selon l'Atlas de l'Organisation météorologique mondiale (OMM) en 2021.

<sup>(2)</sup> 6<sup>e</sup> Rapport du GIEC de mars 2023.

<sup>(3)</sup> Chiffres clés du transport 2021 - Ministère de la transition écologique.



## Transition numérique

### DÉFIS

Confiance numérique et inclusion numérique

- **La confiance numérique est au cœur des enjeux et préoccupations des entreprises.** Sur la période 2016-2020, la confiance numérique est l'une des filières industrielles françaises qui bénéficie du plus fort taux de croissance, avec 7% par an en moyenne<sup>(1)</sup>.
- **La demande en matière d'intelligence artificielle ne fait qu'augmenter.** Les risques cyber se sont accentués, renforcés par un contexte géopolitique propice à la conduite de cyberattaques. 1 entreprise sur 2 a été victime d'une cyberattaque en 2022. Selon l'ANSSI, 69% des cyberattaques visaient des entreprises, 20% des collectivités territoriales, 11% des établissements de santé.
- **La dématérialisation des échanges isole toutefois les populations éloignées du digital.** Selon le rapport 2022 de

l'Agence nationale de la cohésion des territoires (ANCT), l'illectronisme toucherait plus de 30% des Français de plus de 18 ans, soit parce qu'ils ne sont pas internautes, soit parce qu'ils rencontrent des difficultés dans ses usages. Au total, 16 millions de Français seraient ainsi concernés, un nombre en augmentation par rapport à 2017 (13 millions de Français concernés).

### ENJEUX POUR LE GROUPE LA POSTE

- **La Poste, à travers sa filiale Docaposte, est un acteur référent de la souveraineté et de la confiance numérique en France.** Elle occupe une position de leader dans le vote électronique, l'archivage numérique<sup>(2)</sup> et la signature électronique (100 millions de signatures électroniques générées par an), dans l'éducation (avec 18 millions d'utilisateurs de Pronote) et dans la Santé, avec l'acquisition de Maincare en 2023. Elle dispose également de la seule identité numérique attestée conforme au niveau de la garantie substantiel par l'ANSSI. L'Identité Numérique La Poste facilite l'accès à plus de 1 400 services publics via FranceConnect et FranceConnect+ et à certains services de La Poste, elle est indispensable pour accéder au compte personnel de formation (CPF).
- **Docaposte est la chef de file de l'offre Numspot, lancée en 2022, avec l'appui de la Banque des Territoires et de 2 industriels français, Dassault Systèmes et Bouygues Telecom.** L'enjeu est d'offrir une offre complète de services européens de cloud souverain auprès des grands acteurs du secteur public, de la santé et de la bancassurance. Face à la révolution que représente l'IA générative et aux risques identifiés dans l'usage de cette nouvelle technologie, Docaposte a lancé fin 2023 avec trois partenaires technologiques français LightOn, Aleia et Numspot, sa première solution souveraine et industrielle d'IA générative.
- **La Poste est un acteur impliqué en faveur de l'inclusion numérique et de la lutte contre l'illectronisme, conformément à ses engagements sociétaux en tant qu'entreprise à mission.** En partenariat avec la Banque des Territoires, La Poste a lancé « L'Étape Numérique », un espace dans les bureaux de poste proposant des ateliers et des formations numériques, et déployé une centaine de conseillers numériques. Elle a détecté, accompagné, formé et équipé plus de 646 000 personnes à l'usage du numérique en 2023 et vise de l'ordre d'un million de personnes accompagnées par an à horizon 2030.

<sup>(1)</sup> Observatoire de la filière de la Confiance Numérique 2023 (Alliance pour la Confiance Numérique).

<sup>(2)</sup> 7<sup>e</sup> position des acteurs du marché de la confiance numérique en chiffre d'affaires (Source ACN 2022).

<sup>(3)</sup> Haut-Commissariat du Plan - janvier 2023 (<https://matieres-grises.fr/wp-content/uploads/2023/02/Rapport-6-DERNIERE-VERSION-DU-8-FEV.-copie.pdf>).

<sup>(4)</sup> Plan France Ruralités (site du Ministère de la Transition écologique).

<sup>(5)</sup> Selon un rapport de février 2022 du Défenseur des droits.

## Transition démographique et sociale

### DÉFIS

Vieillesse, virage ambulatoire

- **Entre 2020 et 2030, les 75-84 ans vont voir leur nombre augmenter de près de 50%**, passant de 4 à 6 millions de personnes en 2030. D'ici à 2050, les 85 ans et plus devraient atteindre 4,8 millions, soit plus du double qu'aujourd'hui<sup>(3)</sup>.
- **Selon l'IFOP, 85% des Français déclarent souhaiter vieillir à domicile**, tandis que 75% d'entre eux souhaitent être pris en charge à domicile dans le cadre d'une pathologie ne nécessitant pas de soins complexes.

### ENJEUX POUR LE GROUPE LA POSTE

- **Forte de sa connaissance des territoires et de son savoir-faire dans les services numériques de confiance**, La Poste s'est fixée pour ambition d'accompagner la transformation du système de santé et de développer ses activités en santé. Dans cet objectif, La Poste a créé en 2023 La Poste Santé & Autonomie afin de répondre à deux enjeux majeurs : favoriser la prévention et le maintien en bonne santé à domicile ; valoriser la donnée santé pour améliorer l'efficacité et impulser l'innovation.
- **La Poste Santé & Autonomie développe ses services autour de la santé à domicile** afin de contribuer à lutter contre les inégalités d'accès aux soins dans les territoires (déserts médicaux), améliorer la prise en charge des patients atteints de maladies chroniques ou en perte d'autonomie ou encore réduire les coûts et désengorger le milieu hospitalier.
- **La Poste Santé & Autonomie prend appui sur le savoir-faire de Docaposte** dans les services et solutions de confiance numérique et le traitement dans un cadre souverain et éthique des données sensibles telles que les données de santé pour contribuer à optimiser l'efficacité des structures de soins, renforcer la qualité et la sécurité des soins ou encore accélérer la recherche clinique et l'innovation.

## Transition territoriale

### DÉFIS

Cohésion territoriale et inclusion sociale

- **22 millions de Français vivent actuellement dans les territoires ruraux.** 88% des communes françaises sont rurales<sup>(4)</sup>.
- **Près de 1 Français sur 4 exprime le sentiment de vivre dans un territoire délaissé par les pouvoirs publics<sup>(5)</sup>.**

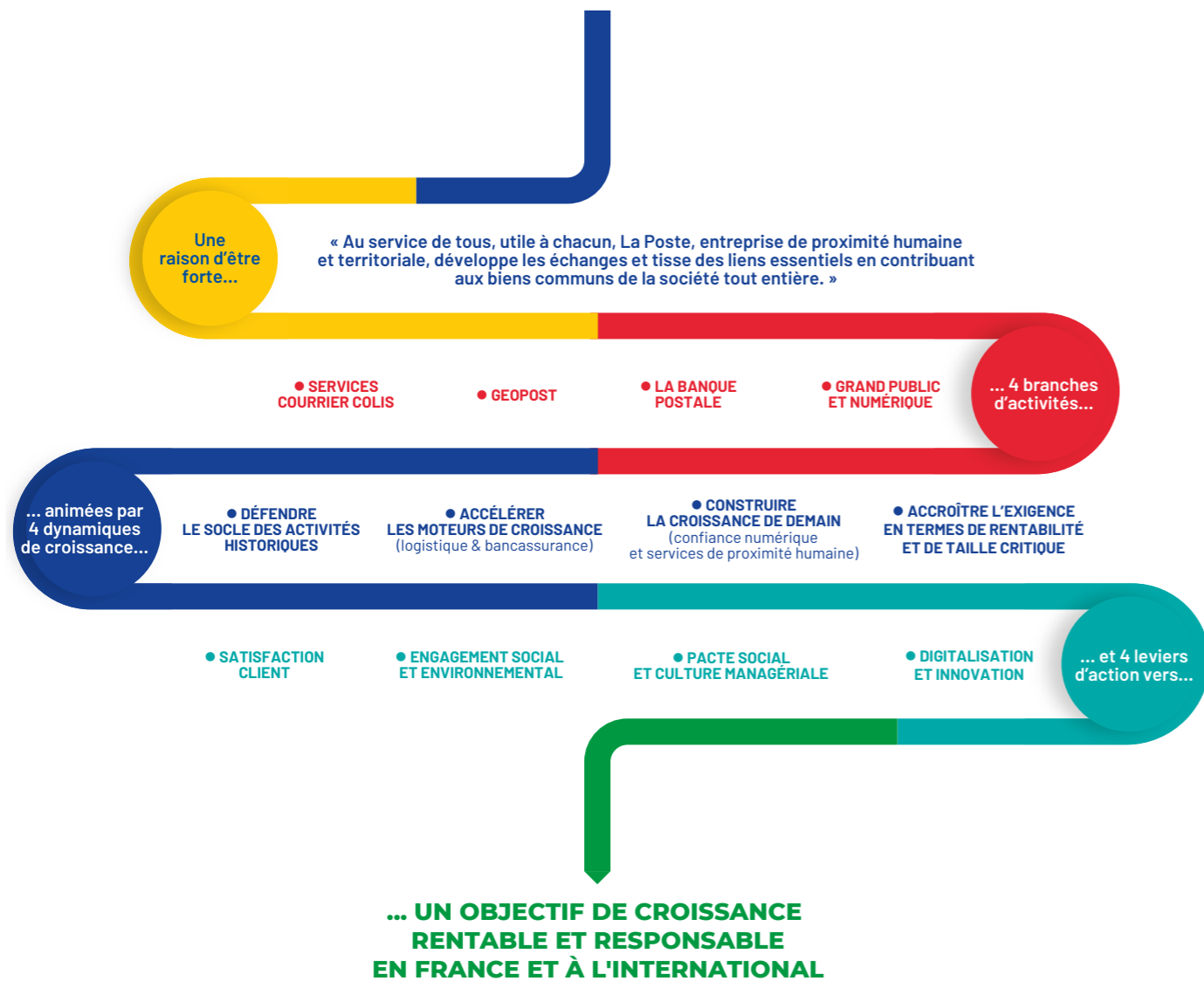
### ENJEUX POUR LE GROUPE LA POSTE

- **Le groupe La Poste dispose d'un maillage territorial unique** de plus de 37 000 points d'accès à un service postal qu'il continue d'adapter et de développer pour répondre en proximité aux usages des Français comme la livraison des colis en consignes ou points relais. Il assure chaque jour quatre missions de service public au service de l'intérêt général : distribution du courrier 6j/7, accès aux services bancaires pour tous, aménagement du territoire via sa présence postale, transport et distribution de la presse.
- **Le groupe contribue au maintien des services publics dans les territoires** par son engagement au sein du dispositif France Services avec plus de 400 bureaux de poste labélisés en 2023, plus de 6 500 points de services La Poste hébergés dans les locaux d'une mairie (La Poste Agences Communales), ou encore le développement de nouveaux services tels que l'examen théorique du permis de conduire (auto, moto, bateau) avec plus de 1 million d'exams passés à La Poste en 2023.
- **Il favorise l'inclusion sociale** avec sa mission d'accessibilité bancaire (3,1 millions de clients de La Banque Postale ont bénéficié de services et d'offres en faveur de l'inclusion bancaire en 2023), et le développement des services d'accompagnement des publics âgés et fragiles, autour de la santé et l'autonomie.

# « La Poste 2030, engagée pour vous »

Enraciné dans la raison d'être du groupe, le plan stratégique « **La Poste 2030, engagée pour vous** », fixe le cap d'une croissance rentable et responsable en France et à l'international. Il s'appuie sur un modèle multiactivités robuste porté par quatre branches. Chacune des branches déploie son ambition stratégique déclinée en quatre dynamiques de développement et soutenues par quatre leviers d'actions transverses pour renforcer son impact.

Lancé en 2021, le plan stratégique a été actualisé en 2023 pour tenir compte des éléments de conjoncture adverse, simplifier sa structure et faire converger ses trajectoires stratégiques financière et extra-financière.



## UNE RAISON D'ÊTRE FORTE

Le plan stratégique du groupe s'appuie sur une raison d'être forte qui témoigne de la détermination de La Poste à être responsable et utile pour la société tout entière, au service de l'intérêt général : « **Au service**

**de tous, utile à chacun, La Poste, entreprise de proximité humaine et territoriale, développe les échanges et tisse des liens essentiels en contribuant aux biens communs de la société tout entière.** » Coconstruite avec l'ensemble de nos parties prenantes (postiers, clients, élus, associations,

fournisseurs, start-up et partenaires), elle exprime le sens fondamental de nos activités au service de la société. Intemporelle, elle s'inscrit dans le prolongement de nos missions de service public et de notre histoire, tout en établissant un pont avec le monde de demain.

## QUATRE BRANCHES D'ACTIVITÉ

Un modèle multiactivités robuste porté par quatre branches d'activité qui ont chacune défini leur ambition stratégique.

Le groupe s'appuie sur son modèle multiactivités robuste et résilient, moteur de la transformation et de la pérennité du groupe.

**Chaque branche a défini son ambition stratégique à 2030 au service du développement :**

- Services-Courrier-Colis**
  - Devenir le premier opérateur de services de proximité humaine et des services au e-commerce centré sur la satisfaction et l'expérience client.
- Grand Public et Numérique**
  - Faire de La Poste la première plateforme humaine et digitale en France.
- La Banque Postale**
  - Offrir le meilleur de la bancassurance pour tous, qu'ils soient clients, citoyens, collaborateurs.
- Geopost**
  - Devenir la référence internationale de la livraison durable et un catalyseur pour le commerce.

## QUATRE DYNAMIQUES DE DÉVELOPPEMENT PORTÉES PAR LES BRANCHES

Quatre dynamiques de développement portées par les branches et déclinées dans leurs ambitions stratégiques...

- Défendre le socle**  
Conforter et adapter les activités cœur et historiques du groupe, le maillage de nos bureaux de poste, nos facteurs et nos missions de services publics.
- Accélérer nos moteurs de croissance**  
Profiter pleinement de l'essor du e-commerce en France et dans le monde et maintenir la position de leadership de nos opérateurs logistiques ; et aussi être un acteur majeur de bancassurance, engagé dans la finance durable, au service des particuliers et des acteurs en territoire.
- Construire la croissance de demain**  
Développer nos activités autour de la confiance numérique et des services de proximité humaine.
- Accroître notre exigence en termes de rentabilité et de taille critique**  
Dans un contexte économique instable et un contexte géopolitique incertain, nécessité de renforcer le suivi des indicateurs de performance et la maîtrise des risques.

## QUATRE LEVIERS D'ACTION POUR RENFORCER NOTRE IMPACT

### Satisfaction client

Servir les clients au plus haut niveau de qualité, rester l'intermédiaire privilégié du client et conquérir de nouvelles clientèles.

1

### Engagement social et environnemental

S'engager en tant qu'entreprise leader de la transformation écologique pour le groupe et pour ses clients. En tant qu'entreprise à mission, placer la citoyenneté au cœur de nos actions, affirmer nos engagements en faveur d'une transition juste au plus près des territoires et garder notre leadership dans la finance durable.

### Pacte social et culture managériale

Mener la transformation du groupe avec les postières et postiers, accompagnés et formés dans leurs parcours professionnels et mettre en œuvre une organisation plus agile.

3

### Digitalisation et innovation

La digitalisation et l'innovation sont au cœur de la transformation du groupe et deviennent des leviers d'efficacité et de création de valeur. Inclusive, elles préservent l'accessibilité de nos offres au plus grand nombre et capitalisent sur notre rôle de tiers de confiance dans le monde numérique.

4

## UN OBJECTIF DE CROISSANCE RENTABLE ET RESPONSABLE en France et à l'international

**Résolument engagée pour une transition juste au service de l'intérêt général**, La Poste associe sa performance financière à sa performance extra-financière. Réussir la transformation de La Poste, c'est atteindre un modèle économiquement autoporteur pour le groupe et

pour chacune de ses activités. C'est aussi réussir notre trajectoire extra-financière de décarbonation. **Nos différentes notations extra-financières nous placent parmi les leaders mondiaux de l'engagement sociétal.** Pour autant, l'exigence s'accroît drastiquement.

## UN ENGAGEMENT SOCIÉTAL RECONNU AU NIVEAU MONDIAL

MOODY'S | ESG Solutions

**2° ex-aequo**  
tous secteurs confondus,  
score 77/100

CDP  
DRIVING SUSTAINABLE ECONOMIES

**Top 6%**  
tous secteurs confondus,  
Leadership CDP Climate Change, score A-

ecovadis

**Top 2%**  
des fournisseurs,  
score 77/100

## L'innovation, moteur de la transformation du groupe

La Poste n'a eu de cesse d'innover au fil de son histoire afin de s'adapter et de bâtir un modèle multi-activités pérenne. Elle fait de l'innovation un levier majeur de sa transformation pour répondre aux nouveaux usages et attentes des clients. Elle a ainsi structuré tout un écosystème d'innovation au sein des entités du groupe répondant à deux principaux objectifs.

### Acculturer, former et créer une dynamique interne d'innovation

Le groupe a mis en place de nombreux dispositifs au sein des branches pour favoriser l'innovation participative des postiers. Ils accompagnent les projets internes de la phase d'idéation jusqu'à la phase de tests. Ils créent une dynamique d'innovation interne, en permettant à chacun de développer des outils, des services et d'échanger des méthodes et des bonnes pratiques. En 2023, plus de 1 000 idées ont été déposées par les collaborateurs pour optimiser les processus ou améliorer les parcours clients et collaborateurs.

La Poste propose également à ses collaborateurs un programme d'intrapreneuriat « Impulser 2030 », permettant à chaque postier de contribuer à la transformation du groupe en faisant émerger de nouveaux business tout en bénéficiant d'une formation certifiante. Près de 250 collaborateurs se sont déjà mobilisés sur ce programme depuis 2022 avec une dizaine de projets en cours.

En mars 2023, La Poste a inauguré la première promotion de son École de la data et de l'IA. L'École a pour vocation de former jusqu'à 250 candidats par an dans les trois ans à venir. Fondée sur des valeurs d'éthique et d'inclusion, la formation est ouverte aux collaborateurs de La Poste et à des candidats externes. Si La Poste dispose déjà d'un des pôles data et IA les plus importants en France avec plus de 450 experts, l'ambition est de doubler les effectifs d'experts dans ces domaines de compétences d'ici à 2025.

### Développer des partenariats et créer de nouveaux usages

Depuis près de sept ans, La Poste a structuré plusieurs dispositifs d'Open Innovation pour anticiper et concevoir de nouveaux usages et accompagner les start-up à chaque phase clé de leur croissance : de la création à l'incubation et à la recherche de financements. Le groupe a ainsi accompagné le développement de près de 350 start-up à travers ses différents dispositifs.

### Accélération et Incubation

→ « **French IoT, Impact x Technologie** » est l'accélérateur du groupe La Poste dédié aux start-up numériques à impact positif. Le concours French IoT sélectionne chaque année une quinzaine de start-up dont les innovations répondent aux quatre challenges de transformation de la société proposés : proximité, territoires, entreprises et santé. Depuis 2015, plus de 125 start-up ont été accélérées et 50 partenariats business ont été signés.

→ **Platform 58**, l'incubateur de La Banque Postale, accompagne et héberge des start-up dans les domaines de la banque, de l'assurance, des technologies, mais également des services connexes à la finance, avec plus de 50 start-up incubées et en cours d'incubation.

### Financement

Le groupe dispose de trois fonds de corporate venture capital :

→ **La Poste Ventures**, lancé en 2021, vise à accompagner les services à impact positif, générateurs de valeur pour les clients et le groupe, avec dix investissements déjà réalisés et une dotation de 50 millions d'euros d'investissement à terme.

→ **115K**, lancé en 2022 par La Banque Postale, doté à terme de 150 millions d'euros, avec huit investissements déjà réalisés à fin 2023, dans les domaines de la fintech, l'assurtech, la cybersécurité, la data et l'IA.

→ **Open CNP**, le fonds corporate venture de CNP Assurances, lancé en 2016 et doté de 100 millions d'euros pour construire la finance et l'assurance de demain, avec 19 investissements réalisés à fin 2023.

La Poste poursuit également son soutien aux femmes entrepreneures qui développent, seules ou à plusieurs, des solutions innovantes dans le numérique. Elle a ainsi lancé en 2023 la 5<sup>e</sup> édition des « Coups de Cœur #FemmesduNumérique ».

# Quatre branches, moteurs de la transformation du groupe

## SERVICES-COURRIER-COLIS

### INDICATEURS CLÉS DE TRANSFORMATION 2023

**+13,2%**

croissance du chiffre d'affaires des Nouveaux Services de proximité <sup>(1)</sup>

**31**

agences Log'issimo interconnectées sur tout le territoire et 100 000 entreprises clientes

**-6%**

de km parcourus en 1 an au niveau national avec la nouvelle gamme courrier

**+8 pts**

de NPS Courrier vs 2022

**+7 pts**

de NPS Colis vs 2022

## L'avenir de la proximité et des services au e-commerce

Activité historique du groupe La Poste, premier réseau de proximité humaine de France, la branche Services-Courrier-Colis assure la distribution du courrier et de la presse, la livraison de colis, et offre des services aux particuliers, aux entreprises et aux collectivités, 6j/7. Elle doit faire face au choc technologique de la numérisation des échanges qui entraîne une baisse structurelle des volumes de plis : de 18 milliards de lettres en 2008 à 6 milliards en 2023 (y compris activité grand public). La branche a pour ambition de devenir, en 2030, le premier opérateur des services humains de proximité et des services au e-commerce. C'est un changement de modèle stratégique qui repose sur trois dynamiques.

### Défendre le socle des activités historiques

Depuis 2023, la nouvelle gamme courrier apporte davantage de services et de valeur. Le courrier devient plus fiable, plus digital et plus durable, et correspond davantage aux nouvelles attentes des clients. Les schémas logistiques et d'organisations ont été optimisés, par exemple avec l'arrêt de l'utilisation par le Courrier du transport aérien dans l'Hexagone. Par ailleurs,

La Poste, dans le Top 5 des fournisseurs français de solutions de marketing digital, investit dans la *data*, avec par exemple l'offre globale de solutions de marketing au domicile *Inside Home*.

### Accélérer les moteurs de croissance

Pour devenir le premier opérateur des services au e-commerce, La Poste améliore les plateformes Colissimo et en ouvre de nouvelles. Elle accélère ses flux de tri et de livraison vers le standard J+1 et développe de nouvelles offres Colissimo, plus interactives avec le client destinataire, adaptées au marché, et plus responsables avec des solutions durables. La Poste optimise également son réseau pour répondre aux besoins de transport et de logistique de proximité des clients *retail*, d'entreprises en réseau et de collectivités, partout en France. La progression du chiffre d'affaires de 7,7% en 2023 témoigne de la dynamique du développement commercial de Log'issimo.

### Construire la croissance de demain

La Poste a pour objectif de devenir en 2030 le partenaire de référence des professionnels, établissements et industries de santé autour des services de proximité humaine pour

### SATISFACTION CLIENT

Mesurée par des *Net Promoter Scores* (NPS) sur ses principaux flux, la satisfaction client guide le pilotage de chaque établissement. En 2023, malgré le contexte social en France en début d'année et ses conséquences sur les conditions de réalisation des prestations et, en fin d'année, des conditions climatiques difficiles dues à une succession de tempêtes, La Poste a mis en œuvre les moyens pour assurer un service conforme aux promesses clients, ce qui se traduit dans la progression de ses NPS, à 46 en moyenne pour le Courrier (+ 8 pts vs 2022) et à 66 en moyenne pour le Colis (+ 7 pts vs 2022). Les résultats de la Lettre verte sont conformes aux objectifs fixés par l'État (96,2% de J+3).

la santé à domicile, et des services numériques de confiance pour les données de santé, avec la création en octobre 2023 de La Poste Santé & Autonomie.

La Poste se positionne également comme un acteur structurant sur la connaissance des territoires, l'efficacité énergétique des logements et l'économie circulaire. L'objectif est de parvenir à 1 milliard d'euros de chiffre d'affaires des Nouveaux Services de proximité à l'horizon 2025.

<sup>(1)</sup> Y compris la part BGNPN s'élevant à 58 millions d'euros en 2023.

## GEOPOST

### INDICATEURS CLÉS DE TRANSFORMATION 2023

**108 000**

relais commerçants et consignes dans 30 pays

**8 M**

de colis traités chaque jour dans le monde<sup>(1)</sup>

**9 000**

véhicules à faibles émissions déployés

**-1,4%**

d'émissions carbone vs 2022

**126**

villes desservies à 100% par des véhicules à faibles émissions

## Leader européen de la livraison de colis et de solutions pour le commerce

Geopost est présent sur tous les continents, dans plus de 50 pays, grâce à son réseau d'experts en livraison, parmi lesquels : DPD, Chronopost, SEUR, BRT, Speedy et Jadlog. Geopost se mobilise pour un commerce plus performant, plus rentable et plus durable pour ses différentes parties prenantes. Geopost porte également l'ambition de devenir une référence en matière de livraison durable.

### Renforcer le cœur de métier

Geopost poursuit ses efforts et investissements pour préserver et renforcer son leadership européen sur les marchés domestiques et transfrontaliers par route de la livraison BtoC et BtoB. Par exemple, Geopost a déployé en 2023 son offre améliorée DPD Classic, permettant à ses clients de proposer des livraisons transfrontalières avec des délais de livraison fiables et précis dans 30 pays de destination en Europe. Geopost s'adapte également à un contexte macroéconomique défavorable, en améliorant continuellement sa performance opérationnelle et en optimisant ses coûts.

### Accélérer les moteurs de croissance

Geopost continue de se développer sur les segments de marché les plus porteurs. Sur le hors domicile, Geopost a poursuivi en 2023 un développement accéléré de ses volumes et l'expansion de son réseau, atteignant désormais plus de 108 000 points hors domicile dans le monde, combinant relais commerçants et consignes. Geopost a également renforcé son positionnement sur les verticales stratégiques de l'alimentaire et de la santé, en renforçant les investissements dans son réseau en température contrôlée, notamment en France, et en étendant son offre de livraison de produits frais à l'Italie, au Portugal et à la Lituanie.

### Construire la croissance de demain

Geopost poursuit son expansion à l'international et continue de renforcer son réseau mondial. En 2023, Geopost a démarré des activités en Argentine, en joint-venture avec TASA Logistica, entreprise familiale spécialisée dans les solutions logistiques pour la grande

### DEVENIR LA RÉFÉRENCE INTERNATIONALE DE LA LIVRAISON DURABLE

Geopost a défini cette année une trajectoire ambitieuse de « zéro émission nette » à 2040. En février 2023, les objectifs à court et moyen terme de Geopost ont été validés par l'initiative *Science Based Targets* (SBTi), faisant de Geopost un pionnier de la décarbonation sur son industrie. Conformément à une trajectoire de 1,5°C, Geopost s'est engagé à réduire les émissions absolues de GES des scopes 1, 2 et 3 de 43% d'ici à 2030 et de 90% d'ici à 2040, par rapport à l'année de référence 2020. Cet engagement et la feuille de route associée témoignent de la volonté de Geopost d'intensifier ses efforts et d'être reconnu comme la référence internationale en matière de livraison durable.

consommation. Geopost poursuit l'accompagnement de ses clients dans le développement de leurs activités e-commerce, notamment via ESW qui a lancé en 2023 une nouvelle solution de plateforme de gestion des retours pour offrir à ses utilisateurs une expérience encore plus efficace et plus rapide.

<sup>(1)</sup> Sur la base de cinq jours de livraison par semaine.

## LA BANQUE POSTALE

### INDICATEURS CLÉS DE TRANSFORMATION 2023

<b>11<sup>e</sup></b> bancassureur de la zone euro	<b>+2 pts</b> satisfaction client en progression <sup>(1)</sup> (vs 2022)	<b>0,01%</b> exposition nette <sup>(2)</sup> aux énergies fossiles	<b>27 Mds€</b> d'encours d'investissements verts par CNP Assurances en faveur de la transition écologique (+ 8% vs 2022)
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## Devenir le bancassureur préféré des Français, clients, citoyens ou collaborateurs

Implanté dans 19 pays, La Banque Postale (LBP) est le 11<sup>e</sup> bancassureur de la zone euro<sup>(3)</sup>.

Son modèle d'affaires diversifié lui permet d'accompagner près de 60 millions de clients particuliers dans le monde<sup>(4)</sup>, entreprises et acteurs du secteur public local, avec une gamme complète accessible à tous. LBP développe ses métiers d'expertise, notamment dans l'assurance, la gestion d'actifs, le crédit à la consommation et la banque de financement et d'investissement.

Entreprise à mission depuis février 2022, elle a choisi de faire de la transition juste le ressort de son ambition.

Les premières années de mise en œuvre du plan stratégique, lancé en février 2021, ont permis d'engager le pivotement de son modèle d'affaires, comme en témoignent les réalisations suivantes.

### Défendre le socle des activités historiques

LBP accélère le développement de son offre citoyenne avec le lancement du crédit immobilier à impact à destination des particuliers, et le déploiement de l'Indice d'Impact Global<sup>(5)</sup> qui couvre 64% des activités de financement de la banque.

L'offre de services accessibles sur le digital s'enrichit : lancement d'un programme de Cashback en mars, déploiement fin avril de parcours de souscription de la gamme Argent au Quotidien et Épargne au sein de

l'application. Par ailleurs, la digitalisation de bout en bout des processus progresse : généralisation de la signature électronique pour le crédit immobilier, déploiement d'un formulaire de réclamation en ligne, possibilité d'ouvrir un compte dans l'espace d'accueil des bureaux de poste depuis le smartphone du chargé de clientèle.

### Accélérer les moteurs de croissance

LBP poursuit en 2023 le développement de son modèle synergétique de bancassurance. La dernière étape du rapprochement entre La Banque Postale et CNP Assurances a ainsi été franchie en avril, avec la création d'un pôle dédié rassemblant l'ensemble des activités assurantielles sous l'entité CNP Assurances Holding, détenue à 100% par LBP. En gestion d'actifs, avec l'acquisition de La Financière de l'Échiquier en juillet, LBP AM devient leader de la gestion de conviction en Europe. Le lancement d'un fonds de dette infrastructure à impact de 1 milliard d'euros en faveur de la transition énergétique par LBP, LBP AM et CNP Assurances, illustre aussi le potentiel synergétique du modèle de bancassurance.

**Construire la croissance de demain**  
À l'international, CNP Assurances poursuit le développement du modèle ouvert en Amérique latine, avec le lancement de la marque CNP

### ENGAGEMENT SOCIAL ET ENVIRONNEMENTAL

La Banque Postale poursuit le déploiement de son programme citoyen *via* :

- de nouvelles offres pour les particuliers (*cashback* citoyen, crédit immobilier à impact) ;
- l'intégration de l'application Carbo pour tous les clients particuliers dans la banque en ligne et l'application ;
- le développement des financements répondant aux enjeux environnementaux, sociaux et territoriaux des collectivités locales (4,5 milliards d'euros de production de crédit auprès des collectivités locales, dont 1,6 milliard d'euros de prêts verts et sociaux, accordés en 2023).

La Banque Postale affiche des notations extra-financières parmi les meilleures du secteur :

- 1<sup>re</sup> banque et 8<sup>e</sup> entreprise mondiale sur 4 760 entreprises évaluées pour Moody's ESG Solutions (74/100) ;
- Top 3 mondial du secteur « banques publiques et régionales » pour ISS ESG (note B-) ;
- Top 5% des banques ayant obtenu la note AAA au niveau mondial par MSCI.

Seguradora pour la commercialisation des produits des cinq entités : Holding Seguros, Previsul, CNP Cap, Odonto Empresas, CNP Consórcios.

<sup>(1)</sup> Sur la base du Net Promoter Score 2023 - Source baromètre La Banque Postale « La voix du client ».  
<sup>(2)</sup> Sur son portefeuille d'exposition aux entreprises.  
<sup>(3)</sup> Source : total des actifs 2022 publiés sur un panel de 20 banques européennes.  
<sup>(4)</sup> dont 10 millions de clients bancaires actifs, 36 millions d'assurés en prévoyance/protection et 14 millions en épargne/retraite dans le monde.

## GRAND PUBLIC ET NUMÉRIQUE

### INDICATEURS CLÉS DE TRANSFORMATION 2023

<b>450</b> bureaux modernisés par an depuis 3 ans	<b>4,2</b> note Google des clients sur les bureaux de poste <sup>(1)</sup> (vs 2,2 en 2022)	<b>7,2</b> qualité de vie au travail (QVT) (vs 6,8 en 2022)	<b>1 600</b> facteurs guichetiers (+ 8,3% vs 2022)
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## 1<sup>er</sup> réseau de services de proximité, humain et numérique

Bureaux de poste, site [www.laposte.fr](http://www.laposte.fr), appli mobile, centres de relation client : la branche Grand Public et Numérique réunit les principaux canaux du groupe La Poste en contact direct avec les clients particuliers, professionnels et collectivités de moins de 10 000 habitants. Elle assure un rôle clé dans la distribution et la commercialisation des offres postales et bancaires. Ses trois défis stratégiques sont la présence territoriale, l'expérience client et le développement.

### Défendre le socle des activités historiques

Renouvelé en 2023 pour trois ans, le contrat de présence postale territoriale régit les relations entre La Poste, l'État et l'Association des Maires de France, avec pour objectifs d'améliorer la qualité de service, l'offre et le maillage des 17 000 points de contact. Cette année, la branche a poursuivi la modernisation des bureaux de poste, augmenté le nombre de facteurs guichetiers et étendu ses partenariats avec les mairies et les commerces de proximité. Afin d'améliorer l'expérience postier, la branche a recruté 2 200 nouveaux chargés de clientèle et conseillers bancaires. Elle a doté l'ensemble des forces commerciales d'un terminal individuel Smartéo et a initié une démarche de simplification des processus et de responsabilisation des managers, permettant gain de temps et réactivité au bénéfice des clients. Les horaires d'ouverture de 1 000 bureaux de poste ont

été adaptés en lien avec la vie économique locale et 500 chargés de clientèles mobiles ont été recrutés, ce qui a réduit de 43% les fermetures inopinées liées à l'absentéisme.

La branche a continué d'enrichir ses services numériques avec, par exemple, le déploiement de la signature électronique de documents en bureau de poste ou la possibilité de prendre rendez-vous avec un chargé de clientèle depuis [www.laposte.fr](http://www.laposte.fr). Et pour garantir l'alignement stratégique à tous les niveaux, la branche a repensé son organisation en territoire comme au siège.

### Accélérer les moteurs de croissance

En 2023, la branche a revu ses schémas de distribution pour bénéficier pleinement de ses différents moteurs de croissance postaux (colis) et bancaires. Elle a renforcé son développement, auprès des professionnels en lançant La Carte Pro nouvelle génération, ou auprès des jeunes en permettant à 1 100 bureaux de poste de devenir centres d'examen pour passer l'épreuve théorique du code de la route.

### Construire la croissance de demain

En dix ans, Docaposte a constitué un portefeuille d'actifs technologiques qui positionne La Poste comme l'un des acteurs majeurs de la confiance numérique en France et en Europe, par exemple sur la cybersécurité et la santé. Elle a commercialisé la 1<sup>re</sup> solution souveraine et indus-

### PRIORITÉ À LA SATISFACTION CLIENT

Les postières et les postiers se sont fortement mobilisés en 2023 pour offrir à nos clients une expérience remarquable. L'enjeu : leur donner envie de préférer La Poste.

Le déploiement de l'empreinte relationnelle a ainsi permis d'améliorer la satisfaction client :

- la note Google des bureaux de poste a gagné 2 points en un an ;
- les différents indicateurs de NPS se sont également améliorés (+ 85 pour les pros ; + 66 pour le rendez-vous bancaire ; + 49 pour l'espace commercial, en progression de 6 points en un an).

Ces progrès vont de pair avec l'amélioration de l'expérience postier, engagée dans le cadre de la symétrie des attentions qui, en deux ans, a enregistré un gain significatif du score de QVT qui passe de 6,8 à 7,2/10. De même, le score d'engagement des collaborateurs de la branche progresse de 7 points, à 72%.

trielle d'IA générative pour enrichir ses solutions destinées au secteur public, aux PME, aux acteurs de la santé et de la bancassurance. Grâce à son alliance avec la Banque des Territoires, Dassault Systèmes et Bouygues Telecom, elle a également lancé l'offre de *cloud* souverain Numspot.

<sup>(1)</sup> Moyenne mensuelle.

# Un modèle d'affaires créateur de valeur

**LES MUTATIONS DE NOTRE SOCIÉTÉ**

Transition numérique    Transition écologique et énergétique    Transition territoriale    Transition démographique et sociale

**LES ÉVOLUTIONS**

Inflation élevée    Ralentissement de la croissance

**MACROÉCONOMIQUES**

Taux d'intérêt élevés

**LES MUTATIONS STRUCTURELLES DE NOS MÉTIERS**

Baisse des volumes du courrier    Baisse de la fréquentation des bureaux de poste    Moindre croissance des volumes du colis    Contraintes environnementales croissantes

**NOS RESSOURCES**

**La Poste 2030, engagée pour vous**

**Un modèle multimétiers**

**NOTRE CRÉATION DE VALEUR**

**Capital humain**

- 232 700 collaborateurs, dont 22,9% à l'international dont près de 10 000 dans les métiers de l'IT (data/IA)

**Capital industriel et commercial**

- Près de 107 000 véhicules, dont 37% de véhicules électriques<sup>(1)</sup>
- Plus de 11 000 bâtiments maillant le territoire national, alimentés à 89% en électricité d'origine renouvelable
- Infrastructures numériques (hébergement, data lakes)
- La Banque Postale : 11<sup>e</sup> bancassureur de la zone Euro<sup>(2)</sup>

**Capital sociétal et relationnel**

- 1<sup>er</sup> réseau de services de proximité, humain et numérique, en France
- 108 000 relais commerçants et consignes dans le monde
- Une politique relations fournisseurs et achats responsables labellisée LRFAR<sup>(3)</sup>
- Doublement en 2023 du nombre des Identités numériques La Poste certifiées par l'ANSSI<sup>(4)</sup>

**Capital financier**

- Actionnariat stable et de long terme (100% capitaux publics)
- 22,4 Mds€ de capitaux propres

**Capital intellectuel**

- Image de confiance, proximité
- Portefeuille de marques
- Innovation (ex : 3 fonds de Capital venture : La Poste Ventures, 115K et Open CNP)

<sup>(1)</sup> Véhicules électriques : véhicules utilitaires légers, Staby, VAE, chariots, poids lourds.  
<sup>(2)</sup> Source : Total des actifs 2022 publiés sur un panel de 20 banques de la zone Euro.  
<sup>(3)</sup> Label Relations Fournisseurs et Achats Responsables obtenu par La Poste SA et trois filiales.  
<sup>(4)</sup> Agence Nationale de la sécurité des systèmes d'information.

**La Poste est la première entreprise publique à avoir défini sa RAISON D'ÊTRE et à devenir ENTREPRISE À MISSION.**

**Une raison d'être forte**

Au service de tous, utile à chacun, La Poste, entreprise de proximité humaine et territoriale, développe les échanges et tisse des liens essentiels en contribuant aux biens communs de la société tout entière.

**4 dynamiques portées par les branches**

- Défendre le socle des activités historiques Courrier, Réseau et missions de services publics
- Accélérer les moteurs de croissance que sont la logistique et la bancassurance, en s'adaptant aux tendances de marché
- Construire la croissance de demain autour de la confiance numérique et des services de proximité humaine
- Accroître l'exigence en termes de rentabilité et de taille critique Suivi renforcé des indicateurs de performance et maîtrise des risques

**4 leviers d'action transverses**

- **Priorité client** Servir les clients au plus haut niveau de qualité
- **Engagement social et environnemental** S'engager en tant qu'entreprise leader de la transformation écologique et donner les preuves de notre responsabilité citoyenne
- **Digitalisation et innovation** au cœur de la transformation du groupe comme leviers d'efficacité et de proposition de valeur
- **Pacte social et culture managériale** en s'appuyant sur les postières et postiers

**1 objectif de croissance rentable et responsable**

Atteindre un modèle économiquement autoportant et durable

**Chiffre d'affaires**

31,2 Mds€    34,1 Mds€

Branch	2020 (%)	2023 (%)
Autres	0,1%	0,7%
Grand Public et Numérique	0,1%	9,6%
La Banque Postale	24,7%	21,1%
Geopost	40,7%	45,6%
Services Courrier-Colis	24,4%	23,0%

**44% du chiffre d'affaires réalisé à l'international en 2023**

**4 missions de service public modernisées**

- Service universel postal<sup>(5)</sup>
- Aménagement du territoire
- Transport et distribution de la presse
- Accessibilité bancaire

<sup>(5)</sup> Avec notamment le lancement de la nouvelle gamme courrier depuis le 1<sup>er</sup> janvier 2023.

**Pour la planète**

- Trajectoires carbone des activités compatibles avec l'Accord de Paris (1,5°)
- La Banque Postale : 1<sup>re</sup> banque européenne disposant d'une trajectoire validée SBTi
- Près de 87 000 tonnes de matières collectées pour recyclage et réemploi

**Pour les territoires**

- En France, 97% de la population à moins de 5 km ou 20 minutes en voiture d'un point de contact
- 4,5 Mds€ de production annuelle de crédits auprès des collectivités locales
- 444 000 emplois directs, indirects et induits dans les territoires

**Pour nos clients**

- Plus de 15 Mds d'objets livrés en 2023
- De nombreux utilisateurs des sites web et applications numériques du groupe :
  - 24,9 M par mois sur laposte.fr
  - 23,6 M depuis le lancement sur myDPD
  - 6,9 M par mois sur labanquepostale.fr
- 1,3 M de clients bénéficiaires de la mission d'accessibilité bancaire

**Pour nos collaborateurs**

- Index d'égalité professionnelle de 94/100
- Formation au numérique, IA, data
- Fort niveau d'engagement des postiers mesuré dans le baromètre annuel

**Pour nos fournisseurs**

- 80% de TPE/PME/ETI parmi nos fournisseurs et sous-traitants

**Pour nos actionnaires et investisseurs**

- Performance extra-financière : Top 6% (tous secteurs) - Leadership CDP Climate change, Top 2% des fournisseurs selon EcoVadis et 2<sup>e</sup> ex-aequo (tous secteurs) par Moody's ESG Solutions
- Maintien des notations financières : S&P Global A+, Fitch Ratings A+

# Un modèle de création de valeur durable et partagée



## COLLABORATEURS

**13,6 Mds€**

de rémunérations et cotisations sociales

Avec 232 700 collaborateurs et 15 600 recrutements en France en 2023, le groupe La Poste est l'un des premiers acteurs du marché de l'emploi du pays.

La Poste mène une politique de rémunération équitable et accompagne le pouvoir d'achat des postiers face à l'inflation. La Poste a de plus co-construit avec les organisations syndicales une offre sociale ayant pour objectif de favoriser pour les postiers la conciliation entre vie professionnelle et personnelle. Cette offre d'activités sociales représente un budget de 189 M€.

D'une façon plus générale, la politique sociale de l'entreprise prend en compte le contexte personnel des postiers et leur situation de vie (situation de handicap, d'aidant, famille monoparentale...).

**Certification  
TOP Employer**

obtenue en 2023 et en 2024



## FOURNISSEURS ET PARTENAIRES

**16,1 Mds€**

d'achats et charges opérationnelles

Le groupe La Poste noue des relations de confiance au sein des territoires avec ses fournisseurs et sous-traitants, dont 80% sont des TPE/PME/ETI.



## ÉTAT ET COLLECTIVITÉS

**0,5 Md€**

d'impôts et taxes

Le groupe La Poste verse des impôts et taxes à l'État, dont 121 M€ contribuent au budget des collectivités en 2023.

La Banque Postale participe activement à la transition écologique des territoires. Elle est le premier prêteur bancaire des collectivités locales avec 4,5 Mds€ de prêts accordés en 2023.



## ACTIONNAIRES

**0,4 Md€**

de dividendes versés en 2023 au titre de l'exercice 2022

La Poste verse des dividendes à ses actionnaires, la Caisse des dépôts et l'État. En soutenant ses orientations stratégiques, ces derniers participent à son développement.



## SOCIÉTÉ CIVILE

Première entreprise publique à avoir adopté le statut d'entreprise à mission, La Poste contribue aux biens communs de la société tout entière. Ainsi, les quatre missions de service public qu'elle réalise sont essentielles aux citoyens et à l'économie.

Par son ancrage territorial et sa politique d'achats, le groupe joue un rôle majeur dans le soutien au dynamisme économique local. En France, il soutient ainsi 444 000 emplois (empreinte emploi : direct, indirect et induit)<sup>(1)</sup>.

Entreprise de proximité, le groupe agit au quotidien pour le bénéfice de tous : citoyens, territoires, associations... au travers de ses offres utiles et responsables. En France une association sur dix est cliente de La Banque Postale.

Enfin, par ses engagements solidaires et ses actions de mécénat (La Croix-Rouge française, Téléthon, Pièces Jaunes...), le groupe La Poste contribue à des initiatives d'intérêt général.

<sup>(1)</sup> Étude Utopies 2022

# Une politique carbone pionnière et engagée

La politique active de décarbonation du groupe, engagée dès 2012, est réaffirmée dans le plan stratégique à 2030.

Le groupe a ainsi défini des trajectoires de réduction de gaz à effet de serre (GES) à 2030 compatibles avec l'Accord de Paris :

- -43,6% sur les scopes 1 et 2, -25% sur le scope 3 à 2030 ;
- -90% tous scopes confondus à 2040 (année de référence 2021).

Le groupe La Poste, avec l'ensemble de ses branches et filiales, a obtenu l'approbation de ses trajectoires SBTi Near Term 2030 et "Zéro émission nette" à 2040 en mars 2024.

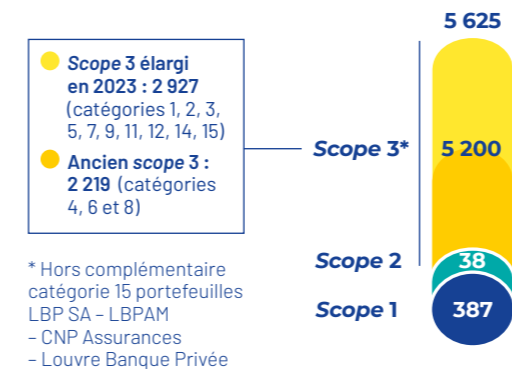


## Une politique climat en quatre objectifs : mesurer, réduire, préparer le « zéro émission nette », s'adapter

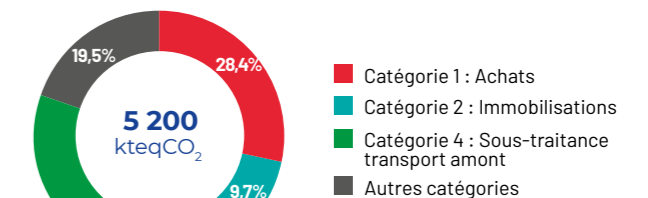
### 1. Une mesure étendue à toute la chaîne de valeur

En 2023, le groupe améliore l'inventaire de ses émissions grâce à la couverture intégrale des entités comprises dans sa consolidation financière. Désormais étendue à l'ensemble des 15 catégories du scope 3, tel que défini par le GHG Protocol, l'empreinte industrielle du groupe s'élève en 2023 à 5 625 kteqCO<sub>2</sub>.

#### LES ÉMISSIONS DU GROUPE PAR SCOPES (en kteqCO<sub>2</sub>)



#### ÉMISSIONS DU SCOPE 3 RÉPARTIES PAR CATÉGORIES



### 2. Une réduction des émissions enclenchée à rythme soutenu

#### Une démarche en cours engagée dès 2019

La Poste (BSCC, BGNP, Corporate) a certifié dès 2019 une trajectoire carbone SBTi de réduction de 30% de ses émissions d'ici à 2025 (tous scopes confondus, année de référence 2013).

Les actions et leviers de réduction engagés depuis plus de 10 ans dans le domaine du transport et du bâtiment permettent dès 2023 d'atteindre avec 2 années d'avance cet engagement pris avec une réduction effective de -35% depuis 2013.

#### Des engagements à moyen terme (2030) et à long terme (2040)

L'ensemble des branches s'engage sur des trajectoires (SBTi) compatibles avec l'Accord de Paris :

#### Services-Courier-Colis

La branche s'est engagée sur une trajectoire à 2030 visant à réduire de 43,6% ses émissions sur les scopes 1 et 2, de 25% sur le scope 3, et vise à long terme « zéro émission nette » dès 2040 (année de référence 2021).

#### Geopost

Geopost est engagé sur une trajectoire SBTi visant à réduire de 43% ses émissions de gaz à effet de serre (GES) des scopes 1, 2 et 3 d'ici à 2030 par rapport à 2020 et elle a été en 2023 la première entreprise internationale de livraison de colis à voir son objectif « zéro émission nette » à 2040 approuvé par l'initiative Science Based Targets (SBTi).

#### La Banque Postale

La Banque Postale est devenue la première banque européenne, avec ses trajectoires de décarbonation validées par la SBTi en octobre 2021. Elle s'est engagée pour les scopes 1 et 2 à réduire ses émissions de gaz à effet de serre de 46,2% d'ici à 2030 par rapport à 2019, et à atteindre sur le scope 3 des objectifs déterminés scientifiquement sur 85% de son portefeuille total de financement et d'investissement d'ici à 2030.

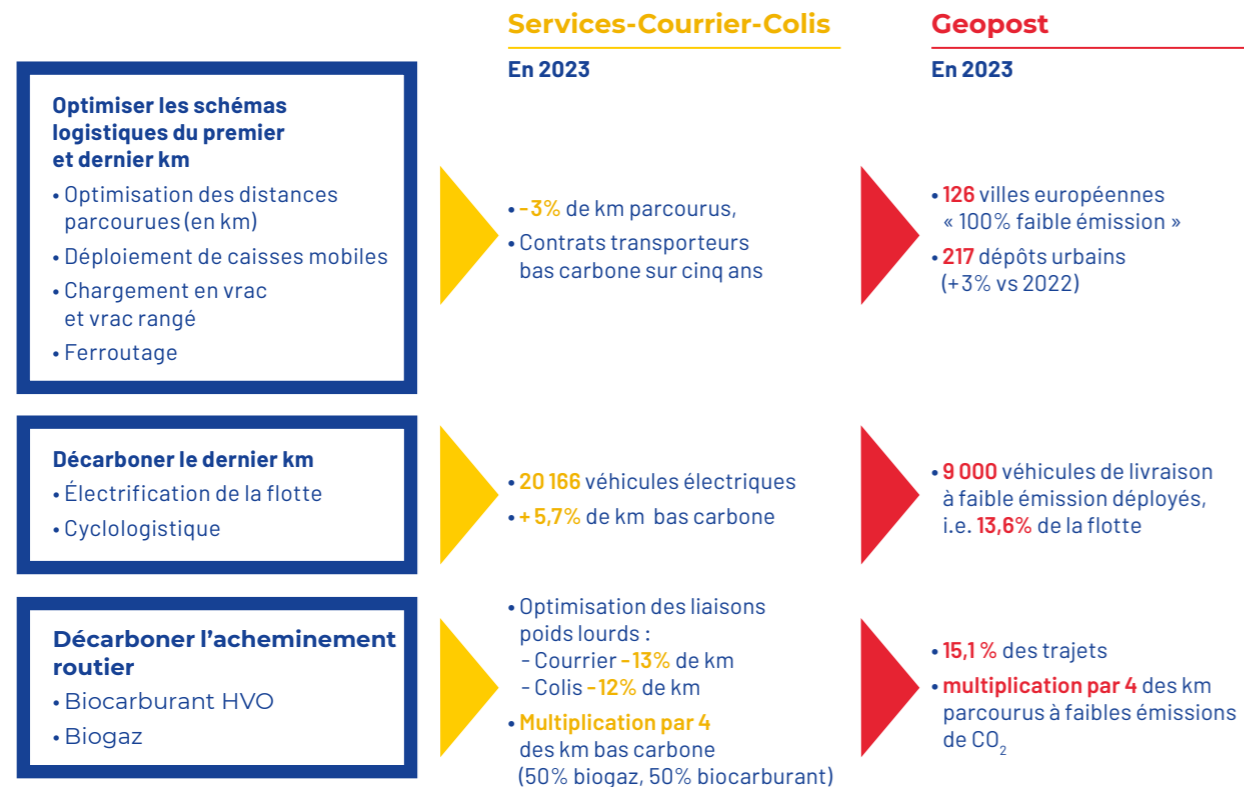


### 3. Préparer le « zéro émission nette », en accélérant la décarbonation via une approche systémique et adaptée à chacun des métiers



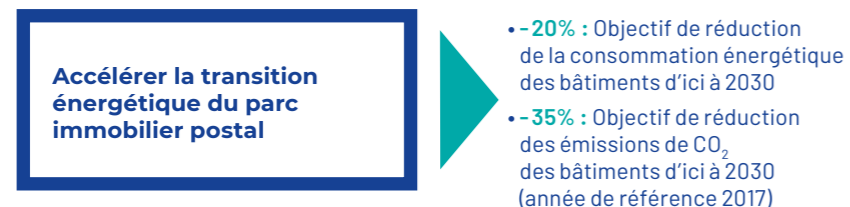
#### MÉTIERS DU TRANSPORT ET DE LA LOGISTIQUE

La décarbonation repose sur une stratégie de réduction de l'intensité émissive, avec une approche combinant optimisation, innovation, avancées technologiques (véhicules à faibles émissions, SI) et *reingeniering* des process.



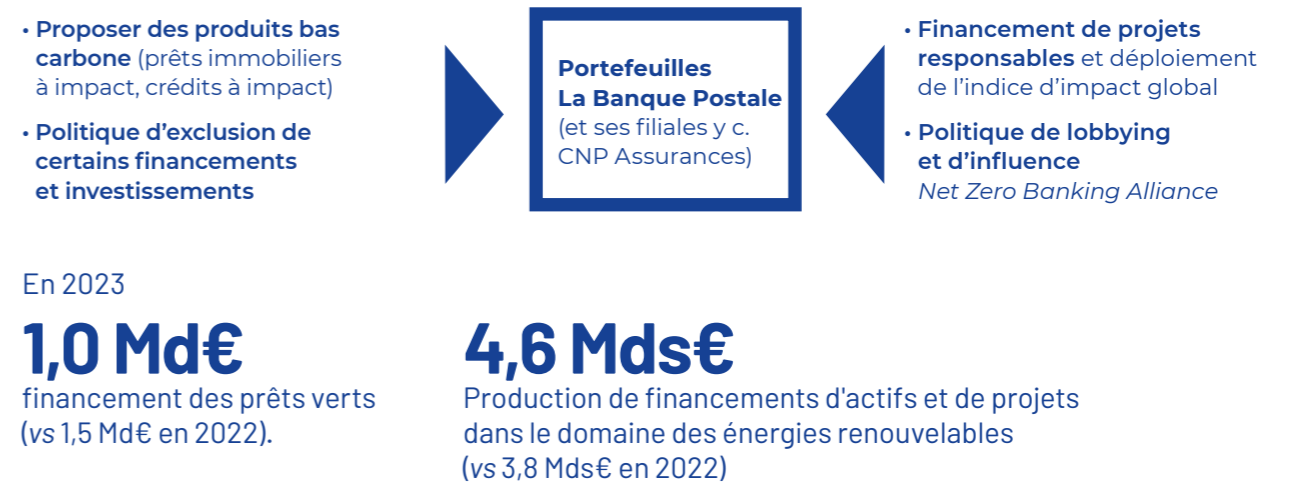
#### MÉTIERS DE L'IMMOBILIER

Un partenariat stratégique a été mis en place entre La Poste Immobilier et EDF en décembre 2023. Un ambitieux programme de travaux et la création d'une coentreprise ont pour objectif de **réduire** leur consommation énergétique des bâtiments et leurs émissions de CO<sub>2</sub>, d'ici à 2030.



#### MÉTIERS DE BANCASSURANCE

La prise en compte de l'impact se manifeste dans la mise en place de gammes de produits et services « verts » et par le financement de projets de transition vers une économie bas carbone.



### 4. S'adapter au changement climatique

Depuis 2021, le groupe poursuit les études de sensibilité et d'exposition aux risques climat.

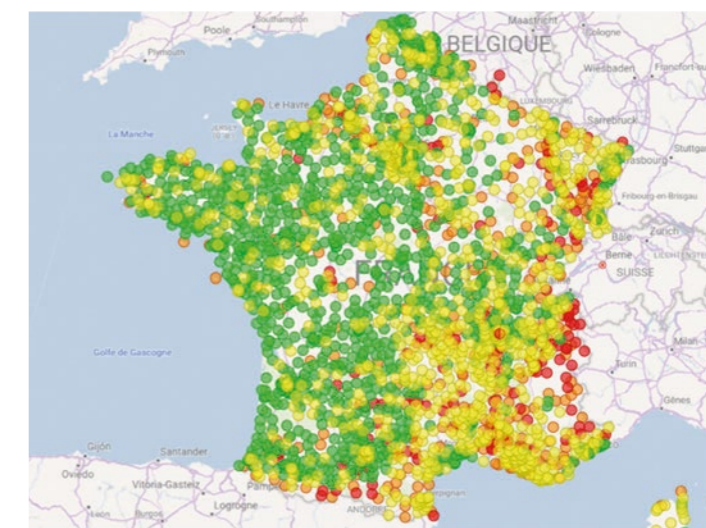
En 2023, une étude d'exposition aux risques climat a été réalisée sur les actifs immobiliers de la branche Services-Courrier-Colis.

Cette étude a permis d'identifier les principales expositions et vulnérabilités des sites, au regard des différents risques climat à horizon 2030 et 2050, selon plusieurs scénarios de réchauffement du GIEC.

C'est un élément constitutif du plan d'adaptation au changement climatique en cours de construction, dont l'objectif est de renforcer la résilience climatique des activités de La Poste.

(Cf. 4.2.1, § « Identification et évaluation des incidences liées au changement climatique »)

#### Risques climat des actifs immobiliers de la branche Services-Courrier-Colis à horizon 2030



● Risque faible ● Risque modéré ● Risque élevé ● Risque extrême

# Nos impacts au regard de la Taxonomie verte UE

La Taxonomie verte européenne définit six objectifs environnementaux :

## 2 objectifs climatiques

- Atténuation du changement climatique
- Adaptation au changement climatique

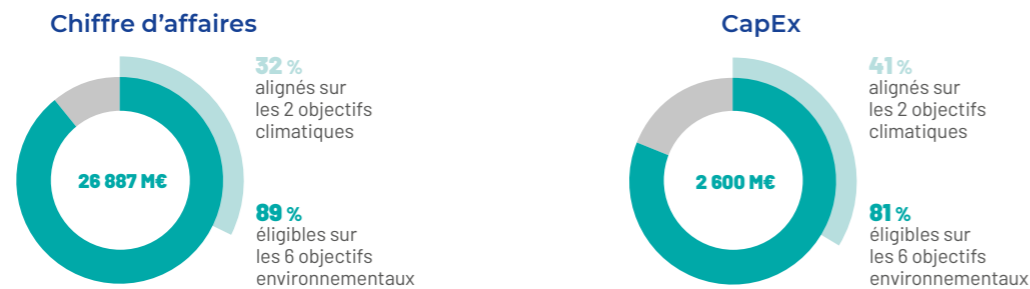
## 4 autres objectifs environnementaux

- Utilisation durable et protection des ressources aquatiques et marines
- Transition vers une économie circulaire
- Contrôle de la pollution
- Protection et restauration de la biodiversité des écosystèmes

Le groupe détermine les parts éligibles et alignées de ses activités au regard de ces objectifs sur la base de méthodologies présentées en section 4.2.5 du présent document.

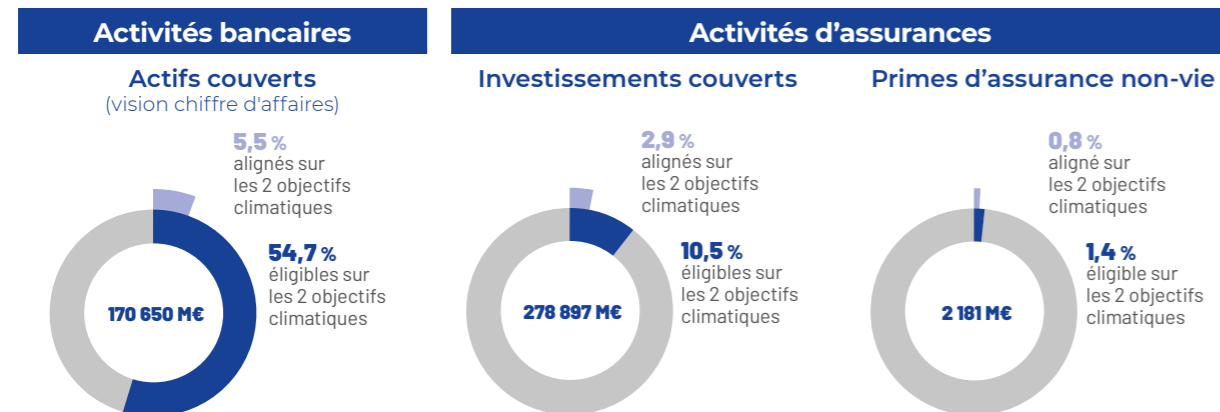
## Périmètre industriel et commercial

Ces ratios mesurent la contribution du groupe aux enjeux environnementaux (part éligible) et, en particulier, climatiques (part alignée). Au regard des critères ambitieux de la Taxonomie (notamment dans le domaine des transports), visant à atteindre les objectifs fixés par l'Accord de Paris, le groupe se situe parmi les entreprises les plus avancées de son secteur au niveau européen.



## Périmètre des activités financières

La Banque Postale a pour la première fois calculé son ratio d'alignement à fin 2023. Celui-ci se situe parmi les plus élevés de son secteur en France.



# Notre ambition à 2030 : faire cohésion

Un groupe **attentif, qualifiant et engagé** dans l'innovation sociale et la performance.

	2023	OBJECTIF 2030
<b>CONSIDÉRER</b> • Qualité de vie et conditions au travail • Égalité professionnelle • Diversité/inclusion • Partage de la valeur	<b>Qualité de vie et conditions au travail</b> mesurées dans le baromètre d'engagement (note sur 10) 6,7	7
	<b>Des effectifs à parité</b> Atteindre la parité parmi les cadres dirigeants 38,2%	50%
	<b>Taux d'emploi</b> de personnes en situation de handicap (BOE) : haut niveau d'insertion 9,33%	> 6%
	<b>Ratio d'équité</b> Ratio entre rémunération du PDG et rémunération moyenne des postiers Le ratio d'équité est meilleur que le ratio moyen du marché 13,2	< 15
<b>DONNER SA CHANCE ET FAIRE GRANDIR</b> • Évolution professionnelle • Employabilité • Insertion dans l'emploi	<b>Nombre de jeunes embauchés</b> ou accueillis (CDI, CDD, alternants, stagiaires) 16 800	Maintien
	<b>Adaptation des métiers aux opportunités</b> d'évolutions professionnelles pour chaque postier : mobilité interne 13%	20%
	<b>Nombre de collaborateurs</b> inscrits dans des parcours professionnels innovants 1 360	7 000
<b>RENFORCER L'ENGAGEMENT</b> • Management exemplaire • Favoriser l'autonomie et la prise d'initiatives • Partenaire de référence	<b>Score d'engagement</b> mesuré via le baromètre d'engagement 65%	70%
	Perception par chaque salarié de l' <b>engagement des équipes à la réduction de l'impact écologique</b> (mise en place d'actions, mesure du baromètre d'engagement) 71%	80%

# Une gouvernance stable et ouverte

### Comité de mission

**17 membres**

Présidé par **Natalie Rastoin**, il assure le suivi de l'exécution des engagements de La Poste au titre de sa qualité d'entreprise à mission. Le Conseil d'administration et le Comité exécutif sont informés de ses travaux et le rapport du Comité de mission est annexé au rapport de gestion.

Neuf personnalités qualifiées externes apportent des points de vue ouverts et diversifiés.

**3** réunions **47%** de femmes

**8 membres** communs assurent un lien entre le Conseil d'administration et le Comité de mission.

### Conseil d'administration

**24 membres**

Présidé par **Philippe Wahl, Président-Directeur Général du groupe**, le Conseil d'administration définit la politique générale et les orientations de l'activité du groupe. Il comporte des profils diversifiés, garants d'une forte ouverture. La diversité des compétences et des expériences des administrateurs est un atout clé pour adresser les multiples enjeux liés aux grandes transitions sociétales et mettre en œuvre les ambitions du groupe portées par sa raison d'être et inscrites dans son plan stratégique.

**21** administrateurs **43%** de femmes

**8** réunions **5 ans et 6 mois** Ancienneté moyenne

**90%** Taux d'assiduité **58 ans** Âge moyen

**11** administrateurs désignés par l'Assemblée Générale sur proposition de la Caisse des Dépôts

**2** administrateurs désignés par l'Assemblée Générale sur proposition de l'État

**8** membres exerçant des fonctions au sein de l'État ou de la Caisse des Dépôts

**1** administrateur représentant l'État

**7** administrateurs représentant les salariés

**3** censeurs

**16** membres sans fonction au sein de l'État ou de la Caisse des Dépôts

### Direction Générale

**Président-Directeur Général**

Il organise et dirige les travaux du Conseil d'administration, dont il rend compte à l'Assemblée Générale. Il est investi des pouvoirs les plus étendus pour agir en toutes circonstances au nom de la société, dans la limite de l'objet social et sous réserves des pouvoirs de l'Assemblée Générale et du Conseil d'administration.

### Comité exécutif

**10 membres**

Instance d'échange stratégique et de concertation sur tous les sujets transverses du groupe. Il examine les projets de décision majeurs et les résultats opérationnels du groupe au regard de ses objectifs. Il se réunit sur une base hebdomadaire, autour du Président-Directeur Général qui en nomme les membres.

**61 ans et 6 mois** Âge moyen **30%** de femmes

## 5 comités spécialisés

Le Conseil d'administration s'appuie sur cinq comités spécialisés dans l'exercice de ses missions.

COMITÉ DES NOMINATIONS, DES RÉMUNÉRATIONS ET DE LA GOUVERNANCE	COMITÉ QUALITÉ ET DÉVELOPPEMENT DURABLE
<b>4</b> membres	<b>7</b> membres
<b>3</b> réunions	<b>3</b> réunions
<b>75%</b> Participation	<b>83%</b> Participation
COMITÉ DE LA STRATÉGIE ET DES INVESTISSEMENTS	COMITÉ DES MISSIONS DE SERVICE PUBLIC
<b>9</b> membres	<b>7</b> membres
<b>7</b> réunions	<b>4</b> réunions
<b>89%</b> Participation	<b>87,5%</b> Participation

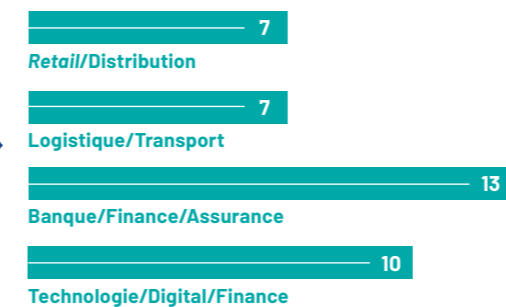
**COMITÉ D'AUDIT**

**5** membres **9** réunions **82%** Participation

## Des expertises stratégiques en phase avec les enjeux du groupe

Les 21 administrateurs ont réalisé une auto-évaluation de leur champ d'expertise stratégique.

### EXPERTISES SECTORIELLES



### EXPERTISES FONCTIONNELLES SUR LES PRINCIPAUX RISQUES ET OPPORTUNITÉS ESG



## Activités 2023

**Le Conseil d'administration s'est réuni 8 fois.**

- **Implication dans la stratégie**  
Le Conseil d'administration a examiné l'avancement du plan stratégique et approuvé les acquisitions et cessions significatives du groupe en 2023. Trois séminaires stratégiques ont été organisés.

- **La place de l'ESG**  
Le Conseil d'administration a défini la feuille de route du Président-Directeur Général en matière d'ESG sur la base notamment de trois indicateurs :

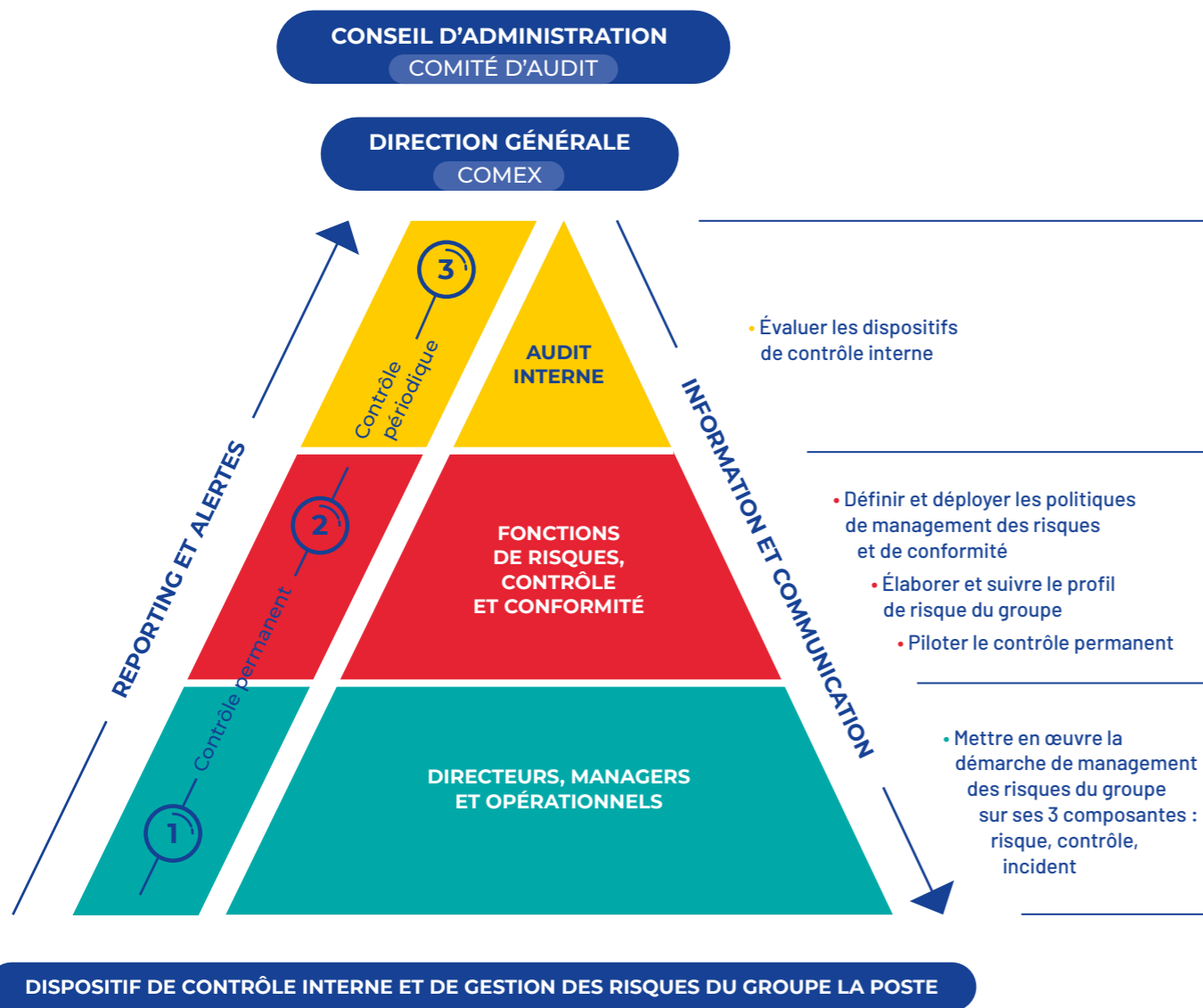
- **réduction des émissions nettes** de GES du groupe et mise en place de trajectoires certifiées SBTi,
- **suivi du baromètre** d'engagement des postiers (note de qualité de vie au travail),
- **amélioration** de la notation des agences de notation extra-financière.

# Une solide démarche de gestion des risques

Pour sécuriser son développement et contribuer au maintien de sa croissance durable, le groupe La Poste s'appuie sur une analyse permanente des grands enjeux inhérents à ses activités, combinée à une gestion des risques rigoureuse, prudente et proactive qui est l'affaire de tous.

La gouvernance des risques s'appuie sur le système de contrôle interne du groupe et est articulée selon trois lignes de maîtrise des risques.

La cartographie des risques couvre les quatre grandes catégories de risques auxquels le groupe La Poste est exposé. Elle est établie à partir de la revue annuelle des risques accompagnée des plans de maîtrise associés qui permettent d'évaluer le niveau de risque résiduel auquel est exposé le groupe.



## Quatre risques majeurs particulièrement suivis en 2023





Parmi les principaux risques susceptibles d'affecter ses activités, le groupe La Poste a identifié les quatre risques majeurs les plus prégnants de chacune des grandes catégories de risques auxquels il est exposé (cf. section 2.1 « Les principaux facteurs de risques »).

Des mesures d'atténuation sont déployées pour chacun d'entre eux, faisant l'objet d'un suivi particulier par les différentes instances du groupe (Comité des risques/Comex/Comité d'audit).

RISQUES LIÉS À L'INFLATION SUR LES ACTIVITÉS DU GROUPE	RISQUES LIÉS AUX FUSIONS & ACQUISITIONS	RISQUES CYBER	RISQUES DE NON-CONFORMITÉ <span style="background-color: #004a99; color: white; padding: 2px;">DPEF</span>
<b>CATÉGORIE</b>			
Risques externes liés à l'environnement économique, financier, géopolitique et réglementaire	Risques liés à la transformation du modèle économique et social du groupe	Risques opérationnels transverses liés aux activités du groupe	Risques liés au non-respect des lois et règlements
<b>CRITICITÉ NETTE</b> ■■■■ ■■■■ ■■■■ ■■■■			
<b>DESCRIPTION</b>			
<p><b>Contexte</b></p> <ul style="list-style-type: none"> <li>En 2023, bien que l'inflation en glissement annuel baisse dans la zone euro, elle demeure pour le groupe un sujet majeur.</li> </ul> <p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Pour la branche Service-Courrier-Colis, sensibilité à l'inflation de la majeure partie des charges (salaires avec la négociation annuelle obligatoire (NAO), immobilier et transports, etc.) ;</li> <li>Pour Geopost, accroissement des coûts d'exploitation (prix de l'énergie, matières premières, salaires, etc.).</li> </ul>	<p><b>Contexte</b></p> <ul style="list-style-type: none"> <li>Opérations de croissance externe dans des secteurs diversifiés (bancassurance, logistique, numérique ou santé), à l'international, dans un contexte macro-économique et géopolitique défavorable.</li> </ul> <p><b>Impacts</b></p> <p>Ces risques s'intensifient en 2023 :</p> <ul style="list-style-type: none"> <li>compétition accrue des acteurs du marché, pouvant générer une survalorisation des actifs acquis,</li> <li>degré d'incertitude accru dans les évaluations des actifs et de leurs perspectives de croissance,</li> <li>risque de dépréciation des goodwill des entreprises nouvellement acquises.</li> </ul>	<p><b>Contexte</b></p> <ul style="list-style-type: none"> <li>Multiplication et sophistication des attaques cyber.</li> </ul> <p><b>Impacts</b></p> <p>Accroissement de l'exposition du groupe accentuée par ses ambitions :</p> <ul style="list-style-type: none"> <li>de développement des activités de confiance numérique, et</li> <li>de digitalisation croissante des processus et parcours client.</li> </ul>	<p><b>Contexte</b></p> <ul style="list-style-type: none"> <li>Stratégie de développement à l'international et de diversification des activités.</li> <li>Mise en conformité complexe avec de nouvelles réglementations extraterritoriales et sectorielles contraignantes, parfois difficilement conciliables avec les lois ou réglementations françaises (ex : droit de la concurrence, protection des données personnelles, etc.).</li> </ul> <p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Incertitudes dans l'interprétation et l'application des règles susceptibles de freiner le développement de nouvelles activités ;</li> <li>Atteinte à la réputation et/ou à la situation financière du groupe en cas d'infraction, de sanction administrative, etc.</li> </ul>
<b>MESURE DE MAÎTRISE DES RISQUES</b>			
<p>Plans de maîtrise centrés notamment sur :</p> <ul style="list-style-type: none"> <li>un pilotage resserré des coûts au travers de revues budgétaires,</li> <li>la mise en place de plans de sobriété déployés par la maison mère et ses filiales, et</li> <li>une stratégie d'évolution tarifaire des offres dans l'express et le colis, qui atténuent progressivement les effets de l'inflation.</li> </ul>	<p>Au niveau du groupe, la gouvernance et le pilotage de la croissance externe sont renforcés pour optimiser la couverture des risques liés aux fusions et acquisitions, grâce à :</p> <ul style="list-style-type: none"> <li>des équipes dédiées de M&amp;A, qui assistent la Direction générale en coordonnant toutes les acquisitions réalisées,</li> <li>un système de validation, selon les montants et/ou nature des opérations, par le Comité d'investissement et le Conseil d'administration de La Poste,</li> <li>des audits post-acquisition systématiques.</li> </ul>	<p>Le groupe réalise des investissements importants et mène des actions fortes pour sécuriser ses activités. La maîtrise du risque cyber est ainsi soutenue au niveau du groupe par le plan « 4x100% » qui vise le renforcement global de la sécurité des systèmes d'information. Celui-ci repose notamment sur :</p> <ul style="list-style-type: none"> <li>l'exploitation de retours d'expérience à la suite d'attaques cyber,</li> <li>le renforcement des systèmes de défense (sécurisation de 400 000 équipements),</li> <li>le renforcement des tests de robustesse des codes source, signalement de failles, tests d'intrusion, etc.</li> </ul>	<p>Depuis 2020, le groupe renforce ses dispositifs de maîtrise en matière de déontologie, lutte anticorruption, lutte contre le blanchiment d'argent et le financement du terrorisme, respect du droit de la concurrence, RGPD, etc., avec la mise en place :</p> <ul style="list-style-type: none"> <li>de politiques groupe,</li> <li>de cartographies de ces risques,</li> <li>de contrôles permanents, et</li> <li>de formations.</li> </ul>

# Nos impacts en tant que **société à mission**

Les indicateurs de suivi des engagements de La Poste en tant qu'entreprise à mission sont validés par le Comité de mission.

		2023	OBJECTIFS*
 <p><b>CONTRIBUER AU DÉVELOPPEMENT ET À LA COHÉSION DES TERRITOIRES</b></p>	<p><b>Production annuelle de crédit</b> auprès des collectivités locales</p>	4,5 Mds€	À 2025 → 4,5 Mds€
	<p><b>Production annuelle de crédit</b> auprès du logement social, de la santé, du milieu associatif et du tissu économique local</p>	2,9 Mds€	À 2025 → 4,9 Mds€
	<p><b>% de la population à moins de 5 km ou 20 min en voiture</b> d'un point de contact La Poste</p>	97%	> 90%
	<p><b>Empreinte emploi</b> (direct, indirect et induit) du groupe en France (en ETP)</p>	444 000	-
 <p><b>FAVORISER L'INCLUSION SOCIALE</b></p>	<p><b>Nombre de jeunes</b> qui ont bénéficié d'un stage, d'une alternance ou d'une embauche (CDI et CDD) dans l'année</p>	16 800	Maintenir le nombre de jeunes bénéficiant d'un accueil ou d'une embauche
	<p><b>Taux d'emploi des personnes</b> en situation de handicap (taux de BOE)</p>	9,33%	Rester au-dessus du minimum légal de 6%
	<p><b>Nombre de bénéficiaires de l'inclusion bancaire</b> ayant pu percevoir des prestations sociales</p>	578 000	Renforcer l'accompagnement des clients vulnérables
	<p><b>Nombre de bénéficiaires</b> des services d'accompagnement des publics âgés et fragiles</p>	249 000	<ul style="list-style-type: none"> <li>• Poursuivre le développement de la livraison de repas</li> <li>• Maintenir le nombre de personnes accompagnées sur les activités Santé &amp; Autonomie</li> </ul>
 <p><b>PROMOUVOIR UN NUMÉRIQUE ÉTHIQUE, INCLUSIF ET FRUGAL</b></p>	<p><b>Nombre de personnes</b> détectées, accompagnées, formées et équipées dans l'usage du numérique</p>	646 000	À 2030 → 1 M
	<p><b>Nombre de clients actifs</b> Digiposte et Identité Numérique</p>	14,4 M	À 2023 → 13,7 M
	<p><b>Consommation de matières économisées</b> via l'allongement de la durée de vie des équipements informatiques (en tonnes)</p>	13 400	Poursuivre le déploiement du processus de réemploi des ordinateurs et l'optimiser
 <p><b>ŒUVRER À L'ACCÉLÉRATION DE LA TRANSITION ÉCOLOGIQUE POUR TOUS</b></p>	<p><b>Émissions de gaz à effet de serre (GES) économisées</b> (scopes 1, 2 et 3 et sous-traitants) en lien avec la réduction de l'intensité émissive de l'activité Colis (en tonnes eqCO<sub>2</sub>)</p>	81 600	Poursuivre la mise sous trajectoires certifiées SBTi 1,5°C
	<p><b>Réduction des émissions de polluants atmosphériques</b> de la flotte interne La Poste (année de référence : 2015)</p> <ul style="list-style-type: none"> <li>• Oxyde d'azote</li> <li>• Particules fines</li> </ul>	- 68% - 54%	À 2025 → -60% de polluants (oxydes d'azote et particules fines)
	<p><b>Action en faveur de la biodiversité</b> Global Biodiversity Score</p> <ul style="list-style-type: none"> <li>• Empreinte statique</li> <li>• Empreinte dynamique</li> </ul>	543 MSA/km <sup>2</sup> 5,4 MSA/km <sup>2</sup>	Publier une première mesure en 2023

\* Certains indicateurs sont assortis d'objectifs à 2023, 2025 ou 2030 et d'autres objectifs sont permanents sans horizon de temps.

# Performance financière

## Chiffre d'affaires

### 34 073 M€

vs 33 287 M€ en 2022  
(retraité IFRS 17)

## Résultat net part du groupe

### 514 M€

vs 1 011 M€ en 2022  
(retraité IFRS 17)

## Free cash-flow

### -437 M€

vs 1 530 M€ en 2022

## Ratio d'endettement

### 6,2 x l'EBITDA ajusté

vs 2,8 au 31/12/2022

## Résultat d'exploitation

### 1 680 M€

vs 624 M€ en 2022  
(retraité IFRS 17)

## Montant des investissements

(hors La Banque Postale)

### 2 065 M€

vs 2 079 M€ en 2022

## Capitaux propres part du groupe

### 22 424 M€

vs 21 381 M€ au 31/12/2022  
(retraité IFRS 17)

## Notation financière

Un rating financier traduisant la robustesse de la structure financière du groupe

### S&P Global

Long terme	A+
Court terme	A-1
Perspective	Négative
Dernière publication	18 décembre 2023

### Fitch Rating

Long terme	A+
Court terme	F1+
Perspective	Stable
Dernière publication	15 décembre 2023

## À propos de ce Rapport intégré

Ce Rapport intégré s'inspire du cadre de référence de l'International Integrated Reporting Council (IIRC). Son élaboration a été pilotée par la direction de la communication financière du groupe. Ses contenus ont été élaborés en coopération avec les branches et de nombreuses directions transverses du groupe.





# 1

## COMPANY OVERVIEW

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La Poste Groupe is a large multi-business services group, with operating revenue of €34.1 billion in 2023, of which 44% outside France, and operating profit of €1.7 billion. It employs more than 232,700 people<sup>(1)</sup>, with some 23% based outside France.

Comprising the parent company, La Poste SA, and its subsidiaries, La Poste Groupe is organised around four business lines (see the simplified organisational chart below):

- The Services-Mail-Parcels business line, which brings together the traditional activities of business and advertising mail, the press, parcels and small international packages for business customers, and logistics solutions for businesses (Log'issimo). This business line is actively expanding in the local services market and in services for the elderly (see Section 1.1 "Services-Mail-Parcels").
- Geopost, which is present in over 50 countries worldwide and operates the group's express deliveries activity in France and abroad, with express road transport parcel delivery as its core business (see Section 1.2 "Geopost"). Geopost provides value-added delivery solutions to both businesses (BtoB) and individuals (BtoC) for the last mile, and for both at-home and out-of-home deliveries.
- La Banque Postale is a major player in bancassurance. The only shareholder of CNP Assurances (100% of the capital), it is organised around four business lines: Bancassurance France, International Bancassurance, Wealth Management and Asset Management, and Corporate and Investment Banking (see Section 1.3 "La Banque Postale").
- The Retail Customers & Digital Services business line, which markets postal, financial and telephone products and services to individual customers, business customers and small local authorities, drawing on La Poste's physical and digital network, as part of an omnichannel customer service. It also develops digital trust services, through Docaposte, and is spearheading the group's digital transformation (see Section 1.4 "Retail Customers & Digital Services").

The group has a unique operating presence and role across France in terms of the number of points of contact it has, giving it unrivalled reach. It is a key player in regional development and also helps people keep up social links, thanks to its postal carriers who come by people's homes six days a week.

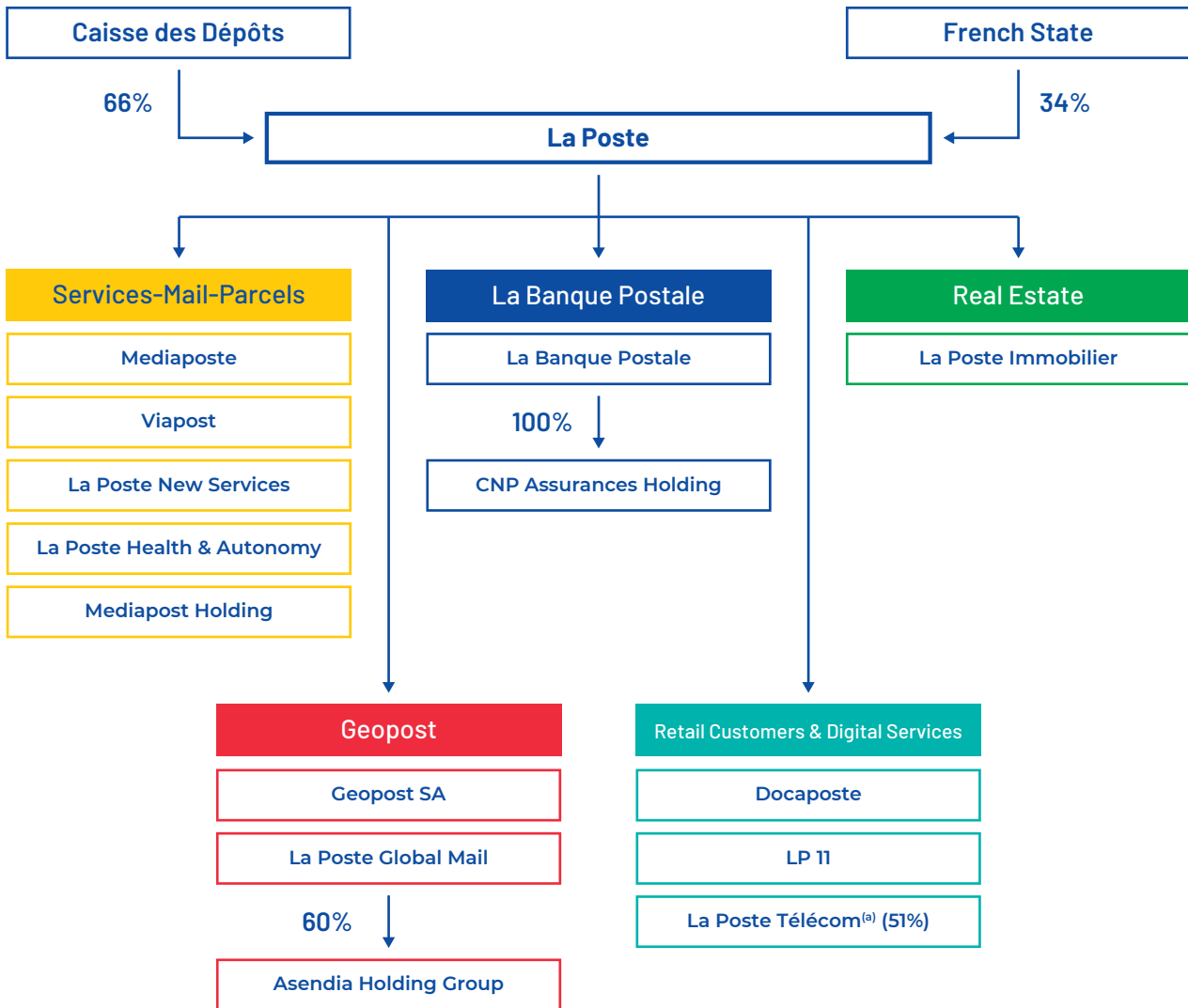
The group's regional coverage is also reflected in its vast property assets (post offices, financial centres and commercial buildings, and industrial platforms). Due to its size and the number of its assets, its real estate portfolio is one of the largest in France. It is mainly managed by the La Poste Immobilier subsidiary (see Section 1.5 "La Poste Immobilier").

Four public service missions, at the heart of the group's identity, have been entrusted to La Poste by the French State, illustrating its role as a public-sector company and its contribution to the public interest: the universal postal service, press transport and delivery, contribution to regional planning and development, and accessible banking. These four missions are fully integrated into the group's activities and strategy. The terms and conditions for carrying out these missions are defined in public service agreements entered into by La Poste and the French State. The agreement currently in place covers the 2023-2027 period. The public service agreement is rounded out by additional contracts for each of the missions (see Section 1.6 "Public service missions").

Lastly, La Poste Groupe focuses its activities and strategy on commitments to its employees, society and the environment that are rooted in its culture and history. These commitments underpin the strategic plan "La Poste 2030, committed for you", furthering the group's drive to have a positive impact on society. In June 2021, La Poste adopted the status of a mission-led company (*entreprise à mission*), as defined in France's PACTE law of 22 May 2019.

(1) Civil servants, permanent-contract staff, temporary-contract staff – including people on vocational training contracts at La Poste, but excluding people on vocational training contracts within the group's subsidiaries.

The group's simplified organisational chart at 31 December 2023<sup>(1)</sup>



(a) Joint venture with SFR.

(1) The percentages shown for each entity correspond to the group's share in their capital.

## 1.1 SERVICES-MAIL-PARCELS



### 2023 KEY FIGURES

**€9,936m**

Revenue  
(down 2.6% vs 2022)

**€0m**

Operating profit/(loss)  
(up €767m vs 2022)

**102,369**

Employees  
(down 4.2% vs 2022)

**6.1bn**

Items of addressed mail processed  
(down 9.2% vs 2022)

**5.8bn**

Items of unaddressed mail processed  
(down 22.7% vs 2022)

**464m**

Parcels processed  
(up 2.4% vs 2022)



### 2023 SIGNIFICANT EVENTS

#### Securing the future of the historical businesses

- The *Lettre Verte* three-day delivery service created on 1 January 2023 becomes the norm for routine mail, representing over 98% of items sent by individuals.
- 3,200 new postal carriers were recruited on permanent contracts, going beyond the group's undertakings in the employee agreement for postal carriers, supervisors and delivery and processing employees.

#### Empower e-commerce services

- Colissimo offers parcel deliveries in 24 to 48 hours thanks to faster logistics chains. A third of parcels are now delivered within 24 hours (8% more than in 2022). All intra-regional parcels are eligible for 24-hour delivery.
- Log'issimo Fresh: 5 million meals distributed in 2023 (up 67% vs 2022).

#### Scaling up new local services

- Creation of La Poste Health & Autonomy.

#### Remaining a leader in CSR

- By end-2023, the Services-Mail-Parcels business line had reduced its CO<sub>2</sub> footprint by 54,400 tonnes (down 10.5% vs 2022), by eliminating mail air freight, overhauling its road transport delivery network and putting in place an energy-efficiency plan for its buildings.
- Opening of the fourth Urban Logistics Area (ULA) in Paris (Keller site) that covers a surface area of 8,500 sq.m, the largest ULA in France. This new logistics organisation, which we began to put in place in 2021, is enabling us to meet our pledge of 100% low-emissions deliveries within Paris (by cargo bike or electric vehicle) as from January 2024.
- More than 500 cargo bikes used by the Services-Mail-Parcels business line.
- Efforts in terms of CSR have resulted in the lowest carbon footprint per Colissimo parcel in the home and out-of-home delivery market: 316g of CO<sub>2</sub> in 2023 (down 11.5% vs 2022).

The Services-Mail-Parcels business line is facing the challenge of increasing use of digital communication technologies, which is leading to a structural decline in mail volumes (6 billion letters in 2023, compared with 18 billion in 2008). At the same time, parcel volumes continue to grow in line with the expansion of e-commerce: in 2023, 464 million Colissimo items were delivered, compared with 275 million in 2015 (including the Retail Customers parcels).

In view of the impact of this "technological shock" on its historical activities, the Services-Mail-Parcels business line has set itself the goal of becoming the number one operator of local in-person services and e-commerce services by 2030. This is a major strategic model change based on three priorities<sup>(1)</sup>:

- securing the future of the historical businesses by offering more services and added value for mail deliveries;
- leveraging the full power of e-commerce services to become the leading partner for sustainable e-commerce, with eco-responsible offerings tailored to market needs;
- scaling up in new local human services to become the partner of choice for the health and social care sectors and local and regional authorities.

In order to achieve these aims, the business line is drawing on a range of resources, including in particular:

- its commitment to CSR;
- postal worker commitment and team autonomy;
- digitisation and innovation;
- its focus on agility and competitiveness in all areas.

Through its 60,500 postal carriers and parcel deliverers operating throughout France six days a week to serve 44.2 million letterboxes, La Poste performs two of the four public service missions entrusted to it by the French State, namely the universal postal service and the transport and distribution of press.

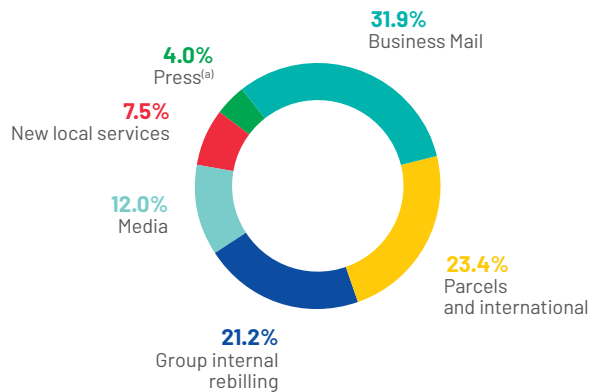
Despite the increasing digitisation of correspondence, sending post remains a vital way of communicating between people and an important aspect of customer relationships for businesses.

(1) See the "Strategy" section of the Integrated Report in the introduction to this document.

## 1.1.1 Activities and market dynamics

The Services-Mail-Parcels business line is structured around various business units, which operate in several markets. Each business unit is responsible for its ongoing business development and the design of new value propositions, for supporting the business of both the parent company and of its subsidiaries.

### Business line revenue by business unit in 2023



(a) Including press within the scope of public and universal service, commercial press offerings and the contribution paid by the French State to La Poste.

The market dynamics of the Services-Mail-Parcels business line are characterised by:

- a stable e-commerce market in terms of volume, with Colissimo retaining its leading position;
- structural decline in mail and press volumes, but potential for increased value in the services on offer;
- a market for addressed and unaddressed advertising mail, resulting from the reassessment of the business model of the historical distance selling sector, the transformation of the model of large retailers and pressure from public authorities and society for a more rational use of paper, in line with environmental concerns. Against this backdrop, the government has begun testing a system requiring explicit consent – through a sticker known as *Oui Pub* (“yes to adverts”) placed on letter boxes – for the receipt of unaddressed advertising;
- development of services for businesses and individuals driven by the surge in digital platforms;
- development of new local services with La Poste New Services and La Poste Health & Autonomy.

## Securing the future of the historical businesses



### UNIVERSAL POSTAL SERVICE

The universal postal service (UPS) is one of the four public service missions entrusted to La Poste. It covers the collection and delivery of Mail and Parcels as listed in the universal postal service catalogue (see Section 1.6.1 “Universal postal service”).

The fall in Mail volumes has upset the financial balance of this public service mission (loss-making since 2018), a trend exacerbated by the health crisis. The French State and La Poste have now changed the scope of the universal postal service to rebalance its business model:

- maintenance of the obligation to collect and deliver six days a week;
- launch of the new mail range, in place since 1 January 2023, to adapt to new behaviours based on the following criteria: size of the item, price and level of service. Despite the digitisation of exchanges, mail remains a medium used by our main customers for many purposes and one that is chosen for its values (trust, guarantee of confidentiality, and rewarding for recipients). The three-day *Lettre Verte* (green mail) is becoming the standard for ordinary mail. Faster solutions (two-day delivery) are still available for important, time-sensitive mail (*Lettre Services+* for small businesses and individuals, *Lettre Performance* for corporates). For urgent one-off items, *Lettre Prioritaire* (priority mail) is becoming the hybrid, more eco-friendly *e-Lettre Rouge* (red e-letter);
- an enhanced range with a high service level (95% expected on universal postal service products).

Lastly, the new mail range is enabling us to further optimise our industrial tools and organisational structures, while keeping up six-day-a-week delivery.

### Business Mail

The Business Mail activity, with revenue of €3.2 billion in 2023 (down 6.0% vs 2022), is the Services-Mail-Parcels business line’s leading activity. It covers:

- mailing solutions;
- value-added services, including tracked delivery;
- secure solutions, including registered mail;
- mail-related services, including postage for third parties and Itinovia, the mail forwarding offering for companies.

A new mail range came into effect on 1 January 2023, which led to:

- the discontinuation of priority mail for corporates, with the service becoming a red e-letter for individuals and small businesses;
- increased delivery time for green mail, with three-day instead of two-day delivery;
- the discontinuation of *Ecopli* for retail customers.

Customers adopted the new mail range very quickly, with a massive shift towards the three-day and four-day delivery offerings.

### Decline in mail and press volumes, offset by the greater value to be derived from services

Business mail is a volume market, where services still account for only a small part of revenue.

The sending solutions market continues to be dominated by companies and key accounts. The main products that La Poste proposes to businesses include the *Lettre Verte* for three-day standard delivery, *Ecopli* for four-day economy delivery, and two-day and three-day delivery for registered mail. These ranges have all been updated and are now offered to large industrial senders, which account for the bulk of volumes, in the Premium Industrial Mail (PIM) management mail range. To make customers' lives easier, PIM was designed with integrated services and optional add-ons, with the aim of making mail not only simpler, by providing more flexible sending methods, but also more attractive and more economical, by significantly lowering costs for senders. It is built around a new technical system applying unique and specific smart data to each envelope, thereby giving items greater value and more services (tracking, plus tailoring of services to recipients, preparation and management of mail, notifications to customers, etc.). It aims in that way to slow the decline in mail volumes by adapting to the economic challenges and facilitation needs of businesses.

Since 1 January 2023, a new three-day delivery standard has become the backbone of the mail range. As a result, 98% of volumes are now delivered three days or more after posting. Postal operators across the board are adapting and transforming in the face of falling mail volumes, with varying degrees of intensity and speed from one country to another. Those that have seen a particularly fast digitisation of exchanges, such as Denmark, have had to step up the pace of change further. In general, operators are systematically aligning their processing and delivery procedures with a smaller volume of mail. For half of Europe's postal operators, the fastest mail offerings are now based on two- or three-day delivery.

### Press

The Press business unit generated revenue of €352 million in 2023 (up 17.4% on 2022)<sup>(1)</sup>. The delivery of newspapers and magazines at affordable rates is one of the public service missions entrusted to La Poste (see Section 1.6.3 "Press transport and delivery").

In addition to sales from news stands, press items are delivered either by post (postal delivery) or via a dedicated paper route to the reader's address (courier delivery)<sup>(2)</sup>. After news stand sales, postal delivery is the second most common method of distributing the press (virtually on a par with courier delivery). On 14 February 2022, a memorandum of understanding was signed between the French State, press industry organisations, France's electronic communications and postal regulation authority Arcep and La Poste to reform the transport and distribution of the press to subscribers. This agreement, which was approved by the European Commission in December 2022, came into effect on 1 January 2023.

### Media

The Media business unit (BU) generated €1.2 billion in revenue in 2023 (down 8.6% on 2022), deriving mainly from its historical businesses of addressed advertising mail and printed advertising. Its 2023 revenue was also driven by digital marketing, which is enjoying rapid growth, particularly thanks to the acquisitions carried out in recent years (Cyber Cité, Time One, St. Johns, etc.).

The Media BU's marketing solutions are complementary and offer customers a comprehensive range of products combining the best of both digital and physical (print). Its positioning as an expert in its field is built on four pillars:

- home experience via La Poste Business Solutions: an offering of home experience marketing solutions for all types of BtoC customers. The Media BU's solutions enable it to reach consumers at home, where they are ready to embark on a purchasing experience<sup>(3)</sup>, to capture their attention with a medium that sparks emotion and to engage them in an innovative omnichannel journey of discovery and purchases. In this context, the Media BU is deploying a communications strategy based on the INH (Inside Home) concept, combining targeting, voice catalogues, samples, influence, augmented mailings and mail commented on by the postal carrier;
- local services, with Mediaposte: an omnichannel range of local communication solutions for customers, covering all formats – physical (printed advertising), data (geomarketing, etc.) and digital (text messaging campaigns, social media, etc.). This expertise is primarily aimed at customers with local and multi-local support needs (supermarkets and hypermarkets, specialised superstores, networks, public sector, etc.). Mediaposte also operates with a similar positioning internationally;
- data marketing and digital communication with its subsidiary Isoskèle: the main targets are companies with customised support needs;
- interactive and connected digital promotion: via its subsidiary Sogec, in the design and orchestration of promotional activation solutions for e-consumers (reply coupons, deferred refunds, etc.).

The advertising market is undergoing a structural shift towards digitisation: in 2023, growth from digital solutions was more than twice as high as total market growth. As a result, volumes of addressed advertising mail are in natural decline, compounded by the rising cost of paper. However, advertising mail – used in addition to digital communication – remains an effective way of attracting consumers, so marketing professionals are therefore still including it in their strategies, particularly for multi-channel campaigns. Advertisers such as charities (French Red Cross, Secours Catholique, Ligue Nationale Contre le Cancer) are making significant and increasing use of these marketing solutions, as are other advertisers in sectors such as e-commerce and consumer goods.

The printed advertising market (unaddressed mail) is seeing deep-seated change. Since late summer 2022, the French government has been trialling a consent system for the receipt of unaddressed advertising, called *Oui Pub* ("yes to adverts"). This trial, which stems from the Climate and Resilience Law of 22 August 2021, is being run by 14 volunteer local authorities for a period of three years. Altogether, it represents less than 4% of the French population and 1.4 million letterboxes out of the 26 million available. Once the trial is completed, an assessment will be carried out by the government and a report submitted to the French Parliament at the end of 2024. The assessment report will describe the social, environmental, economic and societal impacts of distributing print advertising as compared with equivalent digital campaigns. This system is an incentive for large advertisers in the supermarkets, hypermarkets and specialised superstores sectors to stop their printed advertising campaigns. Such a move would have a significant impact on Mediaposte's business model because the losses incurred on print media could not be offset by the slight growth in digital marketing.

(1) Press revenue rose as a result of the application of the agreement dated 14 February 2022, which came into force on 1 January 2023 and abolishes La Poste's price lists for political and general information press titles, dailies with low advertising revenue and dailies with low classified ad revenue. The publications that saw revenue rises due to the agreement now apply the standard public service rate. Additional support is provided to political and general information publications in the form of direct aid from the State.

(2) See definitions in the glossary at the end of this Universal Registration Document.

(3) According to a study conducted by ILIGO, a firm dedicated to understanding consumer behaviour and measuring marketing levers, 86% of decisions concerning family projects are made at home.

The Media BU's aim is to help businesses of all sizes adapt to the transformation of the retail sector by drawing on the group's digital, people-focused and stewardship expertise, and to:

- confirm its position as a leader in both traditional print advertising and hybrid solutions (mix of print and digital, such as augmented mail and smart data for tracking advertising mail flows);
- be a leader in marketing support for points of sale and e-commerce, based in particular on drive-to-store<sup>(1)</sup> and drive-to-web<sup>(2)</sup> local solutions;
- be a leader in trust-based marketing in a post-cookie world, for example by developing an ethical and responsible data collection programme combined with data exchange and utilization technologies;
- take positions as of now in solutions that will ultimately form part of advertisers' marketing investments, such as AI.

## Empower e-commerce services and growth drivers

### Colissimo

With 464 million parcels delivered in 2023, Colissimo is the leading player for parcel deliveries to individuals in France and a valued partner in the development of e-commerce. Revenue totalled €2.2 billion (up 2.5% on 2022).

Despite the difficult geopolitical and economic context in 2023, Colissimo was able to keep up its growth drive and continue its productivity efforts. This enabled it to absorb rising demand (a 102 million increase in parcels delivered between 2019 and 2023) while enhancing its service quality (with 95.4% of parcels delivered on time in 2023 and a 2.5% first-attempt non-delivery rate) and continuing to reduce its CO<sub>2</sub> emissions per parcel (43.6% decrease between 2013 and 2022). Its customers clearly demonstrated their satisfaction in 2023 with a Net Promoter Score (NPS) of 66 (up 7 points on 2022).

### Business and commercial successes in 2023

At the beginning of the year, the Services-Mail-Parcels business line brought together its e-commerce and parcels expertise within the Colissimo & International BU. International operations are a key driver of growth and profitability for the business line.

### France

The Colissimo & International BU is undergoing a transformation process, shifting from a capacity-based strategy to a strategy of enriching its offering. Customers started to see the positive impacts of this approach in 2023, including:

- faster deliveries, with 24-48 hour delivery times proposed. By the end of 2023, a third of all Colissimo parcels were delivered within 24 hours (up 8% on 2022). All intra-regional parcel deliveries are eligible for 24-hour delivery;
- swift adaptation of the out-of-home delivery offering (retail pick-up/drop-off points, post offices, lockers) to meet growing customer demand. Colissimo has the most comprehensive out-of-home delivery offering in France, with 25,000 collection points. This drove 7.3% year-on-year growth in out-of-home deliveries in 2023, with a total of 41 million parcels delivered under the Colissimo out-of-home service in 2023;
- an enhanced experience for customers returning parcels by giving them the option, since September 2023, of printing their labels directly in a post office, as well as offering them a wide choice of packaging, including reusable packaging;
- the development of a broad range of partnerships to bring greater value to customers through Colissimo's innovation strategy. For example, since June 2023, Colissimo has offered a new delivery solution in partnership with Pickme, where customers can choose to get their packages delivered to a neighbour's home.

(1) Drive-to-store refers to all the marketing actions used online and by mobile technologies to attract consumers to a physical point of sale. All the tools and levers deployed are digital.

(2) Drive-to-web refers to an advertiser's ability to attract consumers (both existing customers and prospects) to its digital space (showcase site, online store) using appropriate marketing and communication actions.

### Internationally

A new International organisational structure has been in place since January 2023. On the export front, it provides more support for online retailers (SMEs and major platforms) both in Europe and worldwide. For imports, Colissimo's unrivalled coverage of France, its customs clearance ability and its quality of service have enabled it to capture business from all international players. Colissimo can deliver its customers' parcels to 235 international destinations thanks to its postal agreements, and has a specific offering covering deliveries to homes and pick-up points and returns for 30 European countries. In early 2023, the international export offer was overhauled to make it easier to use and even more secure. In terms of imports, Colissimo can now offer customers end-to-end solutions thanks to industrial innovations based on the use of robots for sorting small parcels and faster customs clearance for goods.

### An ambitious carbon reduction policy

Colissimo has reduced its carbon emissions per parcel by making major investments in optimised delivery solutions and green transport methods. Its weight of carbon equivalent is now the lowest ever reported in the home and out-of-home delivery and returns market, representing 316g of CO<sub>2</sub> equivalent in 2023 (down 11.5% vs 2022).

In terms of distances travelled, Colissimo reduced its number of kilometres by 20 million between 2022 and 2023 (i.e., a decrease of 14%). For urban deliveries, Colissimo also stepped up its use of soft and low-carbon transport methods in 2023:

- in France's 22 largest conurbations, almost half of all parcels are now delivered using low-emission means of transport;
- all of the journeys for the 50,000 parcels delivered every day in Paris have been carbon free since the end of 2023, in readiness for the 2024 Olympic Games;
- 80% of deliveries in Paris and Greater Paris have been via low emissions transport means since the end of 2023 (with the aim of reaching 100% by July 2024).

### Industrial change as a driver of sustainable performance

Colissimo is continuing to transform its industrial network with the aim of consolidating its leading position by offering delivery solutions for sustainable and accessible e-commerce.

By upgrading its sorting and delivery network it can absorb peaks in customer activity while meeting its CSR objectives. Its new facilities are equipped with the very latest sorting and handling equipment, helping to improve working conditions for its teams.

In 2023, four new sites came on stream:

- the Aquitaine Colissimo parcels hub – the first new-generation mixed parcels hub, which is HQE certified and has a sorting capacity of up to 19,000 parcels per hour;
- the Colissimo Hauts-de-Seine parcels office in Nanterre, installed in a former postal sorting site. This office carries out deliveries via electric vehicles to 13 conurbations in the western Paris region (up to 21,000 parcels a day);
- the Paris-Keller Urban Logistics Area (ULA), the largest such facility in a European capital (covering almost 8,500 sq.m), which completes the decarbonisation process for deliveries within Paris (handling up to 20,000 parcels a day);
- the Saint-Denis Urban Logistics Area, located on a barge in a north-eastern suburb of Paris, which provides deliveries to neighbouring communes using green transport methods.

Construction work is continuing on the new Normandy parcels hub near Rouen, which is scheduled to open in 2024.

## E-commerce & Omnichannel Services

The E-commerce & Omnichannel Services BU created a year ago fits with Colissimo's strategy of growing and diversifying its activities. Its purpose is to position La Poste as the local player of choice when it comes to supporting the digital and responsible transformation of French retail (physical and digital) throughout its development, including international expansion.

In France, only 13% of independent retailers have a web presence, compared with 25% in most European countries. For retailers who have already gone digital, this BU has designed a cockpit giving them 360° visibility across all of their channels (physical stores, website and presence on marketplaces). This Software as a Service (SaaS) offering<sup>(1)</sup>, which was developed collaboratively in 2023 with several customers, targets the business line's 4,000 middle-market retailers and e-commerce retailers.

For retailers who do not yet have a web presence, the E-Commerce & Omnichannel Services BU offers dedicated support through the *Ma Ville Mon Shopping* service. This offering combines an online sales site that operates in the same way as a marketplace, with an easy-to-access service that comprises training, guidance on how to create product sheets and raise visibility, and e-commerce best practices.

Working in partnership with local authorities, *Ma Ville Mon Shopping* seeks to encourage people to shop in independent retail outlets, while at the same time contributing to environmental and digital development in France's regions. Customised offers are available to municipalities that want to support their local retailers. And for consumers, it is a way of supporting local businesses.

The *Ma Ville Mon Shopping* platform – which has been part of La Poste Groupe since 2018 – hosts over 20,000 retailers offering more than 260,000 products (fashion, home decoration, beauty products, fine food, etc.). In 2023, online sales on the platform – which trigger home, out-of-home and click & collect parcel deliveries – tripled.

## New Services and Health & Autonomy

With revenue of €803 million<sup>(2)</sup> in 2023 (up 13.2% on 2022), the New Services and Health & Autonomy business units are helping drive growth for the Services-Mail-Parcels business line in two key domains: e-commerce services and local services, organised around five strategic business areas:

- local logistics and transport, to provide the retail, banking and tech sectors with local green solutions built on the group's expertise in first- and last-mile logistics, particularly through the Log'issimo brand;
- the circular economy, to provide solutions for recycling office waste, reusing e-commerce packaging and extending product life, such as by refurbishing equipment at the end of its life cycle, with most of these services using the same logistics network as Log'issimo;
- regional efficiency, to bring decision-making and action plans closer to our customers (e.g., regional authorities and network companies), via solutions based on regional data that combine digital services with postal carriers' ability to provide in-person services;
- energy efficiency to support local public policies in the building sector and the development of active mobility;
- health and autonomy, including a full range of human services for players in the home health and social care sectors.

## Log'issimo local logistics services

With 125,000 services provided daily to companies and local authorities in 2023 (up 4.2% on 2022), the local logistics business of the Services-Mail-Parcels business line is pushing ahead with its market plan. It leverages a collection and delivery network boasting unrivalled coverage and strong competitiveness in the first and last mile by pooling wherever possible the services to be provided within its circuits.

These local logistics solutions are in line with the group's ambition to propose services for e-tailers and new parcel collection and shipping services, as well as offerings that meet the requirement for local services and emerging needs arising due to new consumer trends (pedestrian order pick-up points, rapid restocking, home services, etc.). At the same time, they are helping to propel the group's growth by positioning it as a first-mile specialist for carrying out on-demand collection services on behalf of Colissimo and Geopost.

To bolster its business development, Log'issimo has structured its offerings as follows:

- Log'issimo Retail, for collection and storage services and supply of urgent goods and spare parts to stores, with same-day delivery for local deliveries and next-day delivery throughout France;
- Log'issimo Fresh, for courier meal delivery services:
  - to seniors on behalf of local authorities, so they can remain in their own home,
  - to companies, by ensuring the daily restocking of smart fridges.

To date, more than 5 million meals have been delivered to seniors and companies, via partnerships with more than 100 players (local authorities, hospitals, etc.), making La Poste the French leader in meal delivery for seniors. The offering is also expanding in the domain of restocking pedestrian order pick-up points through deliveries of refrigerated food, in response to the transformational changes that food supermarkets are facing;

- Log'issimo Facilities, which meets the needs of outsourcing logistics to send or deliver documents, parcels or mail to general services;
- Log'issimo Tech, which deals with the logistics of digital equipment on behalf of local authorities (for educational establishments, major public service providers, etc.).

31 Log'issimo branches were up and running throughout France by end-2023 and 21 new ones are already planned for 2024, drawing on the resources of the Services-Mail-Parcels business line (postal carriers, collectors, vehicles, floor space, etc.).

## Circular economy

The development of the circular economy is based on three key drivers:

- the Log'issimo network, which is very efficient in decentralised collection (it is the collection operator for Recygo);
- Recygo, a joint venture with Suez, which has forged numerous partnerships with other players (such as upstream waste management companies and manufacturers of waste sorting containers), as well as a traceability system for recovered products, and capacity to transform recovered tonnages into CO<sub>2</sub> savings and integrate new activities (recycling work clothing, for example);
- Nouvelle Attitude, a sheltered employment organisation that helps people struggling to find work and has developed expertise in recycling paper and office waste, which is continuing to expand its activities in refurbishing e-bikes (Recyclo project) and IT equipment (PCs, phones, etc.).

(1) Software as a Service (SaaS) is a commercial operating model for software installed on remote servers rather than on the user's machine. Customers do not pay a licence fee for a version of the software but either use the online service freely or, more generally, pay a subscription fee.

(2) Of which €58 million managed by the Retail Customers & Digital Services business line.

Another circular economy practice developed by the Services-Mail-Parcels business line is encouraging the reuse of e-commerce packaging by offering straightforward solutions for consumers, such as posting empty packaging through street postboxes. This diversification, underway since late 2021, requires e-tailers and consumers alike to adopt these solutions, meaning awareness must be raised around these new practices.

### Regional efficiency

The regional efficiency services proposed by the business line are underpinned by the work carried out by the group's postal carriers, as well as by its processing and handling of data on behalf of local authorities seeking to optimise the accessibility and attractiveness of their region, or for businesses looking to enhance their commercial efficiency by using the expertise of postal carriers or the mapping solution created by our subsidiary Geoptis. The services offered include identifying and checking street names and numbers in order to improve address quality, which is key for the rollout of local offerings and deliveries of online retail orders. The business line also offers road audit solutions to local authorities, and is gradually positioning itself as a population census operator, taking part in pilot tests organised by the French government and INSEE (France's National Institute of Statistics and Economic Studies) in 150 municipalities in 2024.

### Energy efficiency

The group's energy efficiency offer addresses the building energy-performance renovation market and the soft mobility market. In the building energy-performance renovation segment, La Poste operates mainly through its subsidiary *Économie d'Énergie* (EDE), a major player in financing energy efficiency performance through the sale of Energy Savings Certificates, or "CEE". Against a backdrop of regulatory changes and changes in the price of CEE (which was low in 2022 and early 2023 before picking up again throughout the year), EDE has been able to increase its market share, particularly among social housing landlords where it is the second-largest provider after EDF, thanks in particular to effective sales and marketing synergies that EDE has been able to leverage with La Poste. EDE is continuing to expand in the area of energy efficiency awareness through its *Action Habitat* offering and the *Baisse les Watts* programme, for which it has been commissioned by the French Ministry for Ecological Transition.

In the mobility area, through its subsidiary Fluow, EDE operates in the VéliGo long-term rental market for electric bikes in the Île-de-France region, has won the e-bike contract with the City of Strasbourg, and is continuing to expand its fleet management services, having been awarded contracts by all of France's national operators.

### Social, environmental and legislative conditions generating local demand

Awareness of environmental issues is more acute than ever, with the climate emergency and rising energy costs due to armed conflicts, changes in lifestyles since the Covid-19 crisis and changing social trends and demographics (ageing population, digitisation, working from home, etc.). Our societies now have no choice but to adapt.

Energy renovation, the circular economy and logistics are all subject to regulations including the implementation of low-emission zones, the banning of waste and the adoption of single-use packaging, the creation of new channels and an increase in the obligations imposed

on eco-organisations. These new channels back up the direction taken by the business line by generating a need for new solutions to accelerate the environmental transition and meet the challenges of local logistics, well beyond the densest urban areas. Government agencies and local authorities are also looking for intermediaries to roll out public policies for the environmental and energy transitions, while preserving the attractiveness of each region.

The combination of these trends and the development of digital tools creates significant opportunities for local human services. Thanks to its positioning, its regional coverage, its familiarity with France's regions, its resources and its relationship of trust with communities, elected officials and companies, La Poste is able to meet the expectations of its customers:

- in the area of courier meal deliveries for seniors, which are becoming increasingly popular because local authorities view this service as a means of combating isolation among the elderly (in 2023, more than 5 million meals were delivered to 12,000 people);
- in local logistics, by offering delivery solutions that are as fast as before but which have less of an environmental impact (supplies and inter-site exchanges through Logissimo, recycling through Recygo), and by providing regional information via the collection of local data (about roads, air quality, buildings, energy and local flows of goods or people, through Geoptis and Proxi Data);
- in the staff canteen market, the surge in working from home has resulted in a shift towards "smart fridge" solutions, which are more suitable for medium-sized sites;
- e-education is getting a boost from the provision of educational tablets to high school students;
- energy renovation is seeing regulations and public retrofit subsidies create a favourable climate for services putting owners in contact with finance companies and builders.

Similarly, France's anti-waste and circular economy law is creating new opportunities that La Poste is harnessing through the gradual roll-out of new offerings and services.

### Health & Autonomy

In October 2023, La Poste Groupe created La Poste Health & Autonomy, bringing together its activities and expertise in healthcare within a single structure encompassing human and digital services. La Poste's ambition through this new business unit is to become a partner of choice for healthcare professionals and establishments and other players in the healthcare industry by offering local services for home healthcare and digital trust services for health data.

The Services-Mail-Parcels business line is responsible for La Poste Health & Autonomy's local human services and patient pathway support services. Local human services are the cornerstone of our commitment to improving daily life at home for people who are vulnerable due to age or illness and for whom every act of care counts. In parallel, supporting patient pathways is an essential component of outpatient care and helping patients with chronic illnesses, so that an increasing amount of their care can be provided at home, therefore freeing up medical time for healthcare professionals who are overloaded and very often working in understaffed conditions.

Strategic acquisitions have enabled us to rapidly gain legitimacy in the healthcare sector – which is a very closed market – thanks to the recognised strengths of the acquired companies.



### Home healthcare

Since 2017, La Poste has been helping patients to be cared for at home by offering a comprehensive and tailored range of digital and homecare services that help improve patients' quality of life.

- Asten Santé (in which La Poste holds a majority interest), looks after more than 120,000 patients prescribed home rest after hospitalisation or suffering from chronic illnesses and requiring respiratory assistance, drips, nutrition, or insulin therapy.
- Diadom performs follow-up for 15,000 patients and delivers consumables and medical equipment for urology, neuro-urology and stomatology.
- The e-health start-up Newcard (in which La Poste has a non-controlling interest) is specialized in remotely monitoring cardiac and kidney disorders through a home tracking and measurement system, with the aim of improving the efficiency of care at home for patients with chronic illnesses and reducing hospitalisations by detecting early warning signs that their condition is worsening. In 2023, Newcard was the only company in the market to present a medico-economic study – validated by the *Haute Autorité de Santé* (the French national health authority) – that showed a reduction in mortality for patients treated according to its protocol. This has set Newcard apart from its competitors in a year in which the French government launched its digital health roadmap.
- In 2023, La Poste Health & Autonomy acquired a 53.3% stake in MN Santé, created from the merger between Nouveal and Maela. Thanks to the strategic fit between these two subsidiaries, La Poste Health & Autonomy is now a key player in remote monitoring and digitisation of healthcare pathways, from hospital admission through to going back home and receiving home care.
- Happytal, a specialist in patients' hospital experience, offers solutions that simplify the administrative management of admissions (in particular automated requests for reimbursement from health insurance companies). Happytal's services are used in 120 establishments. It is on the approved supplier list drawn up by Uniha (a cooperative of public-sector hospital purchasers), and since 2023 has also been listed as an approved supplier by the Resah public interest group that pools purchases and logistics in the healthcare, medico-social, social, public and private not-for-profit sectors.
- CareSide, a platform created by La Poste in 2023, offers an end-to-end patient pathway management solution, from pre-admission (administrative and medical processes) through to the patient's return home, with remote monitoring and follow-up services. This platform combines the skills, expertise and resources of Nouveal, Maela and Happytal, including in-person support services. It is planned that new innovative functions will be added to the platform in the coming months.
- *La Plateforme Médicale* is a subsidiary that provides remote support for patients with acute or chronic pathologies through a specialised nursing team. This service complements the e-health solutions used by healthcare professionals (hospitals and local doctors) to care for their patients. Newcard uses the services of this subsidiary as part of its patient monitoring system.
- La Poste is the leading partner of pharmacies for patients who are unable to get to them, with its offering called *Mes médicaments chez moi* ("My Medicines at Home"). This online home-delivery solution lists over 3,400 pharmacies in mainland France. This service is accessible to all via the *Mon Espace Santé* personal e-health service portal.

### Home support for dependent people

In 2023, La Poste Health & Autonomy cared for 315,000 patients at home thanks to 4,800 staff, including 3,400 care assistants and 320 qualified healthcare professionals.

- La Poste Health & Autonomy is one of France's leading human services operators, with three franchised networks: Axéo Services (home maintenance services), Help Confort (home improvements), and *Âge d'Or Services* (at-home support for dependent people). La Poste Health & Autonomy offers these personal services through 420 franchised branches throughout France.
- Postal workers who wish to be trained in gerontology and their job is then to support vulnerable people (elderly, disabled or chronically ill people) at home. La Poste's support worker coordinates with the person's overall support network (family, doctor, local social welfare centre, local authority services, etc.), helps with administrative formalities (*Aidant Connect* accreditation), alerts the relevant services where necessary, and informs the care structures of any needs they identify.
- The Regions & Autonomy unit: leveraging its historical resources – postal carriers and logistics – La Poste seeks to support local preventive health policies and develop services promoting autonomy and "ageing well at home", especially as part of the services it provides in disadvantaged areas.

In 2023, having been authorised by the Mayenne regional council to set up a home help and support service, La Poste trained postal carriers in prevention issues so they can provide a Share & Care (*Partage & Convivialité*) service that offers the support services provided for in the regional allowances specifically allocated for dependent people. These services include keeping up good social links, cognitive and recreational stimulation, accompanying the dependent person so they can get out and about near their home, and raising the person's awareness about age-related frailties.

In the Landes region of France, La Poste has been selected to provide the regional public homecare service called XL Autonomie under a public service delegation agreement. The services provided include personalised support by a postal worker trained in gerontology.

- Preventive healthcare initiatives: La Poste's footprint covers all of France's regions thanks to its unique local network of postal carriers, who for many years have helped to relay public information campaigns (emergency plans, heatwave plans, combating isolation) and prevention campaigns (vaccinations, colo-rectal cancer, breast cancer).

Since 2019, La Poste has been actively involved in identifying people with age-related frailties as part of the ICOPE (Integrated Care for Older People) programme run by the World Health Organisation (WHO). Specially trained postal carriers identify frailties by assessing the elderly person's abilities, working both in partnership with and on behalf of geriatric centres. La Poste is taking part in the Article 51 trial<sup>(1)</sup> on the ways that the ICOPE programme can be rolled out nationwide.

- Lastly, to help bridge the digital divide in a practical way, postal carriers can install the Ardoiz digital tablet in elderly people's homes, which has easy-to-use interfaces adapted to, and designed in conjunction with, seniors, by the start-up Tikeasy. The idea is to help them develop their centres of interest and keep up their social links with the people around them.

(1) Article 51 is a generic trial system resulting from the 2018 Social Security Financing Act which enables innovative healthcare arrangements to be tested in real-life situations.



## CREATION OF LA POSTE HEALTH & AUTONOMY

In October 2023, La Poste Groupe created La Poste Health & Autonomy, bringing together its healthcare activities and expertise within a single structure encompassing human and digital services. This business is a growth driver for the group and its key objective is to help meet the key challenges currently facing France's healthcare system.

Against the backdrop of an ageing population, an increase in the prevalence of chronic illnesses, hospital overcrowding, and the general difficulties that many people in France face in accessing healthcare, La Poste has set itself the objective of providing practical solutions and supporting the necessary transformation of the healthcare system. La Poste Health & Autonomy is aiming to become the partner of choice for healthcare professionals and establishments and other players in the healthcare industry.

La Poste Health & Autonomy's two promising growth areas are:

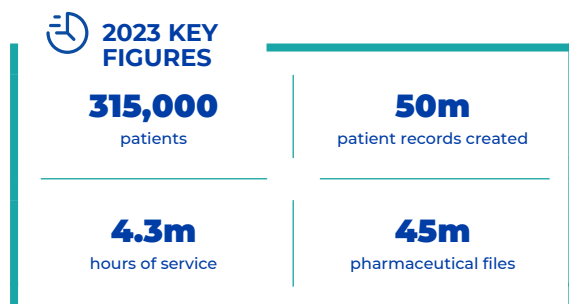
- healthcare prevention and providing healthcare at home;
- effectively using health data to improve efficiency and encourage innovation.

Both of these areas are aligned with La Poste Groupe's strategy of developing both in-person and digital services (see "Strategy" in the Integrated Report in the introductory section of this Universal Registration Document).

### Strategy

La Poste Health & Autonomy's strategy is underpinned by the complementary nature of home healthcare and health data, and draws on the group's know-how in local human services and digital trust services, based on the strength of its local presence and on the health data expertise of Docaposte, the group's subsidiary specialised in digital solutions. In the future, large volumes of data will be stored at home, with data and the home intrinsically linked. Data is essential for human services and the home is essential for digital services. Thanks to the strengths of La Poste Groupe, La Poste Health & Autonomy is well placed to be a unique player covering the home and data value chains.

La Poste Health & Autonomy comprises all of the companies in La Poste Groupe's healthcare segments that form part of (i) the Services-Mail-Parcels business line and (ii) the Retail Customers & Digital Services business line via Docaposte. The overall structure is headed by Dominique Pon, former Director of the Pasteur clinic in Toulouse and Deputy Chief Executive Officer of Docaposte. In view of La Poste Health & Autonomy's organisational structure, based on companies and expertise from two of the group's business lines, a special governance structure has been set up. Altogether, La Poste Health & Autonomy had over 4,800 employees in 2023.



### Achievements since its creation

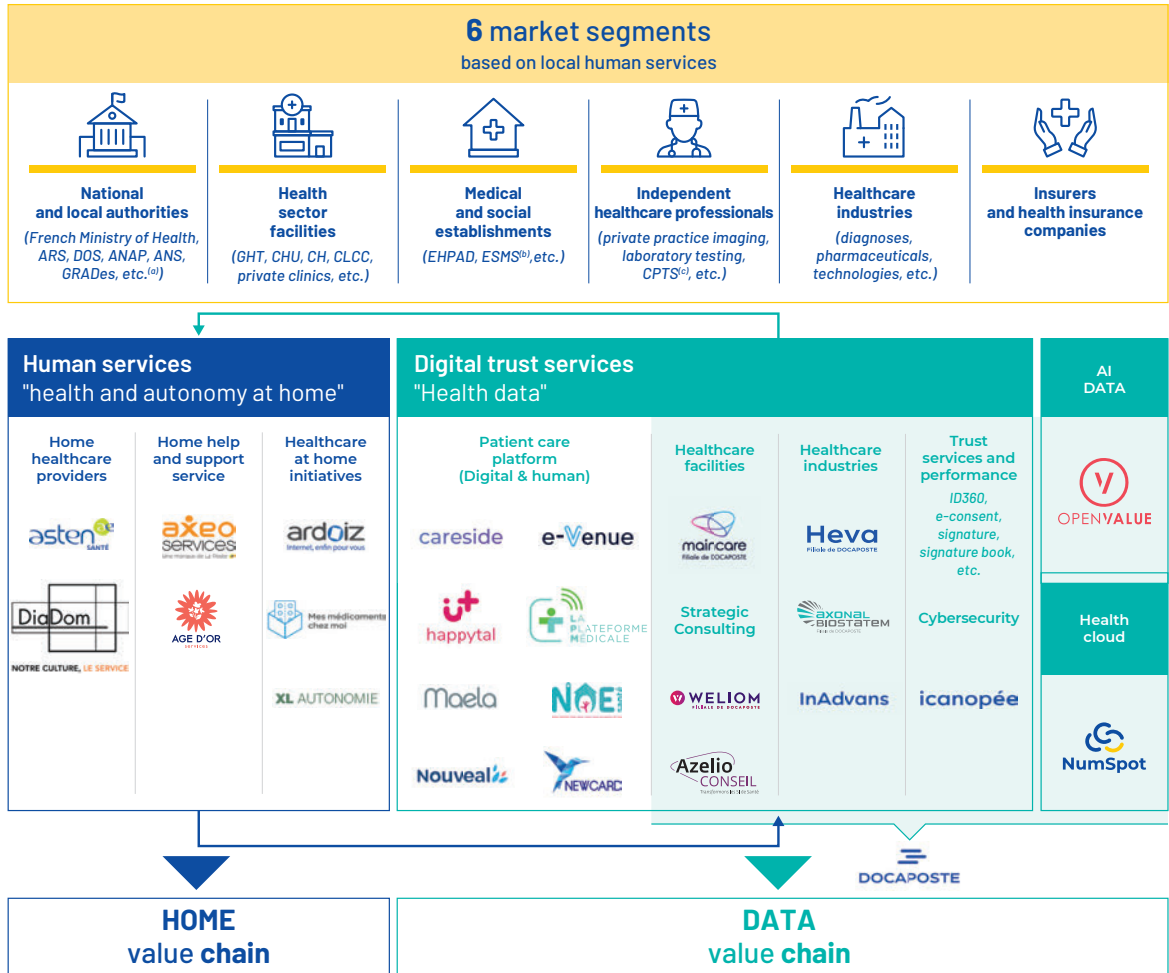
- Work carried out with the HealthAge research platform in Toulouse on the ICOPE prevention programme led by the WHO, designed to identify frailties among seniors who are not in the healthcare system so they can be offered the possibility of integrating a care structure.
- A partnership with Medtronic, one of the world's leading medical technology companies, for improving patient care, effectively utilising data and using AI in healthcare.
- The creation of Careside, a global platform for human and digital services dedicated to improving support for patients, whatever their pathologies.
- The launch, via Docaposte, of a sovereign generative AI solution for healthcare, in partnership with French tech players LightOn, Aleia and NumSpot, aimed primarily at freeing up doctors' medical time.



**CREATION OF LA POSTE HEALTH & AUTONOMY**

**La Poste Health & Autonomy's underlying goal**

Drawing on its local knowledge and expertise in digital trust services, La Poste Health & Autonomy has set itself the goal of becoming a partner of choice for local human services:



(a) Department for healthcare services (DGOS), National agency for health and medical-social establishments (ANAP), Digital health agency (ANS), Regional support groups for the development of ehealth (GRADes).  
 (b) Medical and social establishments and services (ESMS).  
 (c) Regional professional health communities (CPTS).

The architecture of the brands making up La Poste Health & Autonomy will be streamlined in 2024.

## 1.1.2 Regulations specific to postal activities

The provisions governing the development of the European Union internal market for postal services were set out in an initial directive dated 15 December 1997 (97/67/EC), which was subsequently supplemented by the directives dated 10 June 2002 (2002/39/EC) and 20 February 2008 (2008/6/EC). These directives were also responsible for the gradual deregulation of the postal sector, which ended with the market completely opening up to competition on 1 January 2011.

The directive of 15 December 1997 established the provision of a universal postal service within the European Union. The universal postal service, provided in France by La Poste, guarantees all European citizens a permanent range of postal services, at determined quality levels and affordable prices, and irrespective of geographical location (see Section 1.6.1 "Universal postal service").

The European directives were transposed into national law:

- by law no. 2005-516 of 20 May 2005 on the regulation of postal activities, which partially deregulated the market for items of correspondence and defined the regulatory framework, including the creation of Arcep<sup>(1)</sup>;
- by law no. 2010-123 of 9 February 2010 on the La Poste public sector company and the postal activities, codified in Articles L. 1 et seq. of the French Postal and Electronic Communications Code (*Code des postes et des communications électroniques* – CPCE), which opened the sector up to competition and adjusted the regulatory framework on 1 January 2011.



### DEFINITION OF POSTAL SERVICE

Postal services are deemed to include the collection, sorting, shipping and delivery of postal items as part of regular rounds.

A postal item is any item to be delivered to the address indicated by the sender on the item itself or on its wrapping, including in the form of encoded geographic coordinates and presented in the final form in which it is to be shipped. Postal items include books, catalogues, newspapers, periodicals and postal parcels containing merchandise with or without commercial value.

An item of correspondence is defined as a postal item that weighs up to 2 kilograms and contains written communication on any kind of physical medium, excluding books, catalogues, newspapers and periodicals.

All of these provisions are defined by Article L. 1 of the French Postal and Electronic Communications Code.

### A regulated activity

The postage of items of correspondence is a regulated activity subject to prior receipt from Arcep of an operating licence. Since Title II of the law of 9 February 2010 came into force on 1 January 2011, a renewable and non-transferable licence is issued for a period of 15 years, and covers all items of correspondence (Article L. 3 of the French Postal and Electronic Communications Code), given that the sector is now open to competition.

The procedure to grant authorisations as well as applicable obligations for authorised service providers are defined in Decree no. 2006-507 of 3 May 2006. The request for authorisation must contain a certain amount of technical, financial and commercial information about the applicant and its operations. In addition, postal service providers must apply for a licence to ship items of correspondence domestically and/or across borders. These provisions are codified in Articles R. 1-2-1 et seq. of the French Postal and Electronic Communications Code. Licences are granted subject to an explicit decision by Arcep.

La Poste holds a licence covering:

- items of correspondence including delivery;
- postage of outward cross-border items of correspondence.

This licence was renewed for 15 years pursuant to Arcep's Decision no. 2016-1331 of 18 October 2016. In addition, the law of 20 May 2005 designated La Poste as the service provider responsible for the universal postal service. The law of 9 February 2010 confirmed the assignment of this mission to La Poste, for a period of 15 years as from 1 January 2011.

### Applicable rights and obligations

La Poste, like all postal service providers licensed to provide postage services for items of correspondence, is required to fulfil a series of obligations relating to:

- guaranteeing the safety of users, staff and equipment;
- guaranteeing the confidentiality of items of correspondence and the integrity of their contents;
- providing users access to a simple, transparent and free claims procedure;
- ensuring data and privacy protection;
- meeting the goal of protecting the environment as regards the implementation of the technical aspects of the services.

These obligations, which, in particular, consist of introducing rules for identifying employees, measures to ensure the confidentiality of correspondence, and arrangements for implementing claims processing procedures, are detailed by a Ministerial Decree dated 3 May 2006. All these obligations were supplemented by the law of 9 February 2010. Any postal service provider holding an authorisation must also:

- guarantee the neutrality of the postal services with regard to the identity of the sender and the nature of the postal items;
- guarantee access to services and facilities for disabled people in line with the provisions of Articles L. 1664-1 et seq. of the French Building and Housing Code (*Code de la construction et de l'habitation*);

(1) See definition in the glossary at the end of this Universal Registration Document.

- comply with the legal and contractual obligations in force related to employment rights and applicable social security legislation, notwithstanding the special provisions applying to those who may have civil servant status;
- respect obligations relating to public order and national defence.

In addition to these obligations, service providers licensed by Arcep are entitled to access private letterboxes to ensure they are able to deliver postal items.

### Access to essential resources

Where necessary to protect the interests of users and/or to promote genuine competition, the Member States are required to provide transparent and non-discriminatory access to certain aspects of the postal infrastructure deemed essential to carrying out postal activities. La Poste's essential resources were introduced by the law of 20 May 2005 (codified in Article L. 3-1 of the French Postal and Electronic Communications Code) transposing the provisions of directive no. 97/67/EC.

Under this law, any operator in France licensed to post items of correspondence has access, on transparent and non-discriminatory terms, and on the technical and pricing terms and conditions set out in the related agreements signed with La Poste, to the following essential resources:

- the postcode index matching these codes to geographic details such as streets and addresses;
- the information collected by La Poste with respect to changes of address;
- a forwarding service in the event of a change in the recipient's address;
- a delivery facility or service for post office boxes installed in post offices.

La Poste informs Arcep of the technical and pricing terms and conditions on which service providers can access essential resources and notifies it of any agreements entered into in this respect.

### Specific liability rules and regulations

Postal service providers are subject to specific liability rules and regulations. These rules and regulations provide that the liability of postal service providers shall be governed by Articles 1103, 1104, 1193 *et seq.*, and 1240 *et seq.* of the French Civil Code (*Code civil*) with respect to losses and damages arising during the provision of services and in the event of a delay in delivering a postal item, if the service provider has committed to a shipping time for this postal item (Articles L. 7 and L. 8 of the French Postal and Electronic Communications Code).

The compensation is set by Decree no. 2006-1020 of 11 August 2006, and now codified in Articles R. 2-1 *et seq.* of the French Postal and Electronic Communications Code, which sets out the maximum compensation thresholds according to the nature of the items and the type of postage. Accordingly, the compensation payable by postal service providers as a result of the loss of or damage to postal items entrusted to them, other than parcels, may not exceed:

- for ordinary postage, a sum equal to twice the postage price;
- for items that the sender has asked to be tracked from drop-off in the service provider's network to delivery, a sum equal to three times the postage price;

- for items subject, in accordance with the terms and conditions laid down by decree by the minister responsible for postal services, to procedures attesting to their postage and delivery, the sum of €16;
- for insured items, the insured amount.

For the loss of or damage to postal parcels, the compensation ceiling is €23 per kilogram of missing or damaged goods.

Article R. 2-3 of the French Post and Electronic Communications Code (*Code des postes et des communications électroniques*) also sets out the period after which a postal item that has not been delivered to its recipient should be considered lost (40 days from the date on which it enters the service provider's network). The compensation that may be payable by postal service providers as a result of a delay in delivering postal items entrusted to them may not exceed the postage price.

### Reporting requirements

Under Article L. 135 of the French Postal and Electronic Communications Code, licence holders must provide Arcep with annual statistics on the use, coverage area and terms and conditions of access to their service. This reporting includes in particular items relating to the nature and volume of the various postal services that they are licensed to provide. Arcep is also empowered to carry out expert assessments, perform studies, collect data and carry out all forms of reporting on the postal sector.

As part of this reporting obligation, Arcep is required to make a decision every year with respect to carrying out an annual survey designed to:

- ensure that all sector stakeholders and consumers are kept informed by publishing aggregate indicators on the main postal sector segments;
- provide the necessary data for public policy reviews, in particular reviews of Arcep's work with respect to the implementation of the regulations in force;
- assess the effect of its decisions on the market as a whole.

The Arcep members designated in the decision are the only ones authorised to receive and process individual information collected in the course of this survey. These surveys are published on Arcep's website as part of the Annual Observatory of Postal Activities.

### Arcep's authority

Arcep is empowered to settle disputes arising from the performance of postal activities. This consists of the power to settle disputes and act as arbitrators.

Arcep may be called upon to settle a dispute when it involves an agreement to access essential resources or involves entering into or performing agreements that vary from the general terms and conditions of the universal postal service offering for items of correspondence. For disputes which fall outside the scope of the dispute settlement procedure, Arcep may be called upon to mediate.

In addition, Arcep may, on its own initiative or at the request of a licensee, impose penalties on the universal service provider or a licensee<sup>(1)</sup>. Arcep may only hand down penalties having given the interested party formal notice to comply with its obligations within a specific deadline.

(1) The penalty request may be made by the Minister responsible for postal services, an industry association, a recognised user group, an affected individual or legal entity, the universal postal service provider or a licence holder.

The penalties available to Arcep are as follows:

- warning;
- reduction of the duration of the licence by one year;
- suspension of the licence for at most one month;
- withdrawal of the licence;
- a fine, the amount of which is proportional to the severity of the breach, the situation of the interested party, the scale of the damage and the amount it benefited from it, subject to a 5% maximum of net revenue before taxes for the most recently ended financial year, this threshold being raised to 10% in the event of a further infringement. The universal service provider may only be sentenced to a monetary penalty.

In addition to these powers, since Title II of the law of 9 February 2010 entered into force, Arcep has additional powers with respect to the processing of claims by postal service users where these claims have not been resolved under the procedures put in place by the licensed postal service providers.

Lastly, in 2017 Arcep launched a reporting platform that allows individual customers, businesses and local authorities to report problems encountered with fixed-line, mobile phone, internet or postal service operators. However, it is not a tool for the formal referral to the Authority within the meaning of Article L. 112-8 of the French Code on the Relations between the Public and the Administration (*Code des relations entre le public et l'administration*). The data collected in this reporting platform will be used by Arcep to quantify problems.

### 1.1.3 Main transformation focuses for the business line

#### Customer satisfaction as a priority

In line with the group's strategy, the Services-Mail-Parcels business line makes customer satisfaction a fundamental driver of its efforts to be perceived as a service provider of excellence. It is responsible for the operational processing of all mail flows and the Colissimo business group-wide.



#### EXCELLENCE

Operational excellence is central to the Services-Mail-Parcels business line's transformation. The management system deployed to achieve this excellence is underpinned by building up teams working collaboratively towards high levels of performance, driven by a dynamic of continuous improvement while seeking a balance between taking care of our customers (service quality, customer satisfaction), our people (occupational health and safety) and the value created for our group (fair prices). The system applies to all of the group's businesses and covers all teams – both operations and support – to ensure that everything runs smoothly throughout the whole organisation.

The system of excellence is geared towards addressing three priority challenges:

- autonomous and efficient teams to develop performance management at the team level and thereby promote accountability, recognition and results;
- efficient offerings, processes and tools for customers and postal workers, involving users in each development phase (design, development, improvement, etc.);
- teams capable of solving the problems they encounter themselves and improving their performance thanks to training courses adapted to each job.

Customer satisfaction, in a competitive and demanding environment, relies on agility and autonomy of teams to respond proactively to the personalised needs of customers and satisfy them with a high level of quality.

In November 2023, the excellence system used by the Services-Mail-Parcels business line was awarded three EFQM certifications (Excellence System, Customer Satisfaction Quality Management System, Health and Safety Excellence Transformation).

Customer satisfaction, measured by the Net Promoter Score (NPS) for the main flows, is what guides the management of each establishment. Compliance with deadlines is also measured for many flows, particularly those that are part of universal postal service.

The beginning of 2023 was marked by industrial action organised in protest against France's pension reforms, which affected the business line's ability to carry out its mail and parcel deliveries and other services. Then, towards the end of the year, La Poste faced difficult weather conditions (a succession of storms, followed by flooding and traffic bans) which affected the delivery and distribution of its Mail and Parcels products to customers in several regions of France. However, La Poste has taken steps to ensure

that its service meets its customers' expectations, and its success in that area is reflected in the increases in its NPS<sup>(1)</sup> over the year to averages of 46 for Mail (up 8 points versus 2022), and 66 for Parcels (up 7 points versus 2022). Results for *Lettre Verte*, the flagship mail product, are consistent with the objectives set by the French State (three-day delivery for 96.2% of items).

In addition, La Poste has continued the overhaul of the handling of questions and complaints with the possibility for customers to contact their post office or postal carrier directly, in addition to the dedicated telephone number (3631) and the laposte.fr website. Complaints concerning delivery are now systematically dealt with by the operational team concerned, which contacts each claimant.

(1) Out of a maximum of 100.

## The Services-Mail-Parcels quality management system is built on three pillars

### Ensuring product and process reliability upstream

- Well-designed offerings, processes and information systems
- Quality and quantity of resources of all kinds needed to provide the services offered

### Delivering operational excellence on a daily basis

- Managerial action guaranteeing the proper performance of tasks through the adoption of standards of excellence

### Ensuring an enhanced customer experience

- A smooth and efficient end-to-end customer experience for all La Poste customers



## COMMITMENTS

The performance of the Services-Mail-Parcels business line is the result of the commitment of postal workers, which stems from their well-being and fulfilment at work. That is why its human resources team focuses above all on the safety of its employees, their well-being at work and working conditions (reducing absenteeism by 4 days vs 2022 and number of lost-time accidents halved between 2016 and 2023), and their work/life balance. All forms of diversity are respected and encouraged.

AFNOR awarded the Diversity label to the Services-Mail-Parcels business line in 2019 and renewed it in 2021. It audited the business line again in 2023 and is due to issue its report in April 2024.

The business line also places great importance on regular and high-quality employee dialogue at all levels of the organisation. For example, it has given strong commitments in the area of developing skills and careers (which have been formally documented in an employee agreement signed in February 2023 with the CFDT, FO, *Osons l'Avenir* (CFE-CGC and CFTC) and UNSA trade unions), as well as in talent identification and support.

Lastly, the human resources team is working alongside managers and postal workers to facilitate the business line's transformation.

## Industrial, logistics and IT roadmap

In light of the shifts resulting from the digitalisation of communication, the business line's industrial, logistics and IT roadmap must be adapted to ensure the competitiveness and quality of the services provided. The first phase of this plan was an investment of €450 million between 2017 and 2021 to strengthen and optimise parcel processing capacities and made it possible to handle over 464 million parcels in 2023 (including the Retail Customers activities). In 2021, the accelerated growth in the parcel market during the Covid-19 crisis triggered the second phase of the investment plan, representing a maximum of €450 million between 2023 and 2026.

The roadmap is also aimed at modernising the Mail activity and setting up the branch network required to support the development of the local logistics activity while adjusting its industrial capacity.

Regarding the Mail activity, the industrial roadmap – particularly the transport section – was reviewed in depth in 2023 with the introduction of the new mail range. In line with the "green" features of this new range and the business line's continuing implementation of its CSR commitments, the reorganisation of transport flows has enabled us to halve the distances we travel to deliver mail (from over 60 million kilometres travelled annually by road to around 30 million after the reorganisation) and to eliminate over 200 transport lines, as well as to completely stop transporting mail by air (other than for Corsica and overseas France). By adapting the way we transport mail, we will have saved almost 10,000 tonnes of CO<sub>2</sub> by 2023, and aim to save a total of 60,000 tonnes by 2030 compared with 2021, the baseline year.

In addition to these transport adaptation measures, two mail sorting hubs have been closed, reducing the number of hubs to 24 nationwide. These streamlining measures have also led to increased pooling of industrial capacities between the Mail, Parcels and Chronopost activities and, structurally now, Log'issimo. Consequently, the multi-stream mail processing and distribution centres and the mail hubs now generally cover the

Services-Mail-Parcels business line's main activities. Thanks to these centres and hubs, the business line's activities now have the industrial capacity they need to help drive e-commerce growth and enhance service quality, with:

- 89 multi-flow processing and distribution centres for mail and parcels, e-PAQ, press, printed advertising and Chronopost at end-2023, nine of which are automated;
- use of existing premises to set up Log'issimo branches which, in addition to concentrating the collections and deliveries of the geographical area concerned, now also handle storage, restocking management, meal tray deliveries, etc. At end-2023, some 40 branches had been set up.

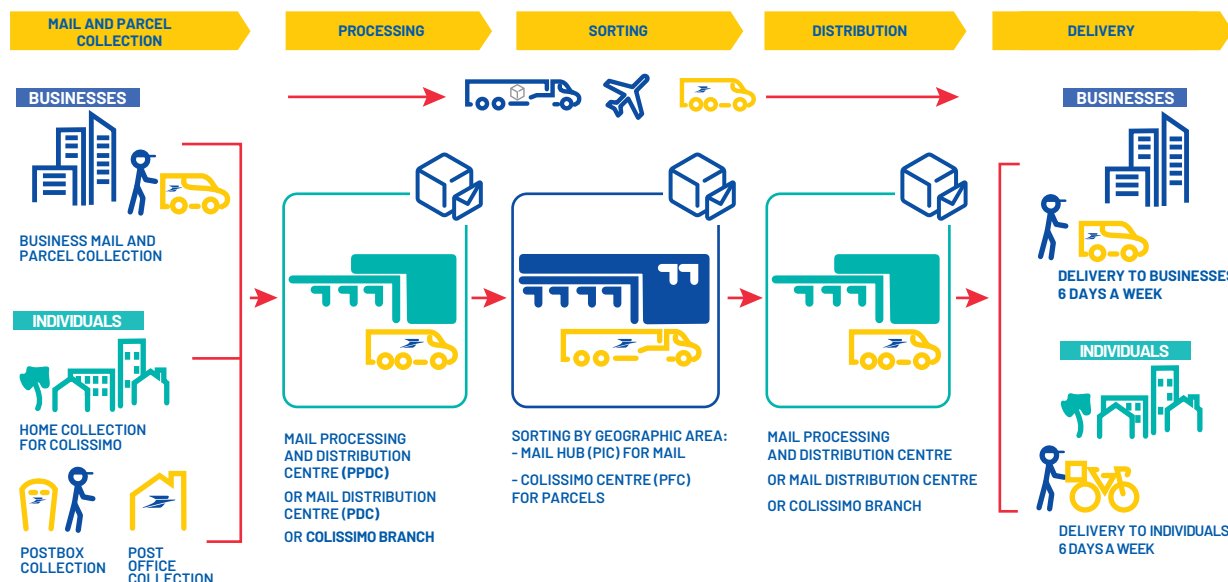
The industrial roadmap is based on three main programmes:

1. The scale-up of industrial facilities to adapt to e-commerce growth, with the modernisation and/or construction of new parcel centres, the management of small international goods flows and the emergence and development of local logistics (establishment of Log'issimo branches in the main logistics centres in France).
2. The adaptation of the mail processing and distribution centre network to new activities and services (modernisation of the first and last mile). To adapt their organisations to last-mile requirements, these centres are given resources as well as technical and methodological support from the business line's industrial department. The site manager makes sure that distribution processes are organised in a way that matches the available resources (employees, equipment and means of transport) with the workload (items to be distributed, services to be provided), while respecting the promises made to customers. For example, the development of "fine sorting" means that the mail given to postal carriers for their deliveries is automatically sorted in the order of their round.
3. Digitisation of the supply chain and customer journey (marking of all mail, use of artificial intelligence to read addresses and sort items, scanning, information system for new services, etc.).

Standardised delivery process for postal items, mail, parcels, press and printed advertising matter



LA POSTE'S MAIL AND PARCELS NETWORK



This requires a wide logistics and industrial network that is partly owned and partly subcontracted.

Collection	Transport	Processing	Delivery
<ul style="list-style-type: none"> <li>• 121,220 postboxes</li> <li>• 101,433 collection and delivery customers</li> <li>• 5,500 delivery and collection postal carriers</li> </ul>	<ul style="list-style-type: none"> <li>• 8,090 road routes on average (own fleet)</li> <li>• 1 air link, shared with Chronopost, between mainland France and Corsica</li> <li>• 215 trucks</li> <li>• 35,156 utility combustion engine four-wheel vehicles</li> <li>• 10,947 four-wheel electric vehicles</li> <li>• 5 internal combustion motorcycles</li> <li>• 844 Quadeo electric quads</li> <li>• 15,882 electric bicycles</li> <li>• 8,375 Staby electric trikes</li> </ul>	<ul style="list-style-type: none"> <li>• 1,776 mail distribution centres (PDC)<sup>(a)</sup></li> <li>• 208 mail processing and distribution centres (PPDC)<sup>(a)</sup></li> <li>• 24 mail hubs (PIC)<sup>(a)</sup></li> <li>• 19 Colissimo parcel centres (PFC)<sup>(a)</sup> and parcel hubs</li> <li>• 1 international hub in Roissy</li> <li>• 2 city hubs for local storage and logistics</li> <li>• 40 Log'issimo branches</li> </ul>	<ul style="list-style-type: none"> <li>• 60,500 postal carriers and parcel deliverers<sup>(b)</sup></li> <li>• 40,253 daily rounds excluding dedicated parcel rounds</li> <li>• 44.2 million letterboxes served 6 days a week</li> <li>• 17,000 Pickup points in France</li> <li>• 60 parcel branches (parcel branches and urban logistics areas)<sup>(a)</sup></li> <li>• More than 568 million kilometres covered per year by postal carriers</li> <li>• 359 micro-hubs to reduce distance between parcel centres and hubs and mail rounds</li> <li>• 1.56 million packages distributed per day on average</li> </ul>

(a) See definition in the glossary at the end of this Universal Registration Document.

(b) Individuals.





## RETAINING OUR LEADERSHIP IN ENVIRONMENTAL STEWARDSHIP

In light of the climate emergency, pursuing an ambitious GHG emissions reduction pathway has become essential. The Services-Mail-Parcels business line has accordingly laid down a pathway to reducing its CO<sub>2</sub> emissions in line with the goal of limiting global warming to 1.5 °C by 2030, and La Poste Groupe is committed to reaching “net-zero” by 2040. To achieve these objectives, its priorities are to:

- draw up new industrial roadmaps that pool the distances travelled each day;
- optimise logistics, in particular, by setting up hubs;
- maximise loads by using swap body containers, which have 30% more carrying capacity than conventional semi-trailers, and continuing to bulk load parcels to reduce the number of trailers required;
- use a low-carbon energy mix (biogas, biofuel, electricity and green hydrogen) with the objective that by 2030, 50% of distances travelled will be by low-carbon transport;
- build up a large fleet of electric vehicles (18,000 electric commercial vehicles and 17,600 e-bikes<sup>(1)</sup> and cargo bikes), thanks to which over half of the group’s postal rounds are currently carried out using low-carbon transport. By 2025, all deliveries to all of France’s 22 metropolitan areas will be by low-carbon transport, thanks in particular to the acquisition of one of Europe’s largest fleets of cargo bikes;
- roll out the new eco-driving training modules (updated in 2020) to more than 40,000 postal workers;
- improve the energy performance of buildings, using renewable energies and developing self-supply projects, as well as raising awareness among postal workers by updating energy efficiency plans;
- develop eco-designed, reusable packaging.

All of the actions and measures put in place by the Services-Mail-Parcels business line mean that its carbon footprint per parcel is one of the lowest in the industry: 316 gCO<sub>2</sub>eq<sup>(2)</sup> per Colissimo delivery in France in 2023. Recording 464,500 tonnes of CO<sub>2</sub> in 2023, the Services-Mail-Parcels business line reduced its emissions by 10.5% compared with 2022.

The business line also systematically factors in the analysis of the CSR impacts of its offerings and strategic projects. It acts as a responsible employer by implementing ambitious action plans in support of the professional development and employability of its employees, promotions, diversity and professional equality. It thus has a significant lead on the market in terms of how well it serves its stakeholders, giving it a competitive advantage and a dual driver for capturing new opportunities to:

- enhance the value of its offerings: mail, parcels, media, new local services;
- diversify by positioning itself in markets supporting the four major transitions: environmental, demographic, digital and regional.

### 1.1.4 Strategy and outlook

Customer satisfaction remains central to the Services-Mail-Parcels business line’s strategy, with improvements to the reliability of core products and processes (service levels, data-based management, etc.), the development of a culture of operational excellence and the enrichment of the customer experience (postal carrier calls and appointments, dispatch of mail and parcels from letterboxes, etc.). It is based on the three development pillars of the business line: securing the historical businesses, empowering e-commerce services and scaling up in new local services.

Despite inflation and rising energy costs, the business line’s performance in 2023 confirmed the solidity of these three pillars. The universal postal service mission was reaffirmed by the payment to La Poste of annual compensation of €520 million (of which €20 million conditional on service levels). The new Mail range launched on 1 January 2023 has secured the future of the universal postal service with an affordably priced, more reliable, digitised offering, focused on three-day delivery and incorporating more environmentally friendly features.

The business line has strong ambitions for its parcels activity in France and internationally, and at the beginning of the year brought together its e-commerce and parcels expertise within the Colissimo & International BU. International operations are a key driver of growth and profitability for the business line. In this context, the Colissimo 2025 strategic plan, launched in September 2021, is achieving its objectives in terms of growth and profitability and is

delivering convincing results. The BU is transforming itself, shifting from a capacity-based strategy to one of enriching its offering. The first successes of the transformation process are already being seen by customers: faster delivery, within 24 to 48 hours (a third of Colissimo parcels are now delivered in 24 hours), swift adaptation of the out-of-home delivery offering in response to growing demand, improved customer experience for returning parcels (possibility of printing labels in a post office, wide choice of packaging including reusable packaging) and innovation – the driving force behind many partnerships designed to bring more value to customers (such as the new delivery solution created in partnership with Pickme, where customers can choose to get their packages delivered to a neighbour’s home). In line with the intrinsic trends in the e-commerce market (market concentration on very large platforms with the development of marketplaces, high growth in the second-hand market captured by out-of-home networks, confirmation of next-day delivery as the norm), Colissimo is updating its strategic plan and its transformation programmes up to 2028 with the aim of becoming the number one in delivery solutions for sustainable and accessible e-commerce.

To meet the challenges faced by the business line and its customers, the E-commerce & Omnichannel Services BU develops digital solutions for retailers – both middle-market e-tailers and physical stores that have not yet gone digital. Over the coming years, there are still more than 400,000 retailers in France looking for trusted solutions who will need support and guidance.

(1) See definition in the glossary at the end of this Universal Registration Document.

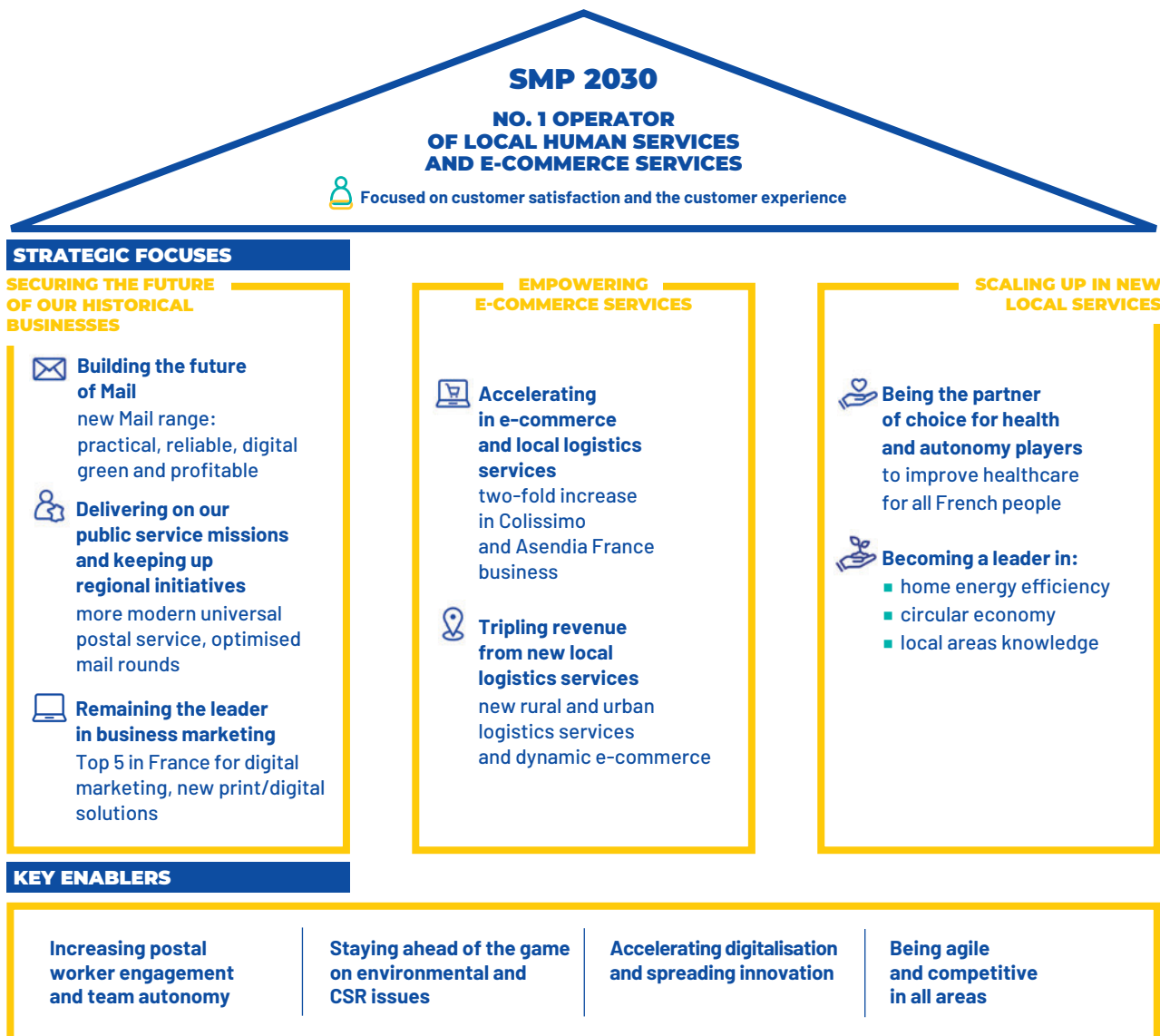
(2) In grams of CO<sub>2</sub> equivalent.

The Media BU partners companies of all sizes in adapting to the transformation of the retail sector. It helps them forge close local links by drawing on La Poste Groupe's digital, people-focused and stewardship expertise.

Regarding New Local Services, the Services-Mail-Parcels business line also aims to scale up in growing markets:

- local logistics and BtoB multi-parcels, by developing the business of the Log'issimo brand;
- energy efficiency renovation activities, particularly by expanding the offering to the commercial sector;

- meal deliveries, by broadening the seniors offering to include corporate contract catering;
- extending e-bike-based<sup>(1)</sup> green mobility to active mobility services;
- business waste recycling activities for the paper and cardboard industries, with the objective of becoming a circular economy operator serving eco-organisations, brands and other players in the reuse industries;
- health and autonomy, with the aim of becoming the partner of choice for all players involved in healthcare and independent living in order to improve the healthcare pathway for everyone in France, by providing an integrated suite of services, centred on hospitals and home care, for healthcare professionals and patients alike (BtoBtoC).



(1) See definition in the glossary at the end of this Universal Registration Document.

## 1.2 GEOPOST



### 2023 KEY FIGURES

**€15,679m**

Revenue  
(up 0.7% vs 2022)

**€279m**

Operating profit  
(down 57.4% vs 2022)

**56,875**

Employees  
(up 0.4% vs 2022)

**82.8%**

Of revenue generated internationally  
(down 1.7 pt vs 2022)

**2.1bn**

Parcels  
(down 0.7% vs 2022)

**57.1%**

Of volumes BtoC  
(down 2.0 pts vs 2022)



### 2023 SIGNIFICANT EVENTS

In 2023, the market context of 2022 persisted and its full effects weighed heavily on global trade and e-commerce. Although the situation is improving, the process is still slow, marked by uncertainty and the heavy impacts that high energy prices and inflation are having on the global economy. This unfavourable environment affected Geopost's results, particularly due to a fall in BtoC volumes for the first time since e-commerce began. This trend reflects household spending decisions and more cautious consumer behaviour in most of the markets where Geopost operates, and especially in the United Kingdom and Germany.

In view of these factors, in 2023 Geopost saw a slight decrease in business volumes compared with 2022, although revenue edged up thanks to the adjustments it has made to its pricing policy. During the year, Geopost continued to roll out its "Together & Beyond" strategy while adapting to market changes, and saw several significant achievements, including the following:

- Geopost/DPDgroup became Geopost, a new brand allowing the company to cover its current core areas of expertise as well as future growth segments, including home and out-of-home delivery, specialised delivery, new commerce, and strategic initiatives;
- acceleration of its sustainable development strategy, with the definition of its "net zero emissions" by 2040 pathway approved in February 2023 by the Science-Based Targets initiative, and the launch of its Carbon Calculator in June to help its customers reduce their carbon emissions via a straightforward, reliable and accredited emissions measurement tool;
- at the same time, Geopost pressed ahead with gradually switching to a green vehicle fleet, and by the end of 2023 it had more than 9,000 low-emission vehicles on the roads across Europe. with 126 European towns and cities now fully served by low-emission means of delivery transport;
- Geopost launched "Day Definite", an upgraded version of its crossborder DPD Classic (standard) European delivery service. Day Definite supports customers throughout Europe, providing them with reliable, precise delivery lead times and digital tools that offer more predictable times by destination post code;
- it expanded its offering in specialised delivery segments such as food and healthcare. For example, it rolled out its fresh produce delivery service in Italy, Portugal and Lithuania, and Chronopost invested heavily in its temperature-controlled network for deliveries of food and healthcare products;
- it continued to develop its out-of-home delivery network, especially in Poland, the United Kingdom, France and the Czech Republic. At end-2023, Geopost had a network of more than 108,000 pickup points worldwide, including 19,355 lockers;
- it pursued the expansion of its global network with the creation of DPD Argentina, a joint venture set up with local operator TASA Logistica;
- Asendia joined forces with ESW to launch a solution called "e-PAQ Returns" – an end-to-end returns management platform – to help online retailers simplify the returns process and offer a faster, more efficient e-commerce experience;
- it sold the "instant" delivery business of its subsidiary, Stuart, to the Mutares group at the end of November 2023 and closed its Urby urban logistics business;
- BRT – an Italian subsidiary that Geopost took over in 2020 – launched a strategy under the impetus of a new management team to win back markets in temperature-controlled food products and out-of-home deliveries. In tandem, BRT launched a large-scale review of its subcontracting processes.

Geopost is a European leader in parcel delivery and solutions for e-commerce, operating in 50 countries<sup>(1)</sup> across all continents through its network of expert delivery brands, including: DPD, Chronopost, SEUR, BRT, Speedy and Jadlog. Geopost is committed to making retailing more efficient, more profitable and more

sustainable for all stakeholders. Committed to becoming an international benchmark in sustainable delivery, Geopost is the first global delivery company to have its roadmap to net-zero by 2040 approved by the Science Based Targets initiative (SBTi).

(1) Through majority and minority-owned subsidiaries. Geopost's geographical footprint is presented in the Integrated Report in the introductory section of this Universal Registration Document under "Profile".

## 1.2.1 Activities and market dynamics

Geopost operates in the lightweight parcel delivery market, which is generally referred to as the Courier, Express and Parcel (CEP) market.

Lightweight packages, generally defined as weighing less than 31.5kg<sup>(1)</sup>, can, unlike freight, be handled by one individual without special equipment (one man, one van rule). However, transporting parcels requires specific infrastructure (sorting centres and small vehicle fleets) and is based on delivery rounds. This market differs from other transport markets that do not require sorting operations (the delivery or cargo transport markets). The parcels market is based on providing a service on behalf of an ordering customer (known as the “shipper”) and a destination customer.

In 2023, Geopost handled 8 million parcels per day worldwide<sup>(2)</sup>, i.e., 2.1 billion parcels over the year as a whole.

### A segmented CEP market

The CEP market is traditionally segmented according to several criteria:

- **delivery time**, which generally subdivides the market into two segments:
  - standard or deferred parcels, without guaranteed delivery times, which ranges from 24 to 72 hours,
  - express parcels, with guaranteed delivery times that generally correspond to next-day delivery in the domestic market and next-day to two-day delivery in the international market.

Geopost’s core business is next-day parcel delivery to domestic customers with a Premium offering, in particular through the Predict interactive notification service, which is also offered for intra-European road traffic (next-day to three-day delivery depending on the origin and destination concerned);

- **geographic coverage:**
  - domestic markets (national delivery),
  - an international market, sub-divided between shipments within the European Union and shipments outside the European Union (also called intercontinental delivery).

Geopost is specialised in domestic and intra-European delivery and is expanding in the intercontinental market;

- **the nature of the sender and recipient**, which subdivides the market according to the type of parcel flow:
  - business to business (BtoB),
  - business to consumer (BtoC),
  - consumer to consumer (CtoC),
  - consumer to business (CtoB).

Geopost covers all customer needs in the various segments.

### Market players

The market is served by various types of operators, each of which has an operating model based on their particular structure and type of network:

- **global players** or integrators (UPS, DHL Express, Fedex/TNT), which cover the entire parcel delivery chain. They manage all functions, from airline to customs broker, freight agent and often also road courier;
- **major regional players**, including Geopost, capable of serving a large number of countries in a unified manner. In this segment, Geopost is the leading pan-European operator in terms of both revenue and number of countries covered by subsidiaries. These road shippers do not have their own air fleet and rely on commercial flights (in the baggage compartment of the aeroplane) or on integrated operators for their express delivery services;
- **domestic players** which include:
  - some domestic postal operators that have extensive domestic distribution networks and that are major players in BtoC markets,
  - local players: partner networks, shippers and SMEs, mainly positioned in the domestic small parcel transport market (or even the regional market), mostly in BtoB, and which are generally absent from international delivery.

Global players have invested in the standard parcel market for a few years in the European CEP market to establish a foothold in the BtoC market. This market was initially dominated by postal operators as well as regional and local players.

In general, the BtoC segment is still dominated by postal operators, which have a 27% market share in terms of revenue and 24% in volume. However, the gap between postal operators and other carriers is narrowing.

In addition, an increasing move towards in-sourcing logistics and freight in certain marketplaces, combined with the emergence of new players and the diversification of traditional logistics and transport players in certain business segments, are contributing to a dense, evolving ecosystem and fierce competition.

In Europe, Geopost is currently the leading operator in the CEP market with an estimated market share of 13.6% in revenue in 2022 (a 0.2 point increase compared to 2021). Geopost is also the leading operator in the intra-European road transport export market, holding a 20.7% market share.

(1) Or 70 pounds.

(2) Calculation based on five delivery days per week.

## Market trends

In 2022, the European CEP market was valued at €79.2 billion, representing 15.0 billion parcels. The market has seen a downturn of 0.9% in value and a downturn of 4.0% in volume compared with 2021.

### BtoC volumes down for the first time since e-commerce began

#### Domestic volumes

After two years of very strong growth due to the e-commerce boom during the Covid pandemic, revenue and volumes in the European CEP market slumped in 2022 due to the uncertain economic environment and falling e-commerce sales. Affected by post-Covid readjustments and lower household spending that has led to a decline in e-commerce sales, the BtoC segment shrank in 2022 by an estimated 3.1% in terms of revenue, representing a value of €36.8 billion, and by 4.4% in volume terms, corresponding to 8.9 billion parcels<sup>(1)</sup>.

#### Cross-border volumes

The cross-border business corresponds to parcel import and/or export operations.

In 2022, 57% of regular European e-buyers had already made purchases on a foreign site<sup>(2)</sup>. As a result, it is estimated that 56% of French internet users have already made foreign purchases on the internet. The countries with the most mature domestic e-commerce sites (including the United Kingdom, Germany, France and Poland) have the lowest rates, around 50%. Among countries that have a smaller domestic offering, the percentage of e-shoppers who have already made purchases on foreign sites stands at 56% in France, 73% in Belgium, 75% in Portugal and 81% in Switzerland.

Modelled on the growth of e-commerce within the European Union, the European CEP market has been driven by growth in intra-European volumes. Europeans often buy goods from neighbouring countries.

Lastly, in 2022, for purchases outside Europe, regular e-shoppers made their purchases primarily on American (32%) and Chinese (51%) sites, despite a significant drop in purchases from China (down 9 points compared with 2019). Conversely, in China, 76% of all e-shoppers have already purchased products from European sites, and 48% have purchased products from other Asian countries.

### A geographically concentrated market which is continuing to consolidate

The European CEP market was slightly less concentrated than in 2021, with Germany, France, Italy and Poland together accounting for 50% of the overall market. Poland grew by 9.1% and Italy by 3.9%, whereas France and Germany both saw their volumes decrease. Together with the UK, these five countries make up almost 71% of the total European CEP market in terms of volume.

Despite the slowdown in e-commerce and the significant impact of the unsettled economic situation, the CEP market continued to grow in Eastern Europe in 2022. In addition to Poland, other countries in the region recorded volume growth, including the Czech Republic (up 1.0%), Romania (up 8.8%), Hungary (up 10.2%), Bulgaria (up 8.7%) and Croatia (up 6.9%). The CEP market also continued to expand in the Baltic States (Lithuania: up 4.0%, Latvia: up 1.0%, Estonia: up 0.3%).

The three largest postal operators (DHL Express in Germany, Geopost and Colissimo in France, and GLS and ParcelForce in the United Kingdom) hold approximately 47.2% of the European market in volume<sup>(3)</sup>.

### A difficult economic environment and fiercer competition

The uncertainties and disruptions resulting from the war in Ukraine continued into 2023, and energy prices and inflation remained persistently high, heavily impacting the market. Combined with the effect of post-Covid adjustments, this has put even more price pressure on the fast/express parcel transport business, in both the BtoB and BtoC segments, due to:

- additional costs related to energy prices, which rose in both 2022 and 2023;
- capacity expansions by parcel operators during the pandemic to meet the spike in market demand, with some operators even finding themselves in a situation of overcapacity;
- a global context of declining volumes, which is intensifying competition within the parcels sector;
- large customers' high bargaining power due to the consolidation of the e-commerce market around a handful of large e-tailers;
- increased in-sourcing of logistics and freight in certain marketplaces.

Furthermore, the costs linked to delivery to individuals are higher than the costs linked to delivery to businesses, which causes additional pressure on margins, compounded by increasing difficulty in recruiting drivers.

On top of these factors is the positioning of the delivery offering compared to the overall e-commerce offering: delivery tends to be considered as a commodity whose value is not recognised or hardly acknowledged by e-shoppers. These factors create a paradox where XtoC deliveries are more expensive and more demanding in terms of service, while end-customers often expect to be offered the service for free.

Against this backdrop, Geopost's objective is to combine volume growth with continuing profitability, by adopting a pricing policy that is tailored to market conditions and takes into account rising costs, as well as applying a strategy of offering services that cover all of the home and out-of-home delivery needs of businesses and individuals.

(1) Source: 2022 Market Share study - Europe report.

(2) Source: Geopost e-shopper survey for 2022, conducted by GfK and Geopost, in 21 countries and with 23,974 respondents.

(3) CEP Market (Courier, Express and Parcel): market for the transport of parcels weighing less than 31.5 kilograms, which must be carried out through a network (including collection, sorting, transport and delivery operations). The parcels generally benefit from a tracking system (Track & Trace).

## Geopost's business areas and avenues for development

### Geopost crafts solutions for more sustainable commerce in three key areas

Delivery	Specialised delivery	New Commerce
B2B, B2C, out-of-home delivery	of healthcare products and food products, same-day delivery	e-commerce, digital services, data, acquisitions
           	        	  

## 1.2.2 Geopost's strengths

### A pioneering role in sustainable delivery

Parcel transport and freight account for 8% of total CO<sub>2</sub> emissions. Geopost is determined to enhance the way it does business, and to become the international benchmark in sustainable delivery.

For more than 10 years now, Geopost has taken major steps to improve the environmental performance of its network and reduce its carbon emissions. For example:

- the company is gradually making its vehicle fleets greener, so that by 2025 its deliveries will be carried out using low-emission vehicles in 350 towns and cities in Europe<sup>(1)</sup>. At end-2023, 9,172 low-emission vehicles had been brought into the fleet, deliveries in 126 towns and cities were carried out using only low-emission vehicles, and the switch to using low-emission vehicles had been launched in 210 other towns and cities;
- Geopost is constantly rethinking and optimising its routes to reduce the distances between depots, hubs and the end consumer. At end-2023 Geopost had set up 217 new urban depots, to be as close as possible to the end consumer and position itself as a leader in urban logistics;
- Geopost is diversifying its HGV fleet to include alternatives to diesel engines, such as electric, biogas or biofuel trucks, and it has joined the EV100+ initiative<sup>(2)</sup> to take an active part in the discussions on the development of these technologies and the related regulations. Geopost currently uses electric and biofuel trucks in Switzerland, the Czech Republic, France, the Netherlands, Germany, the United Kingdom and Ireland;

- Geopost is improving the energy efficiency of its buildings by switching to renewable energy supplies. Currently, 56.7% of the energy used by the company's sites comes from renewable sources;
- in addition, in view of the impact of air quality on human health, Geopost has partnered with Pollutrack to monitor air quality in 28 European cities. At end-2023, 230 fixed sensors and 1,595 mobile sensors had been deployed for this purpose.

In July 2022, Geopost took the next step by submitting its 2040 "net-zero" pathway to the Science Based Targets initiative. Its aim is to contribute to capping the increase in global temperatures to 1.5 °C by accelerating its plan to reduce greenhouse gas (GHG) emissions. To achieve that aim, Geopost has pledged to radically reduce its scopes 1, 2 and 3 GHG emissions as follows versus a baseline year of 2020:

- by 43% by 2030;
- by 90% by 2040, with any residual emissions neutralised through appropriate carbon capture and storage projects.

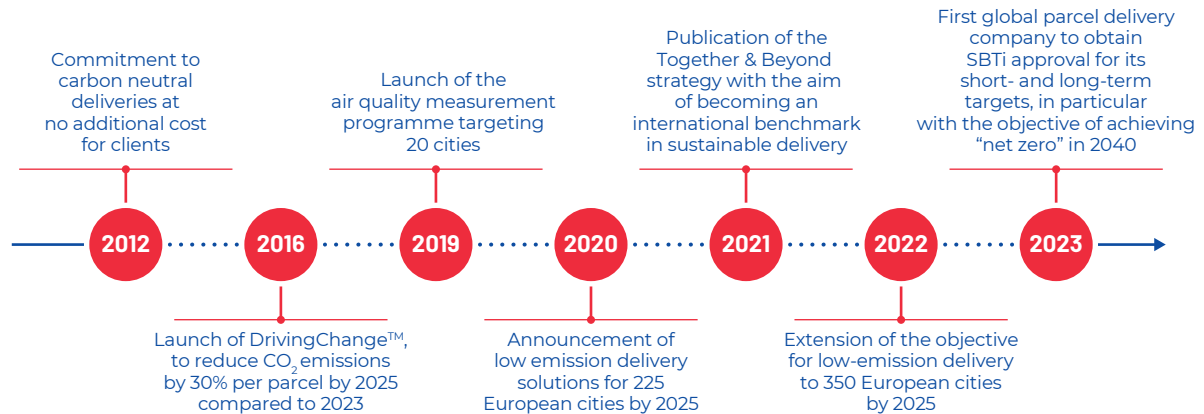
In February 2023, the SBTi officially approved this "Net-Zero Emissions by 2040" pathway, which covers 20 of Geopost's largest European subsidiaries<sup>(3)</sup>, making Geopost the world's first parcel delivery company to have its short- and medium-term carbon emission reduction targets approved by the SBTi.

(1) Towns and cities with more than 50,000 inhabitants.

(2) Global initiative led by Climate Group, an NGO that promotes climate action. Its aim is to make decision-makers and vehicle manufacturers aware of the strong demand for zero-emission trucks.

(3) BRT (Italy), Chronopost (France), DPD Germany, DPD Belgium, DPD Croatia, DPD Estonia, DPD France, DPD Hungary, DPD Ireland, DPD Latvia, DPD Lithuania, DPD Netherlands, DPD Poland, DPD Portugal, DPD Czech Republic, DPD United Kingdom, DPD Slovakia, DPD Slovenia, DPD Switzerland, SEUR (Spain). These subsidiaries account for 90% of Geopost's revenue.

## Geopost's environmental trajectory so far



## A hybrid BtoB – BtoC model, creating resilience and agility

Geopost was one of the first BtoB operators in the market to make the strategic choice to expand into BtoC more than 15 years ago. By pooling together BtoB and BtoC flow processing within its network, it was able to tap into the market's growth while improving its competitiveness. Geopost's growth potential therefore relies on its ability to increase its market share in both BtoB and BtoC flows.

Geopost operates in all business sectors: fashion and textiles, e-commerce, high-tech, industrial products, and healthcare and food products, serving companies of all sizes through offerings that are available worldwide.

In 2023, BtoC represented 58% of Geopost's business in volume terms (vs 57% in 2022 and 55% in 2020). The BtoB segment grew stronger in 2023, as consumers increasingly returned to physical shops, which had a correlative impact on e-commerce growth.

To meet the needs arising from these changing trends and be able to anticipate customer expectations both now and in the future, Geopost is placing agility at the centre of its strategy by:

- analysing trends and developments in e-shoppers' buying behaviours, based on an annual survey<sup>(1)</sup> carried out among 25,000 e-shoppers in Europe;
- drawing on a network of subsidiaries and partners who are domestic champions and experts in their local markets;
- by being a pioneer in its sustainability goals and the transformation of its business;
- sharing its recognised expertise with decision-makers and legislators, in order to shape the delivery models of the future.

## Premium home and out-of-home delivery offers

Through its main trademarks, Geopost offers a comprehensive and innovative range of BtoB, BtoC and CtoC services, in terms of:

- delivery times (domestic, European and intercontinental):
  - fast standard delivery, usually providing next-day delivery, albeit without a guarantee,
  - express premium delivery (guaranteed next-day delivery, before 1pm; date and time specified – and a refund if not delivered on time);

- customised solutions and value-added service. These customised offerings are adapted locally to better meet customers' needs (parcel tracking, cash on delivery, online proof of delivery, insurance, collection requests, etc.). Available for domestic delivery, some of its products and services are also offered for import/export flows in order to facilitate international e-commerce trade.

## Home delivery

In 2022, 78% of regular e-shoppers<sup>(2)</sup> in Europe preferred home delivery (door-to-door), which is Geopost's core business.

Regular e-shoppers have high expectations when it comes to delivery. They are particularly keen to have real-time access to information about their deliveries and to be able to choose the day and time of delivery in advance. So as to continually improve the customer experience and ensure successful first-attempt deliveries, Geopost has developed high-performance digital tools to optimise routes, share more information with customers and enable them to interact with Geopost to adjust their delivery options. Thanks to its Predict service and the myDPD platform, which have been deployed across nearly all of its European subsidiaries, Geopost can let its end-customers know their delivery slot, follow the driver's route in real time, and redirect their parcel if required. At end-2023, the myDPD app had over 22 million registered users.

Geopost's delivery offer therefore meets high quality standards, with even more reliable and precise delivery times and digital tools that make it easier to predict delivery to the destination postcode. Its enhanced offer – Day Definite – was launched in February 2023 in ten countries, then rolled out across Europe a few months later, with a view to helping customers grow their businesses in 30 European markets and provide an optimal experience to their own customers.

Moreover, consumers are increasingly considering alternative delivery places: pick-up points, at work, in a shop or in a parcels locker. Geopost's out-of-home delivery service meets all these needs, thanks to its Pickup network of 108,000 pick-up points. Equally, the home delivery service gives customers the option of redirecting their parcels to an out-of-home pick-up point if they wish to.

(1) Geopost e-shopper survey.

(2) Source: Geopost e-shopper survey for 2022, conducted by GfK and Geopost, in 21 countries and with 23,974 respondents.

Geopost also has a service called "Return my parcel"<sup>(1)</sup> which makes it easier for customers to return items by dropping them off at pick-up points or booking a home pick-up whenever they wish, and enables them to track their parcel's route. There is also a new digital label system, which is already up and running within several Geopost subsidiaries, which customers can use to return their parcels rather than having to print off a label. This new digital label feature is currently offered by SEUR in Spain, DPD Germany, DPD Estonia, DPD Latvia and DPD Lithuania. This simple way of returning items gives online shoppers peace of mind and streamlines their overall shopping experience.

### Out-of-home delivery: pick-up points and lockers

The challenges raised by home delivery, with pressure on prices and the need to offer more flexibility and options in terms of delivery methods, make having an out-of-home network a real asset for increasing BtoC market share.

Lockers are gaining ground among e-shoppers in Europe, where they are used by 20% of regular e-shoppers. Pick-up/drop-off points are equally popular as lockers Europe-wide. They are particularly popular in France (56%), the Czech Republic (49%), Slovakia (42%), Belgium (29%) and Bulgaria (35%).

Leveraging Pickup Services, a subsidiary specialising in the development of out-of-home delivery solutions such as retail pick-up/drop-off points (tobacconists, news stands, bookstores, stationery shops, etc.) or pick-up/drop-off points in larger stores (supermarkets, store networks, franchise networks), Geopost has rolled out this model throughout Europe to offer shippers a consistent network with the same service level requirements.

At end-2023, Geopost had a network of more than 100,000 Pickup points throughout Europe, giving it the densest and most extensive network of pick-up-points and lockers in the market. This network comprises 25,000 pick-up points in Poland, 18,000 in France, 10,000 in the United Kingdom, 8,000 in Germany, 7,500 in Italy (Fermopoint) and 5,000 in Spain, as well as over 9,000 in the Nordic countries thanks to Geopost's strategic partnership with the PostNord group (Denmark, Finland, Norway and Sweden). Use of automated lockers is booming in Europe, with 19,000 lockers deployed to date (7,000 more than at end-2022).

In France, with a view to creating more pick-up solutions for individual customers (BtoC and CtoC), Geopost has set up a network of 1,500 automated Pickup Station lockers in high-traffic areas. Most lockers are accessible 24 hours a day, seven days per week. In addition to the lockers installed in SNCF train stations and post offices, the Pickup Station lockers located in supermarkets and hypermarkets are becoming increasingly popular. New lockers are also being set up in metro and RER stations in Paris and its surrounding towns to make everyday life easier for passengers, and new partnerships were signed in 2023 with the Louvre Hotels Group network and Esso filling stations.

The aim is to ensure that 95% of Europeans are located no more than 15 minutes away by car from a Pickup point. In Paris and Brussels, for example, all of these two capitals' inhabitants live less than a 10-minute walk from a Pickup point. Having a dense Pickup network that pedestrians and cyclists can easily get to also helped Geopost to reduce its CO<sub>2</sub> emissions per parcel by 63% in 2023 compared with standard home delivery.

### Operational excellence for enhanced customer service

For Geopost, quality of service and customer satisfaction are key priorities, and providing best-in-class transport solutions and continuing to build customer loyalty are essential for driving its growth.

To optimise its operating efficiency and add to and upgrade its production capacity, Geopost invests in major capital expenditure projects that it selects carefully. In recent years, investments have been made in particular to open and expand hubs in France and Europe, regularly renew delivery scanners and improve IT processes and data monitoring.

These investments made it possible to absorb the growth in volumes and the management of peak activity at the end of the year, which is characteristic of the retail delivery market. At the end of 2023, despite the difficult economic climate, Geopost experienced peak activity very similar to that seen in 2021: on 27 November 2023, it recorded its highest-ever daily volume, with 12.2 million parcels processed in Europe following Black Friday orders, an increase of 1.9% on standard daily volumes. For the total peak period, from 13 November 2023 to 12 January 2024, Geopost processed 367 million parcels in Europe.

### An interconnected multi-domestic network in Europe and worldwide

Geopost's organisational structure allows it to offer international shippers and recipients a consistent and comprehensive offering of BtoB and BtoC delivery services across Europe and the entire world (see "Global reach" in the Integrated Report in the introductory section of this Universal Registration Document under "Profile").

#### In Europe

Geopost's network offers comprehensive and competitive coverage in all European countries. It is based on reliable domestic networks, has a thorough understanding of specific local characteristics and is totally interconnected within a high-performing international network.

Geopost is present on the European market:

- through wholly owned or controlled subsidiaries in 26 countries: under the DPD brand in Ireland, the United Kingdom, France, Belgium, Luxembourg, the Netherlands, Germany, Switzerland, the Czech Republic, Slovenia, Croatia, Poland, Slovakia, Hungary, Estonia, Latvia, Lithuania, Portugal and Romania; under the Chronopost brand in France; under the Seur and TIPSAs brands in Spain; under the BRT brand in Italy; and under the Speedy brand in Bulgaria;
- through capital and industrial partnerships: on the Austrian market, thanks to a 26% stake in DPD Austria;
- through commercial partnerships with leading companies: PostNord in the Nordic countries (Denmark, Sweden, Norway and Finland); Lagermax in South-East Europe.

As a result, Geopost has an operating presence covering the whole of Europe. Thanks to its locations in these major markets, it now has the most extensive parcel delivery network on the continent.

In 2023, France, Germany, Italy and the United Kingdom accounted for 55% of Geopost's revenue, and 82% of its overall revenue was generated outside France.

(1) Return procedures aligned with local practices.



## Outside Europe

Outside Europe, Geopost has expanded its presence in dynamic markets:

- directly, through wholly owned or controlled subsidiaries: in Belarus, Kazakhstan and Brazil with 100% stakes; in South Africa with a 75% stake in DPD Laser; in Brazil with a 98% stake in Jadlog; in Mauritius with a 75% stake in Chronopost Mauritius; in Asia with a 65% stake in Lenton (see Section 6.1, Note 44 to the 2023 consolidated financial statements);
- through capital and industrial partnerships: in India with a 43% stake in DTDC; in Turkey with a 25% stake in Yurtiçi Kargo; in South-East Asia with a 42.3% stake in Ninja Van; in French-speaking Africa: Morocco (34%) and Burkina Faso (40%) under the Chronopost brand; in Egypt with an 11% stake in Bosta; in the Middle East, Africa and Australia with a 28% stake in Aramex; and, more recently in Argentina, since the creation of the DPD Argentina joint venture with TASA Logistica in May 2023 (35% interest);
- lastly, Geopost is positioned on the international transport market for specialised pharmaceutical products through its subsidiary Biocair (100%).

Geopost has also built an air network, mainly through partnership agreements with airline companies<sup>(1)</sup>, equity investments in international operators<sup>(2)</sup>, equity investments in companies offering domestic services<sup>(3)</sup> and other regional operators throughout the world. For example, Geopost has owned 35% of Sodexi (joint venture with Air France) since 2012, a company that carries out Air France Cargo airport express operations.

This air network, which operates from Chronopost's Roissy-Charles de Gaulle hub (France), delivers parcels to 230 destinations worldwide.

## Asendia: cross-border e-commerce

Since 2012, La Poste has implemented a strategic alliance with Swiss Post to develop cross-border e-commerce activities, which has led to the creation of the Asendia joint venture.

As part of La Poste Groupe's 2030 strategic plan, and in accordance with the shareholders' agreement applicable to the joint venture, Geopost has been responsible for Asendia's operational management since 1 July 2021, with a view to fostering value creation and synergies between the two entities.

This segment of cross-border e-commerce is particularly promising, with average annual growth expected to top 15% between now and 2025, and the volume of transactions to exceed €1,000 billion.

In this segment, Asendia offers two types of services:

- logistics services for cross-border shipments of small goods, parcels and mail from around 20 countries and three major geographic areas (Europe, North America and Asia-Pacific), with a business model that is not highly capital intensive. The model involves purchasing transport and distribution solutions and offering customers a seamless service by injecting volumes into the distribution networks (usually postal) of the destination countries;
- technological services operated by its subsidiary ESW allowing brands to manage cross-border transactions with a customer experience equivalent to domestic transactions.

In 2023, Asendia generated €2,623 million in revenue.

## Specialised delivery

Geopost offers specialised delivery solutions to meet specific needs in sectors such as food, healthcare and same-day deliveries.

### Food delivery

Food e-commerce covers dry (room temperature), fresh (temperature between 0°C and 4°C) and frozen products (temperature of -18 °C and below). The Covid crisis in 2020 led to wider use of online food shopping, which accelerated growth in this market segment and resulted in food deliveries becoming a lasting feature of European consumer habits. Today, however, the food e-commerce market is seeing a real societal shift, as new consumer expectations and preferences emerge in favour of local purchases and short supply chains. In 2023, fresh food and beverages formed part of the shopping baskets of 32% of regular e-buyers in Europe<sup>(4)</sup>. Geopost delivers food products to BtoC and BtoB markets, to industry professionals, producers, retailers, supermarkets, private individuals, etc.



## CHRONOFRESH

Since its creation in 2015, Chronofresh has experienced strong commercial success, with revenue growing year after year. In 2023, its volumes rose 8% vs 2022. In 2023, Chronofresh's business represented:

- 9 million food deliveries, of which 6.5 million were temperature-controlled, with 70% for individuals and 30% for businesses;
- 2 dedicated hubs and 2 hubs at Chronopost sites;
- 93 branches equipped with positive and negative cold rooms for storing the food boxes prior to delivery;
- 12,000 containers and 500 dedicated temperature-controlled vehicles;

as well as a range of four services:

- express: next-day collection and delivery in France;
- temperature-controlled vehicle hire with driver;
- bespoke deliveries;
- order preparation and multiple-delivery logistics.

(1) Including Air France-KLM, Cathay Pacific and American Airlines.

(2) Like SoDexi (subsidiary owned 65% by Air France SA and 35% by Geopost).

(3) Such as DTDC in India and DPD Laser in South Africa.

(4) Source: 2023 e-shopper survey.

Currently, 27 of Geopost's subsidiaries in Europe can deliver dry food products to over 200 countries, and in recent years, it has developed expertise in temperature-controlled transport for fresh and frozen products. There are now six Geopost subsidiaries in Europe positioned in this market (Chronopost in France with Chronofresh, SEUR in Spain with SEUR frio, DPD Belgium, DPD Portugal and DPD Lithuania with DPDfresh, and BRT with BRTfresh) and are able to deliver both fresh and frozen products, controlling the cold chain throughout the entire transportation of the food items. All of Geopost's services (Predict, redirections, choice of delivery slot, delivery tracking, notifications, etc.) are also available for deliveries of food products.

In 2023, Geopost carried out 8.5 million temperature-controlled food deliveries.

In France, Chronopost invested over €20 million in its temperature-controlled network in 2023. Thanks to this new infrastructure, Chronopost now has the largest temperature-controlled network among France's carriers, serving delivery needs for both food and health products. Two new hubs dedicated to Chronofresh's activities were opened in 2023 in the Paris and Lyon regions. Delivery of healthcare products

Geopost delivers medical equipment and appliances, consumables, over-the-counter medicines and pharmaceutical products in accordance with best practices applicable to these sensitive products, paying particular care and drawing on all of its expertise. Its services in this segment include:

- deliveries throughout the day and parcel tracking;
- parcels handled with care, by teams specially trained in delivering medical supplies;
- temperature monitoring for sensitive pharmaceutical products.

In France, through its Chronopost Healthcare division created in 2020, Chronopost carries out ambient-temperature product delivery as well as temperature-controlled delivery (-20 °C, +2/+8 °C, +15 °C/+25 °C), using active cooling for heat-sensitive products (such as biological

samples, clinical studies, blood products, medicines and laboratory reagents). In 2023, two new hubs dedicated to Chronopost Healthcare's activities were opened.

In parallel, Biocair, a global specialist in temperature-controlled logistics for the healthcare industry, has been providing pharmaceutical industry professionals, researchers and scientists with industry-leading supply chain solutions for over 35 years, via an extensive global network of offices and experts in more than 160 countries. In 2023, Biocair handled 62,000 shipments and they have been awarded the Silver Medal rating by the EcoVadis sustainability ratings agency.

### Same-day delivery

Geopost is also positioned in the urgent delivery market.

DPD's UK subsidiary, CitySprint, is the United Kingdom's largest same-day delivery company. With a regional network of more than 30 sites across the UK and a fleet of 3,500 vehicles, CitySprint can cover more than 88% of the country within the hour. CitySprint now also owns EcoSpeed and Astral, two regional courier businesses.

In 2023, CitySprint delivered 5 million parcels in the UK.

Customers of Geopost and its subsidiaries can also opt for same-day delivery in many European countries<sup>(1)</sup>, and even two-hour delivery in Spain (SEUR Now).

### Innovation

Innovation and new technologies are central to many aspects of the logistics industry, including route optimisation algorithms, alternative energies for delivery fleets, tools for providing optimal customer experience, and systems for supporting warehouse staff. All of these initiatives are being developed by Geopost and its subsidiaries worldwide to help create best-in-class customer experience and service quality, and attract and retain the best talent.



## THE CARBON CALCULATOR, A DIGITAL TOOL FOR MEASURING CO<sub>2</sub> EMISSIONS

Brands and end-consumers alike now place great importance on sustainability and transparency. As a result, retailers need to be able to measure carbon emissions right across the delivery chain so that they can reduce emissions and provide reliable and transparent information to their customers.

Additionally, all companies now have to meet the new ESG reporting requirements and be able to provide high-quality data about their direct and indirect activities. In view of all these factors, Geopost has developed the Carbon Calculator, a pioneering measurement and reporting tool to help its customers reach their own carbon-reduction targets. This tool gives shippers access to data about the emissions specific to their shipments, giving them 360° visibility of their scope 3 emissions.

The methodology used in the Geopost Carbon Calculator complies with international carbon accounting standards, in particular the Global Logistics Emissions Council Framework for Logistics Emissions Methodologies (GLEC Framework). The calculator is officially accredited by the Smart Freight Centre and is authorised to provide data on carriers' GHG emissions for freight and logistics.

It has already been launched in ten subsidiaries (Chronopost, DPD France, DPD United Kingdom, DPD Belgium, DPD Poland, DPD Estonia, DPD Latvia, DPD Croatia, DPD Slovenia and DPD Switzerland) and Geopost is gradually continuing the roll-out so that it will ultimately be in place in its 20 largest subsidiaries in Europe.

(1) Spain, Portugal, France, United Kingdom, Hungary, Poland, Estonia, Lithuania, Latvia, Belgium and Luxembourg.

### Autonomous robot deliveries

Autonomous driving is shaping the future of mobility, and DPD UK – Geopost's subsidiary in the United Kingdom – is already using a delivery robot designed by Cartken to provide an autonomous and sustainable last-mile solution in the UK towns of Milton Keynes and Raunds. Recipients are notified in advance of their robot delivery, and once they have confirmed that they will be at home to accept the parcel, the robot is dispatched. Customers can track the robot's progress on a map and are notified when it reaches their home. They then use a code to open the secure compartment and access their parcel. Once the compartment is closed, the robot either continues on to its next delivery or returns to the depot.

A second prototype of the robot vehicle is currently being developed, which will be able to deliver three parcels at a time instead of the current single delivery. In 2023, DPD UK announced that it was rolling out its robot deliveries to ten UK towns and cities.

### Multi-service lockers by Pickup

Geopost and its subsidiaries worldwide are committed to designing and developing services that are closely attuned to customer expectations and consumer behaviour. For example, Pickup, Geopost's French subsidiary specialised in out-of-home delivery, is currently developing a multi-service locker – a brand new comprehensive

solution offering a wide range of local services in a single infrastructure. The lockers can be used to pick up or return parcels and they are also a way of building up relations between residents in the same neighbourhood (by serving as places to exchange parcels, keys or other items) as well as strengthening links with local retailers. This state-of-the-art locker also includes a refrigerated area, a new feature which enables fresh food (e.g., meat, fish, vegetables and ready meals) to be delivered to customers out-of-home and picked up at a time and place that is convenient to them.

Around a hundred of these new-generation lockers are scheduled for deployment in 2024, in small towns as well as large cities.

### Innovating for employees

As part of its constant bid to provide ever-better working conditions in its warehouses, Geopost is testing AI-powered exoskeleton devices, specially designed to help employees in hubs and warehouses. By reducing back strain, these devices help to improve employees' working conditions and employability, while at the same time increasing productivity. To date, ten exoskeleton devices have been successfully tested in two subsidiaries, in Switzerland and Germany. In 2023, DPD Netherlands also decided to try out the process, testing the latest-generation exoskeleton device made by German Bionics.



## REGULATIONS SPECIFIC TO THE EXPRESS DELIVERY BUSINESS

Geopost's subsidiaries operate in the express parcel service business, mainly as freight forwarders or road hauliers. These two professions are subject to specific regulations.

### Conditions governing access

- **Road hauliers:** the conditions governing access to the profession of road haulier are mainly defined at European level in Regulation no. 1071/2009 of 21 October 2009, and at national level by Articles R. 3211-1 et seq. of the French Transport Code (*Code des transports*).
- **Freight forwarders:** the conditions governing access to the profession of freight forwarder are governed by Articles R. 1422-1 et seq. of the French Transport Code. The role of a freight forwarder differs from that of a transport operator in that a freight forwarder organises and arranges the various freight transport phases, under its responsibility, without actually transporting the freight itself.

### Conditions governing performance of the activity

- **Freight road hauliers** in France using motor vehicles must hold an administrative authorisation to exercise such an activity and be registered in the national register of road transport firms. The operator's administrative authorisation can only be issued and registered in the electronic register if four cumulative conditions are met:
  - have the status of a stable and actual business;
  - possess financial capacity, i.e., have sufficient equity or guarantees for the fleet used;
  - meet professional standing criteria: this condition must be met by the legal entity, the company's legal representatives and the transport manager;
  - have professional capacity, i.e., the company's transport manager must hold a certificate of professional capacity.

The company must possess an EU licence if they engage in transport using vehicles with a maximum authorised payload above 3.5 tonnes and a national transport licence for vehicles under 3.5 tonnes. Administrative authorisations pertaining to the transport sector are valid for ten years and are renewable.

- **Freight forwarding companies** in France must be registered in the national register of freight forwarding companies. Such registration is contingent on the freight forwarder having the appropriate professional standing and aptitude.

### 1.2.3 Strategy and outlook

As part of La Poste Groupe's 2030 strategic plan, Geopost has mapped out "Together & Beyond", aimed at driving e-commerce growth. In 2023, Geopost continued to roll out this strategy, adapting it to market conditions.

#### From GeoPost/DPDgroup to Geopost: a brand that links people, business expertise and geographies

Faced with a changing world that is reshaping the logistics industry and business, GeoPost/DPDgroup decided to transform its brand to support its global growth ambition and embrace its diversification strategy, becoming Geopost in February 2023. This new brand covers current core areas of expertise as well as areas of future growth:

- delivery, Geopost's core business, comprising BtoB and BtoC domestic and cross-border shipping and parcel delivery solutions, including home and out-of-home delivery;
- specialised delivery: expert delivery solutions designed to meet specific, specialised needs in sectors that include food, healthcare and same-day delivery;
- new commerce: developing integrated, digitally-native and data-powered solution that support the future expansion of e-commerce.

Geopost is an umbrella brand under which the various existing global commercial brands – Chronopost, DPD, SEUR, BRT, Jadlog, etc. – will be able to continue to develop.

#### Becoming the international benchmark in sustainable delivery

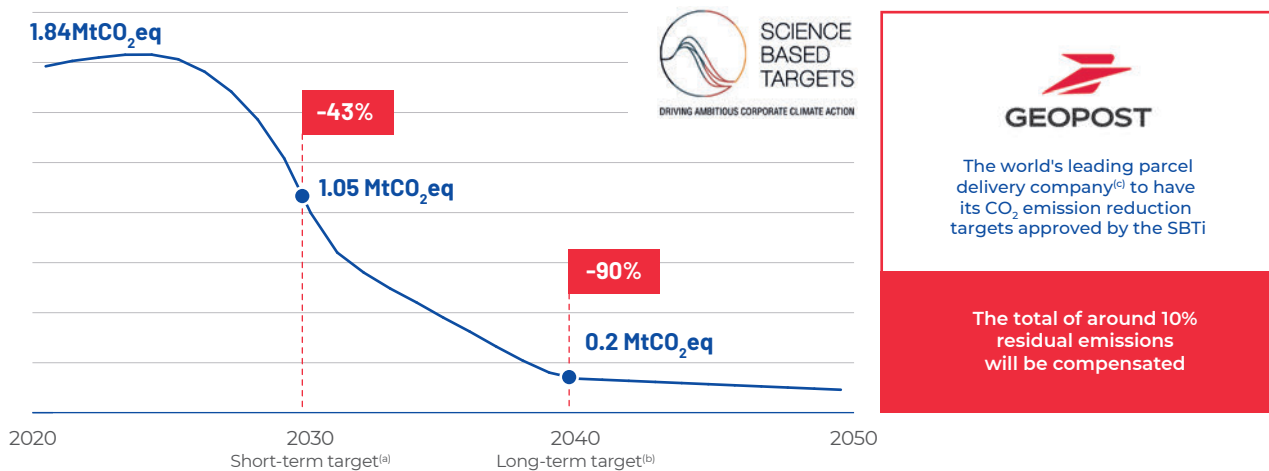
##### Geopost's environmental commitment

Geopost's goal is to become the international benchmark in sustainable delivery and has mapped out a "Net-Zero emissions" by 2040 pathway.

To achieve its aims, Geopost has pledged to reduce its scopes 1, 2 and 3 GHG emissions by 43% by 2030 and by 90% by 2040 compared with 2020, the baseline year.

- **Net zero emissions objective:** achieve this science-based target across its entire value chain by 2040.
- **Near-term targets:** reduce absolute scope 1 and scope 2 GHG emissions and absolute scope 3 emissions from fuel and energy-related activities, upstream transport and distribution and upstream leased assets by 43% by 2030.
- **Long-term targets:** reduce absolute scope 1, scope 2 and scope 3 GHG emissions by 90% by 2040.

#### Net zero emissions by 2040 – a target approved by the SBTi



(a) Commitment for heavy-duty trucks (over 7.5 tonnes) to be zero-emission at the tailpipe by 2040.  
 (b) Commitment to reduce GHG emissions by 90% by 2040.  
 (c) Commitment scope: Geopost's 20 largest subsidiaries in Europe.

Geopost is the first global parcel delivery company to have both its near- and long-term emissions reduction targets approved by the Science Based Targets initiative<sup>(1)</sup> (SBTi), with this approval being given back in February 2023. Geopost's target of net zero emissions by 2040 – ten years ahead of the recommendations in the Paris Agreement – positions it as an international benchmark in sustainable delivery.

To achieve this pathway, Geopost's actions will focus on four key areas, with an emphasis on moving from fossil fuels to alternative energy sources and means of transport.

(1) SBTi: a leading independent organisation founded by the United Nations Global Compact, the WWF, the World Resource Institute (WRI) and the Carbon Disclosure Project (CDP). It is widely recognised for its assessment and support of scientifically-based GHG emissions reduction targets that companies have set themselves.

	Key enablers	Ambitions
<b>First and last mile</b>	Increasing the proportion of low-emissions vehicles in the fleet, and the use of alternative transport solutions, with more electric vehicles, cargo bikes and delivery on foot	85% low-emission vehicle fleet/alternative transport solutions by 2030 100% low-emission vehicle fleet/alternative transport solutions by 2035*
<b>Linehaul</b>	Diversifying our linehaul fleet to incorporate vehicles powered by alternative fuels (biogas, biofuel, electric and hydrogen) Shifting more parcels to rail	50% alternative linehaul transport solutions by 2030 100% alternative linehaul transport solutions by 2040
<b>Buildings</b>	Switching to renewable energy Increasing on-site energy efficiency	70% renewable energy by 2030 100% renewable energy by 2035
<b>On-site vehicles and company cars</b>	Switching the fleet to electric vehicles	90% electric vehicles by 2030 100% electric vehicles by 2035

\* Including delivery on foot.

## Geopost's commitments to people and communities

In addition to its carbon-reduction targets, Geopost has made strong commitments to its employees, its customers and the communities where its teams work.

Geopost places the utmost importance on taking care of all of its people and has drawn up an Employer of Choice programme to enable its employees to develop and flourish in a healthy, safe and attractive working environment. Geopost's strategy in this respect is based on four main pillars:

- diversity, equity and inclusion;
- talent management;
- in-house career development;
- health, safety and well-being.

As in 2022, Geopost carried out an employee survey in 2023, the results of which will be issued in early 2024. The findings of the 2022 survey, published at the beginning of 2023, show that employees have a positive view of their working lives, with the employee engagement rate coming in at 76%. Similarly, 87% of respondents felt they are respected as employees, whatever their profile, and 82% deemed their workplace health & safety conditions to be satisfactory.

Geopost also works hand in hand with its partners and subcontractors and, as part of its Partner of Choice programme, seeks to launch a range of initiatives to attract more transport partners, provide a safe and smooth working experience, reward good performance and work together to reduce carbon emissions. Geopost's objective is to maintain its operational strength thanks to a value proposition that is attractive to existing and potential partners. In return, its partners have the benefit of stable and fair revenue, positive working relations and a deeper and more rewarding bond with Geopost.

## Cementing positions gained in Geopost's core business

### Enhancing performance

In a tense market environment (slowdown in growth, inflation, etc.), Geopost is stepping up its efforts to control costs and enhance operational performance, particularly through the use of digital and data-driven technology (such as chatbots for customer support and predictive approaches for transport and delivery).

In Germany, given the deteriorating economy, Geopost's subsidiary, DPD Germany, announced in December 2023 that it would be carrying out a structural transformation programme to introduce

leaner and more flexible operational structures, as well as more efficient processes with a streamlined network. The programme will be implemented over a period of two years and will affect 1,400 jobs within the subsidiary.

Meanwhile, despite a ten-year development period for Stuart, and strong business growth since it was acquired in 2017, Geopost has not managed to lead this subsidiary towards a sustainable and profitable model. Geopost's original strategic intention was to leverage its meal delivery activity to develop a BtoC same-day delivery business. This did not materialise as the market remained very flat, developing more towards the model of delivery rounds. Although Stuart has growth potential in its traditional market, Geopost is no longer the best partner to drive its business development under optimal conditions in this market segment, which is far removed from Geopost's core business. The decision was therefore taken to sell Stuart to Mutares, a private equity company based in Germany.

### Reinforcing and extending Geopost's core business in Europe

Geopost is continuing to invest financial and other resources in safeguarding and reinforcing its European leadership in the domestic and cross-border BtoC and BtoB road delivery markets.

As Europe's market leader in BtoB delivery, Geopost is pursuing its drive to enrich its offering and services for its business customers (deploying BtoB digital platforms to manage their shipments, launching the new Carbon Calculator tool, etc.), so it can support them in their growth projects (development of international sales, launch of e-commerce activities), and give them best-in-class service quality.

Geopost is also strengthening its leadership position in BtoC services. It offers a unique, premium home delivery service, based in particular on the Predict solution and the myDPD app, which gives end-customers control over their deliveries.

At the same time, Geopost is furthering its development in CtoC e-commerce – a fast-growing segment that meets both the demand for lower prices that has risen in the current inflationary climate and consumers' expectations regarding sustainability and circular economy practices.

In parallel, Geopost is stepping up the roll-out of its out-of-home delivery offering, by deploying an extensive hybrid network (retail outlets and lockers) that meet consumers' demand for flexible delivery options while taking into account specific local conditions. At end-2023, the Pickup network comprised more than 100,000 pick-up points in Europe<sup>(1)</sup>, and Geopost intends to further expand this network over the coming years, especially in terms of lockers. In some countries, such as Estonia and Lithuania, lockers are already the preferred delivery option for e-shoppers. The out-of-home delivery sector may benefit from the strong momentum of the CtoC segment, which relies heavily on these delivery solutions.

(1) 100,000 Pickup points in Europe (service points and lockers), including 9,400 in Scandinavia via Geopost's partnership with PostNord.

Additionally, as the European market leader in cross-border parcel delivery by road, Geopost is pursuing its growth strategy and enhancing its offering towards a Day Definite positioning throughout Europe, which proposes even more reliable and accurate delivery times and digital tools for more effectively predicting delivery to the destination postcode.

## Accelerating growth drivers

### Developing vertical approaches

Geopost is continuing to develop its business in strategic growth market segments, such as the delivery of food and healthcare products.

Geopost is aiming for a leadership position in Europe in the food delivery market, where growth is being driven in the BtoC segment by online food shopping and in the BtoB segment by major changes in delivery solutions. Geopost is positioning itself in ambient temperature delivery and, increasingly, in temperature-controlled delivery, including through the Chronofresh brand in France. Drawing on its express network, Geopost can guarantee customers both the quality of the express service it provides and its compliance with food industry requirements (temperature control and traceability).

In 2023, Geopost extended its fresh and frozen delivery solutions to other countries in Europe (Portugal, Italy and Lithuania), thanks to its expertise in temperature-controlled transport. In order to step up the pace of its growth in this segment, Geopost has acquired a number of companies with expertise in temperature-controlled transport, such as BK and Cool Runnings in the Netherlands.

### Developing Geopost's international business and broadening its reach beyond Europe

Expanding its international business is a strategic priority for Geopost. Outside Europe, it is currently expanding in Asia (e.g., Ninja Van in South Asia, DTDC in India and Lenton), the Middle East

& Africa (Aramex, DPD Laser) and Latin America (Jadlog). In Argentina, Geopost has teamed up with TASA Logistica, a long-standing local logistics operator, to create DPD Argentina, a specialist in last-mile delivery in the BtoB and BtoC markets. This new subsidiary offers its delivery solutions to BtoB and BtoC customers in Argentina, with the aim of becoming one of the country's major last-mile players over the next five years.

Geopost is also developing its portfolio of international services through its subsidiaries and partners, including Lenton, Asendia and Aramex. Asendia (a joint venture between La Poste and Swisspost, now under the operational management of Geopost) offers international shipping solutions for e-merchants wishing to send small goods, parcels and mail from some 20 countries in three major geographical areas (Europe, North America and Asia-Pacific).

Going forward, with a view to positioning itself as an e-commerce catalyst, Asendia and its subsidiary ESW will leverage more synergies with Geopost, and develop their services:

- among major players in global e-commerce in Europe and worldwide;
- in goods shipments from 30 countries;
- among major brands for their international sales; and
- among e-merchants wishing to tap international markets.

Through its subsidiary, ESW, Asendia offers digital solutions for brands wishing to develop their direct-to-consumer e-commerce activities internationally. ESW, a leader in end-to-end cross-border e-commerce, enables global brands to optimise the international online shopping experience. In 2022, ESW acquired Scalefast, a Los Angeles-based provider of global e-commerce solutions.

In 2023, Asendia teamed up with ESW to launch the e-PAQ Returns solution, a comprehensive returns management platform supported by an extensive global reverse logistics network and operated in partnership with ESW technology. This solution will help online retailers simplify the returns process for their shoppers by providing a faster, more efficient experience.

## 1.3 LA BANQUE POSTALE



### 2023 KEY FIGURES

**€7,256m**

Net banking income (NBI)<sup>(1)</sup>  
(up 16.7% vs 2022)

**€2,121m**

Operating profit<sup>(1)</sup>  
(up 67.2% vs 2022)

**21,588**

Employees  
(down 0.4% vs 2022)

**10 million**

Active banking customers

**36 million**

Personal Risk/Protection policyholders

**14 million**

Savings/retirement policyholders



### 2023 SIGNIFICANT EVENTS

#### A bancassurer undergoing transformation

- Planned closure of Ma French Bank – La Banque Postale's 100% mobile bank – with the launch of an information-consultation procedure with the employee representative bodies concerned.
- LBP AM's acquisition of the entire capital of La Financière de l'Échiquier (LFDE), creating a European multi-specialist leader in conviction management. With this acquisition, LBP AM now owns one of France's leading entrepreneurial asset management companies.
- Formation of a dedicated hub bringing together all of the group's insurance activities and their legal entities under the umbrella of CNP Assurances Holding, which is wholly owned by La Banque Postale.

#### Business development and diversification

- Extension until 2035 of the Asset Management partnership between La Banque Postale and Aegon through their joint venture LBP AM.
- Completion of the acquisitions in Brazil: CNP Assurances now owns all of the interests previously held by Caixa Seguridade and Icatu in five companies that distribute death/disability and health insurance, dental insurance, savings and *consórcio* products.

#### Socially responsible services and solutions for all customers

- Roll-out of impact home loans based on the Impact Weighting Factor (IWF)<sup>(2)</sup>. This impact home loan will allow enable future home buyers to benefit from a reduced borrowing rate as well as reduced rates for carrying out energy-efficiency renovation works, so as to involve La Banque Postale customers in the just transition.
- A cashback programme, enabling private customers with a payment card to make savings on their everyday purchases.
- Subzen: a support service for local authorities to help them put together the information needed to back up their grant applications.
- The first term creditor insurance contract to carry the "Positive Assurance" label – distributed by La Banque Postale with CNP Assurances as the insurer – which offers particularly inclusive cover, such as the "Family Assistance" formula.
- Launch by La Banque Postale, CNP Assurances and LBP AM of an impact infrastructure debt fund underwritten by CNP Assurances to the tune of €1 billion.

La Banque Postale, a French public limited company (*société anonyme*) with an Executive Board and a Supervisory Board, is organised around four business lines:

- **Bancassurance France**, comprising La Banque Postale's retail banking business, including the CNP Assurances Holding sub-group's domestic life, personal, and property and casualty insurance subsidiaries, and La Banque Postale Consumer Finance;
- **International Bancassurance**, consisting of CNP Assurances' international bancassurance businesses, notably in Brazil, Italy and Ireland;
- **Corporate and Investment Banking (CIB)**, comprising the corporate, local public sector, financial institutions and institutional customer segments, as well as the specialised financing and capital markets businesses;

- **Wealth and Asset Management**, comprising the private banking operations of Louvre Banque Privée (formerly BPE) and the asset management businesses of LBP AM and its subsidiaries, Tocqueville Finance and La Financière de l'Échiquier.

La Banque Postale has carved out a unique position in the French market by basing its growth on a multi-partner business model that leverages La Poste Groupe's values of trust, inclusiveness and local service. In keeping with these principles, La Banque Postale's commercial strategy focuses on simple and affordable products suited to the needs of its customers. The relationship between La Poste and La Banque Postale is very close, both at the level of their governance and management structures and in their business relations. The Chairman of La Banque Postale's Executive Board is also Executive Vice President of La Poste and a member of its Executive Committee, while the Chairman of La Poste is also the Chairman of the Supervisory Board of La Banque Postale.

(1) As IFRS 17 was applied by La Banque Postale as from 30 June 2023, the 2022 comparative figures have been restated to enable meaningful year-on-year comparisons.

(2) The Impact Weighting Factor is a proprietary non-financial indicator that measures the environmental, social and regional impact of each lending and investment decision, and is used in addition to the standard financial risk and return measurements.

### Operational relations with La Poste Groupe

Wholly owned by La Poste, La Banque Postale is both a customer (of Services-Mail-Parcels and Retail Customers & Digital Services) and a supplier (as its principal bank) of its shareholder. La Poste is also a service provider, supplying staff to La Banque Postale who act "in the name of and on behalf of" La Banque Postale.

Relations between La Banque Postale and La Poste are conducted within the framework of service agreements as provided for by Article 16 of law No. 2005-516 of 20 May 2005 concerning the regulation of post office business activities, cited above. This arrangement is organised around a master agreement that establishes the general principles and assigns responsibilities between La Poste and La Banque Postale, and 15 implementing agreements covering the following five areas:

- information technology and telecommunications;
- employee support and hosting;

- counters, ATMs and commercial distribution;
- controls, risks, compliance;
- support functions.

La Poste staff who work with La Banque Postale implement the Bank's policies in its name and on its behalf. These La Poste employees act on the Bank's behalf pursuant to authorisations that comply with the rules specified in La Banque Postale's banking license. They primarily perform back- and middle-office tasks, sell La Banque Postale's banking, financial and insurance products and provide IT support.

Counter services are provided by the network of post offices in La Poste's Retail Customers & Digital Services business line. These services are governed by agreements concerning the type of transactions, their unit price, the way they are carried out and quantitative and qualitative service criteria.

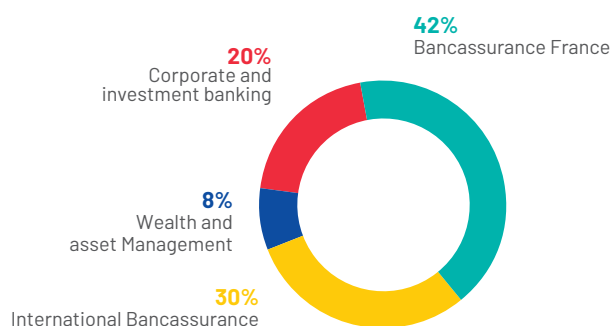
### Organisation of La Banque Postale

La Banque Postale's organisation is based on:

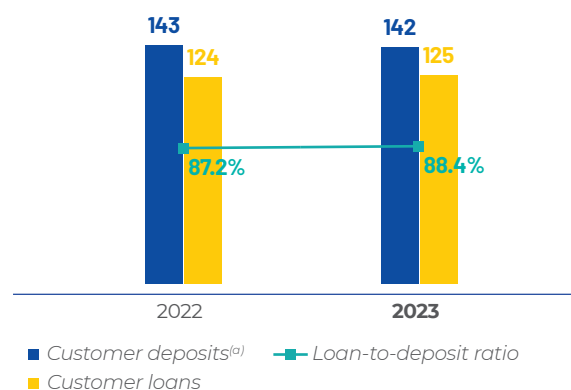
- its own resources and those of its subsidiaries and its strategic holdings;
- resources provided by La Poste Groupe, notably its network of post offices, banking advisors and customer account managers.

## 1.3.1 Activities of La Banque Postale

### Contribution of the business lines to attributable net profit (in %)

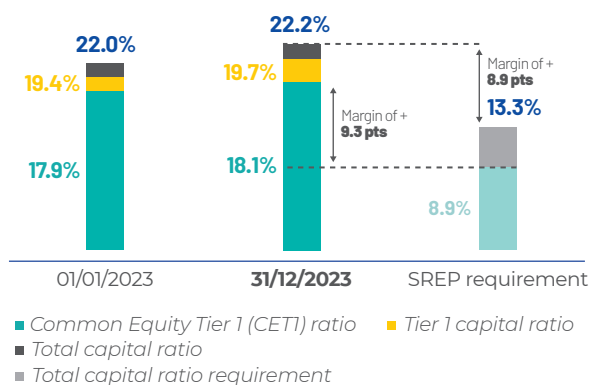


### Outstanding deposits, customer loans (in € billion) and loan-to-deposit ratio (as a %)



### Capital ratios

La Banque Postale's consolidated capital ratios have increased to a level above the European Central Bank's (ECB) Supervisory Review and Evaluation Process (SREP) requirements.

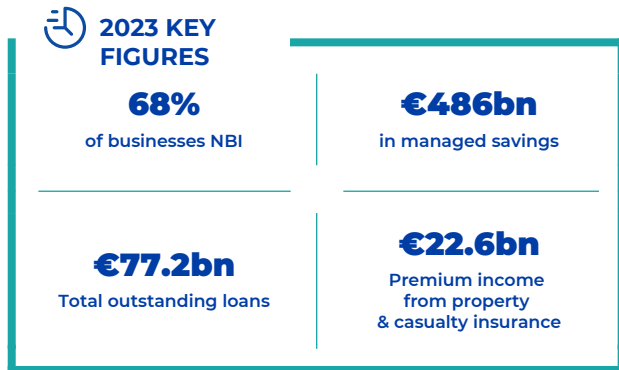


(a) Customer deposits exclude savings centralised at Caisse des Dépôts.



## Bancassurance France

Retail Banking, La Banque Postale's legacy business, offers banking products and services for individual and business customers<sup>(1)</sup>. It offers customers a comprehensive range of banking and insurance products and services aligned with the principles of responsible finance. Since 11 April 2023, all the group's insurance activities – CNP Assurances, SA and La Banque Postale's four insurance subsidiaries (property insurance, health and death/disability insurance and brokerage), have been united within a dedicated division headed by CNP Assurances Holding.



## Retail Banking France

La Banque Postale offers a complete range of products and services to retail and business customers, including deposit accounts, payment methods, savings solutions, home loans, consumer finance and insurance.

Major milestones were reached in 2023:

- **La Banque Postale strengthened its sustainability offering** with the launch of a new impact home loan and a life insurance offer that puts socially responsible investment solutions within the reach of all savers. New non-banking services for young customers were added to the *Pass Jeune* platform and the bank also supported these customers' purchasing power by freezing young person's account fees in 2023 and 2024.
- **The Bank's distribution model evolved during the year to improve customer access and satisfaction**, with the creation of pooled portfolios and the appointment of local banking advisors.
- **At the same time, customers began to experience the full benefits of the Bank's digitisation programmes**, including an online home loan application and electronic signature facility, a mobile app for routine banking transactions, the Carbo app to measure their carbon footprint and the ability to open an account via the customer service manager's smartphone in the post office.

### The policy for financially vulnerable customers, a hallmark of La Banque Postale's community commitment

La Banque Postale supports financially vulnerable customers at all times. Adopting an inclusive definition of what it means to be financially vulnerable, La Banque Postale has stepped up its initiatives in favour of customers with very low revenues and those experiencing temporary and persistent financial difficulties. It holds the largest proportion of this customer base, serving 1.6 million people out of the 4.1 million such individuals in France as of end-2022, according to the count by Observatoire de l'inclusion bancaire. The fees charged to these customers for banking incidents are capped at €25 per month.

Since 1 November 2020, when decree no 2020-889 dated 20 July 2020 came into effect, La Banque Postale has updated its definition of financial vulnerability. It has also taken action to detect banking incidents more rapidly and has set a cap on the related fees, notably for customers who experience five incidents in a given month or an average of five incidents per month over a three-month period and whose estimated monthly income is less than the French gross minimum wage. In line with its commitment to providing customers with clear and transparent information, La Banque Postale publishes its financial vulnerability criteria on its corporate website and updates this information if and when the criteria change.

The comprehensive support system for financially vulnerable customers comprises a variety of services, such as online banking training sessions, through La Banque Postale's digitally led inclusive banking plan, and a remote banking and budgeting support service, *L'Appui*. The platform's support services are designed to bring customers' finances back on an even keel and restore their confidence in the future. All of the network's banking advisors receive compulsory and regulatory training in order to provide the best possible support to these customers. La Banque Postale responded to the inflationary environment and the ever-increasing demands of its customers by opening a second *L'Appui* support platform in July 2023.

### The accessible banking mission

This mission guarantees universal and non-discriminatory access to free basic and essential banking services for people who are excluded from traditional banking services and have specific needs. La Banque Postale's *Livret A* passbook savings account is the key product underpinning this mission, as it is available to everyone, easy to set up and use and reassuringly safe. The mission entails specific obligations for La Banque Postale (see Section 1.6 "Public service missions").

### Insurance activities in France

La Banque Postale offers insurance products that support its customers at every stage of their lives. To do this, it draws on the expertise of CNP Assurances, via CNP Assurances Holding, a wholly-owned subsidiary of La Banque Postale which heads the sub-group made up of the French subsidiaries of CNP Assurances SA and the four insurance subsidiaries of La Banque Postale, which have been renamed: CNP Assurances IARD, CNP Assurances Conseil et Courtage, CNP Assurances Prévoyance and CNP Assurances Santé Individuelle.

### A major player in life insurance and supplementary pensions<sup>(2)</sup>

In France, the life insurance and endowment market is still concentrated. It is dominated by the bancassurers, with traditional and mutual insurers lagging behind. In 2022, the top five players, which include CNP Assurances, together held over 54%<sup>(3)</sup> of the market.

In the premium savings market, CNP Assurances develops innovative offers for its many different distribution partners, including private banking institutions, high street banks, family offices, wealth management firms, brokers and independent financial advisors, notably through CNP Patrimoine.

In the supplementary pensions market, Arial CNP Assurances, a joint subsidiary with AG2R La Mondiale that is 40%-owned by CNP Assurances, is France's only mono-line supplementary pensions provider, managing the pension obligations of more than 16,000 companies and over 1.2 million policyholders<sup>(4)</sup>. As a group pensions specialist, it assists companies with their employee benefits strategy and the funding of very long-term commitments. Arial CNP Assurances develops, distributes and manages all types of plans related to retirement (PER pension savings plans, defined benefit plans, "Article 82" group life insurance plans, outsourced benefit obligation management).

(1) Business customers served by the Retail Banking division include small non-profits, craftspeople, shopkeepers, self-employed professionals and very small businesses with annual sales not exceeding €3 million.

(2) Data corresponding to Arial CNP Assurances, excluding AG2R La Mondiale supplementary pension plans.

(3) L'Assurance Française - 2022 key figures - France Assureurs - September 2023.

(4) At 31 December 2022. Source: Arial CNP Assurances.

### Leader in term creditor insurance<sup>(1)</sup>

In 2022, CNP Assurances held onto its leadership of the increasingly fragmented term creditor insurance market. CNP Assurances partners over 200 financial institutions, brokers, social economy lenders and mutual banks, offering them both group insurance and individual insurance contracts. CNP Assurances provides wide ranging cover of death, temporary and permanent disability, unemployment and loss of income risks, backed by support and assistance services, to ensure that borrowers are fully protected. Digital underwriting and claim settlement processes give policyholders multi-channel access and simplify their operations. CNP Assurances is at the forefront of efforts to address the issue of inclusion and insurability of borrowers who represent an aggravated health risk, notably through its actions as a member of the AERAS Commission<sup>(2)</sup>.

### A long history in the personal risk segment

CNP Assurances distributes its personal risk products in two distinct markets: the group insurance market (for example, where a company takes out death cover for its employees) and the individual insurance market (where an individual takes out insurance directly with CNP Assurances through one of its distribution partners).

In group death/disability insurance, CNP Assurances was one of the first insurance companies in France to address the problem of financing long-term care. It is a leading provider of group long-term care insurance, offering a selection of compulsory and voluntary participation products allowing insureds to anticipate their future needs in terms of financial and other support in the event of a loss of autonomy.

CNP Assurances has a comprehensive line-up of individual personal risk insurance products covering the full range of needs in terms of protection against the risks of daily life (including term life insurance, funeral insurance and long-term care insurance). It also offers a wide selection of services to supplement the financial benefits.

### A player in individual and group health insurance

CNP Assurances offers additional cover for local authorities and businesses, and its family assistance coverage<sup>(3)</sup>, for home loans, for example. It also provides reinsurance cover for mutual insurers and employee benefits institutions.

In the individual market, its business has primarily been built around supplementary health insurance and insurance cover for serious health events. The contracts are distributed by the La Banque Postale networks through CNP Assurances Assurance Santé, which is 51%-owned by La Banque Postale, 35% by La Mutuelle Générale and 14% by Malakoff Médéric.

### A growing position in property & casualty insurance

CNP Assurances offers La Banque Postale's retail and corporate customers a wide selection of property and casualty insurance solutions, including auto insurance, comprehensive home-owner's insurance, legal protection insurance, accident insurance, mobile device insurance, extended warranties for home appliances and credit card insurance. The products are sold on La Banque Postale's mobile app and e-commerce site, and through the network of post offices.

### Service and assistance-led differentiation

The group's corporate purpose and strategy aim to provide as many people as possible with solutions that protect and facilitate their life, whatever course it may take. Close attention is paid to the personal assistance services included in the product offers, both for partners and for insureds, that are provided through dedicated subsidiaries.

Filassistance, which is 100%-owned by CNP Assurances, provides real time services 24 hours a day for beneficiaries in a critical situation. It has a vast network of 6,500 service providers who support beneficiaries during or following an adverse life event (hospitalisation, death, loss of autonomy, etc.) or come to their aid in an emergency, for example if they are stranded due to a car break down or their home is damaged.

### International Bancassurance

Through CNP Assurances Holding<sup>(4)</sup> (grouping the activities of La Banque Postale and its international subsidiaries), La Banque Postale has a significant international presence. In line with the 2030 strategic plan, La Banque Postale's objective is to increase this contribution, by continuing the development of CNP Assurances' multi-partner model.



### In Europe

CNP Assurances is active in 16 countries<sup>(5)</sup> and is Europe's fifth-largest insurer<sup>(6)</sup>.

### Italy: CNP Assurances' second largest market in Europe

In line with the group's development strategy, growth in the insurance business in Italy is led by:

- the partnership with UniCredit (Italy's second-largest bank) through CNP UniCredit Vita, which offers a full range of personal insurance products to the banking network's customers in central and southern Italy, Sardinia and Sicily;
- the CNP Vita Assicura and CNP Vita Assicurazione subsidiaries, which distribute their insurance products through non-exclusive partners (Fineco, chebanca!, etc.).

CNP Assurances has become Italy's fourth largest life insurer, with 7.2% of the market<sup>(7)</sup>.

(1) At 31 December 2022. Source: Argus de l'Assurance, 31 August 2023.

(2) AERAS: convention to help people representing an aggravated health risk to obtain insurance and credit.

(3) Where a home buyer is a parent and is forced to stop working in order to care for a child who is disabled, suffering from a serious illness or the victim of an accident, the "Family Assistance" formula included in the term creditor insurance offer for La Banque Postale home loans temporarily covers part of the home buyer's loan repayments.

(4) Legal entity (wholly-owned by La Banque Postale) created on 11 April 2023, combining all the insurance activities of La Banque Postale and CNP Assurances.

(5) Excluding France: Austria, Belgium, Cyprus, Denmark, Finland, Germany, Greece, Ireland, Italy, Luxembourg, the Netherlands, Norway, Poland, Portugal, Spain and Sweden (see map of the group's footprint broken down by business line in the Integrated Report in the introductory section of this document).

(6) Source: Bloomberg, end-December 2022, size ranking based on technical reserves reported in each company's annual consolidated financial statements.

(7) Source: Bloomberg, end-December 2022, size ranking based on technical reserves reported in each company's annual consolidated financial statements.

### With Santander Consumer Finance in 12 European countries

CNP Assurances has signed an exclusive long-term agreement with Santander Consumer Finance for the distribution of its products through CNP Santander Insurance Europe, CNP Santander Insurance Life and CNP Santander Insurance Services Ireland, which are 51%-owned by CNP Assurances. Santander Consumer Finance operates through a multi-channel distribution network that includes partnerships with automobile dealership/production networks, retailers, large supermarkets, specialised consumer credit brokers and direct-to-customer distribution channels. The partnership operates in 12 European countries (Germany, Poland, Italy, Spain, Austria, Portugal, Norway, Sweden, Denmark, Finland, Belgium and the Netherlands) and offers insurance products designed to protect customers against events such as death, disability or unemployment. Germany is its largest market.

### Ongoing development of open model distribution in Latin America

Initially present in Argentina, CNP Assurances has since focused primarily on growing its presence in the very promising Brazilian market. Growth of the insurance business in Latin America is driven by:

- the partnership with Caixa Econômica Federal – Brazil's second largest state-owned bank – which plays a major social and economic role, with an extensive network of branches serving the local population throughout the country. Development of the insurance business with this major partner is based mainly on two joint subsidiaries: Caixa Vida e Previdência (91% of CNP Assurances' Brazilian business) and Caixa Consórcio.

These two subsidiaries offer the banking network's customers life and consumer credit life insurance and private pension plan products (Vida, Prestamista, Previdência). CNP Seguros Holding's 100%-digital insurance platform, Youse, is the direct channel for auto insurance, comprehensive home-owner insurance and death/disability insurance;

- the CNP Seguradora brand: to support the ongoing expansion of open model distribution in Latin America, in early 2023 CNP Assurances completed the acquisition of five insurance companies (Holding Seguros, Previsul, CNP Cap, Odonto Empresas and CNP Consórcios, which all do business under the "CNP Seguradora" brand<sup>(1)</sup>). On 1 August 2023, CNP Seguradora, a subsidiary of CNP Assurances in Brazil, announced that it had won a ten-year contract for the exclusive distribution of its products in the Correios post office network (representing over 6,900 points of sale in more than 5,500 locations in Brazil).

## Corporate and Investment Banking

In 2023, the Corporate and Investment Bank (CIB) created at the beginning of 2022 continued to pursue its objective of targeted and profitable growth while nourishing its community roots, which are at the heart of its development priorities.

For example, the creation of a Sustainable Banking Hub, staffed with expert bankers, have stepped up the CIB's CSR commitments through product offers and customer support aligned with the just transition.

CIB also strengthened its Originate-to Share-to-Distribute model and deepened its presence outside the capital by employing regional corporate banking specialists. It also continued to invest in developing its cash management and transaction banking offers.

(1) Announcement of 28 March 2023.

(2) Source : Observatoire de la dette – Finance Active – mars 2023.

(3) The Ségur de la Santé agreements provide for an investment assistance plan in the medico-social sector of €2.1 billion for the 2021-2025 period – source: French Ministry of Health and Prevention.

(4) Source: internal data; social housing data and statistics | Ministère de la Transition Ecologique et de la Cohésion des Territoires (ecologie.gouv.fr) – November 2023.

(5) Source: statistical data at 1 January 2023 – Ministère de la Transition Ecologique et de la Cohésion des Territoires data updated as of 21 December 2023.

(6) Source: reconciliation of La Banque Postale's local public sector customer base with the customer base of the Fédération des EPL (Eplscope 2023, le baromètre des entreprises publiques locales – Fédération des élus des Entreprises publiques locales).



### 2023 KEY FIGURES

**11%**  
of businesses NBI

**Over 16,000**  
Business customers

**€43.8bn**  
in total outstanding loans

**67**  
Bond issues

### CIB: committed to sustainability

By financing essential services, the CIB is committed to acting sustainably to reduce regional divides and to revitalise regions; to support the energy transition, biodiversity and green mobility; and it is the partner of choice for players in the healthcare, social protection and social housing sectors.

In terms of offers, the trading desks give customers access to high-performing ESG investments. The new green loans and impact loans have met with great success. The creation of the Sustainable Banking Hub will enable the CIB to provide customers with tailor-made support in drafting ESG frameworks, issuing ESG bonds and, more broadly, providing CSR advice via expert bankers who are also responsible for the green, social and impact loan offers.

### A diversified and balanced business model based on four customer segments

#### The public sector and the social economy

The CIB is a leading provider of bank finance to local authorities and public hospitals<sup>(2)</sup>. It works in partnership with the SFIL/CAFFIL through the Originate-to-Distribute mechanism, with CAFFIL carrying on its balance sheet the medium- and long-term loans transferred to it by La Banque Postale. Alongside its banking activities, La Banque Postale supports the local social care sector through its subsidiary Domiserve.

As the benchmark player across the entire care sector (public not-for-profit players such as private hospitals run by associations or foundations, and public or private not-for-profit establishments providing assistance to vulnerable people), Domiserve supports these establishments in their structural projects (construction, renovation, state-of-the-art equipment), to help implement the Ségur plan<sup>(3)</sup>.

As the banker of eight in ten social housing providers<sup>(4)</sup>, representing 90% of France's social housing stock (5.3 million social housing units<sup>(5)</sup>) and the preferred partner of one in four local public-sector enterprises ("EPLs")<sup>(6)</sup>, La Banque Postale is a major player in the social housing market. It offers a full range of products and services, from cash and deposit management (rent collection solutions, Livret A, etc.) to short- and long-term bank and bond financing solutions.

With its strong local roots, La Banque Postale is also a leading provider of banking services to public-private partnerships and the social and solidarity economy, serving around 4,000 management organisations. In this way, it works for the general interest and implements public regional development, public transport and education policies.

## Corporates

Corporate customers are central to CIB's development ambitions, whatever their size (SMEs, mid-caps, SBF 120 and CAC 40 companies). It offers them a complete range of banking products and services, along with tailor-made financial engineering solutions to support their productive investment and ecological, social and technological innovation projects.

La Banque Postale is continuing to develop a range of sustainable bank financing solutions for its corporate customers.

In addition, due to the difficult economic situation caused by international conflicts, rising interest rates and the inflationary environment, La Banque Postale provides support to companies in securing their business model by financing their operating cycle, offering electronic payment products, securing cash flows and providing cash management, interest rate and currency hedging and leveraged financing solutions.

## Financial institutions

The CIB has set up a dedicated team to partner its financial institution customers, including banks, lenders and payment companies, insurance companies, mutual insurers, pension funds, asset managers and funds. La Banque Postale has a long-standing presence in this customer segment and has made it a major focus of its growth strategy for the coming years. To this end, and in order to best meet their specific needs, the CIB plans to expand its securities placement, lending and borrowing activities and hedging instruments with the trading desks, structured bond or bank financing and to continue to develop its cash management activities.

## An innovative offering tailored to each customer's needs

La Banque Postale's expertise in serving customers in the corporate sector, the social economy, the local public sector and the financial institutions sector is provided by a team of originators and arrangers organised by business line.

### Transaction banking

The creation of the new CIB also led to the formation of a new Transaction Banking Department, bringing together technical sales staff and product experts to further strengthen the working relationship with all CIB customers. A large-scale programme has been launched in order to:

- capitalise on La Banque Postale's historical expertise – in particular its ability to deliver innovative solutions and tailored, high-quality service for managing electronic payment flows and its wide range of cash and deposit management services using its vast network of some 6,800 post offices;
- round out the Bank's range of offers and digitise its processes.

Transaction Banking has also integrated the eZyness subsidiary (a payment and electronic money institution fully owned by La Banque Postale) into the heart of its strategy. Its expertise and technical agility, combined with the strengths of the CIB, will meet new expectations and customer habits (such as third-party collection or omnichannel) by proposing innovative solutions such as, for example, cash and deposit offers that can be adapted according to needs, virtual IBAN, more digital card offers, etc.

### Traditional financing

With its range of short-term facilities (overdraft facilities, liquidity facilities, revolving credit facilities, etc.) and medium- and long-term loans, the CIB addresses all the financing needs of its customers, from short-term cash requirements to the financing of long-term projects (with loans of up to 20 years).

## Structuring/syndication

With Debt Capital Markets (DCM), La Banque Postale has developed activities and expertise in bond origination and/or private placements for its business, local public sector, bank and financial institution customers. In this way, it develops its loan syndication capabilities with banks, bond investors and insurers. As already demonstrated in several emblematic transactions for the Bank, the development of its structural, syndication and distribution capacity on the capital markets enables it to consolidate its role in arranging, underwriting and syndicating of all or part of its customers' significant transactions.

The structuring/syndication activities also include the Whole Loan Securitisation unit. This unit covers the financing services of its customers (mainly financial institution groups) by mobilising portfolios of granular receivables (home loans, consumer credit).

## Specialised financing

The specialised financing offer comprises a range of complex financing solutions, including:

- The Structured Finance offer which includes the origination, structuring and execution of corporate debt or debt for LBO financing, the organisation of financing to cover investment funds' capital calls, especially investment in private debt, and the execution of structured collateral swaps with leading bank counterparties, secured by diversified portfolios of financial assets.
- The Asset and Project Finance offer which comprises specific financing for assets whose value or nature justifies a tailor-made solution (aircraft, ships, helicopters, trains), industrial assets, public and infrastructure projects, renewable energy projects, certain government or local authority receivables (via daily discounting facilities), or investments covered by a total or partial government export credit guarantee.
- The Real Estate Financing offer which includes real estate lease financing, mortgage loans, fiduciary-backed loans, real estate development loans and completion bonds, provided directly or through other banking partners. All of these financing solutions are offered to public or private sector borrowers that may be either investors or users.
- The Leasing offer which includes equipment leasing and rental solutions for companies and public-sector customers. They cover all types of movable assets, with or without a purchase option at the end of the contract, and include green leases based on the European Green Taxonomy criteria. This offer is rounded out by factoring (a financing solution allowing the acquisition of equipment and its rental contract or the transfer of ownership of a rental chain to a lessor) and the financing of software.
- Factoring which encompasses factoring and reverse factoring offers and is based on three key areas of expertise: cash flow financing (management of trade receivables, trade payables and inventories) and services associated with trade receivables management (securitisation, reminders, collection, etc.).

## Wealth and Asset Management

This business line comprises the private banking arm (Louvre Banque Privée) and the asset management businesses (La Banque Postale Asset Management - LBP AM, La Financière de l'Échiquier and Tocqueville Finance).



### Private banking

La Banque Postale has continued to diversify with the creation of its private banking arm Louvre Banque Privée. The aim of this operation was to leverage the group's recognised private banking expertise and uniquely deep regional network. Since 1 July 2022, this new model has been supporting the deployment of a range of products and services tailored to the needs of all of La Banque Postale's private banking customers, both at Louvre Banque Privée and in the La Banque Postale network.

The products and services offered are tailor-made and have high added value, both in terms of financing solutions and diversification of overall savings, based on its five areas of expertise: asset engineering, wealth management, CSR discretionary management, financing solutions and real estate investment. In keeping with its commitment to sustainability, Louvre Banque Privée offers its customers discretionary management and investor-directed solutions (advised portfolios) that are fully screened for ESG criteria. Customers with a high risk tolerance are also offered impact investments, such as green Euro Medium Term Notes (EMTN) invested in sustainably managed forests or renewable energy projects.

## 1.3.2 Regulations specific to banking and insurance activities

La Banque Postale was licensed as a lender bank by the French Credit Institution and Investment Firms Committee (*Comité des établissements de crédit et des entreprises d'investissement - CECEI*) in 2005, and has been registered as an insurance intermediary by the French Insurance Intermediaries Registration Body (*Organisme pour le registre unique des intermédiaires en assurance, banque et finance - ORIAS*) since May 2007.

According to the bancassurance model, La Banque Postale meets the needs of all types of customers and provides a comprehensive banking, financial, savings and insurance offering:

- banking services: holding of postal current accounts and payment services, overdraft facilities, home and consumer loans, loans to businesses and the local public sector;
- financial instruments: holding of securities accounts, investment in financial securities including units or shares of collective investment funds, and forward financial instruments;
- savings products: savings products subject to a specific tax regime, unregulated savings products, and employee savings products;
- insurance products through its subsidiary CNP Assurances: savings/pensions, personal risk, term creditor & guarantee, health, and property & casualty; and the non-life insurance subsidiaries: property & casualty, health, and death/disability.

As a payment agent, La Banque Postale provides money transfer services. Postal order operations were discontinued in 2021.

### Asset management

This business is led by La Banque Postale Group's asset management company, LBP AM, which provides the expertise that enables La Banque Postale to offer its customers - retail customers, corporates and institutions - a full range of savings and investment products covering traditional financial markets as well as more diversified asset classes such as real and private assets.

In July 2023, LBP AM completed the acquisition of La Financière de l'Échiquier (LFDE), one of France's leading entrepreneurial asset management companies. With three recognised brands - LBP AM, Tocqueville Finance and LFDE - the newly formed group is positioned in Europe as a leading multi-specialist player in conviction management, solutions and sustainable finance.

### LBP AM, a conviction manager focused on delivering performance against all benchmarks

Through its three brands, LBP AM uses its convictions to deliver financial, environmental and social performance. Its mission and responsibility are to enhance the value of financial, natural and human capital by supporting investors' and savers' sustainable transitions.

This is reflected in the development of SRI solutions based on a proprietary non-financial analysis method, 'GREAT', and a powerful quantitative tool. It is also reflected in our shareholder engagement and exclusion policies, our demanding biodiversity, climate and 'Say on climate' policies on non-financial issues, and our role in federating finance industry initiatives to promote more sustainable finance.

Backed by strong shareholders (LBP AM is 75%-owned by La Banque Postale and 25% by Aegon Asset Management), LBP AM and its subsidiaries Tocqueville Finance and LFDE managed some €70 billion of assets at 30 June 2023 with five areas of expertise: real and private assets, multi-asset and absolute performance, quantitative solutions, equity fund management by Tocqueville Finance, and equity fund management, lending and private investment management by La Financière de l'Échiquier (LFDE).

Banking and related transactions, investment and related services, and savings products are regulated by the French Monetary and Financial Code.

Insurance products are regulated by the French Insurance Code (*Code des assurances*).

La Banque Postale is also subject to the control of regulatory authorities: (i) the European Central Bank (ECB) and the French Prudential Supervision and Resolution Authority (*Autorité de Contrôle Prudential et de Résolution - ACPR*) as part of the Single Supervisory Mechanism (SSM), and (ii) the French Financial Markets Authority (*Autorité des marchés financiers - AMF*).

CNP Assurances, a wholly-owned indirect subsidiary of La Banque Postale, is also regulated by the ACPR.

### ECB Single Supervisory Mechanism

The SSM and the Single Resolution Mechanism (SRM) are the two pillars of the European Banking Union. Established in response to the 2008 financial crisis, the Union's purpose is to increase the transparency, unity and security of the European banking sector.

The SSM is the European banking supervision system that has been in effect since 4 November 2014. It comprises the ECB and the national supervisory authorities of the participating countries. Its main aims are to ensure the safety and soundness of the European banking system, to increase financial integration and stability, and to ensure consistent bank supervision.

Together with the national authorities, the ECB has the authority to:

- conduct prudential reviews, on-site inspections and investigations;
- grant or withdraw banking licences;
- assess banks' acquisitions and disposals of qualifying holdings, and set higher capital requirements (buffers) in order to counter any financial risks.

The ECB directly supervises 109 major banks in participating countries.

The potential risks faced by banking institutions are assessed and measured annually via the "supervisory review and evaluation process" (SREP). The elements examined at this time include the bank's activity profile, governance and risk management, capital risk, liquidity risk, and financial risk. The Joint Supervisory Teams (JST) reach a decision for each bank regarding the supervisory measures required under Pillar 2.

The SRM, created by the European Single Resolution Mechanism Regulation (SRMR) consists of the Single Resolution Board (SRB) and of the national resolution authorities of the participating countries. Its purpose is to guarantee the orderly resolution of failing banks to limit their impact on the economy, the financial system and public finances.

The SRB is tasked with expediting the decision-making process. It also plays a proactive and preventive role by preparing the banks' resolution plans and improving their resolvability in order to avoid the potentially negative impacts of a bank failure on the economy and financial stability.

The resolution measures may be funded by the Single Resolution Fund (SRF), which is financed by the contributions of the banks of the 19 Member States belonging to the Banking Union. This Single Resolution Fund was required to reach its target minimum level of 1% of the guaranteed deposits of all of the Banking Union's credit institutions by 31 December 2023. The amount of the annual contribution therefore depends on the level of covered deposits.

### Prudential ratios and extra capital buffers

As is the case with all banks, La Banque Postale must comply with a certain number of regulatory prudential ratios relating in particular to its solvency and asset liquidity.

Following the SREP carried out by the ECB, the ECB notified La Banque Postale of its total SREP capital requirement (TSCR) applicable on a consolidated basis. This is unchanged from 2022 and continues to apply from 1 January 2023. This SREP capital requirement amounts to 10%, of which:

- Pillar I requirements (minimum CET1 of 4.5%, minimum Tier 1 of 6%, minimum total capital of 8%);
- Pillar II requirement (additional own funds of 2%).

La Banque Postale satisfies this requirement in the proportions provided for in Article 104 bis-4 of the CRD5 Directive (1.125% of CET1 capital and 1.5% of Tier 1 capital).

In addition to these requirements, the SREP letter reminds La Banque Postale of its obligation to meet the overall capital requirement (OCR), which includes, in addition to the total SREP capital requirements, the combined buffer requirements. As a reminder, for La Banque Postale these total capital buffer requirements consist of:

- 2.50% for a capital conservation buffer (CCB);
- 0.25% for the buffer for other systemically important institutions;
- 0.51% for the countercyclical buffer.

The countercyclical buffer requirement takes into account the raising of the countercyclical buffer applicable to relevant exposures located in France to 0.5% as from 7 April 2023. The countercyclical buffer for France has been increased to 1% effective from 2 January 2024. This requirement does not include the recommendation for additional own funds under Pillar II (P2G).

Based on this notification, the overall capital requirement (OCR) is 13.264% (10% plus 3.26% for the combined buffer requirements).

### Management of banking crises (second pillar of the Banking Union)

The Bank Recovery and Resolution Directive (BRRD) is a European framework for managing bank crises that, in particular, provides for the creation and updating of preventive recovery plans. La Banque Postale updates its preventive recovery plan and submits it to the ECB annually.

La Banque Postale is among the banks under the responsibility of the Brussels-based SRB, which is tasked with drawing up its resolution plan and setting out a Minimum Requirement for own funds and Eligible Liabilities (MREL) for it.

### Changes in the regulatory framework

The European Parliament passed legislative measures called the "banking package" on 16 April 2019. It consists of four directives and regulations (CRR II, CRD V, BRRD II, SRMR II) which are intended to ensure the conformity of prudential banking requirements with the prudential standards of the Basel Committee on Banking Supervision (BCBS) and the Financial Stability Board (FSB).

With respect to CRR II, the main measures concern the leverage ratio (notably, exemption by nature – and no longer based on an authorisation – for all exposures related to centralised savings), a new standardised approach for measuring counterparty risk (SA CCR), large exposures, the stable funding requirement (Net Stable Funding Ratio – NSFR), the minimum requirement in terms of total loss-absorbing capacity (TLAC) and various changes to the calculation of the capital requirement for credit risk (effect of new support factors, weighting of investments in UCITS). Most of the measures were applied as of 30 June 2021.

These laws are part of the European Commission's project to implement the Banking Union and the Capital Markets Union and they meet the goal of international bodies to reduce risks in the banking sector. The following items are set out:

- Application of the **leverage ratio** as a Pillar I requirement: this ratio, which is included in Regulation no 575/2013 (CRR) and is currently applicable, is designed to prevent banks from becoming over-leveraged during an economic recovery. Compliance with the ratio is compulsory, in the same way as the solvency ratio, with a minimum requirement of 3% of Tier 1 capital. It compares Tier 1 capital to an exposure (the denominator) composed of balance sheet items and off-balance sheet items, without any weighting for risk. However, these changes have a limited impact on La Banque Postale in view of its good leverage ratio. In addition, the method used to calculate this ratio was changed in a way that was favourable to La Banque Postale in 2021, as it was allowed to exclude 100% of centralised savings.
- A new **counterparty credit risk** measurement method applies to La Banque Postale: this replaces the counterparty credit risk measurement method for exposure in the event of default based on valuation at market price (Current Exposure Method, or CEM) with a new standardised calculation method for the value exposed to derivative instrument risk (standardised approach to counterparty credit risk, or SA-CCR).

- The application of the **stable funding ratio** as a requirement of Pillar I: the NSFR (Net Stable Funding Ratio) is a long-term liquidity ratio which La Banque Postale must calculate and meet at a minimum level of 100%. The NSFR corresponds to the amount of stable financing available (commitments and reliable capital at one year) compared to the stable funding requirement (off-balance sheet assets and exposures – liquidity and residual maturity at one year). In order to monitor changes in long-term liquidity, La Banque Postale has implemented a management system which enables it to offset its exposures with stable sources of financing.
- La Banque Postale has also developed a new method for calculating capital requirements for **market risk**, which is currently only used for reporting purposes and has no impact on the calculation of capital requirements. Given the nature of La Banque Postale's market positions to date, the impacts of these developments may prove to be moderate. At 31 December 2023,

market RWA calculated using the standardised approach accounted for 1% of La Banque Postale Group's total RWA, i.e., €1,309 million for total RWA of €97,578 million.

- Since 2022, La Banque Postale has published information on **ESG risks** in its Pillar III disclosures.
- **Expected prudential developments:** at the same time as these CRR II/CRD V-related provisions came into effect, the European Commission published on 27 October 2021 its draft CRR III/CRD VI banking package, aimed at transposing into European law the last phase of reforms to the Basel Committee (BCBS) standards. As part of the European legislative process, the Council adopted a draft text in November 2022 and the European Parliament voted its position at a meeting of the ECON Committee in January 2023. The trilogues were finalised at the end of 2023, resulting in a final new regulation, which should be published in the OJEU in the first half of 2024. Most of the provisions should become applicable on 1 January 2025.

### 1.3.3 The 2030 strategic plan

#### Transformation under way to implement the strategic roadmap

La Banque Postale will leverage its diversified business model to accelerate its transformation, while holding firm to the core aspects of its strategic plan: putting the customer at the centre of the employee experience, building on its strategic differentiation as a community bank, and consolidating and optimising its core bancassurance businesses. This last point involves increasing the digitisation process in order to better respond to customer requirements and optimise the cost of providing services.

The transformation will be supported by increased project prioritisation, value-focused agile management, and greater synergies between the various business lines.

This transformation work was launched in the second half of 2023 with the rollout of a cost savings plan that includes:

- short-term measures such as tighter cost discipline and increased process automation; and
- longer-term measures to enhance operational efficiency.

In 2023, a strategic review of the business portfolio was undertaken, with the aim of focusing on the most strategic businesses and ensuring that capital is efficiently allocated and used.

This will allow La Banque Postale to create a coherent, simplified and integrated business model around its core activities.

## 1.4 RETAIL CUSTOMERS & DIGITAL SERVICES



### 2023 KEY FIGURES

**€6,549m**

Revenue  
(down 0.4% vs 2022)

**€39m**

Operating profit  
(down €160m vs 2022)

**44,474**

Employees  
(down 2.6% vs 2022)

**€955m**

Docaposte revenue  
(up 15.5% vs 2022)<sup>(1)</sup>

**4.2m**

Number of La Poste digital  
identity accounts  
(up 147% vs 2022)

**+8.7%**

Increase in number  
of La Poste Mobile customers



### 2023 SIGNIFICANT EVENTS

A new organisational structure for this business line was put in place during the year, within the regions and at head office, to ensure strategic alignment at all levels.

#### Regional coverage

The new 2023-2025 local postal coverage agreement has come into force. will enable the Retail Customers & Digital Services business line to make postal services easier to use, while increasing service quality and the range of services offered in its network of partner outlets (La Poste Relais and La Poste local postal agencies).

In order to ensure that people living in rural and sparsely populated areas still have access to La Poste's services, the business line has increased the number of post offices using the postal carrier-counter clerk model (with a total of 1,632 in 2023, up 8.3% vs 2022).

#### Customer and postal worker experience

The business line is continuing to modernise its post offices, with an ongoing programme of refurbishments and the roll-out of a new generation of post offices designed to offer a best-in-class customer experience. It has also adapted opening hours to local economic patterns and customer needs.

Customer advisors have been given individual Smarteo mobile devices, making customer-facing tasks easier for them and facilitating payments. More staff have been allocated to post office teams, with an external recruitment plan put in place for hiring 1,400 customer service representatives and 800 banking advisors, and mobile support teams have been set up to significantly reduce unannounced post office closures.

All of these actions have resulted in a sharp improvement in service quality and customer satisfaction. Unannounced post office closures fell by 43% in 2023 compared with 2022, and in the space of a year, the Net Promoter Score for post office banking activities rose by six points and the score for sales areas by ten points. In parallel, postal workers' well-being at work has also improved, with fewer workplace accidents and a reduction in rude customer behaviour in post offices, as well as a significant improvement in the well-being at work score, which went up from 6.8 to 7.2/10 in 2023.

#### Business development

The post offices ensured the commercial success of the new mail range launched in January (which generated €915 million in revenue) and the new Marianne stamps released in October. Meanwhile, Philaposte launched the first block of a new collection of non-fungible token stamps (#NFTimbre).

In line with its aim of increasing footfall in post offices, the business line also grew in the out-of-home parcel delivery market (up 50% year on year), with 700 post offices incorporated into the network of Chronopost pick-up points proposed by e-commerce sites.

The new-generation "Carte Pro" – the first loyalty card for business customers covering all of the group's services – was released in October, designed to transform the business customer experience and boost retention rates through exclusive benefits and services. The aim is to double the number of identified business customers over the next three to five years.

The Retail Customers & Digital Services business line also took specific action to leverage its growth drivers in 2023. For example, Docaposte launched Numspot, a sovereign cloud offering, as well as its first sovereign generative AI solution. And the Data and AI School – open to postal workers and non-postal workers alike – welcomed its first cohort of 51 students in 2023, with 28 women students, in line with the group's gender equality principles and values. In addition, as part of La Poste Groupe's business development strategy, the healthcare-related activities and expertise of Docaposte and the Services-Mail-Parcels business line were brought together within La Poste Health & Autonomy. This new business unit combines La Poste's expertise in local human services and digital trust services, with the ambition of becoming the partner of choice for healthcare professionals and other players in the healthcare sector.

(1) Revenue at Docaposte scope.



The Retail Customers & Digital Services business line was set up in 2021 to meet one of La Poste's strategic priorities: the retail customer market. It brings together the network of local physical service points (post offices, partner outlets), the laposte.fr website and its mobile app, the customer relations centres and Docaposte – the subsidiary that houses the group's digital activities and which is spearheading its digital transformation.

The main objectives of the Retail Customers & Digital Services business line are to:

- develop the market for individual customers, business customers and local public services of municipalities with fewer than 10,000 inhabitants;

### 1.4.1 Activities

The Retail Customers & Digital Services business line sells all of the group's products and services, including:

- postal products and services: stamps, pre-paid envelopes, Colissimo, Chronopost, etc.;
- La Banque Postale's banking and insurance offerings, and CNP Assurances' personal protection and savings solutions;
- La Poste Pro offerings, dedicated to business customers: mail, parcels, management services, digital security, etc.;
- La Poste Mobile phone and internet services for retail and business customers;
- Philaposte's secure printing offers, ranging from postage stamps to passports, for the domestic and international markets;
- offers dedicated to seniors: Ardoiz tablet, Veiller sur mes Parents;
- digital trust services with Docaposte: signature, invoicing, voting, electronic archiving and registered mail, hosting of sensitive data, etc.

The business line is also responsible for one of the four public service missions assigned to La Poste by the French State, namely contributing to regional planning and development. This mission is governed by precise rules that are laid down by law:

- 90% of France's population must have access to a La Poste contact point within five kilometres or 20 minutes by car from their home. The Retail Customers & Services business line goes further than this legal requirement, as 97.1% of the population have access to a nearby La Poste point of contact;
- 17,649 service points constitute the postal network, comprising:
  - 6,761 post offices, serving 804,000 people every day,
  - 10,217 La Poste local postal agencies (*Agences Communales*), run in partnership with a local or regional council, and La Poste Relais points run in partnership with retailers,
  - 671 other service points.

La Poste provides wider regional coverage than required under its public service mission, offering its customers close to 20,000 other access points to its services:

- 1,380 Espaces Pro areas for business customers;
- 16,720 Pickup points in retail outlets (bookshops, florists, tobacconists, grocery shops, etc.) for collecting parcels;
- 1,510 Pickup lockers in high-traffic areas (overground and underground stations, supermarkets, etc.), where parcels can be collected quickly and independently over a wide range of hours.

This physical network is complemented by a powerful digital ecosystem – the laposte.fr website and the La Poste mobile app – which have 25 million visitors every month and make La Poste accessible to everyone, anytime and anywhere.

- pursue the group's digital transformation and develop a growth driver based on digital trust services, drawing on Docaposte's capabilities;
- coordinate the regional presence of all La Poste's service access points throughout France to boost the network's appeal and increase the group's postal coverage;
- ensure that La Poste provides a standard-setting public service that is useful to everyone, by building up the largest people-based and digital network serving the general public.

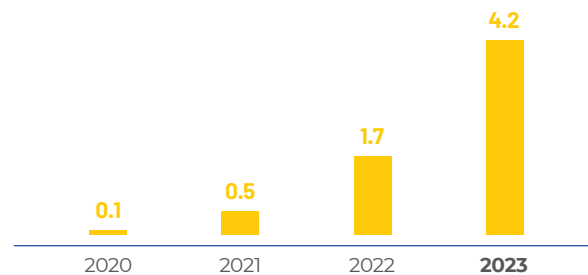
Thanks to its unique physical and digital reach, the Retail Customers & Digital Services business line has become France's leading distribution network for the general public, small businesses and small local authorities.

Also, thanks to its unrivalled regional coverage, the business line helps to deploy public policies. For example, La Poste has been entrusted with a mission of contributing to the France Services programme set up by the French State, designed to help people carry out their administrative procedures with nine government agencies, particularly in rural areas. Today 413 post offices have "France Services" certification, meaning that they can help and advise customers in their administrative dealings with the government agencies covered by the system.

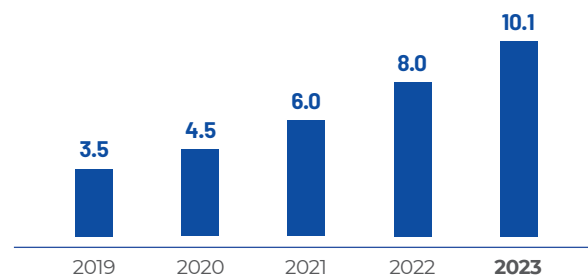
The Retail Customers & Digital Services business line operates La Poste Groupe's omnichannel distribution network. Together with Docaposte, it is also a key player in the Group's digital transformation and a growth driver in digital trust services, data and AI.

Digital transformation is a major challenge for public and private organisations, which need to adapt to the new uses and needs of their customers, partners and employees. It was with a view to helping these organisations meet this challenge that La Poste Groupe created Docaposte – a company specialised in the processing of sensitive data and the design and operation of customised digital platforms, and which has become a leader in digital trust solutions.

Number of La Poste digital identities (in millions)



Number of Digiposte digital safes (in millions)





## DOCAPOSTE – THE BENCHMARK FOR DIGITAL TRUST IN FRANCE

Docaposte offers solutions for businesses and public institutions that extend into the digital world the trust and confidence that La Poste's has always stood for in the physical world. Docaposte has built up a strong brand in digital trust services, with one of the broadest offerings in the market, combining expert advice with robust technological solutions. It offers state-of-the-art, secure services that comply with French and European regulations. Docaposte employs over 6,500 people across 113 sites in France and abroad.

### A leader in the French market, Docaposte is the benchmark for digital trust and sovereignty

- no. 1 in electronic voting, with 9 million voters casting votes on Docaposte platforms in 2023 and more than 2,000 customers (SMEs, large corporations etc.);
- no. 1 in digital archiving (200 specialist employees, more than 17 billion documents archived for customers, some 8,000 user companies and over 80 partners);
- a leading provider of digital safes (Digiposte) (over 10 million accounts and 483 million documents hosted);
- France's leading electronic signature operator (over 100 million electronic signatures generated per year);
- leading provider of electronic registered letters (over 5 million letters distributed in 2023 and 22,000 active customers).

Docaposte is also a recognised player in electronic invoicing services (200 million electronic invoices in 2023), remote identification services (more than 4 million people have a La Poste Digital Identity operated by Docaposte and 10,000 identity checks are carried out every day via its subsidiary AR24), its position as France's leading healthcare data operator (45 million patient files hosted) and as France's leading host of school data (18 million Pronote users, etc.).

In 2023, Docaposte was ranked sixth out of France's digital trust players by the digital trust watchdog Observatoire de la Filière de la Confiance Numérique (ACN). It also ranked sixth (up one place) in the Truffle 100 ranking of French software companies (2023 edition) and is the number one supplier of software and digital services according to the Markess by Exægis 2023 study<sup>(1)</sup>.

### New activities launched in 2023

Towards the end of March, Docaposte launched **Monha, a digital logbook for homeowners**, in association with the EDF group, via EDF's subsidiary EDF Développement Environnement (EDEV). Monha was created in response to the new legal requirement in France under the "Climate and Resilience" Law that a logbook has to be kept for all new-build homes, homes that have undergone renovation works that significantly affect their energy performance and homes with a change in ownership. Monha is a fully digital solution, which simplifies and digitises the relationship between property owners and property professionals (such as developers, thermal engineering consultancy firms, landlords/lessors, lawyers, estate agents and tradespeople).

In May, the **Docaposte Institute** was launched at the annual VivaTech conference. The Docaposte Institute is a Qualiopi-certified professional training organisation that offers a range of training courses focusing on digital skills, Docaposte solutions and digital trust technologies. Over 200 vocational training courses (114,600 hours) were delivered by the Docaposte Institute in 2023.

In September, in partnership with the APICIL group – France's third-largest player in health and protection insurance – Docaposte launched **Gentto, a company specialised in management and services for third parties related to health and protection insurance**. Gentto offers more secure management services to people covered by the public health system, as well as to employers, insurance brokers and insurers, by combining people-based services with digital services that everyone can easily access, in a secure, responsible and sovereign framework via a single management platform, thereby meeting the market's growing needs and expectations in terms of trust and ethics.

2023 marked the first anniversary of the **NumSpot** consortium that was formed in October 2022 through an alliance of four French industrial players – Docaposte (NumSpot's lead partner), La Banque des Territoires, Dassault Systèmes and Bouygues Télécom. NumSpot offers a suite of cloud sovereign, digital trust services to French institutional and economic players, particularly in the public, healthcare and financial sectors. In 2023, it signed several major contracts (such as with CAIH and France Services) and partnership agreements (e.g., with Deveoteam, Sopra Steria and OCTO), and in 2024 it will be proposing new services, including the first version of its platform which is due to be launched in early May after receiving ISO 27001 and HDS certification. In addition, the SecNumCloud qualification process for NumSpot is scheduled to start in the first quarter of 2024.

In late 2020, Docaposte acquired Index Éducation, a publisher of school life management software, including **Pronote, the first school life software to be launched on the market** and leader in the secondary school segment. In 2021, it launched Pronote Primaire, followed in 2023 by the **ENEJ (Espace Numérique pour l'Éducation et la Jeunesse)**, a regional serviceplace for local authorities. Pronote currently has over 20 million connections a day, is used by more than 90% of French state-run secondary schools and is the fifth most-used app by 16-24 year-olds. A key player in digital education thanks to its in-depth knowledge of the challenges facing the public sector and its expertise in hosting and processing sensitive data, Docaposte is the leading host of school data in France and the leading creator of digital solutions for the education sector. In November 2023, Docaposte set up an **Education and Youth Ethics Committee** to oversee school data and its uses.

Lastly, in October 2023, **La Poste Groupe created La Poste Health & Autonomy**, bringing together all of its activities and expertise in healthcare within a single structure covering human and digital services (see the information on La Poste Health & Autonomy in Section 1.1, "Services-Mail-Parcels"). Docaposte provides all of the digital services underpinning the data value chain for this new structure through its subsidiaries Maincare, Weliom, and Heva (which in 2024 will be joined by the Axonal-Biostatem clinical research organisation (CRO), acquired by Docaposte in the summer of 2023), as well as the structure's digital trust services.

(1) Exægis is France's leading digital research and consultancy company, specialised in digital transformation markets and strategies.

## 1.4.2 Strengths and development priorities

### Maintaining local postal coverage in France's regions

The Retail Customers & Digital Services business line operates through a physical and digital distribution network which is being adapted in line with customer usage and is also being transformed in order to maintain postal coverage across France's regions.

In 2022 it embarked on a five-year investment plan (covering the period from 2022 to 2027) to modernise post offices, equip advisors and digitalise its services.

In 2023, as part of this plan it continued its large-scale refurbishment programme (almost 2,000 post offices refurbished since the business line was first set up, of which 300 in 2023) and pursued its roll-out of new-generation post offices designed to offer a best-in-class customer experience.



#### FOCUS ON NEW-GENERATION POST OFFICES

- Bright, open spaces.
- Latest-generation automated systems.
- Furniture and fittings to help customer-facing staff with their new way of serving customers, which enhances service quality and the customer experience.

The new-generation post offices incorporate these elements based on one key principle – modularity.

By being modular, sales areas can be adapted to the specific requirements and features of their catchment area, with the overriding aim of bringing together the essential services provided by La Poste in one offering, available in every part of the country, with the addition of one or more other modular solutions when justified by the type of customer the post office serves.

There are three categories of modular solutions: advice, services and personalised experience.

The e-commerce module, for example, which is currently being tested, is intended to make post offices the go-to place for online shoppers – particularly the younger generation – to pick up and send parcels. The areas are equipped with a fitting room so that people can try on the items they have purchased and send them back if necessary using the postage and packing solutions provided in the post office.

Also, as part of its eco-responsible approach La Poste takes charge of recycling used packaging.

Under the new 2023-2025 local postal coverage agreement with the French State, the Retail Customers & Digital Services business line can increase access to postal services, service quality and the range of services offered through its network of partner outlets (La Poste Relais and La Poste local postal agencies).

In addition to these existing partner outlets, the business line is setting up service points with new partners (tobacconists, supermarkets and hypermarkets) to further extend its network and make its services more accessible.

It is also harmonising the opening hours of its post offices and, by 2025, is aiming to have adapted the opening hours of 1,000 post offices, for example opening them on Saturday mornings and/or market days, in line with local economic activity, which generates higher footfall.

In order to give people living in rural and sparsely populated areas access to La Poste's services, the business line is increasing the use of the postal carrier-counter clerk model. Under this model, postal carriers divide their time between their postal delivery duties and the role of post-office counter clerks serving customers. At end-2023, 1,632 postal workers were working in this dual role on a daily basis.

At the same time, the business line is expanding its network teams thanks to a large-scale external recruitment campaign aimed at hiring 1,400 customer service representatives and 800 banking advisors over two years, and has improved their equipment to more closely meet customer expectations (such as individual Smartéo mobile devices for customer service representatives and digital tablets for banking advisors so that documents can be signed electronically).

It has also introduced greater agility in the allocation of regional human resources, by offering support for teams working in "Sole Agent" offices and introducing mobile support teams (500 experienced customer advisers recruited in the space of two years), which reduced the number of unannounced post office closures by 43% in just one year.

Lastly, the business line's digital solutions – which complement its physical network, are making it easier for people to access postal services – such as the locator on the laposte.fr website to identify the nearest postal contact point, and the possibility of using the website to schedule an appointment with a customer advisor.

These numerous initiatives have significantly boosted service quality and customer satisfaction, with the average monthly rating for Google reviews of post offices doubling in two years, reaching 4.2/5 in December 2023. Overall, the cumulative rating for post offices has also risen sharply, from 2.8 to 3.11/5 in the space of one year. The Net Promoter Score (NPS) indicators, which measure the likelihood of La Poste being recommended by retail and business customers, were all higher in 2023:

- up 6 points for post office banking;
- up 10 points for the postal activities in post office sales areas.

### A new banking distribution model to drive business development

In 2023, the Retail Customers & Digital Services business line and La Banque Postale worked together on laying the foundations for a new banking distribution model, which was rolled out during the year and up until the beginning of 2024. The new model has three objectives: enhance customer service, win new business and optimise distribution costs.

Under the new model, the management of retail customers' files is pooled within a portfolio that is shared by local banking advisers, which means that an advisor is always available to answer customers' questions. In addition, basic enquiries can be dealt with by customer service representatives in post office sales areas. Customers with more complex needs have a dedicated relationship manager and, when required, are offered the assistance of specialised financial advisors.

### A new range of useful products and services for retail and business customers, designed to broaden the network's reach

Since January 2023, post offices have been marketing a new, modernised and more environmentally-friendly range of mail solutions to meet changing needs. This range offers a choice of three types of letter:

- the *Lettre verte*, for standard mail, with three-day delivery;
- the *Lettre Services Plus* for more important mail, with tracking notifications, the option of sending it from a customer's own letter box, and two-day delivery;
- the *e-Lettre rouge* for urgent one-off items, delivered the next day.

Also in 2023, Philaposte launched the first block of a new collection of non-fungible token stamps (*#NFTimbre*). La Poste has entered the innovative new world of NFTs through its oldest market, stamps. NFT stamps are digital stamps with certified authenticity, making them unique and non-interchangeable, like printed stamps.

With the strong growth of e-commerce (13.8% in 2022<sup>(1)</sup>) and the boom in online marketplace sales between private individuals, the out-of-home parcel delivery market has become a major driver for business development. With a view to increasing its market share, the Retail Customers & Digital Services business line is now offering different services to boost the appeal of post offices and encourage customers to choose them for sending and picking up parcels. The aim is to capture a new, younger and more digital customer base, and therefore create new sales opportunities. In 2023, 700 post offices were integrated into the network of Shop2Shop by Chronopost collection points offered on e-commerce sites.

Another business development area is using post offices as test and exam centres, drawing on the depth and breadth of La Poste's regional network. Currently, there are 1,000 post offices where people can sit their theory test for the Highway Code and for boat and motorbike licenses.

The BtoB market also represents significant business development potential for the Retail Customers & Digital Services business line. For example, in October 2023, the business line launched the new-generation Carte Pro, the first Group-wide multi-business loyalty card designed to transform the business customer experience and foster retention through exclusive benefits, such as a promise that they will be served within five minutes of entering one of the 1,000 post offices that offer the Carte Pro service.

Another area in which La Poste is diversifying and expanding is the independent living market for seniors. There are currently 15 million people aged 60 and over in France, and the number is expected to increase to 20 million by 2030 and to almost 24 million by 2060. La Poste helps these people by offering services that make daily life easier for both them and their loved ones. The services offered by the Retail Customers & Digital Services business line include:

- *veiller sur mes parents* ("watch over my parents"), a home visit service provided by postal carriers, together with a 24-hour connected remote assistance service at home and away from home;
- home and garden maintenance services, through Axeo;
- the Ardoiz tablet, specially designed for seniors;
- mobile phones and plans tailored to seniors, marketed through La Poste Mobile;
- insurance and renovation home loans for seniors, offered by La Banque Postale.



### REGULATORY FRAMEWORK FOR ELECTRONIC COMMUNICATION ACTIVITIES

In October 2010, La Poste Telecom, a subsidiary of La Poste and SFR, registered with Arcep (France's electronic communications regulatory authority) as an operator to conduct two activities:

- telephone services to the public (direct transfer of voice in real time between fixed-line or mobile users);
- services other than telephony (electronic communications services).

The telephone service that La Poste Telecom provides to the public is mobile. La Poste Telecom is a mobile telephone operator that does not have specific authorisation to use radio frequencies. It is instead a Mobile Virtual Network Operator (MVNO).

SFR is the "host" network operator of La Poste Telecom. An agreement is in place for SFR to supply wholesale mobile electronic communications services (voice, SMS and data) to La Poste Telecom across mainland France. Through this agreement, La Poste Telecom benefits from the interconnections negotiated by SFR with all mobile and fixed-line operators.

End-to-end mobile voice services are provided by SFR with service levels equivalent to those offered by SFR to its own customers for comparable services. In addition, insofar as La Poste Telecom benefits simply from access, SFR largely bears the regulatory requirements regarding interconnection.

Since registering with Arcep, La Poste Telecom is subject to the rights and obligations related to the establishment and operation of public networks on the basis of Article L. 33-1 of the French Postal and Electronic Communications Code. La Poste Telecom therefore has the right to engage in the aforementioned activities of public telephone services and services other than telephone services, as well as the right to be issued blocks of numbers by Arcep. La Poste Telecom is subject to rules relating, in particular, to:

- the conditions governing the consistency, quality and availability of the network and service;
- the conditions of confidentiality and neutrality with regard to the messages transmitted and information related to communications;
- the regulations governing health and environmental protection;
- the free routing of emergency calls;
- the funding of the universal electronic communications service.

(1) Source: Fevad.

### A committed and responsible network

The Retail Customers & Digital Services business line is highly committed to the community values of La Poste in its capacity as a mission-led company, and actively contributes to its sustainability pledges.

As a result, 90% of the group's post offices and all of its websites are accessible to people with disabilities.

La Poste's Data Charter guarantees customers transparent, responsible and secure management of their data and that it is used solely in customers' best interests (as a trusted third party, La Poste strictly guarantees the confidentiality of the data entrusted to it).

At a time when 13 million people in France are excluded from the digital world, one of the business line's key commitments is to help bridge the digital divide, and every year it adds to its actions aimed at promoting digital inclusion. Examples of its digital inclusion initiatives are:

- detection of digital disadvantage, and digital outreach services provided in more than 600 post offices, mainly in disadvantaged neighbourhoods;
- 413 post offices accredited by France Services, helping people access benefits and assisting them with online administrative procedures with nine different government agencies;
- 93 *L'Étape Numérique* sites, offering digital workshops and training for the general public and businesses (in partnership with Banque des Territoires);
- 95 France Services digital advisors;
- 4,081 local postal agencies equipped with self-service equipment, i.e., tablets in 3,000 postal agencies and special digital spaces in 1,235 agencies.

In total, in 2023, La Poste identified, supported, trained and equipped 646,000 digitally disadvantaged people.

The business line is also resolutely committed to social inclusion, with 645 post offices offering the services of a community outreach worker, more than 400 post offices providing special services for migrants, and a partnership entered into with the Unis Cité non-profit organisation through which postal workers coach young people looking for a job.

### 1.4.3 Strategy and outlook

In 2024, the Retail Customers & Digital Services business line will continue its transformation based on its three strategic imperatives.

Firstly, it intends to further expand its local presence throughout France by adapting the ways it provides its services and increasing the number of partnerships with local players (local authorities, supermarkets, convenience stores, etc.). It also plans to make its network accessible to the widest number of people possible in order to better respond to customers' new living patterns and lifestyles, by continuing to refurbish its customer reception areas and using mobile teams as back up for post office staff. In addition, as a driver of social cohesion and regional development, it will experiment with opening up its network to other public and private activities. The overarching aim of these measures is to extend the business line's physical and digital reach in order to fuel the group's business growth and cement its role as an enabler of social and digital inclusion by helping vulnerable people access essential services.

In terms of **the customer and postal worker experience**, the business line will continue to streamline its omnichannel pathways and enhance the quality of its customer relations, so that

The Retail Customers & Digital Services business line also puts in place specific initiatives for its employees, based on the overriding principle that happy employees make for happy customers.

For instance, in order to enhance employee well-being at work, since 2022 the business line has been rolling out a large-scale plan to prevent rude customer behaviour in post offices as part of its zero tolerance approach towards any form of aggression against its staff. As a result of complaints filed by La Poste, 62 people were convicted of assault against its employees by courts throughout France in 2023. When such complaints are filed, a lawyer and psychological assistance are systematically provided to the postal workers affected. In 2023, the procedure of systematically filing a complaint was extended to include serious abusive behaviour towards staff over the phone or online (such as in Google reviews).

In tandem, in order to prevent causes of absenteeism due to work-related illness, the business line has deployed an approach called *Tous Présents* ("All Present"), which in 2023 resulted in an unprecedented consultation of its 45,000 employees. Following this consultation process, a number of practical steps were put in place as from September, including providing each customer services representative with a Smartéo device, setting up mobile support teams to avoid post office closures, organising morning briefings so that teams know what the priorities are for the day, and introducing a scheme called "APALA" to provide more individual support for postal workers before, during and after a long absence, and make their back-to-work process as smooth as possible.

The business line is also rolling out AI-powered digital systems and tools for postal workers, such as popIA which helps post office managers to optimise resource planning.

It is also taking action to promote gender equality in tech jobs, as illustrated in the 55% proportion of women in 2023 that made up its first cohort of the Data and AI School it set up in 2022. Open to both postal and non-postal workers, this school trains talent in four fast-growing professions: data product owner, data analyst, data engineer, and data scientist.

customers feel welcome and well-regarded and that they are in professional, caring and trusted hands. It will also continue to refurbish its post offices to make them more outward-looking, welcoming and attractive spaces. As part of this objective, post office managers will be given more power to act on a local basis, and well-being at work for postal workers will be further enhanced.

**Business development** is the purpose (*raison d'être*) of the Retail Customers & Digital Services business line, and in 2024 it will focus on the following priority areas:

- banking and insurance;
- postal activities (stamps, mail, parcels) and new services (telephony, highway code and other tests and exams);
- diversified offerings which it will develop with new national and regional partners;
- BtoB offers and solutions.

The business line also intends to help drive the growth of the sovereign digital services and digital trust solutions provided by its subsidiary, Docaposte.

## 1.5 LA POSTE IMMOBILIER



### 2023 KEY FIGURES

**€898m**

Revenue  
(up 4.3% vs 2022)

**3.1m**

sq.m of directly owned properties  
(down 0.8% vs 2022)

**9,137**

Properties under management  
(down 3.2% vs 2022)

**€100m**

Operating profit  
(up 46.4% vs 2022)

**2.8m**

sq.m of rented properties  
(down 1.4% vs 2022)

**2,302**

Directly owned properties  
(down 1.6% vs 2022)



### 2023 SIGNIFICANT EVENTS

#### La Poste Immobilier, a company certified for its CSR actions

In 2023, La Poste Immobilier obtained *Engagé RSE* (Committed to CSR) certification – confirmed level – awarded by Afnor for its overall CSR roadmap. It also has RFAR certification (“exemplary” level) for its responsible purchasing, as well as SRI certification for its fund that invests in serviced senior residences, and it scored 98/100 in the ICACI ratings. In addition, La Poste Immobilier’s gender equality index score for 2023 was 99/100.

#### Low-carbon logistics platforms – stand-out deliveries during the year

In 2023, La Poste Immobilier delivered a number of urban logistics areas in the heart of the Beaugrenelle district in Paris. It also delivered a new-generation two-storey logistics platform in Nanterre, which was awarded first prize in the 2023 Immobilier Logistique awards at the Paris corporate real estate fair (SIMI). The first spaces in the Lyon urban logistics building at Port Édouard Herriot were marketed during the year.

Meanwhile, in Lezennes in the Hauts-de-France region, work started on a future logistics platform. Designed by architect Anne Dêmians, this platform will be a showcase for La Poste Immobilier’s expertise in sustainability.

#### Converting properties into housing – a targeted approach

La Poste Immobilier is converting some of its assets into housing, ensuring that at least 35% of the homes concerned will be social housing. Its flagship project in this area is the project to convert offices and brownfield land into housing on the Magenta site in the 10<sup>th</sup> arrondissement of Paris.

In parallel, the strategic programme to convert former post office buildings into serviced senior residences continued in 2023. The first of these residences was delivered in Strasbourg to Les Jardins d’Arcadie, a leading player in the senior real estate market, and three further deliveries are scheduled for 2024.

La Poste Immobilier is also in the process of finalising a design study with Habitat et Humanisme to convert some of its assets into inclusive housing for people in difficulty.

#### Commercial property: optimising floor space and offering coworking facilities throughout France

Startway and Multiburo – the two coworking subsidiaries acquired by La Poste Immobilier – were merged in July 2022 and together now have around 50 sites in France, Belgium and Switzerland.

In 2023, La Poste Immobilier continued to streamline its commercial real estate portfolio. For example, in Paris, it delivered a directly owned building for regional services teams, thereby freeing up eleven rented sites.

#### An industrial strategy for energy-efficiency renovations

Towards the end of 2023, La Poste Groupe and EDF set up a long-term strategic partnership involving a large-scale renovation programme to improve the energy efficiency of buildings and the creation of a joint venture between La Poste Immobilier and the EDF group. In connection with this partnership, La Poste Groupe plans to invest €400 million to reduce its energy consumption and accelerate the decarbonisation of its property assets.

### A threefold ambition

La Poste Immobilier has 833 employees (down 4.0% on 2022). It manages the majority of the group’s real estate activity in France and, with its eight regional departments, covers the entire portfolio throughout the country. La Poste Immobilier has developed valuable know-how in the field of construction, management of a diversified portfolio, management of complex real estate projects, and rehabilitation of remarkable assets. With its dual real estate and postal expertise, La Poste Immobilier contributes directly to shaping the cities of today and tomorrow, through buildings adapted to contemporary preferences, combining functionality, sharing and innovation.

La Poste Immobilier supports the threefold real estate ambition of its parent company, whose transformation it supports, by:

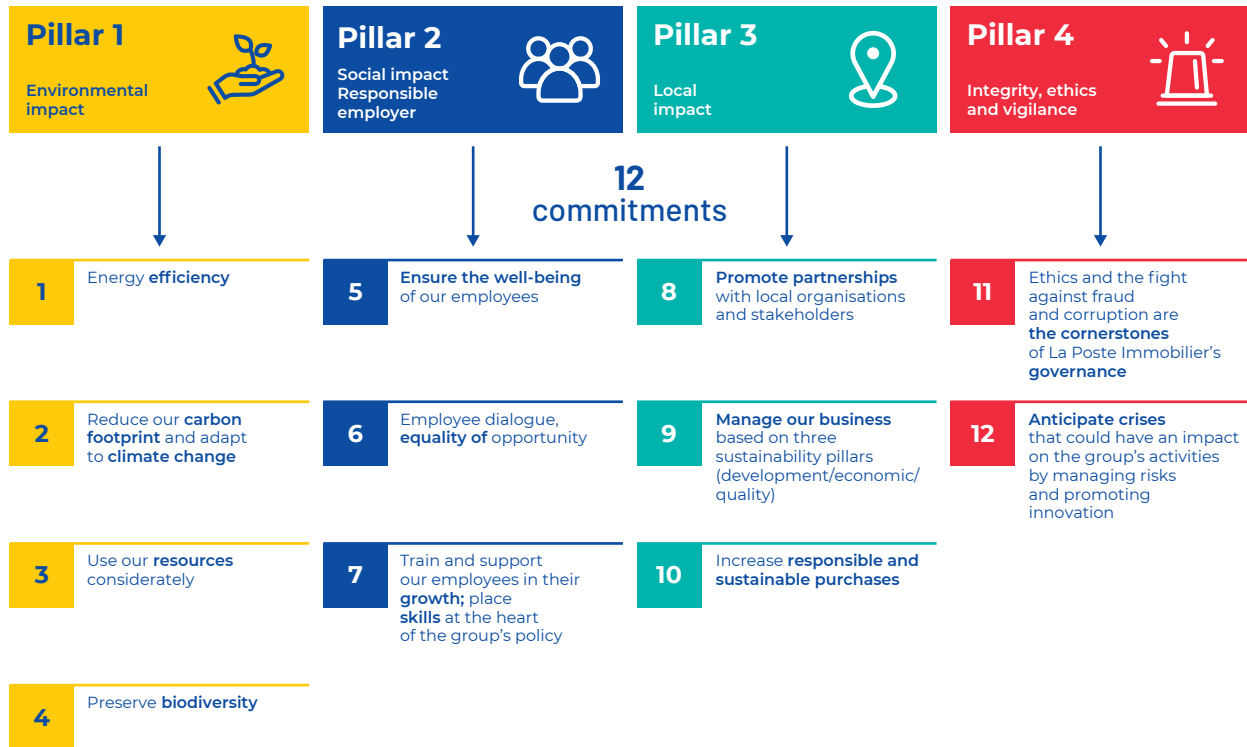
- having operational production facilities, optimised in terms of cost, energy performance and carbon footprint;

- contributing to regional balance;
- developing La Poste Groupe’s activities in its strategic areas (urban logistics, health and autonomy, projects/housing, service sector and co-working, environmental transition).

### A CSR policy accredited by Afnor

Refurbishments, full building conversions and complete new-builds. These are just some of the ways that La Poste Immobilier is striving to reduce the environmental footprint of its real estate portfolio and promote a balanced real estate approach in France’s regions, carrying out major innovative projects aimed at helping develop the circular economy, improve biodiversity, facilitate low-carbon logistics and revitalise town centres.

## La Poste Immobilier's CSR policy



In October 2023, Afnor awarded La Poste Immobilier its *Engagé RSE* certification (level 3 – “confirmed”), which is linked to the international ISO 26000 standard. This certification demonstrates Afnor’s recognition that La Poste Immobilier takes social, environmental, ethical and economic issues into account in its activities.

La Poste Immobilier also has RFAR certification (for responsible purchasing and supplier relations), with its purchasing practices rated at the highest level – “Exemplary”.

Additionally, La Poste Immobilier is certified by the French Institute of Internal Audit and Control (IFACI), with a score of 98/100. This certification provides reasonable assurance that La Poste Immobilier strives to optimise the quality of its activities and meet the fundamental concerns of its management and governance.

Finally, La Poste Immobilier has submitted a letter of commitment to the SBTi and will publish its carbon reduction pathway in 2024.

## 1.5.1 Managing the group's property assets

### A considerable real estate portfolio

Spread over the whole country, La Poste Groupe's property assets is one of the largest in France in terms of number of assets. Its size makes it truly exceptional, with 9,137 buildings representing 6.0 million square metres. It is atypical covering a vastly diverse array of buildings in terms of size, architecture, type and usage. It comprises vast industrial platforms, small and medium-sized retail spaces and commercial premises, but also buildings with remarkable architecture, built from the end of the 19<sup>th</sup> century to support the industrial, commercial and service development needs of La Poste.

Offering the group's business line real estate adapted to their needs, to new customer behaviours and to regional changes is La Poste Immobilier's main purpose.

### Support the Services-Mail-Parcels business line

More than ever, the Mail and Parcels businesses are undergoing profound change. La Poste Immobilier is supporting the business line in this transformation, particularly in the roll-out of its industrial roadmap. As such, over the 2017-2022 period, La Poste Immobilier delivered 31 new platforms (six parcel platforms and 25 multi-flow platforms) totalling approximately 300,000 square metres and representing an investment of €160 million.

### Support the Retail Customers & Digital Services business line

La Poste Immobilier supports the Retail Customers & Digital Services business in the same way, by combining its expertise in real estate opportunities and the business line's vision of the appropriate network of post offices. In 2023, €44 million in renovation works were started on the network, including the renovation and adaptation of 140 post offices, in order to better meet customer needs.

At the same time, the pace of flash office refurbishments accelerated: more than 200 offices were renovated within a very short timeframe (two weeks on average), with a satisfaction rate of 92%.

### Optimisation of the office portfolio and development of co-working

La Poste Immobilier also manages the real estate aspects of the group's overall roadmap for its commercial buildings in order to adapt them to the group's structural changes and new working methods, while optimising floor space and fostering synergies between the business lines, and also enhancing employees' well-being at work.

For example, the Village La Poste Paris, on Boulevard Brune in the 14<sup>th</sup> arrondissement, was delivered in the third quarter of 2023, following major conversion and interior refurbishment works. This project enabled 11 rented sites to be freed up and almost 2,000 postal workers to be housed in the building.

Another major project is currently underway in Toulouse Saint-Aubin, to create a new *Village La Poste* in a building directly owned by the group dating from the 1930s.

La Poste Immobilier is carrying out renovations or refurbishments of emblematic La Poste sites to current service-sector building standards, and is conducting development projects on vacated sites.

Additionally, the combination of Multiburo and Startway's expertise provides a further tool for modernising and managing La Poste's available and vacant commercial property with a view to opening it up to customers outside the group. This new subsidiary stands out from the competition due to its nationwide coverage in France and its highly developed sense of service.

### Helping La Poste Groupe achieve its carbon-reduction targets

With energy consumption of nearly 1 TWh per year and total related emissions of 88,000 tonnes of CO<sub>2</sub> in 2023 (down 29% compared with 2022), the real estate managed by La Poste Immobilier plays a key role in achieving the objectives of La Poste Groupe's carbon pathway.

With the entry into force of the *Eco Energie Tertiaire* scheme, La Poste Immobilier reported its energy consumption data on the OPERAT platform within the deadlines imposed by the regulations. It has also launched a plan to reduce its energy consumption by 20% (kWh/sq.m) and to reduce the carbon emissions generated by its directly owned properties by 35%, both by 2030 compared with a baseline year of 2017. Between 2010 and 2017, carbon emissions decreased by 20% to 132,000 tCO<sub>2</sub>eq.

Given the size of the group's property assets, action will have to be undertaken on a grand scale if these objectives are to be met. That is why La Poste Immobilier launched a major consultation among the market's biggest energy providers in 2022, with a view to structuring a comprehensive partnership. Following this consultation, in late 2023 La Poste and EDF entered into an innovative long-term strategic partnership – the first of its kind in France – and announced the creation of a joint venture owned by La Poste Immobilier and EDF.

The partnership will entail rolling out a large-scale programme of energy efficiency works designed to significantly reduce the energy consumption of the group's property assets. In particular, the programme includes:

- deploying energy performance management systems via a Building Management System (BMS) extended to some 1,300 sites;
- renovating energy systems (replacing boilers, installing heat pumps, upgrading lighting systems, etc.) and building frames (structure and insulation) at some 500 sites;
- developing power self-supply systems by accelerating the installation of solar panels at 250 postal sites (on roofs and car park awnings), with total installed solar power capacity of 20 Megawatt peak (MWp) by 2028;
- installing electric vehicle charging stations at postal sites, in line with La Poste's strategy of decarbonising transport. The group has one of the largest fleets of electric vehicles in Europe, representing around 40% of its total number of vehicles. The charging stations will be made available for use not only by the group's employees and customers, but in some cases also to the general public.

In parallel, La Poste Immobilier is stepping up its sustainable operating initiatives: removing oil-fired boilers in its properties (171 replacements in 2022 and 2023), successfully participating in the seventh edition of the CUBE competition in 2023 (2022 result: third in the overall ranking with an average energy saving of 16% over 31 buildings), and pursuing the energy-efficiency plan launched in autumn 2022.

Specifications for new buildings and renovations include ambitious certification, renewable energy production and biodiversity targets. In 2023, nearly 550,000 sq.m of projects received certification and labelling. Under the Afilog Charter, La Poste Immobilier has committed to covering 50% of its roof surfaces with solar panels, which is above the regulatory requirement. Lastly, 87 ecological diagnostics have been carried out on existing sites, and nine logistics platforms are being tested with a view to signing biodiversity performance agreements.

## 1.5.2 Creating value for the group at a regional level

### Project development

For ten years, La Poste Immobilier has been involved in the development and management of real estate projects, particularly with the transformation of its real estate portfolio. The experience it has gained in managing complex projects on the properties already in its portfolio, such as the Louvre post office building in Paris and the Colbert post office building in Marseille, as well as the work it has conducted on new-build projects, mean that it is in a position to envisage other types of development. With a strong and broadly skilled team of experienced project managers, it analyses the value of the sites in relation to their regional, societal and economic environments, devises the best redevelopment strategies for them and oversees the necessary studies, work and marketing.

La Poste Immobilier draws on its threefold expertise in project management:

- managing complex restructuring operations, from project development to delivery;
- linking real estate issues to regional and environmental issues;
- demonstrating through the project the high historical, architectural and urban value of real estate.

### Completed projects

- The Keller urban logistics area (10,000 sq. m), in the 15<sup>th</sup> arrondissement of Paris, was delivered in January 2023, after a year of works. Following on from the Mouffetard, République and the La Poste du Louvre projects, the Keller building was the fourth Urban Logistics Area (ULA) in Paris to be delivered by La Poste Immobilier in the space of less than two years, enabling the group to provide 100% low-carbon or carbon-free deliveries in Paris.
- The Parcels logistics platform in Nanterre was delivered in July 2023. The originality of this 16,000 sq.m building lies in its two-storey design, reflecting a desire to retain as much of the existing structure as possible, providing optimal operating conditions for Colissimo and limiting the amount of additional built-up land required.
- The urban logistics building at Port Édouard Herriot, Lyon: this project is the result of a partnership between Lyon Parc Auto (LPA), Banque des Territoires, the SERL group and La Poste Immobilier. The facility covers over 28,000 sq.m, more than a third of which is already being used by La Poste subsidiaries. The space is divided over two levels accessible to heavy goods vehicles and meets the urban logistics needs of the city of Lyon and its suburbs.



- The Grand Central building in Marseille was delivered in November 2023. With a floor space of 8,500 sq.m, this 1930s building was completely refurbished by La Poste Immobilier and Icade to house the new headquarters of *La Provence*.
- The Caen Colombelles mail processing and distribution centre (PPDC)<sup>(1)</sup>: in September 2023, a new platform of over 9,000 sq.m was delivered in Colombelles on the outskirts of Caen. The platform's design includes a proactive sustainability approach, with a significant reduction in energy consumption thanks to solar panels covering half of the roof, as well as the use of a low-carbon, plant-based asphalt mix for the car parks, the installation of insect hotels, the planting of some 3,000 trees and shrubs, the provision of 5,000 hours of subsidised employment, and more.
- Refurbishment of an office building for 2,000 employees on Boulevard Brune in Paris.

### Projects under way

Several renovation and new building projects continued this year, serving La Poste and the regions:

- Magenta, in Paris: transformation of an industrial site into a mixed-use development comprising affordable and social housing, a co-working area, a post office and urban logistics;
- House of Innovation in Nantes: construction of a building housing nearly 1,000 La Poste Groupe IT specialists (currently spread over three different sites in the city), with an ambitious CSR component;
- Toulouse Saint-Aubin: refurbishment of a remarkable building in the city centre;
- Mérignac city centre: transformation of a city centre brownfield area into a mixed-use complex comprising a new postal building and 120 housing units;
- Lezennes: conversion of a brownfield site into an urban logistics facility with office space on the upper floor, resulting in a building of outstanding architectural and environmental quality, serving postal activities and helping to reduce the city's carbon footprint;
- Saint-Cloud (outskirts of Paris): creation of around 60 homes on a former postal site.

### Disposals

La Poste Immobilier supports the group's modernisation strategy and makes changes to its portfolio in line with new user behaviours. Since its creation in 2005, La Poste Immobilier has reduced the size of La Poste Groupe's real estate portfolio by 33%. In 2023, agreements were entered into to dispose of €73 million in assets.

### Urban logistics

Cities are facing increasing incoming and outgoing goods flows, impacting road traffic and air quality. La Poste Immobilier supports La Poste Groupe in its commitment to help make cities more breathable and to facilitate traffic flows. This involves stepping up the decarbonisation of deliveries and the roll-out of a network of logistics sites in city centres.

La Poste Immobilier is developing its property assets to help make these social ambitions a reality. A number of new urban logistics sites started up operations in 2023. These include a 6,500 sq.m site opened in Petit-Couronne near Rouen, and, since June 2023, the Urban Logistics Building (ULB<sup>(2)</sup>) at Port Édouard Herriot in Lyon, in

which two La Poste Groupe subsidiaries operate an urban delivery business covering 10,000 sq.m, i.e. around a third of the ULB's floor space. Operations also started up during the year at the two-storey Nanterre ULB (15,800 sq.m). And next year, the suburbs of Lille will be getting a 12,000 sq.m ULB.

Urban distribution centres (UDCs<sup>(3)</sup>) to the north of Strasbourg (5,000 sq.m) and in Grenoble (3,000 sq.m) came on stream in the last quarter of 2023. Other UDCs are due to open in 2024/2025, such as in Rennes (5,500 sq.m) and Toulouse (6,200 sq.m and 6,700 sq.m).

La Poste is also developing urban logistics areas (ULAs<sup>(4)</sup>), in line with the constraints and tighter rules for accessing and driving in city centres. These facilities are mainly located in France's largest metropolitan areas. Other ULAs will be added to the group's urban logistics chain over the next few years in Bordeaux, Paris, Nice and Dijon.

### Serviced senior residences

In early 2020, La Poste Immobilier appointed Les Jardins d'Arcadie, a leading player in the senior real estate market, to develop an initial series of sites with a view to transforming them into serviced senior residences by 2025. In the spring of 2021, an investment company named SCI Résidences Senior La Poste was created to finance this first series of sites. This SCI is held at 59% by La Poste Immobilier, 21% by Banque des Territoires and 20% by 123 IM. The company will finance an initial portfolio of real estate investments estimated at approximately €185 million.

In 2023, the SCI was awarded the SRI – Socially Responsible Investment – label. This label follows on from Afnor's ISO 26000 certification – *Engagé RSE* – and recognises the responsible investments made by the SCI's investors, as well as the positive ESG (environmental, social and governance) impact made by the SCI's fund through upgrading existing property and working with partners committed to creating sustainable sheltered housing to help vulnerable people.

La Poste Immobilier, in addition to being an investor, is also involved in the transformation of buildings by providing project management for several buildings (as in Saint-Etienne, where work has begun).

### Completed projects

The serviced senior residence in Strasbourg was delivered in June 2023. It includes 84 residential units (with restaurant, entertainment hall, sports and wellness facilities) and is part of a mixed programme of social housing and home ownership, service-sector spaces and a brasserie.

### Projects under way

Work continued in 2023 on residences in Brest, Châteauroux and Saint-Étienne, with delivery scheduled for 2024, and the residences in Auch and Châlons-en-Champagne started up operations during the year.

Applications for building permits were filed for residences in Amiens, Perpignan, Rouen, Thionville and Toulouse in 2023.

Lastly, a call for expressions of interest was launched in June 2022 for the selection of one or more operators specialising in the management of inclusive housing on a new scope of roughly 20 sites in average-sized cities. La Poste Immobilier is in exclusive talks with Habitat & Humanisme.

(1) See definition in the glossary at the end of this document.

(2) Urban Logistics Buildings (ULB): urban logistics facilities larger than 5,000 sq.m that house several operators and are often multimodal.

(3) Urban Distribution Centres (UDC) with floor space ranging from 500 to 8,000 square metres and are located on the edge of a low-emission zone.

(4) Urban logistics areas (ULA) with average floor space below 500 square metres, the last link in the chain enabling the roll-out of an extensive network in city centres.

## Expertise of La Poste Immobilier's subsidiaries

### Co-working

In 2016, La Poste Immobilier acquired an 80% stake in Startway Partners. In July 2022, La Poste Immobilier acquired Multiburo, a major player in coworking and a pioneer in flexible real estate and business centres in France, Belgium and Switzerland. In 2023, La Poste Immobilier became the sole shareholder of Startway and Multiburo, and the two companies were merged on 1 July 2023. With these two brands housed in a single legal entity, their combined network represents 50 co-working spaces, staffed by 160 employees. Through the Startway and Multiburo brands, La Poste Immobilier has the industrial and commercial resources to offer flexible solutions and services tailored to the changing uses of commercial property: private offices, meeting rooms, co-working spaces and domiciliation.

### Sobre Énergie

Sobre Énergie is a strategic and operational energy management consulting firm for real estate portfolios.

A subsidiary of Banque des Territoires (48.5%), La Poste Groupe (48.5%) and Egis (3.0%), Sobre Énergie was created in 2016 to support local authorities and companies throughout the energy transition of their property assets. Its strategy is based on a digital platform (Data M.A.R.C.) and digital services engineering dedicated to energy sobriety. The Sobre Énergie teams leverage sobriety pathways such as purchasing, operation and property development offered by renovation projects to bring out the green value of buildings.

Sobre Énergie is an important asset for La Poste Immobilier given the implementation of France's tertiary decree, which requires the achievement of energy consumption and decarbonisation objectives for existing buildings.

Sobre Énergie is also involved in the implementation and monitoring of the sobriety plan under which the group has achieved energy savings of more than 10% over the 2023 winter period. Sobre Énergie provides reporting and indicators for the entire building stock and measures the performance of actions implemented (set-point temperature, relamping, building management systems, etc.).

## 1.5.3 Our partners and stakeholders

Stakeholders are an essential component of La Poste Immobilier's approach to corporate social responsibility, and it places great importance on keeping an open dialogue with them and involving them in its value creation processes. La Poste Immobilier maps the relations between its stakeholders and its various activities, giving it a clear view of their interests and motivations. As part of its CSR strategy, a materiality matrix was drawn up to identify priority issues for both the company and its stakeholders.

La Poste Groupe is La Poste Immobilier's main customer and therefore a key stakeholder. La Poste Immobilier has also entered into a partnership with various entities of Caisse des Dépôts, the majority shareholder of La Poste Groupe. It has accordingly joined forces with Banque des Territoires to set up a real estate company for serviced senior residences and the urban logistics investment fund. It is also a co-shareholder in Sobre Énergie with Caisse des Dépôts.

On a regional level, La Poste Immobilier strives to develop a relationship of trust with elected officials and local authority teams, who manage urban planning issues. That is why it systematically involves elected officials in the choice of projects for the transformation of its existing assets.

La Poste Immobilier develops close ties with all the real estate players in the market, from property managers, brokers and investors to construction and public works companies, depending on the nature of its projects.

La Poste Immobilier is particularly known for its high standards in terms of architectural quality and urban integration. It entrusts its renovation or construction projects to a variety of architects and project managers.

La Poste Immobilier is also in contact with impact non-profits and companies (Restos du Cœur, Red Cross, Aurore, etc.), for which it finds accommodation or temporary storage solutions, training organisations, schools or cultural associations.

Lastly, La Poste Immobilier is keen to develop a demanding, partnership-based relationship with its suppliers, favouring local businesses and responsible purchasing.

## 1.5.4 Strategy and development

In the context of the current housing crisis, La Poste Immobilier will continue to serve the strategic goals of La Poste Groupe by capitalising on its major development areas. It intends to achieve this by:

- optimising the real estate made available to the group's business lines and employees by seeking out locations suited to the needs of the Services-Mail-Parcels business line, renovating post offices, and tailoring the group's service-sector sites to new ways of working;
- transforming La Poste's real estate portfolio through value-creating mixed development projects (offices, housing, etc.) managed by La Poste Immobilier;
- developing its urban logistics offering for La Poste Groupe players in order to have an optimal regional network, secure the best locations for urban logistics sites, and contain the business lines' real estate costs;

- deploying the programme for creating serviced senior residences;
- growing the business of the new co-working subsidiary resulting from the merger between Startway and Multiburo to boost the group's position in France's co-working market;
- implementing a standard-setting energy strategy, with the new joint venture between La Poste Immobilier and EDF aimed at reducing carbon emissions in line with the targets set in the Paris Agreement on climate change;
- rolling out its CSR roadmap, as part of a continuous improvement approach and in line with its stakeholders' expectations.

## 1.6 PUBLIC SERVICE MISSIONS

La Poste Groupe is tasked with four public service and public interest missions, defined in Article 2 of the law of 2 July 1990, as amended, on the organisation of the public service of La Poste and France Telecom:

- universal postal service;
- contribution to regional planning and development through its network of service points;
- press transport and delivery;
- accessible banking.

These missions respond to a social need and promote the balanced development of France while remaining flexible: they must evolve according to the needs of users and society at large, in application of the principle of the adaptability of public services.

The public service missions are carried out in accordance with the principles of equality, continuity and adaptability. The commitments of La Poste and the French State are defined in a multi-year public service agreement: for the 2023-2027 period, the public service agreement, approved by the group's Board of Directors on 23 February 2023, was signed by all stakeholders

in June 2023. This agreement sets out the conditions under which La Poste and its subsidiary La Banque Postale carry out their public service missions. It provides for a progress assessment meeting in 2024, as the 15-year period during which La Poste has carried out the universal postal service mission is due to expire on 31 December 2025. It also sets out the method and timetable for the French State and La Poste to forward plan for this deadline, without prejudice to any decisions that the French government and parliament may take regarding the universal postal service as from 1 January 2026.

Until 2020, three of the four public service missions gave rise to public compensation. As from 2021 the State added to the system, providing for compensation to be paid for the universal postal service as well, for the period from 2021 to 2025<sup>(1)</sup>. However, the amounts of compensation provided for the public services missions are lower than the expenses that these missions represented in the financial statements of La Poste Groupe. In 2022, the public service missions entrusted to La Poste together represented a total expense of €1.8 billion before compensation and €0.7 billion after compensation<sup>(2)</sup>.

### 1.6.1 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.*

The law of 20 May 2005 designated La Poste as the service provider responsible for the universal postal service mission. The law of 9 February 2010 confirmed the assignment of this mission to La Poste, for a period of 15 years as from 1 January 2011.

#### Legal and regulatory framework

The concept of the universal postal service was defined by directive no. 97/67/EC in 1997. The European Union provisions on the universal postal service were transposed into French law by the law of 20 May 2005, subsequently supplemented by the law of 9 February 2010. The legislator elected for an expanded universal postal service as provided for in Article L. 1 of the French Postal and Electronic Communications Code: "The universal postal service helps bring about social cohesion and the balanced development of the country. It is carried out in such a way as to ensure respect for the principles of equality, continuity and adaptability while striving to maximise economic and social efficiency. It guarantees permanent access to postal services of specified quality to all users throughout the country. These services are offered at affordable prices for all users."

The law of 9 February 2010 confirmed the principles governing the universal postal service and did not modify either its definition or its scope. It specifies that "prices are cost-oriented and encourage efficient delivery, while taking into account the characteristics of the markets in which they apply.

In addition, Decree No. 2007-29 of 5 January 2007 on the universal postal service and on La Poste's rights and obligations, amended by the Decree of 20 September 2012 regarding the net contributions

into the universal postal service compensation fund, reaffirmed and detailed the legislator's choice with respect to both the characteristics of the universal postal service (i.e., offering, accessibility, collection, delivery, service levels, etc.) and the rights and obligations incumbent on La Poste as the universal service provider (catalogue, cost accounting, pricing information, monitoring of the performance of missions, etc.). The definition of priority dispatch in Article R. 1 of the French Postal and Electronic Communications Code was also amended by Decree no. 2022-1110 of 3 August 2022.

#### Supervisory framework

The role of Arcep is to oversee competition and the proper functioning of the postal market while ensuring the funding and safeguarding of the universal postal service.

France's Law no. 2021-1900 of 30 December 2021 amended Article L. 2-2 of the French Post and Electronic Communications Code and tasked Arcep with assessing the net cost of the universal postal service each year.

Arcep ensures that La Poste meets its universal postal service obligations and, to this end, establishes a multi-annual price cap, along with price regulation of services on a case-by-case basis within the scope of the universal postal service. In its capacity as the universal postal service provider, La Poste is subject to service level, claims handling and accounting obligations.

Each year, La Poste sends Arcep a review of the universal postal service it has offered. It also sends a copy of the review to the Minister responsible for postal services.

(1) Decision announced by the French Prime Minister on 22 July 2021 and incorporated for the first time in the French Budget Law for 2022. In parallel, on 1 January 2023 La Poste announced the launch of a new universal service mail range.

(2) Covering the same scope as 2020 and 2021, i.e., excluding impairment and reversals of impairment for mail assets.

## Features

The French legislature has broadly defined the universal postal service in France, whose scope is set out in Decree no. 2007-29 of 5 January 2007 (codified as Articles R. 1 et seq. of the French Postal and Electronic Communications Code). The universal postal service in France includes the following minimum services for domestic and cross-border postal services:

- letters and parcels weighing up to 2 kilograms, priority and non-priority single-piece items or bulk items, and registered mail;
- postal parcels offered to the public by unit up to 20 kilograms, by ordinary or registered mail;
- newspapers and periodicals;
- catalogues and other printed items;
- registered items;
- insured items;
- forwarding;
- literature for visually impaired people.

The collection and delivery services within the scope of the universal postal service are carried out every working day (six days a week), save in exceptional circumstances, which represents more than the minimum of five days required by the directive. The distribution of services within the scope of the universal postal service is carried out in appropriate facilities to the door of every individual or legal entity.

These services are offered on a permanent basis to all users across mainland France, in the overseas departments, Saint-Martin, Saint-Barthélemy, and Saint Pierre and Miquelon.

## Accessibility

In regard to the accessibility of the universal postal service, Article R. 1-1 of the French Postal and Electronic Communications Code specifies that at least 99% of the French population and at least 95% of the population in each department must live less than 10 km from a retail outlet, and that all municipalities with more than 10,000 inhabitants must have at least one retail outlet for each section of 20,000 inhabitants<sup>(1)</sup>.

## Catalogue

La Poste puts together and duly updates a catalogue outlining the services falling within the scope of the universal postal service (i.e., description of offerings and current prices). This catalogue was approved by the Minister responsible for postal services on 20 August 2007, following a favourable opinion by Arcep on 26 April 2007, and may be downloaded from La Poste's website.

La Poste must both seek approval from the Minister responsible for postal services and consult Arcep for any proposed substantial changes to the catalogue, other than prices, when these changes affect the single-piece postal component of the universal postal service. In the absence of an objection from the Minister within two months of receipt of the document, the changes are deemed approved. For bulk postal services, La Poste is only required to inform the Minister responsible for postal services and Arcep of the catalogue changes.

Decree no. 2022-1110 of 3 August 2022 on the universal postal service obligations amended the definition of priority mail as set out in Article R. 1 of the French Postal and Electronic Communications Code, which was necessary for the implementation of the new mail range.

On 2 June 2022, Arcep issued its Opinion no. 2022-1139 on the modification of the universal postal service catalogue concerning the new mail range. This change reflects the request made by the Prime Minister to the Senior Monitoring Committee for the Public

Service Agreement on 22 July 2021. As such, since 1 January 2023, the mail range is built around a three-day delivery offering, with a next-day delivery solution for the most urgent items and a two-day delivery solution with high service value.

## Price framework and regulation

Pursuant to Article L. 5-2 of the French Postal and Electronic Communications Code, Arcep sets the multi-annual price caps governing the prices for services. These caps are set after reviewing La Poste's proposed prices, or if La Poste does not put forward proposed prices, Arcep sets them at its own discretion (after informing La Poste). The price cap makes it possible to control price increases for all or some of the products in the sector governed by postal regulations, with a view to keeping the Company's operating margin constant over a specific period.

Arcep issues opinions on changes to universal service prices (pursuant to Article L. 5-2 of the French Postal and Electronic Communications Code) and has the power to amend or suspend proposed prices when the pricing principles applicable to the universal postal service are clearly not being respected.

Due to the change in the universal postal service range on 1 January 2023, La Poste and Arcep both noted that it was impossible to propose and in turn to set a price framework for 2023. However, Arcep verified that the pricing set for 2023 complies with the principles of the French Postal Law, such as affordability and cost-oriented pricing.

Following the work undertaken in the first half of 2023 and the public consultation held from 27 April to 25 May 2023, on 15 June 2023 Arcep adopted a decision on the multi-annual price caps for the period from 2024 to 2025. On 20 July 2023, Arcep issued a favourable opinion on La Poste's proposed price changes for 2024.

## Service level and complaint handling requirements

At national level, the French government has set the quality of service targets for the universal service that La Poste is required to provide under Article L. 2 of the French Postal and Electronic Communications Code, for the period covering 2023 to 2025.

The European Union has defined service level standards relating to the shipping time for postal items from the date of deposit by the sender until delivery to the recipient for cross-border mail within the European Union. Accordingly, from the time the object is passed to the postal operator, 85% of items must be delivered within three days and 95% within five days.

Arcep ensures that these targets are met by La Poste and oversees the publication and reliability of service quality measures.

Moreover, La Poste regularly measures quality of service based on European or national standards (Article R. 1-1-8 of the French Postal and Electronic Communications Code). The results of these measurements are disclosed to users and Arcep by means of the annual publication of the universal service dashboard.

As the universal postal service provider in France, La Poste is also required to publish an annual report on the monitoring of its performance, as well as information on the number of claims and the manner in which they have been handled (Article 19 of directive no. 97/67/EC).

As the universal postal service provider, La Poste must display a notice at each retail outlet detailing the claims procedure and compensation conditions. Users of the universal postal service must be given access to claims forms.

The time taken to deal with a claim relating to a domestic postal item may not exceed two months from receipt of the claim accompanied by supporting documentation. The claims processing procedure is free of charge for customers (Article R. 1-1-9 of the French Postal and Electronic Communications Code).

(1) In addition to its universal service obligations, Article 6 of the law of 2 July 1990 amended by the law of 20 May 2005 stipulates that La Poste contributes, through its network of service points, to regional planning and development throughout the country (See section 1.6.2 "Regional development").

Lastly, should users not be satisfied with the response to their claim, they may file a further claim, which is dealt with by a different unit. If they feel the response is still not satisfactory, they may then ask La Poste Groupe's mediator to intervene.

### Financial compensation mechanism

La Poste is required to present separate financial statements for its universal services, and another set of statements for all other services.

The cost allocation principles for this regulatory accounting are laid down by Arcep. At the request of Arcep, La Poste provides all the accounting documents and information that Arcep needs to verify that La Poste is complying with its obligations.

La Poste's regulatory accounting has been audited by La Poste's Statutory Auditors every year since 2000. Since 2006, Arcep has carried out an audit, via an independent organisation approved by Arcep, aimed at ensuring that the principles it sets are correctly applied. This audit is carried out at La Poste's expense.

Despite La Poste's efforts, the continuous decline in the volumes of the universal postal service entails that this public service mission is now running at a substantial loss. The full-cost universal service account was established as follows (excluding impairment and reversals of impairment of mail assets, in accordance with the accounting rules laid down by Arcep):

#### Full-cost UPS account

(in €m)

2020	(782)
2021	(617)
2022	(703)

On 22 July 2021, the French Prime Minister, accompanied by the Minister for the Economy, Finance and Recovery and the Minister for Regional Cohesion and Relations with Local Authorities, chaired a meeting of the Senior Monitoring Committee provided for by the public service agreement in force between the French State and La Poste.

At this meeting, with a view to supporting the transformation of the universal postal service and guaranteeing its sustainability and affordability, the French State undertook to pay La Poste an annual budget allocation to offset part of the costs of the universal postal service over the 2021-2025 period. This annual compensation is modulated between €500 million and €520 million, depending on service level results. The terms and conditions of this measure are set out in the public service agreement for 2023-2027 signed on 26 June 2023.

As a result, the French Postal and Electronic Communications Code was amended by the Budget Law no. 2021-1900 of 30 December 2021 for 2022, which provides that the operator in charge of the universal postal service shall receive compensation from the French State for its universal postal service mission under the conditions set out in the public service agreement provided for in Article 9 of law no. 90-568 of 2 July 1990. The first allocation, covering the additional costs incurred by La Poste in 2021, is €520 million. An identical amount for 2022, subject to service level results specified in the aforementioned public service agreement, was included in the 2023 Budget Law. On 7 December 2023, the European Commission approved, under EU State aid rules, France's plans to compensate La Poste for its universal postal service obligation.<sup>(1)</sup>

To round out the programme, Arcep is also tasked with assessing the net cost of the universal postal service obligations, according to a method set in the French Council of State (*Conseil d'État*) decree issued after considering the opinion of both Arcep and the French High Commission for Digital and Postal Services. The Council of State decree specifying the method for assessing the net cost has not been published as yet.

## 1.6.2 Regional development



**La Poste is required to ensure that there are at least 17,000 postal contact points throughout the country in order to contribute to France's regional planning and development. 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 retail outlet.**

The law of 9 February 2010 reaffirmed the assignment to La Poste of a regional development public service mission, consisting of the contribution to regional planning and development through its network of service points as a complement to its universal postal service obligations.

This mission is therefore added to the universal postal service obligations for which La Poste is the designated service provider and responds to a strong ambition for good postal coverage in the country, including in areas where service points could not remain open were the decision based on purely economic criteria (rural or mountainous areas, overseas departments and urban priority neighbourhoods).

### Legal and regulatory framework

To fulfil the national postal coverage obligations incumbent upon it, La Poste must deploy a network of service points that meet two cumulative accessibility rules:

- a rule of accessibility to the universal postal service; and

- a complementary accessibility rule for its contribution to regional development, set down by the law of 2 July 1990 on the organisation of the public services of La Poste and France Télécom, as amended by the law of 20 May 2005: "Save in exceptional circumstances, these rules do not permit that over 10% of people in a department live over five kilometres or over a 20-minute car journey, based on the traffic conditions in that department, from home to the nearest La Poste retail service point." The French Postal Law of 9 February 2010 adds that La Poste's network "must have at least 17,000 service points spread across French territory taking into consideration France's special characteristics, in particular in the overseas departments".

(1) State aid SA.100746(2023/NN).

In order to carry out this mission while supporting regional development and new customer expectations, since users' practices and lifestyles are changing (due in particular to the rise of digital, new technologies and new forms of mobility), La Poste is continually adapting its organisation and its network to find the best economic and social efficiency. La Poste has progressively built and adjusted a network of service points made up of different forms of postal coverage:

- post offices managed by La Poste, which, in each region, provide access to all products to individual customers; and
- service points managed by its partners, which entails entrusting the provision of the most common services to:
  - local authorities (municipalities or groups of municipalities), in which case they are called local postal agencies or intercommunal postal agencies, or
  - other partners (shopkeepers, non-profit organisations), in which case they are called "La Poste Relais" outlets.

At 31 December 2023, La Poste's network was exceptionally a little under the minimum requirement of 17,000, with 16,978 service points (post offices, postal agencies, La Poste Relais outlets) in 13,954 municipalities.

The national accessibility rate was stable at 97%. Some 96 departments were above the accessibility standard. In the overseas departments, every municipality had at least one service point, except for French Guiana (21 out of 22 municipalities). Five departments are slightly below the accessibility threshold due to specific circumstances and as part of a scheme approved by the French National Observatory of Postal Coverage on 31 January 2023.

Within each department, La Poste presents an annual report on local coverage in line with the accessibility standard, including a map setting out the location of the various La Poste service points.

## Governance

The regional development mission is subject to tripartite governance at the departmental and national levels, allowing for ongoing and in-depth interaction and consultation between the government, local elected representatives and La Poste:

- in each department, a Departmental Commission on Local Postal Coverage (CDPPT) guarantees the consistency of the postal offering in its department and is responsible for ensuring that La Poste respects the accessibility standard for regional development in the department. It determines in particular how the department spends the equalisation fund and examines any legal proceedings by mayors in regard to changes in postal coverage. Each CDPPT is made up of elected officials representing the municipalities, departments and regions, and a representative from the Prefect and from La Poste;
- at the national level, the French National Observatory of Postal Coverage (ONPP), established in December 2007, monitors the implementation of the local postal coverage agreement. It monitors, in particular, the management of the equalisation fund, the CDPPTs' work and the development of the postal network, and is tasked with evaluating, prospecting and promoting innovative solutions.

The observatory has 28 members who are appointed for the duration of the local postal coverage agreement, including six representatives from the French State, six representatives from the French Mayors' Association (AMF), six representatives from La Poste, six members of the French High Commission for Digital and Postal Services (CSNP), two regional councillors from the CDPPTs and two departmental councillors from the CDPPTs.

The regional development mission is the subject of a multi-annual local postal coverage agreement signed between the French State, La Poste and AMF. Following the very positive outcome of the first five agreements, the sixth local postal coverage agreement was signed on 15 February 2023 for the 2023-2025 period.

## Financial compensation mechanism

The additional coverage necessary for the regional development mission corresponds to the number of service points deployed by La Poste to enable it to fulfil this mission, in addition to those resulting from the sole obligation of accessibility to the universal postal service.

The net cost of La Poste's regional development mission therefore corresponds to the net cost of this additional coverage. This net cost is assessed each year by Arcep according to a method specified by Decree no. 2011-849 of 18 July 2011. The decree specifies that "the net cost of this additional coverage is equal to the avoided cost in its absence less the revenue lost in its absence".

After applying this method, Arcep annually estimates the net cost of La Poste's regional development mission.

Arcep subsequently updates this method to reflect the net cost as reliably as possible, particularly taking into account demographic changes. The most recent update was used to assess the 2020 net cost<sup>(1)</sup>.

### Net cost of the regional development mission

(in €m)

2020 <sup>(a)</sup>	(325)
2021 <sup>(b)</sup>	(348)
2022 <sup>(c)</sup>	(348)

(a) Decision no. 2021-2069 of 7 October 2021.

(b) Decision no. 2022-1931 of 29 September 2022.

(c) Decision no. 2023-1978 of 19 September 2023.

Following the referral to Arcep, the French High Commission for Digital and Postal Services (CSNP) issued favourable opinions on 1 December 2020, 8 December 2021, 5 December 2022 and 28 November 2023<sup>(2)</sup> on the draft report submitted by Arcep to the French Government and Parliament on the net cost of the regional development mission for each of the aforementioned years.

As partial compensation for the net cost of the mission, La Poste receives maximum annual compensation of €177 million, comprising:

- a main budget of up to €174 million per year, financed by local tax relief and an allocated amount voted on annually in the French Budget;
- an optional additional €3 million, financed by a rebate on property taxes payable by direct and indirect subsidiaries of La Poste on buildings they own and which are used primarily or exclusively for La Poste's activities.

This compensation is paid into the national postal territorial compensation fund, which finances eligible expenditure as defined in the local postal coverage agreement, the most recent version of which was signed between the State, La Poste and the AMF on 14 February 2023 for the period covering 2023-2025.

(1) This update resulted in the size of the network accessible under the universal service being reduced by around 1,000 contact points and a corresponding increase in the size of the additional network by an equivalent number of contact points, with the total number of contact points therefore remaining unchanged.

(2) These opinions are as follows: opinion no. 2020-11 of 1 December 2020, opinion no. 2021-06 of 6 December 2021, opinion no. 2022-07 of 5 December 2022 and opinion no. 2023-10 of 28 November 2023.

The local tax relief takes the form of a rebate on property taxes and regional economic contributions (corporate property tax and corporate value-added tax – CVAE) under the terms and conditions set out in Article 1635 *sexies* of the French Tax Code. The maximum rate of this rebate was raised from 95% to 99% by the Budget Law for 2020, which amended Article 1635 *sexies* of the French Tax Code.

The allocation that is voted on in the French Budget Law was introduced as from 2021 in order to offset (i) the reduction in the value of the tax rebate caused by the decrease in La Poste SA's taxable bases, and (ii) the effects of the reform of production taxes.

The reform of production taxes resulted in a reduction in the CVAE corporate value-added tax rate and therefore a reduction in the value of the rebate granted to La Poste SA in return for fulfilling its local postal coverage obligations as part of its regional development mission. The total amount of local tax relief received by La Poste corresponded to €160 million in 2020, €101 million in 2021 and €96 million in 2022, and is expected to be around €60 million for 2023.

The 2023-2025 local postal coverage agreement and the public service agreement for 2023-2027 provide for the same mechanism for financing La Poste's regional development mission and for the maximum compensation for this mission to amount to €177 million per year, or a total of €531 million over the 2023-2025 period, which includes funding for post office areas with France Services certification.

On 10 August 2022, the European Commission declared that the changes made to the mechanism for financing La Poste's regional development mission for 2021 and 2022 were compatible with EU state aid rules<sup>(1)</sup>.

The public compensation for the period from 2023 to 2027 is currently in the pre-notification process with the European Commission in accordance with EU state aid rules.

In the French Budget Law for 2023, the allocated amount for 2023 was set at €105 million, in addition to an estimated €63 million tax rebate, resulting in total compensation of €168 million.

### 1.6.3 Press transport and delivery



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

The law of 2 July 1990 makes La Poste responsible for a press transport and delivery public service mission. The law of 9 February 2010 confirmed the assignment of this mission to La Poste.

By facilitating press transport and delivery through special rates granted to media publishers, La Poste contributes to the free communication of ideas and opinions and helps protect pluralism. La Poste carries out its mission over the year throughout the entire country, in particular in rural and sparsely populated areas, under conditions that guarantee equal treatment of subscribers.

#### Framework of the mission

The prices for the services offered to the press under this public service mission are approved by the Minister responsible for postal services following a public notice by Arcep (Article L. 4 of the French Postal and Electronic Communications Code). Furthermore, since 2009, La Poste has had a universal service offering for press publications that is separate from its public service offering and whose prices are subject to an opinion by Arcep in the same way as La Poste's other universal service offerings.

In accordance with the meeting clause set by the 2018-2022 public service agreement, La Poste and the French State undertook discussions in 2019 to study possible adaptations to the public service mission and to draw up a new multi-year framework.

The Minister for the Economy, Finance and Recovery and the Minister for Culture commissioned a qualified person to propose scenarios for changes to the public postal transport service for paper press subscriptions for the 2021-2026 period.

In April 2021, Emmanuel Giannesini presented his conclusions to the government in which he proposed a comprehensive reform of press transport. This reform involves in particular:

- the introduction of a single price list for the sending of publications as part of the press transport and delivery public service mission;
- the creation of a copy-based aid reserved for political and general information publications and daily political and general information publications with limited advertising resources or classified advertisements.

On 14 February 2022, the memorandum of understanding on the reform of press transport was signed between the French State, press industry organisations, Arcep and La Poste. This memorandum of understanding sets the conditions for press transport by post until 31 December 2026 and ushers in three measures:

- overhaul of the system of public support for press distribution so as to promote a more even spread of traffic between courier delivery via dedicated paper routes and postal delivery via the standard mail circuit;
- uniform rates for all press categories;
- reinforcement of the financing of La Poste's public service mission so as to maintain its economic equilibrium.

The reform came into force on 1 January 2023.

From 1 January 2024, the aforementioned memorandum of understanding caps the increase in regulated press rates at 2.0% so as to guarantee the affordability of the prices offered as part of La Poste's public service mission.

<sup>(1)</sup> In particular, the Commission examined the increase in the maximum rate of the rebates provided for in Article 1635 *sexies* of the French Tax Code and the introduction of a subsidy to supplement the local tax relief. The notification procedure resulted in the European Commission's issuance of a final compatibility decision (decision C(2022)5666) dated 10 August 2022.

## Financial compensation mechanism

In 2022, the deficit for this public service mission amounted to €347 million before taking into account the public compensation of €88 million and to a deficit of €259 million after taking into account this compensation. In 2022, the amount of the compensation paid to La Poste for the 2022 fiscal year is set at €84 million.

### Deficit of the press mission

(in €m)

2020 <sup>(a)</sup>	(343)
2021 <sup>(b)</sup>	(347)
2022 <sup>(c)</sup>	(335)

(a) Excluding provisions for impairment of mail assets.

(b) Excluding the reversal of impairments of mail assets.

(c) Excluding provisions for impairment of mail assets.

Following the issuance of Order no. 2021-650 of 26 May 2021 amending the French Postal and Electronic Communications Code, Arcep has been responsible for assessing the net cost of the public service mission relating to press transport and delivery.

As part of the overall reform of press transport, La Poste is expected to continue to receive compensation for the public service mission of press transport. This compensation will correspond to the specific costs, understood as the net avoided cost, related to the distribution in low-density areas of all press copies posted at a public service rate, regardless of the degree of urgency.

In accordance with the memorandum of understanding on the reform of press transport dated 14 February 2022, the public service agreement between the French State and La Poste for the period covering 2023-2027 sets the projected compensation trajectory until 2026:

Year	Amount (In € millions)
2023	40
2024	42.8
2025	38.5
2026	32.2

On 5 December 2022, the European Commission declared that the aid paid by the French State to La Poste in connection with the press transport and delivery mission was compatible with the internal market for the 2023-2026 period<sup>(1)</sup>.

## 1.6.4 Accessible banking



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

La Poste carries out this mission through La Banque Postale, through the *Livret A*, which guarantees universal and non-discriminatory access to free basic and essential banking services for people who are excluded from the traditional banking system and have specific needs.

### Framework of the mission

The accessible banking mission entrusted to La Poste by the legislator<sup>(2)</sup> aims to ensure that the entire population, without any restriction, has access to the same "basic" savings plan with banking facilities, in order to promote the use of banking solutions and to supplement the other systems already in place such as the right to a bank account and the specific offering dedicated to financially vulnerable customers.

La Poste carries out this mission via its subsidiary La Banque Postale, a credit institution<sup>(3)</sup>, through the *Livret A* savings account and according to specific conditions.

La Banque Postale is also committed, within the framework of the law of 9 February 2010, to combat and prevent excessive debt and to promote microloans.

The law on the Modernisation of the Economy dated 4 August 2008 authorised all banks in France to distribute *Livret A* savings accounts from 1 January 2009. However, the law set out specific obligations for La Banque Postale in terms of the distribution and operation of the *Livret A* pursuant to its accessible banking

mission. These obligations are specified in an agreement between the government and La Banque Postale, currently covering the period from 2021 to 2026<sup>(4)</sup>.

La Banque Postale is required:

- to open, according to what is commonly referred to as a principle of universality, a *Livret A* savings account, upon simple demand and free of charge, for any individual, association mentioned in Article 206-5 of the French Tax Code, public housing body or any joint ownership association so requesting;
- allow holders of the *Livret A* to make payment and withdrawal transactions free of charge in all post offices where it offers these same transactions to holders of postal current accounts;
- to allow cash withdrawals or deposits starting at €1.50 (compared to €10 in other networks) free of charge;
- authorise on the *Livret A*, free of charge, all the transactions listed in the decree of 4 December 2008, as amended, i.e.:
  - bank transfers of social security payments made by public authorities and social security bodies, and payments of pensions,
  - direct debits for income tax, council tax, property tax, water, gas or electricity bills, subsidised housing rents and, since the entry into force of the decree of 18 January 2022, bills from electronic communications operators<sup>(5)</sup>.

(1) State aid SA.102817(2022/N).

(2) Law no. 90-568 of 2 July 1990 on the organisation of the public postal and telecommunications service.

(3) Article L. 518-25-1 of the French Monetary and Financial Code.

(4) The public service agreement signed between the French State and La Poste for the 2023-2027 period also specifies the framework for carrying out this mission.

(5) The order of 18 January 2022 extended the list of essential operations to the services provided by electronic communications operators that have an Arcep identifier.



La Banque Postale is also obliged to offer the following services free of charge:

- transfer to a current account by the holder of the *Livret A* (or their legal representative or agent) regardless of which institution holds the account;
- bank cheques issued in favour of the holder of the *Livret A* (or their legal representative or agent);
- a cash withdrawal card that can be used in La Banque Postale ATMs.

These specific requirements require La Banque Postale to manage savings accounts for a large part of the low-income population, which is subject to various constraints and vulnerabilities, in particular due to their cognitive (e.g., illiteracy and digital illiteracy) or administrative (e.g., migrants) situation. In concrete terms, these requirements mean that La Banque Postale is obliged to implement an extensive human support system and manage a very large number of withdrawals and deposits of small sums on a daily basis, resulting in significant direct and indirect management costs, at the bank's counters. These transactions are mainly concentrated on savings accounts with low deposit amounts and in certain urban and semi-urban areas (urban priority areas in particular).

Based on their observed behaviours and practices, La Banque Postale estimates that 1.4 million<sup>(1)</sup> people qualify for basic banking services under the accessible banking mission.

### Financial compensation mechanism

The public service mission of accessible banking is remunerated through financial compensation<sup>(2)</sup>. Until 2022, this compensation was paid by the Caisse des Dépôts Savings Fund, where a majority of *Livret A* deposits are centralised. Since 2023, it is paid, as provided for in Article 184 of the initial 2023 Budget Law, from the French State's general fund ("Economy" mission). The new terms do not change the planned compensation trajectory (see the following table).

The principle of the compensation is provided for in the applicable law<sup>(3)</sup> and on 26 July 2021, the European Commission declared that the multi-year amount for the 2021-2026 period is compatible with EU state aid rules.

It confirmed that "the purpose of these obligations is to ensure easy and non-stigmatising access to a basic bank account for disadvantaged people who would risk, in the absence of such obligations, being excluded from banking due to their social and/or financial situation" and authorised a cumulated compensation of €1.77 billion paid to La Banque Postale over the period 2021-2026 to carry out this mission.

The compensation is set for the 2021-2026 period by the Order of 9 August 2021 setting the additional compensation for La Banque Postale with respect to its obligations in terms of distribution and operation of the *Livret A* savings account. The amounts for 2023 and the following years are as follows:

Year	Amount (In € millions)
2023	303
2024	287
2025	269
2026	252

Despite the efficiency gains that have brought down operating expenses, the annual compensation paid does not cover all of the costs incurred by La Banque Postale in respect of its accessible banking mission.

(1) At end-December 2022.

(2) Article R. 221-8-1 of the French Monetary and Financial Code.

(3) Article L. 221-6 of the French Monetary and Financial Code.



# 2

## RISK MANAGEMENT

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## 2.1 MAIN RISK FACTORS

To help maintain sustainable growth, La Poste Groupe performs regular analyses of the major risks inherent in its businesses, and makes rigorous, prudent and proactive risk management the responsibility of everyone involved.

The main risks faced by La Poste Groupe that have an impact on its financial health and capacity to meet its strategic objectives are updated annually.

Main Risk Factors	Net criticality
<b>External risks related to the economic, financial, geopolitical and regulatory environment</b>	
Inflation risk affecting the group's businesses	■ ■ ■ ■
La Banque Postale's sensitivity to interest rate risk	■ ■ ■ ■
Global economic slowdown, geopolitical tensions and energy supply tensions	■ ■ ■ ■
Fierce competition in the Parcels and logistics markets	■ ■ ■ ■
Customer in-sourcing and aggregation of customers in the logistics sector, via platforms	■ ■ ■ ■
Regulatory developments in the Express sector	■ ■ ■ ■
Labour shortages and rising labour costs in the Express sector	■ ■ ■ ■
Accelerated attrition in addressed and advertising mail	■ ■ ■ ■
Customs transactions	■ ■ ■
Changes in carbon regulations in the Express sector <b>CNFS</b>	■ ■
<b>Risks related to the transformation of the group's business and operating model</b>	
Merger and acquisition risks	■ ■ ■ ■
Financial health of the group	■ ■ ■ ■
Transformation of the group's networks and production tools <b>CNFS</b>	■ ■ ■ ■
Strategic risks relating to La Banque Postale's banking and insurance businesses	■ ■ ■ ■
Digital transformation lagging behind the market	■ ■ ■
Growth drivers	■ ■ ■
Refinancing capacity	■ ■ ■
Quality of service as perceived by customers <b>CNFS</b>	■ ■ ■
Development of the employability of postal workers <b>CNFS</b>	■ ■ ■
La Banque Postale's regulatory own funds	■ ■ ■
Adaptation to environmental and societal challenges <b>CNFS</b>	■ ■ ■
<b>Risks related to non-compliance with laws and regulations</b>	
Non-compliance <b>CNFS</b>	■ ■ ■ ■
<b>Cross-business operational risks</b>	
Cyber risks	■ ■ ■ ■
Business disruption in the event of a major crisis <b>CNFS</b>	■ ■ ■ ■
Fraud risks	■ ■ ■ ■
Health and safety <b>CNFS</b>	■ ■ ■

■ minor ■ ■ moderate ■ ■ ■ major ■ ■ ■ ■ critical

### Methodology

These major risks are identified and assessed as part of a process involving all levels (Executive Management, business lines, subsidiaries and branches) and coordinated by the group's Risk Department. The risk mapping and management plans resulting from this approach are presented to the Executive Committee and then to the Audit Committee.

Based on an update to the group's risk map, this chapter details the risk factors specific to La Poste Groupe that are considered to be emerging or which have a significant net impact and are likely to

influence investment decisions. In accordance with the requirements of the Delegated Regulation (EU) no. 2019/980 ("Prospectus 3"), only known or emerging risk factors specific to La Poste Groupe which have the most significant net impact have been selected. The net impact takes into account all the risk mitigation measures implemented by the group.

The main risk factors are organised in four categories:

**1. Risk factors related to the group's external environment**

This category encompasses risks related to the economic, financial, geopolitical and regulatory environment that pose a threat to the achievement of La Poste Groupe's strategic objectives, its purpose (*raison d'être*), its corporate purpose, its status as a mission-led company (*entreprise à mission*)<sup>(1)</sup> and its public service missions. These external risk factors influence the group's strategy.

**2. Risk factors related to the transformation of the group's business and operating model, implementation of its growth drivers and incorporation of stakeholder expectations**

These risks concern both the transformation of the group's historical business activities and the growth areas to be developed.

**3. Risk factors related to non-compliance with laws and regulations**

These risks, which are common to all group entities, concern banking compliance and compliance with ethics regulations, anti-corruption laws and regulations, data protection laws, competition law, regulations to combat money laundering and the financing of terrorism, regulations governing the management of embargoes, exclusion lists and international sanctions, export controls and duty of care regulations.

**4. Cross-business risk factors**

This category includes health and safety risks, cybercrime risk and the risk of disruption of activities in the event of a major crisis. Fraud risk was added to this category in 2023.

Risk factors are assessed in terms of their probability of occurrence and their net impacts using a four-level net criticality scale ("minor", "moderate", "major" and "critical"). They are presented by declining order of net criticality in each category.

This chapter describes each risk factor, its potential negative impacts on the group's business and the main mitigation measures.

## 2.1.1 External risks related to the economic, financial, geopolitical and regulatory environment

The macro-economic, geopolitical and financial environment has been unsettled since 2022 and continues to have a major impact on the group's business.

Inflationary pressures bedded in, leading to a slowdown in the global economy. They were accentuated by the continuing war in Ukraine and its repercussions on the cost of raw materials and energy. These pressures continue to weigh on the operating costs and profitability of the Express and Parcels businesses in particular.

To bring inflation under control, the central banks tightened their monetary policies by launching an unprecedented series of interest rate hikes. This situation led to a hiccup in La Banque Postale's financial trajectory.

### Inflation risk affecting the group's businesses



▼ **Description**

Although year-on-year inflation eased in the eurozone in 2023, it remains a major issue for the group.

Inflation affects not only the group, but also its subcontractors, suppliers and customers, with the Express and Parcel businesses being particularly badly hit.

In the Express business, inflation is continuing to drive up operating costs (energy and raw materials costs, wages and salaries, etc.), and the unsettled economic environment has also led to a reduction in Geopost's business volumes with customers due to lower demand from their own customers and greater price sensitivity.

Most of the cost items of the Services-Mail-Parcels business line also continue to be affected (salaries which have to be renegotiated annually, real estate costs, transport costs, etc.).

▼ **Risk management measures**

The cost saving plans implemented by the group since 2022 are gradually reducing the impact of inflation. The plans focus on:

- keeping a close watch on the effects of inflation through governance and regular budget reviews;
- investing heavily in logistics infrastructure and new technologies to support the digital transformation of the retail sector;
- closely monitoring inflation-related additional costs, through Performance Committees tasked with examining this issue;
- monitoring the sufficiency plans implemented by La Poste and its subsidiaries, with a particular focus on reducing carbon emissions from transport activities;
- recouping the additional costs through programmes to adjust the customer pricing strategy;
- performing cost analyses and implementing efficiency plans on a case-by-case basis.

(1) Within the meaning of French law 2019-486 of 22 May 2019, known as the "PACTE" law.

## La Banque Postale's sensitivity to interest rate risk



### ▼ Description

To bring inflation under control, the central banks tightened their monetary policies in 2022 and 2023 by launching an unprecedented series of interest rate hikes.

The emergence of key interest rates from negative territory will ease the pressure on banking and insurance margins in the medium and long term. It will gradually become possible to roll over loans and investments at rates in excess of the rate paid on demand deposits and above the minimum guaranteed yield for savings contracts.

However, in the second half of 2022 and early 2023, La Banque Postale was hit by two negative consequences of the interest rate hikes: a significant change in the behaviour of savers with an erosion of companies' non-interest-bearing sight deposits and transfers of individual customers' sight deposits to regulated passbook savings accounts paying interest at rates above the interbank market rate.

In this environment shaped by rising rates (especially interest rates on *Livret A* savings deposits), depositors and policyholders are more likely to turn to the competition for products offering higher returns. Even though banks and insurers have significant liquidity cushions, a large-scale flight of deposits and mass surrenders of life insurance policies could oblige La Banque Postale to sell assets at a loss to meet its payment obligations.

In addition, increases in the government cap on the interest rates that may be charged to customers ("usury rate" regulations) have not kept pace with the recent interest rate hikes, leading to an erosion of the net interest margin on new lending.

At the same time, La Banque Postale's<sup>(1)</sup> CET1 ratio and other capital ratios are still sensitive to rising interest rates, which reduce the value of bonds in the portfolio.

### ▼ Risk management measures

La Banque Postale's strategy to address this situation consists of:

- developing business activities that are less dependent on medium- and long-term rates (consumer loan fees, non-life insurance and savings);
- continuing the programme to hedge the inflation risk related to interest rates on regulated savings;
- adjusting strategic asset allocation decisions, including CNP Assurances' interest rate hedging programmes, by adapting these decisions to the rising interest rate environment (i.e., by adjusting bond allocations in order to benefit from yield increases while extending the duration of asset portfolios);
- developing a competitive range of bank savings products to take advantage of the return to positive interest rates, which have restored the attractiveness of term deposit products for corporate and private banking customers;
- more closely monitoring the portfolios of loans to vulnerable retail customers and heavily leveraged corporate customers, in particular by adjusting the related risk parameters used to calculate loss allowances in order to limit cliff effects in the event of a worsening credit environment.

## Global economic slowdown, geopolitical tensions and energy supply tensions



### ▼ Description

La Poste is continuing to expand by diversifying its businesses and through international acquisitions in the bancassurance, logistics, digital and healthcare sectors.

However, current macro-economic conditions and geopolitical tensions are not conducive to business growth in the Express sector in particular, mainly because of:

- the highly volatile and uncertain global environment, which makes long-term planning difficult and requires constant efforts to adapt and become more flexible;
- the extended conflict between Ukraine and Russia, strained relations between China and the United States and the escalation of sanctions, which are weighing on international trade and energy and food supplies;

- the persistent political risk over Brexit (linked to the situation in Northern Ireland);
- the risk of a global economic slowdown, which would have a major impact on the group because of the correlation between trade (BtoB and BtoC) and economic cycles (lower consumer spending).

### ▼ Risk management measures

Geopost has implemented a number of measures to deal with this tense macro-economic environment, including:

- monitoring the economic situation in each country at business unit level, so that any necessary adjustments can be made;
- diversifying its geographic footprint, so that it will be less exposed to any economic recession in certain regions and can benefit from growth cycles in other regions.

(1) See Section 2.1.2, paragraph entitled "La Banque Postale's regulatory own funds".

## Fierce competition in the parcels and logistics markets



### ▼ Description

Geopost is maintaining its focus on the three pillars of its Together & Beyond strategy: developing its core business, increasing the pace of new initiatives in strategic segments (expansion of the Pickup network to 108,000 pickup points worldwide, with the addition of over 19,355 points in the first half of 2023), and expanding its geographic footprint.

Competitive pressure is nonetheless weighing more and more heavily on the group's logistics businesses (Express and Parcels).

The parcel market continues to face growing competitive pressure from companies with considerable financial resources (such as CMA CGM and Maersk) and from major e-commerce platforms, including Chinese marketplaces (Ali Express, Shein and their intermediaries). These competitors have clearly expressed ambitions to conquer the logistics market, and are developing their own parcel handling and distribution networks.

In addition, all parcel delivery firms have been undergoing profound structural changes in the past several years, particularly as a result of the sector's digitisation, which is encouraging the emergence of new entrants and contributing to the "uberisation" of the business.

Leveraging the opportunities offered by the growing last-mile logistics market, digital platforms that put independent riders and drivers in touch with retailers (deliver.ee, Stuart, Colisweb) are expanding at the expense of the sector's traditional players.

This environment shaped by weak growth in volumes and increased competition is driving down delivery rates. Geopost's positioning as a premium player could ultimately compromise its ability to increase margins, as customers might refuse to accept even the smallest price increase.

### ▼ Risk management measures

To maintain its profitability, Geopost needs to offer efficient delivery services at competitive rates, with a high level of reliability. Speed and flexibility are now key criteria when choosing a parcel delivery service provider.

To meet these requirements, Geopost's strategy is based on:

- analyses of the competitive environment and its impact on volumes and rates;
- close monitoring of the market and the competition, to identify certain risks at an early stage;
- tracking business volumes, contract renewals and new contracts;
- capturing market growth in new sectors by diversifying its customer base and activities;
- proposing new offers to existing customers in order to lock in business volumes and avoid them being seized by competitors;
- developing innovative services to remain a step ahead of a constantly changing market (shorter delivery times, real-time delivery tracking, delivery options, flexibility, etc.);
- capturing a share of the first-mile logistics market, in order to maintain direct relations with middle-market customers.

## Customer in-sourcing and aggregation of customers in the logistics sector, via platforms



### ▼ Description

Although growth in this sector continues to be driven by e-commerce platforms, the market is experiencing a certain loss of momentum after years of exceptional expansion. For supply chain specialists, the situation is compounded by severe cost pressures. Energy costs, salaries and warehouse rents are all increasing, while the recent interest rate hikes are driving up borrowing costs.

In addition, deregulation of the sector, combined with in-sourcing of logistics activities by customers with the volumes needed to achieve critical mass (following the example of Amazon Logistics, which has taken all its delivery operations in house), continue to threaten growth of the group's activities in this sector.

### ▼ Risk management measures

To withstand the pressure, Geopost has had to adjust its strategic plan for the period to 2025 with the aim of:

- keeping pace with Amazon's growth through targeted actions to maintain Geopost's premium positioning;
- developing differential pricing for high- and low-density areas;
- identifying customers with sufficient volumes to consider in-sourcing their logistics activities;
- analysing Geopost's positioning in strategic segments such as local and out-of-home delivery (after reviewing the e-commerce platforms' strategies), in order to seize all opportunities and build a case-by-case approach to services covering all the delivery needs (home/out-of-home) of businesses and private individuals.

## Regulatory developments in the Express sector



### ▼ Description

Geopost's business model is increasingly affected by changes in existing and future sector-specific, cross-border and general regulations governing the use of subcontractors and the operation of logistics platforms (with contradictory regulations that sometimes make it difficult to implement appropriate controls).

The surge in popularity of Express services during the Covid crisis drew attention to this market, leading to more exacting demands by its stakeholders (regulatory authorities, trade unions, customers, subcontractors, etc.).

### ▼ Risk management measures

Geopost and La Poste Groupe place the utmost importance on complying with all domestic and international regulations. To this end:

- a regulatory affairs roadmap has been drawn up, based on local and central regulatory watch systems and active monitoring to identify and anticipate new regulations and new projects that could affect the business;
- many compliance programmes have been deployed, focused on business practices, market integrity and data protection. The programmes include quarterly monitoring by a special committee;
- continuous monitoring processes ensure that all regulatory changes are taken into account, disputes are appropriately handled, the resulting impact on the group's image is managed and measures are deployed to prevent fraud.

## Labour shortages and rising labour costs in the Express sector



### ▼ Description

In recent years, a large workforce has been needed to keep pace with the rapid growth of Geopost's business, both internally (management and support functions) and externally through partners (truck and van drivers, hub and warehouse operatives, call centre operatives).

In light of the current tight job market and low unemployment rate in the Express sector, Geopost and its partners are exposed to a risk of labour shortages and rising labour costs.

Geopost's workforce needs are heavily affected by:

- the poor image and unattractiveness of certain logistics jobs. The jobs on offer are considered unappealing, with pay levels often close to the minimum wage;
- working conditions, which are perceived as difficult;
- increased competition for new recruits.

### ▼ Risk management measures

To limit the negative effects of this risk, Geopost has implemented a series of measures to improve its operational efficiency:

- through its Together & Beyond strategic plan for the period to 2025 and with the support of its business units, Geopost is aiming to become best-in-class for the operations it outsources;
- additional initiatives are being rolled out to the business units through a programme based on:
  - occupational health and safety,
  - diversity, equity and inclusion,
  - talent management, including international career development.

## Accelerated attrition in addressed and advertising mail



### ▼ Description

Despite better-than-expected half-yearly results over the last two-and-a-half years, La Poste is still racing against time to offset the effects of Mail attrition.

2023 saw the roll-out of the new Mail range, which offers a response to the diversity of customer needs and ensures the long-term viability of the universal postal service.

At the same time, in an unfavourable environment, the group is continuing its digital transformation programme to meet the requirements of the 2020 Finance Act, which has introduced an obligation for all companies subject to VAT to transition to electronic invoicing between 1 January 2023 and 1 January 2025.

The aim of the new legislation is to encourage the use of electronic solutions, particularly for the transmission of correspondence, and to expedite the shift to paperless administrative procedures by deploying digital identities.

In 2023, addressed and unaddressed Mail volumes fell by 9.2% and 23.1%, respectively, on the back of falls of 7.6% and 10.2% in 2022.

### ▼ Risk management measures

The Mail business needs to cut costs, modernise its service offering and continue to focus on new growth drivers. It also needs to secure the postal workers' support for the changes.

To limit the decline in the volume of letters sent by the general public, La Poste is diversifying its businesses in line with its strategic plan and strengthening its processes, with the introduction of:

- monitoring and management processes to help retain existing customers and win new key accounts;
- new marketing solutions (Cap mailing, Smart dated franking of advertising mail);
- processes to manage the contribution of postmen and women and the sales teams to the revenue generated by business and individual customers;
- a legislation-watch system;
- a training plan for postal carriers;
- a new variable compensation plan for staff in the Mail sorting centres;
- performance management processes (red e-letter Quality of Service (QoS) monitoring).

## Customs transactions



### ▼ Description

Since Brexit, intra-Community VAT principles no longer apply between the European Union and the United Kingdom. Customs issues have led to the reintroduction of customs formalities between the United Kingdom and the European Union, with the e-commerce VAT Package requiring a customs declaration to be submitted for all imports, whatever their value.

For the group's Express businesses, and Geopost in particular, the risk of false or incorrect customs declarations could lead to:

- withdrawal of the licence to carry out customs clearance operations or a decline in productivity due to more frequent checks slowing down the processing of operations;
- the risk of fines in the event of false or incorrect import declarations;
- authorisations to clear goods through customs being contested by the customs authorities in the event of incorrect import declarations.

### ▼ Risk management measures

The organisational model adopted by the group and specifically by Geopost is designed to optimise customs risk management. It is based on the creation of a Customs department responsible for ensuring that:

- customer imports are properly cleared through customs, for example by incorporating appropriate clauses in the contract with the customer, with the possibility of obtaining proof where necessary;
- the declared values are not understated, by collecting statistics from subsidiaries and auditing the customs clearance capabilities of the business units and the associated level of risk;
- regulatory documentation is obtained in all cases (in particular the original invoice), by deploying an invoice storage application;
- all the people involved within the group are kept informed on a coordinated basis about changes to their customs processes (IT systems, organisation, subcontractors, etc.) and about customs investigations carried out, in progress or planned within the group.

## Changes in carbon regulations in the Express sector CNFS



### ▼ Description

Customers and the relevant authorities are increasingly aware of the environmental impact of road haulage activities and are stepping up their expectations in this area.

Geopost's business means that it is particularly concerned by environmental issues, and even more so since the recent major regulatory changes came into effect. The recent changes that will have the greatest impact concern the inclusion of road haulage in the ETS<sup>(1)</sup> from 2025 (with implementation from 2026), and increased reporting requirements with the implementation from 1 January 2024 of the Corporate Sustainability Reporting Directive (CSRD<sup>(2)</sup>).

Like many providers of online transport logistics services, the group (Geopost in particular) is keenly aware of the availability of technologies that significantly reduce greenhouse gas emissions and of the appropriate, mature infrastructure needed to achieve its SBTi<sup>(2)</sup> ambitions (e.g., recharging stations).

The emissions generated by the group's business activities are included in its customers' scope 3 indicator (indirect emissions) and are therefore becoming a key subject of negotiation (covering requirements for considerably more granular carbon emissions reports, review of the group's green strategy).

Lastly, due to heightened sensitivity about carbon offsetting both in France and internationally, the group must prove its commitment in this matter, in order to avoid possible accusations of greenwashing.

Geopost data:

- change in net CO<sub>2</sub> emissions: a 1.4% decrease and per parcel and a 0.3% decrease in 2023 vs 2022;
- net tonnes of CO<sub>2</sub> emitted: 1.83 million in 2023 (vs 1.86 million in 2022).

### ▼ Risk management measures

To meet regulatory requirements and attract customers that are increasingly sensitive to environmental issues, Geopost has already implemented a series of carbon offset measures:

- extension of the ambitious carbon offset strategy based on the definition of SBTi 1.5 °C trajectories (vs 2020):
  - in the short term, a 43% reduction in emissions by 2030, and
  - in the long term, net zero emissions by 2040 (i.e., a 90% reduction in emissions);
- inclusion of environmental criteria in calls for tender for the allocation of rounds and selection of subcontractors that can provide low-carbon delivery services and help in accelerating their carbon transition;
- addition of an emissions trajectory monitoring report to each business unit's budget review, in order to confirm that investments have delivered the expected reduction in emissions;
- inclusion of CSR/ESG criteria in business acquisition due diligence procedures.

(1) The Emissions Trading System (ETS) is a market instrument used by the European Union to measure and monitor greenhouse gas emissions and facilitate the achievement of its emissions reduction targets.

(2) See definition in the glossary at the end of this document.



## 2.1.2 Risks related to the transformation of the group's business and operating model

### Merger and acquisition risks



#### ▼ Description

Acquisitions have enabled La Poste Groupe to build up a diversified and international base for future growth in the bancassurance, logistics, digital and healthcare sectors.

External growth is one of the pillars of Geopost's development strategy. In 2023 it was faced with an increased risk of paying too much for its acquisitions, due to competition from other operators pursuing similar strategies. In addition, the unfavourable macro-economic and geopolitical environment has led to increased uncertainty about asset valuations and estimates of the targets' growth outlook.

Most of Geopost's acquisitions completed in 2023 concern small or medium-sized companies and the risk of overpaying a given acquisition, should it occur, should not have a material impact on the group's consolidated results. However, it could be necessary to record an impairment loss on goodwill<sup>(1)</sup>.

#### ▼ Risk management measures

At group level (and at the level of Geopost), the governance and management of external growth transactions have been strengthened to optimise coverage of the pre- and post-acquisition risks associated with mergers and acquisitions, through:

- dedicated M&A teams, which assist Executive Management and coordinate execution of the due diligence procedures defined by the group's expert departments;
- post-integration reviews carried out periodically with the acquiree's various departments according to their areas of expertise;
- group-wide measures for the governance and management of acquisition and integration risks, which were strengthened in 2023;
- a general policy on acquisitions and divestments communicated to all Geopost corporate functions and subsidiaries in 2023;
- systematic post-acquisition audits;
- a validation system involving the Investment Committees and the Board of Directors of Geopost or La Poste, depending on the amounts and/or nature of the transactions.

### Financial health of the group



#### ▼ Description

The group's financial health determines its ability to grow in the long term. The main drivers of financial health are business growth, cost discipline and robust returns on investments. It also depends on the group being adequately compensated for its public service missions. The indicators of financial health are:

- the ability to self-finance operating activities and organic growth, i.e., to generate positive cash flows from operating activities every year, barring any exogenous shocks;
- the ability to access external sources of finance (debt and equity) for significant organic growth and acquisitions;
- the ability to finance the group's commitments, particularly in terms of the energy transition and corporate social responsibility.

In 2023, inflationary pressures continued and had a significant impact on the group's results. This effect cannot be immediately offset.

In the medium term, the group's robust financial health should be further enhanced by the on-going implementation of the 2030 strategic plan, which is designed to deliver profitable and sustainable growth.

#### ▼ Risk management measures

The robustness of the group's business model was tested in 2023. Its exposure to profitability risk was analysed by business line and major subsidiary as part of the risk appetite analysis at the end of 2023. The group's ability to self-finance its investments, excluding La Banque Postale, remains a focus of attention.

In order to ensure profitable growth and a sustainable business model, the group is implementing several improvement measures designed to:

- increase adjusted EBITDA<sup>(2)</sup>, in particular by growing the business lines' activities, improving their profitability and containing operating expenses;
- ensure that internal and external investments are profitable, notably by strengthening arbitrage based on return on capital employed, monitoring acquisitions and deciding on the closure of unprofitable activities;
- manage working capital requirement, by strengthening liaisons between the finance functions in order to enhance the quality of forecasts;
- include cash and capital more in the group's monitoring processes.

In 2023, free cash flow was a negative €437 million (vs a positive €1,530 million in 2022), while the ratio of net debt to adjusted EBITDA stood at 6.2 at 31 December 2023 (vs 2.8 at 31 December 2022).

(1) Difference between the amount paid and the fair value of the net assets acquired.

(2) Alternative performance measure defined in Section 3.2 "Summary of consolidated results".

## Transformation of the group's networks and production tools CNFS



### ▼ Description

The Services-Mail-Parcels business line has responded to the decline in addressed mail volumes by overhauling all aspects of the universal postal service model. To ensure the universal postal service's long-term viability, a new Mail offer for businesses and local authorities was rolled out in early 2023, providing a choice of first, second and third class delivery services according to customers' differing needs.

This new Mail offer should improve the regularity and reliability of deliveries with a Quality of Service score of at least 95% for all Mail solutions, enable six-day deliveries to be maintained and reduce the service's environmental impact by optimising the transport network through greater standardization of mail and by halting the use of air freight in France.

At the same time, the conditions for the successful transformation of the Network are in place. The Retail Customers and Digital Services business line has increased the pace of its digital transformation to become a benchmark physical and digital platform. This transformation is being supported by the customer service representatives in the post offices, who are adapting to the new ways of working, and by the management and support teams, who are demonstrating their ability to make the necessary adjustments in a difficult HR context (due to high absenteeism rates, rude customer behaviour and a tight labour market).

Several milestones have been crossed in the past two years, such as the replacement of IT equipment and building refurbishment work to convert premises to the new post office concept.

These transformations are already producing positive results, in the shape of rising customer satisfaction, a significant improvement in employee engagement and reduced absenteeism, which is helping to maintain sales productivity. There is still some uncertainty about the scale of the results and the time-frame for completing the transformation.

### ▼ Risk management measures

In response to the challenging economic environment, the group has stepped up the pace of transformation of its business and operating models and expanded the programme's scope with the aim of:

- building the future of Mail through the efficient roll-out of its new offer. The roll-out is being closely managed, with monthly monitoring of operational progress (Quality of Service tracking, revenue management, etc.), and procedures to track compliance with the business line's commitments and ensure the participation of the various stakeholders in the key stages;
- investing in innovation and end-to-end digitisation of the customer experience, while increasing the efficiency of the Services-Mail-Parcels business line through greater use of artificial intelligence (with 25 AI projects launched in 2023);
- in the Retail Customers & Digital Services business line, pursuing the network transformation plan (Distributor 2030 strategic plan), in particular by increasing business development resources, supported by an HR action plan aimed at improving employee attendance rates, filling vacant positions and enhancing the employee experience.

## Strategic risks relating to La Banque Postale's banking and insurance businesses



### ▼ Description

La Banque Postale is continuing to implement its strategic plan launched in 2021, which is organised around three targets: customers, the community and employees. The plan has three core objectives:

- faster digitisation of banking operations for the benefit of customers and employees alike. La Banque Postale is increasing the resources allocated to digitising its offering and processes;
- ongoing diversification of the business base alongside traditional banking services, to include responsible lending solutions, asset management services and life and non-life insurance offerings for retail, corporate, and local public sector customers;
- ongoing strategic differentiation, leveraging an enhanced innovation ecosystem to become the bank of the future and building a partnership platform model with an international profile, in order to provide best-in-class service.

Looking to the future, La Banque Postale intends to cross a further milestone in the transformation of its model, focusing on three priorities to affirm its leadership in impact finance: sustainable finance, sovereignty & regions, customer & operational performance, innovation and business model pivot.

### ▼ Risk management measures

In light of the global economic slowdown, high inflation and the central banks' tighter monetary policies implemented through a series of interest rate hikes, La Banque Postale needs to continue transforming its business model by:

- consolidating the historical core retail banking business, adjusting to new customer habits, particularly those related to digital assets;
- strengthening the integrated bancassurance model (in parallel with the creation of the new Corporate and Investment Bank, the launch of the Private Banking division and the opening up of the La Banque Postale Consumer Finance model) and stepping up CNP Assurances' international development;
- preparing the bank of the future, enhancing the innovation ecosystem to support a new focus on an international partnership model.

La Banque Postale will focus its efforts on meeting new challenges by developing innovative digital products based on multimodal AI, and deploying new performance management systems including decarbonisation trajectories for the banking balance sheet.

## Digital transformation lagging behind the market



### ▼ Description

Against a backdrop of rapid change in the digital ecosystem, La Poste aims to remain the leader in digital trust, in particular through its positioning as a key player in digital sovereignty, contributing to the growth of its digital activities.

This transformation, led by the group and the Retail Customer and Digital Services business line in particular, demonstrates the group's ability to:

- identify and seize opportunities for new digital services;
- leverage, mobilise and retain internal resources, creating a sustainable skills base, particularly in Data/AI & IT;
- develop the infrastructure and processes needed to operate profitably in these markets over the long term.

The strategic challenge of the digital transformation is to generate revenue and profits from new businesses, and create jobs on a sufficiently large scale and at a sufficiently fast pace to help the group converge towards its new business model.

### ▼ Risk management measures

The group (mainly the Retail Customers & Digital Services business line) is continuing to develop businesses around the new digital applications by:

- renewing its offering around the new digital applications, continuing to deepen its expertise in its four priority markets (bancassurance, healthcare, the public sector and SMEs), while pursuing its strategy of considered and targeted international development;
- developing the business and diversifying synergies between physical and digital offerings;
- developing the Digital Identity business, establishing new business models through partnerships with the public sector (secure administrative procedures via France Connect Plus) and the private sector, capitalising on strategic development targets in Docaposte's priority markets (Banks, Insurance, Healthcare, mid-caps).

## Growth drivers



### ▼ Description

La Poste's core business, the processing of traditional mail, is continuing to shrink.

The fixed costs associated with the obligations arising from the four public service missions are still significant; however, they are partly offset by the compensation paid to La Poste in exchange for providing a universal postal service, representing up to €520 million per year over the period 2021-2025 (see Section 1.6 "Public service missions").

The Parcels business operates in a highly competitive environment where it comes up against major players.

In addition, the macro-economic environment is very unsettled (war in Ukraine, inflationary pressures, higher interest rates, etc.) and is also being shaped by faster technological change and major environmental, demographic, digital and other transitions.

These transitions and changes present both challenges and opportunities for the group. In order to increase revenue, the group needs to leverage profitable growth drivers.

### ▼ Risk management measures

The group's growth drivers are an integral part of the "La Poste 2030, committed for you" strategic plan, which defines its transformation trajectory and sets out its development and diversification priorities:

- defend the business base: consolidate and adapt the group's core historical businesses, the post office network, the teams of postal carriers, and the public service missions;
- step up deployment of the 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; continue to be a major player in bancassurance, committed to sustainable finance for individuals and participants in the regional economy;
- lay the foundations for future growth: develop the group's businesses built around digital trust and local human services.

The strategic plan is based on indicators monitored by the business lines that also cover the growth drivers.

In addition, a performance review is organised every six months for each of the business lines, in the presence of the Chairman and Chief Executive Officer of La Poste. The review includes a detailed examination of the growth drivers for each of the entities concerned. Specific strategic reviews are also carried out on key issues, including growth drivers, and are presented to Executive Committee.

## Refinancing capacity



### ▼ Description

In recent years, and particularly in recent months, the financial markets have experienced several episodes of extreme interest rate volatility (due to the Ukrainian crisis, spiralling inflation, central bank policies, bank failures and takeovers). Volatility-induced stress may affect the execution of La Poste's short and long-term refinancing transactions on acceptable terms. The group's net debt stood at €12.0 billion at 31 December 2023.

To support its transformation and development, La Poste Groupe plans to invest heavily in organic and external growth between now and 2025.

The group's borrowing capacity is currently sufficient to finance organic growth and business acquisitions, despite the sharp rise in interest rates, which has driven up borrowing costs.

However, given the group's financial challenges, its potential exposure to refinancing risk is high.

In 2024, no events are expected to occur that would constitute indicators of stress affecting the group's ability to refinance its debt on the markets.

Looking ahead to 2025, the probability of this risk occurring could increase, given the significant borrowing requirements arising

from the investments needed to roll out the group's strategic plan and the risk of the interest rate environment becoming even more unfavourable over the next few years.

### ▼ Risk management measures

Controlling refinancing risk depends on the group's ability to adapt to the new interest rate environment and take account of this environment in its liquidity and credit risk management processes. To address these risks, the group:

- regularly updates its financial strategy so that it can better identify its financing needs and raise the necessary resources when the time is right. Its plans include:
  - continuing to consolidate and broaden the investor base,
  - continuing to structure and strengthen the treasury function,
  - maintaining the group's focus on sustainable or green bond issues, to facilitate La Poste's access to the bond market;
- times its bond issues based on maturity profiles, to avoid large amounts of debt all falling due at the same time and maintain cash reserves at a safe level;
- uses techniques to reduce its financing needs (structuring of real estate projects, total or partial asset disposals, etc.).

## Quality of service as perceived by customers CNFS



### ▼ Description

La Poste Groupe's strategic plan sets out its ambition to become Europe's leading human and digital communication platform by 2030. The plan makes serving all of our customers a priority and places the quality of service provided to retail, corporate and local public sector customers at the centre of the strategic model.

This ambition is underpinned by transformation projects that will drive major improvements in customer satisfaction across the group's business lines and subsidiaries.

The projects are currently being ramped up and are beginning to bear fruit, with indicators of perceived quality of service improving rapidly in line with quality of service indicators.

### ▼ Risk management measures

Overall customer satisfaction improved in 2023, but La Poste still lags behind some of the other market players.

To control the risk of falling behind in terms of service quality and customer satisfaction, the group is continuing to deploy its customer experience roadmap. The roadmap is based on:

- ongoing implementation of the Customer Experience Transformation programme – one of the 2023 Distributor Programmes – which aims to lock in synergies and tighten the links with the HR Transformation programme;
- the Customer Relationship Signature, which helps to change attitudes, promote a customer-centric culture, and more closely monitor the handling of irritants;
- the design of more logical multi-channel pathways;
- an HR Transformation programme aimed at developing the employee experience in line with the customer experience;
- finalisation of support procedures for customer experience projects based on the CARE approach (Consistency and Support for the Success of the Customer and Employee Experience);
- deployment of tools (grids and impact studies) to improve the reliability of customer satisfaction surveys as part of the roll-out of transformation projects for the new Mail offer.

## Development of the employability of postal workers CNFS



### ▼ Description

Against a backdrop of fierce competition, a digital revolution that is shaking up all the group's businesses and new demands from customers, La Poste has embarked on an accelerated transformation strategy to enhance the employability and continuous skills development of all its employees, based on four key levers:

- skills forecasting systems;
- recruitment policies increasingly focused on new skills (IT and digital) and the new customer service activities (marketing of new services, healthcare and independent living, urban logistics, etc.);
- skills development initiatives for all employees to increase their motivation, qualifications and long-term employability;
- action to facilitate and encourage geographical or functional mobility.

A lack of internal mobility opportunities would lead to unfilled positions at some locations and overstaffing at others, resulting in operating problems and poor service (customer needs/quality of service).

Meeting the employability challenge is also critical to retaining the best talents.

### ▼ Risk management measures

Career development opportunities for postal workers represent a key operational issue and are central to the success of the strategic plan.

Work to improve employee engagement currently includes:

- restructuring within certain business lines, which has led to a change of career for postal workers, by encouraging the development of new disciplines;
- the strengthening of employee training policies, with the deployment of better targeted, shorter training courses in distance learning formats;
- training for managers, with the continued roll-out of management-level training plans, the introduction of leadership courses for key managers in the business lines and the deployment of a programme to promote a management culture;
- digital training, with a target of 15% of postal workers trained per year and 40% over the life of the agreement. The strategic plan sets a target of 100% of postal workers trained in digital skills by 2025;
- the development of digital learning (annual target of 60% of postal workers trained remotely);
- development of jobs and skills planning systems in order to better anticipate needs:
  - at national level, by identifying priority functions subject to specific recruitment measures, and
  - at regional level, with the ongoing work of the regional jobs and skills planning Committees.

## La Banque Postale's regulatory own funds



### ▼ Description

Despite the sensitivity of its capital adequacy ratios to a volatile financial environment, La Banque Postale has sufficient own funds to meet regulatory requirements and keep pace with business growth.

La Banque Postale's development is currently taking place in an inflationary environment that is conducive to interest rate hikes and financial market volatility, compounded by new regulatory requirements.

All these factors led to a fall in capital adequacy ratios through to the end of 2022. However, they remained above the required ratios and within the limits of the risk appetite framework.

With a business model based primarily on retail banking and a broad base of fixed-rate deposits and loans, La Banque Postale has a robust financial structure. Its CET1 ratio stood at 18.1% at 31 December 2023 (vs 17.9% at 31 December 2022), well above the regulatory requirement, and its liquidity position was robust, with a loan/deposit ratio of 88.4% at 31 December 2023 (vs 87.2% in 2022), attesting to a solid capacity to finance business growth.

At 31 December 2023, CNP Assurances accounted for 57.8% of La Banque Postale's total assets, increasing the sensitivity of its capital adequacy ratios to market shocks.

The leverage ratio was 7.3% at 31 December 2023 (vs 6.9% at 31 December 2022).

### ▼ Risk management measures

To address all its risks and meet prudential requirements, La Banque Postale is pursuing its capital management policy based on:

- a process to define the capital trajectory over a three-year period;
- action to strengthen the iterative approach between the finance, risk and business functions, while bolstering the regulatory watch system and its expertise in regulatory matters;
- action to strengthen oversight of the conglomerate in accordance with the roadmap agreed with the European Central Bank, including close monitoring of CNP Assurances' risks, integration of the risk, compliance and control organisations both at headquarters and within the subsidiaries, and transfer of La Banque Postale's legacy insurance businesses to CNP Assurances;
- more robust monitoring of the conglomerate ratio (compliance with the FICOD conglomerate directive), including a methodological review of the ratio calculations;
- systematic reviews of the roll-out of the strategic plan to boost retail banking profitability and diversify the business model.

## Adaptation to environmental and societal challenges **CNFS**



### ▼ Description

In a context of greater environmental challenges (global warming, atmospheric pollution, biodiversity loss) and societal challenges (ageing population, regional and digital divides and social inequalities), La Poste has placed corporate social responsibility (CSR) at the centre of its strategy in order to successfully transform its business and operating model and make it more resilient<sup>(1)</sup>.

In environmental matters, the group is particularly attentive to the risks associated with the effects of climate change. Since 2022, the energy crisis has accentuated environmental imperatives and energy-saving measures have become a powerful driver of decarbonisation and faster environmental transition.

The group also includes the risk of biodiversity impact in its risk assessment. This risk relates primarily to property transactions (land take), the selection of financing projects (in retail banking) or investment projects, and transportation activities (fuel consumption).

In addition, in an increasingly demanding environment, the group must respond to expectations in terms of social inclusion, by participating in regional development and cohesion initiatives, and regularly proposing new services and local solutions with regional players to tackle the issues associated with the ageing population and rural isolation.

Failure to adapt to environmental and societal challenges could alter the group's reputation, its relations with stakeholders, its financial position and its ESG rating.

The group's monitoring of these risks will be further strengthened to comply with the Corporate Sustainability Reporting Directive (CSRD) applicable from January 2024.

### ▼ Risk management measures

The group has taken further action to strengthen its management of environmental and societal risks, with initiatives such as:

- deployment of the decarbonisation plan for logistics and transport activities in particular (decarbonisation of urban logistics in 350 European towns and cities by 2025 and use of a low-carbon energy mix – biogas, biofuel, electricity and green hydrogen – with the aim of decarbonising 50% of long-distance haulage kilometres by 2030);
- implementation of an energy efficiency plan in the short term, and an energy management plan for the medium and long term;
- development of a technology watch system for low-emission trucks through a partnership with manufacturers' R&D departments and deployment of a network of recharging stations at La Poste sites;
- communication of environmental performance data for the group's offers across their entire marketing life cycle;
- action to reduce the biodiversity footprint of the group's real estate assets, in line with the objective set by France's Climate and Resilience Act targeting net zero artificialisation by 2050<sup>(2)</sup>;
- adoption of a responsible procurement policy that takes social considerations into account, particularly by supporting organisations that promote social inclusion of people excluded from employment;
- definition of a framework for the development of an ethical, responsible, accessible and inclusive digital environment;
- participation in regional development and cohesion initiatives to promote social inclusion, with a particular focus on the needs created by the ageing population and rural isolation, including the requirement for local services.

## 2.1.3 Risks related to non-compliance with laws and regulations

### Non-compliance **CNFS**



### ▼ Description

The group's strategy of expanding internationally and diversifying its businesses exposes it to significant risks of non-compliance with applicable laws and regulations, despite the major exercise carried out in 2022 and 2023 to ensure that these risks were covered.

To execute this strategy, the group needs to comply with tough new cross-border and sector-specific regulations that may be difficult to reconcile with general laws and regulations (in such areas as competition law, consumer protection law, anti-corruption law, data protection, ethics, duty of care, management of international sanctions and embargoes, and export controls).

These risks, should they materialise, could significantly affect the conditions for carrying out the group's business and hinder the development of new business activities or high value-added projects due to the uncertainty that surrounds the interpretation and application of the corresponding rules by the competent authorities. They could also harm the group's reputation and/or financial position in the event of any breach of the applicable rules or regulations or if any administrative sanctions were to be imposed, and could even result in the group having its licence withdrawn or being barred from participating in public contracts.

### ▼ Risk management measures

In 2023, further steps were taken to strengthen the group's system for managing compliance risks.

The strategy to cover these risks is based primarily on the following:

- communication of core policies and related supplementary guidance providing a comprehensive reference framework for compliance with general regulations;
- strengthened organisation and management of compliance programmes and systems with:
  - right-sizing of compliance teams, roll-out of specific tools, etc.,
  - broader and deeper mapping of risks and the related permanent controls;
- development of a compliance culture (awareness-raising, training and communication initiatives).

(1) See Chapter 4 "Sustainable and responsible development".

(2) Principle of Net Zero Artificialisation.

## 2.1.4 Cross-business operational risks

### Cyber risks ■ ■ ■ ■

#### ▼ Description

The group's ambitions, both externally in terms of developing its digital trust activities and internally in terms of digitising its processes and the customer experience, make La Poste highly exposed to the risk of cybercrime.

This exposure is exacerbated by the proliferation, sophistication and industrialisation of cyber attacks.

Finally, increasing pressure from regulators, with the adoption of new regulations, including the Network and Information Security Directive (NIS2) and the Digital Operational Resilience Act (DORA), could also expose the group to the risk of sanctions, which would be damaging if they were made public.

In 2023, 1.19 billion suspicious e-mails were blocked by La Poste's security systems (vs 1.18 billion in 2022).

#### ▼ Risk management measures

The group continues to invest heavily and take assertive action to protect its businesses from the risk of cybercrime.

At group level, overall information systems security is being strengthened through the roll-out of the "4X100%" plan.

The four objectives of this plan are to make all critical information systems secure, to enrol all of the group's subsidiaries in a system to improve their cybersecurity, to make all connected equipment (workstations, servers and mobile phones) secure and to raise awareness of cyber risks and threats among all employees.

The plan is being rolled down to the various units based on:

- feedback about cyber attacks experienced by subsidiaries and a technology watch system;
- enhanced digital asset monitoring capabilities;
- upgraded defence systems, with enhanced security for terminals (personal computers and smartphones) and servers (representing some 400,000 items of equipment). One solution is the installation of an Endpoint Detection and Response (EDR) system;
- more robust testing of source code, reporting of vulnerabilities, intrusion testing of communication systems and post-mortem analyses of past incidents;
- adjustment of resilience plans, in particular by carrying out Business Continuity Plan/Business Resumption Plan exercises and resilience tests.

### Business disruption in the event of a major crisis ■ ■ ■ ■

#### ▼ Description

The diversity of its business activities, the broad footprint of its geographic locations and the density of its physical regional presence, as well as its relations with key players, all make La Poste a group that is highly interconnected with its environment.

This situation makes it sensitive to the occurrence of major crises, which have multiplied over the last two years as a result of external events such as the war in Ukraine, the energy crisis, industrial action and large-scale cyber attacks.

In the face of these external events, the group demonstrated its ability to maintain its businesses in operational condition, thanks in particular to its stronger crisis management systems.

#### ▼ Risk management measures

The crisis management system was further strengthened in 2023, in particular through:

- an update to the crisis management procedure manual to include a decision statement concerning the management of cross-business crises, cross-business crisis management guidelines to be followed by all group entities, and a set of internal rules to be followed by the crisis management unit;
- national and local plans covering regular crisis management exercises (with feedback);
- improved systems to detect external threats and internal dysfunctions, so as to anticipate the measures that need to be taken;
- more stringent requirements for the preparation of business continuity plans, and a major drive to train employees and raise their awareness of these issues.

## Fraud risks



### ▼ Description

The group is exposed to an increased risk of fraud, particularly given the diversification of its businesses and its international expansion.

For example:

- there has been an increase in the number and sophistication of fraud scenarios exploiting digital and real-time technologies;
- it is becoming increasingly easy for anyone, regardless of technical experience, to engage in fraudulent activities, using the hacking toolkits available on social networks (development of fraud marketplaces);
- fraud is becoming "cyberised", with criminal networks using artificial intelligence and chatbots, and cyber attacks with the prime purpose of committing fraud are becoming increasingly common;
- the emerging risk of cyber fraud is rendering traditional investigation methods obsolete.

The main methods used by fraudsters against La Poste Groupe are:

- CEO fraud and fake bank transfers;
- documentary fraud;
- unlawful use of the group's terminals and applications (cyberfraud);
- customer manipulation (e.g., phishing followed by a call from a fake adviser);
- deliberate insufficient postage;
- internal complicity (due to corruption or intimidation).

### ▼ Risk management measures

Managing this risk is a major performance driver, as fraud can have a direct impact on the group's revenue.

To combat fraud effectively and sustainably, La Poste has already implemented a series of robust measures focused on:

- prevention, including collective action that capitalises on the fraud watch system, training for all postal workers and other group employees, increased security at the group's physical sites, etc.;
- corrective action, consisting of regularly informing employees and customers about cases of fraud that have been thwarted or proven, and adjusting the risk map;
- elimination of identified process weaknesses, information sharing between group entities, and development of synergies with internal and external stakeholders;
- adjustment to digital challenges in order to efficiently detect and qualify fraud;
- governance processes aligned with the issues at stake, to ensure a consistent policy across the group, with the creation of a cross-business Fraud Oversight Committee;
- a system to detect and deter fraud, staffed by a dedicated team of investigators.

## Health and safety **CNFS**



### ▼ Description

In order to offer its services to as many people as possible, La Poste Groupe has developed a multi-business model that is very labour intensive and calls on numerous suppliers and subcontractors.

Employees of La Poste and the service providers may be exposed to a health and safety risk, despite all the preventive measures implemented by the group.

A distinction is made between:

- external risk factors: risks arising from a failure to take account of the company's requirements in terms of health and quality of life at work or failure to comply with workplace health and safety regulations (leading to liability claims against the employer or principal);
- internal risk factors: occupational risks linked to the nature of La Poste's businesses (physically demanding jobs, road traffic accident risks, risks associated with the handling of heavy objects, aggressive customer behaviour, psychosocial risks).

Workplace accidents, occupational illnesses and employee disengagement may result in high levels of absenteeism, which may have a negative impact on the group's business (disruption of operations, lower productivity, operating losses). In 2023, the workplace accident frequency and severity rates were 17.9% and 1.31% respectively (vs 19.3% and 1.36% in 2022). The absenteeism rate was 6.6 days in 2023 (vs 7.2 days in 2022)<sup>(1)</sup>. Although the external environment reflects social tensions that affect the entire public space, the number of physical assaults reported in post offices has fallen significantly. The trend rate in 2023 shows a drop of 1.9% in the cumulative number of reported cases of aggressive customer behaviour and a decline in the number of physical assaults.

### ▼ Risk management measures

La Poste has introduced a number of initiatives to promote employee well-being. They include health programmes, measures to improve work-life balance, and training and personal development opportunities.

At the same time, to protect the health of its employees, the group is constantly working to prevent aggressive customer behaviours and physical assaults, and to deal with their effects, through various initiatives:

- introduction of more effective measures to prevent workplace injuries and accidents, in order to reduce the incidence of sick leave, workplace accidents and occupational illnesses;
- better consideration of postal workers' health in the organisation of work schedules and in career development plans, in particular with the launch of "career and health" medical check-ups for postal workers performing physically or mentally demanding jobs;
- mobilisation of managers in the Services-Mail-Parcels and Retail Customers and Digital Services business lines in support of prevention;
- increased action to combat aggressive customer behaviour and prevent physical assaults, through the ongoing POLI plan that addresses these issues and is supported by a communication plan featuring a zero tolerance component aimed at customers;
- development of a method for segmenting post offices according to their exposure to the risk of aggressive customer behaviour.

(1) Scope: La Poste Groupe in Europe (parent company and subsidiaries in Europe).



## 2.2 INTERNAL CONTROL AND RISK MANAGEMENT SYSTEMS

In addition to the governing principles amended in July 2010 by the French Financial Markets Authority (*Autorité des marchés financiers* - AMF), La Poste Groupe has chosen to refer to the international standards ISO 31000 for global risk management and COSO 2013 (Committee of Sponsoring Organizations of the Treadway Commission) for internal control.

On this basis, risk management corresponds to the process implemented by the Board of Directors, Executive Management, management and all employees of the organisation and is taken into account in the development of the strategy as well as in all activities of the organisation.

The group's internal control system includes a set of resources, behaviours, procedures and actions that contribute to the control of its activities, the effectiveness of its operations and the efficient use of its resources, as well as the identification and management of risks.

The risk management system implemented by management involves assessing risks and deciding how to address them.

These two systems, defined in the group's Risk Management Charter, are complementary to the management of activities. They comply with the principles laid down in the Caisse des Dépôts et Consignations risk management and permanent control charters.

The objective of La Poste Groupe's risk management approach is to ensure the following:

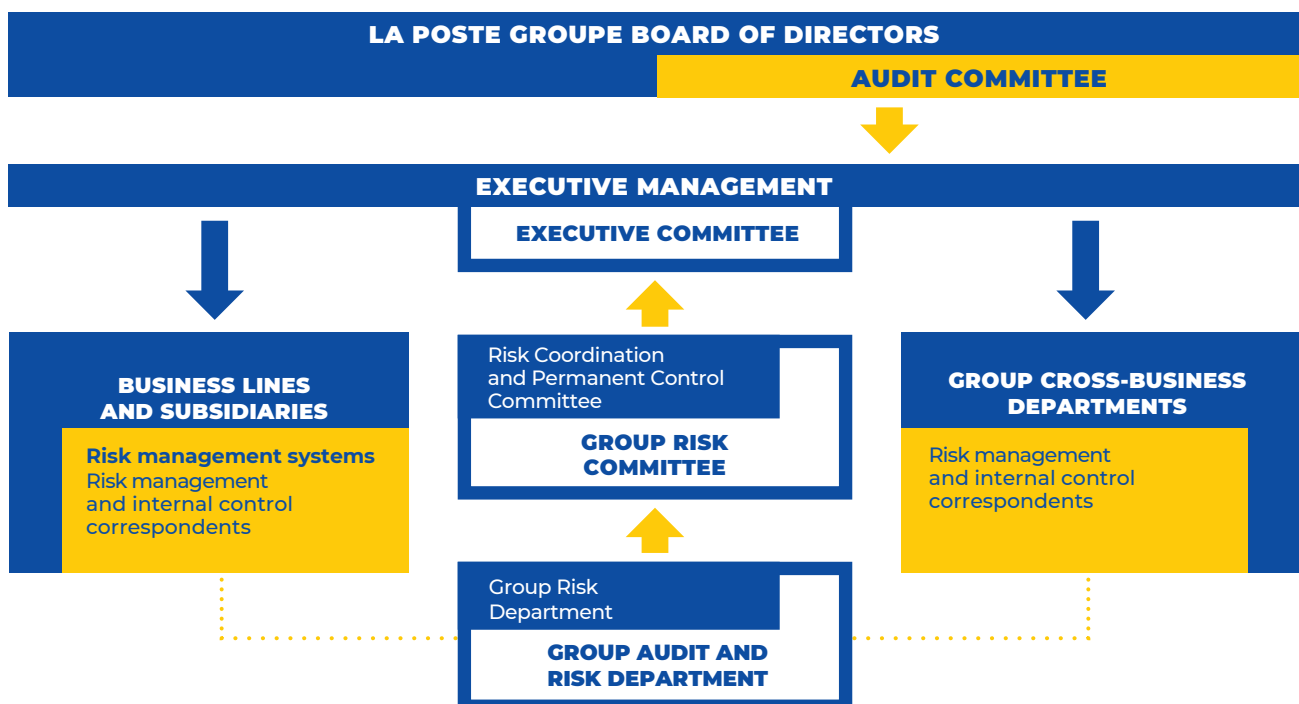
- respect for its corporate purpose (*raison d'être*), its status as a mission-led company (*entreprise à mission*), its missions and the achievement of its strategic objectives;
- compliance with current laws and regulations;
- application of instructions and guidelines set by the decision-making and executive bodies;
- proper functioning of the group's internal processes, and particularly those contributing to the safeguarding of its assets;
- achievement of its operating objectives (performance and optimisation of operations);
- reliability of financial and non-financial reporting, whether internal or external.

Risk management helps senior executives and management make strategic and operational decisions by giving them visibility on the level of control of priority risks at group level.

These systems apply to La Poste, the parent company, to holding companies and subsidiaries whose accounts are fully consolidated, as well as to companies controlled jointly with another group. They are part of the governance of the group and of all companies within it. They include activities outsourced internally and externally. In the specific case of La Banque Postale and the activities carried out on its behalf, the implementation of risk management falls within the specific framework of regulations inherent to the banking and insurance sectors.

### 2.2.1 Governance and organisation

Everyone in the company is involved in risk management - Executive Management sets out the risk management policy; management defines and coordinates the risk management and internal control approach; employees implement the risk management and internal control measures laid down in the procedures.



**Risk management oversight and governance bodies**

	<b>Role</b>
<b>Audit Committee of Board of Directors</b>	Monitors the effectiveness of the internal control and risk management systems, examines La Poste's risk appetite.
<b>Executive Committee</b>	Carries out preparatory work for the Chairman and CEO's decisions: <ul style="list-style-type: none"> <li>• puts forward the risk management strategy;</li> <li>• reviews the results of work in this area (risk mapping, permanent control plans, incident handling, etc.).</li> </ul>
<b>Risk Committee</b>	Prepares the elements required for the Executive Committee's decision-making: <ul style="list-style-type: none"> <li>• ensures the deployment of the permanent internal control and risk management systems;</li> <li>• coordinates the risk management approach;</li> <li>• makes sure that the internal control systems are consistent;</li> <li>• monitors the outcome of the internal control and risk management work carried out in the entities.</li> </ul>
<b>Risk Coordination and Permanent Control Committee</b>	Coordinates work on risk management and permanent controls and monitors this work from an operational perspective.

The Risk Department implements Executive Management's risk management strategy. It defines the risk management and permanent control policy to be deployed within the group and ensures it is applied by the business lines, subsidiaries and support departments. It reports periodically to the governance bodies on the consolidated results at group level.

The Risk Department works closely with the group's cross-business strategic, operational and compliance risk carriers. Among these risk carriers, the Compliance Department is responsible for overseeing the group's compliance with the laws and regulations within the scope of the Department's remit (ethics regulations, anti-corruption regulations, regulations to combat money laundering and the financing of terrorism, laws on the application of embargoes and international sanctions, export control regulations, duty of care regulations, data protection laws and competition laws. It identifies and explains compliance risks, as well as the associated control measures, and assesses on a yearly basis that these risks have been duly included in the respective risk maps of the group's business lines and subsidiaries.

The group's Risk Department leads the Risk and Control Officers based in the subsidiaries, business lines and support departments, with a view to constantly adapting to the legal, regulatory, structural and organisational changes of these entities. It therefore guarantees the overall consistency of risk management systems at the group's entities.

The heads of the business lines, subsidiaries and support departments implement the group's internal control and risk management principles in their areas of expertise, in accordance with the rules established by their decision-making and executive bodies and in compliance with the group's Risk Management Charter. To this end, they set up their own risk management and steering structures, which are in functional contact with the group's Risk Department.

In particular, they are responsible for deploying and implementing their internal control and risk management systems in accordance with the group's missions and policies, the guidelines laid down by Executive Management, as well as with laws and regulations, national and international professional standards, and any conventions that apply to their activities.

In addition, audits take place at the third level within the risk management process. The auditors are also involved in assessing risks during their audit work. They then verify the measures undertaken to reduce these risks and, in a general manner, perform an assessment of the internal control.

In 2023, La Poste aligned its risk appetite framework with that of Caisse des Dépôts in order to explicitly determine the type and level of risk that the group is willing to take on. The risk appetite framework is supplemented by an additional document – the risk appetite statement – which is updated annually and includes, for each risk area:

- the qualitative and/or quantitative indicators monitored;
- any thresholds (information, alerts) and/or limits monitored in the risk appetite framework;
- alert systems and processes for escalating issues when necessary, through the governance structure.

In parallel, numerous actions are being carried out by the group's central departments (compliance, cybersecurity, fraud prevention and control) in order to strengthen the group's risk and internal control culture. More specifically, the Risk Department is conducting a project to:

- reinforce risk culture at all levels of the organisation (while taking into account the varying business activities and different maturity levels of the business lines, subsidiaries and support departments);
- facilitate the implementation of the new group-wide risk management approach for each of the three components of this approach (risks, control and incident);
- set and coordinate priority actions for awareness-raising, training, coordination and communication, which will be implemented in conjunction with all risk management stakeholders in order to strengthen the overall risk culture;
- ensure the consistency of all actions carried out by internal control and risk management players within the business lines, subsidiaries and support departments.

## 2.2.2 Implementation of internal control and risk management systems

La Poste Groupe is continually strengthening its internal control and risk management in order to give senior management and shareholders a consolidated and cross-business vision of the control, by its main entities, of the group's strategic, financial, operational and non-compliance risks.

### Implementation of the group's risk management approach

A common risk management approach is followed by all entities, allowing the preparation of an annual profile of the group's strategic, operational and compliance risks. The approach is supplemented by permanent controls and systems for managing significant and recurring incidents, particularly for reporting purposes to senior executives of the group and of Caisse des Dépôts.

The risk management approach is based on three interdependent components:

- Risk management regularly assesses the level of residual risk to which the group is exposed. Operational and compliance risk mapping is organised and led by the Risk Department, in close cooperation with the risk carriers. The maps are rolled down by the Risk and Control Officers in the business lines, subsidiaries and corporate departments, and are used to draw up an operational and compliance risk profile at the level of the group. In addition, the Risk Department is responsible for updating the map of the group's strategic and priority risks. Updates are prepared annually following interviews with the senior executives of the group's business lines, main subsidiaries and corporate departments, as well as with their designated risk carriers;
- Permanent control contributes to covering risks and regularly assesses the effectiveness and consistency of systems for managing operational and compliance risks, based on control plans, supplemented by self-assessments and a review of the internal control systems of all group entities;
- The collection and analysis of significant operational incidents, recurring incidents and reports of non-compliance and fraud enable regular reassessment of the level of risk management and adaptation of the corresponding systems where necessary. This approach optimises the related internal control and risk management systems.

The results of this work are examined by the Risk Committee before being presented to the Executive Committee and then to the group Audit Committee.

The internal audit function is tasked with objectively and independently assessing the group's risk management, control, corporate governance and IT systems. It contributes to their improvement in terms of compliance, safety, effectiveness and efficiency. Its purpose is to provide reasonable assurance regarding the degree of risk management efficiency to corporate officers, governance bodies and, more generally, managers and senior executives.

### Application to financial and accounting matters

The group's Finance and Development Department is responsible for leading and contributing to the group's strategy, and for defining and implementing its financial, accounting, tax, and purchasing policy.

Risk management is the responsibility of the Executive Vice President in charge of the group's finances and development. This responsibility is transferred by sub-delegation to the directors under their remit.

The permanent control system is based on an assessment of the risks to which the group's Finance and Development Department is exposed. First- and second-level controls, proportionate to the risks, are organised for these activities to ensure risk management.

The main risks to which the group's Finance and Development Department is exposed are incorporated into a specific risk management system. These permanent control and risk management systems are implemented across all the activities of the group's Finance and Development Department.

The National Accounting Department reports to the head of the group's Accounting, Consolidation and Standards Department and combines under its authority all of La Poste SA's accounting units in France. It performs a service mission on behalf of La Poste SA in the field of accounting production and revision. It also provides services in this area for certain group subsidiaries and business lines. The other subsidiaries organise the processing of accounting and financial information themselves; the necessary information is sent to La Poste SA for consolidation of results.

The parent company and consolidated financial statements are prepared by the group's Accounting, Consolidation and Standards Department on the basis of financial statements prepared locally by the entities (the National Accounting Department and La Poste Groupe's subsidiaries) and restated in accordance with group standards.

Each closing (monthly, half-yearly and yearly) gives rise to the establishment of a work schedule, formalised through accounting revision and consolidation instructions sent to the entities. For the half-yearly and yearly accounts, files allowing an analytical screening of the accounting and financial information are prepared at the level of La Poste SA and the subsidiaries' holding companies. La Poste and the subsidiaries use a consolidation software package with a standard accounting package based on the group's accounting principles manual. A specific tool is used to reconcile intercompany transactions.

The group's Tax Department calculates the group's overall taxable income and prepares the related tax returns.

The group's Financial Control Department produces two types of consolidated financial information derived from the data submitted by the business lines and the head office's support function departments:

- forward-looking information: multi-year plan, annual budget, half-yearly or annual results;
- analyses of the performance carried out for internal and external information.

A dashboard is regularly presented by the Executive Vice President in charge of the group's finances and development to the Executive Committee. It highlights the discrepancies between the data produced and the budgeted data for the main group economic and financial indicators.

## 2.3 COMPLIANCE SYSTEM

La Poste Groupe has a zero-tolerance approach to compliance risks that could tarnish its reputation, prevent it from achieving its operational objectives or results, erode employee confidence or, where applicable, result in administrative or legal penalties.

Each senior executive formally undertakes to comply with La Poste Groupe's compliance policy guidelines. These undertakings were renewed in December 2023.

### 2.3.1 Compliance organisation and governance

Compliance is overseen by the group's Compliance Department, which reports directly to the group Executive Vice President – Secretary General. It is supported in this role by dedicated teams in the business lines and subsidiaries that are tasked with implementing and monitoring compliance measures. A specific governance structure has been set up for each area of compliance in order to organise and manage all the actions required to implement the measures in question. The different compliance teams refer for their work to the compliance manual, a risk map, and implementation control plans, and they also benefit from training and awareness-raising initiatives. They participate in preparing the indicators and reports submitted to the group's governance structures. The Compliance Departments in the business lines and subsidiaries support the deployment of these measures.

#### A structured organisation

At the end of 2023, the Compliance Department comprised:

- six teams with expertise in different areas of compliance:
  - ethics,
  - anti-corruption and duty of care,
  - anti-money laundering and financing of terrorism (AML-CFT),
  - international sanctions, embargoes and export controls,
  - competition,
  - personal data protection; and
- a coordination and steering unit.

Each team is responsible for defining and implementing the compliance systems that fall within its area of expertise, in conjunction with the compliance departments of the group's business lines and entities.

#### Dedicated governance structure

Compliance governance is organised at four key levels:

- Audit Committee of the Board of Directors;
- Group Executive Committee;
- Group Compliance Coordination Committee;
- Steering Committees for each compliance area.

Compliance issues are shared with La Poste Groupe's shareholders, Caisse des Dépôts and the French State. They are regularly placed on the agenda of Executive Committee meetings (four items in 2023) and Audit Committee meetings (three items in 2023).

A Compliance Coordination Committee, made up of the people responsible for compliance issues in the group's business lines and entities, shares the strategic dimension of compliance issues, the roadmap and performance indicators, and promotes synergies. A specific steering process is in place in each compliance area. It brings together the business line and entity compliance officers several times a year.

In 2023, the Compliance Department:

- developed and published a group compliance manual describing the core policies in each area of compliance;
- drew up a new Code of Conduct;
- reviewed and harmonised compliance risk analysis methods in each of the areas covered;
- updated second-level control guides with input from the group's Permanent Control Department;
- rolled out in-person and e-learning training plans covering certain areas of compliance;
- carried out several initiatives to promote a Compliance culture within the group (redesign of the Compliance intranet, video campaigns, articles, online conferences and redesign of the mobile application accessible to all La Poste Groupe employees on their work phone).

## 2.3.2 Areas of compliance

In 2023, the Compliance Department's teams of experts launched initiatives to support compliance risk management.

### Ethics and professional conduct, the cornerstones of compliance

Ethics have been part of La Poste Groupe's DNA since 1790, when postal workers first took the oath of confidentiality. They are reflected in the new Code of Conduct incorporated into the group's internal rules of procedure and applicable to all employees. The code was prepared with input from many stakeholders.

It takes into account the major changes that the group has undergone since the publication of the previous Ethics and Anti-Corruption Code, in particular:

- adoption by La Poste of the status of mission-led company and a change of ownership structure that saw Caisse des Dépôts become its main shareholder; and
- the introduction of more stringent regulatory requirements in the various areas of compliance.

Lastly, it establishes the ethical rules governing respect for human rights, workplace health and safety, respect for the environment and relations with business partners. It also describes behaviours designed to protect the group's assets and reputation, particularly with regard to information systems security and the use of social networks and artificial intelligence.

### Whistleblowing system

Since 2011, a whistleblowing system has been in place for employees wishing to ask questions about ethics or professional conduct, or to report breaches of French and international laws and regulations and the Code of Conduct.

	2023	2022
Number of reports processed <sup>(a)</sup>	1,008	657
Rate of confidence that the company will provide protection to users of the whistleblowing system (among respondents) <sup>(b)</sup>	62%	57%

(a) La Poste SA, La Banque Postale including CNP Assurances France, Geopost, La Poste Immobilier, La Poste Telecom, Asendia.

(b) Questionnaire sent to 20,000 employees of La Poste SA, La Banque Postale SA and a sample of 14 subsidiaries.

The system consists of a dedicated website<sup>(1)</sup>, accessible 24/7. It protects the anonymity of whistleblowers and provides a high level of security and accessibility. Reports are processed by ethics officers and senior experts according to a process outlined in a guide prepared for ethics officers.

Employees using the whistleblowing system whose reports are deemed admissible under the law benefit from whistleblower protection. In 2023, certain changes were made to the system in compliance with the Wasserman Act and its implementing decree, which reinforce the requirements of the Sapin II Act.

### ▼ BREAKDOWN OF REPORTS BY SUBJECT IN 2023

Anti-corruption compliance <sup>(a)</sup>	35.4%
Breach of the Code of Conduct	12.0%
Harassment	9.4%
Guidance in applying the Code of Conduct	7.4%
Occupational health and safety	5.1%
Conflicts of interest	5.0%
Discrimination	3.4%
Banking compliance	3.3%
Relations with third parties	2.7%
HR management	2.6%
Violation of equal treatment	2.5%
Fraud	1.8%
GDPR	1.7%
Multiple jobs	1.2%
Dishonesty	1.0%
Other <sup>(b)</sup>	5.5%

(a) Mainly requests for guidance. In the interests of consistency, for the breakdown of reports at La Banque Postale SA, these reports were reclassified to the "Anti-corruption compliance" category in 2023 from the "Relations with third parties" category in 2022.

(b) Categories accounting for less than 1% of total reports.

### Annual ethics climate survey

La Poste Groupe conducts annual ethics climate surveys to measure employees' level of awareness of ethics and professional conduct issues. In 2023, 3,113 employees responded to the survey, an increase of 12% vs 2022. The main findings were as follows:

- 81% of employees believe that the company conducts its business ethically;
- 84% of employees feel concerned by the actions taken in terms of ethics and compliance;
- 71% of employees were made aware of ethics or compliance rules in the last 12 months;
- 75% of employees are aware of the whistleblowing system.

(1) For all group entities except Geopost and its subsidiaries, Asendia and CNP Assurances, which have their own systems.

## Anti-corruption

La Poste Groupe does not tolerate any form of corruption or influence peddling. Its principles in this regard are expressed by the slogan "Zero tolerance, Everyone's concerned, Everyone's vigilant".

This zero-tolerance policy is binding on the group and all the companies it controls. It has led to the implementation of a prevention and detection system in strict compliance with the applicable regulations, including internal rules and procedures.

In 2023, La Poste continued to work on numerous compliance issues with the corporate departments, business lines and their subsidiaries. The work mainly consisted of:

- completing the compliance manual by drawing up and distributing a group policy on combating corruption and influence peddling, setting out the framework and guidelines to be applied by all controlled subsidiaries, regardless of their size or geographical location, in alignment with their risk profile;
- preparing a consolidated map of corruption and influence peddling risks covering 83% of group entities by revenue (consisting of the roughly 500 entities subject to the Sapin 2 law);
- conducting expanded level 2 permanent controls over compliance risks, with control points in line with the recommendations of the French Anti-Corruption Agency;
- assessing the integrity of third parties, with:
  - phased roll-out of a solution developed in 2022/2023 to automate the assessment of third-party suppliers in terms of documentary and regulatory compliance, including anti-corruption processes,
  - in the case of external growth transactions, production of product compliance opinions at Investment Committee meetings, based on professional due diligence procedures concerning anti-corruption measures in particular;
- launching mandatory training for all the group's managers and exposed persons, in May 2023, with monitoring of the training take-up rate. In total, over 74,000 training courses were delivered in 2023, including 35,629 non-specialised courses (an increase of 76% compared with 2022) and 38,394 mandatory courses;
- extending to La Banque Postale, the disciplinary sanctions list prepared according to a specific reporting process and currently rolled out to La Poste, Geopost, La Poste Immobilier, La Poste Mobile and Véhiposte.

	2023	2022
<b>NUMBER OF EMPLOYEES TRAINED IN ANTI-CORRUPTION MEASURES<sup>(a)</sup></b>		
Over the year	74,023 <sup>(b)</sup>	20,301 <sup>(c)</sup>
Since the training began (2019)	156,013	
<b>NUMBER OF EMPLOYEES TRAINED IN CONFLICTS OF INTEREST<sup>(d)</sup></b>		
Over the year	5,727	3,700
Since the training began (2021)	12,249	

(a) Non-specialised training - scope: La Poste SA, La Poste Telecom, La Poste Immobilier, Véhiposte, La Banque Postale SA and its subsidiaries excluding CNP Assurances, Geopost and its subsidiaries, Docaposte and its subsidiaries, Asendia (Asendia US and E shop World).

Mandatory training - scope: La Poste SA, La Poste Mobile, Véhiposte, La Poste Immobilier, La Banque Postale and its subsidiaries excluding CNP Assurances, Geopost and 20 of its subsidiaries, 14 Services-Mail-Parcels subsidiaries.

(b) Including training for the group's managers and exposed persons.

(c) 2022 data modified following a change in reporting methodology.

(d) Scope: La Poste SA, Services-Mail-Parcels subsidiaries, La Banque Postale and La Poste Immobilier.

## Duty of care

Within the framework of the law on the duty of care of parent and sub-contracting companies, La Poste Groupe has drawn up a duty of care plan, which it updates annually as part of a continuous improvement process.

This plan<sup>(1)</sup> describes:

- the scope and governance of the group's duty of care plan;
- the identification and prioritisation of risks through risk mapping;
- the assessment systems and measures to prevent and mitigate duty of care risks related to the group's own activities and those of its suppliers and subcontractors;
- the whistleblowing procedure and related reporting system;
- implementation reports;
- awareness-raising and training initiatives for postal workers.

## Personal data protection

La Poste Groupe has prepared a specific General Data Protection Regulation (GDPR) compliance programme that has rolled out to the various entities. The programme's governance, overseen by the group Data Protection Officer (DPO), is based on a community of DPOs and GDPR correspondents in the subsidiaries, business lines and corporate departments.

The programme includes:

- a set of reference policies including the group's general data protection policy drawn up and published in December 2023, a data protection organisation charter updated at the end of 2023, procedures, operational guidelines and information systems security policies;
- a specific intranet space;
- a dashboard with monthly reporting indicators;
- oversight of the community of DPOs and GDPR correspondents within La Poste Groupe; and
- regular contact with the regulator.

The group's data protection awareness-raising and training initiatives for employees are organised around a specific intranet space, accessible to all employees, and an e-learning programme consisting of:

- basic GDPR training;
- several training modules on Data Protection Impact Assessments (DPIA), Privacy by Design and the exercise of rights by data subjects.

	2023	2022
Number of people trained <sup>(a)</sup>	26,894 <sup>(b)</sup>	39,381
Data breaches reported to the CNIL	28	20

(a) Scope: La Poste SA, La Banque Postale SA and CNP Assurances.

(b) CNP Assurances was added to the scope of the indicator in 2023. The fall in the number of people trained in 2023 is explained by the exceptional catch-up drive launched in 2022 following implementation of a new training programme for La Banque Postale employees. As this training is valid for two years, the number of participants was automatically lower in 2023.

(1) See Section 7.2 "Duty of care plan".

## Competition compliance

La Poste Groupe's competition compliance programme covers all of the group's activities in France. The competition compliance document base now comprises the group's policy, a roadmap for the years 2022 to 2025, and four compliance programmes:

- the general competition compliance programme;
- the sector-specific programme relating to the lack of competition due diligence procedures for M&A transactions;
- the sector-specific programme concerning exchanges of sensitive information;
- sector-specific programmes on loyalty-building pricing practices and diversification.

The programmes include the following measures:

- signature of an undertaking to comply with competition law rules by the Chairman and Chief Executive Officer, the members of La Poste's Executive Committee, and the members of the Executive Committees or Management Committees of the business lines and subsidiaries;
- publication of several framework documents, including the general competition compliance policy, competition law guidelines, a competition code (appended to the internal rules of procedure), a guide to participating in industry associations and guidelines on anti-trust regulations. These documents form the basis of a broad awareness campaign for group employees who may be exposed to competition law issues, and are made available on internal communication channels;
- continuation of training campaigns with face-to-face sessions, aimed primarily at employees exposed to competition law compliance risks, and e-learning sessions, freely accessible to all postal workers. By the end of 2023, some 8,900 employees had received training in competition law issues since the course was launched, including more than 4,000 in 2023 alone. Last year's sharp increase was due in particular to the launch of a mandatory e-learning module for employees of the CNP Assurances subsidiary, which enabled 2,950 people to receive training;
- provision of a specific whistleblowing platform;
- a permanent control system.

## International sanctions and embargoes

International sanctions regimes have been growing rapidly since Russia invaded Ukraine in February 2022.

The group is aware of the challenges to its growth and has set up a compliance programme within the regulatory framework applicable to its businesses, with the system's parameters set at appropriate levels. The programme includes a group policy manual comprising the International Sanctions and Embargoes policy published in February 2023, which sets a strict framework for the conduct of operations in all entities, and a country doctrine specifying the countries where La Poste is banned from doing business along with the due diligence procedures expected to be performed in high-risk areas. This doctrine is regularly updated. The group also has a disqualification policy to protect its employees and businesses from compliance risk. In addition, work has begun on an export control policy.

Alongside this standards-based approach, the group maintains close relations with the European and national authorities responsible for sanctions and export controls, in order to remain fully compliant with regulations.

Internal systems are being developed to monitor third parties, and tracking indicators for the group's international activities detect any attempts to circumvent the European sanctions regime.

The compliance culture is promoted among all the group's entities through close monitoring of regulatory developments. Training in international sanctions and embargoes is provided to all employees, in particular through specific e-learning modules, and useful tools are designed and distributed to employees (e.g., standard contractual provisions).

## Prevention of money laundering and the financing of terrorism

La Poste Groupe has a zero-tolerance approach to compliance risk in the fight against money laundering and terrorist financing.

To this end, in 2023, the Compliance Department designed and implemented a specific compliance programme that is common to all group entities. The programme is organised around:

- a map of the entities and businesses subject to specific regulations in France or abroad;
- identification and assessment of the money laundering and terrorist financing risks to which the group is exposed;
- policies or procedures to reduce these risks.

## 2.4 LEGAL AND ARBITRATION PROCEEDINGS

La Poste Groupe is involved in a certain number of arbitration, legal and administrative proceedings in the normal course of business. The disputes vary in nature and may be specific to the group's various subsidiaries.

A provision is only recognised for the expenses that may result from these proceedings where they are probable and their amount can be either measured or reliably estimated. In the latter case, the amount of the provision corresponds to management's best estimate. Provisions for contingencies and losses recognised for all disputes in which the group is involved amounted to €371 million at 31 December 2023 (vs €353 million at 31 December 2022).

Significant disputes in which the Company is involved are as follows:

### Competition law

- In the EIC case initiated in 2005, the Paris Court of Appeal ruled on 2 December 2021 that the agreement signed between the banks on cheque imaging exchange had no anti-competitive purpose or effect. As a result, the €32.8 million fine previously paid by La Banque Postale was fully reimbursed. The Competition Authority lodged an appeal on 31 December 2021 but this was without suspensive effect. In a ruling dated 28 June 2023, the Supreme Court upheld the Court of Appeal's ruling, putting an end to the case.
- In a registered letter sent on 21 November 2018, a submission was made to the French Competition Authority regarding practices in the postal service sector. In Decision 21-D-22 of 15 September 2021, the Competition Authority ruled that the submission was inadmissible. On 6 July 2023, the Paris Court of Appeal upheld this decision. An appeal before the Supreme Court is currently pending.

- In an email dated 19 January 2021 from the French Competition Authority, La Poste was informed of a submission pertaining to the postage stamp distribution sector. In Decision 22-D-19 of 20 October 2022, the Competition Authority ruled that the submission was inadmissible. The appeal period having expired, this decision is now final.

### Employment law

- Since the beginning of the Covid crisis in March 2020, La Poste has been involved in more than 100 disputes initiated by health, safety and working conditions committees and/or trade unions. These disputes mainly concern organisational changes made necessary by the crisis. Although the rulings have been in La Poste's favour in the vast majority of cases, appeals are underway for some disputes.

### Other

- The Italian company BRT is the subject of legal proceedings concerning tax and labour issues relating to outsourced services. The proceedings concern events prior to Geopost's acquisition of the company. The group is cooperating fully with the Italian authorities and has set up a remediation plan.

To date, to the best of the group's knowledge, there are no other governmental, administrative, legal or arbitration proceedings that could have a material effect on the group's financial position or profitability, or have had such an effect in the last 12 months.



## 2.5 INSURANCE AND RISK COVERAGE

The group believes it has reasonable and sufficient insurance coverage.

The group's general policy regarding insurance is based on the following principles:

- risk sharing: wherever possible, a group policy is taken out to provide each entity or subsidiary with optimum coverage commensurate with its own risks, at minimum cost, regardless of their financial resources;
- prioritising intensity risk: frequency risk is not insured as the insurance cost would be too high (for excess, conservation, retention, etc.), with steps taken to make certain that when insurance is taken out it is suited to the financial capacity of the group's insured entities (parent and subsidiaries).

<b>Property and casualty insurance</b>	This programme includes a "Property damage and business interruption" policy, which covers all tangible and intangible assets (except for the exclusions specified in the policy).
<b>Cyber insurance</b>	Cyber insurance policy, available to the parent company and majority-controlled subsidiaries.
<b>Vehicle fleet insurance</b>	<ul style="list-style-type: none"> <li>• specific insurance package set up by La Poste SA in view of the size of its fleet of internal combustion and electric vehicles, providing only third-party cover for service vehicles with a high deductible;</li> <li>• fully comprehensive insurance for company cars, covering La Poste SA and most of the subsidiaries;</li> <li>• business use insurance for employees who use their own vehicles for business purposes;</li> <li>• assistance policy available to subsidiaries that wish to benefit from this coverage.</li> </ul>
<b>Civil liability insurance</b>	Civil liability cover for La Poste and its French and foreign subsidiaries, with deductibles tailored to the nature of the risk and the beneficiaries.
<b>OTHER INSURANCE</b>	
<ul style="list-style-type: none"> <li>• Transport insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance policy covering liability and damage during transport, comprising two specific policies:             <ul style="list-style-type: none"> <li>• activities subject to French postal regulations;</li> <li>• activities not subject to postal regulations.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Construction insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Construction policies designed to provide automatic cover for all operations up to a certain limit, taken out by the group in its capacity as project owner.</li> </ul>
<ul style="list-style-type: none"> <li>• Events and exhibitions insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Mandatory insurance covering the group's liability as both organiser and participant.</li> </ul>



# 3

## ANALYSIS OF FINANCIAL PERFORMANCE

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## 3.1 SIGNIFICANT EVENTS IN 2023

### 3.1.1 Economic and financial environment

The group's businesses are influenced by the economic environment, particularly inflation, which leads to rising labour costs in France and in its main European neighbours and to changes in consumer behaviour. The group is also sensitive to changes in legislation, particularly with regard to pensions, given its existing arrangements for employees. The group's banking and insurance activities are also sensitive to changes in interest rates (including on regulated savings products) and financial market trends. Exchange rates – especially against pound sterling – and oil prices also have a significant impact on the group's logistics and on its international businesses.

#### Lacklustre economic activity in Europe

2023 saw weak economic growth in the eurozone (annual average of 0.5%), with growth stagnating in the second half of the year. This contrasts with the continuing bullish conditions in the US economy (average annual growth of around 4% in the second half) driven by fiscal stimulus, a fall in the household savings rate and more structural measures aimed at strengthening US industry. China finally saw a revival in industrial activity in the second half of the year, but growth continued to be held back by ongoing adjustments in the real estate sector. In Brazil, GDP was virtually flat in the third quarter, with a sharp fall in agricultural production. Economic surveys suggest that activity remains subdued. UK GDP fell slightly in the third quarter. The decline in household purchasing power led to a fall in household spending. Eurozone GDP contracted very slightly in the third quarter, after growing only marginally in the first part of the year. Germany continued to suffer from its dependence on the global industrial cycle, with GDP down 0.3% in 2023. After a boost at the start of the year by funds linked to the European recovery plan, business in Italy ran out of steam as from the spring. In France, GDP stagnated in the second half of the year, rising 0.9% on average in 2023. Household spending recovered slightly in the third quarter, but fell back at the end of the year. Distance sales (by volume) began to stabilise from the summer onwards, following their steady decline since health restrictions were lifted. They were nevertheless comfortably above their end 2019 level. The real estate market slowed following the rise in interest rates, leading new lending to fall sharply. The previously buoyant labour market showed signs of losing steam midway through the year, with employment virtually flat in the second half.

#### Disinflation intensified in the second half of the year

Driven by cooling energy prices, inflation continued to fall, particularly in Europe. Oil prices had rallied in the summer following the reduction in supply by OPEC and Russia, but expectations of softer global demand weighed on prices in the autumn, despite the conflict in the Middle East. At the end of 2023, the price of Brent crude oil was hovering around (US)\$80 a barrel, after peaking at over (US)\$120 following the outbreak of war in Ukraine. Tensions on the global market for refined products nevertheless drove up diesel and petrol prices for part of the year. Gas and electricity prices on the European wholesale market rallied slightly from their low point in June 2023, but are still well below their unprecedented highs of summer 2022. Overall, inflation in the eurozone fell back to 2.9% year on year in December, with a fall in energy prices due in particular to a notable base effect on electricity and gas prices. However, this should fade by early 2024. In France, inflation also slowed (to 3.7% year on year in December), but the rise in regulated electricity tariffs limited the fall in energy prices.

#### End of monetary tightening

Central banks ended their cycle of monetary tightening begun in 2022. The European Central Bank raised its refinancing rate to 4.5% in September, triggering rises in the €STR to 3.88% at the end of December and the 3-month Euribor to 3.91%. After last March's financial turbulence, especially in the United States, long-term interest rates declined as the markets downgraded their key interest rate forecasts. However, the measures taken by the central banks gradually restored investor confidence, reflected by a recovery in long-term rates until the autumn. With the easing of inflation, investor expectations of an early and substantial reduction in the main central banks' key interest rates led to a significant fall in long-term rates from the beginning of November (with the 10-year OAT rate retreating from its mid-October peak of 3.55% to 2.56% at the end of December). Despite a few wobbles, particularly during the summer when long-term interest rates increased, the stock markets recorded significant gains over 2023 as a whole (with the CAC 40 gaining 16.5% to reach 7,543 points on 31 December).

#### A slightly softer dollar at the end of the year

Thanks to the ECB's firm stance, the euro appreciated slightly in the first half of the year. It then weakened over the summer due to the faster pace of interest rate hikes in the United States. At the end of the year, it was the dollar's turn to weaken on the back of the Fed's decision to call time on its monetary tightening policy. At end-December, the dollar was trading at €1.10 against the euro, versus \$1.07 a year earlier. For its part, the pound traded in a narrow range of prices in 2023, ending the year at £0.86 against the euro. After appreciating over the first part of the year, the Brazilian real held more or less firm against the euro, even though the central bank had already lowered its key rate. The currency was trading at R\$5.35 against the euro at end-December 2023 versus R\$5.66 at the previous year end.

## 3.1.2 Regulatory environment

### Banking environment trends

#### Revision of interest rates on regulated savings products

Following the recommendations of Banque de France, approved by the French Minister of the Economy (Order of 27 January 2023 on interest rates payable on regulated savings), the interest rate on the *Livret A* passbook savings account was raised from 2% to 3% on 1 February 2023, as well as the interest rates payable on the Sustainable Development and Solidarity passbook savings account (LDDS) and the Youth passbook savings account (*Livret Jeune*), their highest level since 2008 (3.7%).

The interest rate payable on the National passbook savings account (LEP) increased from 4.6% to 6.1%.

Pursuant to the Order of 28 July 2023, the *Livret A* interest rate will be maintained at 3% until 31 January 2025. The interest rate on LEP passbook savings accounts was raised to 6.0% on 1 August 2023, and the LEP cap was increased to €10,000 (from €7,700) as from 1 October 2023.

#### Conditions for granting home loans

The decision published by the HCSF<sup>(1)</sup> (D-HCSF-2021-7) on 29 September 2021 regarding the conditions for granting home loans sets two criteria to be applied by credit institutions:

- mortgage repayments may not exceed 35% of the homebuyer's income;
- the term of home loans may not exceed 25 years (with a tolerance of up to 2 more years in the event of an initial period of deferred repayments).

According to the decision of 29 June 2023 (D-HCSF-2023-02), up to 20% of quarterly home loan originations may deviate from the set criteria. Within this margin, at least 70% (instead of 80% previously) of the margin of flexibility must be reserved for buyers purchasing their main residence and at least 30% for first-time buyers. Institutions are free to use the remaining 30% of flexibility (i.e., 6% of quarterly originations, instead of 4% previously) at their own discretion.

#### Termination of capital relief

As of 1 January 2023, banks are required to comply with Pillar 2 capital requirements.<sup>(2)</sup> On 10 February 2022, the ECB<sup>(3)</sup> announced its decision not to extend the reduction in capital requirements beyond December 2022, arguing that banks had obtained sufficient leeway to return to a normal trajectory. At the end of September 2022, the aggregate CET1 of banks under direct ECB supervision stood at 14.7%<sup>(4)</sup>.

#### Increase in the countercyclical buffer<sup>(5)</sup>

On 7 April 2022, the HCSF decided to raise the countercyclical buffer to 0.5% (D-HCSF-2022-1). Banks have had to comply with this requirement since 7 April 2023. The rate applied had been 0% since 2 April 2020.

The HSCF pointed to the persistent vulnerabilities weighing on the financial sector and the level of risks in the medium term, deeming it necessary to consolidate preventive measures to avoid the risk of a turnaround in the credit cycle.

(1) High Council for Financial Stability (*Haut conseil de la stabilité financière*).

(2) Pillar 2 capital requirements are defined for each bank, are applicable in addition to the minimum capital requirements (Pillar 1) and cover risks that are underestimated or not covered by Pillar 1.

(3) European Central Bank.

(4) The aggregate CET1 ratio stood at 15.47% at the end of September 2021.

(5) The countercyclical capital buffer is defined as a CET1 capital surcharge. This regulatory capital requirement represents between 0% and 2.5% of risk-weighted assets.

(6) State aid SA.100746(2023/N).

### Development of the range of mail and parcel services

Since 1 January 2023, following postal regulation authority Arcep's favourable Opinion no. 2022-1139 of 2 June 2022 and Decree no. 2022-1110 of 3 August 2022 amending the definition of priority mail set out in Article R.1 of the French Postal and Electronic Communications Code (CPCE), La Poste has been offering a new range of mail and parcel services as part of the universal postal service.

This change reflects the request made by the Prime Minister to the Senior Monitoring Committee for the Public Service Agreement on 22 July 2021.

This new range includes the *Lettre Verte* (green mail) with three-day delivery for regular correspondence, the *Lettre Services Plus* offering two-day delivery for priority items, and the *e-Lettre Rouge*, with next-day delivery for urgent correspondence. At the same time, La Poste abolished its *Lettre Prioritaire* next-day delivery priority mail, which represented less than three items per household per year.

On 7 December 2023, the European Commission declared that the aid paid by the French State to La Poste in connection with its universal postal service mission was compatible with the internal market for the 2021-2025 period<sup>(6)</sup>.

### Pricing adjustments for mail and parcels

The *Lettre Verte* is the core mail range for retail customers. For 2023, the rates for the first and second weight brackets of the *Lettre Verte* were maintained at €1.16 and €2.32, respectively. The price of the first weight bracket for the *Lettre Services Plus* was set at €2.95. The price of the *e-Lettre Rouge* is still €1.49 for the cheapest "S" (small) format, unchanged from 2022.

Within the scope of the universal service, the range of business mail solutions evolved to include a new G3 offer (third-day delivery), the price of which is in line with the price of the G2 offer in 2022. The new G2 offer costs €1.23 for the 0-50 gram weight bracket. The price for the G4 offer increased by 5.2%, representing a moderate increase excluding inflation. The same applies to advertising mail prices, which were raised by 5.5% to ensure mail remained a competitive medium.

On 1 January 2023, domestic parcel prices for individuals increased by 1.8% on average, and the first weight bracket (up to 250 grams) of the Colissimo France Grand Public range has been kept at €4.95 since 2018 so that sending small items remains affordable.

These price increases for mainland France, overseas France and international mail and parcels took effect on 1 January 2023 following Arcep Opinion no. 2022-1457 of 12 July 2022.

Due to the change in the universal postal service range on 1 January 2023, La Poste and Arcep both noted that it was impossible to set a price framework for 2023. However, Arcep verified that the pricing set for 2023 complies with the principles of the French Postal Law, such as affordability and cost-oriented pricing.

In Decision no. 2023-1298 of 15 June 2023, Arcep set out details of the multi-year pricing framework for universal service fees for 2024 and 2025.

## Change in the press offer

Following the mandate conferred by the French Minister for the Economy, Finance and Recovery and the Minister for Culture on Emmanuel Giannesini, a judge at the French Court of Auditors (*Cour des Comptes*), a memorandum of understanding on the reform of press transport was signed on 14 February 2022 by the French State, press industry associations, La Poste and Arcep.

This memorandum of understanding sets the conditions for press transport by post until 31 December 2026 as part of La Poste's public service mission and ushers in three main measures:

- overhaul of the system of public support for press distribution by providing direct funding to publishers for press copies posted, so as to promote a more even spread of traffic between postal and courier services;
- uniform rates for all press categories;
- reinforcement of the financing of La Poste's public service mission through a public contribution paid by the State.

On 5 December 2022, the European Commission declared that the contribution paid by the French State to La Poste in connection with the press transport and delivery mission was compatible with the internal market for the 2023-2026 period<sup>(1)</sup>. The reform came into force on 1 January 2023. In this context, Decree no. 2023-132 of 24 February 2023 introduced a subsidy per copy for mailed or courier-delivered press titles.

To implement the memorandum of understanding, the French State asked La Poste to manage payment of the per-copy subsidy for mailed press titles on its behalf. An agency agreement was therefore signed on 6 March 2023 by the French State and La Poste.

## Pricing adjustments for press

For 2023, and in accordance with the terms of the 14 February 2022 price capping agreement, prices for press transport and delivery services provided by La Poste as part of its public service mission were increased by 2% for all categories of press. This applies to all publications registered with France's Joint Commission for Publications and Press Agencies (CPPAP), political and general information publications (PIPG), and daily newspapers with limited advertising resources (QFRP).

For 2024, La Poste submitted a pricing proposal in line with this provision, which was approved by an Order of the Minister for the Economy, Finance and Industrial and Digital Sovereignty on 28 December 2023, after considering the Arcep Opinion<sup>(2)</sup>.

## 2023-2027 public service agreement

The commitments of La Poste and the French State are defined in a multi-year public service agreement.

After signing an amendment to the 2018-2022 public service agreement on 18 May 2022, the French State and La Poste signed a new service agreement for the 2023-2027 period following several months of exchanges and discussions.

The new agreement notably takes account of the following factors: (i) La Poste Groupe adopted a new strategic plan, "La Poste 2030, committed for you", with ambitious goals for growth, transformation and participation in four major social transitions; (ii) the French State strengthened its support for the four public service missions, enshrined in the amendment signed on 18 May 2022 and confirmed by three recent European Commission decisions; and (iii) La Poste's appointment by the French 2010 Law as provider of the universal service for a term of 15 years expires at the end of 2025.

The new public service agreement is underpinned by three objectives: (i) to ratify the recent and important consolidation of public service missions; (ii) to approve a method and timetable for evaluating public service missions and, if necessary, considering changes to those missions so that they continue to meet people's real needs; and (iii) to set out the contributions that La Poste can make as regards the deployment of key public policies around four themes (independent living, mobility, digital trust and regional cohesion).

The public service agreement was referred to the French High Commission for Digital and Postal Services (CSNP)<sup>(3)</sup> on 19 January 2023 and to Arcep on 23 January 2023, and a public opinion was subsequently issued by each.

On 23 February 2023, La Poste Groupe's Board of Directors authorised the group's Chairman and Chief Executive Officer to sign the agreement. The public service agreement was signed by the relevant ministers and by the Chairman and Chief Executive Officer of La Poste on 26 June 2023.

The main provisions of the new agreement are set out below.

## Universal postal service

La Poste launched its new mail range on 1 January 2023 under its universal postal service mission. La Poste provides a high quality of service in accordance with the objectives set by Ministerial Order<sup>(4)</sup>. The State funds part of the net cost of La Poste's mission through its annual compensation of between €520 million<sup>(5)</sup>, based on the quality of service offered by the *Lettre Verte* for three-day delivery.

Percentage of <i>Lettre Verte</i> green mail delivered within 3 days	<94.5%	≥ 94.5% and <95.5%	≥95.5%
State compensation paid to La Poste	€500m	€510m	€520m

The agreement contains a clause providing for a review in 2024 with the aim of evaluating progress and giving La Poste a clear view of how the provider of the universal postal service will be appointed from 1 January 2026.

However, based on the provisions of the 2024 French Finance Bill, the group recorded income of €500 million in respect of compensation for the universal postal service.

(1) State aid SA.102817(2022/N).

(2) Opinion no. 2023-2830 of 14 December 2023.

(3) CSNP Opinion no. 2023-02 of 17 February 2023; Arcep Opinion no. 2023-0356 of 14 February 2023.

(4) Order of 7 September 2023 on the quality of service targets set for La Poste for 2023, 2024 and 2025 as part of the universal postal service.

(5) This aid was declared compatible with the internal market by the European Commission in its Decision of 7 December 2023: State aid SA.100746(2023/N).

### Press transport and delivery

As of 1 January 2023, the French State and La Poste implemented the agreement of 14 February 2022 reforming the press aid scheme, after the European Commission declared it compatible on 5 December 2022<sup>(1)</sup>. La Poste provides a high quality of service. It will be part of the monitoring committee of the "Subscription Press Distribution Quality Watchdog" to be set up by Arcep.

The State funds part of the net cost of La Poste's press transport and delivery mission. In 2023, this funding represented €40 million.

The service agreement specifies that the French State grants a mandate to La Poste to manage payment of the per-copy subsidy due to publishers for mailed press titles on its behalf. To this end, the State makes the corresponding sums available to La Poste in advance.

The agreement contains a clause providing for a review in 2024.

### Regional development

The French State and La Poste confirm their commitment to carrying out this mission, under conditions that will be adapted to people's expectations based on cooperation with elected representatives. La Poste is strengthening and adapting its network's regional footprint with the help of the State and in consultation with local elected representatives.

It looks to pool its services at postal service points.

La Poste receives maximum annual compensation of €177 million. Up to €174 million of this annual compensation is financed through statutory deductions from the bases of local taxes payable by La Poste, by a budget allocation and by any other means necessary. Additional funding of up to €3 million per year may also be made available. This results from deductions from the bases of property taxes payable on buildings used for postal activities and owned by La Poste subsidiaries. This scheme has been declared compatible with state aid rules by the European Commission<sup>(2)</sup>.

The agreement contains a clause providing for a review in 2024.

### Accessible banking

The French State and La Poste note that accessible banking based on the Livret A passbook savings account operated by La Banque Postale remains an essential means of ensuring banking inclusion.

For the purposes of its mission and for the benefit of its users, La Banque Postale, through the La Poste network, maintains a human support ecosystem for carrying out operations authorised on the Livret A passbook.

The public contribution takes the form of a budget allocation in place of additional remuneration paid by the Savings Fund<sup>(3)</sup>. The annual compensation<sup>(4)</sup> paid by the State to La Banque Postale for 2023 is set at €303 million.

La Banque Postale and the French State will seek ways to improve the effectiveness of this mission. The agreement contains a clause providing for a review in 2024, when the conditions for renewing the mission beyond 2026 will also be considered, given that this is the year in which the decision on compatibility with the state aid scheme issued by the Commission on 25 July 2021 for the 2021-2026 period expires.

### Evaluation of public service missions

The French State and La Poste undertake to carry out an evaluation of public service missions in light of their social utility, their costs, the way in which they are performed and the instruments used to assess them. They plan to meet in 2024 to present the first results of this evaluation, examine the conditions for the development of public service missions and the resulting timelines for their own particular obligations. This evaluation will involve La Poste's Board of Directors, in particular via its Public Service Missions Committee.

This approach will help to provide input for discussions and decisions on the future of the universal postal service after 1 January 2026, and on the architecture of public service missions in general.

### Additional section to the public service agreement: La Poste's contribution to public policies as support for the population and the regions

In its "La Poste 2030, committed for you" strategic plan, La Poste Groupe is committed to the success of four major transitions: demographic, ecological, digital and regional.

In this additional section of the public service agreement, La Poste Groupe proposes and declares its intention to develop innovative, differentiated and effective solutions for its customers in four areas (independent living, sustainable mobility, digital trust and regional cohesion). Tangible proposals are made for each of these areas, embodying the contributions that La Poste and its subsidiaries can make to the success of relevant public policies, and therefore to the public interest.

(1) State aid SA.102817(2022/N).

(2) State aid SA.100960.

(3) This provision is set out in Article L. 221-6 of the French Monetary and Financial Code, as amended by the 2023 Finance law no. 2022-1726 of 30 December 2022.

(4) The multi-annual arrangement is set out in the Order of 9 August 2021 setting the additional compensation for La Banque Postale with respect to its obligations in terms of distributing and operating the Livret A passbook savings account.

### 3.1.3 Developments, partnerships and acquisitions

#### Services-Mail-Parcels

##### Development of the Mail range

La Poste has revisited its Mail range in order to respond to changing customer behaviours, reduce its carbon footprint and future-proof the universal postal service. Since 1 January 2023, retail customers can choose between three types of letter:

- the three-day *Lettre Verte* (green mail), designed for standard correspondence;
- the *Lettre Services Plus* for important mail with a tracking service. The mail can be collected from the sender's personal letterbox and there is flat-rate compensation in the event of excessively long delivery times;
- the eco-friendly *e-Lettre Rouge* (red e-letter) for one-off and urgent correspondence.

Mail, press and parcel delivery and local services continue to be provided six days a week.

##### Creation of La Poste Health & Autonomy

La Poste has been active in the healthcare sector for a number of years, and in October 2023 brought together its activities and expertise within a single human services and digital healthcare operator.

Drawing on its knowledge of the regions and its expertise in digital trust services, La Poste has set itself the goal of supporting the transformation of the healthcare system and developing its healthcare activities, a sector identified as a growth driver for the group.

##### Launch of the Colissimo Nouvelle-Aquitaine platform

In November 2023, La Poste opened a new-generation parcel sorting hub in Cadaujac (Nouvelle-Aquitaine, France). This facility will play a key role in optimising the management of flows to help control the group's carbon footprint, with parcel transport optimised thanks to new equipment and processes corresponding to the latest global logistics standards, enabling the number of parcels per lorry to be increased by more than 30%. At national level, the widespread use of these new loading methods will make it possible to avoid around 70,000 tonnes of CO<sub>2</sub> per year by 2025.

#### Geopost

##### Acquisition of Absolutely

In February 2023, DPD UK acquired last-mile courier Absolutely (on a wholly-owned basis) through DPD UK's subsidiary CitySprint, which it acquired in January 2022. The acquisition will enable DPD UK to further strengthen its same-day delivery capabilities in the UK. Absolutely generated revenue of around €14 million in 2023.

##### Announcement of the creation of DPD Argentina

In May 2023, Geopost announced the creation of DPD Argentina through a joint venture with TASA Logística, a family-run business specialised in comprehensive logistics solutions for the mass market, thereby bringing its expertise to the Argentine market.

##### Agreement signed with CMA CGM

In June 2023, Geopost and CMA CGM signed a cooperation deal harnessing both groups' complementary supply chain strengths in Europe (other than France). Through this alliance Geopost will be able to develop reverse logistics and circular economy solutions by leveraging the CEVA group's logistics know-how (inspection, quality control, order preparation, based on the CEVA group's

logistics expertise (inspection, quality control, order fulfilment, reconditioning) and to reduce both groups' carbon emissions through joint optimization of long-distance road transportation in low-carbon vehicles.

##### Sale of Stuart and discontinuation of Urby operations

In November 2023, Geopost sold Stuart, its last-mile delivery business, to German investment fund Mutares, which specialises in acquiring and repositioning medium-sized companies based in Europe. Geopost also closed its Urby urban logistics business.

#### La Banque Postale

##### Creation of a major bancassurance group

La Banque Postale and CNP Assurances have set up a division, effective 11 April 2023, bringing together CNP Assurances SA and La Banque Postale's four insurance subsidiaries (Property & Casualty, Health, Death/Disability and Advisory Services), under the umbrella of CNP Assurances Holding, which is wholly owned by La Banque Postale. This is the third and final stage in the merger of La Banque Postale and CNP Assurances, following the constitution of a major state-backed financial group, a project previously announced by the French Minister for the Economy and Finance in 2018 alongside Caisse des Dépôts and La Poste. This last phase aims at leading the development of an integrated full service bancassurer with operations in France and in international markets.

##### Completion of CNP Assurances' acquisitions in Brazil and launch of the CNP Seguradora brand

In January 2023, CNP Assurances announced the completion of its acquisition of Caixa Seguridade's stake in CNP Participações, raising its ownership to 100%, as well as the completion of its acquisition of the shares held by ICATU in CNP Capitalização S.A. ("CNP Cap"), raising its interest to 100%. These transactions represented the final stage in a process covered by a broader agreement announced on 14 September 2022. The purpose of this agreement was to enable CNP Assurances to pursue its international development strategy through the buyout of Caixa Seguridade's stakes in five companies in Brazil. Following these acquisitions, CNP Assurances announced the launch of the CNP Seguradora brand, which will call on various partners to market these entities' products and drive its open-model development.

##### Strengthening La Banque Postale's position in the asset management business

On 4 July 2023, La Banque Postale announced that it had completed the acquisition by LBP AM of all of the capital of La Financière de l'Échiquier (LFDE), which had €67 billion in consolidated assets under management at end-December 2022. The deal will enable La Banque Postale to extend its presence to several European countries and broaden its product range, while opening up new third-party distribution opportunities. The transaction, which has been approved by the French Financial Markets Authority (*Autorité des marchés financiers* – AMF) and the Competition Authority, has created a key player in multi-specialist conviction management and sustainable finance in France and Europe.

Also on 4 July 2023, La Banque Postale and Aegon Asset Management (Aegon AM) announced that they had extended their asset management joint venture partnership in LBP AM until 2035. The extension of the partnership and the support for the acquisition of LFDE are in line with La Banque Postale's 2030 strategic plan aimed at diversifying its operations and accelerating the growth of its asset management business.

### Sale by CNP Assurances of its interest in iSalud

CNP Assurances announced the sale of its stake in iSalud to its founders. iSalud is an InsurTech specialising in the digital distribution of mainly individual health solutions. The proposed sale enables the streamlining of CNP Assurances' European operations. The group remains present in the Spanish market through its CNP Iberia brand and continues to develop its creditor and personal risk insurance business.

### Ma French Bank discontinuation plan

On 20 December 2023, La Banque Postale announced that it was considering a plan to terminate Ma French Bank's operations, along with the conditions under which this would be implemented. This comes five years after the launch of this fully-online bank. If a decision were to be taken to terminate Ma French Bank's operations, it would be done through a gradual process over a period of 12 to 18 months.

### La Banque Postale and CNP Assurances launch the 1<sup>st</sup> "Positive Assurance" credit insurance contract

In February 2023, the new credit insurance contract distributed by La Banque Postale and insured by CNP Assurances received the "Positive Assurance" label by the Positive Economy Institute. Innovative, inclusive and competitively priced, it is the first home-loan insurance policy to receive this award, with a score of 2+ (out of a maximum of 3). This comprehensive and inclusive policy offering innovative guarantees (family assistance guarantee, therapeutic part-time work guarantee) is priced affordably in order to help the largest possible number of people with their property plans.

### Launch of impact home loans and a home retrofit solution

On 5 and 6 July 2023, at the "Citizen Call for a Sustainable Economy" (*Dialogues de l'économie citoyenne*) event, La Banque Postale announced the launch of impact home loans. This new offer enables future homebuyers to benefit from a subsidised home loan rate according to the type of property they wish to buy. Regardless of whether the property is new, recent or older, a reduction will be applied to the borrower's loan rate based on the building's French Energy Performance Diagnosis (DPE - *Diagnostic de Performance Energétique*). This new offer aims to involve La Banque Postale customers in the just transition by encouraging them to favour real estate projects that have a positive impact on the environment, regional development and social inclusion or to renovate their current homes to make them more energy-efficient.

In connection with the above, on 12 December 2023 Tesksial and La Banque Postale Consumer Finance (LBP CF) announced a comprehensive financing solution that allows households to carry out energy retrofits with complete peace of mind. LBP CF offers retail customers the chance to finance all or part of the remaining cost of their retrofits with a green home-improvement loan at a preferential rate and with no deposit required, to reward their commitment to the environment.

## Retail Customers & Digital Services

### Acquisition of Maincare

In February 2023, Dicaposte acquired a 98% interest in Maincare. Founded in 1999, Maincare is a leading provider of healthcare software solutions for hospitals, supporting healthcare players in their digital transformation. By combining Maincare with its healthcare assets and its own expertise in digital trust services, Dicaposte is creating a sovereign tech leader for deploying digital transformation solutions in the healthcare industry. Maincare generated revenue of around €80 million in 2022.

### Other acquisitions

Dicaposte strengthened its position in healthcare and in digital services through a number of acquisitions. In the healthcare sector, Dicaposte acquired a 70% interest in Weliom and a 100% interest in Axonal-Biostatem in September 2023. These companies generated revenue of around €6 million and €4.2 million, respectively, in 2022.

To develop the Digital Services Companies business, in January 2023 Dicaposte acquired an 80% stake in Thiqa, which generated revenue of around €3.6 million in 2022, and in September 2023 acquired all of the capital of Tekoway, which reported revenue of around €3.1 million in 2022.

### Launch of Monha

In May 2023, Dicaposte and EDF announced that they were teaming up in a joint venture to market Monha, a digital logbook for homeowners. Marketed to property professionals, this fully digital logbook is a secure way for homeowners to group and store all the data they have about their homes in one place. Monha was created in response to the new requirements introduced under France's Climate and Resilience Law, which came into force on 1 January 2023.

### Partnership with mobile.club

In June 2023, La Poste Mobile launched a strategic partnership with mobile.club to offer a new solution that reconciles the use of latest-generation smartphones with the need for responsibility. The signing of this strategic partnership will enable La Poste Mobile to provide its existing and prospective customers with mobile.club's refurbished smartphone leasing offers by making these available directly on La Poste Mobile's website.

### Launch of a partnership with LightOn, Aleia and NumSpot

In November 2023, Dicaposte launched its first sovereign and trusted generative AI solution together with three French tech partners, LightOn, Aleia and NumSpot.

This offering is particularly aimed at public and private entities handling sensitive data, looking to accelerate their digital transformation and operational efficiency through trusted generative AI. The launch of this solution aligns with Dicaposte's strategy for mastering the sovereign data value chain, from data collection and hosting to processing and analysis.



## La Poste Immobilier

### Completion of work to convert buildings into urban logistics space

In January 2023, La Poste Immobilier completed the conversion of the Keller urban logistics site in Paris and delivered 10,000 square metres designed to handle over 10,000 parcels a day. Subsequently in June 2023, La Poste Immobilier completed the conversion of the Colissimo branch in Nanterre, offering 16,000 square metres of converted logistics space for the purpose of e-commerce and developing a low-carbon city.

### Signature of a memorandum of understanding with Habitat & Humanisme

In May 2023, La Poste Immobilier signed a partnership agreement with Habitat & Humanisme to convert postal buildings into housing for disadvantaged people. La Poste Immobilier is therefore continuing to put its assets and expertise to the service of regional social projects.

## 3.1.4 Bond issues

### Successful €1.5 billion bond issue by La Poste Groupe in June 2023

In June 2023, La Poste successfully carried out a €1.5 billion bond issue in two tranches, comprising (i) a €650 million 3.750% 7-year tranche due June 2030, and (ii) an €850 million 4.000% 12-year tranche due June 2035.

The issue was very successful and was more than 2.1 times oversubscribed. It was placed with 135 French and international investors.

In addition:

- in April 2023, a €150 million 0.625% tap was issued with a €49 million premium on the bond issue due January 2036;

### Merger of Multiburo and Startway

In June 2023, La Poste Immobilier finalised the merger between Startway and Multiburo, its two co-working subsidiaries, with an effective date of 1 July 2023. The merged entity is aiming to become the European leader in Belgium and Switzerland, with a network of more than 50 sites in France.

### Signature of a strategic partnership with EDF to step up the group's switch to greener energy for its buildings.

In December 2023, La Poste and EDF signed a long-term strategic partnership agreement for a global energy offer, involving a major energy efficiency programme and the creation of a joint venture between the parties.

- in September 2023, a €100 million 4.000% tap was issued on the bond issue due June 2035;
- in November 2023, a €100 million 3.750% tap was issued on the bond issue due June 2030.

This has enabled La Poste to diversify its investor base and further strengthen its position in the bond market.

The proceeds raised from the issues will be used for general corporate purposes and will also enable La Poste to pursue its proactive external growth strategy.

In addition, in December 2023, La Poste called the (US)\$500 million worth of 5.3% hybrid bonds issued in 2016.

## 3.2 SUMMARY OF CONSOLIDATED RESULTS

### Restated 2022 information – IFRS 17 impact

IFRS 17 – the new international financial reporting standard applicable to insurance contracts – became effective on 1 January 2023, with a transition date of 1 January 2022.

The new standard has introduced a fundamental change in the valuation of insurance liabilities, which are now measured using the fair value model in the same way as financial assets. Application of this model to liabilities has a major impact on the presentation of insurance companies' published financial information.

As the sole shareholder of La Banque Postale, which wholly owns CNP Assurances, La Poste is directly concerned by the new standard's application.

#### Nature of the impact on CNP Assurances

CNP Assurances' fundamentals are unchanged – while equity is less volatile under IFRS 17, earnings are more volatile due to the recognition of mark-to-market adjustments through profit or loss.

IFRS 17 introduces a new presentation of insurance liabilities, based on market variables at the reporting date and the company's own experience, with a projection period of 50 years. Under IFRS 17, insurance contract liabilities comprise three components:

- Best Estimate (BE), corresponding to an estimate of future cash flows from insurance contracts;
- Contractual Service Margin (CSM), corresponding to the pool of future profits;

- Risk Adjustment (RA), representing a provision for non-financial risks recorded to reflect the uncertainty about the future cash flows used to calculate the Best Estimate.

Liabilities are measured at fair value and future profits are accumulated in liabilities and released to profit over the life of the contract.

#### Main adjustments to La Poste Groupe's consolidated balance sheet

- Cancellation of intangible insurance assets such as portfolios of insurance contracts acquired and investment contracts with a discretionary participation feature. These items are now included in the projected future cash flows from insurance contracts (€797 million negative impact at 31 December 2022).
- Discontinuation of the overlay approach permitted by IFRS 4 and chosen upon first-time application of IFRS 9.
- Reclassification of equity instruments available for sale at fair value through other comprehensive income not reclassifiable to profit or loss (negative impact of €15.9 billion).
- Measurement at fair value through profit or loss, in accordance with the option offered by IAS 40 (as amended following the publication of IFRS 17), of investment property held as the underlying assets for savings and pensions contracts only (€529 million positive impact at 31 December 2022).

	31/12/2022 reported	Transition effects	31/12/2022 restated IFRS 17
<b>Total assets</b>	<b>773,123</b>	<b>(28,405)</b>	<b>744,718</b>
Non-current assets	26,824	(1,453)	25,371
Assets specific to banking and insurance activities	734,206	(26,975)	707,231
Financial assets at fair value through profit or loss	222,722	(15,877)	206,845
Financial assets at fair value through OCI	194,534	15,874	210,408
Insurance contracts issued	0	1,506	1,506
Insurance contracts held	0	8,221	8,221
Other financial assets and accruals	35,847	(26,529)	9,318

	31/12/2022 reported	Transition effects	31/12/2022 restated IFRS 17
<b>Total equity and liabilities</b>	<b>773,123</b>	<b>(28,405)</b>	<b>744,718</b>
Equity attributable to owners of the parent	17,546	3,835	21,381
Non-controlling interests	7,767	320	8,087
Consolidated equity	25,313	4,155	29,468
Non-current liabilities	16,269	777	17,045
Liabilities specific to banking and insurance activities	717,469	(33,381)	684,088
Insurance contracts issued and reinsurance contracts held	0	364,613	364,613
Current banking and insurance activity technical provisions (including the home savings provision)	383,763	(383,657)	106
Other financial liabilities and accruals	19,810	(13,331)	6,480

#### Main restatements and reclassifications applied to the income statement for 31 December 2022

Income and expenses relating to insurance and reinsurance contracts held are presented separately under net banking income (NBI), as follows:

- expenses relating to insurance contracts and those incurred by the bank for insurance product distribution are presented by category as a deduction from NBI (€1,505 million at 31 December 2022);
- the cost of credit risk on financial investments of insurance activities is presented on a separate line as an insurance item in NBI (€136 million at 31 December 2022).

### 3.2.1 Summary

The financial information presented below is taken from La Poste Groupe's consolidated financial statements for the year ended 31 December 2023<sup>(1)</sup>.

(in € millions)	31/12/2023	31/12/2022 restated for IFRS 17	Change at constant scope Change vs N-1 and exchange rates vs N-1			
			(in €m)	(as a %)	(in €m)	(as a %)
<b>GROUP OPERATING PERFORMANCE</b>						
Operating revenue	34,073	33,287	+786	+2.4	+562	+1.7
Operating profit after share in net profit of jointly-controlled companies	1,680	624	+1,055	n.m.	+1,055	n.m.
Operating margin	4.9%	1.9%	-	-	-	-
Net profit attributable to owners of the parent	514	1,011	-497	-49.2	-587	-59.3
Net margin	1.5%	3.0%	-	-1.5 pt	-	-1.8 pt
Free cash flow	(437)	1,530	-1,967	n.m.	-	-
Adjusted EBITDA	1,933	3,618	-1,686	-46.6	-	-
<b>KEY FIGURES – LA BANQUE POSTALE</b>						
Net banking income	7,256	6,218	+1,038	+16.7	+975	+15.7
Cost-income ratio <sup>(a)</sup>	69.3%	78.5%	-	-9.2 pts	-	-

(a) Scope: La Banque Postale and CNP Assurances.

(in € millions)	31/12/2023	31/12/2022 restated for IFRS 17	Change vs N-1	
			(in €m)	(as a %)
<b>KEY FINANCIAL INDICATORS</b>				
Net debt	11,997	10,191	+1,806	+17.7
Net debt/adjusted EBITDA	6.2	2.8	-	-
Equity attributable to owners of the parent	22,424	21,381	+1,042	+4.9
Net debt/equity	53.5%	47.7%	-	5.8 pts
Net profit/equity	2.3%	4.7%	-	-2.4 pts
CET1 ratio	18.1%	17.9%	-	0.2 pt
LCR	146%	147%	-	-1 pt
NSFR	135%	129%	-	3 pts
Loan-to-deposit ratio	88.4%	87.2%	-	1.2 pt
SCR coverage ratio	253%	233%	-	20 pts

(1) The definitions of alternative performance indicators are presented at the end of this chapter.

### 3.2.1.1 Operating revenue

La Poste Groupe operating revenue totalled €34,073 million in 2023, up €786 million (2.4%) year on year. This increase is notably attributable to growth in revenue for La Banque Postale's insurance subsidiaries, buoyed by tailwinds in the financial markets.

(in € millions)	31/12/2023	31/12/2022 restated for IFRS 17	Change vs N-1		Change at constant scope and exchange rates vs N-1	
			(in €m)	(as a %)	(in €m)	(as a %)
Services-Mail-Parcels	9,936	10,201	-265	-2.6	-280	-2.7
Geopost	15,679	15,573	+106	+0.7	+25	+0.2
La Banque Postale	7,256	6,218	+1,038	+16.7	+975	+15.7
Retail Customers & Digital Services	6,549	6,576	-28	-0.4	-79	-1.2
Other segments and intercompany	(5,347)	(5,281)	-66	+1.3	-80	+1.5
<b>Operating revenue</b>	<b>34,073</b>	<b>33,287</b>	<b>+786</b>	<b>+2.4</b>	<b>+562</b>	<b>+1.7</b>

Changes in scope had a positive impact of €307 million, attributable to Geopost (€155 million), La Banque Postale (€73 million), BGNP (€51 million), Services-Mail-Parcels (€15 million) and Real Estate (€13 million). The currency effect was unfavourable, reducing operating revenue by €84 million (including a €56 million adverse impact from pound sterling and a €43 million adverse impact from the rouble).

On a like-for-like basis, the group's operating revenue increased by €562 million year on year, or by 1.7%.

Operating revenue growth mainly reflects the following:

- Services-Mail-Parcels operating revenue declined to €9,936 million, down by €280 million, or by 2.7% on a like-for-like basis year on year. This was primarily due to the decline of €327 million (4.6%) in Mail operating revenue, which continues to be affected by the fall in traditional mail volumes (down 11.0%<sup>(1)</sup> at equivalent working days), partly offset by the price increase of 5.3%<sup>(2)</sup> on average implemented on 1 January 2023;

- The Geopost business line revenue was €15,679 million, up by €25 million or 0.2% like for like. This growth was mainly due to the €41 million (1.6%) increase in revenue at Asendia, driven mainly by its Logistics business;
- La Banque Postale's net banking income was €7,256 million, up €975 million on a like-for-like basis. This notably reflects the increase in net banking income at Bancassurance France (up €685 million) and Bancassurance Internationale (up €296 million) as a result of favourable market trends, which absorbed the decline in the net interest margin (NIM) squeezed by the rise in interest rates payable on regulated savings;
- Retail Customers & Digital Services revenue was €6,549 million, representing a like-for-like decline of €79 million (1.2%), driven by the downturn in commercial activities impacted by the fall in Mail (down 11%) and Parcels (down 3%) volumes.

### 3.2.1.2 Operating profit

Group operating profit (after share in net profit of jointly-controlled companies) amounted to €1,680 million in 2023. Excluding negative scope impacts of €17 million and negative currency impacts of €16 million, like-for-like growth in operating profit was €1,055 million. This change reflects a number of significant

non-recurring events, details of which are given below (see Section 3.2.3.2 "Attributable net profit"). Restated for these items, the rise in group operating profit (after share in net profit of jointly-controlled companies) was €340 million on a like-for-like basis.

(in € millions)	31/12/2023	31/12/2022 restated for IFRS 17	Change vs N-1		Change at constant scope and exchange rates vs N-1	
			(in €m)	(as a %)	(in €m)	(as a %)
Services-Mail-Parcels	0	(767)	+767	n.m.	+774	n.m.
Geopost	279	654	-375	-57.4	-366	-55.9
La Banque Postale	2,121	1,269	+853	+67.2	+839	+67.0
Retail Customers & Digital Services	39	199	-160	-80.4	-162	-81.2
Real Estate	100	68	+32	+46.4	+32	+46.5
Support & Corporate	(256)	(262)	+6	-2.3	+6	-2.3
Unallocated and eliminations	(603)	(536)	-67	+12.6	-68	+12.7
<b>OPERATING PROFIT AFTER SHARE IN NET PROFIT OF JOINTLY-CONTROLLED COMPANIES</b>	<b>1,680</b>	<b>624</b>	<b>+1,055</b>	<b>N.M.</b>	<b>+1,055</b>	<b>N.M.</b>

(1) Volume effect and product mix as a percentage of traffic-generating Business revenue.

(2) Based on traffic-generating Business revenue.

### 3.2.1.3 Net profit

Attributable net profit came in at €514 million, down €497 million overall year on year. After restatement for positive scope effects of €106 million (including €109 million in non-controlling interests related to the takeover of CNP Assurances in 2022), and negative currency effects of €16 million, attributable net profit declined by

€587 million. After restatement for the significant accounting events in 2023 and 2022 described in the section analysing attributable net profit (Section 3.2.3.2), attributable net profit decreased by €51 million year on year at constant scope and exchange rates, in a very challenging macro-economic environment.

### 3.2.1.4 Change in net debt

The group's net debt increased by €1,806 million over the year to stand at €11,997 million at 31 December 2023.

The change in the group's debt reflects negative free cash flow in the amount of €437 million, down €1,967 million as a result of the catch-up dividend of €1,256 million received from La Banque Postale

in 2022 and the €1,055 million fall in EBITDA, along with a €595 million net cash outflow relating to external growth, dividends paid in a total amount of €136 million, and the elimination of HR provisions excluding end-of-career benefit obligations included in free cash flow (negative impact of €354 million).

## 3.2.2 Operating profit by segment

### 3.2.2.1 Summary of operating profit by segment

Segment reporting is presented in accordance with IFRS 8 – Operating Segments.

An operating segment is a component of the group for which discrete financial information is available and whose operating results are regularly reviewed by group Executive Management to make decisions about resources to be allocated to the segment and assess its performance.

The criteria used for determining operating segments include: the nature of the products and services; the type or class of customer for the products and services; the nature of the production processes; the methods used to distribute the products or provide the services; and the nature of the regulatory environment. Operating segments have been defined based on La Poste Groupe's existing management structure.

2023 reported (in € millions)	Services- Mail- Parcels	Geopost	La Banque Postale	Retail Customers & Digital Services	Real Estate	Support & Corporate	Unal- located	Elimi- nations	Total
External revenue & NBI	7,828	15,554	7,185	3,264	107	0	135		34,073
Intersegment revenue & NBI	2,108	126	70	3,285	791	1,314	0	(7,694)	
<b>Operating revenue</b>	<b>9,936</b>	<b>15,679</b>	<b>7,256</b>	<b>6,549</b>	<b>898</b>	<b>1,314</b>	<b>135</b>	<b>(7,694)</b>	<b>34,073</b>
<b>Operating profit/(loss) before share in net profit of jointly-controlled companies</b>	<b>0</b>	<b>278</b>	<b>2,098</b>	<b>27</b>	<b>101</b>	<b>(256)</b>	<b>(583)</b>	<b>(20)</b>	<b>1,645</b>
Share in net profit of jointly- controlled companies	0	0	24	12	(1)	0	0	0	35
<b>OPERATING PROFIT/(LOSS) AFTER SHARE IN NET PROFIT OF JOINTLY- CONTROLLED COMPANIES</b>	<b>0</b>	<b>279</b>	<b>2,121</b>	<b>39</b>	<b>100</b>	<b>(256)</b>	<b>(583)</b>	<b>(20)</b>	<b>1,680</b>

2022 restated (in € millions)	Services- Mail- Parcels	Geopost	La Banque Postale	Retail Customers & Digital Services	Real Estate	Support & Corporate	Unal- located	Elimi- nations	Total
External revenue & NBI	8,094	15,455	6,185	3,343	91	4	116		33,287
Intersegment revenue & NBI	2,107	118	33	3,233	770	1,232	0	(7,494)	
<b>Operating revenue</b>	<b>10,201</b>	<b>15,573</b>	<b>6,218</b>	<b>6,576</b>	<b>861</b>	<b>1,236</b>	<b>116</b>	<b>(7,494)</b>	<b>33,287</b>
<b>Operating profit/(loss) before share in net profit of jointly-controlled companies</b>	<b>(767)</b>	<b>652</b>	<b>1,238</b>	<b>197</b>	<b>69</b>	<b>(262)</b>	<b>(541)</b>	<b>5</b>	<b>591</b>
Share in net profit/(loss) of jointly-controlled companies	0	2	30	2	(1)	0	0	0	33
<b>OPERATING PROFIT/(LOSS) AFTER SHARE IN NET PROFIT OF JOINTLY- CONTROLLED COMPANIES</b>	<b>(767)</b>	<b>654</b>	<b>1,269</b>	<b>199</b>	<b>68</b>	<b>(262)</b>	<b>(541)</b>	<b>5</b>	<b>624</b>

## Services-Mail-Parcels

The Services-Mail-Parcels business line brings together:

- La Poste SA's Business Mail activity (collection, sorting and delivery of correspondence, advertising and press), the e-PAQ activity (small cross-border e-commerce parcels) and new local services (local logistics, local knowledge);
- La Poste SA's Parcels activity (Colissimo), which specialises in express delivery and in the delivery of parcels under 30 kilograms to individuals, BtoC in France and abroad;

- all activities of subsidiaries operating in the diversification markets:
  - direct marketing and data marketing (Mediaposte),
  - logistics and e-logistics solutions (Viapost),
  - home healthcare and independence services (Health & Autonomy),
  - energy efficiency and the circular economy (New Services).

(in € millions)	31/12/2023	31/12/2022	Change at constant scope and exchange rates vs N-1			
			Change vs N-1		Change vs N-1	
			(in €m)	(as a %)	(in €m)	(as a %)
Revenue	9,936	10,201	-265	-2.6	-280	-2.7
of which parent company Mail revenue	6,731	7,057	-327	-4.6	-327	-4.6
Parcels revenue	2,176	2,124	52	+2.5	52	+2.5
of which Services-Mail-Parcels subsidiaries revenue	1,029	1,019	9	+0.9	-5	-0.5
Operating expenses	(9,935)	(10,968)	1,032	-9.4	1,053	-9.6
<b>Operating profit/(loss) before share in net profit of jointly-controlled companies</b>	<b>0</b>	<b>(767)</b>	<b>767</b>	<b>n.m.</b>	<b>774</b>	<b>n.m.</b>
Share in net profit/(loss) of jointly-controlled companies	0	0	0	-	0	-
<b>OPERATING PROFIT/(LOSS) AFTER SHARE IN NET PROFIT OF JOINTLY-CONTROLLED COMPANIES</b>	<b>0</b>	<b>(767)</b>	<b>767</b>	<b>N.M.</b>	<b>774</b>	<b>N.M.</b>

## Revenue

### Mail activity

Revenue amounted to €6,731 million, down €327 million, or 4.6%, year on year. This change reflects:

- a negative volume and product mix effect of €470 million based on traffic-generating Business revenue (down 11.0%). This decrease was partially offset by the price increase of an average 5.3% that took effect on 1 January 2023, representing a positive impact of €233 million on traffic-generating revenue;
- a €72 million decline due to the presidential and parliamentary elections (four rounds of voting in 2022);
- a decline of €14 million in international revenue.

### Colissimo activity

Revenue amounted to €2,176 million, up €52 million, or 2.5%, year on year. This growth mainly reflects the 3.9% increase in volumes at equivalent working days and price increases. A total of 422<sup>(1)</sup> million parcels were delivered.

### Services-Mail-Parcels subsidiaries activity

Revenue amounted to €1,029 million, up €9 million or 0.9% year on year. After adjusting for a positive €15 million in scope and currency effects, mainly related to the first-time consolidation of Happytal, Advanced Ideas and MN Santé, revenue was down by €5 million like for like:

- the activities of the Mediapost division recorded a like-for-like decrease of €59 million, mainly due to the decline in printed advertising distribution at Mediaposte France (down €58 million) and Mediaposte Spain (down €3 million), partially offset by a €5 million increase in Mediaposte Romania's digital business;

- La Poste Health & Autonomy recorded like-for-like growth of €9 million, thanks mainly to growth in Asten's business;
- subsidiaries in the New Services business reported a like-for-like increase of €39 million compared with end 2022, reflecting the rise in CEE<sup>(2)</sup> trading volumes at EDE.

## Operating profit

Operating profit was €0 million, an improvement of €774 million on a like-for-like basis compared with 2022, but down €276 million adjusted for the impact of the Mail and Mediapost asset write-downs, details of which are given in the section analysing attributable net profit. This decline is mainly reflects:

- the €212 million decline in Mail operating profit due to the combined effects of the downturn in business and inflation, partially offset by lower operating expenses;
- a €32 million decline in Colissimo operating profit due to an unfavourable change in the customer mix and an €18 million write-down of trade receivables;
- a like-for-like decline of €31 million in operating profit of subsidiaries, mainly due to the decline in business at Mediaposte France, partially offset by the increase in EDE's gross margin, in line with the rise in the price of Energy Savings Certificates.

(1) Services-Mail-Parcels business line scope.

(2) Energy Savings Certificate.

### 3.2.2.2 Geopost

The Geopost business line encompasses:

- Geopost, which operates fast and express parcel activities in France and abroad;
- Asendia, which offers cross-border mail solutions;
- Urby, an urban logistics operator whose business was discontinued in 2023;
- Alturing, which provides its parcel IT expertise to the group's entities.

(in € millions)	31/12/2023	31/12/2022	Change vs N-1		Change at constant scope and exchange rates vs N-1	
			(in €m)	(as a %)	(in €m)	(as a %)
Revenue	15,679	15,573	+106	+0.7	+25	+0.2
of which Geopost revenue	13,028	13,032	-4	-0.0	-13	-0.1
of which Asendia revenue	2,623	2,510	+113	+4.5	+41	+1.6
of which Urby revenue	22	24	-2	-8.3	-2	-7.9
of which Alturing revenue	7	7	-0	-5.9	-0	-5.9
Operating expenses	(15,401)	(14,921)	-480	+3.2	-389	+2.6
<b>Operating profit before share in net profit of jointly-controlled companies</b>	<b>278</b>	<b>652</b>	<b>-374</b>	<b>-57.3</b>	<b>-364</b>	<b>-55.8</b>
Share in net profit of jointly-controlled companies	0	2	-2	-85.2	-2	n.m.
<b>OPERATING PROFIT AFTER SHARE IN NET PROFIT OF JOINTLY-CONTROLLED COMPANIES</b>	<b>279</b>	<b>654</b>	<b>-375</b>	<b>-57.4</b>	<b>-366</b>	<b>-55.9</b>

#### Revenue

Revenue for the Geopost business line came in at €15,679 million, up €106 million, or 0.7%, year on year. Positive scope effects of €155 million resulted mainly from the consolidation of Scalefast, C Chez Vous and Absolutely. Currency effects reduced revenue by €74 million, including a €56 million adverse impact from pound sterling. On a like-for-like basis, revenue grew by €25 million or 0.2%.

Geopost revenue amounted to €13,028 million, down €13 million (0.1%) like for like in a macro-economic environment shaped by market headwinds. Geopost distributed 2,090 million parcels in the year, a like-for-like decrease of 1% compared with 2022. The decline is attributable mainly to slower business in both the BtoB and BtoC segments, reflecting higher inflation and the fall in consumer spending.

The dynamics of the main countries in which Geopost operates were as follows:

- revenue in the United Kingdom amounted to €2,362 million, a like-for-like decrease of €75 million resulting from a 3.5% decline in volumes, mainly in the BtoC market, partially offset by price increases and surcharges;
- revenue in France amounted to €2,256 million, a like-for-like increase of €61 million driven by price increases and growth in Vinted volumes at Chronopost;
- revenue in Germany amounted to €2,116 million, a like-for-like decrease of €127 million due to a sharp 10.4% decline in volumes that could not be offset by price increases owing to the macro-economic environment and a highly competitive market;

- Italy reported revenue of €1,919 million, a like-for-like increase of €103 million attributable to growth in out-of-home volumes (Vinted and Shein);
- in Poland, revenue amounted to €837 million, a like-for-like increase of €8 million thanks to domestic BtoC.

Asendia generated revenue of €2,623 million, representing a like-for-like increase of €41 million, including a €109 million increase for the Logistics activity and a €69 million decrease for the Digital business.

#### Operating profit

Operating profit (after share in net profit of jointly-controlled companies) in 2023 amounted to €279 million, down €375 million compared to 2022. After adjusting for negative scope and currency effects of €10 million, the like-for-like decrease was €366 million, due to a number of material non-recurring events: impairment of DPD Russia assets in 2022 and in 2023, the impact of a dispute involving a Geopost subsidiary in Italy, impairment charged against Stuart assets, and impairment and provisions for contingencies relating to Urby. Adjusted for these items (presented in detail in the section analysing attributable net profit), operating profit fell by €177 million.

Geopost's contribution to the group's attributable net profit was a negative €284 million, an adverse change of €401 million, due to the €73 million decrease in share of net profit of equity-accounted companies, mainly as a result of impairment charged against Aramex assets (€114 million).

### 3.2.2.3 La Banque Postale

This segment comprises La Banque Postale, its subsidiaries, and personnel costs of La Poste staff working exclusively for La Banque Postale, which are re-billed to La Banque Postale under a cost-sharing agreement.

On 11 April 2023, La Banque Postale and CNP Assurances completed the final stage of the construction of a major public bancassurance group with the creation of CNP Assurances

Holding, wholly owned by La Banque Postale. This division now houses all of the group's insurance activities (life and non-life), forming a comprehensive integrated bancassurance model operating both in France and internationally: CNP Assurances and La Banque Postale's four insurance subsidiaries (Property & Casualty, Death/Disability, Health and Advisory).

#### Commercial activities

(in € billions)	31/12/2023	31/12/2022	
		pro forma	Change (in € billion) (as a %)
<b>CUSTOMER SAVINGS – BALANCE SHEET</b>	<b>206.7</b>	<b>207.8</b>	<b>-1.2</b> <b>-0.6</b>
Demand deposits	78.9	83.0	-4.1 -4.9
Ordinary savings	97.7	94.2	+3.5 +3.7
Livret A	68.5	67.5	+1.0 +1.4
LEP	8.7	6.6	+2.0 +30.8
LDD	11.2	9.9	+1.3 +13.6
Other	9.4	10.2	-0.8 -8.0
Home savings	25.4	29.2	-3.8 -12.9
Other	4.6	1.4	+3.2 +227.7
<b>OFF-BALANCE SHEET</b>	<b>371.7</b>	<b>365.3</b>	<b>+6.4</b> <b>+1.7</b>
UCITS	14.8	14.6	+0.2 +1.5
Life insurance	356.9	350.7	+6.2 +1.8
<b>CUSTOMER LOANS</b>	<b>124.8</b>	<b>121.6</b>	<b>3.2</b> <b>2.6</b>
Home loans	74.3	73.2	1.0 +1.4
Consumer loans	6.1	5.7	0.4 +6.2
Other loans	0.9	0.7	0.2 +21.9
Financing	43.5	41.9	1.6 +3.8

CNP Assurances: restated 2022 life insurance data.

Commercial activity was resilient in 2023, with customer deposits slipping 0.6% and customer loans up 2.6% compared to 2022.

Demand deposits fell €4.1 billion (4.9%) year on year to €78.9 billion. By contrast, ordinary savings were up by €97.7 billion (3.7%) year on year. Livret A passbook savings increased by 1.4% to €68.5 billion, with the interest rate payable on Livret A savings rising from 2.0% to 3.0% on 1 February 2023. The rate hikes, which applied to all regulated savings accounts, followed the rise in inflation.

CNP life insurance gross new money for all regions<sup>(1)</sup> came in at €28 billion (down 5.7%), with unit-linked contracts representing 49.1% of the total (0.4 points lower than at 31 December 2022).

Personal Risk/Protection earned premiums amounted to €7.8 billion in 2023, a rise of 0.6% on 2022. The commercial performance of the non-life insurance subsidiaries in France improved on 2022, with positive net origination and an increase in new business (up 6.9%). The non-life insurance penetration rate rose by 1.3 points over the year to 30.5%.

In 2023, new home loans totalled €8.1 billion, down 46.2% compared with 2022, due mainly to a contraction in the market amid higher interest rates. Despite that, outstanding home loans rose by 1.4% year on year to €74.3 billion.

In a retreating market, consumer finance originations were down by just 1.4%, helped by the buoyant La Banque Postale network and online sales. Outstanding consumer credit, at €6.1 billion, was up by €0.4 billion (6.2% higher than at end 2022).

The Corporate and Investment Banking loanbook grew by 3.8% over the year to €43.5 billion. This business has grown rapidly since its launch, delivering another strong performance this year. At 31 December 2023, outstanding business loans totalled €10.9 billion, up 4.3% over the year, and outstanding loans to SMEs/mid-caps were 15.6% higher at €11.5 billion. The fastest growth in 2023 concerned loans to the financial sector and large institutions, with total outstanding loans to these customers up 41.2% to €2.1 billion, while loans to the local public sector fell 4.9% to €18.9 billion.

Factoring originations (in purchased receivables) were 11.4% higher, at €23.1 billion.

(1) CNP Assurance Holding and other La Banque Postale insurers (all distributors and networks).



### Operating performance

La Banque Postale's net banking income (NBI) amounted to €7,256 million in 2023, an increase of €1,038 million in an inflationary environment shaped by rapidly increasing interest rates.

Net interest margin (NIM) fell by 16.9% (€348 million) to €1,706 million, impacted by higher interest rates on regulated savings accounts and the lower yield on the stock of home loans.

Fee and commission income edged up 0.9% (€23 million), with bank fees stable despite the freeze on prices in 2023 and a €33 million rise in financial commissions driven by life insurance and including an adjustment to the REIT business.

The Insurance division grew by €1,323 million, driven by strong growth in revenue from own-funds portfolios (up €681 million) which had been negative in 2022 due to market impacts on fixed-income and equity UCITS, and by an improvement in the insurance margin (up €595 million), which benefited from favourable experience adjustments in France in the creditor insurance segment.

La Banque Postale's operating expenses increased by 2.0% compared with end 2022 to €4,875 million. Excluding scope and currency effects, and excluding the impact of the planned discontinuation of Ma French Bank operations, operating expenses decreased year on year, reflecting the implementation of a cost reduction plan, a tight rein on expenditure in an inflationary environment and support for the development of the Bank's activities.

La Banque Postale reported gross operating profit of €2,381 million in 2023, an increase of 65.7% versus 2022. The cost/income ratio was 69.3%.

At €201 million, cost of risk was €18 million lower than in 2022 despite the persistently uncertain economic environment. The cost of risk/outstanding loans ratio was low, at 11 basis points, reflecting La Banque Postale's limited exposure to the sectors hardest hit by the current economic environment, as well as careful risk management.

La Banque Postale's contribution to attributable net profit represented €1,070 million, up 34.9% as reported (up 19.6% like for like).

(in € millions)	31/12/2023	31/12/2022		Change		LFL change	
		restated for IFRS 17	(in €m)	(as a %)	(in €m)	(as a %)	
Net banking income	7,256	6,218	1,038	+16.7	975	+15.7	
Operating expenses <sup>(a)</sup>	(4,875)	(4,781)	-94	+2.0	-49	+1.0	
<b>Gross operating profit</b>	<b>2,381</b>	<b>1,437</b>	<b>944</b>	<b>+65.7</b>	<b>926</b>	<b>+65.2</b>	
Cost of risk	(201)	(219)	18	-8.4	18	-8.4	
Gains and losses on other assets	(82)	20	-102	n.m.	-102	-	
Impact of the contribution of CNP Assurances shares	0	0	0	-	0	-	
<b>Operating profit before share in net profit of jointly-controlled companies</b>	<b>2,098</b>	<b>1,238</b>	<b>859</b>	<b>+69.4</b>	<b>842</b>	<b>+69.0</b>	
LBP cost-income ratio	69.3%	78.5%		-9.2 pts			
Share in net profit of jointly-controlled companies	24	30	-7	-21.8	-3	-10.5	
<b>Operating profit after share in net profit of jointly-controlled companies</b>	<b>2,121</b>	<b>1,269</b>	<b>853</b>	<b>+67.2</b>	<b>839</b>	<b>+67.0</b>	
Income tax	(781)	(218)	-564	n.m.	-556	n.m.	
Share in net profit of equity-accounted companies	0	0	0	-100.0	0	n.m.	
Non-controlling interests	(270)	(258)	-12	+4.8	-130	+50.6	
<b>NET PROFIT ATTRIBUTABLE TO OWNERS OF THE PARENT<sup>(b)</sup></b>	<b>1,070</b>	<b>793</b>	<b>+277</b>	<b>+34.9</b>	<b>+153</b>	<b>+19.6</b>	
of which Bancassurance France	434	287	147	+51.4	64	+22.7	
of which International Bancassurance	317	213	104	+48.8	76	+37.0	
of which Private Banking & Asset Management	84	123	-39	-31.7	-56	-45.4	
of which Corporate & Investment Banking	207	213	-6	-2.8	-3	-1.3	
of which Corporate Centre	28	(42)	70	n.m.	70	n.m.	

(a) Operating expenses include a positive effect from La Poste Financial Services' re-billing amounting to €74.6 million in 2023 and €63.2 million in 2022.

(b) Excluding financial expenses on items re-billed by La Poste Financial Services.

### Bancassurance France

**Net banking income**, at €5,393 million, increased by 14.8%, driven by a good performance in the insurance business due to market tailwinds. Net interest margin, down by €333 million, was adversely affected by the rise in interest rates on regulated savings, refinancing costs and the usury rate.

**Operating expenses** rose by 2.8% year on year, reflecting the inflationary environment and spending to support business growth.

**Attributable net profit** came to €434 million, an increase of 51.4% (€147 million) versus 2022, reflecting scope effects resulting from the buyout of non-controlling interests in CNP Assurances in the first half of 2022 (positive €87 million impact).

### International Bancassurance

**Net banking income** came in at €1,275 million, up 28.9% as reported (up 30.2% on a like-for-like basis), buoyed by favourable market trends in Europe and higher revenues from own-fund portfolios in Latin America.

**Operating expenses** edged up €1.6 million (up 0.6% like for like) due to inflation and the continued in-sourcing of CSH<sup>(1)</sup> resources.

At €317 million, **attributable net profit** was up €104.0 million (up €76 million like for like) on the back of margin growth.

### Wealth Management and Asset Management

**Net banking income** was up by 28.0% at €388 million (up 7.7% at constant scope), reflecting favourable market effects (positive €4.6 billion impact), growth in assets under management (up 21.5% at LBP AM and up 20% at Louvre Banque Privée) and the consolidation of LFDE (€61.5 million impact on net banking income).

**Attributable net profit** was €83.7 million, down 31.7% or €38.9 million reflecting the €58 million gain on the sale of La Banque Postale's interests in AEW and Ostrum in May 2022.

### Corporate and Investment Banking

**Net banking income** was €906 million, down 0.9% due to the impact of the usury rules on margins and the higher cost of funds.

**Operating expenses** fell 1.8%, in line with cost saving efforts.

**Attributable net profit** came in at €207 million, down €6.0 million versus 2022.

### Corporate Centre

**Attributable net profit** came to €28 million compared with an attributable net loss of €42 million in 2022, an improvement of €70 million. The Corporate Centre results can be explained as follows:

- the reclassification of insurance contract distribution costs, recognised as a deduction from net banking income in accordance with IFRS 17;
- billing of personnel expenses for the financial centres and the banking advisory hotline to La Banque Postale (positive €11 million impact);
- a €32 million decrease in the SRF/FGDR contribution included in operating expenses to €61 million at end-2023 versus €93 million at end 2022.

### Financial structure

	31/12/2023	31/12/2022	Change
<b>Balance sheet (in €bn)</b>	<b>738.2</b>	<b>717.1</b>	<b>2.9%</b>
<b>Solvency</b>			
CET1 capital (in €bn)	17.4	17.3	0.7%
CET1 ratio	18.1%	17.9%	0.2 pt
Capital ratio	22.2%	22.1%	0.1 pt
Leverage ratio	7.3%	6.9%	0.4 pt
MREL (LRE)	10.2%	9.6%	0.6 pt
MREL (RWA)	27.6%	27.1%	0.5 pt
SCR coverage ratio <sup>(a)</sup>	253%	233%	20 pts
<b>Liquidity</b>			
LCR	146%	147%	-1 pt
NSFR	132%	129%	3 pts
Loan-to-deposit ratio	88.4%	87.2%	1.2 p

(a) CNP Assurances Holding scope.

La Banque Postale has a robust balance sheet, with a Common Equity Tier 1 ratio estimated at 18.1% at 31 December 2023 (down 0.2 points compared to the reported ratio at 31 December 2022 restated for IFRS 17). This ratio was above the overall CET1 capital requirement ("OCR") of 8.89% set by the European Central Bank and applicable since 7 April 2023. The entry into force of IFRS 17 on 1 January 2023 had a positive impact on La Banque Postale's CET1 ratio (gain of 3.2 points compared with the end of 2022, under IFRS 4).

The total capital ratio amounted to 22.2% (up 0.1 points from 31 December 2022 restated IFRS 17).

The Insurance business's consolidated SCR coverage ratio stood at 253% at 31 December 2023, an increase of +20.0 points within CNP Assurances Holding's scope compared to the ratio at 31 December 2022. This change is chiefly attributable to higher stock prices.

At 31 December 2023, the leverage ratio stood at 7.3%<sup>(2)</sup>, up 0.4 points compared with end December 2022 restated for IFRS 17, and above the regulatory minimum of 3%

The balance sheet liquidity position continued to exceed regulatory requirements with a loan-to-deposit ratio of 88.4% reflecting strong financial resources. Liquidity ratios also remained high, with an estimated LCR of 146% and an estimated NSFR of 132%.

Total own funds and eligible liabilities (MREL) were strengthened by several debt issues carried out. They include a €750 million senior non-preferred note, two senior non-preferred notes of €1 billion and €337 million, respectively; and two "social" covered bonds amounting to €2.25 billion dedicated to home loans for low-income earners (*prêts d'accession sociale*).

(1) Caixa Seguros Holding.

(2) Leverage ratio excluding 100% of savings centralised with Caisse des Dépôts in accordance with the provisions of CRR2.

### 3.2.2.4 Retail Customers & Digital Services

The Retail Customers & Digital Services business line markets postal, financial and telephone products and services to individual customers and business customers, drawing on the La Poste Network and the group's digital solutions and services, as part of an omnichannel customer relationship. It is also responsible for the Group's digital transformation.

The Retail Customers & Digital Services business line is organised into two divisions:

- one division including the business unit's commercial activities, mainly the Mail and Parcels activities as well as the digital subsidiaries Docaposte, LP11 and La Poste Services À la Personne (LPSAP);
- another division for activities and services carried out for third parties, including those re-billed by the network and cross-functional projects run by the Digital Department.

(in € millions)	31/12/2023	31/12/2022	Change vs N-1		Change at constant scope and exchange rates vs N-1	
			(in €m)	(as a %)	(in €m)	(as a %)
Revenue	6,549	6,576	-28	-0.4	-79	-1.2
of which commercial activities	3,286	3,367	-81	-2.4	-133	-4.0
of which activities and services for third parties	3,263	3,209	+54	+1.7	+54	+1.7
Operating expenses	(6,522)	(6,379)	-143	+2.2	-94	+1.5
<b>Operating profit before share in net profit of jointly-controlled companies</b>	<b>27</b>	<b>197</b>	<b>-170</b>	<b>-86.5</b>	<b>-173</b>	<b>-87.3</b>
Share in net profit of jointly-controlled companies	12	2	+11	n.m.	+11	n.m.
<b>OPERATING PROFIT AFTER SHARE IN NET PROFIT OF JOINTLY-CONTROLLED COMPANIES</b>	<b>39</b>	<b>199</b>	<b>-160</b>	<b>-80.4</b>	<b>-162</b>	<b>-81.2</b>

#### Revenue

Revenue came in at €6,549 million, down €28 million, or 0.4%, year on year. After adjusting for €51 million in positive scope and currency effects, of which a positive €58 million relates to Docaposte (mainly the consolidation of Maincare and Welium) and a negative €7 million relates to LP11 (deconsolidation, mainly of Optelo), revenue was down by €79 million (1.2%) like for like compared to 2022.

#### Commercial activities

Revenue from commercial activities amounted to €3,286 million, down €133 million like for like, breaking down as follows:

- Retail Customers revenue was down €193 million like for like to €2,320 million. This decline is attributable notably to that of the Mail and Parcels businesses, where revenue was down by €186 million and €15 million, respectively, as a result of a volume and product mix effect in the Mail business (negative 11% impact) and a decline in parcel shipments by retail customers (negative 3% impact);

- the digital subsidiaries (Docaposte, LP11 and LPSAP) recorded like-for-like revenue growth of €61 million to €948 million. This growth was driven by an increase of €57 million for Docaposte, notably reflecting the development its digital trust services and digital services companies business. LP11 recorded like-for-like growth of €3 million, relating primarily to Boxtal and Probayes;
- other commercial activities<sup>(1)</sup> remained stable at €18 million.

#### Activities and services for third parties

Billings for services performed on behalf of third parties amounted to €3,263 million, an increase of €54 million, reflecting in particular the rise in rebillings to the business lines due to the impact of inflation, which is weighing on costs.

#### Operating profit

Operating profit (after share in net profit of jointly-controlled companies) in 2023 amounted to €39 million, down €162 million at constant scope and exchange rates year on year. This change is mainly due to the fall in mail and parcel volumes, but also to the decline in the profit margin.

(1) External revenue from Digiposte, Digital Identity and fees from non-network customers.

### 3.2.2.5 Other segments

#### La Poste Immobilier

La Poste Immobilier comprises the Poste Immo subsidiary and the Real Estate Department of the La Poste parent company.

(in € millions)	31/12/2023	31/12/2022	Change vs N-1		Change at constant scope and exchange rates vs N-1	
			(in €m)	(as a %)	(in €m)	(as a %)
Revenue	898	861	+37	+4.3	+24	+2.8
Recurring operating expenses	(833)	(800)	-32	+4.0	-19	+2.4
Gains on disposals	36	8	+28	n.m.	+28	n.m.
<b>Operating profit before share in net profit of jointly-controlled companies</b>	<b>101</b>	<b>69</b>	<b>+32</b>	<b>+47.3</b>	<b>+33</b>	<b>+47.4</b>
Share in net profit/(loss) of jointly-controlled companies	(1)	(1)	-1	n.m.	-1	n.m.
<b>OPERATING PROFIT AFTER SHARE IN NET PROFIT OF JOINTLY-CONTROLLED COMPANIES</b>	<b>100</b>	<b>68</b>	<b>+32</b>	<b>+46.4</b>	<b>+32</b>	<b>+46.5</b>

The revenue of the Real Estate division amounted to €898 million, an increase of €37 million (4.3%) compared with 2022, including a positive scope effect of €13 million related to the acquisition of Multiburo. At constant scope and exchange rates, the €24 million increase in revenue was mainly attributable to the increase in rents resulting from the application of indexation coefficients.

Operating profit (after share in net profit of jointly-controlled entities) amounted to €100 million, up €32 million compared to 2022 at constant scope and exchange rates. Net gains on disposals (mainly of long-term leases) accounted for €28 million of the increase in operating profit.

#### Support & Corporate

The Support & Corporate segment corresponds to the costs of the head office, the departments and shared services, and the vehicle fleet management subsidiary, Véhiposte. These costs are mainly re-billed to the business lines.

(in € millions)	31/12/2023	31/12/2022	Change vs N-1	
			(in €m)	(as a %)
Revenue	1,314	1,236	+78	+6.3
Operating expenses	(1,570)	(1,498)	-72	+4.8
<b>Operating loss before share in net profit of jointly-controlled companies</b>	<b>(256)</b>	<b>(262)</b>	<b>+6</b>	<b>-2.28</b>
Share in net profit/(loss) of jointly-controlled companies	0	0	+0	+0.0
<b>OPERATING LOSS AFTER SHARE IN NET PROFIT OF JOINTLY-CONTROLLED COMPANIES</b>	<b>(256)</b>	<b>(262)</b>	<b>+6</b>	<b>-2.3</b>

Revenue amounted to €1,314 million, up €78 million year on year. This revenue mainly comprises (i) intercompany income from invoicing services provided to other business lines for €1,199 million, and (ii) head office costs re-invoiced in respect of management fees for €104 million. This increase can be ascribed first to the rise in expenses re-invoiced under the impact of pooling

resulting in the transfer of staff to Support & Corporate and second to inflation, which increases expenses.

The operating loss, after share in net profit of jointly-controlled companies, amounted to €256 million, an improvement of €6 million compared with 2022.

#### Unallocated expenses

(in € millions)	31/12/2023	31/12/2022	Change vs N-1	
			(in €m)	(as a %)
Net cost of regional presence	(619)	(631)	+12	-1.9
Other operating income and expenses	36	90	-55	-60.5
<b>OPERATING LOSS</b>	<b>(583)</b>	<b>(541)</b>	<b>-42</b>	<b>+7.8</b>

Unallocated expenses comprise the costs of the universal postal service accessibility mission, the costs of the regional development mission, the corresponding local tax allowance and the costs associated with end-of-career benefits considered to be cross-group costs and which are therefore not allocated to the business lines, as well as the unallocated share of compensation for universal postal service.

The €42 million increase in the operating loss compared with December 2022 is attributable mainly to an increase in expenses relating to end-of-career benefits, partly offset by the decrease in the net cost of regional presence.

### 3.2.3 Other key income statement metrics

#### 3.2.3.1 Net financial expense

(in € millions)	31/12/2023	31/12/2022	Change vs N-1	
			(in € millions)	(as a %)
Net interest expense	(212)	(213)	+1	-0.3
Change in fair value including debt credit spread	2	(1)	+3	n.m.
<b>Cost of net debt</b>	<b>(211)</b>	<b>(214)</b>	<b>+4</b>	<b>-1.8</b>
Other financial items	(28)	7	-35	n.m.
<b>NET FINANCIAL EXPENSE</b>	<b>(239)</b>	<b>(207)</b>	<b>-32</b>	<b>+15.2</b>

Net financial expense increased by €32 million compared with 2022. It represented a total expense of €239 million with a cost of net debt of €211 million (down €4 million), and other financial items representing an expense of €28 million, an unfavourable change of €35 million compared with 2022.

Net interest expense remained stable overall versus 2022, at €212 million (down €1 million year on year). Interest expense on borrowings and related derivatives nevertheless rose by €55 million, due to the combined effects of the increase in average outstanding borrowings (€11,256 million in 2023 compared with €9,923 million in 2022) and the increase in the average cost of bond debt after hedging (1.56% in 2023 compared with 1.29% in 2022). The rise in interest rates also led to a €37 million increase in interest expense on lease liabilities. These increases in interest

expense were fully offset by a sharp rise in income from cash and cash equivalents (€93 million), with an increase in interest income on term accounts (€57 million) and an increase of €34 million in remeasurement gains on UCITS.

There was an unfavourable change of €35 million year on year in other financial items, which represented an expense of €28 million in 2023. This was mainly attributable to the accretion of the provision for retirement and post-employment benefits which, as a result of the rise in interest rates, generated an expense of €53 million in 2023, compared with an expense of €3 million in 2022. This increase in the accretion charge was partly offset by the recognition of €18 million in income from discounting gains on debt at amortised cost relating to future dividends to be paid to the non-controlling shareholder of one of the group's subsidiaries (BRT).

#### 3.2.3.2 Attributable net profit

(in € millions)	31/12/2023	31/12/2022 restated for IFRS 17	Change vs N-1		Change at constant scope and exchange rates vs N-1	
			(in €m)	(as a %)	(in €m)	(as a %)
Operating revenue	34,073	33,287	+786	+2.4	+562	+1.7
Operating expenses	(32,428)	(32,696)	+268	-0.8	+487	-1.5
<b>Operating profit</b>	<b>1,645</b>	<b>591</b>	<b>+1,054</b>	<b>n.m.</b>	<b>+1,049</b>	<b>n.m.</b>
Share in net profit of jointly-controlled companies	35	33	+2	+4.8	+5	+15.4
<b>Operating profit after share in net profit of jointly-controlled companies</b>	<b>1,680</b>	<b>624</b>	<b>+1,055</b>	<b>n.m.</b>	<b>+1,055</b>	<b>n.m.</b>
Net financial expense	(239)	(207)	-32	+15.2	-18	+8.9
<b>Profit before tax</b>	<b>1,441</b>	<b>417</b>	<b>+1,024</b>	<b>n.m.</b>	<b>+1,036</b>	<b>n.m.</b>
Income tax benefit/(expense)	(496)	952	-1,448	n.m.	-1,434	n.m.
Share in net loss of other equity-accounted companies	(169)	(87)	-82	+94.4	-76	+82.7
<b>CONSOLIDATED NET PROFIT</b>	<b>776</b>	<b>1,282</b>	<b>-506</b>	<b>-39.5</b>	<b>-474</b>	<b>-37.6</b>
<b>Net profit attributable to owners of the parent</b>	<b>514</b>	<b>1,011</b>	<b>-497</b>	<b>-49.2</b>	<b>-587</b>	<b>-59.3</b>
Non-controlling interests	262	271	-9	-3.5	+114	+42.1

Attributable equity amounted to €514 million at 31 December 2023, down €497 million year on year. After restatement for negative scope and exchange rate effects of €90 million, the decrease was €587 million.

The negative scope effects (€106 million) mainly related to the takeover of CNP Assurances completed by the group in 2022 (€109 million attributable to minority interests). The €16 million negative currency effects were mainly due to the Argentine peso.

The main component of this decrease was driven by operating profit after share of net profit of jointly-controlled entities, which was up by €1,055 million like for like, mainly due to a series of significant non-recurring events in 2023 and 2022 for a net total of €715 million, which may be broken down as follows:

- impairment of €940 million recognised in 2022 on the assets of La Poste's Mail CGU to reflect the unfavourable economic outlook. The net difference between 2022 and 2023 represents €1,001 million, taking into account reversals of provisions recorded in 2023 (€61 million);
- impairment in 2022 for a negative amount of €149 million of the goodwill, property, plant and equipment and intangible assets of the subsidiary DPD Russia, whose assets and liabilities are subject to a proposed sale and have been classified as held for sale;
- a net operating expense of €169 million recorded in 2023 as a result of legal proceedings on tax and social security matters relating to subcontracting services provided by an Italian subsidiary of Geopost prior to its takeover by La Poste Groupe;
- the net balance of the impact of the pension reform and of the remedial action taken by the group in 2023 for an amount of €77 million;
- the sale of Stuart in 2023, which resulted in a total loss of €136 million, corresponding to capital losses on the sale of shares, impairment of non-current assets and a provision for contingencies and losses to cover expenses that may be incurred in connection with the trust set up as part of the transaction;
- impairment and recording of provisions for contingencies in a total amount of €33 million in relation to the discontinuation of Urby structures in 2023, due to a significant delay in the introduction of low-emission zones (ZFE), making it impossible to envisage a return to positive results in the future and in the current configuration;
- the decision to discontinue Ma French Banque in 2023, representing an impact of €107 million, mainly due to the impairment of assets;
- implementation of a plan to restructure Médiaposte's activities, which generated an impairment charge of €31 million in 2023 against assets specific to certain operations transferred to La Poste SA. Médiaposte goodwill had been partially written down in 2022 in an amount of €80 million. The net difference between 2023 and 2022 is therefore a positive €49 million;

- recognition by CNP in 2023 of a €116 million expense corresponding mainly to the impact of the disposals of iSalud and Outlet invest and to the impairment of SCI Lamartine goodwill.

Adjusted for these items, group operating profit (after share in net profit of jointly controlled companies) increased by €340 million on a like-for-like basis.

Income tax expense increased by €1,434 million like for like, of which €1,176 million was generated by the following accounting events in 2022 and 2023:

- the recognition of €1,005 million in deferred tax income following the acquisition of non-controlling interests in CNP Assurances, enabling this company to be included in La Poste's tax consolidation group as of 2023 and very significantly improving its taxable profit forecasts. Based on the best forecasts to date, the tax group's tax loss carryforward could be utilised within five years. Therefore, in 2022, the group recognised all deferred tax assets in respect of tax loss carryforwards and other temporary differences due to reverse within 10 years;
- the recognition of €237 million in income resulting from the impairment of parent company mail assets in the amount of €940 million in 2022;
- the tax impact of the pension reform and remedial action representing income of €46 million in 2023;
- the tax impact of other material non-recurring events in 2023, representing income of €20 million.

Adjusted for these accounting events in 2022 and 2023, the group's tax expense increased by €258 million at constant scope and exchange rates.

Financial items represented a net expense of €239 million, an increase of €32 million compared to 2022. Excluding scope and currency effects and the impact of material non-recurring events, net financial expense also increased by €32 million.

The share in the net loss of other equity-accounted companies came to €169 million, an unfavourable like-for-like change of €76 million, reflecting the recognition in 2023 of a €114 million impairment charge against Aramex shares. Restated for this charge, the group's share in the net loss of other equity-accounted companies improved by €38 million.

Lastly, the share of net profit attributable to non-controlling interests decreased by €9 million. At constant scope and exchange rates, it increased by €114 million (€138 million excluding the impact of the tax dispute on the non-controlling interests of Geopost's Italian subsidiary).

Excluding non-recurring items, attributable net profit fell by €51 million on a like-for-like basis.

### 3.3 DEBT AND FINANCIAL STRENGTH

The tables below are set out so as to present both banking activities and industrial and commercial activities within the same group and to provide a more economic overview of their respective contribution to group cash generation.

La Poste, as the parent company, provides both funding for industrial and commercial activities and equity for La Banque Postale. For this reason, although La Banque Postale is fully consolidated, it is reported below based on the dividends it pays to its parent company, which are considered cash flows available to the group, once all minimum regulatory capital requirements are met.

Consequently, group net debt does not directly take into account La Banque Postale, for which this concept is not relevant. La Poste Groupe net debt thus varies mainly according to the following:

- the ability of the industrial and commercial activities to generate net free cash inflows (EBITDA, change in working capital requirement, capital expenditure and any external growth);
- dividends paid by La Banque Postale to La Poste (including coupons for AT1 hybrid securities) or from equity-accounted companies and, conversely, any capital increases in these entities;
- the corporate income tax expense resulting in particular from the tax group set up between La Poste and its subsidiaries;
- La Poste's cost of capital employed, measured based on interest paid on net debt and dividends paid out to its shareholders.

#### 3.3.1 Free cash flow

The group generated a negative €437 million in free cash flow in 2023. Free cash flow fell €1,967 million compared with 31 December 2022, of which €1,256 million on account of the catch-up dividends paid by La Banque Postale in 2022 in respect of previous years, and €1,055 million owing to a decline in gross operating profit, partly offset by a favourable impact of €340 million in respect of HR provisions excluding end-of-career benefit obligations.

(in € millions)	31/12/2023	31/12/2022	Change vs N-1	
			(in €m)	(as a %)
EBITDA	977	2,031	-1,055	-51.9
Dividends received from equity-accounted companies	602	1,573	-971	-61.7
HR provisions excluding end-of-career benefit obligations	354	14	+340	n.m.
<b>Adjusted EBITDA</b>	<b>1,933</b>	<b>3,618</b>	<b>-1,686</b>	<b>-46.6</b>
Change in WCR	67	120	-53	-44.0
Purchases of property, plant and equipment and intangible assets	(1,470)	(1,217)	-253	+20.8
Disposals of property, plant and equipment and intangible assets	119	121	-2	-1.8
Net interest paid (excluding IFRS 16)	(48)	(120)	+73	-60.4
Income tax	(78)	(100)	+22	-22.3
CICE tax credit deducted/generated	0	0	-1	n.m.
Repayment of lease liabilities	(851)	(814)	-37	+4.5
Interest expense on lease liabilities	(110)	(79)	-31	+38.9
<b>FREE CASH FLOW</b>	<b>(437)</b>	<b>1,530</b>	<b>-1,967</b>	<b>N.M.</b>

#### Adjusted EBITDA

Adjusted EBITDA came to €1,933 million in 2023, down €1,686 million. This mainly reflects an unfavourable change of €971 million in dividends received from equity-accounted companies (payment in 2022 of catch-up dividends in respect of previous years by La Banque Postale in an amount of €1,256 million) and a €1,055 million fall in EBITDA (down €411 million for the Services-Mail-Parcels business line, down €194 million for Retail Customers & Digital Services and down €382 million for the Geopost business line), due to

the continuing decline in non-banking revenue and narrower margins, compounded by the fine imposed on Geopost in Italy.

HR provisions excluding end-of-career benefit obligations rose by €340 million, of which €293 million relating to the reversal of a provision following the elimination of a post-employment benefit for La Poste retirees with effect from 1 January 2024. This benefit was abolished in order to mitigate the effects of changes in pension schemes in France and their impact on the group's financial statements.

## Purchases of property, plant and equipment and intangible assets

The cash outflow for purchases of property, plant and equipment and intangible assets increased by €253 million in 2023 to €1,470 million, reflecting a €205 million increase in capital expenditure and a €49 million unfavourable change in amounts payable to suppliers of non-current assets.

(in € millions)	31/12/2023	31/12/2022	Change vs N-1	
			(in €m)	(as a %)
Services-Mail-Parcels	(251)	(200)	-51	+25.6
Geopost	(471)	(473)	+2	-0.4
Retail Customers & Digital Services	(168)	(117)	-51	+43.0
Real Estate	(318)	(239)	-79	+32.9
Support & Other	(262)	(187)	-75	+40.0
<b>Purchases of property, plant and equipment and intangible assets</b>	<b>(1,470)</b>	<b>(1,217)</b>	<b>-253</b>	<b>+20.8</b>
Change in amounts due to suppliers of non-current assets	(54)	(103)	+49	-47.7
<b>CAPITAL EXPENDITURE EXCLUDING BANKING ACTIVITIES</b>	<b>(1,524)</b>	<b>(1,319)</b>	<b>-205</b>	<b>+15.5</b>

Purchases of property, plant and equipment and intangible assets can be analysed as follows:

- Services-Mail-Parcels business line: €251 million, up by €51 million, including a €39 million increase for the Mail business and a €12 million increase for the Mail subsidiaries. Investments remained stable overall (up €11 million), with most of the decrease in cash flow reflecting changes in amounts due to suppliers of non-current assets (accounting for a decrease of €40 million);
- Geopost business line: €471 million, down €2 million. Projects for 2023 focused on the development of delivery processing capacity, expansion of the distribution network and development of new services. The biggest projects concern the construction of depots in the United Kingdom, the deployment of pick-up lockers in France and Poland, and the investment in mobile checkouts in Germany;
- Retail Customers & Digital Services business line: €168 million, up €51 million. Investments are linked to network transformation projects, the launch of new services for PROs and IT investments;
- Real Estate division: €318 million, up €79 million. Investments were made to support the group's business lines and projects, such as the modernisation of post offices and the development of urban logistics;
- Support & Other: €262 million, up €75 million, due in particular to an upturn in vehicle deliveries after a period of severe market tension, and higher IT investment.

## Disposals of property, plant and equipment and intangible assets

Disposals of property, plant and equipment and intangible assets were stable year on year (down by €2 million) at €119 million, with a €14 million increase in the volume of disposals in the Real Estate division offset by a €17 million decrease in the volume of disposals by the Mail subsidiaries (disposal of Neolog sites in 2022).

## Other items of free cash flow

The change in working capital requirements, which generated positive cash flow of €67 million in 2023, represented an unfavourable impact of €53 million when compared to 2022. This unfavourable change is mainly attributable to the fall in revenue for industrial and commercial activities.

Net cash flow from interest paid fell sharply by €73 million to €48 million in 2023, due to the combined effects of higher income from cash investments (€80 million) and the favourable impact of accrued interest not yet due, which was not offset by higher interest expense (€48 million).

Cash flows generated by taxes represented a net outflow of €78 million, a favourable €22 million change compared with 2022.

The increase in repayments of lease liabilities (€37 million) and interest expense on lease liabilities (€31 million) notably reflects a €209 million increase in finance lease liabilities compared to 2022, mainly driven by Geopost.



### 3.3.2 Change in net debt and cash and cash equivalents

#### 3.3.2.1 Change in net debt

The group's net debt increased by €1,806 million in the year to stand at €11,997 million at 31 December 2023. The change in net debt mainly reflects negative free cash flow of €437 million, the €595 million net cash outflow relating to external growth, dividends

paid for €136 million in addition to the €316 million paid in new shares through a share capital increase, and the elimination of the HR provisions excluding end-of-career benefit obligations included in free cash flow (negative impact of €354 million).

(in € millions)	31/12/2023	31/12/2022	Change vs N-1	
			(in €m)	(as a %)
<b>Free cash flow</b>	<b>(437)</b>	<b>1,530</b>	<b>-1,967</b>	<b>n.m.</b>
Dividends paid	(136)	(442)	+307	-69.3
Acquisitions and net financial assets	(595)	(862)	+267	-31.0
Change in finance lease liabilities	(209)	(109)	-100	+92.3
Change in accrued interest on financial instruments	(36)	(13)	-23	n.m.
Capital increases/reductions	1	14	-12	-90.2
Perpetual loans	0	29	-29	-100.0
Impact of changes in scope and exchange rates on debt	(14)	(19)	+5	-24.6
Elimination of HR provisions excl. end-of-career benefits	(354)	(14)	-340	n.m.
Other cash flows from operating activities	(32)	(47)	+15	-31.7
Other changes in net debt	5	(25)	+30	n.m.
<b>Change in net debt</b>	<b>(1,806)</b>	<b>42</b>	<b>-1,848</b>	<b>n.m.</b>
<b>Opening net debt</b>	<b>10,191</b>	<b>10,233</b>	<b>-42</b>	<b>-0.4</b>
<b>CLOSING NET DEBT (REPORTED)</b>	<b>11,997</b>	<b>10,191</b>	<b>+1,806</b>	<b>+17.7</b>

#### Impact of acquisitions and purchases of financial assets on group net debt

Cash flows related to acquisitions and changes in financial assets amounted to a net outflow of €595 million, down €267 million year on year, comprising the following:

- acquisitions of subsidiaries, net of cash acquired, representing an outflow of €426 million, mainly due to the acquisition of Maincare and, to a lesser extent, a deferred payment on the acquisition of Scalefast shares;
- acquisitions of financial assets for €84 million;
- purchases of non-controlling interests for €63 million, mainly arising from contingent consideration in connection with the purchase of non-controlling interests in eShopWorld;
- disposals of subsidiaries representing a cash outflow of €46 million in relation to Stuart (Geopost);
- disposals of financial assets for an amount of €25 million.

Most external growth was in the Retail Customers & Digital Services business line, representing a total of €372 million, corresponding to the acquisitions of Maincare (98%) and Thiqa (80%). The Geopost business line's acquisitions represented a lower total of €194 million for 2023.

#### Dividends paid by the group in 2023

The group paid out €136 million in dividends in 2023, breaking down as follows:

- €105 million paid to shareholders in cash, €69 million for Caisse des Dépôts and €36 million for the French State, in addition to the €316 million (non-cash) paid in new shares through a share capital increase;
- €7 million paid to the group's non-controlling shareholders;
- €23 million recognised as dividends paid and corresponding to the remuneration of perpetual hybrid subordinated notes subscribed in 2018 and recorded in group equity.

### 3.3.2.2 Change in cash and cash equivalents

The group's cash and cash equivalents fell by €887 million in 2023, from €4,537 million at the beginning of the year to €3,650 million at 31 December.

(in € millions)	31/12/2023	31/12/2022	Change vs N-1	
			(in €m)	(as a %)
<b>Free cash flow</b>	<b>(437)</b>	<b>1,530</b>	<b>-1,967</b>	<b>n.m.</b>
Dividends paid	(136)	(442)	+307	-69.3
Acquisitions and net financial assets	(595)	(862)	+267	-31.0
Proceeds from new borrowings	2,659	2,475	+184	+7.4
Repayment of borrowings (excluding lease liabilities)	(2,244)	(1,045)	-1,198	n.m.
Capital increases/reductions	1	14	-12	-90.2
Perpetual loans	0	29	-29	-100.0
Change in financial assets held for cash management purposes	380	(230)	+610	n.m.
Other cash flows used in financing activities	(49)	(46)	-3	+6.0
Impact of changes in exchange rates and accounting policy	3	(21)	+24	n.m.
Intra-group cash flows	(86)	302	-387	n.m.
Elimination of HR provisions excl. end-of-career benefits	(354)	(14)	-340	n.m.
Other cash flows from operating activities	(32)	(47)	+15	-32.5
<b>Change in cash and cash equivalents</b>	<b>(887)</b>	<b>1,642</b>	<b>-2,529</b>	<b>n.m.</b>
<b>Opening cash and cash equivalents</b>	<b>4,537</b>	<b>2,895</b>	<b>+1,642</b>	<b>+56.7</b>
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	<b>3,650</b>	<b>4,537</b>	<b>-887</b>	<b>-19.6</b>

The change in cash and cash equivalents mainly reflects the following:

- cash consumption of €1,520 million resulting from the free cash flow generated net of HR provisions excluding end-of-career benefit obligations, dividends paid, cash flows related to changes in capital and cash outflows for acquisitions and purchases of financial assets;
- a net increase in cash and cash equivalents of €415 million attributable to proceeds from new borrowings less repayment of borrowings (excluding IFRS 16):
  - €1,500 million bond issue, comprising a first tranche of €650 million maturing in June 2030, and a second tranche of €850 million maturing in June 2035. This issue was rounded out by an initial tap issue of €150 million with an issue premium of €49 million, followed by two further tap issues of €100 million each in September and November 2023,
  - redemption of a bond issued in 2003 for €1,000 million and redemption of a (US)\$500 million (€470 million) hybrid bond in December 2023,
  - €50 million increase in outstanding commercial paper (to €200 million at 31 December 2023), with redemptions of €725 million offset by issues of €775 million;
- €86 million in intra-group cash flows, corresponding to the change in the net financial position with La Banque Postale, mainly due to the change in the balance of La Poste SA's current accounts at La Banque Postale to €122 million at end December 2023 versus €67 million at 31 December 2022, as well as a €11 million change in debt with La Banque Postale under the overall intra-group "debt/receivables" position and a €17 million change in borrowings from La Banque Postale (no amount outstanding at end 2023);
- a €380 million increase in cash and cash equivalents from changes in financial assets held for cash management purposes, relating to changes in amounts outstanding under various issues with maturities of more than three months;
- a net outflow of €49 million for other cash flows used in financing activities.

### 3.3.2.3 Gross debt

The group's gross debt rose by €591 million in 2023 to €16,023 million.

Gross debt breaks down as follows:

(in € millions)	31/12/2023	31/12/2022	Change vs N-1	
			(in €m)	(as a %)
<b>Bonds</b>	<b>11,261</b>	<b>10,468</b>	<b>+792</b>	<b>+7.6</b>
Short-term bonds	1,000	1,004	-4	-0.4
Medium- and long-term bonds	10,261	9,464	+796	+8.4
<b>La Poste savings bonds</b>	<b>51</b>	<b>51</b>	<b>-1</b>	<b>-1.1</b>
Short-term La Poste savings bonds	51	51	-1	-1.1
Medium- and long-term La Poste savings bonds	0	0	+0	-
<b>Commercial paper</b>	<b>200</b>	<b>150</b>	<b>+50</b>	<b>+33.3</b>
Short-term commercial paper	200	150	+50	+33.3
Medium- and long-term commercial paper	0	0	+0	-
<b>Deposits and guarantees received</b>	<b>58</b>	<b>85</b>	<b>-27</b>	<b>-31.3</b>
Short-term deposits and guarantees received	6	36	-31	-83.7
Medium- and long-term deposits and guarantees received	52	48	+4	+8.2
<b>Accrued interest</b>	<b>112</b>	<b>89</b>	<b>+22</b>	<b>+25.2</b>
Accrued interest	112	89	+22	+25.2
<b>Subordinated debt</b>	<b>0</b>	<b>468</b>	<b>-468</b>	<b>-100.0</b>
<b>Lease liabilities</b>	<b>4,078</b>	<b>3,869</b>	<b>+209</b>	<b>+5.4</b>
Short-term lease liabilities	812	766	+46	+5.9
Medium- and long-term lease liabilities	3,266	3,102	+164	+5.3
<b>Other items excluding lease liabilities</b>	<b>264</b>	<b>252</b>	<b>+11</b>	<b>+4.5</b>
Other short-term items	144	99	+46	+46.6
Other medium- and long-term items	119	154	-35	-22.5
<b>GROSS DEBT</b>	<b>16,023</b>	<b>15,432</b>	<b>+591</b>	<b>+3.8</b>
<b>Short-term gross debt</b>	<b>2,325</b>	<b>2,196</b>	<b>+128</b>	<b>+5.8</b>
<b>Medium- and long-term gross debt</b>	<b>13,698</b>	<b>13,236</b>	<b>+462</b>	<b>+3.5</b>

The group's bond debt at 31 December 2023 amounted to €11,261 million (excluding hybrid bonds but including green bonds) and comprised 14 issues with fixed rates, some of which were swapped to floating rates then swapped back as appropriate depending on interest rate forecasts.

The main changes in 2023 concerned bond debt, which increased by €792 million following a bond issue in June in two tranches of €650 million and €850 million, supplemented by an initial tap issue for €150 million in April (with an issue premium of €49 million), and two further tap issues of €100 million each during the second half of the year, offset by the redemption of a €1,000 million bond issued in 2003 and which matured in June 2023.

Subordinated debt, consisting of a hybrid bond with a nominal value of (US)\$500 million swapped into euros, was repaid in the last quarter of 2023 (reducing debt by €468 million).

Lease liabilities (€4,078 million) increased by €209 million in 2023, including a €287 million rise for Geopost in connection with the development of its operating activities and a fall of €34 million for La Poste Immobilier.

Outstanding commercial paper was up €50 million to €200 million at 31 December 2023.

Deposits and guarantees received fell by €27 million.

### 3.3.2.4 Net debt

(in € millions)	31/12/2023	31/12/2022	Change vs N-1	
			(in €m)	(as a %)
Closing gross debt	16,023	15,432	+591	+3.8
Cash and cash equivalents	(3,650)	(4,537)	+887	-19.6
Other assets	(376)	(704)	+328	-46.6
<b>CLOSING NET DEBT</b>	<b>11,997</b>	<b>10,191</b>	<b>+1,806</b>	<b>+17.7</b>

The group's net debt stood at €11,997 million at 31 December 2023, €1,806 million higher year on year.

Other assets of a negative €376 million mainly comprised the following:

- debt-related derivative assets with a fair value of €8 million, down €36 million;

- investments with initial maturities of more than three months for €208 million, down €373 million year on year;
- the net financial position with La Banque Postale, which amounted to a credit position of €152 million versus a credit position of €66 million at 31 December 2022.

### 3.3.3 Equity and financial structure

(in € millions)	31/12/2023	31/12/2022 restated for IFRS 17	Change vs N-1	
			(in €m)	(as a %)
<b>Equity attributable to owners of the parent (opening)</b>	<b>21,381</b>	<b>21,891</b>	<b>-510</b>	<b>-2.3</b>
Capital increases	316	120	196	n.m.
Net profit attributable to owners of the parent	514	1,011	-497	-49.2
Dividend payments	(421)	(529)	108	-20.4
Remuneration of perpetual hybrid subordinated notes	(151)	(144)	-6	+4.2
Reserves reclassifiable or not reclassifiable to profit or loss	753	(1,869)	2,621	n.m.
Translation adjustments	108	255	-147	-57.6
Actuarial gains and losses	(24)	99	-123	n.m.
Transactions with non-controlling interests	(7)	633	-640	n.m.
Other	(46)	(87)	41	-46.7
<b>Equity attributable to owners of the parent (closing)</b>	<b>22,424</b>	<b>21,381</b>	<b>1,042</b>	<b>+4.9</b>
Non-controlling interests	8,345	8,087	258	+3.2
<b>CONSOLIDATED EQUITY (CLOSING)</b>	<b>30,769</b>	<b>29,468</b>	<b>+1,300</b>	<b>+4.4</b>

Equity attributable to owners of the parent amounted to €22,424 million at 31 December 2023, an increase of €1,042 million. This mainly reflected net unrealised gains on financial instruments and insurance contracts amounting to €753 million, primarily concerning CNP Assurances. The change in equity also reflects dividend payments of €421 million, interest paid on perpetual hybrid subordinated notes for €151 million, and translation gains of €108 million.

The €421 million dividend payment was made in shares for €316 million (i.e., an increase in share capital of €238 million and an issue premium of €78 million) and in cash for €105 million.

Non-controlling interests amounted to €8,345 million at 31 December 2023, a rise of €258 million year on year.

### 3.3.4 Credit ratings

La Poste's credit ratings were unchanged at the end of 2023.

Rating agency	Long-term rating	Short-term rating	Outlook	Date most recently assigned
Fitch Ratings	A+	F1+	Stable	15 December 2023
S&P Global	A+	A-1	Negative	18 December 2023

## 3.4 OUTLOOK AND SUBSEQUENT EVENTS

### Outlook

Global growth is projected to be around 3.1% in 2024<sup>(1)</sup>, weighed down by the elevated central bank rates that have been set in order to fight inflation. Eurozone growth is expected to be a contained 0.9%, with France's economy growing 1.0%, driven by higher household spending as the effects of the energy price shock fade and inflation slows.

Against this backdrop, the group will press ahead with its strategic plan, "La Poste 2030, committed for you", with a view to achieving profitable and responsible growth both in France and internationally. In particular, it intends to:

- cement its core historical businesses structured around the universal postal service and La Poste's operating presence throughout France;
- accelerate the development of growth drivers.
  - for Geopost, by increasing its growth in out-of-home delivery and becoming the international benchmark for sustainable delivery,
  - for La Banque Postale, by consolidating its model of socially responsible bancassurance and stepping up its efforts to enhance operational efficiency,
- continue to lay the foundations for the future, particularly in its new Health & Autonomy services, new local service and digital trust.

In 2024, the group will be working to improve its profitability, in particular by stepping up its efforts to control costs, so that it can continue its investments, which are the key to its future. The group intends to invest particularly in its platforms and network to keep

its competitive edge, in its vehicles to continue its efforts to reduce carbon emissions, in its information systems, and in training its postal workers to keep pace with the technological changes in its businesses.

As a socially engaged group, in 2024 La Poste Groupe will continue its transformation for the good of the whole community.

### Subsequent events

On 22 February 2024, the group announced that it had entered into exclusive negotiations with Bouygues Telecom concerning the disposal of La Poste Telecom, the leading virtual mobile operator on the French market under the La Poste Mobile brand, as part of a new phase in the company's development.

In doing so, La Poste and Bouygues plan to forge a strong, long-term strategic partnership that will draw on the complementary strengths of the two groups and focus in particular on:

- Bouygues Telecom's acquisition of 100% of the capital of La Poste Telecom, 51% of which was held by La Poste Groupe and 49% by SFR;
- an exclusive distribution partnership in the postal network;
- a licensing agreement to consolidate the La Poste Mobile brand, which would remain the property of La Poste.

The value of 100% of La Poste Telecom's shares in this transaction is €950 million.

This project will be submitted to La Poste Telecom's employee representative bodies, then to La Poste Groupe's governance bodies, to SFR's right of pre-emption and to the competent authorities.

(1) See the International Monetary Fund's World Economic Outlook report, updated in January 2024.

## Alternative performance measures

La Poste Groupe uses a number of alternative performance measures (APMs) that are not covered by International Financial Reporting Standards (IFRS). The group's management team believes that these indicators are useful for measuring and analysing the group's performance. However, the APMs should be considered as providing additional information. They do not take precedence over the GAAP metrics used in the consolidated financial statements, nor do they replace them. In accordance with French securities regulator AMF position DOC-2015-12, each APM is defined below.

### Adjusted EBITDA

Adjusted EBITDA comprises all operating revenue within the scope of consolidation excluding La Banque Postale, less general operating expenses and personnel expenses, excluding additions to end-of-career benefits. To this is added dividends received from equity-accounted companies and dividends received from La Banque Postale during the period in respect of the prior year.

### Free cash flow

Free cash flow comprises the following components : adjusted EBITDA + change in working capital requirement + cash flows from purchases of property, plant and equipment and intangible assets net of disposals of property, plant and equipment and intangible assets + cash flows from taxes + net interest paid + repayment of lease liabilities and interest expense on lease liabilities. The value used for each of the free cash flow aggregates is determined in terms of cash flows (positive for cash inflows and negative for cash outflows).

### Net debt

Net debt comprises all current and non-current debt less cash and cash equivalents and derivative instruments linked to group financing. It also includes liabilities arising from the application of IFRS 16 - Leases, short-term financial investments with no significant risk of a change in value but whose original maturity on the subscription date was greater than three months, and the net financial receivable from La Banque Postale.

La Poste Groupe net debt does not take into account La Banque Postale, for which the indicator is not relevant.

### Change at constant scope and exchange rates (like-for-like change)

Change at constant scope and exchange rates refers to the difference between the profit/loss for the reporting period and the profit/loss of a comparative period, following adjustment for any subsequent acquisitions or disposals completed in each of these periods. The two periods may then be compared based on the same scopes of consolidation. Currency transactions for the comparative period are remeasured using the average rate for the reporting period.

### Operating profit/(loss) including share in net profit/(loss) of jointly-controlled companies

Operating profit/(loss) is equal to consolidated net profit/(loss), adjusted for the share in the net profit/(loss) of other equity-accounted companies, the income tax expense and the net financial income/(expense).

### Net debt/equity

The net debt/equity ratio is calculated by dividing the group's net debt by attributable equity.

### Net debt/adjusted EBITDA

The net debt/adjusted EBITDA is calculated by dividing the group's net debt by adjusted EBITDA.

### Common Equity Tier 1 (CET1) ratio

The CET1 ratio is calculated by dividing CET1 capital by total risk exposure (i.e., total risk-weighted assets - RWA - for credit and counterparty risk, market risk and operational risk).

The CET1 ratio is used by supervisory authorities to assess banks' solvency.

This ratio is calculated for La Banque Postale and its subsidiaries (including CNP Assurances).

### Liquidity Coverage Ratio (LCR)

The LCR is a monthly short-term liquidity ratio which measures a bank's capacity to withstand a severe deterioration in its financial situation for up to 30 days in a systemic shock environment. Target LCR must be greater than 100%.

This ratio is calculated by dividing the sum of unencumbered, high-quality liquid assets by the liquidity requirement in a stress environment over a 30-day period.

This ratio is calculated for La Banque Postale and its subsidiaries (excluding CNP Assurances).

### Net Stable Funding Ratio (NSFR)

The NSFR guarantees that banks have sufficient stable resources (i.e., resources with an initial maturity of more than one year) to fund their activities. This long-term structural liquidity ratio calculated over a one-year period aims to ensure a sustainable structure of asset and liability maturities.

The NSFR corresponds to the amount of available stable funding in relation to required stable funding. This ratio should be at least 100% at any time.

This ratio is calculated for La Banque Postale and its subsidiaries (excluding CNP Assurances).

### Cost-income ratio

The cost-income ratio is calculated by dividing operating expenses by net banking income adjusted for doubtful interest. Operating expenses represent the sum of general operating expenses, net depreciation and amortisation, and impairment of property, plant and equipment and intangible assets.

This ratio is calculated for La Banque Postale and its subsidiaries (including CNP Assurances).

### Solvency Capital Requirement (SCR)

The SCR corresponds to the level of eligible own-funds that enables an insurance undertaking to absorb significant losses and gives reasonable assurance to policyholders and beneficiaries that payments will be made as they fall due.

The SCR coverage ratio is calculated by dividing eligible own funds held to cover the SCR by the SCR. It is an indicator of an insurer's risk-weighted solvency. The higher the ratio, the greater the insurer's ability to absorb potential losses.

This ratio is calculated for CNP Assurances and its consolidated subsidiaries.





# 4

## SUSTAINABLE AND RESPONSIBLE DEVELOPMENT

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Summary CNFS table **CNFS**

ENVIRONMENT		
Risks and opportunities	Policies, action plans and objectives	Sustainable performance measures
<p><b>Impact and financial risks</b></p> <p>Changes in carbon regulations in the Express sector.</p> <p>Transformation of the group's networks and production tools.</p> <p>Operations - business disruptions in the event of a major crisis:</p> <ul style="list-style-type: none"> <li>failure to adapt to climate change;</li> <li>increased air, soil and noise pollution and higher remedial costs;</li> <li>deterioration in biodiversity and higher remedial costs;</li> <li>resources and waste: shortage of raw materials, pressure on water supply, rising prices.</li> </ul>	<p><b>CLIMATE</b> (see Section 4.2.1)</p> <p><b>A climate policy with four objectives:</b></p> <ul style="list-style-type: none"> <li>measure;</li> <li>reduce;</li> <li>prepare for "net-zero emissions"; and</li> <li>adapt.</li> </ul> <p><b>2025 targets:</b></p> <ul style="list-style-type: none"> <li>30% reduction in GHG emissions (2013 baseline);</li> <li>€4.5bn in loans to local authorities, of which green and social loans (€1.1bn).</li> </ul> <p><b>2030 targets:</b></p> <ul style="list-style-type: none"> <li>43.6% reduction in scopes 1 and 2 GHG emissions;</li> <li>25% reduction in scope 3 GHG emissions. (2021 baseline).</li> </ul>	<p>Monitor trajectories in accordance with SBTi methodology.</p> <p>Calculate the carbon footprint of scopes 1, 2 and 3.</p> <p>Energy consumption related to buildings and transport.</p>
<p><b>Impact and financial opportunities</b></p> <p>(See TCFD<sup>(1)</sup>, Transition opportunity 1: "Strengthening the group's positioning")</p> <p><b>Support the group and all players in its value chain in reducing greenhouse gas emissions and pollution and preserving biodiversity:</b></p> <ul style="list-style-type: none"> <li>develop low-carbon logistics;</li> <li>develop urban delivery solutions using environmentally friendly and optimised mobility;</li> <li>finance low-carbon, responsible and sustainable transition projects;</li> <li>be the benchmark in terms of the circular economy and sustainable management, leveraging its logistics and industrial expertise.</li> </ul>	<p><b>POLLUTION</b> (see Section 4.2.2)</p> <p><b>Adopt an ambitious roadmap for reducing emissions of local air pollutants.</b></p> <p><b>Reduce noise pollution.</b></p> <p><b>2025 targets:</b></p> <p>Reductions in local air pollutants versus 2021 of:</p> <ul style="list-style-type: none"> <li>41% for carbon monoxide (CO);</li> <li>60% for nitrogen oxide (NO<sub>x</sub>) emissions;</li> <li>6% for PM2.5 particulate matter and stability for PM10.</li> </ul>	<p>Monitor:</p> <ul style="list-style-type: none"> <li>nitrogen oxide (NO<sub>x</sub>) emissions;</li> <li>particulate emissions (PM).</li> </ul> <p>Secure and maintain certification (such as Certibruit noise certification).</p>
	<p><b>BIODIVERSITY</b> (see Section 4.2.3)</p> <p><b>A biodiversity policy based on three measures:</b></p> <ul style="list-style-type: none"> <li>implement a dedicated governance structure;</li> <li>reduce pressures on biodiversity;</li> <li>set up a system to encourage community support.</li> </ul> <p><b>2050 targets:</b></p> <ul style="list-style-type: none"> <li>no net land take.</li> </ul>	<p>Roll out the global biodiversity score.</p>
	<p><b>RESOURCES AND THE CIRCULAR ECONOMY</b> (see Section 4.2.4)</p> <p><b>Resource and waste management policy and preparation of a resource consumption footprint.</b></p> <p><b>2030 targets:</b></p> <ul style="list-style-type: none"> <li>be the first company to have an SBT roadmap for resources;</li> <li>reuse or recycle 75% of waste;</li> <li>reuse 100% of reusable IT equipment.</li> </ul>	<p>Quantity of materials collected by Recygo and Nouvelle Attitude, valorised in reuse or recycling.</p> <p>Amount of raw materials saved by extending the life of IT equipment.</p>

(1) Task Force on Climate-Related Financial Disclosures (TCFD): international working group on climate-related financial disclosures.

SOCIAL AND SOCIETAL		
Risks and opportunities	Policies, action plans and objectives	Sustainable performance measures
<p><b>Impact and financial risks</b></p> <p><b>Business model transformation:</b> risk as to the employability of postal workers.</p> <p><b>Risk of failing to adapt to societal challenges.</b></p> <p><b>Health and safety risk.</b></p> <p><b>Deterioration in service quality as perceived by customers.</b></p> <p><b>Impact and financial opportunities</b></p> <p><b>Develop the employability of postal workers.</b></p> <p><b>Promote a responsible supply chain.</b></p> <p><b>Be a benchmark in living and ageing well and for human services.</b></p> <p><b>Contribute to the development and cohesion of local areas.</b></p> <p><b>Foster social inclusion.</b></p> <p><b>Promote ethical, inclusive and affordable digital services.</b></p> <p><b>Help our customers make the transition to sustainability.</b></p>	<p><b>EMPLOYEES</b> (see Section 4.3)</p> <p><b>Be a caring, skilled and committed company based on three pillars:</b></p> <ul style="list-style-type: none"> <li>● <b>show consideration;</b></li> <li>● <b>give people a chance and help them grow;</b></li> <li>● <b>increase engagement.</b></li> </ul> <p><b>2023 targets:</b></p> <ul style="list-style-type: none"> <li>● continue to welcome and support young people, by working on our employer brand and listening to employees (engagement survey); 2022 level to be maintained;</li> <li>● percentage of employees with disabilities: &gt;6% (i.e., above the legal minimum).</li> </ul> <p><b>2025 targets:</b></p> <ul style="list-style-type: none"> <li>● 40% of women senior executives.</li> </ul> <p><b>2030 targets:</b></p> <ul style="list-style-type: none"> <li>● 15,000 young people hired or taken on (permanent contracts, work-study contracts, internships);</li> <li>● 20% of the workforce benefiting from internal mobility schemes;</li> <li>● 7,000 employees on innovative career paths.</li> </ul> <p><b>EMPLOYEES ALONG THE VALUE CHAIN</b> (see Sections 4.4.1 and 4.4.3)</p> <p><b>Deploy the responsible purchasing policy throughout the group:</b></p> <ul style="list-style-type: none"> <li>● <b>respect human rights;</b></li> <li>● <b>encourage suppliers' practices to have a positive impact on the environment;</b></li> <li>● <b>foster social inclusion;</b></li> <li>● <b>build ethical and responsible relationships.</b></li> </ul> <p><b>2025 targets:</b></p> <ul style="list-style-type: none"> <li>● value of purchases made from inclusive and sheltered workforce sectors: €50m;</li> <li>● measure and report on the employment footprint and changes in the footprint.</li> </ul>	<p>Absenteeism, frequency and severity rate of workplace accidents.</p> <p>Breakdown of headcount by gender and age.</p> <p>Employee turnover.</p> <p>Number of training hours per employee.</p> <p>Percentage of employees having attended at least one training course during the year.</p> <p>Total number of employee agreements signed.</p> <p>Percentage of women on the management committee.</p> <p>Percentage of women among senior executives.</p> <p>Number of young interns, work-study students and new hires (permanent or fixed-term contracts) taken on in the year.</p> <p>Percentage of employees with disabilities.</p> <p>Gender pay gap.</p> <p>Value of purchases made from inclusive and sheltered workforce sectors.</p> <p>Employment footprint (direct, indirect and induced).</p>

SOCIAL AND SOCIETAL		
Risks and opportunities	Policies, action plans and objectives	Sustainable performance measures
	<b>AFFECTED COMMUNITIES</b> (see Sections 4.4.3 to 4.4.5)	
	<p><b>Continue to roll out and promote the social, territorial, digital and financial inclusion policy.</b></p> <p><b>Be a benchmark for living and ageing well and for human services.</b></p> <p><b>2023 targets:</b></p> <ul style="list-style-type: none"> <li>raise awareness/train the network in customer detection and support, strengthen support to prevent financial difficulties, develop solutions to support customers in financial difficulty;</li> <li>13.7 million customers with a Digiposte account and/or digital identity.</li> </ul> <p><b>2025 targets:</b></p> <ul style="list-style-type: none"> <li>annual loan originations in the social housing, healthcare and non-profit sectors (including Prêts Citoyens sustainability loans): €4.9bn (of which sustainability loans: €0.6bn);</li> <li>at least 90% of the population located less than 5 km or less than 20 minutes by car from a La Poste retail outlet.</li> </ul> <p><b>2030 targets:</b></p> <ul style="list-style-type: none"> <li>1 million people identified, supported, trained and equipped in the use of digital technology.</li> </ul>	<p>Number of active customers: Digiposte and digital.</p> <p>Number of beneficiaries of support services for the elderly and vulnerable.</p> <p>Annual loan originations to the social housing, healthcare and non-profit sectors and the local economy (including sustainability loans).</p> <p>Proportion of the population which is less than 5 km or less than 20 minutes by car from a La Poste retail outlet.</p> <p>Number of inclusive banking beneficiaries able to receive social benefits.</p> <p>Number of people identified, supported, trained and equipped in the use of digital technology.</p>
	<b>END CONSUMERS</b> (see Section 4.4.2)	
	<p><b>Customer satisfaction is at the heart of the “La Poste 2030, committed for you” strategy.</b></p> <p><b>2030 targets:</b></p> <ul style="list-style-type: none"> <li>make customer satisfaction the heart of priorities and governance.</li> </ul>	<p>Relationship footprint.</p> <p>Customer satisfaction indicators (post offices, sites).</p> <p>Net Promoter Scores (NPS).</p>
GOVERNANCE AND BUSINESS CONDUCT		
Risks and opportunities	Policies, action plans and objectives	Sustainable performance measures
<p><b>Impact and financial risks</b></p> <p>Compliance risk.</p> <p>Reputation risk.</p> <p><b>Impact and financial opportunities</b></p> <p>Strengthen the model's resilience with regard to economic and geopolitical crises.</p>	<p>(See Sections 2.3.2, 4.1 and 7.2)</p> <p><b>Be a profitable and responsible company.</b></p> <p>Social involvement strategy.</p> <p>Governance structured around social commitment.</p> <p>Areas of compliance.</p> <p>Target for 2025: 30% of the variable portion of executive compensation to include ESG criteria.</p>	<p>Non-financial ratings (Moody's, CDP, EcoVadis).</p> <p>ESG criteria as a proportion of the Chairman's roadmap.</p> <p>Number of reports processed.</p> <p>Number of people trained in anti-corruption during the year.</p>

## Identifying environmental, social and governance risks

These Environmental, Social and Governance (ESG) risks are identified and managed as part of the group's risk management system. CSR risk management is the responsibility of the group's Risk Department, which coordinates risk management at all levels of the group (Executive Management, business lines, subsidiaries and branches). The risk mapping and management plans resulting from this approach are presented to the Executive Committee and then to the Audit Committee (see Section 2.2 "Internal control and risk management systems"). Section 2.1 "Main risk factors" of this document sets out the eight main ESG-related risk factors selected for discussion in the Consolidated Non-Financial Statement (CNFS) pursuant to Order No. 2017-1180 of 19 July 2017. A risk description sheet is drawn up for each of these eight ESG risk

factors, drawing on collective analyses carried out internally in addition to the risk rating matrices of the various non-financial rating agencies, and on the work of the Climate/TCFD Committee<sup>(1)</sup> (physical risks and transition risks). Adaptation risk in respect of environmental and societal challenges is a cross-cutting risk that allows the Group Risk Committee and its governance bodies to consider any significant item, including weak signals, liable to upset the achievement of commitments in this area. In addition to this risk analysis, the group has carried out a double financial and impact materiality assessment on the environment and different populations. This matrix is presented in Section 4.1.2 "Structured governance". La Poste Groupe's activities expose it to environmental, social and governance risks; the necessary adaptation to changes in the environment also brings opportunities.

## 4.1 STRATEGY AND GOVERNANCE

This section introduces La Poste Groupe's sustainability ambitions. It sets out the cross-cutting strategy and governance underpinning these challenges. The double materiality matrix produced by the group in 2022 serves as the starting point for the required disclosures below.

### 4.1.1 A structured and ambitious social commitment

Since its creation, La Poste has been providing essential services to develop social and economic links across France's regions. The group has constantly reinvented itself to adapt to social and technological change, consistently driven by its wish to serve the public interest, in particular through its four public service missions<sup>(2)</sup>. In the face of the social and environmental challenges associated with our planet's habitability, La Poste is continuing to make progress and is committed to generating a positive impact. It aims to be profitable and responsible and to lead the transition towards a new business model. Guided by this approach, La Poste and La Banque Postale became mission-led companies in 2021 and 2022.

La Poste Groupe has embarked on extensive transformations to adapt to major changes in its economic environment and the world at large. The group's social commitment policy was and remains more than ever both a major pillar of this transition and a strategic priority reaffirmed in La Poste Groupe's strategic plan<sup>(3)</sup>. These advances and transformations serve all employees and are at the same time embodied by them.

The group therefore pursues long-term objectives which create value for all its stakeholders and preserve the group's resilience by:

- contributing to the development and cohesion of local areas;
- fostering social inclusion;
- promoting ethical, inclusive and affordable digital services;
- working to accelerate the environmental transition for all.

These social, societal and environmental commitments, within the meaning of Article L. 210-10, paragraph 2° of the French Commercial Code and which the group intends to pursue, are taken up in its ambitions through to 2030. Its commitments correspond to the group's drive to continue having a positive impact on society alongside its development, and enable it to contribute to the UN's Sustainable Development Goals (SDGs).

For each of these objectives, La Poste Groupe's social commitment is guided by exemplarity and a priority shared by all within the group: customer satisfaction.

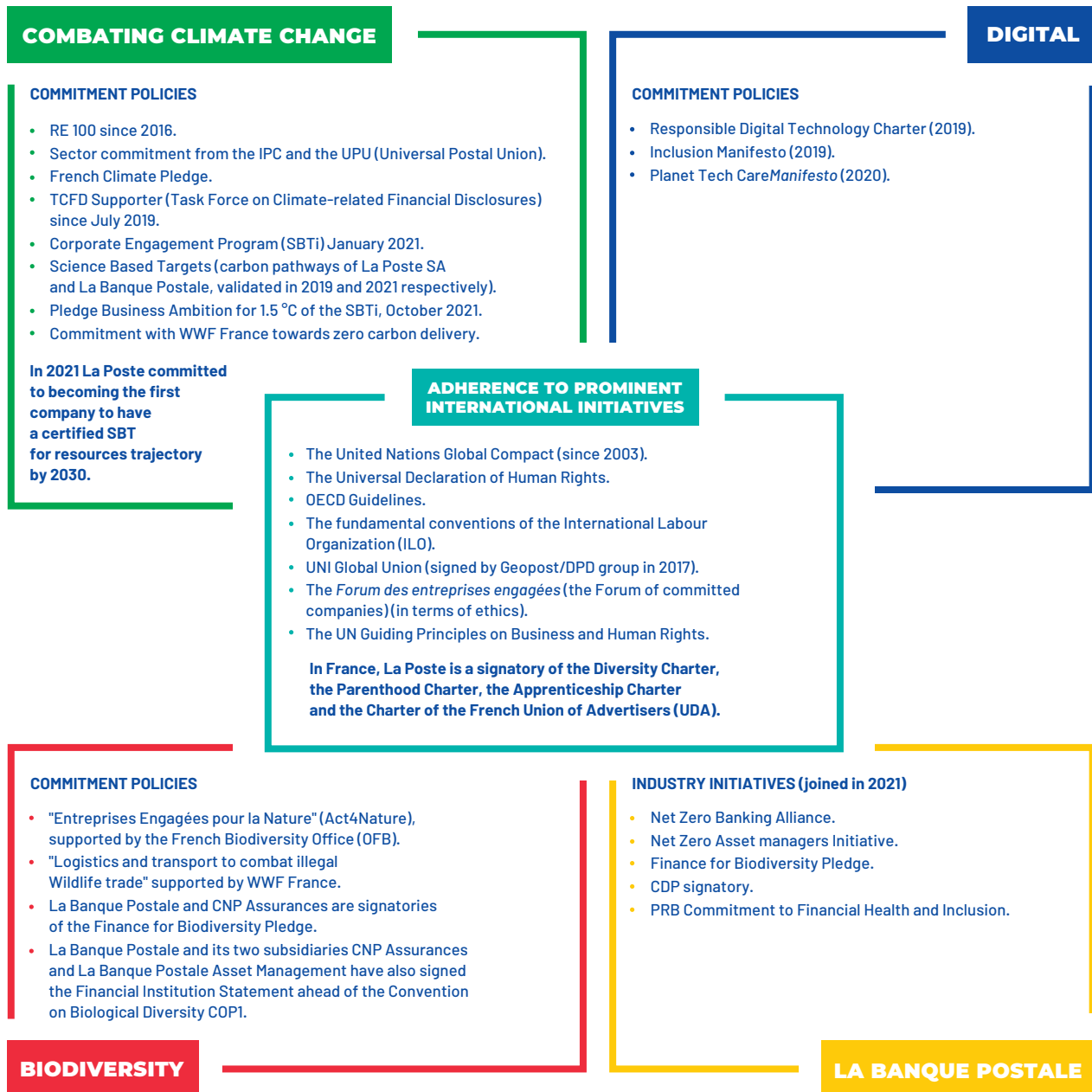
This social commitment informs the daily work of La Poste's employees and is built on a robust governance model that prioritises transparency and open exchange. All of the group's bodies are instrumental in promoting this strategy and they take care to act in the interest of all stakeholders.

(1) TCFD: Task Force on Climate-Related Financial Disclosures.

(2) See Section 1.6 "Public service missions".

(3) See the Integrated Report at the beginning of this document.

## Adherence to prominent international initiatives



La Banque Postale (and its subsidiaries LBP AM and CNP Assurances) has been publicly engaged since its creation in numerous industry initiatives to promote more sustainable finance.

Recognition for La Poste Groupe's non-financial performance is based on the proactive assessment process to which it has been committed for several years now with many different organisations. This enables it to ensure the quality of its overall corporate social responsibility approach and to remain vigilant of all ESG requirements and issues.

In 2023, the ESG rating agencies once again praised La Poste Groupe's non-financial performance. This recognition is even more important to the group since the ratings from CDP, EcoVadis and Moody's ESG Solutions have become indicators for tracking progress in the new strategic plan since 2021. As a component of the management roadmap, business ethics, climate change, responsible customer relations, human capital and social commitment are part of the group's performance measurement.

## 4.1.2 Structured governance

Year after year, La Poste Groupe has been building up and consolidating a governance system that cements its leadership in sustainability. The ESG performance measurement process informs the decisions of the Board of Directors and is used to provide training and set goals for employees. Incorporating stakeholder expectations is a key component across the group's strategy.

### ESG in governance bodies

The governance bodies are responsible for defining the group's CSR policy.

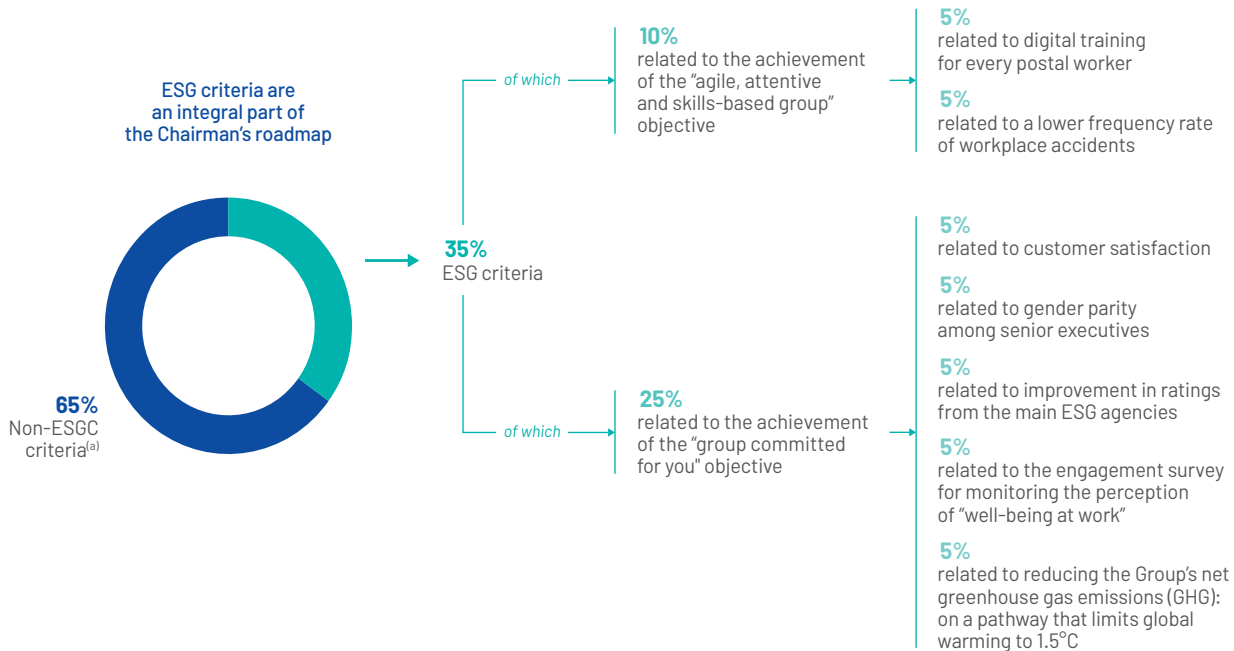
The Quality and Sustainable Development Committee is the highest decision-making body responsible for ESG issues within the group. It is one of the Board's Committees. Details of this Committee's activities in 2023 can be found in Section 5.2.3 "Board Committees".

The Mission Committee monitors the implementation of commitments undertaken by the group in its capacity as a "mission-led company". The Committee's work in 2023 is presented in Section 5.2.4 "Mission Committee".

In 2023, the Executive Committee approved a series of key decisions aimed at ensuring ESG issues are systematically factored into the day-to-day business. ESG criteria have been incorporated into the group's policies and processes, particularly management practices and certain strategic processes, and a major "committed company" advocacy programme has been put in place.

### ESG incorporated in management practices

ESG criteria account for 35% of the La Poste Groupe Chairman's roadmap. This roadmap, aligned with the objectives of the strategic plan, is then incorporated and applied in the compensation of the group's managers. In 2023, the ESG criteria of the Chairman's roadmap were as follows:



(a) Non-ESG criteria are presented in Section 5.4.1 "Total compensation of the Chairman and Chief Executive Officer".

The Chairman's roadmap is then broken down into compensation criteria representing 25% of the variable compensation of Executive Committee members. For other executives, the ESG criteria, derived mainly from this roadmap, represent:

- approximately 40% of the variable portion for LBP executives;

- approximately 35% of the variable portion for head office executives;
- between 30% and 35% of the variable portion for executives in other divisions.

To accelerate the incorporation of ESG into management practices, ESG-related goals have been set for managers since the 2023 campaign. The aim is to have an ESG criteria weighting of 30% (cumulative individual and collective goals) for the group's managers by 2025, with a view to advancing the roll-out of ESG objectives. These criteria vary from business line to business line and from business function to business function. In particular, they cover:

- **environmental issues:** for example, initiatives to reduce CO<sub>2</sub> emissions and energy used by buildings and the vehicle fleet, training for teams on green investment advice and promoting recycling and re-use in the workplace;
- **social issues:** for example, initiatives to encourage the recruitment of people excluded from employment, to reduce accidents in the workplace and to improve the way in which employee suggestions are taken into account;
- **societal issues:** for example, initiatives to promote jobs for young people, to increase the direct or indirect use of companies in the inclusive and sheltered workforce sectors, and to promote skills-based volunteering within its team;
- **governance issues:** for example, incorporating an ESG risk management criterion into employee performance reviews; transparency on lobbying initiatives, topics, objectives and expenses; and initiatives promoting dialogue with external stakeholders;
- **customer satisfaction and customer service:** for example, initiatives to improve the accessibility of physical and digital sites along with the Net Promoter Score (NPS), to ensure data integrity and to reduce the complaints rate and associated response time.

These objectives will be reviewed each year, as part of a continuous improvement approach. For 2024, reinforced change management has been implemented to prepare the 2025 objective, namely 30% of the combined individual and collective objective.

In some of the group's business lines, this process is rounded out by other initiatives designed to engage all employees in ESG issues. Within La Banque Postale, for example, each employee's individual objectives must include an objective linked to the implementation of the community commitment strategy and to the mission-led company objectives. Compensation packages also take into account community commitment, as both individual and collective compensation for bankers is indexed to these objectives. Similarly, within the Services-Mail-Parcels business line, at least 30% of collective variable compensation for 100,000 employees is linked to ESG targets.

## Embedding ESG into the daily lives of postal workers

An "inspiring and committed company" programme was launched at the end of 2022 to make social commitment a means by which the group's 233,000 employees can contribute and make an impact.

As part of this programme, all postal workers were made aware of CSR in two stages:

- launch of a core offering in March 2023 designed to teach the group's employees about its social and environmental commitments and to make them ambassadors for those commitments. In 2023, 35,732 training sessions were attended by 19,317 unique users;
- stepping up the incorporation of ESG into business training programmes in all business lines and sectors (in progress).

Elsewhere, the Climate Fresk learning tool has been deployed across the group. In all, 497 facilitators have been trained. By the end of 2023, close to 17,000 postal workers had been trained through this scheme, representing more than 1% of all those trained in this topic worldwide (1.5 million participants in 157 countries as of the end of 2023).

The Déclic programme is another key component of the "inspiring company" programme. It involves making the skills of La Poste Groupe's employees available to non-profit organisations on an ad hoc basis and free of charge during their working hours, subject to their manager's approval. In 2023, more than 8,464 hours were provided to non-profits by 2,020 committed employees. In all, 75% of employees rated their satisfaction between 9 and 10 (on a scale of 10) and 99% would recommend the experience to their colleagues.

To fine-tune the programme's action plan in 2024, CSR matters were included in the employee engagement survey at the end of 2023 for the first time. The results will be available in 2024.

Lastly, a CSR management system has been part of the Services-Mail-Parcels business line's system of excellence for several years and monitored at the highest level. The strategic decision-making process includes an assessment of a project's environmental, social and societal performance. Similarly, the Services-Mail-Parcels business line has developed CSR assessment grids for regional projects, which are used by the decision-making bodies for those projects.

Employees are overwhelmingly committed to participative innovation, a long-standing approach at La Poste. Efforts are focused in particular on setting up local or national challenges and events designed to showcase the group's "Innov'actors". Intrapreneurship is supported by the Impulser 2030 programme. This programme aims to explore new business opportunities and has a dedicated platform.

## ESG in strategic processes

La Poste Groupe is gradually revisiting all its strategic processes in order to incorporate ESG criteria.

Responsible purchasing processes have been further developed thanks to the introduction of an action plan and monitoring procedure. This is directly linked to La Poste SA, La Poste Immobilier, La Banque Postale and CNP Assurances being awarded the Supplier Relations and Responsible Purchasing (RFAR) label<sup>(1)</sup>.

Plans for allocating the resources needed to set in motion the greenhouse gas emissions reduction trajectories were defined in 2023<sup>(2)</sup>.

A financial and non-financial convergence process has been initiated at group level to ensure that the action plans implemented contribute to the GHG emissions reduction roadmap. This work will be stepped up once the CSRD comes into force. For Geopost, an innovative country-based carbon budget management system is used to monitor and ensure the implementation of the GHG reduction pathway.

The ESG aspect of the group's acquisitions and disposals policy was broadened in 2023 on several levels:

- criteria covering all ESG issues are taken into account as from the non-binding study phase, including the climate strategy;
- at the due diligence phase, the prospective targets' performance is screened against the group's social commitment objectives, together with its ability to align;

- post-acquisition audits are systematically carried out by the Risk Department six months after the integration of acquisitions and include ESG assessment criteria. The synthetic and pragmatic approach used makes it possible to check that any reservations expressed after the due diligence phase have been removed and that a process of continuous ESG improvement has been set in motion;
- ESG criteria are now considered by the business lines' Finance Departments when examining strategic projects.

## Double materiality analysis and dialogue with stakeholders

La Poste Groupe's social commitment is based on a rich ecosystem of stakeholders, who form an integral part of the risk and opportunities assessment. The group identifies the stakeholders with which it engages based on the importance and frequency of its interactions with them. Its responsibility covers the entire value chain.

Stakeholders are both interested affected parties (employees, suppliers, subcontractors, affected communities, customers, etc.) and users (non-financial rating agencies, investors).

The group has forged partnerships with certain NGOs over the years and maintains ongoing relations with those organisations. These partnerships help identify common solutions and the parties work together to bring about social change for public interest. NGO expertise also helps to improve the group's own practices.

## La Poste Groupe stakeholders



In 2023, La Poste Groupe updated its materiality assessment based on the double materiality principle introduced by the Corporate Sustainability Reporting Directive (CSRD). This assessment allows issues to be identified and prioritised according to their impact and financial materiality.

Double materiality combines:

- impact materiality, which takes into account the negative and positive impacts of the company on its environment;
- financial materiality, which considers the positive (opportunities) and negative (risks) impacts of the environment on the company that are likely to influence its performance and results.

This matrix, produced in January 2023, highlights three major pillars:

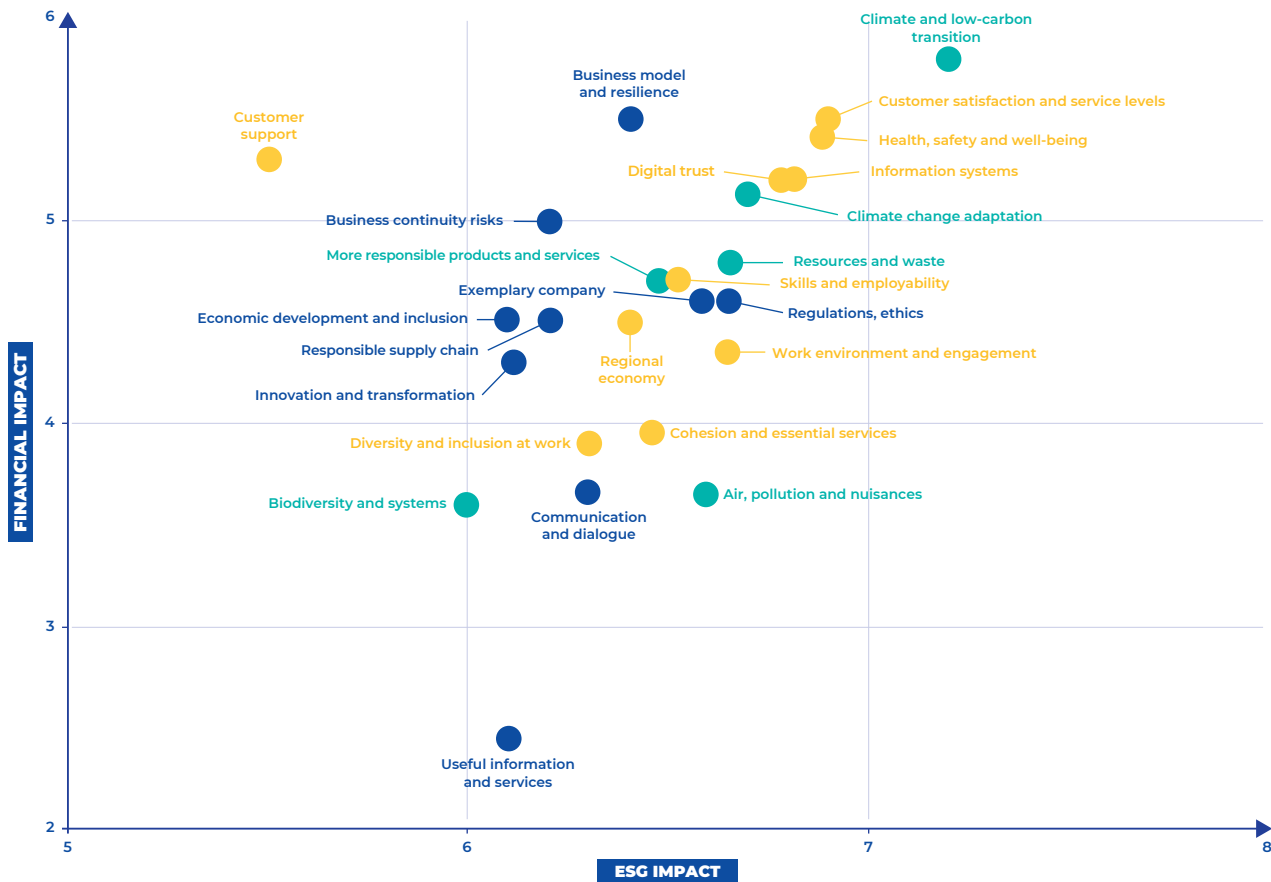
- climate and the transition to low-carbon energy;
- customer satisfaction and service quality; and
- health, safety and well-being.

These three pillars dovetail perfectly with the group's strategy and the four social commitment missions.

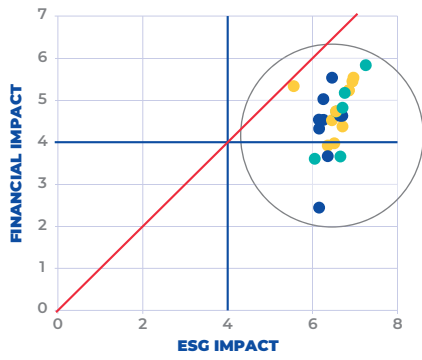
(1) The responsible purchasing policy and processes are described in Sections 4.3.1 "Social policies to drive development" and 4.4.1 "Responsible purchasing policy".  
(2) See Section 4.2.1 "Climate change".



Double materiality matrix



- Environmental challenges
- Social challenges
- Governance/economic challenges



The double materiality assessment<sup>(1)</sup>, managed by the group's Social Commitment Department, involved input from cross-functional departments (Finance, HR, Strategy, Communication, Purchasing) and all business lines. The dedicated Steering Committee, comprising members of the group's CSR Committee, approved the organisation and deliverables.

- The group's assessment was carried out in four phases:
- identifying the group's universe of CSR challenges;
  - assessing impact materiality with regard to external stakeholders, including the Mission Committee;
  - assessing financial materiality with regard to internal and external stakeholders;
  - consolidating results.

<sup>(1)</sup> This double materiality assessment is set to be carried out every two to three years. Details of the methodology used to assess double materiality can be found in Section 4.6.2 "Additional note on methodology used in the ESG double materiality assessment". The group plans to update this double materiality assessment to incorporate EFRAG guidelines when the CSRD comes into force.

## 4.2 ENVIRONMENT

This section presents:

- the main environmental challenges faced by La Poste Groupe’s business activities, in alignment with 2024 CSRD reporting standards and with a focus on the environmental impacts of the group’s activities in terms of climate change, pollution, biodiversity and ecosystems, the circular economy and water resources;
- the resulting opportunities for action;
- compliance with the European Union’s Green Taxonomy.

### 4.2.1 Climate change



In response to the scale of climate-related issues and the increasing alarm voiced by the scientific community, La Poste Groupe has upgraded its carbon policy to put it on the path to net-zero emissions by 2040, ten years ahead of the deadline set by the Paris Agreement. The new policy requires extending measurement of the group’s GHG emissions to every possible source, while continuing to drastically reduce them and rethinking the long-term offset process.

In this way, the three watchwords of the group’s carbon policy continue to serve as a foundation and guide, and should be understood and implemented in the following order of priority: measure, reduce & prepare for net-zero, and adapt<sup>(1)</sup>.

#### Measuring the carbon footprint across the value chain

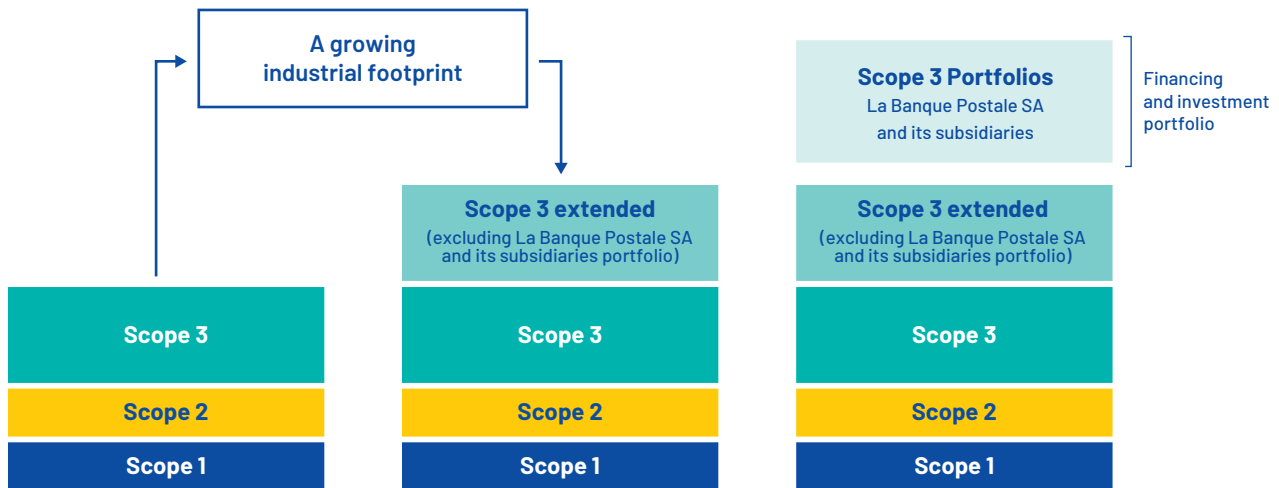
In 2023, La Poste improved its emissions inventorying process by extending the reporting scope to every consolidated entity. Based on emissions data now reported in all 15 scope 3 categories, as defined by the GHG Protocol, the group’s industrial footprint

amounted to 5,624,945 tCO<sub>2</sub>eq in 2023 (excluding emissions related to the investment and financing portfolio of La Banque Postale and its subsidiaries including CNP Assurances).

The group’s carbon footprint in 2023 is broken down into three scopes:

- Scope 1, 387,205 tCO<sub>2</sub>eq: direct emissions from the combustion of domestic fuel, gas and other fuels in facilities owned or controlled by the group;
- Scope 2, 37,681 tCO<sub>2</sub>eq: indirect emissions from electricity, heating and other energy generated upstream and purchased by the group;
- Scope 3, 5,200,060 tCO<sub>2</sub>eq: indirect emissions from activities across the group’s value chain, but from sources not owned or controlled by the group.

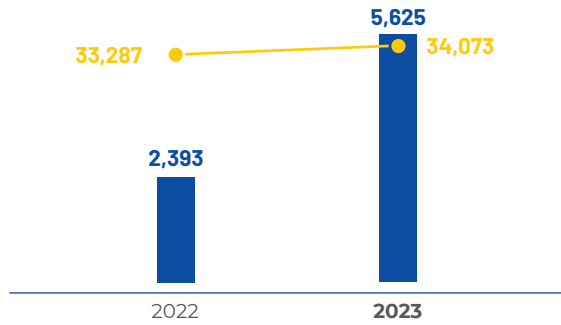
Using the methodology for calculating GHG emissions as reported in 2022, emissions in 2023 were down 5% (2,270 ktCO<sub>2</sub>eq in 2023, vs 2,393 ktCO<sub>2</sub>eq in 2022). This reduction of 123 ktCO<sub>2</sub>eq can be explained in part by the 4% drop in scope 3 emissions, and also by the continued rollout of an ambitious sustainable real estate policy and the optimisation of our own road transport.



The group, which is committed to accurately measuring its impact to align its strategy in response, is also tracking changes in greenhouse gases so that the largest sources can be targeted.

(1) See the “Environmental and social responsibility” section of the Integrated Report at the beginning of this document.

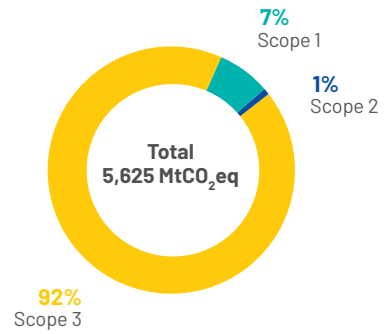
Comparative change in GHG emissions<sup>(1)</sup> and revenue<sup>(2)</sup>



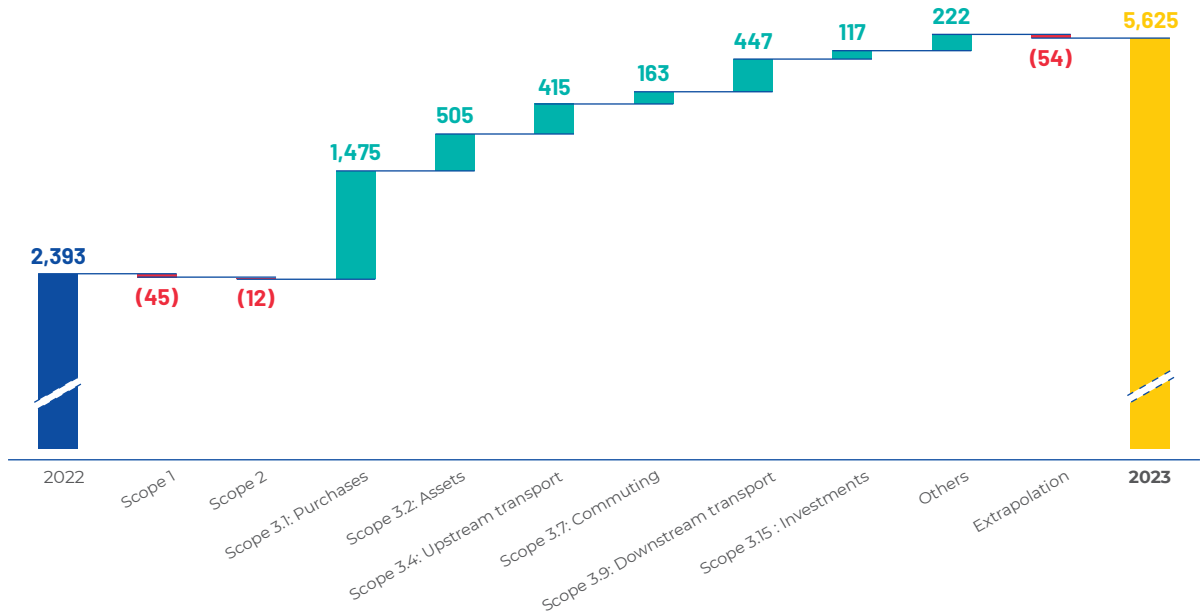
■ La Poste Groupe's GHG emissions (in ktCO<sub>2</sub>eq)  
 — La Poste Groupe's revenue (in €m)

(1) Scope 3 expanded in 2023: 2,927 ktCO<sub>2</sub>eq (Categories 1, 2, 3, 5, 7, 9, 11, 12, 14, 15)  
 (2) 2022 revenue adjusted for IFRS 17.

Structure of GHG emissions in 2023



Detailed change in GHG emissions in 2023 (in ktCO<sub>2</sub>eq)



## A sustained reduction in emissions, led by an ambitious transition plan

Since 2015, La Poste has been committed to following the 1.5 °C pathway by reducing its greenhouse gas emissions by 30% by 2025 (all scopes combined, baseline year 2013). In 2019, this pathway to 2025 was certified by the Science-Based Targets initiative (SBTi). With regard to La Poste SA's SBTi pathway commitment, its level of achievement was a reduction of 35% at the end of 2023, for a reduction target of 30% in 2025 compared with 2013.

In March 2024, The 2030 Near Term and 2040 Net-Zero Emissions trajectories of La Poste Groupe<sup>(1)</sup>, its business lines and subsidiaries were validated by the SBTi. La Poste Groupe committed to cutting its emissions by 43.6% in scopes 1 and 2 and by 25% in scope 3 by 2030, and has set a longer term target of reaching net-zero emissions by 2040 (baseline year 2021).

Geopost is engaged in an SBTi pathway designed to reduce its scopes 1, 2 and 3 emissions by 43% by 2030 compared with 2020. In 2023, it became the first international parcel delivery company to have its 2040 net-zero missions target approved by SBTi.

With its decarbonisation trajectories approved by the SBTi in October 2021, La Banque Postale has become the leading European bank in decarbonisation. It has pledged to reduce its scopes 1 and 2 emissions by 46.2% by 2030, compared with 2019, and to meet science-based scope 3 targets in 85% of its total financing and investment portfolio.

In this way, progress is being driven by the transition plans, which determine the measures implemented to meet the GHG footprint reduction targets. Even before the pathways were certified, La Poste launched a number of initiatives.

There are a variety of ways to take results-orientated action to cut GHG emissions:

- Business commitments:
  - La Banque Postale has excluded certain industries from its financing portfolio,
  - the Services-Mail-Parcels business line has eliminated one-day letter delivery;
- capital expenditure: purchasing electric vehicles (50% of long-distance transport will be carbon-free by 2030); deploying energy renovation projects in the group's real estate assets (OGE partnership between La Poste Immobilier and EDF);
- process upgrades: properly stowed bulk, route optimisation, use of road-rail transport;
- environmentally impactful solutions: impact home loans, impact loans, Sobre Energie and EDE subsidiaries, Lower the Watts programme, Movivolt, etc.;
- incentivising human resources policies: introduction of a sustainable mobility allowance and a ride-sharing solution;
- responsible purchasing policies: by 2025, at least 95% of suppliers prioritised according to their contribution to La Poste's carbon emissions will have been assigned a GHG emissions reduction target and asked to submit their transition plan; service providers are offered support in transitioning their fleets to EVs (Movivolt);
- energy sufficiency policies: increasing the use of renewable energy sources, extending the useful lives of equipment and instilling best practices across the organisation (repairs, in-house equipment exchange), optimising office waste management, conducting eco-friendly practices campaigns aimed at changing behaviour, "Global energy supply" programme aimed at increasing the energy efficiency of our real estate portfolio and developing renewable energy production.

(1) This trajectory concerns the Services-Mail-Parcels and Retail Customers & Digital Services business lines and the shared services, as well as Geopost and La Banque Postale.

(2) These targets apply to the La Poste SA scope of reporting, including in particular the Services-Mail-Parcels and Retail Customer & Digital Services business lines and Support & Corporate.

(3) The initial target of 250 large European cities was raised to 350 in early 2022.

## Preparing for net-zero by accelerating decarbonisation

The climate-related aspects of La Poste Groupe's environmental policy are focused on:

- continuing to reduce GHG emissions in line with the Paris Agreement's 1.5 °C pathway;
- positioning the group as the leader in zero-emission delivery in France and Europe;
- supporting local communities and customers, to have a positive impact on the climate, air quality, resources, biodiversity, the circular economy and other environmental issues.

### Internationally certified pathways

In October 2021, La Poste Groupe joined the Science-Based Target initiative's Business Ambition for 1.5°C campaign. As a signatory, the group has pledged to work in line with the United Nations Global Compact to reach net-zero by 2050 at the latest. More specifically, the group has committed to reaching net-zero by 2040, ten years ahead of the global target. The pathways of La Poste Groupe, its business lines and subsidiaries were validated by the SBTi in March 2024.

The group's member units are all engaged in ambitious decarbonisation pathways that have earned or are seeking SBTi validation:

- La Poste, within the scope of its Service-Mail-Parcels and Retail Customers & Digital Services business lines and the shared services (pathway validated by the SBTi in 2019): 30%<sup>(2)</sup> reduction in emissions by 2025 (vs 2013) in accordance with the Paris Agreement objectives (51% on scopes 1 and 2, in line with the 1.5°C scenario, 14% on scope 3, in line with the 2°C scenario);
- Geopost is committed to reducing its scopes 1, 2 and 3 emissions by 90% by 2040 compared with the 2020 baseline. This Long-Term (2040) pathway was submitted to the SBTi in July 2022 and validated in February 2023. By 2025, 350<sup>(3)</sup> large European cities (those with more than 50,000 inhabitants) will be covered exclusively by low-emission delivery solutions through the deployment of more than 15,000 alternative fuel vehicles, 6,700 charging stations and 250 urban storage depots. This will help to drive an 83% reduction in annual CO<sub>2</sub> emissions in last-kilometre deliveries alone in the cities concerned and a 95% reduction in pollutants (compared with 2020);
- as part of the work to update this pathway, La Poste Groupe, including all its business lines and subsidiaries, has committed to a combined long-term pathway based on a 90% reduction in total emissions between 2021 and 2040. This long-term pathway (2040) was submitted to the SBTi in December 2022 and validated in March 2024.

The Climate/TCFD Committee conducted work to identify and assess climate risks and build climate scenarios.

Climate risks have been identified and assessed using the group's general risk mapping method. It is based on the involvement of the business lines, the main resource management subsidiaries (Véhiposte and La Poste Immobilier) and the centres of expertise for CSR, risk, financial control, forecasting and research, etc. La Poste Groupe's climate risk and opportunity mapping has identified two transition risks (mitigation phase), three physical risks (adaption phase) and one opportunity.

## Main decarbonisation drivers

## Decarbonisation drivers in each of the group's four main emissions categories

**PROPERTY PORTFOLIO**

- **Accelerating and expanding energy performance renovation of postal buildings.**
- **Applying a "sustainable real estate" policy.**
- **Energy pillar - "buy better, consume better, produce better":**
  - Joint purchasing, optimising subscriptions, invoice audits,
  - Implementing the "Puissance 100,000" project with *Sobre Énergie*,
  - Increasing the proportion of energy efficiency improvements,
  - Reinforcing energy performance requirements in the works policy (new build and restructuring),
  - Massively developing of self-consumption,
  - Rolling out of LED relamping operations.
- **Climate pillar:**
  - Renovating gas boilers,
  - Limiting new construction and promoting the renovation of the existing portfolio,
  - Pursuing the environmental certification policy for buildings, Imposing low-carbon materials
  - and promote re-use in projects.

**EMPLOYEES**

- **Reduce emissions from commuting to and from work**
  - Sustainable mobility,
  - Proactively promoting closer home-work ties for vacant positions (e.g. postal carriers, customer managers).

**TRANSPORT**

- **Optimising transport and logistics plans:**
  - Optimisation of mileage,
  - Optimisation of transport (swap bodies, stowed bulk, more voluminous means),
  - Combined rail-road transport,
  - Optimisation of urban logistics and development of a network of urban logistics infrastructures.
- **Decarbonising road transport and the first and last mile:**
  - Optimising engines,
  - Low-emission vehicles,
  - Support for transport and delivery service providers with the ecological transition,
  - Pooling of flows.

**RESPONSIBLE STRATEGY**

- **Offer products to promote ecological transition<sup>(1)</sup>:**
  - Impact home loans, impact loans, etc.
- **Financing and channelling savings into green activities.**
- **Exclusion policy on certain financing operations and investments.**
- **Implement a responsible purchasing policy:**
  - Implementing measures that have a positive impact on the environment, through its suppliers and purchasing, with innovative solutions (carbon storage, development of diversity in ecosystems, etc.) and within its ecosystem.

(1) See Section 4.4.2 "Consumers and end users".

To shrink the footprint of the property portfolio, an ambitious works programme and the creation of a joint venture are helping to reduce building energy use by 20% and their carbon emissions by 35% by 2030 from the 2017 baseline year.

In 2023, the Services-Mail-Parcels business line reduced the kilometres on the first and last kilometres by 3%, and reached the level of 28% of kilometres travelled in low carbon mode (electric, biogas and non-motorised) thanks to the greening of the fleet, which now includes 22,810 electric vehicles, and the use of cyclologistics through the 526 cargo bikes in its own and its subcontracted fleet and the use of 53 urban logistics spaces. In deliveries, the Services-Mail-Parcels business line recorded a 16% reduction in kilometres travelled in 2023 compared with 2022, thanks notably to the introduction of the hub function, bulk storage and its 1,150 swap bodies. Overall, the percentage of low-carbon kilometres (biogas and biofuels) was 3.25%.

To reduce its carbon footprint, the Services-Mail-Parcels business line is opting for electric vehicles for first and last mile deliveries. It plans to double its fleet by acquiring 8,000 additional electric commercial vehicles and deploying 1,000 cargo bikes.

By the end of 2025, with these 14,000 electric vehicles, one in three Colissimo deliveries in France will be low-carbon and 100% of the population of the 22 metropolitan areas will benefit from low-emission mail and parcel deliveries.

In addition, by gradually converting its fleet to low-carbon energy and supporting its 600 partner carriers in their environmental

transition, La Poste aims to cover 50% of its kilometres in France with low-carbon vehicles by 2030.

In 2023, Geopost's deliveries in 126 European cities were made exclusively with low-emission vehicles. The business has deployed more than 9,000 low-emission collection and delivery vehicles, representing 12.5% of its fleet. Geopost is also continuing to diversify its delivery operations: DPD United Kingdom, for example, now uses more than 2,000 alternative heavy goods vehicles, representing 62% of kilometres driven during the year.

In September 2022, La Poste Groupe returned to the sustainable bond market with a €1.2 billion issue, to fund decarbonisation projects, provide access to essential services and create jobs. By 30 June 2023, 72% of total proceeds had already been allocated and are helping to drive progress towards the group's social and environmental objectives. Of the total, the group intends to allocate:

- Nearly €500 million to the climate transition, in particular through the greening of the Véhiposte fleet;
- €275 million to regional development and to health and education-related services, in particular the nationwide deployment of serviced senior residences;
- €430 million to promoting jobs for young people and people with disabilities.

The issue was subscribed by 130 investors, of whom 85% expressed a strong interest in ESG issues.

### GHG sequestration and renaturalisation projects

Since 2015, La Poste Groupe has been involved in financing a number of renaturalisation, land restoration and carbon sequestration projects in France. For example, as part of its Climate+Territories programme<sup>(1)</sup>, the group helped to gain approval, in 2019, of the “Low Carbon Label”, France’s first low-carbon certification. Through this innovative, pioneering approach, Climate+Territories is committed to:

- preserving natural ecosystems in France;
- adapting to climate change, while supporting local economic development;
- protecting biodiversity, for example by supporting forest products industries or organising a network of farmers using more sustainable practices.

So far, the programme has supported 42 projects across France, of which 22 have been certified as low-carbon, making La Poste the country’s leading contributor to the Label.

In addition to this commitment, in 2019 the group took part in the Nature 2050 programme led by CDC Biodiversité, which helps local communities adapt to climate change and to preserve and restore their biodiversity by implementing nature-based solutions with a 2050 timeframe.

Looking to the longer term, La Poste Groupe has reaffirmed its commitment to achieving SBTi net-zero emissions by 2040. This objective will be met by pursuing a pathway to shrinking its GHG footprint by 90% over the period and by preparing to offset the remaining 10% with projects dedicated exclusively to carbon sequestration. Initiatives are already underway, with the participation of the Executive Committee, to identify which projects to prioritise. With regard to the nature and location of sequestration projects, an analysis of the decision criteria (costs, availability, risks, reputation, etc.) should enable the group to focus on projects related to its core businesses, both in France and abroad. In addition, the group will seize any opportunities capable of delivering innovative climate and biodiversity solutions to address both the climate net-zero 2040 commitment and the no net land take 2050 biodiversity commitment.

### Internal carbon pricing

To drive faster decarbonisation across their operations, the Services-Mail-Parcels business line, Geopost, the Retail Customers & Digital Services business line and La Banque Postale have set up an innovative internal carbon fund to identify local decarbonisation projects, to be co-financed through a local budget and a dedicated, ring-fenced national fund.

In 2022, La Poste Groupe launched an experimental initiative to analyse the principles underlying a financial pathway to carbon abatement. The issue is not to systematically include an internal carbon price in the group’s decision-making and management systems, but to build on this approach, so that the concept of a financial pathway to decarbonisation informs investment and acquisition choices.

### Pathway to aligning activities with European Green Taxonomy objectives

The Taxonomy was put together with a view to reach net-zero carbon emissions by 2050. Each of the key performance indicators and technical alignment criteria back up this goal and are based on a target vision of decarbonised activities, even though the solutions are not always economically and technologically viable at this time.

The alignment criteria for the transport activity, for example, fail to reflect the major existing levers that the group has nevertheless activated to define and ensure compliance with GHG emissions pathways aligned with the Paris Agreement (1.5°C), as part of a commitment to reaching net-zero by 2040.

This is particularly the case for the long-distance transport/forwarding component (an activity that contributes significantly to GHG emissions). Existing technical solutions allowing this pathway to be achieved are not systematically compatible with the technical screening criteria for alignment with the Taxonomy. Vehicles using biofuels or natural gas are not considered aligned. To date, there are no alternative operational solutions for road freight transport that allow alignment with the screening criteria of the Taxonomy. Indeed, electric trucks producing zero exhaust emissions would only be available in sufficient numbers at an economically viable price as of 2025-2027, and hydrogen-based trucks will still be in the small-scale pilot testing phase until 2030.

The group’s alignment pathway remains to be completed to gradually incorporate:

- efforts made to ensure traceability of the indicators used to qualify alignment (technical and DNSH criteria) with the exhaustivity of eligible activities;
- screening criteria for the other four future environmental objectives.

### Results and targets – Reducing GHG emissions and adapting to climate change

Indicators	Scope	Unit	Targets	2023	2022	2021
<b>AMBITIOUS PATHWAYS TO GHG REDUCTION</b>						
Reduction in GHG emissions, 2013 - 2025	La Poste SA	%	in 2025: -30%	-35.1	-26.6	-17.9
• Of which scopes 1 and 2	La Poste SA	%	in 2025: -51%	-44.6	-38.3	-35.3
• Of which scope 3	La Poste SA	%	in 2025: -14%	-26.5	-15.9	-2.2
Reduction in GHG emissions, 2020 - 2030/2040	Geopost	%	in 2030: -43%	-1.3	-6.5	8
Reduction in GHG emissions, 2019 - 2030	LBP <sup>(a)</sup>	%	in 2030: -46%	-19.4	N/A	-15
% of electricity from renewable sources <sup>(b)</sup>	La Poste Groupe	%	in 2025: 100%	89.5	89.5	84.7

(a) Scope of the commitment: scope 1 and 2 GHG emissions from energy used by La Banque Postale’s vehicle fleet, excluding the Banking Advice Line and buildings.

(b) Since 2016, buildings managed by La Poste Immobilier have been supplied entirely with renewable electricity.

(1) Launched in 2015 with the Services-Mail-Parcels business line, La Banque Postale and the Network, the Climate+Territories programme is financing 15 projects to preserve 137 hectares of natural ecosystems in France.

Indicators	Scope	Unit	Targets	2023	2022	2021
<b>POSITIVE IMPACT FINANCE</b>						
Total responsible assets under management	LBP	€bn	-	55.35	39.6	41.9
• Of which SRI assets under management	LBP	€bn	-	39.77	36	310
• Of which assets with other ESG approaches	LBP	€bn	-	15.58	3.6	11.1
Total CNP Assurances responsible financial assets under management	CNP	€bn	-	342	285	317
• Of which total responsible assets under management	CNP	€bn	-	63	45	55
• Of which assets managed according to other ESG criteria	CNP	€bn	-	279	240	263
Green loan financing	LBP	€bn	in 2023: 2	1.0	1.5	0.8

Indicators	Scope	Unit	2023	2022	2021
<b>ENERGY CONSUMPTION AND CARBON FOOTPRINT</b>					
Energy consumption	La Poste Groupe	GWh	8,345	8,783	9,137
Carbon footprint	La Poste Groupe	Tonnes CO <sub>2</sub> eq	5,624,945	2,392,988	2,681,992
Scope 1	La Poste Groupe	Tonnes CO <sub>2</sub> eq	387,205	432,360	441,506
Scope 2	La Poste Groupe	Tonnes CO <sub>2</sub> eq	37,681	49,908	63,415
Scope 3: of which:	La Poste Groupe	Tonnes CO <sub>2</sub> eq	5,200,060	1,910,720	2,177,071
Cat. 1 – Products and services purchased	La Poste Groupe	Tonnes CO <sub>2</sub> eq	1,474,661	N/A	N/A
Cat. 2 – Capital goods	La Poste Groupe	Tonnes CO <sub>2</sub> eq	504,891	N/A	N/A
Cat. 3 – Activities related to energy consumption not included in scopes 1 and 2	La Poste Groupe	Tonnes CO <sub>2</sub> eq	107,737	N/A	N/A
Cat. 4 – Upstream transport and distribution	La Poste Groupe	Tonnes CO <sub>2</sub> eq	2,204,326	1,789,254	2,037,281
Cat. 5 – Waste generated during operations	La Poste Groupe	Tonnes CO <sub>2</sub> eq	71,975	N/A	N/A
Cat. 6 – Business travel	La Poste Groupe	Tonnes CO <sub>2</sub> eq	9,290	10,224	3,368
Cat. 7 – Commuting	La Poste Groupe	Tonnes CO <sub>2</sub> eq	162,860	N/A	N/A
Cat. 8 – Upstream leasing assets	La Poste Groupe	Tonnes CO <sub>2</sub> eq	5,240	2,853	1,373
Cat. 9 – Downstream transport and distribution	La Poste Groupe	Tonnes CO <sub>2</sub> eq	446,636	N/A	N/A
Cat. 10 – Processing of sold products	La Poste Groupe	Tonnes CO <sub>2</sub> eq	N/A	N/A	N/A
Cat. 11 – Use of sold products	La Poste Groupe	Tonnes CO <sub>2</sub> eq	43	N/A	N/A
Cat. 12 – End of life treatment of sold products	La Poste Groupe	Tonnes CO <sub>2</sub> eq	13,115	N/A	N/A
Cat. 13 – Downstream leasing assets	La Poste Groupe	Tonnes CO <sub>2</sub> eq	N/A	N/A	N/A
Cat. 14 – Franchises	La Poste Groupe	Tonnes CO <sub>2</sub> eq	27,863	N/A	N/A
Cat. 15 – Investments	La Poste Groupe	Tonnes CO <sub>2</sub> eq	116,953	N/A	N/A
Extrapolation	La Poste Groupe	Tonnes CO <sub>2</sub> eq	54,470	108,390	135,049
Intensity (GHG/consolidated revenue)	La Poste Groupe	Tonnes of CO <sub>2</sub> /€m	165.3 <sup>(a)</sup>	68.6	80.5
GHG emissions avoided	La Poste Groupe	Tonnes CO <sub>2</sub> eq	81,610	104,558	N/A
Fleet of electric vehicles <sup>(b)</sup>	La Poste Groupe	Number	22,810	19,402	17,058

(a) Based on the 2022 measurement methodology, the ratio would be 66.7 tCO<sub>2</sub>eq/€m.

(b) Including light commercial vehicles, Stabys; excluding electric bicycles, trolleys and handling vehicles.

## Adapting to Climate change

Since 2021, the group has been conducting a range of climate risk sensitivity and exposure analyses. In 2023, climate projection-based stress tests were carried out on the real estate assets of the Services-Mail-Parcels business line.

### Identifying and assessing significant climate change-related impacts, risks and opportunities


The Climate/TCFD Committee conducted work to identify and assess climate risks and build climate scenarios. The group has mapped its climate risks and opportunities, as presented below.

The three adaptation risks are integrated into three strategic climate scenarios in order to vary their impact and intensity according to the conditions of risk occurrence and based on the following two extreme scenarios (based on Intergovernmental Panel on Climate Change Representative Concentration Pathways – IPCC RCPs):

- IPCC RCP 8.5 – The status quo scenario: no significant effort is made to limit greenhouse gas emissions. This scenario represents the trend followed by humanity until today;
- IPCC RCP 2.6 – Strong greenhouse gas mitigation scenario. This scenario is in line with efforts aiming to limit global warming to below 2°C.

## Transition risks

 Maturity

 Rating on a scale of 1 to 4

 Scope

### Transition risk 1: Regulatory risk – taxation of emissions from the transport/logistics sector

 3 years

 4

 France

Strengthening the control of greenhouse gas emissions through carbon taxes and the Emission Trading Scheme (ETS) could have an impact on the competitiveness of the logistics sector. It is very likely that from 2026, the transport sector will integrate a similar system to the EU-ETS which requires companies to invest in the decarbonisation of their logistics activity or to acquire certificates for an equivalent amount. Similarly, the price of outsourced services could increase, meaning that La Poste would not be able to pass on these price increases to its end customers.

#### ▼ Details

Transport-related emissions represent 93% of the emissions analysed. Emissions from buildings represent 7% of the scope studied (in 2021). As a result, La Poste Groupe is particularly sensitive to the introduction of carbon price/quota mechanisms for emissions associated with road transport, as provided for in the new EU legislative package, entering into force in 2026.

#### ▼ Estimated financial impact

The estimated financial impacts by 2030 depend on the timetable for implementing the taxation schemes. These impacts will also vary greatly depending on how energy suppliers will implement the new mechanisms.

### Transition risk 2: Technological risks: non-competitive clean truck technologies

 10 years

 1

 Europe

New generations of truck technologies (alternative fuels or power units) will be needed to achieve the group's greenhouse gas reduction targets, and strategic partners will contribute to the mitigation effort.

The lack of competitive clean truck technologies could have a significant impact on the pace of decarbonisation of the group's GHG footprint and the competitiveness of logistics activities.

#### ▼ Details

In addition to the development of biogas (compressed natural gas – CNG and natural gas for vehicles – NGV), policies and technological breakthroughs are needed to promote a boom in electric and hydrogen engines, which will be more significant as of 2025. However, even considering the most optimistic scenario of major technological breakthroughs, between 60% and 80% of delivery transport would still rely on fossil fuel technologies.

Beyond 2030, the share of electric and hydrogen vehicles in the fleet should become more significant given the acceleration in sales of this type of vehicle.

#### ▼ Estimated financial impact

Electric and hydrogen technologies are expected to generate additional costs of around 35% by 2030. With regard to bio CNG, the additional CapEx remains minimal compared to the purchase cost of the vehicle (18%), which is quickly amortised. The reduction in greenhouse gas emissions linked to these new technologies should reduce the costs of sequestering residual emissions in a "net-zero" approach.



## Adaptation risks

## Adaptation risk 1: Impact of extreme weather events on the group's real estate and productive assets

 20 years

 4

 France

The frequency and severity of extreme weather events (river, rain and coastal flooding, clay soil shrinkage or swelling, storms, etc.) will increase with climate change. This could affect the group's assets, particularly its real estate, resulting in asset losses and an increase in insurance premiums.

▼ Details

Out of 10,311 sites, 759 of them (i.e., 7%) are highly exposed to flooding. The most exposed regions are Auvergne-Rhône-Alpes (136 sites), Occitanie (115 sites), Nouvelle-Aquitaine (110 sites) and Provence-Alpes-Côte d'Azur (74 sites).

Overall, flooding at La Poste sites does not seem to represent a significant risk at group level.

Plan to address adaptation risk 1: For all exposed sites, systematically integrate flood management procedures into the business continuity plan: monitor national weather alerts; raise sensitive equipment and buildings; build long and high walls; and invest in protection solutions. If the activity is too severely disrupted, consider moving the site.

▼ Estimated financial impact

Of the 759 sites at high risk, 40 are particularly vulnerable (net book value<sup>(1)</sup> >€500,000, owner, medium or high strategic level) and nine have already been impacted in the past, four of which with material impact (€15,000 to €50,000 per event). The total net book value (NBV) of the sites at high risk owned by La Poste is estimated at €138 million. La Poste is insured for up to €200 million in the event of a major claim, and it is extremely unlikely that all sites will be affected at the same time.

## Adaptation risk 3: Impact of the natural catastrophe loss ratio on outstanding home loans

 20 years

 3

 France

The increase in claims could lead to an increase in the credit default rate. The growing exposure of insurers to natural disasters is causing tensions in the insurance/reinsurance markets. In fact, the cumulative annual losses associated with droughts and floods could increase by 35% compared to 20% in an intermediate warming scenario.

▼ Details

Plan to address adaptation risk 3: systematic integration of future climate risks into the analysis of home loans, according to IPCC scenarios, is currently under consideration.

▼ Estimated financial impact

1% of La Banque Postale's average four-year outstandings are at risk of default due to flooding. 0.04% of La Banque Postale's average four-year outstandings are at high risk of default due to flooding.

## Adaptation risk 2: Impact of the climate on health, safety and working conditions

 20 years

 3

 France

The chronic increase in temperatures could lead to a deterioration in working conditions and an increase in energy expenditure and investments necessary to ensure employee comfort and maintain product integrity. La Poste postal carriers who work outside and perform physical activities are particularly exposed.

▼ Details

The number of heatwave days is expected to increase sharply by 2035 according to the two scenarios studied, doubling, at best, or even tripling. These heatwaves could reach two to six days per year.

In addition, by 2035, the increase in temperatures could lead to an average increase of +63% to +84% in the number of days per year requiring cooling to maintain a recommended temperature; i.e., 68 days under the RCP 2.6 scenario or 77 days under the RCP 8.5 scenario.

Plan to address adaptation risk 2: For sites already exposed, carry out a thermal performance diagnostic to identify what adaptation investments to make, prioritise measures to limit the entry of external heat (to make using air conditioning a last resort), determine the technical specificities related to the increase in temperatures to be included in the purchasing policy for certain types of equipment. Monitor the number of days of absenteeism during hot days and verify the implementation of adaptation measures.

▼ Estimated financial impact

The increase in the number of heatwave days will result in a loss of productivity for employees working outdoors, which varies according to working conditions and the individual employee. The associated loss of productivity is estimated at between €6 million and €10 million by 2035. Additional air conditioning expenses (if no adaptation measures are taken) are estimated at €4 million under the RCP 2.6 and €4.5 million under the RCP 8.5 scenario by 2035.

(1) Net carrying amount

Opportunities

**Transition opportunity 1: Development of low-carbon logistics: strengthening of the group's positioning**

5 years

1

Europe

▼ Details

The rise of e-commerce creates new responsibilities and difficulties for urban centres, which are threatened by traffic congestion and pollution. La Poste Groupe has identified development opportunities anchored in its expertise in urban logistics. By promoting responsible urban logistics initiatives, the group will be able to consolidate its leadership in parcels on the French and European markets, offer new services (fresh produce, courier/last mile pallets, "instant" delivery with Stuart), and develop direct marketing to individuals.

The challenge of reducing emissions associated with logistics is well supported by the group's main customers, as logistics also account for a significant portion of their own emissions (10 to 20%). The overwhelming majority of customers have implemented a carbon footprint reduction strategy. Supplier commitment remains the preferred approach for customers who see it as a rapid way of presenting carbon performance results while they focus on growing their core business. Selection criteria may relate to SBT validation or performance.

The group has positioned itself as a low-carbon supplier in response to growing demand. Low-carbon criteria will be important during the selection process of new players, such as Amazon, who are also investing in solutions to decarbonise deliveries, particularly in the last mile.

**A closer look at Services-Mail-Parcels facilities**

In May 2023, the AXA Climate consultancy was commissioned to assess the climate risk exposure of facilities operated by the Services-Mail-Parcels business line. More specifically, the study is expected to yield a more granular analysis of current and future risks faced by 3,134 facilities operated by the Mail, Parcels and Mediaposte activities, based on two timeframes, 2030 and 2050, and two IPCC climate scenarios, SSP2-4.5 and SSP5-8.5.

By identifying the most critical sites and the most significant climate hazards, the study will support the climate change adaptation plan currently being devised, which aims to strengthen the climate resilience of La Poste's operations. In addition, two hubs, PFC IDF Nord and Carros PPDC MF, were analysed in greater depth to form an opinion on climate risk exposure in a single ecosystem and to assess the business line's dependence on the ecosystem.

The findings will lead to recommendations that will be integrated into the business line's future climate adaptation plan.

**4.2.2 Air and noise pollution**



**Preserving air quality**

As with the fight against global warming, protecting air quality, particularly in urban environments, must go hand in hand with the development of the group's Urban Logistics operations, to address a priority issue for cities and towns in France and the rest of Europe.

La Poste Groupe is one of the few companies to have adopted a very ambitious pathway for reducing local air pollutant emissions by 2025:

- in its scope, which includes the entire internal fleets of the group's two logistics business lines (Services-Mail-Parcels and Geopost), plus its entire subcontracted fleet;
- in the commitments made for the 2021-2025 period, namely reductions of local air pollutants: -41% for carbon monoxide (CO), -60% for nitrogen oxides (NOx), -6% for PM2.5 particulate matter and stability for PM10<sup>(1)</sup>.

These targets are based on the measurement of CO, NOx and particulate matter (PM10 and PM2.5) emissions over the entire scope, for which the group used robust and recognised methods (COPERT and HBEFA).

To reduce atmospheric pollutant emissions, La Poste Groupe is undertaking active initiatives through its vehicle selection policy and its carbon-free urban logistics vision. The ambition of the 2030 strategic plan is to ensure low-emission delivery in 350 European cities, including 102 French cities by 2025. Geopost has undertaken

to use low-emission vehicles for its deliveries in 350 cities by 2025, aiming to reduce local air pollutant emissions by 83%. The Services-Mail-Parcels business line aims to ensure low-emission deliveries in all 44 French urban areas by 2025. The aim is for low-carbon deliveries to account for one in every two parcels by 2025. In France, as part of the cycle logistics plan launched by the French Ministère de la Transition écologique, La Poste Groupe's objective is to use cycle mobility solutions to deliver parcels to city centres in the largest 40 cities in France.

La Poste Groupe is also developing innovative solutions for measuring air quality:

- in 2022, La Poste and Airparif renewed their partnership to strengthen air quality monitoring and information for the population of Greater Paris;
- since the end of 2019, Geopost has deployed sensors in its delivery fleet, as well as in its urban storage depots and Pickup points (drop-off and pick-up points), and has shared the results of its air quality measurement programme with urban authorities and citizens through an online interface called Air Diag. 28 cities were equipped at the end of 2023;
- in France, with its subsidiary Geoptis, La Poste Groupe deploys mobile (on its vehicles) or fixed (on buildings) air quality sensors that provide data used to inform public policy.

Since 2015, La Poste Groupe has reduced its emissions by 68% for nitrogen oxide and by 54% for particulate matter.

(1) See definitions in the glossary at the end of this Universal Registration Document.

Indicators	Scope	Unit	2025 target	2023	2022	2021
<b>IMPROVING AIR QUALITY<sup>(a)</sup></b>						
Nitrogen oxide (NO <sub>x</sub> ) emissions	Véhiposte	tonnes	-60%	56.7	65.4	72.9
PM2.5 particle emissions	Véhiposte	tonnes	-60%	3.2	3.5	3.5
Percentage of kilometres managed by Véhiposte	Véhiposte	%		64	71	74

(a) Scope: vehicle fleet managed by Véhiposte.

## Reducing noise pollution

In urban environments, noise pollution is generated primarily by vehicle speed variation, engine noise and tyre rolling noise. From time to time, liftgates and backup alarms also add to noise pollution.

Now that the Mail-Parcels sorting and distribution hubs have been moved to city outskirts, most of La Poste's noise pollution occurs during collection and distribution in urban areas. The main measures deployed by La Poste to reduce its noise footprint are based on:

- deploying a fleet of electric and NGV vehicles that are quieter than their internal combustion counterparts;
- replacing older IC vehicles with new versions complying with the EU's latest Euro emissions standards;

- supporting the emergence of cycle logistics. So-called soft mode routes, which involve walking, cycling or EVs and are totally silent, accounted for 28% of all low-carbon deliveries in 2023;
- expanding deliveries to pick-up points and lockers;
- setting maximum rolling noise class standards for tyres fitted on Véhiposte vehicles (class A rating for three and four cubic metre vehicles);
- requiring Piek<sup>(1)</sup> certification for subcontractors operating vehicles in the Greater Paris area, to encourage city-centre deliverers to reduce their noise pollution.

La Poste Groupe is taking assertive steps to attenuate its noise impact and footprint. La Poste, for example, is a supporting member of the Certibruit association and has earned its certification, which recognises the efforts made by urban logistics and delivery companies. It is committed to ensuring quiet night-time deliveries and limiting freight traffic during the day.

## 4.2.3 Biodiversity and ecosystems



Climate change is playing a major role in biodiversity loss and ecosystem degradation, with 20% to 30% of animal and plant species threatened with extinction, ocean acidification, species migration and the spread of harmful species, La Poste Groupe sees it as important to maintain and strengthen its climate and resources policies by addressing the challenges of protecting wildlife and biodiversity. To meet the rising expectations of outside stakeholders and align with Caisse des Dépôts' biodiversity policy, the group issued its own biodiversity policy in 2021.

For La Poste Groupe, biodiversity issues arise in three main sectors of its operations:

- real estate activities, mainly in terms of its land footprint (built/unbuilt) and land take;
- transport activities, particularly fuel and raw materials consumption and the use of transport infrastructure, all of which contribute to habitat fragmentation;
- bancassurance activities, particularly the impact from loan applications and investment portfolios.

To support its biodiversity policy, the group is implementing three levers of action:

- a collective governance body dedicated to biodiversity issues. To manage policy, the Biodiversity Committee meets four times a year with the biodiversity managers of all the business lines and structures concerned. In all the structures, Chief CSR Officers also monitor biodiversity policy as part of the group CSR Committee. Lastly, the Executive Committee's monitoring of the group strategic plan is to be extended to include the biodiversity action plan;
- action plans designed to reduce the pressure on biodiversity caused by the group's activities in France and other countries;
- a programme to encourage community support for preserving biodiversity in mainland and overseas France, with general public awareness-raising and advertising campaigns deployed in conjunction with our leading partners, WWF and the Bird Protection League (LPO). Examples include stamp collecting programmes and markings on packaging and parcels.

Together, these plans are aimed at reaching no net land take in 2050.

(1) Piek-marked equipment helps to reduce noise from night-time deliveries and keep residential neighbourhoods quiet.

## Measuring the group's impact on biodiversity

In 2023, La Poste SA and La Banque Postale introduced the Global Biodiversity Score (GBS) metric<sup>(1)</sup>, based on a CDC Biodiversité<sup>(2)</sup> methodology, which expresses performance as the mean species abundance per square kilometre (MSA/km<sup>2</sup>). It indicates that La Poste has destroyed the equivalent of 543 square kilometres of intact terrestrial ecosystems.

Global score	Unit	2023
Static footprint <sup>(a)</sup>	MSA/km <sup>2</sup> of land	543

(a) The persistent impact of La Poste SA and La Banque Postale's activities over the past 50 years.

### Static biodiversity footprint by scope

Scopes 1 and 2 (owned or controlled operations)	11%
Scope 3: upstream operations	89%

### Static biodiversity footprint by pressure

Land use-related impacts	47%
Climate change-related impacts	31%
Pollution-related impacts	17%
Water use-related impacts	5%

La Poste Immobilier uses a number of tools and studies to measure how its property business impacts biodiversity. It is committed to attenuating these impacts by ensuring that its projects consistently address concerns regarding the preservation of nature and ecosystems. In early 2022, La Poste Immobilier rolled out a biodiversity roadmap with three major commitments to:

- shrink its biodiversity footprint, by gaining greater understanding of the impact of its activities and operations, and then attenuating them;

## 4.2.4 Use of resources and circular economy



La Poste participates in the sound management of material resources<sup>(3)</sup>, an asset we all share. It is undertaking initiatives to disclose its resource use footprint and is committed to becoming the first company to have a certified "SBT for Resources" pathway by 2030<sup>(4)</sup>.

The group is dedicated to sustainably managing resources and pursuing ambitious goals at every level, i.e., both in its own operations and in the design of products and services:

- Operating procedures:
  - reuse or recycle 75% of its waste by 2030,
  - reuse 100% of its reusable IT equipment by 2030;
- Products and services:
  - Mail and Parcel packaging: incorporate 50% recycled materials by 2025 and 60% by 2030,
  - maintain full recyclability; strive to eliminate single-use plastic packaging by 2025,

- regenerate ecosystems, to make a positive contribution to biodiversity;
- reconnect with the living world, by getting every employee and stakeholder involved, in particular through training initiatives and meaningful nature experiences exploring biodiversity issues.

For new facilities, the roadmap seeks to limit the land take impact and to integrate biodiversity as a new quality standard. For existing sites, La Poste Immobilier hopes to improve biodiversity on 1,000,000 sq.m of green space by 2030.

In September 2021, La Banque Postale signed the Finance for Biodiversity Pledge, a global initiative that aims to restore and preserve biodiversity in investment and financing activities. In particular, the Bank committed to the following by 2024:

- collaborating and sharing assessment methodologies, biodiversity metrics and funding approaches with other signatories;
- supporting companies in their efforts to reduce their negative impacts and enhance their positive impacts;
- assessing the positive and negative impacts of financing and investment activities on biodiversity, and identifying the key drivers of biodiversity loss;
- setting targets to increase positive impacts and reduce negative impacts.

To fulfil these commitments, La Banque Postale is striving to implement a biodiversity policy that will build on such existing initiatives as:

- excluding companies with a high impact on deforestation from its Responsible Financing and Investment Charter;
- Financing, as part of its carbon fund, external projects in France that are low-carbon certified and external projects in other countries that are aimed at preserving biodiversity.

- La Poste Mobile: reconditioned phones to account for 10% of sales by 2025; offer reconditioning, trade-in and recycling solutions that improve mobile phone circularity,
- support the development of CtoC platforms for second-hand goods by 2030,
- become a leader in new local circular economy logistics services by 2030.

## Integrating the circular economy into every aspect of operations

La Poste Groupe is embedding the circular economy across its value chain through a number of initiatives.

Upstream, the group is deploying procurement standards, such as the purchase of responsible paper, whose production does not contribute to deforestation (i.e., labelled as recycled or sourced from sustainably managed forests) or the purchase of inks, glues and varnishes certified with the Imprim'Vert label.

(1) In the case of La Poste SA, the metric's scope of reporting includes La Poste Immobilier, the Services-Mail-Parcels and Retail Customers & Digital Services business lines and Corporate headquarters. In the case of La Banque Postale, it covers La Banque Postale SA, La Banque Postale Asset Management, Louvre Banque Privée and CNP Assurances, but excludes La Banque Postale and CNP Assurances financing and investments.

(2) CDC Biodiversité, a subsidiary of the Caisse des Dépôts group, was created in 2008 with the primary mission of supporting biodiversity-friendly economic development in the public interest. It is a private-sector company whose business is dedicated entirely to the design, implementation and sustainable management of results-driven initiatives to restore and preserve biodiversity.

(3) Material resources correspond to natural resources, of biological or fossil origin, and man-made resources produced from natural resources and energy. Resources taken directly from nature (or new resources) are known as raw materials. Resources derived or recovered from waste are known as secondary raw materials.

(4) In other words, it has adopted a resource trajectory compatible with planetary limits, defined and validated using an internationally recognised reference system similar to the Science-Based Targets (SBT) system.

Practices that help to reduce consumption are also being encouraged, such as preferring low-weight paper and standard formats, digitising lengthy and/or recurring administrative documents; and rationalising and reconfiguring printers across the network.

In addition, at every stage in the life cycle of objects used in its operations, the group is committed to applying circular economy principles in its resource purchasing and use. It strives to refurbish equipment and recover any reusable waste, while improving the circularity of both retail products, such as envelopes, postal parcels and mobile phones, and its own equipment and supplies, such as electrical and electronic hardware, vehicles, paper, building materials, water, furniture, logistics packaging and workwear.

By way of illustration, 13,400 tonnes of material were saved in 2023 by extending the life of IT equipment.

### Acting as the go-to partner for the circular economy

The group is also developing services to support its corporate, government and retail customers in the environmental transition, particularly in the areas of second-hand purchases, recycling, reuse and repair. It is facilitating the development of CtoC platforms for second-hand goods. It combines its logistics offerings with reverse logistics, collection and delivery services to promote the reuse and recycling of everyday objects. La Poste's major contribution to the circular economy is its ability to capture and direct resources scattered among a multitude of users, both businesses and individuals. The group also provides support for the circular economy in local communities through innovative financing solutions, in particular green loans to local authorities and companies.

### Introducing new local logistics services

As a leading operator and partner in the circular economy, the group wants to overcome one of the latter's major difficulties: that of the logistics related to reusing or recycling objects. This involves collecting everyday objects or professional equipment from private individuals or companies to extend their life cycle. La Poste Groupe collects resources from consumers, SMEs, VSEs and network companies, consolidates them, adds value to them and routes them towards recycling and refurbishing businesses.

More than ten years ago, La Poste positioned itself in circular economy services and support for circular industries, in particular through two dedicated subsidiaries, Recygo (51%-owned) and Nouvelle Attitude (100%-owned).

Recygo<sup>(1)</sup> is a leading provider of collection, recovery and reuse services (paper, cardboard, bottles, cans, cups, cartridges, masks, etc.). On small sites, office waste is collected by postal carriers, avoiding the need to organise dedicated rounds. The waste is then sorted by Nouvelle Attitude, or else by partners in the social and solidarity economy, and ultimately recovered by a variety of channels in France, with a focus on promoting local jobs. Recygo also offers eco-friendly products and containers, particularly to support waste sorting in public spaces. In late 2023, in conjunction with France's Nouvelles Fibres Textiles consortium, Recygo

launched a new solution to collect and recycle used workwear, which the Services-Mail-Parcels business line leveraged to introduce a used workwear recycling programme.

Nouvelle Attitude is a company that promotes social integration, and that has traditionally focused on sorting and packing waste paper, archives and cardboard for recycling. It is also expanding into the sorting, assessment and recovery of resources through recycling, repair and reconditioning, with particular skills in the reconditioning of bicycles from fleets owned by companies, local authorities and mobility operators (855 bicycles reconditioned in 2023).

In 2023, the services provided by Recygo and Nouvelle Attitude enabled the collection of 87,056 tonnes of materials for recycling and reuse.

La Poste is also deploying other local services to support the circular economy. For example:

- Colissimo and Shop2Shop (by Chronopost) are supporting the development of peer-to-peer second-hand sales, with facilitating services such as sending and receiving packages at Pickup points or letterbox platforms (available on the La Poste website, with advice about shipping<sup>(2)</sup>);
- La Poste is supporting manufacturers of new reusable packaging for online retailers, at a time when the reusable business model is still not robust. To help structure this emerging business, a number of initiatives were undertaken in 2022, including drafting an Afnor specification to define guidelines for reusable packaging; creating a "Reposte" label awarded after technical and CSR tests to guarantee successful delivery of reusable packaging; and launching a simple, cost-effective offer for online shoppers and retailers to return empty reusable packaging through letterboxes for cleaning and reuse;
- La Poste is supporting local authorities in encouraging bio-waste sorting by having postal carriers distribute collection kits to residents;
- In May 2023, the wholly-owned SOGEC Marketing subsidiary launched France's first insulin injection pen recycling programme for the Novo Nordisk pharmaceutical group.

The "total packaging sold made from recycled material, by weight" indicator has seen a drop resulting solely from paper packaging:

- Despite extensive investigations by our purchasing department, the state of the paper market in 2023 was such that we were unable to source recycled paper of sufficient quality and security of supply to produce our ready-to-mail products;
- In 2023, the launch of the new Mail range resulted in a reduction in ready-to-mail stocks and very substantial new orders to supply all of our contact points. The amount of paper packaging in 2023 therefore represented a higher proportion of the total weight of packaging. The fact that this paper is not recycled pushes down our indicator (overall recycled rate across all references).

By contrast, the average recycled rate in cardboard and plastic packaging increased to 46% in 2023, in line with the targets set.

Due to the state of the paper market, we are currently considering changing the scope of the target from 2024.

(1) For Recygo, the reporting period extends from 1 November 2022 to 31 October 2023.

(2) [www.laposte.fr/envoyer-colis-vinted](http://www.laposte.fr/envoyer-colis-vinted).

## Other services to develop the circular economy

### ▼ INDICATORS AND TARGETS

Indicators	Scope	Unit	Target	2023	2022	2021
<b>REUSE OR RECYCLE OPERATING WASTE<sup>(a)</sup></b>			<b>IN 2030: 75%</b>			
Recovery rate of waste electrical and electronic equipment (WEEE) <sup>(b)</sup>	La Poste Groupe	Rate in %		90	90	93
Amount of collected WEEE	La Poste Groupe	Tonnes		1,068	1,174	1,510
• of which reused	La Poste Groupe	Percentage		3	6	5
• of which recovered through materials recycling	La Poste Groupe	Percentage		83	80	85
• of which burned as fuel for heat recovery	La Poste Groupe	Percentage		4	4	3
<b>RETURN REUSABLE IT EQUIPMENT BACK TO SERVICE<sup>(c)</sup></b>			<b>IN 2030: 100%</b>			
Computers reused	La Poste and LBP	Number		5,621	6,564	3,035
Smartphones and tablets reused	La Poste and LBP	Number		19,192	27,282	22,065
Smartphones and tablets repaired and returned to service	La Poste and LBP	Number		3,329	2,281	3,624
<b>ENCOURAGE MOBILE PHONE SUBSCRIBERS TO TAKE AN ECO-RESPONSIBLE APPROACH</b>			<b>IN 2025</b>			
Sales of reconditioned mobile phones	La Poste Mobile	Percentage	10%	6.5%	4.7%	2.7%
<b>OFFER CUSTOMERS ECO-DESIGNED, CIRCULAR POSTAL PACKAGING</b>						
% of total packaging sold made from recycled material, by weight <sup>(d)</sup>		Percentage	50%	34.0	40.5	40.1
Single-use plastic packaging sold		Number, in millions	0	0.4	1.9	4.5
<b>BECOMING A LEADING PLAYER IN THE RATIONAL MANAGEMENT OF RESOURCES</b>						
Amount of materials collected	Recygo and Nouvelle Attitude.	Tonnes		87,056	110,970	115,674
• of which materials recovered for reuse or recycling		Percentage		97	98	99
Number of facilities using Recygo solutions	Recygo	Number		25,800	23,000	19,450
Workforce inclusion support	Nouvelle Attitude	Number of people		197	185	135

(a) While the objective concerns all types of operating waste, currently only waste electronic equipment data is reported.

(b) Concerns waste from electrical and electronic equipment used by La Poste Groupe for its own operations. Such waste is recovered and reused through a variety of treatment processes, including reuse, materials recycling and use as fuel for heat recovery. These data do not include equipment that has been donated or sold, thereby avoiding waste.

(c) Refers to the entire second life of refurbished and reused equipment after its use by La Poste.

(d) In sorting and recycling channels in France, the percentage of packaging that residents can put in waste sorting bins in municipalities that have extended sorting guidelines.

## Managing water use

The group has taken an assertive approach to protecting water resources<sup>(1)</sup>, which are covered by the group's resources and circular economy policies.

La Poste uses water almost exclusively for drinking purposes and in sanitation facilities, in company restaurants and for groundskeeping. The only use in a production process is at the Philaposte printing plant in Boulazac, in the Dordogne region, which is an installation classified for the protection of the environment (ICPE), subject to approval by local authorities and water management rules. Water samples are analysed daily and weekly for mandatory monthly reporting, while water use and effluent discharge are carefully monitored. An evaporation concentrator is currently being installed to concentrate effluent from the rotogravure facility, which will reduce the amount of liquid waste to be treated. It is scheduled to become operational in 2024.

La Poste's water use is carefully tracked to attenuate supply risks and help to manage this shared asset, both in its upstream supply and in its downstream discharge. As part of its sustainable real estate policy, La Poste Immobilier has included a project dedicated to optimising water management that covers usage tracking and reduction, leak management, soil permeabilisation and differentiated rainwater management.

The group is assertively taking a wide range of initiatives to reduce its water use:

- since 2012, La Poste Immobilier has equipped around 30 sites with smart water meters, making it possible to monitor their consumption in real time, manage it remotely and detect irregular consumption. The aim of this system is to obtain more accurate data on the main sources of energy consumption in buildings (usually the inter-company restaurant and sanitary facilities) and to detect leaks;

- building management systems involve such solutions as adjusting toilet flow rates, installing aerators, performing preventive maintenance and installing dual-flush toilets;
- La Poste is raising employee awareness of eco-friendly practices, for example as part of the "green lease" initiative and the 2023 summer water sufficiency plan;
- service providers are required to comply with water sufficiency standards in watering green spaces and washing vehicles.

Almost all the water is supplied by public utility networks managed by local authorities, although several units already use harvested rainwater for sanitary facilities or landscaping. The Services-Mail-Parcels business line's 2023 Carbon Innovation Fund financed a rainwater harvesting project for the sanitary facilities and future vegetable garden at the Fécamp mail distribution hub.

Particular care is taken to avoid soil and water pollution during exceptional situations, with every facility prepared to safely manage firewater runoff and fuel leaks.

In addition to the water used in its direct operations, La Poste Groupe offers services that help to improve water management more generally. This is the case, for example, with La Banque Postale's green loans, which finance sustainable water management, sanitation and other projects, and with the waterless carwash solution offered by the Axeo subsidiary.

In addition, La Poste Groupe is raising employee and customer awareness of waste-related and other forms of water pollution through partnerships with the World Cleanup Day France association, since 2018, and with The SeaCleaners association since 2023.

### ▼ WATER USE

	Scope	Unit	2023	2022	2021
Water use	La Poste Groupe	dam <sup>3</sup>	1,943	1,917	1,806

## 4.2.5 European Union Green Taxonomy

Adopted in June 2020 through Regulation (EU) 2020/852, the European Taxonomy is a harmonised classification of economic activities considered sustainable, which offers more transparency to players in the European economy.

The EU's Green Taxonomy has two objectives:

- provide a harmonised reference framework aimed at orienting financial and business investment strategies towards sustainable activities;
- accelerate the green and sustainable transition of economic players.

In 2023, for the first time, the group's alignment with the climate change adaptation and mitigation objectives will be reported in its entirety, covering both the industrial and commercial scope and the bancassurance activities.

In 2023, Delegated Regulation EU 2023/2485 and Implementing Regulation EU 2023/248 introduced fundamental changes to the regulatory framework:

- publication of the four remaining environmental objectives, thereby finalising the text;
- disclosure of La Poste Groupe's eligibility ratio for the six Taxonomy objectives;
- introduction of the air freight sector, the final link in the group's Mail, Parcels and Express value chain.

(1) The materiality analysis performed in 2022 did not identify water management as a material issue.

## Fundamental regulatory changes

In an ever-changing regulatory environment, the Taxonomy's analytical processes will eventually cause financial and non-financial reporting practices to converge. These fundamental changes are already being ushered in ahead of time by the Taxonomy, but eventually they will be broadly integrated into the issues addressed by the CSRD.

From now on, non-financial entities will have to analyse alignment with the six environmental objectives across all their activities.

In addition, in 2023, each euro spent could make a substantial contribution to several Taxonomy objectives at the same time. This development supports the wide range of projects undertaken by La Poste Groupe to fulfil its environmental policy ambitions. The summary of the results of the turnover and CapEx alignment KPIs will nevertheless be reduced to two overall KPIs, reflecting the group's performance in meeting all six objectives.

## Positioning governance closer to the business lines in 2023

In 2021, La Poste Groupe formed a Steering Committee specifically dedicated to addressing the new regulatory requirements introduced by European legislation. The committee, which brings together all the group's stakeholders and in-house expertise, has been expanded to cover all the business lines in the industrial and commercial scope. It is co-led and championed by the Finance Department and the Social Commitment Department.

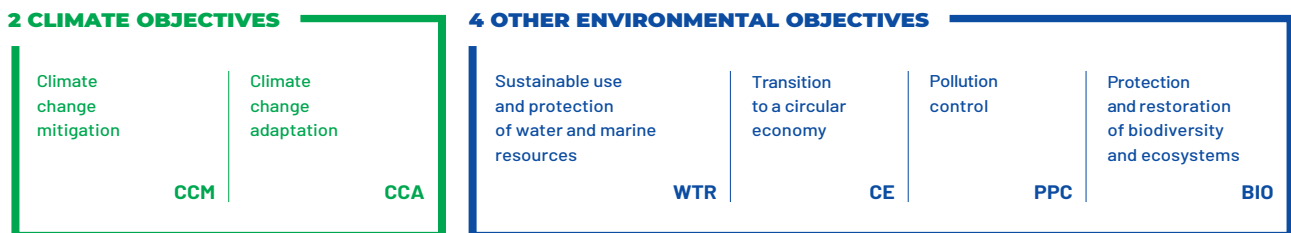
La Poste Groupe discloses indicators for all its activities concerned by the Taxonomy directive, both financial (La Banque Postale) and non-financial (industrial and commercial scope: Services-Mail-Parcels, Retail Customers & Digital Services business lines and Geopost). In 2023:

- in the industrial and commercial scope, projects focused on identifying eligible activities with regard to the six environmental objectives;
- in the bancassurance activities, reported data<sup>(1)</sup> include, for the first time, the ratio of alignment with the KPIs specific to these activities.

## Measuring the alignment and eligibility of group activities

The EU Taxonomy regulation is supported by three EC delegated regulations<sup>(2)</sup> that together define the technical framework for addressing the challenges of the six environmental objectives. In particular, they set out the technical screening criteria for determining whether an economic activity qualifies as contributing substantially to these six objectives.

### The six objectives of the Taxonomy



To be considered sustainable – or aligned – an activity must meet each of the following three conditions:

- contribute substantially to one of the six environmental objectives;
- do no significant harm to the other five objectives, in compliance with the DNSH<sup>(3)</sup> criteria;
- comply with minimum social safeguards.

### Industrial and commercial scope

La Poste Groupe's scope of screening for turnover and CapEx eligibility corresponds to several sectors defined by the Taxonomy regulation. The summary below presents the changes stemming from the eligibility screening analysis of the group's main activities.

### Geographic scope

The Taxonomy requires screening of all the group's activities, without exception, in every consolidated entity. As part of a continuous improvement process, the defined methodologies and principles have been deployed in a geographical scope currently limited to Europe for alignment purposes.

### Mail and Parcels value chain

The Mail and Parcels value chain (including express delivery) covers two main families of activities as defined in the Delegated Act of the Taxonomy Regulation:

- collection, transport and distribution activities, which rely on modes of transport;
- sorting and transshipment activities (and infrastructure).

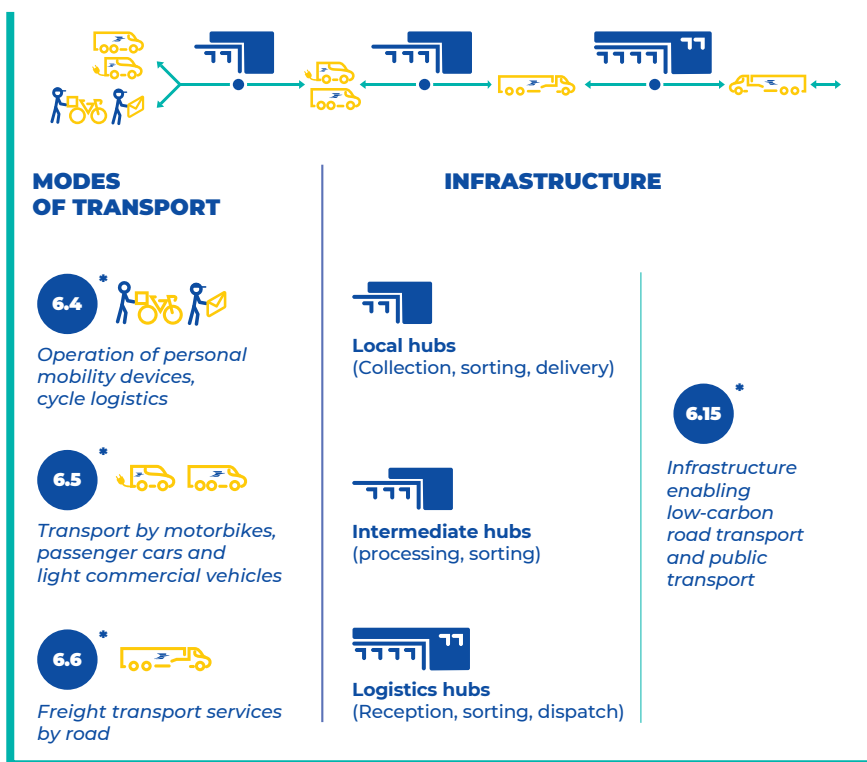
(1) La Banque Postale's 2023 reported Taxonomy data are incorporated by reference in this document.

(2) Delegated Regulations (EU) 2021/2139 of June 2021, (EU) 2021/2178 of July 2021 and (EU) 2023/2486 of 27 June 2023.

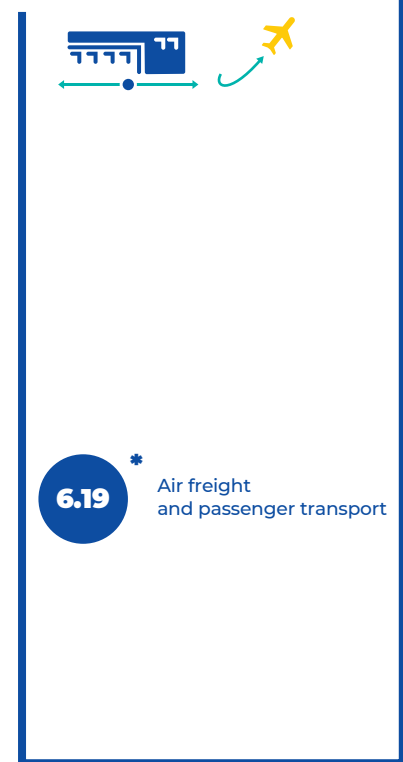
(3) Do No Significant Harm means avoiding any material adverse impact on any of the Taxonomy's other five environmental objectives and complying with the minimum safeguards.



## INITIAL SCOPE (2022)



## DEVELOPMENTS IN 2023



\*Sector code and Taxonomy name.

## Links in the value chain

## Modes of transport

- CCM 6.4: pedestrian, bicycle, e-bike and cargo bike rounds, i.e., modes of delivery using human power for propulsion, a zero-emission engine, or a combination of both (freight transport services by bicycle);
- CCM 6.5: light vehicle rounds; own-operated activities are partially aligned with the decarbonisation of the fleet;
- CCM 6.6: freight transport services by road. Note that no existing vehicles can be aligned, including gas- or biogas-fuelled vehicles, even though they make a significant contribution to the carbon pathway;
- CCM 6.19 (new sector<sup>(1)</sup>): passenger and freight air transport, applicable to the group in the case of subcontracted air freight services.

Concerning the subcontracting of modes of delivery, once their traceability is contractually established (i.e., the proportion of green modes used), the screening can establish the degree of alignment. Otherwise, the turnover corresponding to the subcontracted activity is deemed to be unaligned.

## Industrial infrastructure

- CCM 6.15: infrastructure enabling low-carbon transport.

Substantial contribution conditions: the activity meets at least one of the following criteria:

- infrastructure for the operation of vehicles with zero tailpipe CO<sub>2</sub> emissions (for example, electric vehicle charging points, electricity grid connection upgrades, hydrogen refuelling stations or electric road networks);
- infrastructure and associated subsystems for the transshipment of freight between modes (e.g., terminal and trackside superstructure for loading, unloading and transshipment of goods).

This criterion therefore covers all types of La Poste infrastructure enabling the transshipment of mail and parcels, which contributes substantially to the climate mitigation objective of Article 16 (EU 2020/852). In this regard, all the hubs can potentially make a substantial contribution to this objective.

La Poste Groupe activities within sectors covered by the Taxonomy are assessed to determine whether and to what extent they do no significant harm to one of the Taxonomy's other five environmental objectives and uphold minimum safeguards.

(1) Published in Delegated Regulation (EU) 2023/2486.

Screening of eligibility criteria and assessment of DNSH and minimum safeguards

	Modes of transport			Infrastructure	Other segments
	Cycle logistics/ soft mobility	Light commercial vehicles	Heavy goods vehicles	Transshipment and sorting	Real estate, Waste management, Energy performance services
<i>Screening criteria</i>	CCM 6.4	CCM 6.5	CCM 6.6	CCM 6.15	CE 2.3, 2.7 and 5.9/ CCM CCM 7.1 to 7.7/8.1, 8.2/9.3
<b>Postal alignment principles</b>	The proportion of postal activities using personal mobility or transport devices propelled by the user's physical activity, a zero-emission engine or a mixture of the two, are considered to be aligned.	Only zero tailpipe emission vehicles are subject to alignment. including vehicles emitting less than 50 gCO <sub>2</sub> /km, until 31 December 2025	including low-emission heavy goods vehicles under certain conditions <sup>(a)</sup>	All the postal hubs, including buildings and machinery, meet these criteria.	Concerning these activities, there are no specific aspects related to the postal activity's alignment issues.
<b>Environmental objectives</b>	<b>DNSH screening criteria</b>				
<b>Climate change adaptation (CCA)</b>	In each of the screened sectors, the group has implemented climate risk management, monitoring and guidance processes (TCFD, etc.) for its various activities (7.1 and 7.2) <sup>(b)</sup> .				
<b>Transition to a circular economy (CE)</b>	Measures are in place to manage waste, depending on waste types, both in the use phase (maintenance) and in the end-of-life phase, in particular through the reuse and recycling of batteries and electronics and the critical raw materials therein.		Aligned with current European regulations. Only new infrastructure will be screened for alignment.		5.5: Separately collected waste is not mixed in waste storage and transfer facilities with other waste or materials with different properties. 7.7: Not applicable 9.3: Not applicable
	None	Aligned with the European Regulation: vehicles of categories M1 and N1 are both (b) reusable or recyclable to a minimum of 85% by weight (c) and reusable or recoverable to a minimum of 95% by weight (Directive 2005/64/EC).			
<b>Pollution prevention and control (PPC)</b>	None	Given the average speed, duration and diversity of delivery rounds, this standard should also be interpreted in light of the specific nature of postal activities.	Aligned with current European regulations.		5.5: See the Directive on waste storage and transfer facilities. 7.7: Not applicable 9.3: Not applicable
		Clarification for the tyre criterion: postal operators feel that mid-range tyres offer the best solution for meeting the Taxonomy's demanding criteria. For other criteria: alignment with current EU legislation is underway.			
<b>Protection and restoration of biodiversity (BIO)</b>	None	None	None	Need for an environmental impact assessment (EIA) carried out in accordance with Directive 2011/92/EU, where applicable.	5.5: Not applicable 7.7: Not applicable 9.3: Not applicable
<b>Minimum safeguards</b>	With respect to Article 18 of the Taxonomy Regulation and in line with the Final Report on Minimum Safeguards published by the Platform on Sustainable Finance (October 2022), the answers to questions regarding compliance with the minimum safeguards on (i) human rights, (ii) corruption, (iii) taxation and (iv) fair competition are presented in this document.				

(a) There are currently no lorries on the market that meet the group's technical requirements and the challenges of its business model.

(b) Referring in particular to the work carried out by the TCFD on the climate risk audit.

### A closer look at HGV alignments: transitional alignment of certain vehicles

The HGVs operated by La Poste Groupe do not meet the Taxonomy's primary screening criteria of net-zero CO<sub>2</sub> emissions and do not meet the criteria for zero-emission commercial vehicles in accordance with Article 3 (11) of Regulation (EU) 2019/1242.

However, when it is not technologically and economically feasible to meet the said criterion, vehicles must meet the criteria for low-emission heavy-duty vehicles in accordance with Article 3 (12) of Regulation (EU) 2019/1242, which is based on emissions assessed across the entire life cycle. However, it has been shown that using biofuels/biogas can reduce GHG emissions by almost 90%, according to these same life cycle assessments.

The alignment resulting from this assessment is tracked and documented annually to ensure that it is still operative.

### Pathway to alignment with climate objectives

The European Taxonomy was drafted with a view to reaching net-zero carbon emissions by 2050. Each of the key performance indicators and technical alignment criteria back up this goal and are based on a target vision of decarbonised activities, even though the solutions are not always economically and technologically viable at this time.

As a result, because the screening criteria attributed to La Poste Groupe's activities are appraised separately, the Mail and Parcels activities (including Express) are now folded into the Taxonomy's freight transport services by road sector and activities. While there are similarities between postal transport and freight transport by road, these similarities are actually quite limited, and this Taxonomy-based vision overshadows the major optimisation levers that the group is activating to meet the challenges of alignment with the GHG emission pathways set by the Paris Agreement (1.5°C). Whereas loads in road transport are carried in a point-to-point model (mainly BtoB), postal services consist of an integrated collection, transport and delivery process blending light goods flows for many senders and recipients in BtoC, BtoB, CtoB and CtoC models. The Taxonomy's failure to take into account this specific feature results in substantial limitations, such as the non-recognition of:

- load factor optimisation systems (swap body containers, double decker containers, etc.) that contribute significantly to reducing the emission intensity of transport; and
- in terms of first and last mile logistics (including mail and parcel delivery), the intrinsic and essential contribution of the Mail-Parcels business model based on pooled flows and resources.

The postal operators working together in the PostEurop association have embarked on an effort to have postal services recognised as a specific Taxonomy sector essential for enabling Europe to address mounting environmental concerns. PostEurop has formally shared its position with the Platform on Sustainable Finance, which is responsible for tracking and managing revisions to the Taxonomy regulation.

## Results

### ▼ SUMMARY TURNOVER TABLE

	Percentage of turnover/Total turnover	
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM	31.7%	88.9%
CCA	0%	0%
WTR	-	-
CE	0.1%	0.1%
PPC	-	-
BIO	-	-

### ▼ SUMMARY CAPEX TABLE

	Percentage of CapEx/Total CapEx	
	Taxonomy-aligned by objective	Taxonomy-eligible by objective
CCM	40.5%	81.2%
CCA	1.26%	1.26%
WTR	-	-
CE	0.02%	0.02%
PPC	-	-
BIO	-	-

### Eligible turnover and CapEx

La Poste Groupe's turnover from its industrial and commercial activities amounted to €26,887 million, corresponding to a turnover eligibility ratio of 88.9%<sup>(1)</sup>, i.e., an increase of 3.7 points on 2022. At the same time, CapEx totalled €2,600 million, with an eligibility rate of 81.2%, a decrease of 8.5 points on 2022. The difference is due to more robust and granular reporting by the subsidiaries, as well as the inclusion of the aviation sector in the scope of eligibility.

### Dual eligibility

A number of sectors could potentially demonstrate alignment/eligibility in two or three objectives at once. In the group's case, this particularly concerns the real estate activities, carried out primarily by La Poste Immobilier. In 2023, for example, the group's CCA-eligible real estate activities were also eligible for the mitigation objective (CCM), and for the transition to the circular economy (CE) objective.

(1) In respect of the climate change mitigation objectives.

This dual eligibility also applies to the following sectors:

- Transport (CCM 6.4, 6.5 and 6.6) in the Mail and Parcels value chain (including Express), also mitigation-eligible (CCM). However, the alignment of these sectors is based solely on mitigation (CCM) technical screening criteria;
- Collection and transport of non-hazardous waste in source segregated fractions (CCM 5.5), also eligible under criteria (EU) 2023/2486, point 2.3. "Collection and transport of non-hazardous and hazardous waste"; and (EU) 2023/2486, point 2.7 "Sorting and material recovery of non-hazardous waste".

#### Aligned turnover

After analysing all activities, it appears that 31.7% of the Group's consolidated turnover is aligned, i.e., €8,532.6 million. Eligible turnover amounts to €23,914.5 million, i.e., 88.9% of total turnover; eligible activities are identified as non-aligned, either because of the technical criteria defined by the taxonomy or due to the absence of an alignment analysis methodology and/or audit trail to date.

#### Aligned CapEx

Of the total screened consolidated CapEx outlays, 40.6% or €1,054 million in 2023, was aligned, compared with a total CapEx outlay of over €2,600 million. These expenditures mainly concerned industrial sites, vehicles and buildings (including right-of-use assets under IFRS 16).

Aligned turnover and CapEx rose by 3.8 points and declined by 9.75 points respectively compared with 2022, reflecting sustained commitments and the ongoing intensity of the group's efforts in managing its operations and making investment decisions.

#### OpEx<sup>(1)</sup>

Assessments carried out to date show that operating expenditure, as defined by the Taxonomy, is not material. These outlays amounted to €978 million<sup>(2)</sup> for the year, or 3.6% of consolidated operating expenses. Also, in accordance with the Delegated Act (EU) 2021/2178, La Poste Groupe meets the conditions for being exempt from the obligation to calculate the numerator of the OpExKPI. Because La Poste Groupe's activities are service and network-related, the relative weight of the OpEx base, as defined in the Delegated Act, is structurally immaterial.

#### The voluntary approach taken by La Poste Groupe, a circular economy enabler

The introduction of activities contributing to the transition to a circular economy in Delegated Regulation (EU) 2023/2486 has significantly underscored the group's enabling role as a local provider of first and last-mile deliveries. Indeed, for most of the activities in the services-related screening criteria (sections 5.1 to 5.6), the operational delivery phase appears to contribute significantly to the alignment of services activities.

Nevertheless, the Taxonomy does not support the designation of the Mail, Parcels and Express activities as activities contributing to the circular economy objective. In addition, the promotion of a voluntary Taxonomy indicator has been proposed, which would be based on the turnover generated with circular economy stakeholders corresponding to screening criteria 5.1 to 5.6, thus highlighting the group's role in the circular economy value chain.

#### Financial activities scope

In line with EU Regulations<sup>(3)</sup>, La Banque Postale is disclosing, for the first time, the findings of the screening of its Taxonomy eligibility and alignment of its exposure with the first two environmental objectives<sup>(4)</sup>.

The Taxonomy-based analysis of a financed asset is carried out in four stages:

1. identifying eligible assets in respect to one of the Taxonomy's objectives;
2. among the eligible assets, identifying those that are contributing to one of the objectives (CCS);
3. identifying assets that do no significant harm to any of the other five objectives (DNSH); and
4. identifying assets meeting the criteria for minimum social safeguards (MSS).

These stages make it possible, in particular, to calculate La Banque Postale's Green Asset Ratio (GAR), which quantifies a proportion of sustainable assets by dividing the amount of aligned assets by the amount of the bank's total covered assets. At 31 December 2023, La Banque Postale's GAR was 5.5% based on turnover and 5.7% based on CapEx. Most of the Green Assets consisted of home loans. For insurance activities, the investment alignment ratio is 2.9% of turnover and 4.1% of CapEx, and 0.8% for non-life insurance activities (CNP Assurances Holding).

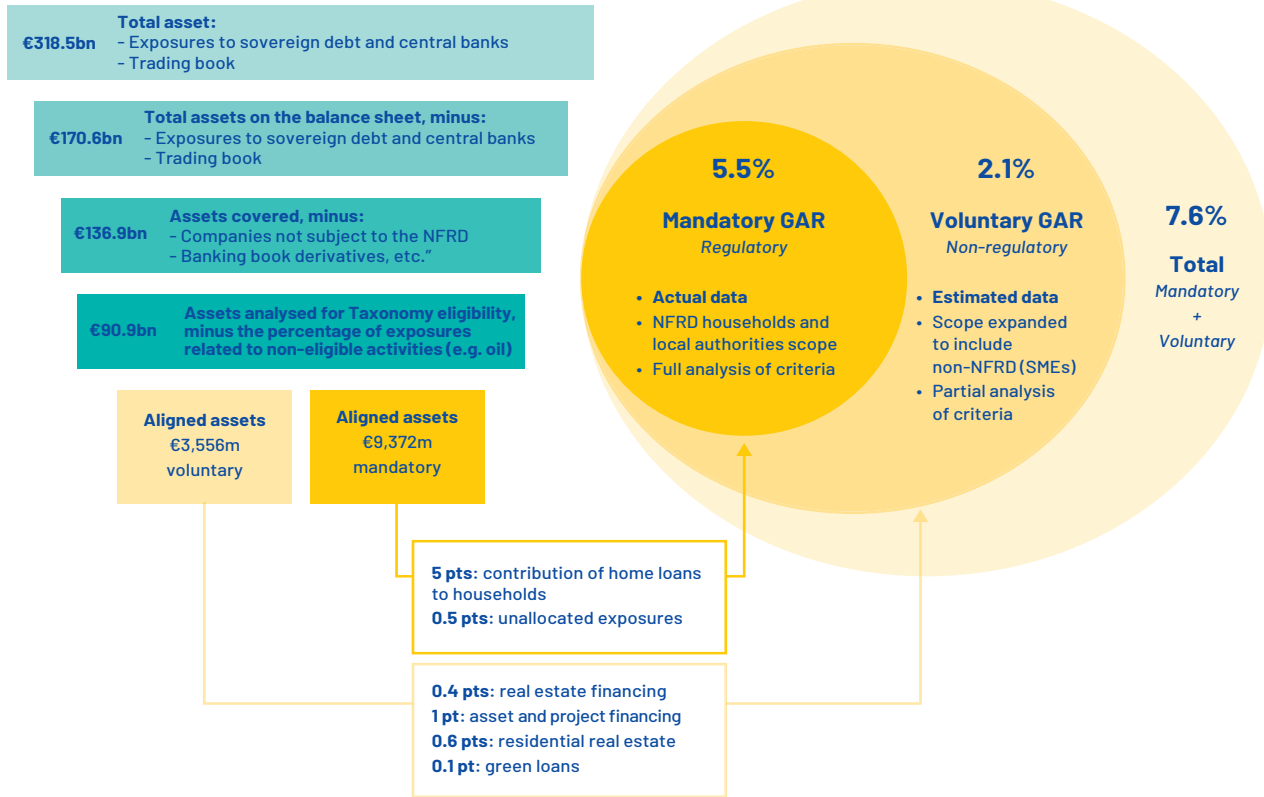
(1) Taxonomy OpEx scope includes direct non-asset costs related to research and development, building refurbishment, short-term leases, maintenance and repair, and any other direct expenditure related to the ongoing maintenance of tangible assets by the company.

(2) La Poste Groupe OpEx excluding La Banque Postale.

(3) Regulation (EU) 2020/852 of 18 June 2020, Delegated Regulation (EU) 2021/2139 of 4 June 2021 and Delegated Regulation (EU) 2023/2486 of 27 June 2023.

(4) Climate change mitigation and climate change adaptation. Screenings are still in progress to determine the Taxonomy-eligibility of exposure to the final four objectives and the findings will be disclosed at the next reporting date.

## Breakdown of the Green Asset Ratio (GAR)

GAR  
of La Banque Postale  
at 31 December 2023

The mandatory GAR calculation is based on a detailed analysis of each asset, without the use of estimates. To provide further information, a voluntary GAR is also calculated, using estimates and a slightly broader scope of analysis<sup>(1)</sup>. At 31 December 2023, La Banque Postale's voluntary Green Asset Ratio was 2.1%.

La Banque Postale's off-balance sheet alignment ratios are 0% for financial guarantees and 2.9% for assets under management held by the Group's asset management subsidiary, La Banque Postale Asset Management.

Very little data is currently available concerning the alignment with the European Green Taxonomy of counterparties' assets and the

projects financed by the Bank. Data availability should improve with each successive calculation exercise and as all economic players become more proficient in applying the taxonomy. Work is also underway to establish systems for the collection of customer data. In addition, the remaining uncertainty with regard to the interpretation of certain regulatory provisions should gradually be resolved, allowing La Banque Postale to further clarify its disclosures in future publications. These disclosures will systematically take into account changes in the applicable standards and the interpretations adopted by the market, the group and its subsidiaries.

(1) Scope of analysis extended to include specialised lending to non-NFRD companies (excluded from the numerator and included in the denominator of regulatory GAR).

### 4.3 SOCIAL

As a mission-led company (*entreprise à mission*), La Poste Groupe’s policies and actions are underpinned by the aim of positively impacting its people on the same scale as the positive impact it seeks to have on society in general. This human resources approach is in line with the major challenges facing society today and with the objectives of the group’s strategic plan – “La Poste, a caring, skills-based and committed company”.

In order to achieve this overall aim, La Poste Groupe has built its human resources policies on the realities of its businesses and regional operations. These policies form the backbone of the group’s corporate culture and are a common denominator for its various business lines as they develop and integrate new businesses and operations.

Valuing people and their work in three inter-dependent ways – recognition, performance and care – and bringing together all those who work with and for us (including employees, service providers and temporary staff) are central to all of the group’s actions and initiatives, propelled by three key drivers:

- showing consideration;
- giving everyone opportunities & helping them grow;
- strengthening the group’s people-focused commitment.

The HR policies that form the cornerstone of the group’s activities are regularly updated, in particular in relation to:

- the protection of human rights and fundamental freedoms in the group’s capacity as an employer, purchaser and supplier;
- quality of worklife and working conditions and occupational health and safety, steered by line managers throughout the group;
- diversity and inclusion, with respect for the individuality of each employee representing a core component of the group’s collective mission;
- recruitment, mobility and professional development so that everyone can develop and grow, in line with the group’s needs;
- fair, balanced and attractive compensation and social protection, reflecting individual and collective performance and each person’s level of responsibility within the organisation.

As part of its people sustainability strategy and responsible employer HR policies, La Poste Groupe is deploying:

- consistent yet tailored action plans for each of its business lines, as follows:
  - La Banque Postale: building the best employee experience and identifying talent to prepare for the future,
  - the Services-Mail-Parcels business line: responsible employment policy (diversity certification), training and career plans covering a wide range of professions,
  - the Retail Customers & Digital Services business line: employee experience, developing autonomy,
  - Geopost: a “benchmark employer” programme based on people sustainability governance and four key areas: occupational health and safety, talent management, diversity and inclusion, and taking into account employees’ opinions via the group employee engagement survey, as well as a specific programme for partners (“benchmark partners”);
- measures to help those who need it most (employment opportunities for disabled people, policies to help employees who are also carers, social housing, an in-house network of company doctors and social workers, mental health support units that can be called on when needed, an in-house network of workplace mediators, etc.);
- constructive, ongoing social and economic dialogue.

Thanks to all of these HR practices, La Poste was awarded the TOP Employer certification for 2023 and 2024.

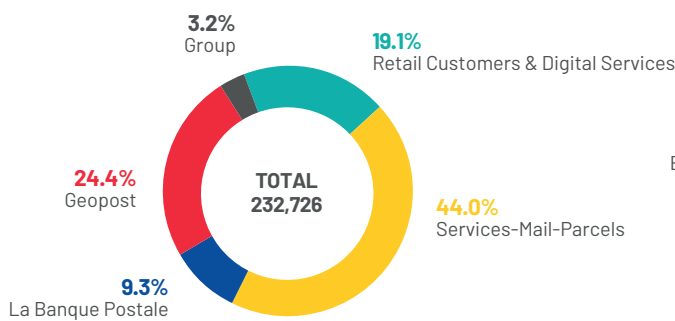
#### ▼ CHANGES IN THE GROUP’S WORKFORCE

(average FTE)	2023	2022	2021
La Poste Groupe <sup>(a)</sup>	232,726	238,033	244,980

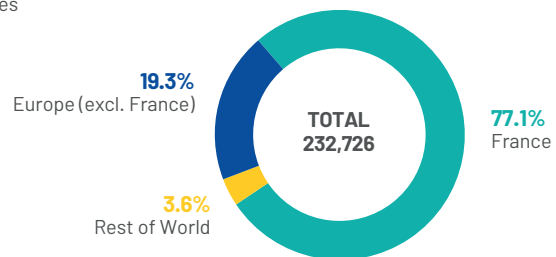
(a) Civil servants, permanent-contract staff, temporary-contract staff – including people on vocational training contracts at La Poste but excluding people on vocational training contracts within the group’s subsidiaries.

La Poste Groupe’s total full-time equivalent (FTE) workforce decreased by 2.2% in 2023 compared with 2022, corresponding to the difference between departures (mainly due to people retiring) and new hires.

#### Breakdown of the workforce by business line in 2023

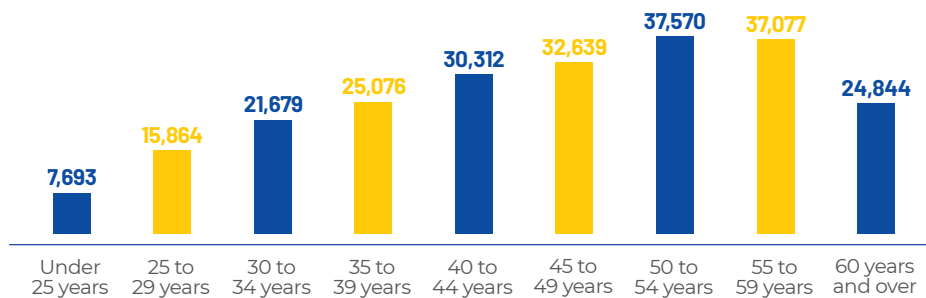


#### Breakdown of the workforce by geography in 2023



### Age pyramid of the group's Europe scope in 2023<sup>(1)</sup>

Number of FTE (civil servants and permanent employees) at 31 December 2023<sup>(2)</sup>



## 4.3.1 Social policies to drive development

### Human rights policy

La Poste Groupe has a long-standing and ongoing commitment to respecting human rights and fundamental freedoms, whether these are the rights of its employees, its customers or its business partners, in all of the regions where it operates. In its activities and its sphere of responsibility, the group adheres to and promotes the principles of international human rights treaties, and also the provisions of the fundamental conventions of the International Labour Organization (ILO) and the United Nations guiding principles related to companies and human rights.

It has been a member of the United Nations Global Compact since 2003 which entails committing to the respect of freedom of association and the right to collective bargaining, helping to eliminate all forms of forced and compulsory labour, working towards the effective abolition of child labour, and working to eliminate discrimination related to employment and occupation.

The following are just a few examples of how the group has put these commitments into practice:

- in 2017 Geopost signed a global agreement on human rights and freedom of association with the UNI Global Union (one of the ten international trade union federations working with the Trade Union Advisory Committee to the OECD) in connection with its international expansion. This agreement covers all Geopost entities worldwide;
- since 2020, La Banque Postale has analysed all of its funds and mandates using a matrix that includes human rights criteria;
- La Poste has given employees of its suppliers and subcontractors access to a whistleblowing system relating to human rights, health and safety and the environment.

Lastly, the group's duty of care plan takes into account the assessment of risks of serious violations of human rights and fundamental freedoms in its activities. In 2023, La Poste Groupe updated its duty of care plan in accordance with the French duty of care law relating to parent companies and subcontracting companies (see Section 7.2 "Duty of care plan" of this Universal Registration Document).

### Well-being at work, working conditions and occupational health and safety policies

Well-being at work is a driver for both La Poste Groupe's performance and employee engagement. Improving well-being at work and protecting occupational health and safety for employees is the primary focus of the "La Poste, committed with employees" agreement signed on 4 May 2021.

The group offers a range of measures to develop the well-being at work and the engagement of postal workers, keeping pace with employees' changing expectations. While keeping a watchful eye on the quality of their employee experience, it measures the well-being at work of postal workers each year (engagement survey).

This policy is supported by management, human resources managers, occupational health services, prevention specialists and social workers throughout the company, all working closely with employee representatives.

### Protecting the health of postal workers – an absolute priority

La Poste implements systems adapted to the diversity of its businesses so that it can ensure good working conditions and reduce the causes of accidents, occupational illnesses and absenteeism. Its prevention policies focus on primary prevention, which is the most effective because it aims to reduce risk factors.

The prevention of physical risks covers the ergonomics and safety of equipment and modes of transport, work organisation and the working environment, as well as training in good work practices in order to prevent injury.

As part of the health and well-being safeguarding measures it has put in place for postal workers, La Poste has also introduced a "career and health" medical check-up so as to foresee any health difficulties and find another area of work for the person concerned, if necessary.

To ensure a high-quality work environment, La Poste puts in place strict measures to provide the right equipment and facilities and make sure that the highest health and safety standards are applied. This overall rigorous framework means that when major changes take place, they do so under the best possible conditions for everyone. Impact studies are also carried out to identify the steps that need to be taken to eliminate or reduce negative impacts on the teams' working conditions.

(1) The group's Europe scope includes La Poste SA (parent company), the group's subsidiaries in France and the group's subsidiaries in other European countries.

(2) The breakdown by age group does not include DPD Russia employees.

## A long-term approach to well-being at work

One of the ways the group helps to prevent psychosocial risks is through the use of its "Well-Being at Work Essentials" system, which was designed in conjunction with France's National Agency for the Improvement of Working Conditions (ANACT) and identifies situations that could cause people to feel tension or stress in their workplace. It is overseen by the group's various Management Committees with input from all line managers, specialist HR staff and postal workers.

Onboarding of new hires and employees changing jobs within the group is key to their engagement and to team performance. The "Welcome to La Poste" approach, including a digital onboarding programme, is available to introduce people to the company and help them find their feet.

To empower its people and give them a sense of purpose in their work, the group has set up discussion forums between line managers and their teams to talk about their work. This initiative – called ParlonZen – gives postal workers the opportunity to discuss issues with their managers and propose solutions to improve their daily working life.

The group pays particular attention to the aggressive behaviour that can be encountered by postal workers in contact with customers. It provides training for postal workers and their managers on how to deal with tense situations, offers legal assistance and support, and takes legal action in the event of an assault. Postal workers who are victims of assault receive medical and social support and, where necessary, psychological counselling.

## Promoting a good work-life balance

Finding the right balance between professional and personal life is a key component of well-being at work. La Poste has put in place a number of measures to help its people achieve that balance, including:

- the right to disconnect for everyone, including managers;
- the possibility of remote working for employees whose jobs are compatible with this form of working arrangement;
- measures to support parenthood, covering all family situations (parents of disabled children, single-parent families, same-sex families, etc.);
- voluntary part-time hours for employees who wish to work part time for personal reasons, even when this is not family-related.

La Poste offers specific welfare services to employees who are encountering particular difficulties in their working lives. For example:

- APALA (an acronym of the French for "before, during and after absence") is a support service offered to postal workers who are off work for a long period of time, which helps them keep up a link with La Poste and makes it easier for them to come back to work;
- a psychological support and counselling service for postal workers faced with difficult situations either at or outside work.

## Diversity and inclusion policy

La Poste Groupe's diversity and inclusion policy stems from the company's core values of openness, consideration, fairness, accessibility, proximity and service.

La Poste Groupe operates throughout the country, every day and for everyone, and contributes to social cohesion in all regions through its services and its commitment to corporate social responsibility (CSR). It reflects the diversity of broader society and creates an inclusive framework that enables each postal worker to find his or her place in the company and to be a driving force for innovation and performance. Equal opportunity and diversity are cornerstones of the group's HR policy.

Thanks to constructive dialogue with the trade unions, the group has signed numerous agreements, on gender equality in the workplace, improving work-life balance for postal workers who are also carers, and employment opportunities for people with disabilities.

La Poste's commitment to being a responsible and inclusive employer for all of its people is underpinned by the following principles:

- ensuring equal opportunities for everyone, throughout their careers, in all of the group's business lines and at all levels of the organisation;
- promoting inclusive talent management based on skills and merit;
- combatting stereotypes and creating an inclusive environment in which everyone can express themselves, regardless of their gender, age, health or disability status, origin, sexual orientation or gender identity;
- supporting all postal workers in the fight against harassment and violence (toll-free counselling helpline, measures to protect postal workers who suffer harassment and sanctions against the person responsible, support for victims of domestic violence).

La Poste has set itself ambitious targets:

- 40% women senior managers (2025);
- zero tolerance of sexism and harassment;
- support for victims of domestic violence;
- professional integration of people with a mental disability;
- digital inclusion for postal workers in all regions.

## Recruitment, mobility and career development policy

La Poste Groupe's recruitment, mobility and career development policy is a cornerstone of its overall strategy, driving the transformation of its businesses, its long-term performance and the growth of new business areas.

In today's unsettled environment, shaped by major digital, environmental, and demographic transitions and changes in regional frameworks, building the agility and mobility of the group's employees is a key component of its career management and talent development policy.

La Poste Groupe gives all postal workers the possibility of mapping their own career paths and creates the conditions for them to achieve success, providing personalised support for their mobility projects and individual career plans. In order for the group to meet emerging challenges, it is essential for it to have effective recruitment, onboarding and training measures that encourage employee engagement and talent retention.

La Poste has set up a talent management policy, the goal of which is to support management in identifying key positions in the organisation, anticipating needs by identifying and preparing employees for high-stakes positions and preparing holders of key positions and their successors through professional development initiatives and opportunities.

The group is taking practical steps to:

- ensure it has a good understanding of the job market and changes in this market in each of its regions and businesses;
- identify the skills and career aspirations of its employees;
- align its people's skills with the group's needs;
- develop internal mobility and retain employees via talent management programmes and internal career pathways. The rate of employee turnover is relatively low, amounting to 11.5% in 2023 (vs 10.5% in 2022 for La Poste Groupe in Europe scope) and has remained stable over time.



## Compensation and social protection policy

In its transformation, La Poste Groupe strives to apply a fair and high-quality compensation policy conceived in a long-term approach and reflecting the performance, level of responsibility and professional environment of each postal worker. The compensation policy fits into a broader career support and professional development approach. It is a driver of engagement and motivation for each postal worker, and a source of recognition for their work.

Aligned with the group's ambitions and values, the compensation policy has five key principles:

- fairness: the group ensures that postal workers receive fair pay in keeping with their career paths and expertise;
- recognition of performance and contribution: items of compensation are adjusted according to each individual's contribution, performance and skills development;
- gender equality and non-discrimination: women and men enjoy the same career opportunities, and any pay gaps are corrected.

Each year, La Poste allocates an amount to correct pay gaps between women and men. A special measure for that purpose is included in mandatory annual wage negotiations;

- transparency: to ensure that each employee understands his or her compensation, the principles and rules of management exist in writing. They can be accessed by all employees and are distributed widely. La Poste Groupe is gradually rolling out an individual social bulletin (ISB) for each postal worker;
- employability and attractiveness: the group assesses each employee's compensation in view of internal and external practices and ensures that changes in compensation match the group's economic position, and opportunities for mobility and career development.

These principles are being put into practice in four major ways:

- increasing employment and inclusion;
- improving well-being at work and protecting occupational health and safety;
- promoting employee dialogue and collective bargaining;
- making sure that pay and social protection systems are fair and attractive.

### 4.3.2 A responsible and inclusive employer



#### Forward-planning to meet employment needs

La Poste Groupe is also strengthening its commitment and policy in terms of managing the employment and career paths of its employees by giving priority to internal mobility. The fluidity of internal employment is one of the major components of the "La Poste, committed with employees" agreement signed on 4 May 2021, which creates the conditions and gives each employee the means to have a progressive career path and to prepare for new activities under development within the group. Equal opportunities and diversity accordingly rank as founding principles of the group's HR policy and guide the actions of the managers and HR teams that contribute to employee recruitment, mobility and development.

To promote work-life balance, La Poste has hiring and career development plans in place, which are adapted locally. These plans are built on analyses that take into consideration employment catchment areas and high-growth business domains. The aim is to match recruitment needs with postal workers' career development expectations.

In 2023, the role of the Jobs, Skills and Qualifications Observatory was strengthened to better anticipate changes in job profiles and skill development guidelines. This Observatory is chaired by the group's Human Resources Department and is made up of the business lines' HR departments and trade union representatives. Its work results in tangible initiatives such as:

- making postal workers more aware of the possibilities of moving from one type of job to another;
- identifying the training courses available to help postal workers develop their careers and move up through the organisation;
- attracting new talent via opportunities identified within the organisation;
- promoting career development opportunities.

The 2023 annual meeting of the Jobs, Skills and Qualifications Observatory was focused on the environmental transition and its impact on jobs and skills.

La Poste Groupe has set up a Group Mobility and Recruitment Team with a network of in-house units to give guidance and support on internal mobility and recruitment issues. The aim is to provide end-

to-end local support, with easier access to expertise and information on all the professional development opportunities available to postal workers throughout the group (parent company and subsidiaries).

#### Promoting mobility and career paths

La Poste encourages employees to be proactive in their professional development and creates the conditions for them to do so: a fluid internal job market, open calls for applications on the Job Exchange, common internal mobility rules, an intranet site dedicated to professional development.

The teams responsible for mobility and recruitment are spread throughout the country and support line managers, HR teams and postal workers in their local area, to meet hiring needs and assist postal workers with their mobility plans. The volume of vacancies posted on the Job Exchange and the number of postal workers who have been given a promotion are changing, in view of the tight job market. In 2023:

- 16,143 job offers were made to postal workers;
- 15,779 postal workers were promoted during the year;
- some 25,773 new postal workers received professional development support from the mobility and recruitment teams.

In addition, the following actions were built on and added to during the year:

- support for job applicants (e.g., via Tremplin ("springboard") skills-building classes);
- transparency and equal opportunities, by increasing the group's proactive communications when it enters new areas of business;
- cross-business opportunities within the group;
- specific tools to help with applying for jobs and giving information about pay scales and policies (Recruitment and Mobility Charter and a Pay Guide that everyone has access to).

Employees who sign up for the Tremplin classes are organised into small groups to prepare them for the mobility selection process. They are given guidance and training both individually and in their groups, including career development sessions and input from specialists and team leaders.

To showcase all the opportunities available to the group's employees, a large-scale online Mobility Fair took place in 2023. During this six-day event, all of the group's employees had the opportunity to find out more about the group's business areas, subsidiaries, career paths and support programmes. Themed conferences were organised and open to everyone (on topics such as Artificial Intelligence, the jobs of the future and big data). More than 10,000 people logged on to these events.

La Poste Groupe gives all postal workers the possibility of mapping their own career paths and creates the conditions for them to achieve success, providing personalised support for their mobility projects and individual career plans:

- postal workers identify precise career development objectives during their annual appraisals with their line managers, with skills-building plans put in place where necessary and/or training programmes to help them with mobility plans;
- the HR teams and managers also support employee mobility by sharing information related to the impacts of and financial support for mobility in advance.

La Poste has introduced new certified training programmes for postal workers (known as "signposted paths" and "pioneer paths") to create more internal mobility opportunities for job areas that are recruiting, thus making it easier to move from one group company to another. In 2023, La Poste deployed 23 of these specific pathways across a wide range of job types in 2023 (35% more versus 2022) and 1,360 postal workers used these pathways during the year (up 58% versus 2022) to develop their careers.

In addition, to enable all postal workers to take charge of their own careers, La Poste has developed a tool that provides structured access to useful resources (including help for drafting CVs and cover letters and preparing for interviews).

La Poste also has an active policy to support its employees' own entrepreneurial projects (creation or takeover of a business). The policy includes support from specialist advisors, access to training, adjusted working hours, financial assistance, post-set-up monitoring, and the right to a smooth return to work, if needed. In 2023, 205 employees successfully set up or took over a business.

### Investing in employee skills development

La Poste is committed to investing at least €200 million per year over the term of the "La Poste, committed with postal workers" employee agreement to support vocational training.

La Poste Groupe's skills development priorities cover four main areas:

- accelerate digital transformation, develop digital trust services and contribute to digital inclusion;
- facilitate, support and advance the managerial culture embodied by each manager in the company;
- promote and embody the customer culture, and spread it among teams and employees;
- raise awareness of CSR issues among postal workers so as to emerge as a leader in the environmental transformation.

Major training programmes are available about the transformation of specific business lines and the development of new services for customers.

La Poste has three in-house training establishments, all of which have obtained the "Qualiopi" quality certification accredited by the French State:

- the Banking and Network School, which trains employees of La Banque Postale, the Customer Relations and Experience Department, and the Retail Customers & Digital Services business line. In 2023, more than 2.5 million hours of training were provided;

- the Services-Mail-Parcels University, which supports the development of the business line towards the jobs of tomorrow. In 2023, more than 1 million hours of training were provided;
- La Poste Groupe Institute which also supports and accelerates the professionalisation of the support departments on cross-functional topics such as project management, cross-functional management and customer focus, as well as on business topics such as risk management, finance and real estate skills, purchasing and HR. In 2023, 959,261 La Poste Groupe Institute training courses (e-learning, face-to-face, virtual classes, conferences, etc.) were organised, representing 690,620 hours of training (up 43% versus 2022). 19,212 managers took part in one of the La Poste Groupe Institute programmes and 1,095 new managers signed up for a "New Manager" pathway during the year.

La Poste Groupe Institute has developed a training programme for building up the managerial skills needed to meet the expectations of La Poste's new management culture, embodying the group's values, boosting employee engagement and acting as a driver for the success of the group's strategic plan. The programme focuses on seven leadership attitudes:

Be customer-centric		Give meaning		Empower
Cooperate	Develop	Recognise	Promote innovation	

Out of these attitudes - which are all key to the group's management culture - "Cooperate" has been selected as the programme's priority for the moment. La Poste Groupe is therefore rolling out a new approach, demonstrating a determination to change attitudes, practices and culture in favour of a more cross-cutting approach and heightened cooperation. Launched in 2022 and deployed in 2023, the programme will be continued in 2024 in order to embed the changes that have already been made. As well as working on managerial skills, it is aimed at increasing well-being at work and engagement among postal workers, while at the same time enhancing the customer experience.

To develop postal workers' CSR skills, in 2023, La Poste Groupe Institute offered four e-learning training modules on green skills, which employees can follow at any time, on a computer, phone or tablet ("Sustainability - it affects us all"; "Diversity, what does it mean?"; "Digital Ecology: adopting best practices"; "La Poste Groupe and the environmental transition").

In 2023, 24,974 green skills training sessions were followed, equivalent to 2,356 days of training.

Through the *Cap Compétences Numériques* programme, La Poste continued to support employees in developing their digital skills in 2023. The programme provides each employee with training adapted to his or her needs in terms of digital, artificial intelligence and data skills. In its strategic plan "La Poste, committed for you", La Poste has set itself the target of training all employees in digital technology, AI and data by 2025. More than 78,600 postal workers have already received training under this programme.

To extend its pool of over 400 data and AI experts, the group has launched a Data and AI School, which will enable employees to train for jobs that are strategic for its growth. In March 2023, the Data and AI school welcomed its first cohort of 50 candidates enrolled on a certified training course, accessible through an internal pathway (postal workers retraining for a different job) and an external pathway (young people on work-study programmes). As part of its commitment to inclusion and diversity, La Poste has implemented a proactive policy to recruit women to its Data and AI School, as women are still under-represented in tech. The school's first cohort is 54% female.

## Enhancing gender equality at all levels of the Company

La Poste signed an agreement on workplace equality on 21 July 2022 which sets out new commitments for the 2022-2025 period. The agreement aims, in particular, to offer the same career opportunities to women and men, by strengthening gender balance in all business lines and by developing a policy giving women access to the highest-level positions in the Company (strategic and senior executives, management), but also through actions to combat sexism and violence and promote equal rights, regardless of sexual orientation, as well as gender identity.

As a result of its active gender equality policy, in 2023, women represented 52.6% of all La Poste employees and 52.8% of management positions. Within La Poste Groupe in the France scope<sup>(1)</sup>, women represented 38.2% of senior executive positions and 39.8% of the Management Board. In its strategic plan, the group has committed to having 40% women among its senior executives by 2025.

La Poste scored 94/100 on the gender equality index in 2023. The main indicators monitored are the residual gap between women's and men's pay (+0.40%); the difference, in favour of women, in the annual pay rise rate (+0.30%); equality in the promotion rate; and the percentage of women receiving a pay rise after maternity leave (100%).

A network known as *Réseau Un.e* helps to advance and promote gender equality within the company. It brings together those who are committed to advancing gender equality and thus promoting change, innovation and the values of progress in the service of Company performance. It brings together over 240 ambassadors in all regions. In 2023, fresh impetus was given with the creation of a dedicated department and the establishment of a rotating chair held by a member of the Executive Committee.

La Poste aims to ensure equal pay for women and men. There was no longer any gender pay gap in 2023 thanks to the measures taken by the group over several years now to ensure that there is no difference in pay between men and women in the same occupational category. La Poste allocated a budget of €600,000 in 2023 with a view to maintaining this gender pay equality.

To continue its commitment to fight violence against women, La Poste has joined OneInThreeWomen, the leading European network of companies committed to combatting domestic violence, as an active member of *Fondation Agir Contre l'Exclusion* (FACE). It has signed the Charter of commitment against gender-based violence. La Poste has also partnered with France's National Federation of Women's and Family Rights Information Centres (*Fédération Nationale des Centres d'Information sur les Droits des Femmes et des Familles - FNCIDFF*), which is committed to helping women needing to regain their financial independence and facilitating access to victim support structures. Other initiatives taken by La Poste in this area include signing a partnership agreement aimed at helping women who are victims of domestic violence get back into employment and facilitating access to victim support structures through communication campaigns in post offices.

La Poste is also a signatory of the United Nations Global Compact, the CEO commitment to gender equality worldwide and a framework agreement for the number of women on governance bodies.

## Promoting diversity, inclusion and equal opportunities

La Poste introduced a Recruitment Charter where it commits to providing equal opportunities, considering all applications and showing objectivity and respect in the recruitment process. It uses several methods to promote diversity in its recruitment processes, particularly recruiting in priority urban neighbourhoods, vocational training contracts, apprenticeship contracts and simulation-based recruitment. La Poste signed up to France's Diversity Charter in 2006, and in November 2023 it reaffirmed its commitment to the charter's pledges during the Diversity Tour de France event organised by the non-profit that founded the Charter.

The group also has a Code of Ethics and internal rules of procedure, which detail its commitments towards preventing discrimination. La Poste is resolutely committed to preventing and combatting sexism. It does so through training and communication initiatives, the appointment of designated works council officers and the provision of a whistleblowing system allowing postal workers to report sexist behaviour and comments. In 2023, all of the group's employees were invited to complete a self-evaluation in order to identify and prevent sexism, sexist behaviour and harassment.

La Poste is involved in the #StOpE initiative aimed at combatting everyday sexism in the workplace, which counts 200 participating companies. An enhanced system for preventing and handling incidents of harassment has also been rolled out throughout the company, with the support of a network of trained officers.

La Poste renewed its commitment to families by signing the Well-Being at Work Observatory (*Observatoire de la Qualité de Vie au Travail*) Parenthood Charter, which aims to promote a positive image of parenthood in the Company, create favourable conditions for working parents, in particular for pregnant women, and respect for the principle of non-discrimination towards the professional development of working parents. In 2023, La Poste took part in the Montpellier stage of the Parenthood Charter's "Tour de France" event, highlighting its actions in support of postal workers who are parents and carers.

In 2018, La Poste signed up to the Charter launched by the non-profit organisation, *L'Autre Cercle*, to promote inclusion for LGBTQIA+ people. A postal worker was designated as *L'Autre Cercle's* "Role Model" for 2023.

## Committed to helping young people find employment

La Poste has for many years been firmly committed to a policy of training young people and integrating them into the workplace, by proposing apprenticeship contracts and vocational training contracts leading to degrees and/or professional qualifications, from the *certificat d'aptitude professionnelle* (Professional Ability Certificate qualification - CAP) through to Masters level.

It relies in particular on its three in-house apprentice training centres (*centres de formation en alternance - CFA*). Created by La Poste, these centres train work-study students to meet La Poste's needs, particularly for its core business lines (postal carriers, parcel operators and distributors, customer service representatives, and banking advisors).

In 2023, almost 80% of the group's work-study students followed training courses at these centres. With 4,124 new apprenticeship and vocational training contracts signed in 2023 (vs 5,103 in 2022), La Poste was once again one of France's leading recruiters of students seeking work-study placements.

(1) La Poste Groupe in France scope includes La Poste SA and the group's subsidiaries in France.

La Poste is a partner of the *Fondation Innovations pour les apprentissages* (FIPA). The objective is to work in conjunction with other companies to develop all forms of work-study training (apprenticeships, vocational training contracts, work-study integration schemes, work-study guidance and continuing vocational training schemes), in particular for new jobs and certain in-demand jobs (IT, data, AI, etc.).

La Poste Groupe works alongside public authorities in support of 16 to 25-year-olds as part of the *Un jeune, une solution* (one young person, one solution) plan. The group offered 16,781 solutions to young people in 2023 (recruiting young people on work-study contracts and vocational training contracts, or on permanent or fixed-term contracts to train and employ young people and offer them opportunities within La Poste Groupe).

As part of this plan to promote the integration of young people into the world of work, La Poste Groupe has also volunteered to be a partner of the *Un jeune, un mentor* scheme. This scheme aims to increase the number of young people who, during their school career, in their career choices or when entering the workforce, benefit from mentoring. This initiative is free and accessible everywhere to everyone. It gives employee volunteers the opportunity to act as mentors.

La Poste Groupe has long been committed to helping disadvantaged neighbourhoods throughout France, through the National Commitment for Youth Employment in Priority Urban Neighbourhoods, signed in 2008. La Poste also strives to include young people from disadvantaged areas in the workforce via its dynamic recruitment policy and a range of partnerships.

In 2023, the group recruited 705 people living in priority urban neighbourhoods on permanent contracts, i.e., 8% of all permanent hires. Additionally, the group wants to maintain its ambition to promote equal opportunities and recruit people from disadvantaged neighbourhoods. Over 6% of its work-study students come from priority urban neighbourhoods (more than 10% in some areas). La Poste also took on 2,145 interns, prioritising young people from disadvantaged urban neighbourhoods (making up close to 11% of its intern intake), as well as young people with disabilities.

A cooperation agreement between La Poste and the French Ministry of Education and Youth was signed in 2023. The aim of this agreement is to help Year 10 and Year 11 secondary school students find an internship with the group, which has set the target of taking on 3,000 student interns a year. Of the interns taken on in 2023, over 475 were Year 10 students (including 42% from schools in disadvantaged neighbourhoods).

In 2023, La Poste Groupe stepped up its partnership with France's employment agency (*Pôle emploi*) aimed at facilitating recruitments, by signing a national agreement, adapted locally, in order to work together to help jobseekers get back into employment, increase the appeal of the jobs available at La Poste, and meet the group's hiring needs. This three-year agreement is based on four main objectives, which are reflected in jointly-developed action plans implemented at regional level. These objectives are to:

- develop regional synergies between the two networks;
- promote the types of jobs available within La Poste;
- develop initiatives to meet recruitment needs;
- create more inclusion-based initiatives designed for people struggling to find employment.

## Continuing to welcome and integrate people with disabilities

Policies have been put in place for people with disabilities to ensure good working conditions whatever their profession, to offer them an attractive career path and to combat all forms of discrimination towards them. La Poste has allocated an €11 million budget to the disability policy over the duration of the agreement, of which 55% is dedicated to maintaining employment.

With nearly 14,000 employees with disabilities, La Poste is the leading employer of people with disabilities in France. In 2023, the employment rate was 9.33% (versus 8.77% in 2022). La Poste also hires work-study students and temporary workers with disabilities.

An eighth agreement was signed by all the trade unions on 6 January 2023 for the 2023-2025 period and approved by the DRIETS<sup>(1)</sup> on 2 February 2023. In this agreement, La Poste made the following five commitments:

- remain the leading employer of workers with disabilities in France and ensure that they are well integrated throughout their career;
- ensure that postal workers with disabilities are supported in their career path;
- strengthen job retention and develop relations with public employment agencies to increase the opportunities available to postal workers;
- maintain a disability-friendly working environment throughout the company;
- develop support for mental disabilities at work.

La Poste also takes part in initiatives to promote the employment of people with disabilities and has an active awareness-raising and communication policy. In 2023, as part of the European Week for the Employment of People with Disabilities (SEEPH), La Poste once again took part in DuoDay and offered 209 discovery internships to people with disabilities to help them learn more about La Poste jobs. Awareness-raising of neuro-atypical profiles was conducted within the company.

In 2023, La Poste had 150 disability advisors working in all of its businesses throughout France to support employees. These advisors have a range of specialisations, with some specialised in ways of making it easier for disabled workers to use digital equipment, providing advice and guidance when complex measures are required in order to retain disabled employees, and sharing their expertise with the disability advisors in the various business lines. The disability advisors also help postal workers with disabilities to claim the government aid available to them.

In 2023, La Poste won an award from the *Manifeste Inclusion* disability-inclusion organisation for creating a group of 700 postal workers with disabilities with the aim of challenging La Poste's offers and products to make them more accessible, and also to challenge the teams in charge of changing HR processes, in particular digitalisation, to test La Poste Groupe's customer service offerings and solutions to make them more disability-accessible. This initiative was designed jointly by the group's marketing directors, the postal workers with disabilities who volunteered to take part, and the digital accessibility advisors, and created an unprecedented focus on disability issues among marketers. It has also positively impacted perceptions of the group's disabled employees by demonstrating that they can bring in business. In 2023, La Poste also received the AGEFIPH Progress Activator prize for an initiative by a postal worker to facilitate interaction with deaf customers using sign language, which resulted in the provision of a video capsule to all postal employees containing the main signs used in customer-facing positions.

(1) Interdepartmental Regional Directorate for the Economy, Employment, Labour and Solidarity (DRIETS).

### 4.3.3 Improving well-being at work and protecting occupational health and safety



#### Fostering well-being at work

La Poste's Well-Being at Work Essentials approach aims to provide concrete responses to situations in which teams experience stress and difficulties in doing their jobs well. This can cover any aspect of day-to-day work, from work organisation, autonomy and recognition to change management and working relationships. Postal workers are involved in this process through working groups in place to analyse the causes of the risks identified and propose solutions. The approach has been launched in all business lines and will be continued each year. It contributes to the prevention of psychosocial risks in the Company and the Occupational Health, Safety and Working Conditions Committees are also involved.

In 2023, La Poste was awarded the *Mieux vivre en entreprise* prize for setting up and deploying the *ParlonZen* team-building initiative. *ParlonZen* workshops are a time when postal workers meet up in a group with their manager to discuss work-related issues, express their views and opinions and find solutions as a team. Managers are trained to lead these discussions. The topics are proposed by team members and selected ideas resulting from the discussions are intended to be implemented and monitored. *ParlonZen* is a managerial tool that drives changes in practices based on listening to employees and reaching solutions together. It continued to be rolled out in 2023, and it now forms an integral part of each business line's action plans and management practices.

With more than 50,000 people joining La Poste or changing jobs each year, welcoming new arrivals and postal workers changing jobs is key to their engagement and team performance. All new hires are offered a "Welcome to La Poste" induction, including a digital onboarding programme, which helps them find their feet and get to know the group.

On 6 October 2023, a rider to the group's remote working agreement was signed, renewing the measures in place and increasing the allowances paid to remote workers under the March 2023 wage agreement. At end 2023, 40,758 employees had the option of working remotely (representing a 4.8% increase versus 2022 for the La Poste Groupe in Europe scope).

La Poste reaffirms the right to disconnect. While taking into consideration the structure of the Company, which operates 24 hours a day, this right is organised on the basis of a reference disconnection time determined for each employee with a blanket disconnection window across all employee work stations.

La Poste applies a change management method when implementing major projects that change how work is organised: from project launch to post-completion assessment, this method involves the sharing of meaning, discussing projects with employees, and providing ongoing information on project progress to employees. The method also involves an impact study where individual employees give feedback to the Company about their working conditions and work-life balance.

La Poste is France's largest employer of people who are also carers, with 5,200 postal workers officially qualifying as carers. Various support measures are available for these employees, including the possibility of obtaining days of paid leave, financed through a carers' solidarity fund to which La Poste contributes 1,000 days a year, a guide for carers, a special phone helpline to provide personalised support and advice, specific working time arrangements, remote working, mobility to support a loved one at the end of life or three additional days' leave. La Poste has also signed up to the Charter for employees who are carer parents.

La Poste has created a workplace mediation service to encourage the amicable resolution of disputes at work. The results are very encouraging: 95% of cases were settled out of court in 2023

(1) National Health Insurance Fund.

(up 87% on 2022) and the number of training initiatives doubled. In addition to individual mediation, La Poste has developed collective mediation. In-house mediation provides a forum for dialogue in the following situations:

- identified tensions between two or more people;
- working relationships that deteriorate within a team and create unease between people;
- changes or projects likely to give rise to misunderstandings and strain working relations.

The Mediation Department is also involved in so-called primary prevention, offering awareness-raising sessions on topics such as dispute management and active listening, and organising discussion workshops so that teams can work together to find solutions to enhance their well-being at work. Additionally, La Poste has created a network of "Kindness Ambassadors" (*Bienveillants*), based on the same underlying philosophy as the mediation process, i.e., with the aim of creating links between people, promoting calm and peaceful working relations, and therefore helping create a happy working environment. The group's objective now is to move from the trial phase for this network to a nationwide roll-out phase, with a target of having 1,000 Kindness Ambassadors by 2025.

Each and every one of the group's people will need to be fully on board for it to achieve the objectives in the "La Poste 2030, committed for you" strategic plan and to continue to successfully transform the group. Two of the key ways the group is building up the employee engagement it needs is by ensuring its people's well-being at work and taking care to listen to what they have to say. Every year, the group carries out a group employee engagement survey, which enables it to:

- find out how employees feel about their well-being at work;
- gauge employees' level of understanding about the challenges facing La Poste Groupe;
- measure employee engagement;
- implement practical action plans at different levels of the organisation.

Employees can express their views on all aspects of how the group is run, including strategy, CSR issues, career development and management.

In 2023, 145,000 of the 214,000 employees invited to take part responded to the sixth engagement survey, putting the response rate at 68%. This survey indicated an engagement rate of 65% amongst postal workers (up 4 points on 2022), the highest since 2020.

#### Ongoing prevention initiatives

The prevention of psychosocial risks and hardship is a key focus of the "La Poste, committed with employees" agreement to enable all employees to feel at ease at work.

In concrete terms, La Poste's prevention policy is reflected in:

- reinforced prevention of workplace accidents and musculoskeletal disorders: deployment of work equipment to reduce risks (elimination of motorised two-wheeled motorcycles and use of three-wheeled Stabys to reduce driving risks, use of warehouse assistance tools or exoskeletons and other equipment adapted for post offices, etc.), launch of a study on workstations under authentic conditions in conjunction with Cnam<sup>(1)</sup> (French higher education establishment dedicated to professional training); this policy has significantly reduced accidents;

- protective equipment and preventative measures for service-sector workstations (adjustments and advice on ways to reduce fatigue and other negative effects of working at a screen);
- training modules for managers and employees on reducing handling and posture risks at work, preventing rude behaviour and external aggression, prevention training programmes for the prevention function, site managers and CHSCT chairs, and the continuation of accreditation schemes for all employees whose jobs involve driving;
- the deployment of a plan on customer interaction and managing disrespectful behaviour. Its aim is to promote actions geared towards reducing the rude behaviour faced by postal workers in their jobs in the most highly exposed post offices.

In 2023, La Poste created two major programmes that it will be launching in 2024:

- a psychological support programme, set up in conjunction with the *France Victimes* non-profit organisation, for postal workers who have been the victims of assault;

- a new version of the phone psychological counselling service with a new service provider who will be able to meet the needs of all postal workers, including deaf people.

La Poste has its own healthcare service team to monitor the occupational health of employees and a support service for employees who are experiencing difficulties in their professional and/or personal life. At the end of 2023, it had more than 490 people dedicated to medical and social support (occupational health doctors, occupational nurses, occupational healthcare assistants and social workers).

La Poste has added to the addiction prevention measures it has put in place by introducing the possibility of controlling the use of psychoactive substances within the framework defined in the internal regulations of the La Poste network that have been in force since September 2023. The group has also drawn up an addiction prevention guide to share prevention principles, and it carries out employee awareness-raising campaigns.

### 4.3.4 Maintaining ongoing dialogue with employees



#### Monitoring the commitments of current agreements

As part of its policy of respecting human rights and fundamental freedoms, La Poste is committed to respecting freedom of association and the right to collective bargaining. The group promotes constructive and ongoing social and economic dialogue, and regularly checks that the undertakings it has given in employee agreements are being respected.

La Poste relies on a professional HR Department to support the management line and ensures the proper implementation of the commitments made in employment agreements through the following:

- agreement monitoring commissions who share results with trade unions and employees;
- an HR department that works closely with operational staff and contributes effectively to improving the employee experience.

Local human resources managers are present in all postal establishments. These managers help to enhance the employee experience in all aspects of working life. They play an essential role at local level, with each postal worker able to express themselves freely to them in the strictest confidence. In particular, they:

- inform and handle HR management issues and facilitate communication by being available via an HR chatbot accessible to all employees and on all media (smartphone, etc.);
- inform and advise on professional development and support managers in this regard.

#### Bringing employee dialogue to life

##### Employee representative bodies at La Poste

They are governed largely by civil service law, with the exception of the Health, Safety and Working Conditions Committees (*Comités d'hygiène, de sécurité et des conditions de travail* – CHSCT), established at La Poste on 15 November 2011, and to be maintained until the Social and Economic Committees (*Comités sociaux et économiques* – CSE) are formed in 2024.

The law authorising the implementation of Social and Economic Committees at La Poste was passed by the National Assembly on 14 November 2022. The collective representation of La Poste's employees will change accordingly by 31 October 2024 at the latest. This development reflects the reality of La Poste's workforce, 70% of whom are now on private-sector employment contracts.

Change in La Poste's employee representative bodies is subject to negotiation with the trade unions. In 2023, the negotiation process led to the signature of four majority agreements with the representative trade unions (CFDT, FO, the CFE-CGC/CFTC joint list and UNSA):

- an employee agreement on the structure of the new employee representative bodies;
- an agreement on employee dialogue procedures;
- an agreement on the exercise of trade union rights;
- an agreement on electronic voting.

The first two agreements set out the structure of the Social and Economic Committees ("SECs") and the resources that all of the players involved in future employee dialogue will be allocated in order for them to perform their duties. The agreements define the scope for setting up the future SECs in line with the group's governance based on separate establishments, which will result in the creation of 32 Establishment SECs (E-SECs), a Central SEC (C-SEC) and 1,500 local representatives.

Each CSE-E will have several commissions (if the legal conditions are met): Health, safety and working conditions; Employment, training, gender equality, diversity and disability; Social and cultural activities and housing; Environment; Economic; Contracts, and for the Establishment SECs in overseas France: Health, safety and working conditions; Contracts and a single combined commission for all employee categories. It will also be possible to create additional commissions.

The Central SEC will have several commissions: Employment & training; Gender equality, diversity & disability; Social and cultural activities and housing; Environment; Economic; La Poste SA and head office cross-functional commission; Retail Customers & Digital Services business line cross-functional commission; Services-Mail-Parcels business line cross-functional commission; La Banque Postale cross-functional commission; four Health, safety and working conditions commissions (one cross-functional, one in charge of activities for the Services-Mail-Parcels business line, one in charge of activities for the Retail Customers & Digital Services business line and one in charge of activities for La Banque Postale).

Local representatives will also be located as close as possible to workplaces, with a ratio of one local representative for every 100 postal workers on average. These representatives will be in charge of individual and/or collective complaints, as well as local actions relating to health, safety and working conditions.

The agreement on the exercise of trade union rights was entered into as a result of changes in the applicable legal framework. Its purpose is to set out the procedures for exercising trade union rights as well as the resources allocated to the trade union organisations, in addition to those provided for under the French Labour Code, in order to enrich employee dialogue at all levels of the organisation. This agreement clearly demonstrates La Poste's commitment to building high-quality dialogue with the trade unions, so that trade union activities and employee representation can be carried out under the best possible conditions.

La Poste has used electronic voting on several occasions since 2007. The parties who signed the agreement on electronic voting stated that it would be beneficial to use electronic voting again in 2024 for the election of the employee representatives for La Poste SA's SECs, as well as for all employee representative elections organised by La Poste until 31 December 2028.

The employee representative bodies described below will remain in place until the new bodies are set up in 2024.

### Individual representation

The individual representative bodies are joint committees at national and local level (CAP for civil servants and CCP for contract staff and public contract employees). The elected representatives are called upon to give their opinion on the individual situations of staff, particularly in disciplinary matters. The most recent elections to the CAP and CCP took place in December 2022. Turnout for the CAP elections was 59.6%.

The terms of office began on 1 February 2023 for a four-year period.

The votes in the nationwide CAP elections were added to the results of the civil service elections to determine the representativeness of the various trade unions on the Civil Service Council.

### Collective representation

Technical Committees (CT): the elected representatives review issues such as the organisation and functioning of services, statutory regulations, workforce and skills management, training, skills development and professional qualifications, professional equality, gender equality and combatting discrimination. There is a National Technical Committee (*Comité technique national* – CTN) as well as Local Technical Committees (*Comités techniques locaux* – CTL) at each operational delegation level (niveau opérationnel de déconcentration – NOD).

Health, Safety and Working Conditions Committees: these committees were introduced in November 2011 in establishments with at least 100 employees and cover all La Poste employees. The appointment of staff representatives to the CHSCT is based on the results of the last Local Technical Committee elections.

### Employee dialogue bodies

In addition to the aforementioned representative bodies, La Poste also offers several other forums for information, consultation and negotiation:

- La Poste's Employee Dialogue Commissions (*Commissions de Dialogue Social de La Poste* – CDSF), which share information with the trade unions (and/or consult on various issues). They also meet to negotiate collective agreements;
- La Poste Groupe's Strategic Employee Dialogue Committee (*Comité de dialogue social stratégique Groupe* – CDSG), which covers La Poste and all of the group's subsidiaries whose registered office is in France. This new body provides trade unions with better information on the group's economic, social and financial situation and strategy.

### Workplace elections

Elections were held in December 2018 and the four-year terms began on 1 February 2019. However, the law aimed at allowing the introduction of French Social and Economic Committees at La Poste extends these terms until 31 October 2024 at the latest. Turnout for these elections was 73%.

### The Board of Directors

The seven employee representatives on the La Poste Board of Directors were elected by electronic vote from 7 to 10 December 2020 (participation rate of nearly 51%). They are elected for a term of five years and sit on the Board alongside the other 14 directors<sup>(1)</sup> (see Section 5.1.1 "Board of Directors" of this Universal Registration Document).

### Employee agreements in support of Company development

Reflecting continuous and constructive social dialogue with all representative trade unions, 15 agreements were signed in 2023. They focus especially on job quality, well-being at work, skills and career development, etc.

In 2023, La Poste therefore committed to:

- extending the measures provided for in the "La Poste, committed with employees" agreement, which was signed on 4 May 2021 by the CFTD, the Osons l'avenir union group (CFE-CGC/CFTC) and UNSA-Postes and has been extended by way of a rider until 31 December 2024. With the aim of supporting postal workers in the transformation of La Poste, it offers opportunities to every employee within the organisation and rules out any collective redundancy system. With this agreement, La Poste is committed to quality employment that prioritises well-being at work and the development of skills and career paths;
- extending remote working arrangements until 30 June 2025 (by way of a rider to the remote working agreement);
- promoting the employment of people with disabilities, by signing an eighth agreement approved by the DRIEETS. This three-year agreement will allow La Poste to continue expanding its commitment to facilitating the working life of postal workers with disabilities by introducing robust innovations in terms of working conditions for all postal workers concerned, regardless of their disability; support for postal workers carers by extending the agreement to improve the work-life balance of postal workers;
- boosting the purchasing power of postal workers, by signing an agreement in March 2023 resulting from the mandatory annual negotiations with the trade unions;
- increasing healthcare coverage and social protection for employees and civil servants, with the signature of two riders to the agreements in force.

In addition to these agreements signed within La Poste SA, 160 agreements have been signed within the group's France scope, including three major agreements at business-line level:

- the "Succeeding together" agreement for the financial services business line;
- the "Reciprocal commitments" agreement for the Retail Customers & Digital Services business line; and
- a rider to the "Agreement for postal carriers, supervisors and delivery and processing employees" for the Services-Mail-Parcels business line.

100% of group employees in France are covered by employee agreements.

In addition, 116 agreements have been signed within the group's European subsidiaries and 37 in the rest of the world.

(1) The distribution of votes and seats on the Board is explained in Section 4.2.5 "Maintaining ongoing dialogue with employees" of La Poste Groupe's 2022 Universal Registration Document.

### 4.3.5 Guaranteeing fair and high-quality pay and social protection



#### Implementing a fair compensation policy

##### Fixed and variable compensation

Special measures apply to civil servant employees in the public sector (point accumulation system, residence allowance, and family care allowance). These employees also receive the other compensation components that all of the group's employees get (profit-sharing and bonuses).

For contract staff, the compensation policy is set out in the Company agreement (*Convention commune*) and through mandatory annual negotiations. This compensation policy mainly comprises negotiated annual pay rises awarded in recognition of more skills being acquired as well as increases based on length of service. It is supplemented with possibilities for promotion which add value to career paths and making progress. There is also a top-up scheme based on family circumstances and geographic location.

La Poste closely monitors changes in the economic and social environment. The annual pay negotiations resulted in the signature of a pay agreement on 14 March 2023, which led to the application of a series of pay rises for employees and civil servants in groups A and B. It has also resulted in more and new benefits for all La Poste staff: an increase in the *Complement de Rémunération* bonus, meal subsidies, transport subsidies and the introduction of a sustainable mobility package to help with the costs of commuting. This package is designed to encourage the use of soft mobility solutions such as bicycles, scooters, electric scooters and personal transporters (e.g., segways). The pay rises provided for in the agreement reached up to 4.5%, and came on top of the increases following the 2022 pay agreement, which averaged 4% and reached up to 6% for the first salary grades. Civil servants also saw a 1.5% rise on 1 July 2023 in the index used to set their salary and will receive five additional index points on 1 January 2024.

For senior executives, the compensation policy includes both changes in fixed compensation based on individual contribution and potential and in the variable portion based on annual targets, both quantitative (economic result) and qualitative (ESG indicators, such as occupational health and safety, well-being at work, management, social responsibility, sustainable development/CSR/ESG).

The sales force (Mail and Parcels sales people and banking advisors, i.e., more than 10,000 people) benefits from a variable compensation system adapted to the commercial action policy of the business and retail services for the banking, insurance, digital, media, healthcare, Services-Mail-Parcels, logistics and telephony markets.

##### Optional employee profit-sharing

On 22 June 2023, a rider was signed to the optional employee profit-sharing agreement for the 2021-2023 period between La Poste, the CFDT and FO trade unions, the *Osons l'Avenir* CFE-CGC/CFTC union group, and *UNSA-Postes*. This rider provides for a change in the indicator used for triggering the profit-sharing payment.

Attributable net profit has been replaced by adjusted EBITDA<sup>(1)</sup>. This new indicator reduces the impact (which is out of the group's control) of the new IFRS 17 accounting standard, applicable from 2023, by basing the calculation of profit-sharing on an indicator

that better reflects the group's economic activity. The other quality and performance indicators used for calculating the profit-sharing payment remain unchanged: Net Promoter Score for Mail, Parcels and Banking activities, as well as the rate of digital training for postal workers.

In order to strengthen cohesion within the organisation, the same profit-sharing bonus is paid to everyone (for a full-time position and with equivalent presence within the group).

Based on the group's 2023 results, all postal workers will receive a €580.80 gross profit-sharing bonus in 2024 (full-time equivalent amount for an employee who worked full time). Most of the group's French subsidiaries also have employee profit-sharing agreements.

##### Employee savings

The two agreements signed in December 2006 setting up the group savings plan (*Plan d'épargne groupe* - PEG) and the collective retirement savings plan (*Plan d'épargne pour la retraite collectif* - PERCO) were amended by way of a rider in September 2020, which replaced the PERCO by a new collective retirement savings plan (PERCOL). These collective savings plans set up by La Poste are also open to certain French subsidiaries that meet the conditions for membership. To date, 17 subsidiaries have chosen to join La Poste Groupe's employee savings schemes.

La Poste makes a contribution on top of the amounts that employees pay into their PEG and PERCOL accounts. The subsidiaries which have signed up to the plans are free to set their own contributions. The amounts paid into the PEG and the Percol are invested into a diverse range of socially responsible investment (SRI) employee mutual funds. La Banque Postale Asset Management (LBP AM) is responsible for the financial management of these funds.

##### Statutory employee profit-sharing scheme

There is currently no statutory employee profit-sharing scheme in place at La Poste. Article 12 of French law no. 2010-123 of 9 February 2010 provides for its possibility under the conditions provided for by decree of the French Council of State (*Conseil d'État*), but its implementation remains subject to the intervention of a decree (provision of Article L. 3321-1, paragraph 2 of the French Labour Code). The subsidiaries, however, are required to operate employee profit-sharing programmes.

Article 1 of the above-mentioned law provides that La Poste's share capital must be owned by the French State and by other public sector legal entities, except for the portion that may be owned under employee shareholding schemes.

##### Pension schemes

The pension scheme applicable to La Poste employees depends on their employment status: civil pension scheme for civil servants, general scheme for contract staff. For the civil servant pension scheme, the group pays employer contributions in full discharge of its liability for pension payments pursuant to French law no. 2006-1771 of 30 December 2006. Under the competitively fair rate principle, the rate of this payment is calculated in such a way as to equalise the levels of wage-related social security and tax charges between La Poste and other companies under ordinary social security arrangements, applying this principle to risks common to contract staff and civil servants.

(1) Alternative performance indicator defined at the end of Chapter 3 "Analysis of financial performance".



### Supplementary welfare cover

Following an agreement dated 19 May 2006, an obligatory group supplementary pension and healthcare cost payment plan has been in place for contract staff since then. Given that the contributions are spread over the whole scheme, this assists families and employees with lower incomes. In the case of civil servants, a healthcare cost repayment scheme has been in place since 1 January 2012, pursuant to the French law of 9 February 2010 (Law no. 2010-123 of 9 February 2010 on the La Poste public sector company and postal business).

In 2023, nearly 280,000 people covered were able to benefit from mandatory collective health benefits: contract staff, civil servants, spouses and eligible children. Staff from the subsidiaries are covered by plans specific to each company.

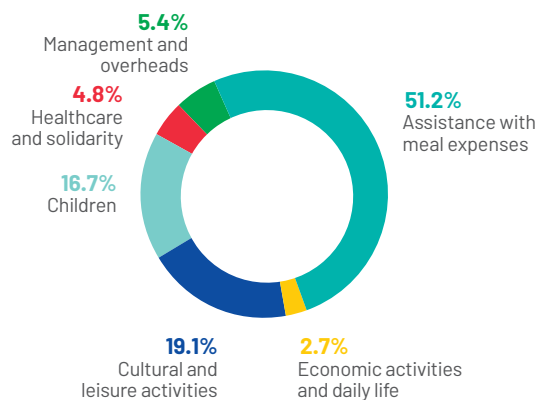
### A social and cultural offering tailored to employees' needs

La Poste's policy in relation to social and cultural activities is tailored to employees' needs. Its aim is to promote work-life balance by offering benefits adapted to the profiles and requirements of each individual.

The benefits in kind offered to all La Poste SA employees represented a total budget of €189 million in 2023 (versus €183 million in 2022) and covered a range of different services:

- assistance with school meal expenses;
- offers for holidays, leisure, sports and cultural activities;
- assistance with childcare expenses, stays at summer camps and assistance with extra tutoring expenses;
- help with day-to-day life, including for postal workers who are carers and parents of children with disabilities.

### Breakdown of spending on benefits in kind



### Providing housing for postal workers

To do their job in satisfactory conditions, postal employees need accommodation close to their place of work. Local management lines are also confronted with the issue of affordable housing, especially in areas where market prices are high. That is why La Poste is extending its housing offering to include intermediate housing and home ownership, with associated services (guarantees, financing and assistance for renovation work). This approach demonstrates La Poste's role as a committed employer and extends the list of solutions offered to postal workers, adapted to each stage of their residential, professional or personal life.

The employee housing policy is now an important element of La Poste Groupe's employment policy. La Poste is the main contributor to the PEEC scheme: employer contribution to the construction effort (*Participation de l'employeur à l'effort de construction*). It has implemented a proactive policy under a series of agreements negotiated and signed with all trade unions. The policy is based on the range of services offered by *Action Logement* and a historic stock of over 16,000 social housing units, managed by the *Poste Habitat* group.

The agreement on La Poste's employee housing policy, signed for the 2020-2022 period and extended until 31 December 2023, perpetuated the assistance already in place and ushered in new offers to support employees depending on their situation (energy efficiency improvements and renovation work, adaptation of housing to PRM<sup>(1)</sup> accessibility standards, changes in the family structure, etc.).

La Poste provides housing offers (temporary housing, rent controlled housing, access to intermediate and private housing, help to buy schemes) and related services (advice, guarantee deposits, home loans, home improvement loans, financial assistance), as well as new support packages to help make homes more energy efficient. Thanks to this policy, over 12,000 postal workers received assistance in 2023 (versus 10,950 in 2022). Out of that total, 2,800 (versus 2,502 in 2022) were given access to housing (of which 1,765 (i.e., 63.0%) offered rent-controlled housing).

La Poste has a new intranet site called *Mon Agence Logement*, on which it publishes rental offers for intermediate housing (and housing that is not subsidised housing but with rents below market price). It also helps postal workers who own their own homes to carry out energy efficiency works and home improvements. These benefits may be subject to eligibility criteria, and postal workers can find out more by contacting a housing advisor or a member of their local HR team.

In addition, through the social housing fund, La Poste has signed more new agreements with social housing providers throughout France, enabling postal workers in regional areas to benefit from new offers.

### Reservist employee scheme

In order to participate in the country's mobilisation in the event of a geopolitical emergency, La Poste has drawn up a directive relating to military reservists, which has been formally documented in the support agreement for the military reserve policy signed on 15 March 2022 between La Poste and the French Ministry of the Armed Forces. This agreement clearly demonstrates how La Poste goes above and beyond its legal obligations in this area.

(1) People with reduced mobility.

### 4.3.6 Indicators

#### ▼ PROMOTING EMPLOYMENT AND INCLUSION



	Scope	Unit	2030 targets	2023	2022	2021
Workforce on permanent contracts	La Poste Groupe in Europe	as a %	>85%	95.8	95.7	94.0
Turnover	La Poste Groupe in Europe	as a %	<20	11.5	10.5	9.0
New hires on permanent contracts	La Poste Groupe in Europe	NB	N/A	26,386	22,321	17,925
Hires of people aged under 25	La Poste Groupe in Europe	NB	Maintain	6,456	5,175	3,933
Work-study students	La Poste Groupe in Europe	NB	>4,500	5,653	5,117	5,743
Rate of hires with BOE status <sup>(a)</sup>	La Poste Groupe in Europe	as a %	>6%	9.33	8.77	8.66
Percentage of women in the Company	La Poste Groupe in Europe	as a %	50%	47.4	47.3	47.4
Proportion of women in the top 10% of positions of responsibility <sup>(a)</sup>	La Poste SA	as a %	50%	45.4	44.9	44.8
Gender pay gap <sup>(a)</sup>	La Poste Groupe in Europe	as a %	<-6%	-6.6	-5.1	-5.7
Training hours	La Poste Groupe in Europe	NB	Maintain	6,667,275	4,789,118	5,518,097
Percentage of employees having attended at least one training course during the year	La Poste Groupe in Europe	as a %	>85%	88.8	86.9	92.3
Training hours per employee	La Poste Groupe in Europe	NB	Maintain	23	22	24
Promotion rate	La Poste Groupe in Europe	as a %	Maintain	6.7	8.2	8.3
Proportion of employees having attended at least half a day of training during the year	La Poste Groupe in Europe	as a %	>80%	82.6	80.0	82.0
Training expenditures as a proportion of payroll <sup>(a)</sup>	La Poste Groupe in Europe	as a %	>2%	3.85	4.1	4.8
Proportion of employees having attended a digital training course during the year	La Poste SA	as a %	100%	15.06	20.8	N/C
Employees who have progressed professionally	La Poste Groupe in France	NB	>10%	20,163	20,641	18,532
Offers on the Job Exchange	La Poste Groupe in France	NB	Maintain	16,143	18,368	21,559
Employees supported by the Mobility and Recruitment teams	La Poste Groupe in France	NB	100% of employees in transition	25,773	12,816	27,918

(a) Partial consolidation of Geopost's European subsidiaries since 2021, based on available data.

#### ▼ IMPROVING WELL-BEING AT WORK AND PROTECTING OCCUPATIONAL HEALTH AND SAFETY



	Scope	Unit	2030 targets	2023	2022	2021
Absence rate due to sickness	La Poste Groupe in Europe	in days	<7%	6.6	7.2	6.7
Days of absence due to workplace or commuting accidents or occupational illness <sup>(a)</sup>	La Poste Groupe in Europe	NB	<800,000	777,024	796,568	833,316
Workplace accidents with time off	La Poste Groupe in Europe	NB	<8,000	7,401	7,952	8,635
Frequency rate <sup>(b)</sup>	La Poste Groupe in Europe	as a %	<19	17.9	19.3	20.2
Severity rate <sup>(c)</sup>	La Poste Groupe in Europe	as a %	<1.4	1.31	1.36	1.41

(a) Based on the number of employees excluding fixed-term contracts; days of absence are counted in calendar days.

(b) Based on the number of civil servants, permanent and fixed-term contracts (excluding trainees); number of workplace accidents (excluding commuting accidents) with time off per million hours worked, calculated on the basis of the average number of employees multiplied by the number of annual working hours; method of calculating the frequency rate as at 31 December, with one month of consolidation.

(c) Civil servants, permanent and fixed-term contracts; number of days off due to workplace accidents (excluding commuting accidents) per thousand hours worked. The days lost for workplace accidents are counted in calendar days. The number of workplace accidents with time off as well as the number of days off due to accidents were taken from the HR management systems on 31 December.

## 4.4 SOCIETAL

Below is the information required by the CSRD Social Standards, notably with regard to employees along the value chain (section 4.4.1 "Responsible purchasing policy"), consumers and end users (section 4.4.2) and affected communities (sections 4.4.3 "Regional cohesion" to 4.4.5 "Business conduct").

### 4.4.1 Responsible purchasing policy

#### A group-wide commitment



As an essential driver of the group's social commitments, the purchasing policy<sup>(1)</sup> must convey values of leading by example, responsibility and commitment to all stakeholders. The group addresses a volume of purchases exceeding €16 billion in France and internationally, from over 50,000 suppliers of all sizes and in all sectors.

As part of the "La Poste 2030, committed for you" strategic plan, the roll-out of the purchasing policy roadmap continued with a plan to strengthen the responsible purchasing approach at group level. This project led to the creation of the Compliance and Responsible Purchasing division, which leads the group's commitment to this fundamental issue by:

- signing the Supplier Relations and Responsible Purchasing Charter (RFAR) in 2022;
- publishing the Responsible Purchasing Policy on La Poste Groupe's website.

This policy, approved by the Executive Committee, is based on four fundamental and complementary pillars:

1. **Enforce and promote human rights** throughout supply chains, referring to the principles of the Universal Declaration of Human Rights, the United Nations Global Compact and its Guiding Principles, the OECD Guidelines and the fundamental conventions of the International Labour Organisation (ILO);
2. **Reduce the negative impact of purchasing and suppliers on the environment and encourage positive impacts**, with a roadmap to reduce the group's greenhouse gas emissions in line with the 1.5°C degree climate objective, reduce pollutants and natural resources used, and limit the pressure of the group's activities on biodiversity. In this respect, decarbonisation issues derived from Scope 3 are one of the group's primary concerns and the process is already well underway in the core business categories of transport and delivery;
3. **Promote social inclusion and contribute, through our purchases, to the development of the regional economic and social fabric**. The group's socio-economic footprint reflects its local roots and contribution to the vitality of local ecosystems. The group's purchases and workforce support the equivalent of more than 444,000 jobs and represent a value creation of over €16 billion. The purchases and wages of the six surveyed entities support 0.7% of French GDP and 2.0% of jobs;

4. **Build more responsible and ethical relationships with our suppliers**. Each of these pillars comes with binding targets and performance indicators and specific timeframes (2023, 2025 and 2030). The policy is intended to be implemented through operational measures and action plans covering the entire purchasing process the Compliance and Responsible Purchasing division has put in place a methodology for prioritising purchasing categories based on CSR risks and opportunities. Based on this mapping, we can identify the risks (environment, human rights, health and safety) and opportunities (inclusion) associated with these categories, so that they can be targeted by the right measures and levels of action.

In September 2023, La Poste SA, La Poste Immobilier, La Banque Postale and CNP Assurances obtained the Supplier Relations and Responsible Purchasing (RFAR) Label, which assesses the following five areas:

- commitment and governance of the organisation as regards a responsible purchasing approach,
- conditions and quality of supplier and subcontractor relations,
- respect for the interests of suppliers and subcontractors,
- inclusion of social responsibility in the purchasing process,
- impact of purchasing on the economic competitiveness of the ecosystem.

The RFAR label recognises the quality of customer-supplier relations and helps to foster trust within the supply chain. It is based on ISO 20400:2017 (Responsible purchasing) and is awarded for three years. This practical tool is used as a basis for developing a sustainable strategy and demonstrates the collective and responsible commitments undertaken by La Poste and by its subsidiaries alongside local communities.

A Responsible and Ethical Purchasing Charter has also been rolled out for suppliers. It states that suppliers must respect and promote the principles of the United Nations Global Compact and the International Labour Organization's fundamental conventions on forced labour, child labour, freedom of association, discrimination and equal pay. In signing the Charter, suppliers also undertake to respect the principles of environmental protection. These include precautionary principles; reduction of water, air, noise and soil pollution along with greenhouse gas emissions; limits on the use of resources and energy; and the protection of biodiversity.

(1) <https://www.lapostegroupe.com/en/responsible-purchasing-la-poste-purchasing-commitments>

The Responsible and Ethical Purchasing Charter sets out the commitments made by suppliers with regard to human rights, which they promote in turn among their own subcontractors:

- respect for the rights of indigenous and tribal peoples and communities;
- respect for health and safety and the prohibition of forced labour, child labour, corporal punishment and all forms of harassment;
- compliance with legislation on the management of working hours, compensation, training, freedom of association, the right to collective bargaining and union rights (ILO Conventions C87, C98, C135) and working conditions that respect the dignity of people;
- prevention of all forms of discrimination;
- ensuring that the resources necessary to comply with the principles set out in their supply chain are implemented. With regard to subcontracting, suppliers undertake to disclose their subcontractors, irrespective of their position in the value chain, to ensure that their subcontracting chain complies with the commitments made to La Poste Groupe, and to report any problems.

The Charter also sets out the group's social, societal and environmental commitments to its suppliers:

- transparency in the contractual relationship,
- equal treatment and independence of its service providers,
- the provision of a whistleblowing system to its suppliers to report any serious breaches of human rights and fundamental freedoms, personal health and safety as well as the environment, observed during the execution of their contract,
- the option to use a mediator in the event of a dispute.

Lastly, this Charter sets out the reciprocal commitments between the group and its suppliers, in the context of services provided at postal sites.

The Charter<sup>(1)</sup> is also available on La Poste Groupe's website.

Lastly, as another initiative strengthening its "duty of care" approach, the group Purchasing Department and the group Compliance Department joined forces to map out priority purchasing categories in light of said duty of care (see Section 7.2 "Duty of care plan").



## GEOPOST'S "PARTNER OF CHOICE" PROGRAMME

Geopost's aim is to develop a differentiating and attractive value proposition for subcontractors based on the following:

- **Attract:** by offering decent working conditions through an attractive value proposition that is understood by drivers and subcontractors.
- **Select, contract and integrate:** by making working and learning together safe, smooth and easy.
- **Execute and reward:** by investing to develop Geopost, a company with appropriate capabilities to enable and reward sustainable performance.
- **Support and foster loyalty:** by engaging and recognising our partners as part of the Geopost community and by providing regular feedback to ensure a long-term relationship.

### Key achievements of the programme

In 2021, Geopost defined two levels of ambition: either to become best-in-class (through five initiatives), or to align with market standards (through nine initiatives). The business units customise the programme roadmaps, whether in terms of development and/or implementation.

Since 2022, Geopost has held an annual Delivery Excellence Challenge, a flagship event for communicating on sustainability issues (environment and social).

The second edition, held in 2023, brought together the best drivers from 22 business units in Zandvoort (Netherlands). The challenges revolved around four key priorities: health and safety, environmental sustainability, customer experience and productivity.

A first HR/operations seminar was also held for managers of these branches, bringing together the operations and HR communities to discuss common issues.

Our transport partners – and particularly Geopost – are crucial to the group. They are part of the first and last kilometre network, part of the delivery network and part of our depot teams. The Partner of Choice programme is a key element in forging long-term business relationships and provides a collective response to decarbonisation goals. It is therefore essential to involve transport partners.

The new-look programme aims to attract more transport partners, provide a safe and seamless working experience, better reward good performance and collectively drive decarbonisation efforts. In return, partners benefit from stable and fair compensation, positive working relationships and closer ties. 14 global initiatives have been defined in collaboration with the subsidiaries to deliver direct benefits to our partners: fair and timely payments for all; infrastructure facilitating sustainable operations, including electric vans and charging stations; and various value-added benefits, such as vehicle financing and medical cover for suppliers who collect and deliver parcels.

(1) <https://www.lapostegroupe.com/en/responsible-purchasing-la-poste-purchasing-commitments>.

Indicators	Scope	Unit	2025 target	2023	2022	2021
<b>RESPONSIBLE PURCHASING POLICY</b>						
Purchases	La Poste SA, La Poste Immobilier, La Banque Postale	€bn excl. VAT	-	5.5	4.5	4.5
Purchases from micro, small and mid-sized suppliers	La Poste SA, La Poste Immobilier, La Banque Postale	as a %	-	83	80	87
Purchasing staff trained in responsible purchasing	La Poste SA, La Poste Immobilier, La Banque Postale	Number	-	329	108	69
Suppliers informed of the self-assessment system	La Poste SA	Number	-	2,887	2,108	1,773
Self-assessments completed	La Poste SA	Number	-	652	462	270
Documentary audits carried out	La Poste SA	Number	-	179	146	73
Purchases from the sheltered and inclusive workforce sector (SIAE)	La Poste SA, La Poste Immobilier, La Banque Postale	€m	-	22.8	17	13.5
Inclusive workforce suppliers	La Poste SA, La Poste Immobilier, La Banque Postale	Number	-	248	240	156
Purchases from the adapted and protected workforce sector (STPA)	La Poste SA, La Poste Immobilier, La Banque Postale	€m	-	16.2	16.4	16.3
Sheltered workforce suppliers	La Poste SA, La Poste Immobilier, La Banque Postale	Number	-	316	256	358
Purchasing employees who have signed the responsible and ethical purchasing commitments	La Poste SA	as a %	-	100	100	100
Value of purchases made from inclusive and sheltered workforce sectors	La Poste SA, La Poste Immobilier, La Banque Postale	€m	-	39	35	29.7

#### 4.4.2 Customers and end users

Governance of the customer experience policy has been reinforced with the formation of the France Customer Coordination Committee (FCCC) and measures linking it with the Quality and Sustainable Development Committee of the Board of Directors and the group Quality Committee. The FCCC committee, which brings together decision-makers from each business line and the group Strategy and Societal Commitment departments on a bi-monthly basis, defines and oversees the cross-functional approach underlying the business lines' "customer experience" policies. Its work is prepared and driven by the group Quality Committee, which brings together the business lines' customer experience and customer relationship managers. An equivalent system exists at La Banque Postale.

Customer satisfaction is at the heart of the strategic plan, "La Poste 2030, committed for you". Five objectives have been identified to place the customer at the centre of the group's vision:

- making customer satisfaction the heart of priorities and governance;
- better identifying and articulating the different customer value chains;
- transforming delivery networks into levers for relational and omnichannel transactional excellence;

- centring all processes on the end customer when designing solutions and journeys;
- innovating to remain the preferred intermediary for end customers and developing personalised services to accommodate new user habits.

The monitoring of customer satisfaction was improved by upgrading the relevant Executive Committee dashboard. The main sources of irritation, both among customers and cross-functional staff, are identified and dealt with as far as possible. Various initiatives have also helped to improve the way in which needs and expectations are taken into account. These include efforts to make processes seamless ("zero effort" approach) and a review of the main aspects of La Poste's image and its distinctiveness so that these can be better factored into customer-oriented approaches. Finally, a broad customer consultation is planned for 2024. The link between customer experience and employees was examined through a study of incentive schemes for Services-Mail-Parcels employees, as well as via the *Vis ma vie* ("Live my life") initiative at Chronopost.

This cross-functional governance structure continues to facilitate communication on an ever broader range of issues, including:

- the joint "Relational Footprint" project involving the Retail Customers & Digital Services business line (Network, Digital, remote customer relations), La Banque Postale and the Services-Mail-Parcels business line;
- plans aimed at transforming complaints handling by the Retail Customers & Digital Services business line and La Banque Postale;
- trends in retail operations and analysis of customer satisfaction readings;
- measures implemented to ensure the satisfaction of recipient customers, and to win them back in the event of dissatisfaction, and customer communications within each business line.

The Executive Committee monitors the main customer satisfaction indicators (individuals and businesses) provided by the business lines and the group's Communication Department on a monthly basis, based on a multi-activity, omnichannel perspective: These indicators are the Net Promoter Scores (NPS) for the group's main activities, customer satisfaction and NPS recommendations for post offices, remote customer services and La Poste and La Banque Postale websites and applications, satisfaction with the handling of complaints, and preference for the La Poste brand in terms of its social utility.

In 2023, the rates of NPS detractors and dissatisfied customers began to be specifically monitored for each of the indicators.

The relational footprint<sup>(1)</sup> continued to be rolled out within the post office network and La Banque Postale branches. In 2023, its roll-out was extended to La Poste's remote customer services and postal carriers. The project is being rolled out through workshops involving customer-facing teams ("Attitude Labs" in post offices), which devise practical ideas for allowing customers to experience the four "feelings" of the relationship footprint.

In 2023, in order to strengthen the omnichannel customer experience and the performance of physical and digital distribution channels, the Retail Customers & Digital Services business line set up a new "Customer and Omnichannel" management structure reporting to it, which covers the omnichannel customer experience strategy, audience management, physical and digital distribution management, customer knowledge, marketing and offers, digital transformation and the development of the collective and CSR.

The main achievements in 2023, which were presented at the end of the year to the Quality and Sustainable Development Committee, are as follows:

- the Services-Mail-Parcels business line developed customer interactivity for Colissimo deliveries (customers are called at the time of delivery) and *Colissimo Sérénité* tracking through the Colissimo experience on the La Poste app, and observed a 10% decrease in Colissimo delivery complaints thanks to SMS delivery notifications. The business line also developed a Mail delivery detractor call-back system to help rebuild customer satisfaction, and a *Le post'it* postal carrier messaging system to reduce customer efforts by guaranteeing first-time successful delivery;
- Geopost subsidiary Chronopost developed even more options for modifying deliveries during the round, while DPD UK introduced a call-back service for dissatisfied customers;
- the Retail Customers & Digital Services business line enhanced its customer feedback systems and observed improved satisfaction, particularly on its Google rating. It also renovated

many post offices, which has impacted customer satisfaction. Laposte.fr developed more services in an attempt to forge a personalised relationship in post offices and at delivery. The business line also developed an eco-score, allowing customers to rate and choose the most eco-friendly method of delivery. The new non-delivery notices were simplified and a new-generation Pros card created;

- in 2023, La Poste's financial services pursued the high-quality social dialogue initiated in 2021 in support of La Banque Postale's strategic plan and the "Connected Energies" financial services programme.

Nationwide, 21 meetings were organised by the Social Dialogue Commission, preceded by bilateral meetings with each trade union. These meetings were intended to present the strategic issues being addressed by each project to optimise procedures and processes and improve the management of remote banking relationships.

The satisfaction surveys collect input from a large number of people:

- nearly 1.6 million respondents per year for the Mail and Colissimo surveys;
- same volume of respondents for the Chronopost surveys;
- 11,000 customer respondents per month on average for post office satisfaction surveys;
- close to 3,500 customers per month for the *La Voie du Client* customer survey.

Studies have shown that customers have high expectations regarding expressing their commitment to the environment and society through their own consumer habits. In response, the group intends to develop and enrich its responsible customer relationships through a range of products and services that help customers act for the environment, society and their local region.

The main NPS figures rose sharply in 2023, outpacing market trends at La Banque Postale and placing La Poste among the best performers in the Mail-Parcels market.

The average rating of Google reviews for post offices was 4.1, with a very substantial increase in the number of reviews submitted.

The four relational footprint indicators came out at 8.2/10 and 8.6/10 (I feel welcome, valued, at ease, in good hands).

The perception of waiting times in post offices also continues to improve.

The quality of the customer experience offered by La Poste Groupe services was recognised by a number of industry awards:

- Customer Experience award from the French Association for Customer Relations for handling complaints in the short loop;
- Customer Service of the Year award for DPD France;
- several trophies awarded to La Banque Postale at the CX Awards for the *Pass Jeune* (Data & Personalisation category) and for its customer services transformation programme;
- third place prize for La Banque Postale's chatbot ("Lucy") in the Innovation category at the Digital Experience Awards 2023;
- second place prize awarded to La Banque Postale for best customer relations manager of the year;
- ESSEC Chair prize awarded to the "1,000 Managers" programme, a management transformation programme run by Customer Relationship and Experience teams at La Banque Postale.

(1) The relational footprint represents the positive emotional impact left with customers after they have interacted with La Poste or La Banque Postale. Feelings sought via the relational footprint: "I always feel welcome" (100% close relationship), "I feel valued" (personalised relationship), "I feel like I'm in good hands" (solution-oriented relationship), "I feel at ease" (zero customer effort relationship).

## Offer products and services to promote the ecological transition

La Poste Groupe supports its customers in their energy and ecological transition through products and services (including specific financing) in the fields of energy efficiency in buildings, circular economy, responsible consumption, eco-mobility and sustainable finance.



### BUILDINGS

- **Sobre Énergie** (CL) (E) energy management of tertiary buildings (monitoring consumption, energy audits, technical and behavioural action plans, work scenarios).
- **Economie d'énergie (EDE)** (P) (E) advice and valorisation of energy savings certificates linked to the performance of energy renovation work.
- **Action Habitat** (CL) identifying and raising awareness of households about energy renovation.

### CIRCULAR ECONOMY



- **Recygo** (CL) (E) collection and recycling of office waste, work clothing, waste sorting bins, eco-friendly products.
- **Nouvelle Attitude** (CL) (E) waste sorting and packing, refurbishing e-bikes (sheltered employment organisation).
- **Colissimo and Shop2Shop (by Chronopost)** development of services facilitating the sale of second-hand products between individual customers.
- **Mail and parcel packaging** (P) range of eco-friendly and recyclable.
- **La Poste Mobile** (P) sale and rental of reconditioned phones.



### RESPONSIBLE CONSUMPTION

- **Carbo** (P) (E) a tool for estimating the carbon footprint of individual customers and managing companies' carbon trajectories.
- **Ecological Score** (P) advice and education on the impact of the delivery and sending letters and parcels.
- **Services-Mail-Parcels business line and Geopost calculator** (CL) (E) information on the ecological footprint of shipments (e-tailers).
- **Mavillemonshopping** (CL) (E) a platform promoting local short supply chains to support regional development.

- **Eco-PTZ** (P)
- **Prêt Avance Rénovation** (P)
- **Green loans** (CL) (E) aligned with the European Green Taxonomy.
- **Impact loans** (E) (consumer, leasing, property, projects, etc.)
- **Structuring green and social bond issuances.**
- **Solidarity, SRI and thematic investments** (P) (E)
- **Social loans** (CL) financing goods with a high social impact.

- **Movivolt** (CL) (E) long-term leasing of electric vehicles for professionals and local authorities.
- **Bemobi** (CL) (E) long-term leasing of e-bikes.
- **Géoptis** (CL) collecting and analysing local and citizen data to help steer public action.



### SUSTAINABLE FINANCING

### MOBILITY



(CL) Local authorities (E) Businesses (P) Retail customers

### 4.4.3 Regional cohesion



Through its human proximity and technological maturity, La Poste helps tackle regional inequality. It gives local authorities the resources to act, enables retailers and companies to grow and gives citizens more freedom. To contribute to regional development and cohesion, La Poste is, by various means, committed to:

- adapting its physical formats to local needs;

- supporting local authorities in their transitions;
- supporting local economic players in their development;
- implementing and leading the Responsible Purchasing policy (detailed in Section 4.4.1 "Responsible Purchasing policy");
- innovating to support regional ecosystems.

## Products and services designed for local areas

### ECONOMIC DEVELOPMENT

- **Impact loans** (E) access to less expensive financing for companies with the best sustainable performances.
- **Place des services** (CL) (P) (E) deployment of a local concierge service offer to establish local relationships.
- **Ma Ville Mon Shopping** (E) online sales platform for local short supply chains.
- **Microcredits** (P) credit for people who are excluded from the traditional banking system.

### LOCAL IMPACT

- **Citizen Relations Management** (CL) (P) (E) online access to a wide range of services for the residents of a city.
- **Proxi Vigie** (CL) (E) a mix of social networking and urban anomaly detection services (Proxi Vigie Cohésio and Urbaine).
- **Proxi Contact** (P) citizen information
- **Proxi Data** (CL) (E) data collection service by the postal carrier.
- **Log'issimo** (CL) (P) (E) outsourcing of logistics for general services, delivery of fresh products to businesses and homes, logistics for retailers, delivery of sensitive products (particularly the delivery of medicines).
- **Local postal carrier network** (CL) to support local authorities in implementing their preventive health and medical-social policy.

(CL) Local authorities (E) Businesses (P) Retail customers

La Poste Groupe is adapting its postal footprint to local needs by consolidating its physical presence. The aim is to have 40,000 postal service access points in France by 2025. Thanks to the combined power of its physical, digital and human networks serving customers and citizens, La Poste is committed to combating the regional divide. La Poste is in contact with:

- over 800,000 customers per day via its network of service points;
- 23 million unique online visitors per month via [www.laposte.fr](http://www.laposte.fr), ranked among the leading French sites in terms of audience.

All La Poste service points offer their services within five kilometres, or 20 minutes by car, to more than 97% of the French population, in accordance with the group's public service mission (see section 1.6 "Public service missions")

Accredited France Services counters enable La Poste to provide local support to citizens and simplify access to major public operators in rural areas. Since the end of 2023, these counters have been assisting people with their online administrative procedures on the websites of eleven partner public operators, including the *Caisse d'allocations familiales* for family allowances and recently, the National Housing Agency (ANAH) and the French Ministry for the Ecological Transition (France Energy).

As a long-standing partner of local authorities, La Poste supports their policies through a wide range of services related to demographic, ecological and digital transitions, developing solutions tailored to the needs of local authorities and their

residents. For local authorities and intermunicipal cooperation bodies, these offers aim notably to improve the quality of life in the area, to support the ecological transition and the internal transformation of the area or to strengthen the relationship with the local population. For French departments, this means contributing to the success of young people, supporting outreach policies, strengthening relations with citizens, supporting the ecological transition and financing projects that will shape the region. Most of these are charted in the diagram above.

La Banque Postale supports local authorities and public hospitals as:

- a leading provider of bank loans to local communities and public hospitals, with a market share of 25%<sup>(1)</sup>;
- the second-largest lender in the social housing market, supporting the development of social housing and the renovation and refurbishment of buildings through its green loans for projects with a high environmental impact and green equipment leases;
- operator of a grant-seeking and grant-management support service through Subzen in order to optimise funding plans for local authorities;
- issuer of a first bond in sustainable bond format, including a social component for €1.25 billion in January 2023.

La Poste supports local economic players by developing local services and appropriate financing solutions. La Poste is developing a local offering for retailers, tradespeople and local businesses to support them in their development<sup>(2)</sup>.

(1) Market share, source: Finance Active at 31 December 2021.

(2) Details of the products and services designed for regional economic development is available in Section 4.4.3 "Regional cohesion".



La Banque Postale supports the economic development of businesses and non-profits. It currently has more than 11,900 small- and mid-sized business customers and also serves 53% of companies in the CAC 40 index and 45% of SBF 120 companies. It also has special relationships with major non-profits, with one in ten being a customer of La Banque Postale.

La Banque Postale supports businesses through:

- a comprehensive range of bespoke banking and financial engineering solutions;
- a range of responsible bank financing;
- a new Sustainable Banking Hub to help customers structure their financing transactions around CSR criteria;
- providing assistance to companies in securing their business model by financing their operating cycle, securing cash and electronic flows, investing excess cash, hedging interest and exchange rates, and LBOs.

La Poste Groupe is building local alliances with players in the social and solidarity-based economy (SSE) to reduce vulnerability in local areas and encourage the emergence of new drivers of local economic development. This approach is embodied in the "Dynamic Alliance" initiative created in 2014, which aims to foster and enhance partnerships with SSE organisations. In line with our

values, we have supported numerous social initiatives which, directly or indirectly, have a major impact on the socio-economic development of local areas (ageing well, responsible purchasing, circular economy, the fight against illiteracy and digital illiteracy).

These partnerships, governed by the Dynamic Alliance Charter, are based around La Poste's four societal commitments and can take different forms:

- co-development of services marketed to local authorities or final beneficiaries;
- services purchased from firms operating in the disability and/or inclusive employment sectors. The total value of purchases from these sectors was €39 million in 2023;
- social innovation through partnerships associated with our public interest role. Some partner associations also work, for instance, in post offices located in priority urban neighbourhoods to help customers facing challenges carry out their basic postal transactions;
- corporate sponsorship by providing funds, donating equipment and skills-based volunteering (in 2023, postal workers gave more than 8,464 hours of their working time to outreach projects run in partnership with SSE bodies or similar).

Commitment	Indicators	Unit	Target	2023	2022	2021
<b>CONTRIBUTING TO THE DEVELOPMENT AND COHESION OF LOCAL AREAS</b>						
Supporting regional economic development	Annual loan originations with local authorities	(in €bn)	in 2025: 4.5	4.5	4.4	5.2
	of which green and social loans	(in €bn)	1.1	1.6	1.0	0.6
Contributing to the cohesion of local areas	Annual loan originations to the social housing, healthcare and non-profit sectors and the local economy	(in €bn)	in 2025: 4.9	2.9	4.9	3.9
	of which sustainability loans	(in €bn)	0.6	0.88	0.293	0.106
	Proportion of the population which is less than 5 km or less than 20 minutes by car from a La Poste retail outlet <sup>(a)</sup>	as a %	> 90% <sup>(c)</sup>	97.01%	97.02%	97.1%
	Employment footprint (direct, indirect and induced) of La Poste in FTEs <sup>(b)</sup>	FTEs	Measure and report on this indicator and its changes	444,182	446,350	N/A

(a) In accordance with the postal presence contract, the group's objective is to have 90% of the population within 5 km and less than 20 minutes by car from a La Poste contact point in France. Accessibility under the universal service: in regard to the accessibility of the universal postal service, Article R. 1-1 of the French Postal and Electronic Communications Code specifies that at least 90% of the population in each department must live less than 10 km from a retail outlet, and that all municipalities with more than 10,000 inhabitants must have at least one retail outlet for each section of 20,000 inhabitants.

(b) Employment footprint within the scope of La Poste SA, La Banque Postale, Poste Immo, Viapost, DPD, Mediaposte and CNP Assurances.

(c) Objective related to the public service mission of regional planning.

#### 4.4.4 Social inclusion



In order to promote social inclusion, La Poste Groupe develops useful, innovative and inclusive local services for all. Ageing and the movement of populations towards the suburbs can lead to feelings of isolation, or even exclusion. Young people also face difficulties integrating into society, for example. The group therefore supports young people in their entry into the workforce, and it also supports seniors in ageing well at home. As a responsible employer (see Section 4.3.2 "A responsible and inclusive employer"), it secures accessible banking for the most disadvantaged, promotes the integration of people excluded from employment, and entrusts some of its contracts to the inclusive

and sheltered employment sectors whenever supply is compatible with demand. It also supports integration and equal opportunities through the community outreach commitment of its employees.

La Poste Groupe aims to develop useful, innovative and inclusive local services. To promote social inclusion, La Poste is committed to:

- ensuring the accessibility of post offices;
- launching inclusive offerings;
- promoting jobs for young people and equal opportunities.

#### Products and services to promote social inclusion and ageing well



#### SOCIAL AND PROFESSIONAL INCLUSION

- **Simplicité formula** (P) a banking service tailored to the needs of vulnerable customers.
- **L'Appui** (P) banking and budgeting support platform for customers experiencing temporary financial difficulties.
- **Personal loan for students and apprentices and 1 euro driving licence loan** (P)
- **Paris Adresse** (CL) hosting mailboxes for the homeless.
- **LBP loan offer** (CL) for financing social housing and public hospitals.
- **Combating school disengagement** (P) learning tool based on artificial intelligence (AI).
- **Pronote** (P) a tool for sharing information between teachers, students and parents.
- **Examination centres** (P) to take theory tests for cars, motorbikes and boats.

#### SERVICES RELATING TO HOME TRANSFORMATION (home safety equipment and fittings)

- **Conversion of tertiary buildings into senior residences** (P, CL) non-nursing senior residences, as part of the prevention and assistance with autonomy policy.
- **Look after my Parents** (CL, P) remote assistance service, with or without a visit from the postal carrier.

#### HUMAN SERVICES "health and autonomy at home"

- **Asten Santé** (P) Medically prescribed home care for more than 120,000 patients discharged from hospital or suffering from chronic illnesses.
- **Âge d'or and Axéo services** (P) personal services networks, including 4,800 care assistants.

#### HEALTH & AUTONOMY



#### DIGITAL TRUST SERVICES

- **Careside** (E) patient pathway platform offering digital and human services: administration, services, and medical.
- **Maincare** (E) prominent healthcare software publisher for hospitals: care production, remote medical services, care coordination.
- **Agoria Santé** (P) improved treatment for patients.
- **Axonal Biostatem** (E) Clinical R&D.
- **Docaposte** (P) no. 1 French host of healthcare data and leading operator of digital healthcare platforms.

(CL) Local authorities (E) Businesses (P) Retail customers

#### Ensuring the accessibility of post offices

The Retail Customers & Digital Services business line is committed to a major modernisation programme to facilitate the accessibility of post offices, products and services to people with disabilities.

As part of the planned accessibility schedule (Ad'AP), the La Poste Network has committed to making post offices accessible by 2024. At end-2023, 92% of post offices had a sales area accessible to people with all types of disabilities, and 68% had an accessible sales area (exterior access) adapted for persons with reduced mobility. Furthermore, 97% of automated teller machines (ATMs) are either directly accessible to people with reduced mobility or located in the immediate vicinity of another accessible ATM. 92% of La Banque Postale ATMs and self-service terminals are accessible to blind or visually impaired people. Lastly, 100% of the ATMs located inside branches are accessible to people with disabilities.

La Poste Groupe is responsible for making all its digital media, websites and extranet accessible. Its teams are working to make them easy to access, intuitive and responsible. The www.laposte.fr website is accessible to visually impaired people and complies with current standards; adapted access is also provided for deaf and hearing impaired users.

#### Offering inclusive services

Working in partnership with local players, trained postal workers are assigned to forge close links with vulnerable people by making regular home visits and reporting any signs of frailty. They assess people's need for assistance, to which they can respond directly by offering a personalised package of services (digital inclusion, home security, cognitive stimulation, social support, delivery of meals and medication, etc.) or indirectly by working with local partners (access to rights, adaptation of housing, human services, healthcare, etc.).

The homecare assistants in the Age D'Or and Axeo Services franchise networks provide help and support with everyday needs for those who choose to continue living at home. Home healthcare service providers Asten Santé and Diadom coordinate home healthcare professionals and the delivery of medical equipment prescribed by doctors to their patients.

Making banking and insurance services accessible to all is one of the specific features of La Banque Postale. It is the only bank entrusted with an accessible banking mission as defined by the 2008 law on the Modernisation of the Economy. This commitment has been confirmed for the 2023–2027 period.

La Banque Postale must also prevent over-indebtedness and promote microcredit. It therefore works to inform and raise awareness among people experiencing financial difficulties and offers them products and services adapted to their needs. These include access to modern and inexpensive payment methods as well as local services. It develops citizen banking products to facilitate home ownership through loans adapted to low income earners. La Banque Postale also served 1.7 million customers experiencing financial difficulties in 2023.

La Banque Postale develops and implements specific initiatives, including a microcredit offering, an early detection system for identifying vulnerable customers, the budget assistance platform called *L'Appui* and joint actions with *Action Tank Entreprise et Pauvreté*.

Lastly, La Poste has set up certain post offices as examination centres for taking the driver licence theory test. Since the creation of this activity, La Poste has led the market for testing on behalf of the Ministries of the Interior and of the Sea<sup>(1)</sup>.

### Promoting equal opportunities and professional integration

La Poste promotes equal opportunities and facilitates the integration of young people and people excluded from employment into the workforce, regardless of their origin.

In particular, the group is involved in the PAQTE initiative run by the French Ministry for Regional Cohesion and Relations with Local Authorities. The aim of this initiative is to mobilise companies in priority urban neighbourhoods to train and recruit local residents and reach out to the small and mid-sized businesses located in those neighbourhoods.

Actions in favour of young people aged between 6 and 30 fall within the remit of the social policy and the Human Resources Department, as well as the societal commitment policy.

*L'Envol*, La Banque Postale's campus, aims to promote the education of students from modest backgrounds from all over France. Students receive individualised support from secondary school right through to their entry into the best general-purpose, technological or vocational higher education courses. The programme is innovative in terms of its length (from six to eight years) and provides an essential link between secondary school and higher education, which sometimes continues until students start work.

By 2023, *L'Envol* had reached close to 1,150 students, through involvement from more than 1,200 employees. In 2023, the students benefiting from *L'Envol* had a 100% pass rate for the general baccalaureate, with 82% receiving honours in the general stream and 92% in the professional stream. All went on to further education.

### Fostering social inclusion

Indicator	Target <sup>(a)</sup>	2023	2022	2021
<b>Promoting the integration of young people into the workplace</b>				
Number of young interns, work-study students and new hires (permanent or fixed-term contracts) taken on in the year	Continue the group's efforts to promote the integration of young people into the workplace	16,781	14,689	18,386
<b>Acting for the inclusion of those with disabilities (as an employer and beyond)</b>				
Percentage of employees with disabilities	Continue to exceed the 6% legal minimum employment rate of hires with employment obligation (BOE) status	9.33%	8.77%	8.66%
<b>Acting for accessible banking for vulnerable financial customers</b>				
Number of accessible banking beneficiaries able to receive social benefits	Define the indicator (e.g., specific welfare benefits) and implement it	670,731	654,140	N/A
<b>Acting in support of elderly and vulnerable people</b>				
Number of beneficiaries of La Poste Groupe support services for older and vulnerable people	<ul style="list-style-type: none"> <li>Developing the "Look after my parents" offer</li> <li>Get medical supply delivery practices off the ground</li> </ul>	248,581	230,263	217,531

(a) The quantitative targets taken into account to manage the initiative are confidential.

(1) Since 2016, La Poste has been an approved administrator for the French driving theory test by the Ministry of the Interior. In 2020, it was also authorised by the ministry to administer the motorbike theory test. Since 1 June 2022, La Poste has been hosting the boating license theory test on behalf of the Ministry of the Sea.

#### 4.4.5 Ethical, inclusive and sustainable digital services



The health crisis has reinforced the omnipresence of digital technology, transforming interactions with customers (from multi-channel to omnichannel). In 2021, La Poste Groupe set itself the goal, through its 2030 strategic plan and as a mission-led company, to promote digital technology that is:

- **ethical:** fostering respectful and exemplary principles, values and practices in the fields of digital transformation and digital technologies (societal and environmental impacts, protection of personal data and the free will of individuals, principle of non-discrimination, etc.);
- **inclusive:** enabling as many people as possible to have access to digital tools (people with disabilities or who are structurally isolated due to digital illiteracy);
- **sustainable:** reducing the environmental impact of digital technology (greenhouse effect, waste, resource depletion, etc.), despite the pace of change in practices.

La Poste Groupe has undertaken a number of internal initiatives to contribute to the development of ethical, inclusive, and sustainable digital technologies with a range of players. In 2019, La Poste Groupe was one of the first signatories of the Responsible Digital Charter of the *Institut du numérique responsable* (INR), of which it is also a co-founder. A guide setting out the Charter's details has been issued to foster an understanding of its commitments and use among all postal workers.

The group's Responsible Digital Committee brings together the entity IT departments, the group's Social Commitment Department, the business line CSR departments, the HR Department (*Mission Handicap*), the Purchasing Department and the Strategy Department to discuss major digital challenges and drive change through best practices; it coordinates the entities on the path to be taken, enriches them collectively and collects the results.

This governance organisation was enhanced in 2023 with the creation of an IS Steering Committee comprising all of the group's IS Departments, together with the group IS Department and the group Responsible Digital Officer. The IS Departments' contribution to the workshops has therefore been stepped up.

The new configuration of work around major aspects of the commitment is as follows:

- Affordability: in digital projects.
- Inclusion: digital accessibility of our services.
- Ethics: AI assessments are integrated into projects.
- Sobriety: measurement of footprint and trajectory, optimisation of resources (repair, reuse, recycling).
- Responsible IT procurement: all aspects of responsible digital are embedded in our IT purchases.
- Skills: IS players are trained in responsible digital best practices (integration of responsible digital within the business).

Significant progress was made through working groups in 2023:

- Procurement: continuation of the responsible procurement approach for IT purchases in 2023 pooled/group contracts screened, and creation of a deployment kit for all IT contracts.
- Responsible Digital label: i-TEAM<sup>(1)</sup> certification obtained in February 2022 (level 2, very mature) for three years.
- Responsible design of digital services: this approach to design aims to develop respect for the environment among project stakeholders when choosing the functional need to be met or the digital service to be built and/or purchased, through to decommissioning.

- Digital sustainability approach: La Poste's ambition is to benefit from sharing and pooling ideas and actions emanating from the network of digital affordability officers working at group level. A workshop on digital affordability was set up as part of the group's Responsible Digital governance. Subjects for sharing (support approaches, feedback, intelligence reports, etc.) and pooling (common vocabulary, best practices, assessment toolkits, training courses, indicators for monitoring issues and the maturity of project stakeholders, etc.) are dealt with by the officers concerned.
- Equipment footprint measurement: a study was launched looking at replacing the tool currently used to measure the footprint of IT equipment. The group also began work on improving data quality and on the rigour of the measurement used by those involved.
- Economy: raising awareness, for example by organising Digital clean-up days, which focus on data clean-ups and the recovery of electrical and electronic equipment.
- digital accessibility: as a mission-led company, La Poste continues to strive for digital accessibility. It makes its digital content and services usable and intelligible for its customers, partners and employees with disabilities across all business lines. Each of La Poste's business IS Departments now has a dedicated digital accessibility officer. La Poste is gradually making each project digitally accessible, applying the principle of usability for people with disabilities while ensuring its application interfaces, whether developed internally or acquired on the market, comply with applicable standards and regulations. To monitor roll-out, it is currently trialling the ARA solution developed by DINUM (interdepartmental digital team also responsible for RGAA standards on digital accessibility).

The usability of a user interface can be tested thanks to a newly-formed team of 700 volunteer postal workers with disabilities. La Poste was awarded the Manifeste Inclusion 2023 inclusive company award for this initiative.

The group was also involved in various other initiatives in 2023:

- projects led by CIGREF on digital and energy efficiency;
- digital and environmental initiatives led by NUMEUM;
- Manifesto Inclusion events on digital accessibility.

In order to guarantee digital trust, including the ethical use of AI in customer relations, the group has strengthened the following:

- the framework: the AI Ethics Charters of La Poste, La Banque Postale and CNP Assurances have been articulated and aligned with the group's AI Charter, which was approved in December 2021. The governance framework for ethical AI was implemented during the year, and ethical assessment tools were developed and tested:
  - the Trusted AI Committee met twice in 2023,
  - the AI Operational Committee, comprising representatives from all business lines and subsidiaries, meets monthly to coordinate the roll-out and implementation of AI ethical evaluation tools,

(1) The operational entity of the group's Information Systems Department.

- a pre-screening matrix has been finalised to prioritise algorithms eligible for ethical review at all stages of algorithm development, from design to production,
- an AI ethical assessment grid incorporating respect for the different ethical principles contained in the charter, particularly those related to transparency, bias prevention, explainability and stakeholder reporting, was tested on several AI projects in 2022;
- human capital: the oath of respect for correspondence and money entrusted to postal workers was extended to the digital domain in 2016;
- technical capital: shared infrastructure (data lake). Its very design (security, traceability, consent, retention periods, etc.) results in projects that comply by default with the Data Charter and the General Data Protection Regulation (GDPR);
- skills capital: an AI expertise centre with around 500 people from the Retail Customers & Digital Services business line (Docaposte, Probayes and Open Value) reinforces the group's AI skills and know-how to support the business lines in their activities (traffic predictability for Geopost, fraud detection, *Mon timbre en ligne* chatbot, etc.).

Several programmes have also been put in place to improve customer knowledge. The segmentation of customers based on knowledge of their habits, the analysis of their multi-channel experience, customer indicators and the annual customer survey are carried out in full compliance with the group's fundamentals and the Data Charter. The "Tech & Trust by Docaposte" label that appears on the solutions proposed by La Poste guarantees its commitments. This label attests to the value placed in La Poste Groupe by trusted third parties, such as the companies and the public sector departments that host their data on the group's servers.

With inclusivity in mind, La Poste Groupe is implementing action plans at various stages of the digital inclusion value chain, in five areas: detection, support, training, equipment and access for people unfamiliar with digital technology.

13 million French people experience difficulty with digital technology, half of whom do not have internet access, and the other half using it rarely. Thanks to its extensive networks, its proximity and its know-how in terms of inclusion, La Poste Groupe is positioned as a privileged partner of the French government and local authorities in accelerating the implementation of initiatives to

reduce the digital divide. La Poste is supporting the momentum launched by the French government by actively contributing to the France Services digital advisor system. In 2024, La Poste plans to deploy 109 digital advisors in 63 selected departments with the French National Agency for Regional Cohesion (ANCT).

La Banque Postale has set up a digital banking inclusion plan with the support of the social start-up WeTechCare. This programme aims to identify customers who are far from digital technologies, provide them with the necessary support in the post office and direct them to the most suitable digital advisor near the post office via a specific training workshop.

The mobilisation of areas bearing the France Services label is another means of identifying and supporting people excluded from digital technology:

- in 2023, more than 474,000 people were assisted in their online administrative procedures by customer service representatives at the 403 areas bearing the France Services label, located primarily in rural areas;
- depending on the level of digital autonomy of each customer, the France Services agent supports them in browsing institutional sites, finding information relating to their file, carrying out online procedures, using the video conferencing service and performing other useful tasks.

La Poste is supporting the momentum launched by the French government by actively contributing to the France Services digital advisor system. In 2023, it deployed 90 La Poste digital advisors in 57 departments selected with the French National Agency for Regional Cohesion (ANCT). This training is complemented by digital training programs offering certification (e.g., *CléA Numérique*).

La Poste facilitates access to digital practices:

- digital inclusion also means secure access to documents, from any location, every day. The Digiposte digital safe is an easy way of storing and accessing administrative documents. To enable everyone to access these tools, La Poste is working with social action organisations to tackle exclusion by making its digital safe available, entirely free of charge, to all financially vulnerable groups;
- moreover, a digital identity has become an essential component of daily life. La Poste provides an easy way for all citizens to have a digital identity, which is verified in person by a postal carrier or a post office counter clerk. This initiative has simplified administrative procedures.

## Products and services advancing the ecological transition



### ETHICAL, INCLUSIVE AND SUSTAINABLE DIGITAL SERVICES

- **Bridging the digital divide** (P) identifying, training and equipping people who are far removed from digital technology, in particular through digital advisors.
- **E-education offer** (CL) distribution, training and after-sales service for educational tablets (SQOOL) and computers.
- **"CLéA" certification** (P) certification on the use of digital technology in a work context.
- **Ardoiz** (CL) (P) simplified and adapted digital tablets for absolute beginners, which can be accompanied by digital workshops.
- **Digital identity** (P) digital key providing proof of identity validated by a trusted third party.
- **France Num programme** (E) support for micro-enterprises/SMEs in their use of digital technology (awareness-raising and training).
- **NUMSPOT** (CL) (E) offering a trusted cloud to French institutional and economic players: a solution for hosting sensitive data.
- **Digiposte** (P) (E) secure storage of administrative documents.

(CL) Local authorities (E) Businesses (P) Retail customers

## ▼ PROMOTING ETHICAL, INCLUSIVE AND SUSTAINABLE DIGITAL SERVICES

Commitment	Indicator	Target	2023	2022	2021
Supporting digital inclusion Helping French people have access to trusted, ethical digital solutions	Number of people identified, supported, trained and equipped in the use of digital technology <sup>(a)</sup>	1 million people supported each year by 2030	646,071	473,734	236,085
Acting for sustainable digital services	Number of active Digiposte and Digital Identity users	9 million accounts	14.4	9.6	6.5

(a) Number of individuals suffering from digital illiteracy who receive support from La Poste and its partners. In 2023, the calculation of the number of people supported by digital advisors, based on the number of transactions carried out by them, is based on the ratio used in previous years, the conservative nature of which has since been confirmed on the basis of actual data (January 2024) now available by default in the consolidated indicator of the France Services platform used by digital advisors.

## 4.5 HOW WE DO BUSINESS

In today's world, the way that we do business is a complex matter of strategic importance, particularly in order to ensure and upkeep transparency, notably the fight against tax evasion and political influence and lobbying activities.

### Our compliance tools, a lever for securing long-term development

### To find out more

#### Whistleblowing system

See Section 2.3.2 "Areas of compliance"

Since 2011, a whistleblowing system has been in place for employees wishing to ask questions about ethics or professional conduct, or to report breaches of the Ethics and Anti-Corruption Code or violations of the group's Charters (purchasing, interest representatives, etc.).

#### Annual ethics climate survey

See Section 2.3.2 "Areas of compliance"

La Poste Groupe is one of very few companies in France to measure the awareness levels of employees on ethics and professional conduct matters.

#### Corruption prevention and detection

See Section 2.3.2 "Areas of compliance"

The group implements and coordinates a corruption risk prevention plan in accordance with the Sapin II Act of 9 December 2016.

#### Anti-Money Laundering and Combating the Financing of Terrorism

See Section 2.3.2 "Areas of compliance" and Section 2.1 "Main risk factors", paragraph on compliance risk

Due to its status, the AML-CFT regulations do not apply to La Poste SA. However, they do apply to two of its subsidiaries: La Banque Postale as a bank, and La Poste Immobilier for its property development business for customers outside La Poste Groupe and for its property leasing and real estate brokerage on behalf of third parties.

#### Duty of care plan

See section 7.2. "Duty of care plan"

La Poste Groupe has updated its duty of care plan in accordance with the French duty of care law for parent and subcontracting companies.

#### Combatting tax evasion

See below

La Poste Groupe recognises the important role of tax compliance in its strategy and is committed to applying a policy of tax transparency.

#### Supplier payment terms

See Section 7.3 "Review of the parent company financial statements"

La Poste is committed to respecting legal payment terms. La Poste SA makes more than 96% of its payments within 30 days.

#### Political influence and lobbying

See below

#### Military reserves

See Section 4.5.3 "Support for enrolment in military reserve forces"

On 15 March 2022, La Poste Groupe signed a military reserve agreement with the French Ministry of Defence.

### 4.5.1 Combatting tax evasion



La Poste Groupe recognises the importance of combatting tax evasion in its strategy and is committed to applying a clear and responsible tax policy.

The group's tax policy is public and available on La Poste Groupe's website ([www.groupelaposte.com](http://www.groupelaposte.com)). The goal of this tax policy is to prevent tax evasion. The group is careful not to implement aggressive tax arrangements disconnected from operational reality.

La Poste Groupe applies a responsible tax policy based on an enduring, transparent and professional relationship of trust with tax authorities. It maintains constructive dialogue with government bodies, particularly through its active participation in public consultations organised by the French State.

La Poste Groupe was not party to any tax-related disputes in 2023.

La Poste Groupe is committed to paying its fair share of taxes in the countries where it operates, in accordance with the laws and agreements in force.

During external growth transactions, the group pays special attention to the tax approach adopted by the entities in question, and ensures that they comply with the tax principles and morality applied by the group.

As far as transfer pricing is concerned, the group complies with the principles and obligations of the OECD's Base Erosion and Profit Shifting (BEPS) plan on transfer pricing. It therefore files all required transfer pricing documents, including country-by-country reporting (CBCR), in order to guarantee transparency with tax authorities. It should be noted that intra-group transactions between companies residing in different states are relatively limited given the nature of the activities carried out and the fact that most of them are located in France. Intra-group transactions are carried out in accordance with the group's transfer pricing policy on arm's length terms, i.e., terms that would have been agreed between independent parties.

The group recognises that fiscal risk management and tax fraud regulations are an integral part of good governance. The group's tax affairs and the management of tax risks are the responsibility of a team of qualified and appropriately-trained tax experts who work under the supervision of the group's Chief Financial Officer. They ensure the support of operational activity in compliance with the applicable regulations, which are increasingly numerous and complex, and whose changes the group follows with care. To that end, they undertake not to take any tax positions that could qualify as tax fraud or evasion. Similarly, they take care to ensure that entities joining the group strictly adhere to these commitments.

### 4.5.2 Political influence and lobbying



La Poste SA is committed to representing its interests in a wide range of areas, including climate action, trade, competition, consumer protection, customs, the environment, taxation, justice and fundamental rights, the single market, transport and the digital economy and society.

To promote transparency for these potentially sensitive issues, the group is registered in the European Union's transparency register under number 01890906437-84.

As a large international full-service group, La Poste Groupe is particularly attentive to the legislation and regulations in force in the countries where it operates.

To assert its positions and best practice, it works hand in hand with all stakeholders and takes steps to improve its transparency. For example, the group set up a Compliance Department in 2021.

Lobbying involves promoting and defending the interests of the group and group entities by informing the relevant stakeholders in technical, economic, environmental, social and societal fields and in the performance of its public service missions. La Poste Groupe wishes to share its vision and technical expertise with institutional players, including members of government, members of parliament and central and local authorities, and raise awareness of the group and promote its image, values, business lines and services.

Its positions are designed to inform and educate the public decision-making processes of those involved, whilst still taking into account its commitment to public interest. To that end, La Poste Groupe deals directly with its institutional contacts and contributes to the work of professional associations also involved in lobbying.

All the lobbying work of La Poste Groupe in France complies with the French Act on Transparency, Anti-Corruption and Economic Modernisation (Act no. 2016-1691 of 9 December 2016) and the rules imposed by the French Transparency in Public Life Agency (HATVP).

La Poste Groupe has produced documentation recording its lobbying commitments, including:

- its Code of Conduct;
- its Ethics and Anti-Corruption Code;
- its Gifts and Invitations Policy;
- its Lobbying Policy, available on the La Poste Groupe website.

Other specific tools are also used by La Poste Groupe's buyers to prevent conflicts of interest: the Responsible and Ethical Purchasing Charter and a Charter that sets out the responsible and ethical commitments of its purchasing division.

All those who participate in lobbying work are committed to:

- ensuring compliance with applicable laws and regulations;
- complying with the rules of conduct set out in the Ethics and Anti-Corruption Code and La Poste Groupe's commitments in terms of Social and Environmental Responsibility (CSR) as presented in the annual CSR report;
- ensuring compliance with the requirements set out in the codes of conduct of the bodies they lobby;
- attending training courses proposed by their employer under the Ethics and Anti-Corruption Code and the aforementioned Charter;
- preventing and opposing all forms of corruption and influence peddling;
- performing their duties as an interest representative in a professional capacity only;
- not making any offer of gifts or invitations, benefits in kind or financial advantages to the stakeholders involved, that could make them feel indebted;
- proposing an annual declaration of the existence or non-existence of conflicts of interest for interest representatives;
- ensuring that the information disclosed is reliable; developing arguments and positions that represent the interests of La Poste Groupe as a whole based on that information;
- not acting in any way designed to obtain information or decisions in a dishonest manner;
- including all relevant stakeholders affected by the issues being dealt with, wishing to communicate with La Poste SA;

- upholding freedom of opinion and decision, and the legitimate right of other stakeholders to present supplementary or even conflicting positions on the issues affecting them.

As part of its ethical approach, and in order to establish a dialogue with the bodies supervising lobbying, La Poste Groupe has appointed a lobbying officer in accordance with the recommendations issued by the French Transparency in Public Life Agency (HATVP).

La Poste Groupe fulfils its annual reporting and transparency obligations with the French Transparency in Public Life Agency (HATVP). The following persons are currently in charge of representing La Poste's interests: the Chairman and Chief Executive Officer, the La Poste Groupe Director of Public and Local Affairs and the Local and Parliamentary Affairs Officer.

The HATVP considers that the declarations filed by La Poste since 2017 meet the established requirements and are in line with its defined guidelines. This also serves as an endorsement of the efforts made together with the Ethics and Professional Conduct Department to professionalise the group's Parliamentary Oversight Committee and Public Affairs Committee.

Companies may not become involved in political activities under French law. La Poste ensures that it does not finance political parties in any way whatsoever, respects all its stakeholders in the positions it adopts and involves the elected officials of all democratic parties in its dealings. The group does not finance any political activities, even in countries where this is permitted and regulated by law. The group spent between €200,000 and €300,000 on its lobbying activities in 2023.

### 4.5.3 Support for enrolment in military reserve forces

La Poste is committed in a variety of ways to aligning its own interests with France's national defence interests, while ensuring job security and financial support for employees who participate in the military reserves:

- providing support for reservists: La Poste is committed to making it easier for its employees to take part in military reserve forces. This includes giving them a paid leave of absence of up to 20 days each year. Under French law, employees are permitted to use up to 10 days of their working time a year for military reserve forces;
- call-up notice and release clause: La Poste respects the advance notice for calling up reservists and has adopted a release clause, allowing reservists to join their military organisation quickly if needed urgently;
- remuneration and benefits: during their period of military activity, La Poste reservists receive military pay and ancillary allowances, in addition to their La Poste salary. Call-up periods in military reserve forces are treated as actual periods of work for the calculation of benefits (statutory and under collective bargaining agreements);
- job protection: La Poste undertakes not to end the employment of any employees due to periods of absence related to their status as operational reservists.

This demonstrates La Poste's commitment to supporting the national defence policy and maintaining strong ties between the nation and its armed forces. By making it easier for employees to enlist in military reserve forces, La Poste helps to improve military capacity and nurture a spirit of national defence.



## 4.6 METHODOLOGY

### 4.6.1 Reference framework and scope of non-financial reporting

The group's corporate social responsibility reporting process was carried out in accordance with the provisions set forth in Articles L. 225-102-1 and R. 225-104 to R. 225-105 of the French Commercial Code:

- Chapter 4 "Sustainable and responsible development" presents the information relating to the social, societal and environmental challenges and risks associated with its activity, and the policies pursued in these areas, in accordance with the non-financial information statement requirements set out in Decree No. 2017-1265 of 9 August 2017 issued to implement Order No. 2017-1180 of 19 July 2017 on the publication of ESG information (see the cross-reference table of the Non-Financial Information Statement at the end of the document);
- the following issues, expected by law, are considered immaterial to La Poste Groupe in view of its business model and activities:
  - fight against food insecurity,
  - food waste,
  - animal well-being,
  - responsible, fair and sustainable nutrition,
  - measures aimed at promoting physical and sporting activity.

Since 2009, the group has had its ESG indicators verified by an independent third party and is gradually extending the scope of all published indicators to the consolidated scope. The employee indicators are developed in accordance with the methodology used for the employee report. In order to report to stakeholders on the group's annual results in terms of social and environmental responsibility, the group publishes an annual CSR report and a short format report, *Les Essentiels*, both available in the second quarter of the year on the group website. This report is prepared in accordance with Global Reporting Initiative (GRI) standards<sup>(1)</sup>.

The environmental indicators are based on recognised guidelines:

- national guidelines: the *Bilan Carbone* methodology proposed by Ademe calculates emissions from most energy sources, excluding international electricity, and emission factors and other sources from the *Base Carbone*;
- international guidelines: the GHG Protocol to define scopes 1, 2 and 3; the Global Reporting Initiative (GRI) sustainability reporting guidelines; consumption or emission factors provided by the International Energy Agency for the calculation of emissions related to consumption of international electricity (based on the average from the last three years); recommendations of the Task Force on Climate-Related Financial Disclosures;
- special consideration for emissions from electricity from renewable sources (emission factors in CO<sub>2</sub>eq. relative to the consumption of electricity from renewable sources supplied

directly by electricity suppliers, failing which, the factor applied corresponds to the average emissions factor of the renewable energy mix of the country of consumption).

The reporting period is based on:

- for employee indicators, the calendar year (1 January to 31 December) to ensure consistency with French regulations and the employee reports of French companies;
- for environmental reporting, a rolling year from December to end-November or a rolling quarter from Q4 to end-Q3, except for the number of vehicles (31 December).

All indicators are described and updated annually in detailed reporting reviews by the group's Social Commitment Department, which is responsible for reporting in consultation with all internal stakeholders. These reviews specify how indicators are defined, how information is gathered and calculated, the estimates or extrapolations made, if necessary, the checks performed, and data collection and approval.

La Poste Groupe's reporting scope, unless otherwise stated, consists of the La Poste Groupe subsidiaries that are fully consolidated for the preparation of the consolidated financial statements. The coverage rate has changed over the years due to policies and initiatives to harmonise indicators, reporting mechanisms, digitisation projects and acquisitions. In 2023, the non-financial report was marked by:

- an extension of the measurement of scope 3 GHG emissions, covering all 15 scope 3 categories as defined by the GHG Protocol;
- reduced use of the extrapolation method of calculating GHG emissions. By convention, the extrapolated data are calculated on the basis of an emissions ratio in kgCO<sub>2</sub>eq per thousand euros of revenue. Extrapolated greenhouse gas emissions are, by convention, considered as falling within scope 3 in the group's emissions table.

The scope of commitment mostly corresponds to greenhouse gas<sup>(2)</sup> emissions from transportation related to mail and parcel delivery, the Network, corporate, financial services (notwithstanding the principles set forth in the note on methodology), digital services and the buildings managed by the La Poste Immobilier subsidiary.

Road, air, rail and maritime transport are taken into account. The greenhouse gas emissions include:

- Scopes 1 and 2 greenhouse gas emissions, as defined by the GHG Protocol: direct and indirect emissions linked to the consumption of electricity, steam, heating or cooling;
- Scope 3 greenhouse gas emissions: these mainly include transport subcontractors and subcontracted employee business travel.

	% of consolidated group revenue	% of group employees <sup>(a)</sup>
Employee indicators including La Poste Groupe subsidiaries in France and Europe <sup>(b)</sup>	95.9	98.7
GHG emissions related to La Poste Groupe transport and buildings <sup>(c)</sup>	100	100

(a) Expressed in FTE.

(b) Social, health and safety indicators are produced by the Human Resources Department.

(c) Including extrapolated GHG emissions data (Scope 3), which represented 1% of the group's GHG emissions in 2023.

(1) The GRI is an independent international standard-setting body for corporate sustainability performance.

(2) This commitment covers 23% of the group's footprint.

## 4.6.2 Additional note on the methodology used in the ESG double materiality assessment

This section explains the methodology used in the ESG double materiality analysis for La Poste Groupe in 2022.

### Identifying the scope of the challenges faced by the group

The group analysed its environment to define the scope of its ESG issues, by identifying the relevant major macro-economic trends. This analysis was based on reports produced by the World Economic Forum and a number of other international organisations, trends in the group's business segments, reports on the sustainability of competing companies and European Taxonomy requirements. This highlighted the group's major instability risks and main opportunities.

On this basis the scope of its ESG issues was established, using the list of issues proposed in the draft ESRS of the CSRD, supplemented by the main reference frameworks and standards for general, industry-specific and issue-specific reporting (GRI, SASB, ODD, TCFD and UN-PRI). This stage also involved a benchmark to identify sustainability risks, opportunities and impacts for each La Poste Groupe business line (i.e., banking, transport and logistics, network and digital services).

25 ESG issues were selected as part of its ESG scope, and a materiality assessment was conducted for each of them. These issues are split into three categories (Environment, Social and Governance) and each issue is associated with United Nations Sustainable Development Goals (SDGs) and a reference to GRI reporting standards.

### Impact materiality assessment

To assess the materiality of the impact of these issues on external stakeholders, La Poste Groupe split said stakeholders into four categories:

- internal stakeholders (shareholders, Executive Committee, Mission Committee and employees and trade unions);
- market regulators (regulatory authorities and ESG rating agencies);
- economic partners (individual and business customers, associations, local authorities, suppliers and subcontractors);
- societal influencers (elected officials, associations, press and media).

The group then determined the criticality of each stakeholder based on their role in the company's strategic and regulatory framework, their expertise, their level of influence and their

involvement in collective discussions relating to the group's business segments. The level of criticality was used to produce weightings assigned to the scores given by the various stakeholder categories.

More than 360,000 stakeholders were consulted through a digital platform between October and December 2022. They were asked to rate the importance of each of the 25 issues on a scale of 1 to 4. To help them fully understand the issues facing the group, they received an explanatory booklet describing the issues and any related topics, the potential risks for society, the environment and businesses if these issues are not taken into account, the opportunities for reducing their impacts and examples of the steps taken at subsidiary level to integrate the issues. This was explained in the context of the group's three main operating activities (financial services, mail and parcel delivery services and digital services) as well as at group level.

The general list of issues proposed for stakeholder assessment was adapted to the specific features of the group's business lines, with each stakeholder being asked to specify the activity on which its assessment was based. This means that each stakeholder could assign a higher score to the key issues (increased risk of adverse effects) for the relevant business segment.

### Financial materiality assessment

Each business line assessed the financial materiality of the group's 25 issues on its own activities. The Head of CSR for the business lines organised workshops with their respective departments: HR Department, Finance Department, Risk Department and operational management. They also used risk mapping and climate mapping (produced using the TCFD methodology). Financial impact refers to the positive or negative effect on turnover, operating costs, investments, investment attractiveness or other financial instruments (bonds, cost of debt). For each issue, the business lines assessed:

- whether it generated financial risks or opportunities;
- the time frame of the financial impact (short, medium or long term);
- the severity of the financial impact on the structure;
- the extent of the financial impact of the risk associated with the issue and the likelihood it would occur, based on the La Poste Groupe Risk Department's assessment scales.

#### Severity of financial impact (positive or negative)

ASSESSMENT	THRESHOLDS	SCORE
Low	<€2m	1
Moderate	€2m to €5m	2
High	€5m to €10m	3
Severe	>€10m	4

#### Financial impact likelihood scale

ASSESSMENT	DEFINITION	SCORE
Expected	The risk or opportunity is expected and the main conditions for it to occur shortly are now in place.	4
Likely	The risk or opportunity is likely and the main conditions for it to occur over the medium or long term are now in place.	3
Possible	The risk or opportunity is possible in conditions that are not in place now but could be in the future.	2
Remote	The risk or opportunity is remote and should only occur in exceptional circumstances (combination of very specific conditions).	1

More than 5,300 internal and external stakeholders from all group stakeholder categories took part in the analysis. Consolidation for the group refers to the aggregate results of each activity, weighted to reflect the business line's contribution to group turnover.

The materiality study is based on the company's risk assessment tools and the rating matrices used are similar. The group ensured that the findings of the materiality study were consistent with existing risk mapping. No major inconsistencies were identified. Accordingly, no changes have been made to the company's decision-making processes, which already take risk into account.

## Consolidated results

La Poste Groupe selected the information, as reported in the matrix set out below, using the following criteria:

- the importance of the information for the subject it describes or explains;

### 4.6.3 General methodological carbon footprint principles

This methodological note describes the methodological principles used to calculate the carbon footprint and the assumptions and emission factors selected. The breakdown of the stages used for calculation ensures a transparent carbon footprint assessment, justifies the choices made and sets out the limitations of the assessment.

Should changes be made to the methodology or scope, it is reported and explained in this note, for tracking purposes.

Scopes 1, 2 and 3 are assessed annually.

#### Carbon footprint methodology

La Poste Groupe's reporting scope, unless otherwise stated, consists of the La Poste Groupe subsidiaries that are fully consolidated for the preparation of the consolidated financial statements.

Reporting is based on a rolling year from 31 December Y-1 to 30 November, other than for data calculated on the basis of expenditure.

- the extent to which the information meets the decision-making needs of users;
- the need for transparency with stakeholders, primarily in view of the expectations of ESG rating agencies;
- the relevance of the information for industry-specific analyses.

The indicators presented in the business model of this document were chosen using a cross-business process involving all the group's departments, business lines and subsidiaries. The indicators are in line with La Poste Groupe's multi-year strategic plan. The plan is updated once a year, to factor in the macro-economic environment and/or key developments since the previous plan. They need to be as up-to-date as possible.

Any group entity emissions not included in the reporting scope are extrapolated to ensure that reporting remains consistent with the scope of consolidation of group entities. The extrapolated data are calculated on the basis of an emissions ratio in kgCO<sub>2</sub>eq per thousand euros of revenue. Extrapolated greenhouse gas emissions are, by convention, considered as falling within Scope 3 in the group's emissions table.

#### Emission factors

The emission factors used are taken from the Ademe carbon database, version 23.1, published on 18 September 2023.

#### Organisational scope used

La Poste Groupe elected to assess its greenhouse gas emissions for Scopes 1, 2 and 3 using the GHG Protocol methodology and the "operational control" approach, which involves taking all emissions from the activities of fully consolidated entities into account.

The assessment period is the financial year commencing on 1 January 2023 and ending on 31 December 2023.

Table showing how GHG Protocol emissions are taken into account

Scope	GHG Protocol categories	Categories and definitions taken into account
Scope 1	1.1 – Stationary combustion	Emissions from the use of gas, domestic fuel oil and propane by group buildings. ✓
	1.2 – Mobile combustion	Emissions from vehicle fuel consumption. ✓
	1.3 – Direct fugitive emissions	
Scope 2	2.1 – Purchased electricity	✓
	2.2 – Purchased heating and cooling	✓
Scope 3: upstream operations	3.1 – Purchases of goods and services	Estimate based on the amount spent by the group on purchases of goods and services. ✓
	3.2 – Capital goods	Estimate based on the amount spent by the group on purchases of capital goods. ✓
	3.3 – Energy-related emissions (not in Scope 1 or 2)	Upstream factors of fuel and energy use from Scopes 1 and 2. ✓
	3.4 – Upstream transportation and distribution	Emissions from outsourced transportation and delivery operations. ✓
	3.5 – Waste	Waste generated by the group's operations. Emissions from the processing of waste electrical and electronic equipment and waste paper. ✓
	3.6 – Business travel	Emissions from business travel by train or plane. The data are provided by travel agencies or contributors. ✓
	3.7 – Commuting	✓
	3.8 – Upstream leased assets	Energy use of buildings for which the energy supply is included in the rent paid or temporary sites used during peak periods. ✓
Scope 3: downstream operations	3.9 – Downstream transportation and distribution	Estimated emissions from customer travel to post offices and pick-up points. ✓
	3.10 – Processing of sold products	Not applicable. La Poste Groupe does not sell semi-finished products.
	3.11 – Use of sold products	Use of digital services offered by the group. ✓
	3.12 – End of life treatment of sold products	End of life treatment of sold packaging. ✓
	3.13 – Downstream leased assets	Not taken into account <sup>(1)</sup> .
	3.14 – Franchises	Emissions from Axeo franchises. ✓
Scope 3: other	3.15 – Investments	Taken into account. Corresponds to securities issued by companies accounted for using the equity method. ✓
	Extrapolation	Emissions from entities that are not included in the reporting scope.

✓ Taken into account

(1) Not material, not significant and aligned with financial consolidation principles.

## 4.6.4 Taxonomy reporting tables

### ▼ 2023 REVENUE

Financial year Y	Year	Substantial contribution criteria								
		Economic activities	Code	Absolute turnover (€ million)	Share of turnover (in %)	Climate change mitigation	Climate change adaptation	Water	Pollution	Circular economy
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>										
A.1 – Taxonomy-aligned activities										
Collection and transport of non-hazardous waste in source segregated fractions	CCM 5.5 for CE 2.3 and 2.7	14.308	0.053	NO	NO	N/EL <sup>(1)</sup>	N/EL	YES	N/EL	
Water supply, sewerage, waste management and remediation	CE 5.9	1.811	0.0067	NO	NO	N/EL	N/EL	YES	N/EL	
Operation of personal mobility devices, cycle logistics	CCM 6.4	1,020.182	3.79	YES	NO	N/EL	N/EL	NO	N/EL	
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	1,814.057	6.75	YES	NO	N/EL	N/EL	NO	N/EL	
Freight transport services by road	CCM 6.6	302.223	1.12	YES	YES	N/EL	N/EL	YES	N/EL	
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	5,190.229	19.3	YES	NO	N/EL	N/EL	NO	N/EL	
Passenger and freight air transport	CCM 6.19	0	0	YES	NO	N/EL	N/EL	NO	N/EL	
Construction of new buildings	CCM 7.1	6.804	0.025	YES	NO	N/EL	N/EL	NO	N/EL	
Acquisition and ownership of buildings	CCM 7.7	11.549	0.043	YES	NO	N/EL	N/EL	NO	N/EL	
Data-driven solutions to reduce GHG emissions	CCM 8.2	0.767	0.003	YES	NO	N/EL	N/EL	NO	N/EL	
Data processing, hosting and related activities	CCM 8.1	0	0	YES	NO	N/EL	N/EL	NO	N/EL	
Professional services related to energy performance of buildings	CCM 9.3	170.619	0.63	YES	NO	N/EL	N/EL	NO	N/EL	
<b>Turnover from environmentally sustainable activities (taxonomy-aligned)(A.1)</b>		<b>8,532.5</b>	<b>31.7</b>	<b>31.7%</b>	<b>0.0%</b>	<b>N/EL</b>	<b>N/EL</b>	<b>0.06%</b>	<b>N/EL</b>	
<b>of which enabling activities</b>		<b>5,361.6</b>	<b>19.9</b>	<b>19.9%</b>	<b>0%</b>	<b>-</b>	<b>-</b>	<b>0%</b>	<b>-</b>	
<b>of which transitional activities</b>		<b>2,116.3</b>	<b>7.9</b>	<b>7.9%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
A.2 – Taxonomy-eligible but not environmentally sustainable activities										
Turnover from taxonomy-eligible but not environmentally sustainable activities (not taxonomy-aligned)(A.2)		15,381.9	57.2%	57.2%	0%	-	-	0%	-	
<b>A. TURNOVER FROM TAXONOMY-ELIGIBLE ACTIVITIES (A.1 + A.2)</b>		<b>23,914.5</b>	<b>88.9%</b>	<b>88.9%</b>	<b>0%</b>	<b>-</b>	<b>-</b>	<b>0.06%</b>	<b>-</b>	
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>										
Turnover of Taxonomy-non-eligible activities(B)		2,972.8	11.1%	11.1%	0%	-	-	0%	-	
<b>TOTAL A + B</b>		<b>26,887.3</b>	<b>100%</b>	<b>100%</b>	<b>0%</b>	<b>N/EL</b>	<b>N/EL</b>	<b>0.06%</b>	<b>N/EL</b>	

(1) Not eligible.

Do no significant harm criteria ("DNSH\*\*")

Climate change mitigation (yes/no)	Climate change adaptation (yes/no)	Water (yes/no)	Pollution (yes/no)	Circular economy (yes/no)	Biodiversity (yes/no)	Minimum safeguards (yes/no)	Fraction of taxonomy-aligned turnover for year Y-1(%)	Enabling activity category (E)	Transitional activity category (T)
YES	YES	YES	YES	YES	YES	YES	0.04		
YES	YES	YES	YES	YES	YES	YES	0.00		
YES	YES	YES	YES	YES	YES	YES	4.43		T
YES	YES	YES	YES	YES	YES	YES	5.87		T
YES	YES	YES	YES	YES	YES	YES	0.00		T
YES	YES	YES	YES	YES	YES	YES	17.04	E	
YES	YES	YES	YES	YES	YES	YES	0.00		
YES	YES	YES	YES	YES	YES	YES	0.00		
YES	YES	YES	YES	YES	YES	YES	0.00		E
YES	YES	YES	YES	YES	YES	YES	0.00		
YES	YES	YES	YES	YES	YES	YES	0.49	E	
<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>YES</b>	<b>27.9</b>		
							57.4		
							<b>85.3</b>		
							100		
							<b>100</b>		

## ▼ CAPEX IN 2023

Financial year Y	Year	Substantial contribution criteria								
		Code	CapEx (€ million)	Share of CapEx (in %)	Climate change mitigation	Climate change adaptation	Water	Pollu- tion	Circular economy	Bio- diversity
<b>Economic activities</b>										
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>										
<b>A.1 – Taxonomy-aligned activities</b>										
Collection and transport of non-hazardous waste in source segregated fractions	CCM 5.5 for CE2.3	0.165	0.006	NO	NO	N/EL	N/EL	YES	N/EL	
Water supply, sewerage, waste management and remediation	CE 5.9	0.409	0.016	NO	NO	N/EL	N/EL	YES	N/EL	
Operation of personal mobility devices, cycle logistics	CCM 6.4	15.357	0.59	YES	NO	N/EL	N/EL	NO	N/EL	
Transport by motorbikes, passenger cars and light commercial vehicles	CCM 6.5	122.61	4.72	YES	NO	N/EL	N/EL	NO	N/EL	
Freight transport services by road	CCM 6.6	3.884	0.15	YES	NO	N/EL	N/EL	NO	N/EL	
Infrastructure enabling low-carbon road transport and public transport	CCM 6.15	838.713	32.26	YES	NO	N/EL	N/EL	NO	N/EL	
Passenger and freight air transport	CCM 6.19	0	0	YES	NO	N/EL	N/EL	NO	N/EL	
Construction of new buildings	CCM 7.1	13.873	0.53	YES	YES	N/EL	N/EL	NO	N/EL	
Renovation of existing buildings	CCM 7.2	18.968	0.73	YES	YES	N/EL	N/EL	NO	N/EL	
Installation, maintenance and repair of energy efficiency equipment	CCM 7.3	33.649	1.29	YES	NO	N/EL	N/EL	NO	N/EL	
Installation, maintenance and repair of charging stations for electric vehicles in buildings	CCM 7.4	0.095	0.004	YES	NO	N/EL	N/EL	NO	N/EL	
Installation, maintenance and repair of charging stations for electric vehicles	CCM 7.5	1.411	0.054	YES	NO	N/EL	N/EL	NO	N/EL	
Installation, maintenance and repair of renewable energy equipment	CCM 7.6	1.657	0.064	YES	NO	N/EL	N/EL	NO	N/EL	
Acquisition and ownership of buildings	CCM 7.7	0	0	YES	NO	N/EL	N/EL	NO	N/EL	
Data-driven solutions to reduce GHG emissions	CCM 8.2	0	0	YES	NO	N/EL	N/EL	NO	N/EL	
Data processing, hosting and related activities	CCM 8.1	0	0	YES	NO	N/EL	N/EL	NO	N/EL	
Professional services related to energy performance of buildings	CCM 9.3	3.635	0.14	YES	NO	N/EL	N/EL	NO	N/EL	
<b>CapEx of environmentally sustainable activities (taxonomy-aligned) (A.1)</b>		<b>1,054.4</b>	<b>40.6</b>	<b>40.5%</b>	<b>1.26%</b> CCA codes 7.1 and 7.2	-	-	<b>*0.02%</b> CE codes 2.3 and 5.9	-	
<b>of which enabling activities</b>		<b>879.2</b>	<b>33.8</b>	<b>33.8%</b>	<b>0%</b>	-	-	<b>0%</b>	-	
<b>of which transitional activities</b>		<b>145.5</b>	<b>5.6</b>	<b>5.6%</b>	-	-	-	-	-	
<b>A.2 – Taxonomy-eligible but not environmentally sustainable activities</b>										
<b>CaPex of taxonomy-eligible but not environmentally sustainable activities (not taxonomy-aligned) (A.2)</b>		<b>1,057.5</b>	<b>40.7</b>	<b>40.7%</b>	<b>0%</b>	<b>N/EL</b>		<b>0%</b>	<b>N/EL</b>	
<b>A. CAPEX OF TAXONOMY-ELIGIBLE ACTIVITIES (A.1+ A.2)</b>		<b>2,111.9</b>	<b>81.2</b>	<b>81.2%</b>	<b>1.26%</b>	<b>N/EL</b>		<b>0.02%</b>	<b>N/EL</b>	
<b>B. TAXONOMY-NON-ELIGIBLE ACTIVITIES</b>										
<b>CapEx OF TAXONOMY-NON-ELIGIBLE ACTIVITIES (B)</b>		<b>488.3</b>	<b>18.8</b>	<b>18.8%</b>	<b>0%</b>	<b>N/EL</b>		<b>0%</b>	<b>N/EL</b>	
<b>TOTAL A + B</b>		<b>2,600.2</b>	<b>100</b>	<b>100%</b>	<b>1.26%</b>	<b>N/EL</b>		<b>0.02</b>	<b>N/EL</b>	

Do no significant harm criteria (DNSH\*)

Climate change mitigation (yes/no)	Climate change adaptation (yes/no)	Water (yes/no)	Pollution (yes/no)	Circular economy (yes/no)	Biodiversity (yes/no)	Minimum safeguards (yes/no)	Fraction of taxonomy-aligned CapEx for year Y-1(%)	Enabling activity category (E)	Transitional activity category (T)
YES	YES	YES	YES	YES	YES	YES	0.01		
YES	YES	YES	YES	YES	YES	YES	0.00		
YES	YES	YES	YES	YES	YES	YES	1.46		T
YES	YES	YES	YES	YES	YES	YES	6.07		T
YES	YES	YES	YES	YES	YES	YES	0.00		T
YES	YES	YES	YES	YES	YES	YES	41.3	E	
YES	YES	YES	YES	YES	YES	YES	0.00		
YES	YES	YES	YES	YES	YES	YES	0.00		
YES							0.00		T
YES							0.00	E	
YES							0.00	E	
YES							0.00	E	
YES							1.09		
YES							0.00		
YES							0.16		
YES							0.17	E	
							<b>50.31</b>		
							<b>39.4</b>		
							<b>89.7</b>		
							10.3		
							<b>100</b>		



## 4.7 REPORT BY AN INDEPENDENT THIRD PARTY ON THE CONSOLIDATED NON-FINANCIAL STATEMENT

This is a free English translation of the Statutory Auditor's report issued in French and is provided solely for the convenience of English-speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

### Year ended 31 December 2023

To the Annual General Meeting,

In our capacity as Statutory Auditor of your company (hereinafter the "entity") appointed as independent third party, and accredited by the French Accreditation Committee (COFRAC) under number 3-1884<sup>(1)</sup>, we have undertaken a limited assurance engagement on the historical information (observed or extrapolated) in the consolidated non-financial statement, prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), for the year ended 31 December 2023 (hereinafter, the "Information" and the "Statement" respectively), presented in La Poste Groupe's management report pursuant to the legal and regulatory provisions of Articles L. 225-102-1, R. 225-105 and R. 225-105-1 of the French Commercial Code (*code de commerce*).

### Conclusion

Based on the procedures we performed as described under the "Nature and scope of procedures" paragraph and the evidence we obtained, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not prepared in accordance with the applicable regulatory provisions and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

### Preparation of the non-financial performance statement

The absence of a commonly used generally accepted reporting framework or of a significant body of established practices on which to draw to evaluate and measure the Information allows for different, but acceptable, measurement techniques that can affect comparability between entities and over time.

Consequently, the Information needs to be read and understood together with the Guidelines, summarized in the Statement and available on the Entity's website or on request from its headquarters.

### Inherent limitations in preparing the Information

As stated in the Statement, the Information may be subject to uncertainty inherent to the state of scientific and economic knowledge and the quality of external data used. Some information is sensitive to the choice of methodology and the assumptions or estimates used for its preparation and presented in the Statement.

### Responsibility of the entity

Management of the entity is responsible for:

- selecting or establishing suitable criteria for preparing the Information,
- preparing a Statement pursuant to legal and regulatory provisions, including a presentation of the business model, a description of the main non-financial risks, a presentation of the policies implemented considering those risks and the outcomes

of said policies, including key performance indicators, and the information set out in Article 8 of Regulation (EU) 2020/852 (Green Taxonomy),

- preparing the Statement by applying the entity's "Guidelines" as referred above, and
- designing, implementing, and maintaining internal control over information relevant to the preparation of the Information that is free from material misstatement, whether due to fraud or error.

The Statement has been prepared by the Board of Directors.

### Responsibility of the Statutory Auditor, appointed as independent third party

Based on our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- The compliance of the Statement with the requirements of Article R. 225-105 of the French Commercial Code,
- The fairness of the historical information (observed or extrapolated) provided pursuant to part 3 of sections I and II of Article R. 225-105 of the French Commercial Code, i.e., the outcomes of policies, including key performance indicators, and measures relating to the main risks.

As we are engaged to form an independent conclusion on the Information as prepared by management, we are not permitted to be involved in the preparation of the Information as doing so may compromise our independence.

It is not our responsibility to report on:

- the entity's compliance with other applicable legal and regulatory provisions (particularly with regard to the information set-out in Article 8 of Regulation (EU) 2020/852 (Green taxonomy), the French Duty of care law, and provisions against corruption and tax evasion law),
- The fairness of information set out in Article 8 of Regulation (EU) 2020/852 (Green Taxonomy),
- the compliance of products and services with applicable regulations.

### Applicable regulatory provisions and professional guidance

We performed the work described below in accordance with Articles A. 225-1 et seq. of the French Commercial Code, the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) applicable to such engagements, in particular the professional guidance issued by the *Compagnie Nationale des Commissaires aux Comptes*, "*Intervention du commissaire aux comptes - Intervention de l'OTI - Déclaration de performance extra-financière*", acting as the verification program, and with the international standard ISAE 3000 (revised)<sup>(2)</sup>.

(1) Accreditation Cofrac Inspection, number 3-1884, scope available at [www.cofrac.fr](http://www.cofrac.fr).

(2) ISAE 3000 (Revised) - Assurance Engagements Other Than Audits or Reviews of Historical Financial Information.

## Independence and quality control

Our independence is defined by the provisions of Article L. 822-11 of the French Commercial Code and the French Code of Ethics for Statutory Auditors (*Code de déontologie*) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures aimed at ensuring compliance with applicable legal and regulatory requirements, ethical requirements and the professional guidance issued by the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*) relating to this engagement.

## Means and resources

Our work engaged the skills of ten people between January and March 2024 and took a total of nineteen weeks.

We were assisted in our work by our specialists in sustainable development and corporate social responsibility. We conducted twenty interviews with the people responsible for preparing the Statement, representing in particular executive management, finance, risk management, human resources and corporate social responsibility departments.

## Nature and scope of procedures

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Information is likely to arise.

The procedures we performed were based on our professional judgment. In carrying out our limited assurance engagement on the Information:

- We obtained an understanding of all the consolidated entities' activities, and the description of the main related risks,
- We assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, taking into account, where appropriate, best practices within the sector,
- We verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III of the French Commercial Code as well as information regarding compliance with human rights, anti-corruption and tax avoidance legislation, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code,
- We verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the main risks,
- We verified that the Statement presents the business model and a description of main risks associated with all the

consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, products or services, as well as policies, measures and the outcomes thereof, including key performance indicators related to the main risks,

- We verified that the Statement includes a clear and motivated explanation of the reasons for the absence of policies implemented considering one or more of these risks required under Article R.225-105 I of the French Commercial Code,
- We referred to documentary sources and conducted interviews to:
  - assess the process used to identify and confirm the main risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the main risks and the policies presented,
  - corroborate the qualitative information (measures and outcomes) that we considered to be the most important presented in the Appendices. Concerning certain risks<sup>(1)</sup>, our work was carried out on the consolidating entity, for the other risks, our work was carried out on the consolidating entity and on a selection of entities<sup>(2)</sup>,
- We verified that the Statement covers the consolidated scope, i.e. all the entities within the consolidation scope in accordance with Article L. 233-16 of the French Commercial Code, within the limitations set out in the Statement,
- We obtained an understanding of internal control and risk management procedures the entity implemented, and assessed the data collection process aimed at ensuring the completeness and fairness of the Information,
- For the key performance indicators and other quantitative outcomes that we considered to be the most important, presented in the Appendices, we implemented:
  - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data,
  - tests of details, using sampling techniques, in order to verify the proper application of definitions and procedures and reconcile the data with supporting documents. This work was carried out on a selection of contributing entities and covers between 61% and 100% of the consolidated data relating to the key performance indicators and outcomes selected for these tests,
- We assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities' activities.

The procedures performed in a limited assurance review are less in extent than for a reasonable assurance opinion in accordance with the professional guidance of the French Institute of Statutory Auditors (*Compagnie Nationale des Commissaires aux Comptes*), a higher level of assurance would have required us to carry out more extensive procedures.

Paris la Défense, March 26<sup>th</sup> 2024

KPMG S.A.

Stéphanie Millet  
Partner

Fanny Houlliot  
ESG Expert

(1) Quality of service as perceived by customers; Transformation of the Group's networks and production facilities; Non-compliance; Disruption of activities in the event of a major crisis; Changes in carbon regulations in the Express.

(2) Véhiposte; Direction du Réseau Logistique du Courrier et du Colis; Direction Technique du Courrier/Colis international; Recygo and Nouvelle Attitude; Poste Immo; GeoPost Head Office; La Poste Head Office; La Poste Maison Mère.

## Appendix

### Qualitative information (actions and results) considered most important

Policies and action plans to maintain respect for human rights throughout the Group's value chain
Policies put in place to improve the quality of working life of postal workers
Actions put in place for the inclusion and development of the employability of postal workers
Actions implemented to measure and reduce the environmental impact of the Group's activities
Actions taken to promote third party supplier compliance
Identification and assessment of climate risks
Actions to combat biodiversity degradation
Measures to increase the circularity of the Group's resources and waste
Policies and actions put in place to promote ethical and inclusive in digital
Actions taken to improve customer satisfaction

### Key performance indicators and other quantitative results considered most important

Total headcount at 31/12 (FTE)
Breakdown of headcount by gender and age
Staff turnover rate
Hours of training per employee trained
Proportion of employees who took at least one training course during the year
Frequency rate of accidents at work with time-off
Severity rate of accidents at work
Rate of absence for sickness
Energy consumption related to buildings and transport
Quantity of materials collected by Recygo and Nouvelle Attitude, valorized at 98% in reuse or recycling
Total number of social agreements signed
Percentage of women on the Management Committee
Share of women in senior management
Gender pay gap
Number of people identified, supported, trained and equipped in the use of digital technology
Employment footprint (direct, indirect and induced)
Annual production of credit for social housing, healthcare, associations and the local economic fabric (including citizen loans)
Employment rate of people with disabilities
Number of alerts processed
Number of people trained in anti-corruption during the year
Number of active clients Digiposte and Identité numériques
Greenhouse gas emissions scope 1, 2 and 3 (categories 1; 2; 4; 6; 8)
Emissions of nitrogen oxides (NOx)
Particulate emissions (PM)



# 5

## GOVERNANCE

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## 5.1 STRUCTURE AND COMPOSITION OF THE GOVERNANCE BODIES

A description of the governance bodies is also provided in the "Stable and open governance" section of the Integrated Report serving as an introduction to this document.

### 5.1.1 Board of Directors

#### Composition

In accordance with Article 10 of French law no. 90-568 of 2 July 1990 on the organisation of the services of La Poste and France Télécom, as amended by French law no. 2019-486 of 22 May 2019 on business growth and transformation (the "PACTE law"), La Poste's Board of Directors has, since 4 March 2020, comprised:

- eleven directors appointed by the General Meeting upon a proposal by Caisse des Dépôts: Marie-Pierre de Bailliencourt, Corinne Lejbowicz, Philippe Lemoine, Éric Lombard, Françoise Malrieu, Olivier Mareuse, Catherine Mayenobe, Antoine Saintoyant, Olivier Sichel, Nathalie Tubiana and Claire Waysand;
- one director representing the French State under the terms of Article 4 of Order no. 2014-948 of 20 August 2014 relating to governance and transactions involving the share capital of state-owned companies: Charles Sarrazin;
- two directors appointed by the General Meeting upon a proposal by the French State on the basis of Article 6 of Order 2014-948, including the Chairman and Chief Executive Officer: Franck Gervais and Philippe Wahl;
- seven directors representing employees: Irène Baudry, Stéphane Chevet, Ruben Da Rocha, Isabelle Fleurence, Franck Haspot, Sylvie Joseph and Hugo Reis;
- three non-voting members (*censeurs*) representing users as well as municipalities and their associations, appointed by decree of the Minister for the Economy, who attend Board of Directors meetings in a non-voting capacity: Gil Avérous, Guylaine Brohan and Patrick Molinoz.

The government representative and the head of the French State's economic and financial control unit at La Poste also attend Board of Directors meetings in a non-voting capacity.

The term of office for the Board of Directors' members is five years. Should a member of the Board of Directors leave office for any reason, a replacement will sit only for the duration of the remaining term of office, until the entire Board is renewed.

#### Application of the principle of balanced representation of women and men

La Poste complies with the proportion of members of each gender on the Board of Directors set by Article L. 225-18-1 of the French Commercial Code. The Board of Directors (including non-voting members) is currently made up of 10 women and 14 men.

The directors of La Poste are all French nationals.

#### Directors' expertise

##### CORPORATE EXPERTISE



## Membership of the Board of Directors and the Board Committees at 31 December 2023

	Gender	Appointed by	Age*	Appointed on	Appointment expires on	Committees				
						Audit Committee	Appointments, Compensation and Governance Committee	Strategy and Investment Committee	Quality and Sustainable Development Committee	Public Service Missions Committee
<b>Chairman of the Board of Directors</b>										
Philippe Wahl	M	General Meeting	68	04/03/2020	30/06/2025					
<b>Directors</b>										
Irène Baudry	F	Elected by employees	48	21/01/2021	20/01/2026			■		■
Stéphane Chevet	M	Elected by employees	49	21/01/2021	20/01/2026	■				■
Marie-Pierre de Bailliencourt	F	General Meeting	54	04/03/2020	30/06/2025				●	
Ruben da Rocha	M	Elected by employees	50	13/07/2023	20/01/2026			■		
Isabelle Fleurence	F	Elected by employees	60	21/01/2021	20/01/2026		■	■	■	
Franck Gervais	M	General Meeting	47	04/03/2020	30/06/2025				■	●
Franck Haspot	M	Elected by employees	57	30/01/2021	20/01/2026	■				
Sylvie Joseph	F	Elected by employees	63	21/01/2021	20/01/2026			■	■	
Corinne Lejbowicz	F	General Meeting	64	04/03/2020	30/06/2025			■		
Philippe Lemoine	M	General Meeting	75	04/03/2020	30/06/2025		●		■	
Éric Lombard	M	General Meeting	66	04/03/2020	30/06/2025		■			
Françoise Malrieu	F	General Meeting	78	04/03/2020	30/06/2025			●		
Olivier Mareuse	M	General Meeting	61	04/03/2020	30/06/2025	■				
Catherine Mayenobe	F	General Meeting	60	04/03/2020	30/06/2025					■
Hugo Reis	M	Elected by employees	52	21/01/2021	20/01/2026			■		
Antoine Saintoyant	M	General Meeting	47	27/01/2021	30/06/2025			■		
Charles Sarrazin	M	Decree	50	04/03/2020	30/06/2025	●	■	■		
Olivier Sichel	M	General Meeting	57	04/03/2020	30/06/2025					
Nathalie Tubiana	F	General Meeting	57	23/02/2023	30/06/2025	■			■	
Claire Waysand	F	General Meeting	55	04/03/2020	30/06/2025					
<b>Non-voting members</b>										
Gil Avérous	M	Decree	50	08/04/2022	30/06/2025					■
Guylaine Brohan	F	Decree	67	26/10/2022	30/06/2025				■	■
Patrick Molinoz	M	Decree	54	08/04/2022	30/06/2025					■

\* Age at the publication date of this document.

● Committee Chair

■ Committee Member

## Profiles of the members of the Board of Directors

The biographies below indicate the names of the members of the Board of Directors as well as their date of birth, main positions held within or outside La Poste and expired terms of office served outside La Poste over the last five years, as required by Article L. 225-102-1 of the French Commercial Code.



### PHILIPPE WAHL

Chairman of the Board of Directors

#### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Philippe Wahl studied at the *Institut d'Études Politiques de Paris* (IEP) and the *École nationale d'administration* (ENA). He also holds a postgraduate research degree (DEA) in Economics. He began his career as an auditor and master of requests (*maître des requêtes*) at the French Council of State. Following on from his role as Special Advisor to the Chairman of the French Stock Exchange Committee (1986), in 1989 he joined the office of Michel Rocard, Prime Minister, as Technical Advisor for Economic, Financial and Tax Affairs. Advisor to the Chairman of *Compagnie Bancaire* (1991), then Executive Vice President (1994), in 1997 he was appointed Head of Specialist Financial Services at Paribas. In 1999, he became Chief Executive Officer of *Caisse Nationale des Caisses d'Épargne*.

In this capacity, he was a member of the Supervisory Boards of CDC Ixis and CNP Assurances. Appointed Chief Executive Officer of the Havas group in 2005, he became Vice President of the Bolloré group in 2006. After joining the Royal Bank of Scotland in 2007 as Managing Director for France, he was appointed Managing Director for France, Belgium and Luxembourg in 2008, before becoming Chairman of the Management Board of *La Banque Postale* and Executive Vice President of *La Poste Groupe* in January 2011. In September 2013, Philippe Wahl became Chairman and Chief Executive Officer of *La Poste Groupe* and in October he was appointed Chairman of the Supervisory Board of *La Banque Postale*.

#### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

##### Current terms of office

- Director and Chairman of the Board of Directors of Geopost
- Chairman of the Supervisory Board of *La Banque Postale*
- Permanent representative of La Poste, director of Poste Immo
- Director of CNP Assurances
- Member of the Board of Directors of CNP Assurances Holding SAS

##### Directorships that expired in the last five years

- Director of Sopassure

##### Date of birth:

11/03/1956

##### Business address:

La Poste  
9, rue du Colonel  
Pierre Avia  
Case postale A 701  
75757 Paris Cedex 15,  
France

##### Attendance rate at Board meetings in 2023:

100%



### IRÈNE BAUDRY

Director

#### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Irène Baudry holds a master's degree in business law and a master's degree in labour law. She began her career in 1999 working in different business sectors before taking on a number of responsibilities (legal affairs, internal control and compliance) between 2002 and 2016 in asset management groups, including CDC Ixis Asset Management, AGF Asset Management, *La Banque Postale* Asset Management.

In 2016, she joined *La Banque Postale* as a Legal Expert responsible for monitoring regulatory change. Active in the CGT trade union, she has been elected to various employee representation functions (member of the Works Council, member of the CHSCT, union representative).

#### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

##### Current terms of office

None

##### Directorships that expired in the last five years

None

##### Date of birth:

06/05/1976

##### Business address:

Secrétariat du Conseil  
d'administration  
Case postale A 702  
9, rue du Colonel  
Pierre Avia  
75757 Paris Cedex 15,  
France

Sponsored by CGT

##### Attendance rate at Board meetings in 2023:

50%



## VIRGINIE CHAPRON-DU JEU

Director<sup>(1)</sup>

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Virginie Chapron-du Jeu was Head of the Risk Management and Control Department then Head of the Strategy-Financing-General Affairs Division of IXIS-CIB, before joining Caisse des Dépôts as Head of the Financial Balances Department, Project Director to the Executive Vice President, Head of Investments and Accounting, then Head of Finance.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Director of BPI France SA
- Director of SFIL
- Director of RTE and CTE (Coentreprise de transport d'électricité)
- Chairwoman of Novethic

#### Directorships that expired in the last five years

- Director of CNP Assurances
- Director of CDC Placement
- Director of AEW Europe
- Director of Humanis-Retraite Arrco

**Date of birth:**  
13/10/1961

**Business address:**  
Caisse des Dépôts  
56, rue de Lille  
75356 Paris 07 SP,  
France

**Attendance rate at Board meetings in 2023:**  
100%

(1) Until 23 February 2023.



## STÉPHANE CHEVET

Director

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

After starting his career at Fortis, then working for five years as a Parliamentary assistant, Stéphane Chevet joined La Poste's banking sales teams in 2005. He was National Secretary of the CFDT-F3C federation for several years.

Today, Stéphane Chevet is the spokesperson for his federation with the European Commission on the project "Evolution of the Post and Logistics sector by the year 2030" and Chairman of UNION, the leading platform for the construction of rights and shared services for self-employed people.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

None

#### Directorships that expired in the last five years

None

**Date of birth:**  
13/06/1975

**Business address:**  
Secrétariat du Conseil  
d'administration  
Case postale A 702  
9, rue du Colonel  
Pierre Avia  
75757 Paris Cedex 15,  
France

Sponsored by CFDT

**Attendance rate at Board meetings in 2023:**  
100%





## RUBEN DA ROCHA

Director<sup>(1)</sup>

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Ruben Da Rocha holds a master's degree in international trade, as well as a master's degree in distribution and e-commerce management (Lille 2, 2008). He began his career with the Adecco group as a branch manager from 1999 to 2004.

He then joined La Poste in 2004 as a financial services marketing support manager for the La Poste Network in the Essonne region. From 2006 to 2009, he was a site manager within the La Poste Network. He subsequently worked as a project manager at the Saint-Quentin-en-Yvelines Regional Support Department from 2009 to 2012, and then as Head of Projects, Quality and Financial Performance for the La Poste Network in the southern Île-de-France region from 2012 to 2017.

Since 2017, Ruben Da Rocha has been a national employee representative for the Retail Customers & Digital Services business line, La Banque Postale and La Banque des Pros on behalf of the La Poste Groupe section of the *Confédération générale des cadres* trade union.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

None

#### Directorships that expired in the last five years

None

#### Date of birth:

13/06/1974

#### Business address:

Secrétariat du Conseil  
d'administration  
Case postale A 702  
9, rue du Colonel  
Pierre Avia  
75757 Paris Cedex 15,  
France

Sponsored by CGC

#### Attendance rate at Board meetings in 2023:

100%

(1) From 2 August 2023.



## MARIE-PIERRE DE BAILLIENCOURT

Director

Chairwoman of the Quality and Sustainable Development Committee

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Marie-Pierre de Bailliencourt holds a doctorate in geopolitics (Paris-Sorbonne University) and a degree in international affairs (Johns Hopkins University). She began her career at the United Nations as a Sherpa to the Secretary-General (1995-1997). She then moved to Rexel, a subsidiary of the PPR group, where she was in charge of international development. In 2001, she joined consulting firm McKinsey (strategy and high tech), before being appointed Executive Vice President, Industries, at Dassault Systèmes in 2004. Marie-Pierre de Bailliencourt joined Bull as Deputy CEO in charge of group transformation in 2012, then Naval Group as Deputy CEO in 2015, where she served until July 2017. Since 2021, she has been Director of Institut Montaigne.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Manager of MPBC Conseil
- Director of Comgest
- Director of Exclusive Networks\*

#### Directorships that expired in the last five years

- Director of RUAG, Swiss group
- Director of Gaztransports and Technigaz
- Executive Vice President of Development at DCNS Group
- Chairwoman of the Board of Directors of DCNS Australia
- Member of the Supervisory Board and Board Committees of La Banque Postale
- Chairwoman of the Board of Directors of DCNS Malaysia

#### Date of birth:

06/02/1970

#### Business address:

N/A

#### Attendance rate at Board meetings in 2023:

100%

\* Listed company.



## FLORENCE FIMBEL

Director<sup>(1)</sup>

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Florence Fimbel joined La Poste in Paris in 1988. She was transferred to Alsace in 1989 and took on the roles of counter clerk, cashier and bookkeeper. She is now a local supervisor. From 1998, she held various positions within the CFTC trade union, and chaired the Haut-Rhin section for 12 years. She was also elected to the Local Technical Committee and the Local Joint Administrative Commission, of which she was a member until 2013.

In 2010, she joined the Federal Post and Telecommunications team. She was Deputy Federal Secretary in charge of training from 2010 to 2016, then Secretary General of the Federation from 2016 to 2019.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

None

#### Directorships that expired in the last five years

None

**Date of birth:**

05/09/1964

**Business address:**

La Poste Thann  
46, rue du Général  
de Gaulle  
BP 134  
68804 Thann Cedex,  
France

Sponsored by CFTC

**Attendance rate at Board meetings in 2023:**

100%

(1) Until 2 August 2023.



## ISABELLE FLEURENCE

Director

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Isabelle Fleurence began her career at France Télécom in Mulhouse in 1983, first as an Operator in the Telephone Information centre, later as a Sales Consultant in a sales agency until 1993, then as a Financial Advisor until 1997. She was then Head of Establishment in Strasbourg until 2005, before becoming a Supervisor at the Strasbourg North Mail Processing and Distribution Centre. Appointed to the Strasbourg Financial Centre, she was subsequently a Project Manager in the Banking Sales Department until 2014. She is currently Deputy Director of the business centre at the Business and Regions Department. She was elected Secretary of the Eastern Regional Union in 1983. She was responsible for the Postal sector at Fédération FO-COM during two periods (2010-2012 and 2017-2019), and for the Banking and International sectors from 2012 to 2017. From 2015 to 2019, she was Secretary General of FO-COM. In 2011, she was elected to the Post & Logistics Steering Committee at the Uni Global Union and became a member of the European Social Dialogue. She is a full member of the Social Dialogue and Strategy Committee of La Poste Groupe.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Director of La Mutuelle Générale

#### Directorships that expired in the last five years

None

**Date of birth:**

11/09/1964

**Business address:**

Secrétariat du Conseil  
d'administration  
Case postale A 702  
9, rue du Colonel  
Pierre Avia  
75757 Paris Cedex 15,  
France

Sponsored by FO

**Attendance rate at Board meetings in 2023:**

100%

**Date of birth:**

17/12/1976

**Business address:**

Groupe Pierre  
& Vacances-Center Parcs  
11, rue de Cambrai  
75947 Paris, France

**Attendance rate at Board meetings in 2023:**

87.5%

**FRANCK GERVAIS**

Director

Chairman of the Public Service Missions Committee

**BIOGRAPHY – PROFESSIONAL EXPERIENCE**

Franck Gervais attended *École polytechnique* and obtained a degree in civil engineering from *École des ponts et chaussées*. He started his career in 2001 at the Alpes-Maritimes Regional Equipment Department, where he was in charge of air bases. In 2004, he was appointed Advisor to the French Minister for Equipment, Transport and Tourism. He joined SNCF (the French national railway company) in 2006 as Director of the Chairman's Office, before taking charge of Line H of the Transilien regional railway service. As Chief Executive Officer of Thalys from 2011 to 2014, he led the company's transformation into a full-function railway company, and was appointed Chief Executive Officer of *voyages-sncf.com* from 2014 to 2017 where, in particular, he carried out the group's key projects in the fields of customer experience and internationalisation. He joined Accor's Executive Committee in November 2017 and took on the role of Chief Executive Officer Europe until September 2020. On 7 January 2021, he was appointed Chief Executive Officer of the Pierre & Vacances-Center Parcs Group.

**LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES****Current terms of office**

- Chief Executive Officer of Pierre & Vacances Center Parcs\*
- Director of PV Holding and PV Distribution
- Director of Adagio

**Directorships that expired in the last five years**

- Permanent representative of Groupe Marc de Lacharrière on Groupe Lucien Barrière's Board of Directors
- Permanent representative of SOPARFI 1, itself a member of the Supervisory Board of Société d'Exploitation des Résidences Hôtelières Rail (SERHR)
- Member of the Supervisory Board of Orbis
- Chief Executive Officer Europe of the Accor group until September 2020

\* Listed company.

**Date of birth:**

09/10/1967

**Business address:**

Secrétariat du Conseil  
d'administration  
Case postale A 702  
9, rue du Colonel  
Pierre Avia  
75757 Paris Cedex 15,  
France

Sponsored by CGT

**Attendance rate at Board meetings in 2023:**

87.5%

**FRANCK HASPOT**

Director

**BIOGRAPHY – PROFESSIONAL EXPERIENCE**

Winner of the employee competitive exam in 1989, which took place in Vannes, Brittany, Franck Haspot was posted in Courbevoie in January 1991, then to the collection/parcel service until 1995. He then became a permanent member of the departmental union of the CGT trade union and also campaigned within the CGT FAPT federation and in inter-professional structures, where he held various positions.

Since 2005, he has been appointed by the Departmental Union CGT 92 as director of the French Family Allowances Fund (*Caisse d'allocations familiales*) of the Hauts-de-Seine department, where he was elected second Vice-Chairman.

**LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES****Current terms of office**

None

**Directorships that expired in the last five years**

None



## SYLVIE JOSEPH

Director

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

A graduate of Neoma, Sylvie Joseph began her career in communications in 1983. She spent eight years working successively for Havas, Publicis and Ouest France. After creating the D&J marketing consulting firm in 1992, she joined the Carrefour group in January 1999 as Head of Customer Marketing and Communications in Europe, then for French hypermarkets. In September 2003, she became Head of Customer Marketing, Sales Concept and Communication at Conforama.

Chairwoman of the Solutions division of HighCo since September 2005, she was appointed Deputy Director of Marketing of La Poste Groupe's Network business line in October 2008. In January 2010, she became the Marketing Director of the Services-Mail-Parcels business line. From July 2013 to July 2018, she was the Head of the group's internal transformation programme for the Digital Services business line. Since July 2018, Sylvie Joseph has been the Federal Secretary of the consulting, communication and culture federation of the CFDT trade union in charge of the federation's digital transformation and the coordination of the Executives' Federal Union.

Sylvie Joseph holds a corporate director certificate from IFA/Sciences Po.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Director of Alcyon
- Member of the Supervisory Board of Co-Spirit

#### Directorships that expired in the last five years

- Director of Docaposte Conseil
- Director of Uzer

#### Date of birth:

22/07/1961

#### Business address:

Branche Numérique  
Case postale B603  
9, rue du Colonel  
Pierre Avia  
75757 Paris Cedex 15,  
France

Sponsored by CFDT

#### Attendance rate at Board meetings in 2023:

100%



## CORINNE LEJBOWICZ

Director

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Corinne Lejbowicz is a graduate of ESCP Europe and of *Institut d'études politiques de Paris* (IEP). She began her career in 1986 as Head of Marketing and Exports at Nemo, a modern design furniture start-up. From 1987 to 1994, she held positions in sales and was then Managing Director at TBWA. In 1994, she joined Infogrammes and helped launch the first partnerships between content publishers and e-tailers. From 1996 to 1998, she was head of the high-speed internet access project at Numéricable, before being appointed Head of Strategy and New Projects at the AOL France subsidiary in 1998. She then took over as Head of Strategic Marketing for the Internet division at the Vivendi group's holding company. In 2005, she joined the leading independent French operator of search engines, comparison websites and online shopping guides, Leguide.com, first as Deputy Director, then as Chief Executive Officer and finally as Chairman and Chief Executive Officer of the company from 2007 to 2012. She has been Chief Executive Officer of PrestaShop since July 2015. Corinne Lejbowicz has also been a mentor at Moovjee, a non-profit organisation that encourages young entrepreneurship, since 2011.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Director of Qwant
- Director of La Française des Jeux\*
- Director of Bird Office

#### Directorships that expired in the last five years

- Director of Filae
- Managing Director and Board member of PrestaShop
- Director of Lengow
- Director of Agriconomie

#### Date of birth:

17/04/1960

#### Business address:

N/A

#### Attendance rate at Board meetings in 2023:

87.5%

\* Listed company.

**Date of birth:**

03/11/1949

**Business address:**

Forum d'Action  
Modernités  
48, boulevard Voltaire  
75011 Paris, France

**Attendance rate at Board meetings in 2023:**

100%

**PHILIPPE LEMOINE**

Director

Chairman of the Appointments, Compensation and Governance Committee

**BIOGRAPHY – PROFESSIONAL EXPERIENCE**

A graduate of *Institut d'Études Politiques de Paris* (IEP), Philippe Lemoine began his career as an engineer at the French National Institute for Digital Science and Technology (INRIA), while also studying sociology at the School for Advanced Studies in the Social Sciences (EHESS). In 1976, he took part in drafting the Nora-Minc report. In 1981, he was appointed Government Representative at CNIL (1982-1984) and took over the Technology, Employment, Work Programme in 1982. At the end of 1984, he joined the Galeries Lafayette group and in 1998 was named co-Chairman of the group's Management Board (1998-2005). From 1995 to 2014, he was also Chairman and Chief Executive Officer of the LaSer group and a director of GDF-Suez, BNP Paribas Personal Finance and Monoprix SA. Since 2014, he has been a qualified person at CNIL, a position that he previously held from 1999 to 2009.

**LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES****Current terms of office**

- Member of the Supervisory Board of LBP Consumer Finance
- Co-Chairman of the Supervisory Board of GS1 France
- Chairman of the Board of Wynd-Anycommerce
- Member of the Board of Directors of Trévo
- Member of the Advisory Board of Tilder
- Member of the Advisory Board of Kyndryl

**Directorships that expired in the last five years**

- Chairman and CEO of LaSer
- Chairman of Société des Grands Magasins Galeries Lafayette

**Date of birth:**

16/05/1958

**Business address:**

Caisse des Dépôts  
56, rue de Lille  
75356 Paris 07 SP,  
France

**Attendance rate at Board meetings in 2023:**

75%

**ÉRIC LOMBARD**

Director, permanent representative of Caisse des Dépôts

**BIOGRAPHY – PROFESSIONAL EXPERIENCE**

Born on 16 May 1958, Éric Lombard graduated from *École des hautes études commerciales* (HEC) in 1981 and went on to become Technical Advisor to the government spokesperson's office (1989-1991), Advisor to the French Minister Delegate in charge of Justice (1991-1992), Advisor to the French Minister for the Economy and Finance (1992-1993), Head of Mergers & Acquisitions in the banking and insurance sector of BNP Paribas (1993-1999), Head of the Financial Institutions Group and member of the Corporate and Investment Banking Executive Committee of BNP Paribas (1999-2002), and Head of Corporate and Institutional Relations at BNP Paribas (2002-2004). He has held positions of Chief Executive Officer of BNP Paribas Cardif (2004-2006), Chairman and Chief Executive Officer of BNP Paribas Cardif (2006-2013), Chief Executive Officer then Chairman and Chief Executive Officer of Generali France (2013-2017), and Chairman of the Board of Directors of Europ Assistance Holding (2015-2017).

Éric Lombard is also the representative of Caisse des Dépôts on the Supervisory Board of the European "Marguerite Fund" and Chairman of the Management Board of the Retirement Reserve Fund. He is also a director of the Musée d'Orsay and the Musée de l'Orangerie.

**LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES****Current terms of office**

- Chairman of the Board of Directors of BPI France
- Chairman of the Board of Directors of Théâtre des Champs-Élysées
- Chairman of the Management Board of the Retirement Reserve Fund
- Permanent representative of CDC on the Supervisory Board of the European Fund for Energy, Climate Change and Infrastructure, known as the "Marguerite Fund"
- Member of the Board of Directors of the Établissement public du Musée du Louvre
- Member of the Board of Directors of Euroclear

**Directorships that expired in the last five years**

- Director of CNP Assurances
- Chairman of the Supervisory Board of CDC Habitat



## FRANÇOISE MALRIEU

Director  
Chairwoman of the Strategy and Investment Committee

**Date of birth:**  
07/02/1946

**Business address:**  
N/A

**Attendance rate at  
Board meetings in 2023:**  
100%

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

A graduate of *École des Hautes Études Commerciales* (HEC) and of *Centre de formation à l'analyse financière* (CFAF), Françoise Malrieu began her career at BNP in 1969 as a financial analyst. She became Vice President in 1974, responsible for monitoring equity investments in the BNP group's corporate banking arm, Banexi, before being appointed Assistant Head of the Financial Analysis Department in 1979 and later heading this department in 1982. At the same time, she was elected General Secretary then Vice President of *Société Française des Analystes Financiers* (SFAF). She continued her career in mergers and acquisitions at Lazard Frères (1987-2001), where she was appointed Managing Director, then Managing Partner in charge of the M&A team. She then joined Deutsche Bank (2001-2003) as Managing Director in Paris and London, in charge of the corporate finance team for France, and Senior Banker, then Aforge Finance, as Managing Partner until 2009. Françoise Malrieu was appointed director (2008), then Chairwoman of the Board of Directors (2010) of *Société de Financement de l'Economie Française* (SFEF). In 2010, she took on the role of Deputy Inspector of market professionals' compensation. Since May 2013, she has been a member of the Board of Directors of the French Institute of Directors (*Institut français des administrateurs*).

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Director of Banque Lazard Frères
- Director of Arverne Group\*

#### Directorships that expired in the last five years

- Director of ENGIE

\* Listed company.



## OLIVIER MAREUSE

Director

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

After serving as the Technical and Financial Director of the Collective Insurance Department of CNP Assurances from 1989 to 1990, he became a Special Advisor to the Chief Executive Officer of CNP Assurances in 1991. In 1993, he was appointed Director of Strategy, Cost Accounting and Shareholder Relations, in charge of the initial public offering of CNP Assurances. In 1998, he became the Chief Investment Officer of CNP Assurances. From 2010 to 2016, Olivier Mareuse was the Finance Director of the Caisse des Dépôts group. He has been the Director of Savings Funds at Caisse des Dépôts since September 2016 and the Director of Asset Management since June 2018. He is also a member of the Executive Committee of Caisse des Dépôts. Olivier Mareuse is also a director of the French Association of Institutional Investors.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Permanent representative of CDC on the Board of Directors of the Institut Finance Durable (IFD)
- Director and Chairman of the Board of Directors of CDC Tech Premium
- Director of GRT Gaz
- Director of Société Forestière de la CDC
- Permanent representative of CDC on the Board of Directors of CDC Investissement Immobilier (CDC II)
- Permanent representative of CDC on the Board of Directors of CDC Investissement Immobilier Interne (CDC III)
- Director and Chairman of the Board of Directors of CDC Croissance
- Permanent representative of CDC and Vice-Chairman of the Board of Directors of the Association Française des Investisseurs Institutionnels (Af2i)
- Permanent representative of CDC, member and Chairman of the Strategy Committee of ISALT
- Director of Icade\*

#### Directorships that expired in the last five years

- Permanent representative of Caisse des Dépôts on the Board of Directors of Veolia Environnement
- Director and member of the Audit Committee of CNP Assurances
- Director and member of the Investment Committee and the Audit and Accounts Committee of CDC International Capital

\* Listed company.



## CATHERINE MAYENOBE

Director

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Graduate of *École nationale d'administration* (1990) and of the Program for senior managers in Government of the Kennedy School at Harvard University (1993), Auditor at the French Court of Auditors (*Cour des comptes*), then Project Leader for its First Presidents (1990-1996), Administrative and Financial Director, then Deputy Chief Executive Officer of *Compagnie nationale du Rhône* (1996-2003). She was a Public Auditor at the French Court of Auditors, Deputy reporter for the Commission for Transparency in Politics and Deputy reporter for the French Constitutional Council (2003-2007), then Master Auditor, Delegate Secretary General at the French Court of Auditors (2007-2011). She continued her career at Caisse des Dépôts as Deputy Director for Regional and Local Development and Network as well as Head of the Future Investment Programme and oversaw the promotion of Paris Capitale Numérique (2011). She was also Chief of Staff of the Chief Executive Officer of Caisse des Dépôts (2013). Since 2014, she has been Secretary-General of Caisse des Dépôts and a member of the Executive Committee, and since 2018, has been in charge of the functional coordination of the Risk Department, the Permanent Control and Compliance Department, the Legal Department, and the associated divisions.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Director of Société Immobilière du Théâtre des Champs-Élysées
- Vice-Chairwoman of the Board of Directors of RTE
- Chairwoman of the Board of Directors of Cité de la Céramique de Sèvres et de Limoges

#### Directorships that expired in the last five years

- Director of Transdev
- Member of the Supervisory Board of *Compagnie Nationale du Rhône*

#### Date of birth:

13/10/1964

#### Business address:

Caisse des Dépôts  
56, rue de Lille  
75356 Paris 07 SP,  
France

#### Attendance rate at Board meetings in 2023:

87.5%



## HUGO REIS

Director

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

After studying chemistry, Hugo Reis was hired in 1996 at the Postal Cheques Service in Orléans-La Source in the cheque data entry workshop. After several temporary contracts in various departments of the financial centre (night sorting and cheque book printing workshop, among others), he served as a union representative at the Orléans financial centre from 2000 to 2004.

He then returned to customer services to manage the call centre and the sale of financial products. In 2008, he was appointed SUD-PTT Federal Secretary, where he dealt in particular with the La Poste subsidiaries and legal issues. Treasurer of the SUD-PTT federation from 2016 to 2018, he returned to the financial centre on a part-time basis as a Customer Service Manager in the Orléans financial centre Sales Department from September 2018.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

None

#### Directorships that expired in the last five years

None

#### Date of birth:

27/03/1972

#### Business address:

Centre financier  
d'Orléans  
La Poste  
1, rue Édouard-Branly  
45900 La Source  
Cedex 9, France

Sponsored by SUD

#### Attendance rate at Board meetings in 2023:

87.5%



## ANTOINE SAINTOYANT

Director

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Since September 2020, Antoine Saintoyant has been Director of Strategic Holdings at Caisse des Dépôts and a member of its Executive Committee. A graduate of *École nationale d'administration* (ENA) and *Institut d'études politiques de Paris* (IEP), Antoine Saintoyant began his career in 2003 at the French Ministry of the Economy and Finance at the French Treasury. From 2007 to 2009, he was an Advisor in charge of financial services at the Permanent Representation of France to the European Union (Brussels) before returning to the French Treasury as Head of the Banking Affairs office and then Deputy Director of Banks and General Interest Financing.

Between 2012 and 2016, Antoine Saintoyant also served as Director of Investments at the French State Investment Agency, in charge of services (Orange, La Poste, Bpifrance, Française des Jeux). From May 2017 to July 2020, Antoine Saintoyant was an Advisor and Head of the Economy, Finance and Industry Division within the Office of the Prime Minister, Édouard Philippe.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Director of BPI France
- Director of EGIS
- Member of the Supervisory Board of CDC Habitat
- Member of the Supervisory Board of La Banque Postale
- Director of Icade\*
- Director of Suez
- Director of Compagnie des Alpes\*

#### Directorships that expired in the last five years

- Director of BPI France
- Director of BPI France Investissement

#### Date of birth:

28/08/1977

#### Business address:

Caisse des Dépôts  
56, rue de Lille  
75356 Paris 07 SP,  
France

#### Attendance rate at Board meetings in 2023:

87.5%

\* Listed company.



## CHARLES SARRAZIN

Director representing the French State  
Chairman of the Audit Committee

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Born in 1974, Charles Sarrazin is a graduate of *École polytechnique* (1997) and *Institut d'études politiques de Paris* (IEP), and a former student of *École nationale d'administration* (ENA). He has held positions as Advisor to the Administrative Court (2003), then Economic Advisor, Deputy Head of the Office for Trade Policy, the WTO and Trade Agreements at the French Treasury and Economic Policy Department (2005), then Rapporteur and subsequently Deputy Secretary-General of the Interministerial Committee for Industrial Restructuring from July 2007 to January 2009. He became Head of the Financing of Housing and General Interest Activities Office in the French Treasury in 2009, then Advisor for the Economy, Finance and Business in the Office of the Prime Minister from January to May 2012.

As Head of the Financial Stability, Accounting Standards and Corporate Governance Office in the French Treasury from July 2012 to December 2014, he was appointed in January 2015 as Deputy Head of International Financing of Business in the French Treasury. In September 2017, he joined the French State's strategic shareholding agency (APE) as Head of Equity Investments Services and Finances.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Director of BPI France Participations and BPI France Investissements
- Member of the Supervisory Board of Arte France
- Director of France Télévisions
- Director of Française des Jeux\*

#### Directorships that expired in the last five years

- Director of CNP Assurances
- Director of BPI France SA

#### Date of birth:

02/03/1974

#### Business address:

Agence des participations de l'État  
Ministère de l'Économie et des Finances  
139, rue de Bercy  
Teledoc 228  
75572 Paris Cedex 12,  
France

#### Attendance rate at Board meetings in 2023:

100%

\* Listed company.





## OLIVIER SICHEL

Director

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Olivier Sichel started his career as a financial inspector before becoming Agency Manager at France Télécom in 1998. In 2000, he became Chairman and Chief Executive Officer of alapage.com, an e-commerce company and subsidiary of Wanadoo. He then took over the integration of Wanadoo into France Télécom, where he became Executive Director of the Fixed-line Telephone & Internet Europe Division. He left the company in 2006 after launching triple play offerings with Livebox and VOIP. In 2012, he became Chairman and Chief Executive Officer of the European leader in pure play online shopping guides, LeGuide.com, which he sold to Kelkoo in 2016. He founded and chairs the Digital New Deal Foundation, a digital think tank. In December 2017, Olivier Sichel was appointed Executive Vice President of Caisse des Dépôts, in charge of managing the strategic review of subsidiaries and financial investments.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Member of the Supervisory Board of CDC Habitat
- Director of Transdev Group
- Member of the Board of Directors of Assia INC
- Member of the Supervisory Board of Euronext N.V.\*

#### Directorships that expired in the last five years

- Director of BPI France SA
- Director of CNP Assurances
- Member of the Supervisory Board of La Banque Postale
- Chairman and Chief Executive Officer of LeGuide.com
- Director of Alpha Mos SA

#### Date of birth:

30/04/1967

#### Business address:

Caisse des Dépôts  
56, rue de Lille  
75356 Paris 07 SP,  
France

#### Attendance rate at Board meetings in 2023:

62.5%

\* Listed company.



## NATHALIE TUBIANA

Director<sup>(1)</sup>

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Nathalie Tubiana is a graduate of *École supérieure de gestion de Paris* and holds an MBA from HEC. She worked as Head of Analytical Accounting in a precious metals metalworking industry from 1991 to 1997, then became Head of Partnership Management Control at CNP Assurances from 1998 to 2005. Following this, she served as Head of Strategic Planning at CNP Assurances group (2005-2009), Head of the CSR Programme at Caisse des Dépôts (2009-2010), Secretary-General of the Savings Directorate (2010-2014) then Director in charge of the budget and economic and real estate performance (2015-2018) at Caisse des Dépôts, Director of Finance at Banque des Territoires (Caisse des Dépôts), and Director of Risks at Caisse des Dépôts group (2020-2023). Since 1 February 2023, she has been Director of Finance and Sustainable Policy and a member of the Executive Committee at Caisse des Dépôts group.

### LIST OF OTHER TERMS OF OFFICE AND POSITIONS HELD IN FRENCH OR FOREIGN COMPANIES

#### Current terms of office

- Member of the Board of Directors of BPI France (since February 2023)
- Member of the Board of Directors of I4CE (since March 2023)
- Chairwoman of Novethic (since March 2023)
- President of CDC Développement Solidaire, a CDC group non-profit organisation (since 2013)

#### Directorships that expired in the last five years

- Member of the Board of Directors of AFD
- Member of the Board of Directors of CDC Habitat
- Member of the Board of Directors of SCET

#### Date of birth:

24/10/1967

#### Business address:

Caisse des Dépôts  
56, rue de Lille  
75356 Paris 07 SP,  
France

#### Attendance rate at Board meetings in 2023:

85.7%

(1) From 23 February 2023.



## GIL AVÉROUS

Non-voting member

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Gil Avérous has been Mayor of Châteauroux and President of Châteauroux-Métropole since 2014. In 2021, he was elected Vice President of the Indre département. Working closely with local authorities on regional matters, he is a member of the Steering Committee of the Association of French Mayors, Vice President of the Inter-Municipalities of France and a member of the Boards of Directors of Villes de France and the French Federation of Management Centres. As a regional attaché, Gil Avérous previously served as Chief of Staff to the Senator-Mayor of Châteauroux and also as Director-General of Services within various local authorities.

**Date of birth:**

12/07/1973

**Business address:**

Mairie de Châteauroux  
1, place de la République  
36000 Châteauroux,  
France



## GUYLAINE BROHAN

Non-voting member

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

An accountant by profession, Guylaine Brohan joined the Familles Rurales movement in 1988 as a volunteer for her local Familles Rurales non-profit organisation, in charge of school transport in particular. In 1989, she became Chairwoman of the Saint-Georges-de-Montaigu non-profit organisation, joined the Vendée departmental federation in 1993, the Pays de la Loire regional federation in 2007 and became Chairwoman of the Vendée departmental federation in 2013. In 2016 she was appointed as Treasurer of the Familles Rurales national federation and was elected as Chairwoman of the Board of Directors of Familles Rurales on 2 April 2022. Guylaine Brohan was also elected as a municipal councillor in her commune of Montaigu-Vendée in 1995, and was then re-elected and appointed as Deputy Mayor, serving in this role until 2020.

**Date of birth:**

30/10/1955

**Business address:**

Association Familles  
Rurales  
7, cité d'Antin  
75009 Paris, France



## PATRICK MOLINOZ

Non-voting member

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Patrick Molinoz graduated in 1992 from *Institut d'études politiques de Grenoble* and holds a postgraduate degree in international security and defence (Lyon III University, 1993) as well as a postgraduate degree from the College of Europe in Bruges (1997). In 2003, he became a certified IHEDN auditor. Between 1994 and 1995, he served as Linguistic Attaché at the French Consulate in Toronto, in charge of setting up the Lycée français. Then from 1998 to 2000, he led the international development of the Essonne Chamber of Commerce and Industry (France). Patrick Molinoz has been Mayor of Venarey-lès-Laumes (Côte-d'Or region, France) since 2001. Between 2014 and 2020, he was Vice-Chairman of the Association of French Mayors (AFM) and Co-Chairman of the AFM's Secularism working group, and since 2020 has co-chaired the AFM's Digital Commission. Since 2004 he has served as President of the Pays d'Alésia et de la Seine association of municipalities. He has been President of the Pays de l'Auxois Morvan Côte d'Orien since 2016, having held this same role between 2008 and 2014. He was a member of France's Economic, Social and Environmental Council (ESEC) from 2015 to 2021, having previously served as General Councillor of the Côte-d'Or region from 2001 to 2015. Patrick Molinoz is Vice President of the Bourgogne-Franche-Comté region, in charge of digital transition, innovation, European policies, international action and exports.

**Date of birth:**

14/01/1970

**Business address:**

Conseil régional  
de Bourgogne-  
Franche-Comté  
17, boulevard Trémouille  
31000 Dijon, France



## THOMAS COURBE

Government representative

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

As a general weapons engineer, he began his career in 1995 at the Ministry of Defence in charge of the programme of fighter planes in service before becoming Chief of Staff of the Director of Aeronautic Programmes. He moved to the French Treasury in 2002, where he held the positions of Deputy to the Head of Office for Asia, Head of the Africa-Maghreb Office, Head of Aeronautical, Military and Naval Affairs, Secretary General of the Paris Club and Deputy Director of Bilateral Economic Relations.

In 2010, he was appointed Chief of Staff of the Secretary of State responsible for foreign trade (Pierre Lellouche) and Deputy Office Director of the Ministers for the Economy, Finance and Industry (Christine Lagarde then François Baroin). He held the position of General Secretary of the French Treasury in 2012, before becoming Executive Vice President in 2015. He has been Director General of Companies since July 2018.

Thomas Courbe is an officer of the French Legion of Honour and the French National Order of Merit.

**Date of birth:**

03/10/1972

**Business address:**

Ministère de l'Économie  
et des Finances  
Direction générale  
des entreprises  
67, rue Barbès  
BP 80001  
94201 Ivry-sur-Seine  
Cedex, France



## EMMANUEL CHARRON

Head of the French State's Economic and Financial Control Unit for La Poste

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Emmanuel Charron has worked as a student-administrator of the City of Paris at *École nationale d'administration* (ENA) (Fernand Braudel class, 1985-1987), Head of the Budget Office of the Social Services and Transport Office of the City of Paris (1987-1990), Head of the Overall Budget at the Department of Finance and Economic Affairs (DFEA) of the City of Paris (1990-1992), Deputy Secretary-General of the City of Nice (1992-1995), Deputy Director of Management Control (1996-1997), Deputy Director of Finance (1997-2001), Director of Finance and Economic Affairs (2001-2002) at the DFEA (City of Paris), Inspector General of the City of Paris (2002), Technical Advisor to the Office of Prime Minister Jean-Pierre Raffarin (2002-2005), Chairman of the Interministerial Mission for Repatriates (2005-2007), and General Economic and Financial Controller (2007-2010).

He was a member of the General Economic and Financial Control mission for Social Security and Social Action, then of the Social Security and Social Cohesion Funding Mission (2007-2010), Secretary-General of the French State Property Council (2010), Head of the Economic and Financial Control Mission (since 2016), Government Representative with Crédit Foncier de France (2016-2017) and with Sociétés pour le Financement de l'Industrie Cinématographique et Audiovisuelle (since 2017), and Head of the Financial Activities Control mission (since 2017).

**Date of birth:**

20/10/1962

**Business address:**

La Poste  
9, rue du Colonel  
Pierre Avia  
Case postale A506  
75757 Paris Cedex 15,  
France

## 5.1.2 Executive Management

### Combined offices of Chairman of the Board of Directors and Chief Executive Officer

The Chairman of the Board of Directors is responsible for managing the Company. He or she also holds the position of Chief Executive Officer. This method of organisation is governed by Article 11 of the French law of 2 July 1990, which stipulates that the positions of Chairman and Chief Executive Officer must be held by the same person.

He or she is appointed from among the directors by decree, following a proposal by the Board of Directors. Philippe Wahl was appointed Chairman and Chief Executive Officer of La Poste by a Decree dated 4 March 2020, following the Board of Directors' proposal to the President of the French Republic.

### Powers and duties of the Chairman and Chief Executive Officer

The Chairman and Chief Executive Officer organises and coordinates the work of the Board of Directors and reports to the General Meeting on that work. He or she oversees the proper functioning of the company's corporate bodies and, in particular, ensures that directors are in a position to fulfil their duties.

The Chairman and Chief Executive Officer is fully empowered to act in all circumstances on the company's behalf, within the limits of the corporate purpose and subject to the powers of the General Meeting and those reserved for the Board of Directors by law, La Poste's Articles of Association and the Board of Directors' internal rules of procedure, as amended by deliberation on 4 March 2020.

Accordingly, the Chairman and Chief Executive Officer must obtain prior approval from the Board of Directors for:

- any transaction (including any material changes) involving acquisitions, equity investments and asset disposals (including financial assets and excluding day-to-day cash flow management), capital restructuring (in particular mergers, spin-offs or asset transfers, with the exception of La Poste Groupe internal transactions) for a unit amount exceeding €100 million per transaction, this threshold taking into account, where applicable, the price, the net debt of the target, the amount of any purchase or subscription guarantee made by La Poste and any off-balance sheet commitments given;
- any transaction (including any material changes), involving mergers or the sale or issue of equity securities or financial instruments giving access to the share capital carried out by La Poste (or to which La Poste is party), for a unit amount exceeding €30 million per transaction, this threshold taking into

account, where applicable, the price, the net debt of the target, the valuation of any promise to purchase or subscribe granted by La Poste and any off-balance sheet commitment given; any strategic partnership for which the average annual revenue over the period of its business plan exceeds €100 million (including any renewal of partnership);

- any capital expenditure or divestment transaction (including any material changes) not covered in paragraph b) above, carried out by La Poste (or to which La Poste is party) for a unit amount exceeding €200 million per transaction, this threshold taking into account, where applicable, any off-balance sheet commitments given;
- any transaction (including any material changes) involving debt, cash or hedging management (excluding day-to-day management) carried out by La Poste for a unit amount exceeding €700 million per transaction;
- any transaction (including any material changes) involving the securitisation of financial or commercial assets carried out by La Poste for a unit amount exceeding €100 million per transaction;
- any new direction for La Poste's business activities or a change in its purpose, or any material transaction reflecting a new direction for the business or a strategic refocusing of La Poste;
- any decision to bring legal (including arbitration), regulatory or administrative proceedings by La Poste or to enter into a settlement agreement or arbitration agreement with respect to legal, regulatory or administrative proceedings to which La Poste is party, for a unit amount exceeding €50 million, it being added that where a number of such actions are based on the same or a related event, this threshold is assessed based on all relevant actions;
- any decision to carry out a potential public offering of financial instruments issued by La Poste outside programmes that were already authorised as part of the budget approval by the Board of Directors;
- any material change or planned material change to La Poste Groupe's accounting practices.

In addition, the Chairman and Chief Executive Officer is expressly authorised to provide bonds, guarantees and endorsements binding La Poste up to an overall annual limit excluding taxes set by the Board of Directors and a maximum unit amount excluding taxes of €100 million.

The Chairman and Chief Executive Officer is authorised to delegate these powers.

### 5.1.3 Executive Committee

The Executive Committee is the body for discussing strategy, consulting on all cross-functional group issues, considering important decisions and monitoring targets and operating results. It meets on a weekly basis under the chairmanship of the Chairman and Chief Executive Officer.

Executive Committee members are appointed by the Chairman and Chief Executive Officer. In accordance with Article 1.2 of the internal rules of procedure of La Poste's Compensation and Governance Committee, the Chairman and Chief Executive Officer informs the Compensation Committee of the appointment, compensation and planned replacement of the senior executives of La Poste and its main subsidiaries. Where appropriate, the Committee may pass its observations on to the members of the Board of Directors.

#### Members of the Executive Committee at 31 December 2023

Philippe Wahl	Chairman and Chief Executive Officer of La Poste Groupe Chairman of the Board of Directors of Geopost Chairman of the Supervisory Board of La Banque Postale
Philippe Bajou	Executive Vice President and General Secretary of La Poste Groupe Chairman of the Board of Directors 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, La Poste Groupe 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 regulation

#### Profiles of the members of the Executive Committee



Date of birth:  
11/03/1956

##### PHILIPPE WAHL

Chairman and Chief Executive Officer of La Poste Groupe  
Chairman of Geopost

##### BIOGRAPHY – PROFESSIONAL EXPERIENCE

See Section 5.1.1 of this Universal Registration Document for Philippe Wahl's full profile.



Date of birth:  
09/09/1958

##### PHILIPPE BAJOU

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

##### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Philippe Bajou graduated from *École nationale supérieure des PTT* with a degree in electronics in 1989, having begun his career at La Poste Groupe in 1982. Special advisor at the Ministry of Postal and Telecommunications Services with the Director of General Affairs from 1989 to 1990, he then held various positions within the Finance Department of La Poste and was appointed Director of Financial Affairs and Equity Investments at La Poste in 1995. He was responsible for the CCP fund management project in November 1998, which resulted in the formation of Efiposte in March 2000, where he became Chief Operating Officer.

Philippe Bajou was a member of the Management Board of La Banque Postale from its creation on 1 January 2006 until the end of 2012. On 19 December 2012, he became group Executive Vice President and Chief Operating Officer of the La Poste Network, a position that he held until 1 June 2015. On 19 February 2015, he was appointed Chairman of La Poste Immobilier and then Executive Vice President in charge of transformation on 24 February 2015. On 2 February 2016, he was appointed General Secretary of La Poste Groupe. He retains his responsibilities related to transformation and is taking on additional responsibilities for cross-functional departments and regional development.



Date of birth:  
25/08/1960

## YVES BRASSART

Executive Vice President in charge of Finance and Development

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Yves Brassart is a former student of ENSPTT and a graduate of EDHEC (1981) and *Institut d'études politiques de Paris* (IEP). He also holds a postgraduate degree in accounting (DECS). He has worked for La Poste since 1987, first as Head of Mail Sales/Marketing at the head office (1987-1993) and then as La Poste's Financial Director for western France (1993-1999). In 1999, he became Financial Director of La Poste's financial services before also becoming Financial Director of the Post Office network from 2001 to 2003.

In 2004, he helped create La Banque Postale, where he became Chief Financial Officer and a member of the Executive Committee on 1 January 2006. In 2011, he was appointed Head of Finance and Strategy of La Banque Postale, a member of the Operational Committee, then a member of the Management Board in 2013. On 7 April 2014, he became Executive Vice President and Chief Financial Officer of La Poste Groupe. As such, he also became a member of the Executive Committee. On 7 September 2015, he was appointed Executive Vice President in charge of Finance and Development.



Date of birth:  
26/09/1964

## NATHALIE COLLIN

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

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

A graduate of *École supérieure des sciences économiques et commerciales* (ESSEC) and holder of a master's degree in corporate and tax law, Nathalie Collin began her career in 1987 as a Consultant at Arthur Andersen before joining Cité Mondiale des Vins et Spiritueux as Director of Finance in 1990. In 1993, Nathalie Collin became Director of Finance Europe for Interleaf in London. In 1997, she joined Virgin Music France as Chief Financial and Administration Officer before becoming Chief Executive Officer in 1999.

In 2002, she orchestrated the merger between Virgin Music and its parent company, EMI Music France, and successively held the positions of Chief Executive Officer (2002-2007) and Chairwoman in the new group (2007-2009). In 2009, she left the music production industry for the press industry and became Chairwoman of the Management Board of *Libération* before joining the *Nouvel Observateur* group as Managing Director and Chairwoman of the Management Board in 2011. As Chairwoman of SEPM and AIPG, she led negotiations with Google on behalf of the profession, which led to the creation of the Digital Innovation Press Fund, a fund of which she became the first Chairwoman.

On 28 April 2014, she was appointed Executive Vice President and member of the Executive Committee in charge of Communications for La Poste Groupe. On 9 February 2015, she became Executive Vice President in charge of Digital Services and Communications, then in 2021 was appointed Managing Director of the newly created Retail Customers & Digital Services business line.



Date of birth:  
07/07/1967

## VALÉRIE DECAUX

Executive Vice President, La Poste Groupe Head of Human Resources

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

A graduate of Sup de Co Le Havre, Valérie Decaux joined the Human Resources Department of Nouvelles Messageries de la Presse Parisienne (Presstalis) in 1990, where she had various responsibilities for ten years. In 2001, she joined VEDIORBIS/RANDSTAD, where she became Head of Human Resources and a member of the Management Committee in 2003. In 2008, she was appointed group Head of Human Resources and a member of the Executive Committee of the Saur group.

In 2014, Valérie Decaux joined the Monoprix retail chain (Casino group) to become group Head of Human Resources, Communication and CSR, and a member of the Executive Committee.

She joined La Poste in September 2019 as a group Executive Vice President and member of the Executive Committee, in charge of human resources and labour relations.



Date of birth:

18/10/1965

## STÉPHANE DEDEYAN

Chairman of the Executive Board of La Banque Postale<sup>(1)</sup>

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

After graduating from HEC, the *Institut des actuaires français* and the AVIRA programme at INSEAD, Stéphane Dedeyan began his career as a consultant with Eurosept before moving on to AT Kearney. In 1996, he joined Athéna Assurances, where he was in charge of building the captive brokerage division, Carene, which was transferred to AGF/Allianz when Athéna was acquired. In 1999, he joined Generali Proximité, a subsidiary of Generali, as Occupational Risk Inspector, and was subsequently successively appointed Head of Businesses and Partnerships, Sales Director, and Deputy CEO. In 2006, he became Chief Executive Officer of Generali Patrimoine and a member of the Executive Committee of Generali France. From 2014 to 2017, he was Deputy CEO of Generali France, in charge of all of its insurance activities. Simultaneously, from 2011 to 2017, he chaired the Personal Insurance Committee of FFA (*Fédération Française de l'Assurance*). In October 2018, he joined the YV Group, where he became Chief Executive Officer in February 2019. On 16 April 2021, Stéphane Dedeyan was appointed Chief Executive Officer of CNP Assurances, and in this capacity joined La Banque Postale's Executive Committee. In October 2023 he was appointed as Chairman of the Executive Board of La Banque Postale and Deputy Chief Executive Officer of La Poste Groupe.

(1) Since 18 October 2023.



Date of birth:

13/09/1963

## MARIE-AUDE DUBANCHET

Executive Vice President in charge of Communications

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

After studying marketing and gaining a master's degree in corporate communications, Marie-Aude Dubanchet began her career in an advertising agency, before becoming communications manager for the ADMR non-profit organisation.

In 1989, she joined the Crédit Agricole Group, initially at Uni-Editions, before moving to Crédit Agricole SA's communications department in 1992. As head of the press department, she spent more than ten years supporting the Group's business development in France and abroad.

In 2004, she was appointed Director of Information for La Poste Groupe, in charge of media relations and internal communications, working on all of the key stages in the group's transformation and expansion. She was appointed Deputy Director of Communications reporting to Nathalie Collin in April 2014, before becoming Director of Communications for La Poste Groupe in March 2021.



Date of birth:

20/12/1962

## YVES DELMAS

Executive Vice President  
Chief Executive Officer of Geopost

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Yves Delmas graduated in law from Paris-X University (Nanterre) and in history from Paris-IV University (Sorbonne), and holds a master's degree from *Institut d'études politiques de Paris*, as well as an MBA from *École nationale supérieure des postes et télécommunications* (Paris). He has held various management positions in the express transport sector, notably at Geopost, a subsidiary of La Poste, specialising in express transport.

He has been Chairman of Seur since 2012, a position that he has coordinated with Geopost's Executive Management in Europe since 2016. In May 2022, he was appointed Chief Executive Officer of Geopost and Deputy Chief Executive Officer of La Poste Groupe.



Date of birth:  
06/04/1966

## PHILIPPE DORGE

Executive Vice President  
Chief Operating Officer of the Services-Mail-Parcels business line

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Philippe Dorge studied at *Sciences Po Paris*, majoring in public service. He also holds a postgraduate diploma (DESS) in Human Resources and Labour Relations (Paris). He is a graduate of Ciffop in Labour Relations. He spent 25 years at PSA, where he alternated between positions in the industrial and human resources fields. After in-plant operational positions in Sochaux, then in Aulnay, he became the group's Head of Employee Relations and Employment in 2002, responsible for collective bargaining, occupational health and safety and human resources management in the Industrial Department. In 2010, he was appointed Plant Manager at Trémery, the leading site for engine manufacturing near Metz, in the Lorraine region of France. He was appointed La Poste Groupe HR Director in early 2013.

After restoring employee dialogue within the company, he successfully negotiated a "New Social Contract Agreement" on sharing corporate strategy with the trade unions and the "Generation PSA" Agreement on the competitiveness of the company's industrial bases in France. He established a global HR structure in line with the group's new organisational structure. On 7 September 2015, he became Executive Vice President and Chief Operating Officer of the Services-Mail-Parcels business line and joined La Poste Groupe's Executive Committee.



Date of birth:  
03/04/1968

## PHILIPPE HEIM

Executive Vice President  
Chairman of the Executive Board of La Banque Postale<sup>(1)</sup>

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

A graduate of *École supérieure de commerce de Paris* (ESCP Europe) and *Institut d'études politiques de Paris* (Sciences Po), Philippe Heim began his career in 1997, after studying at *École nationale d'administration* (ENA), at the Ministry for the Economy and Finance, where he held different functions before being appointed Economic Counsellor at the French Embassy in Singapore. In 2003, he was appointed Technical Advisor to Francis Mer, then Minister for the Economy, Finance and Industry. The following year, he became Budget Advisor to Nicolas Sarkozy, Mer's successor as Minister for the Economy, Finance and Industry. Then, in 2006, he was promoted to Chief of Staff of Jean-François Copé, French Budget Minister and Government Spokesman.

He joined Société Générale in 2007 as Senior Banker, in charge of global relations with a portfolio of strategic clients within SG CIB. In 2009, he was appointed group Chief Strategy Officer before becoming group Deputy Chief Financial Officer and Chief Strategy Officer in April 2012. Philippe Heim was appointed group Chief Financial Officer in March 2013 as well as becoming a member of the group's Executive Committee. In 2018, he was appointed Executive Officer in charge of international retail banking, financial services and insurance.

On 31 August 2020, he was appointed Chairman of the Executive Board of La Banque Postale and as such joined the Executive Committee of La Poste Groupe as Executive Vice President.

(1) Until 2 August 2023.





Date of birth:  
07/03/1963

## NICOLAS ROUTIER

Executive Vice President in charge of public service and regulation

### BIOGRAPHY – PROFESSIONAL EXPERIENCE

Nicolas Routier is a graduate of *Institut d'études politiques de Paris* (IEP), holds a Bachelor's degree in Economics from Paris-I Panthéon-Sorbonne and is a graduate of ENSPTT. He joined La Poste's Finance Department as Head of Strategic Planning (1988-1991) and then Head of Management Control (1991-1994). From 1994 to 1997, he was Director of La Poste in the Oise area of France. In 1997, he joined La Poste's Management Committee and created the Purchasing Department, which he managed until 2001. At the same time, he was Director of Management Control from 1998 to 2001. In 2001, he became Director of Group Strategy then joined the group's Executive Committee. He then became a director of Sopassure, a member of the Supervisory Board of CNP Assurances (2001-2003) and a director of Geopost (from 2001).

In 2002, he was appointed Executive Officer responsible for group strategy and development and Chairman of Sofipost. In 2004, he became Advisor to the group Chairman and Chairman and CEO of Mediaposte, until 2009. At the same time, he was Chairman of STP from 2005 to 2009 and of Neopress from 2007 to 2009. In 2009 he was appointed Executive Vice President of La Poste Groupe in charge of the Mail Services Division, and Chairman of Sofipost, and in mid-2012 he became Vice-Chairman of the Board of Directors of Asendia and Chairman of the professional trade union for postal operators. In July 2014, he was named Group Executive Vice President in charge of the Services-Mail-Parcels business line, and then in September 2015 was appointed Executive Vice President in charge of Institutional Strategy and Regulatory Affairs. Since March 2021, he has been Deputy Chief Executive Officer, in charge of Public Service, Regulation and Competition, Community Involvement, and European and International Relations.

### No family ties

To La Poste's knowledge, there are no family ties between the corporate officers of La Poste or the members of the Executive Committee.

### No conviction for fraud

To La Poste's knowledge, none of the corporate officers of La Poste or members of the Executive Committee:

- have been convicted of fraud in the last five years at least;
- have been declared bankrupt, put into receivership or undergone liquidation in the last five years at least;
- have been subject to an official public incrimination or sanction delivered by statutory or regulatory authorities in the last five years at least.

Furthermore, to La Poste's knowledge, none of the corporate officers of La Poste or the members of the Executive Committee has been disqualified by a court from acting as a member of the administrative, management or supervisory bodies of an issuer or from acting in the management or conduct of the affairs of any issuer in the last five years at least.

### Conflicts of interest

To La Poste's knowledge, and as at the date of filing of this Universal Registration Document, there were no potential conflicts of interest at La Poste between the duties of the corporate officers and members of the Executive Committee, and their private interests or other duties.

To La Poste's knowledge, there are no arrangements or understandings between shareholders, customers, suppliers or any other parties under which a member of the Board of Directors has been appointed to this position.

Article 7 of the La Poste Directors' and Censeurs' Charter, appended to the Board of Directors' internal rules of procedure, specifies that: "Directors undertake to avoid any conflicts which might exist between their moral or material interests and those of La Poste or of the entities of its group. They shall inform the Board of Directors and its Chairman, upon becoming aware of it, of any situation concerning them, which is liable to create a conflict of interest, even potential or temporary, with the interests of La Poste or of its group. In the event of such a situation occurring, the director concerned shall not participate in discussions or any decision-making on the subjects concerned."

## 5.2 OPERATING PROCEDURES OF THE GOVERNANCE BODIES

### 5.2.1 Roles and responsibilities of the Board of Directors

In accordance with the legal and regulatory provisions in force and with the terms of the public service agreement, and as specified in its internal rules of procedure available on the group's website, the Board of Directors sets out the general policies and business priorities of La Poste and its group. Under these rules, the group includes subsidiaries in which La Poste directly or indirectly holds at least 50% of the share capital or voting rights.

In particular, the Board of Directors determines the strategic, economic, financial and technological priorities of La Poste's activities and monitors their implementation. Any significant group transaction outside the stated strategy, or which could have a material impact on the group's financial structure or results, must be referred to the Board of Directors.

The Board may discuss any issue pertaining to the smooth running of the Company and make decisions on any relevant matters. It carries out the controls and checks it deems necessary.

The Board of Directors reviews La Poste's draft individual and consolidated financial statements, forecasts and results in terms of the objectives set out in the public service agreement between the French State and La Poste and in its strategic trajectory. The Chairman informs the Board whether the defined objectives have been achieved and, if applicable, presents suitable measures to reduce the actual or expected shortfall.

The strategic trajectory of the group and each of its business lines, and the multi-annual business plan, are reviewed at least once a year by the Board of Directors. It also approves the business plan, the group's annual budget, the related financing plan and the dividend-paying capacity, and the key objectives of the group's financial framework.

Each quarter, the Chairman reports to the Board of Directors on the monitoring of the group's activities and the key operating performance indicators.

Twice a year, the Board of Directors reviews a report on the group's main subsidiaries. For each of these subsidiaries, the report sets out the main highlights and indicators, in particular the main acquisitions, disposals, equity investments or financial transactions that do not require the prior approval of the Board of Directors.

The Board of Directors is kept regularly informed of the financial position and any significant commitments; it is also kept informed of major debt and cash management transactions, excluding activities of La Banque Postale and its consolidated subsidiaries.

#### Delegations granted by the General Meeting to the Board of Directors

No delegation was granted by the General Meeting to the Board of Directors regarding capital increases pursuant to Articles L. 225-129-1 and L. 225-129-2 of the French Commercial Code.

### 5.2.2 Activities and assessment of the Board of Directors

#### Activities in 2023

The Board of Directors meets as often as Company interests require, and at least six times a year. It may also meet if more than one third of its members request that a meeting be convened and present an agenda in this respect.

In 2023, the Board met eight times. The Board members' average attendance at these meetings was 90%.

Three half-day strategy seminars were also organised during the year. Whenever necessary or useful, Committee meetings are held prior to the Board meeting, in order to prepare the Board's work and discussions. In 2023, the five committees held a total of 26 meetings (see Section 5.2.3 "Board Committees").

In 2023, in addition to recurring matters (annual and half-year financial statements, adoption of the budget, the Chairman's roadmap, allocation of earnings, gender balance report, annual HR report), the Board of Directors deliberated on several particularly important topics.

It examined and approved two key documents that will underpin the group's trajectory in the medium term: (i) the public-service agreement signed with the French State for the years 2023 to 2027, relating to the public services carried out by La Poste, and (ii) a local postal coverage agreement, signed by the French State,

the French Mayors' Association (AMF) and La Poste, setting the framework and principles for the changes in La Poste's physical network in France for the years 2023 to 2025.

Additionally, the Board examined and approved the acquisition of Société Financière de l'Échiquier by La Banque Postale, which will enable La Banque Postale to strengthen its positions in the wealth management advisory market. The Board also monitored the development of various Geopost subsidiaries outside France (in Italy and the United Kingdom) and approved the sale of the delivery company, Stuart. The Board reviewed the progress of the strategic plan, two years after its launch, updating its projected financial trajectory and revising certain indicators to take into account the impact of IFRS 17 on the accounting processes of the group's insurance entities.

Lastly, in line with the recommendations of Article 5 of the Afep-Medef Code (December 2022 version), the Board of Directors determined the group's corporate social responsibility (CSR) objectives when drawing up the Chairman and Chief Executive Officer's roadmap, which includes a range of indicators in this area: an SBTi<sup>(1)</sup> greenhouse gas emissions pathway indicator, a well-being at work indicator, a non-financial rating indicator, a workplace accidents indicator, and an employee training indicator<sup>(2)</sup>.

(1) Science Based Targets initiative.

(2) See Section 4.1.2 "Structured governance" (paragraph on the Chairman's roadmap).

### Assessment

Once a year since 2006, the Board of Directors has devoted an item on the agenda to assessing its internal practices, paying particular attention to its internal rules of procedure and to any improvements that could be made.

Since 2010, the annual assessment process has been led by the Compensation and Governance Committee, whose Chairman then presents a summary to the Board and suggests areas of improvement. La Poste has also decided to carry out this assessment once every three years with the help of an external firm.

## 5.2.3 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, by either adding them to the agenda or mentioning them in the report on the work carried out by the Chairman. The government representative and the Head of the economic and financial control unit attend the meetings of each committee. Furthermore, an *ad hoc* committee meets to prepare for Board of Directors' meetings a day or two before they take place. These committees are as follows:

### Audit Committee

#### Composition

- Chairman: Charles Sarrazin (representing the French State);
- Other members: Nathalie Tubiana (CDC), Stéphane Chevet, Franck Haspot, Olivier Mareuse (CDC).

#### Duties

The Audit Committee:

- checks the relevance and consistency of the accounting standards and practices applied by La Poste and the group in preparing the parent company and consolidated financial statements;
- ensures that the parent company and consolidated financial information produced by La Poste is true and fair;
- reviews La Poste's financial disclosure policy;
- carries out a prior review of the accounting and financial documents to be submitted to the Board of Directors;
- with the help of the Finance Department, establishes the procedure for selecting La Poste's Statutory Auditors;
- periodically reviews the progress of the Statutory Auditors' work and their recommendations;
- assesses the effectiveness of the internal control and risk management systems;
- carries out a periodic review of major unresolved disputes;
- reviews the nature and scope of material off-balance sheet commitments.

The Board of Directors may also ask the Audit Committee to carry out any other regular or *ad hoc* assignments. In addition, the Committee may suggest that the Board of Directors consult it on any specific issue that it considers necessary or relevant.

In 2023, the Board of Directors applied the recommendations made following the assessment carried out in 2022: the number of annual seminars was increased from two to three, the presentation of planned acquisitions was reviewed and harmonised, greater attention was paid to ensuring clarity of language and reducing the use of 'Français' in files, and specific training on the IFRS 17 standard was organised. A specialised consulting firm will conduct a formal assessment of the Board's operating procedures in the spring of 2024.

### Activities in 2023

- 9 meetings;
- Average attendance rate: 82%.

In addition to recurring matters, such as the review of the annual and half-year financial statements, risk mapping, scheduling of audits and the annual report by the Purchasing Committee, the Audit Committee reviewed: the management of credit risks by La Banque Postale, the management of La Banque Postale's prudential ratios, financial risk management within the framework of the Limits Handbook, changes in regulations and standards (in particular the impact of IFRS 17 on the group's accounts), compliance issues, application of the General Data Protection Regulation (GDPR), and the fight against cybercrime.

### Appointments, Compensation and Governance Committee

#### Composition

- Chairman: Philippe Lemoine (CDC);
- Other members: Éric Lombard (CDC), Charles Sarrazin (French State), Isabelle Fleurence.

#### Duties

With a view to preparing the work of the Board of Directors, the Committee:

- issues recommendations on the appointment and compensation of La Poste's corporate officers;
- formulates an opinion on any proposal pertaining to the general principles of the appointment and compensation policy, excluding the salary or base salary of the senior executives of La Poste and the main subsidiaries;
- makes any recommendation concerning the total amount of directors' fees to be allocated annually to certain members of the Board of Directors and makes propositions to the Board of Directors as to rules for their allocation, taking into account, in particular, attendance at the meetings of the Board of Directors and Board Committees;
- issues an opinion on any planned capital increase reserved for employees or free share awards pursuant to Articles 32 and 32-3 of law no. 90-568 of 2 July 1990, as amended, relating to the organisation of the public service provided by La Poste and France Télécom;
- coordinates the annual assessment of the Board of Directors;
- reports to the Board of Directors and brings to its attention any significant issues that could require the Board's special deliberation on matters within the Committee's remit.

The Appointments Committee is informed by the Chairman and Chief Executive Officer of the appointment, compensation and planned replacement of the senior executives of La Poste and its main subsidiaries. Where appropriate, the Committee passes on its observations to the Board of Directors.

The Committee may also be asked to carry out any other regular or ad hoc work given to it by its Chairman, the Board of Directors or the Chairman and Chief Executive Officer of La Poste. In addition, the Committee may suggest that the Board of Directors consult it on any specific issue that it considers necessary or relevant.

### Activities in 2023

- 3 meetings;
- Average attendance rate: 75%.

The Committee examined the roadmap and compensation of the Chairman and Chief Executive Officer, the principles governing the compensation of senior executives, and the policy for managing high potentials within the group. Also in 2023 it prepared for the group's adoption of a new financial performance indicator in order to take into account the volatility in net profit resulting from applying IFRS 17 to insurance contract liabilities. The new indicator corresponds to operating profit adjusted for market effects.

## Strategy and Investment Committee

### Composition

- Chairwoman: Françoise Malrieu (CDC);
- Other members: Irène Baudry, Ruben Da Rocha, Isabelle Fleurence, Sylvie Joseph, Hugo Reis, Corinne Lejbowicz (CDC), Antoine Saintoyant, Charles Sarrazin (French State).

### Duties

With a view to preparing the work of the Board of Directors and offering any useful opinion or recommendations, the Strategy and Investment Committee:

- analyses the strategic growth drivers of La Poste and the group in France and abroad;
- studies proposed strategic agreements and monitors partnerships;
- studies planned asset acquisitions or disposals within the group, plans to create subsidiaries and plans to buy and sell equity investments for amounts exceeding €30 million;
- reviews the multi-annual business plan;
- oversees the main items of the public service agreement signed with the French State.

### Activities in 2023

- 7 meetings;
- Average attendance rate: 89%.

In 2023, this Committee mainly worked on proposed acquisitions and divestments, including La Banque Postale's acquisition of La Financière de l'Échiquier and Geopost's sale of the delivery company, Stuart. In addition, it carried out an in-depth review of the recent acquisitions made by the group, reviewed the progress of the strategic plan and revised the group's financial business plan.

## Quality and Sustainable Development Committee

### Composition:

- Chairwoman: Marie-Pierre de Bailliencourt (CDC);
- Other members: Nathalie Tubiana (CDC), Isabelle Fleurence, Philippe Lemoine (CDC), Franck Gervais (French State), Sylvie Joseph, Guylaine Brohan.

### Duties

The Quality and Sustainable Development Committee's role is to prepare the Board of Directors' work and send the Board any useful recommendations on any issue concerning the quality of the relations between La Poste or group companies and their customers, as well as on sustainable development and well-being, especially regarding the following:

- the customer satisfaction survey;
- the assessment of the quality of customer service;
- the review of best practices in terms of customer service;
- the review of best practices in terms of sustainable development and corporate social responsibility;
- the review of the well-being of those working at La Poste as well as best practices in this regard.

The Board of Directors may also ask the Quality and Sustainable Development Committee to carry out any other work relating to its area of expertise. In addition, the Committee may suggest that the Board of Directors consult it on any specific issue that it considers necessary or relevant.

### Activities in 2023

- 3 meetings;
- Average attendance rate: 83%.

In particular, the Committee examined: the Net Promoter Score of the group's main businesses, the results of the group's CSR policies and outlook, the CSR targets in the Chairman and Chief Executive Officer's roadmap, customer satisfaction initiatives, the Ombudsman's report, and changes in well-being at work indicators. In addition to these recurring issues, the Committee took stock of the work carried out on simplifying the complaints handling process which it had encouraged to be put in place, and it launched round-table discussions about which indicators will be the most relevant for monitoring the group's increasing use of digital technologies and solutions.

## Public Service Missions Committee

### Composition

- Chairman: Franck Gervais (French State);
- Other members: Catherine Mayenobe (CDC), Irène Baudry, Stéphane Chevet, Gil Avérous, Patrick Molinoz, Guylaine Brohan.

### Duties

The Public Service Missions Committee is tasked with preparing the work of the Board of Directors and with making any useful recommendations to the Board of Directors on any issue concerning La Poste's public service missions, as defined by law and specified in the public service agreement, namely:

- the universal postal service;
- contribution to regional development;
- press transport and delivery;
- accessible banking.

The Public Service Missions Committee also monitors the implementation of La Poste's voluntary commitments to the community.

To this end, the Public Service Missions Committee:

- performs a yearly review of the assessment of the execution of each of the four public service missions as defined by law and the public service agreement in force;
- verifies the appropriateness of the means implemented by the Company, the compensation allocated to it in respect of those missions and the results expected in this regard;
- makes any useful suggestions on how to improve mission performance.

The Board of Directors may also ask the Public Service Missions Committee to carry out any other work relating to its area of expertise. In addition, the Committee may suggest that the Board of Directors consult it on any specific issue that it considers necessary or relevant.

## 5.2.4 Mission Committee

France's PACTE law of 22 May 2019 on business growth and transformation allows any company to adopt a purpose (*raison d'être*), setting corporate and environmental objectives, by declaring itself a mission-led company (*entreprise à mission*) in its Articles of Association.

With its four public service missions, La Poste is by nature a company that is committed to serving all (see Section 1.6 "Public service missions").

In this context, La Poste has set up a Mission Committee, which is responsible for monitoring the implementation of the commitments it has undertaken in its role as a mission-led company. This Committee has 17 members, representing La Poste's stakeholders, as follows:

- nine qualified external individuals:
  - Géraud Guibert, Chairman of Fabrique écologique,
  - Marie Trellu-Kane, Chairwoman of Unis-Cité and member of *Conseil économique, social et environnemental* (CESE),
  - Natalie Rastoin, Chairwoman of Polytane,
  - Laetitia Puyfaucher, founder of Pelham Media Ltd.,
  - Fatima Riahi, director of Jardins de la Montagne Verte,
  - Christian Gollier, economist, Executive Director of the Toulouse School of Economics,
  - Jacques Levy, geographer, professor emeritus at the Swiss Federal Institute of Technology in Lausanne,
  - Claudia Senik, economist, professor at the Paris School of Economics,
  - Émilie de Lombarès, Chairwoman of the Management Board of Onet SA;
- eight members of La Poste's Board of Directors, including:
  - Philippe Wahl, Chairman and Chief Executive Officer of La Poste,
  - Catherine Mayenobe, director of La Poste, representing Caisse des Dépôts, General Secretary of Caisse des Dépôts,
  - Franck Gervais, director of La Poste representing the French State, Chief Executive Officer of Pierre & Vacances Center Parcs,

## Activities in 2023

- 4 meetings;
- Average attendance rate: 87.5%.

The Committee worked on the outlook for the four public service missions entrusted to La Poste under French law. It also examined the drafts of the public service agreement between the French State and La Poste for 2023 to 2027 and the local postal coverage agreement for 2023 to 2025 before they were signed during the year. In parallel, in view of the French State's forthcoming decision – as from 1 January 2026 – on whether to renew La Poste's universal postal service mission as, the Committee examined the preparatory work that will be required before the relevant legislation is passed.

- Stéphane Chevet, director representing employees,
- Franck Haspot, director representing employees,
- Gil Avérous, non-voting member of the Board of Directors of La Poste, Mayor of Châteauroux,
- Patrick Molinoz, non-voting member of the Board of Directors of La Poste, Vice-President of the Bourgogne-Franche-Comté region,
- Guylaine Brohan, non-voting member of the Board of Directors of La Poste, Chairwoman of the Board of Directors of the Familles Rurales non-profit organisation.

The Mission Committee appointed Natalie Rastoin as its Chairwoman.

This Committee is responsible for:

- monitoring the execution of the missions carried out by the Company in its role as a mission-led company, within the meaning of Article L. 210-10 of the French Commercial Code;
- informing the Executive Committee and Board of Directors of La Poste on the expectations of the various stakeholders (in particular customers, employees, suppliers, regions, future generations) with regard to the Company, and on the best ways to meet them.

The Mission Committee met three times in 2023. It gave its opinion on the achievement of the group's social and environmental objectives for 2022, based on the results of the first audit carried out by the independent third party appointed for that purpose (KPMG). It also launched a project to continue the work on the key performance indicators set for La Poste as a mission-led company. Additionally, two studies were carried out with the support of members of the Mission Committee and an update was provided on La Banque Postale's commitments as a mission-led company. Finally, the Committee also discussed commitments, achievements and roadmaps with group operations managers (from the Retail Customers & Digital Services business line and La Poste Immobilier).

## 5.3 COMPLIANCE WITH THE CORPORATE GOVERNANCE CODE

La Poste has adhered to and referred to the Afep-Medef Code on Corporate Governance since 2011, in accordance with Article L. 225-37-4-8° of the French Commercial Code, subject to specific legal and regulatory provisions.

These specific provisions arise from La Poste's status as a public-sector company, in particular the fact that the Company is subject to French law no. 90-568 of 2 July 1990 on the organisation

of the public service provided by La Poste and France Télécom, as amended by French law no. 2019-486 (PACTE law of 22 May 2019), and Order no. 2014-948 of 20 August 2014 on governance and transactions involving the share capital of state-owned companies.

The table below lists the recommendations of the Afep-Medef Code (December 2022 version) that are not applied by the Company, with the corresponding explanations:

Afep-Medef code recommendation	Situation of the Company and comments
<b>1 Missions of the Board of Directors</b>	
<p>1.3 Appointment of the Executive Director and method of organising functions:</p> <p>"[...] The Board of Directors [...] appoints the executive corporate officers responsible for managing the Company [...] and chooses the method of organisation (separating the functions of Chairman and Chief Executive Officer or uniting the functions)[...]."</p>	<p>The manner in which the Board of Directors of La Poste is organised results from Article 11 of the law of 2 July 1990, as amended by law no. 2019-486 (PACTE law of 22 May 2019), which states that the positions of Chairman and Chief Executive Officer must be held by the same person, and specifies that the Chairman and Chief Executive Officer is appointed on the basis of Article 6 of Order no. 2014-948 of 20 August 2014, by a decree of the President of the French Republic upon the proposal of the Board of Directors and after considering the opinion of the Economic Affairs Commission of the French National Assembly and Senate.</p>
<b>3 Diversity of governance methods</b>	
<p>3.2 Appointment of a senior independent director: "The Board may appoint a senior independent director from among the independent directors, in particular when the duties are of a unique nature."</p>	<p>The composition of the Board of Directors is fixed in accordance with the provisions of Article 10 of the law of 2 July 1990, as amended by law no. 2019-486 (PACTE law of 22 May 2019), included in Article 13 of the Articles of Association.</p>
<b>9 Independent directors</b>	
<p>9.3 "In controlled companies, the proportion of independent directors must be at least one third. Directors representing employee shareholders and directors representing employees are not included in the calculation of these percentages."</p>	<p>La Poste's Board of Directors has 21 members: seven directors representing employees, one director representing the French State appointed by decree and 13 directors appointed by the General Meeting, including two put forward by the French State and 11 put forward by CDC. A certain number of the directors appointed by the General Meeting meet most of the independence criteria of the Afep-Medef Code: four of them meet seven of the eight criteria defined in Article 9.5 of the Code, and two of them meet six of the eight criteria (due to the changes in governance that took place in March 2020, the shareholders at the General Meeting considered it was in the best interests of the group to renew the directorships of Françoise Malrieu and Philippe Lemoine - directors of La Poste since 2005 and 2009 respectively - in view of the fact that long-serving members are important for building up corporate memory and ensuring strategic continuity within the Board).</p> <p>The composition of the Board of Directors has been defined by law (law no. 2019-486 of 22 May 2019) in such a way as to allow the majority shareholder to exercise exclusive control of the Company. In line with this, the 11 directors put forward by CDC, irrespective of whether or not they are employees of CDC, are deemed to represent CDC's best interests on the Board. Similarly, for directors put forward by the French State, in Article 6 of the 2014 governmental order concerning the governance of public companies - pursuant to which such directors are appointed - it is specified that these directors must "represent the best interests of the State". For all of these reasons, the eighth independence criterion of the Afep-Medef Code of not being, or representing, a significant shareholder is not applicable to any of these 14 La Poste directors, and directors representing employees cannot be considered as independent either.</p> <p>However, La Poste's directors retain their freedom of judgement and expression, as shown by the discussion and debate that takes place within the Board.</p>

Afep-Medef code recommendation	Situation of the Company and comments
<b>14 Duration of the term of office of directors</b>	
14.1 “[...] the duration of directors’ terms of office, which are set forth by the Articles of Association, must not exceed four years[...].”	The duration of the term of office of La Poste’s directors is set by Decree no. 2010-191 of 26 February 2010 which sets out La Poste’s initial Articles of Association. In addition, the shareholders feel that this duration, which is not much longer than that recommended in the Afep-Medef Code, is more suited to the specific nature of La Poste Groupe. In particular, La Poste directors need time to familiarise themselves with the businesses conducted by La Poste – a group that is very large, very international and which operates in highly diverse domains (parcel transport, logistics, personal care services, bancassurance), some of which are subject to complex regulations. A five-year term allows directors not only to progressively follow the training they require for understanding the group’s businesses, but also to make the most of that training for the Company’s governance. In addition, La Poste’s strategic plans and their rollouts cover periods that span more than four years.
<b>16 Audit Committee</b>	
16.11 Composition: “The portion of independent directors in the Audit Committee (excluding [...] directors representing employees, which are not included in the calculation scope) must be at least two thirds.”	As none of the directors making up the Audit Committee can meet all of the independence criteria of the Afep-Medef Code, this Committee is unable to comply with the recommendations of the Code.
<b>18 Compensation Committee</b>	
18.1 Composition: The Compensation Committee “[...] must be composed of a majority of independent directors [...]. It is recommended that the Chairman of the Committee be independent and that an employee director be a member.”	As none of the directors making up the Compensation Committee can meet all of the independence criteria of the Afep-Medef Code, this Committee is unable to comply with the recommendations of the Code.
<b>20 Ethics concerning directors</b>	
Unless otherwise provided for by law, directors must be shareholders on a personal basis and, in application of the provisions of the Articles of Association or internal rules of procedure, hold a significant number of shares with regard to the directors’ fees allocated. Should directors not hold these shares at the time of taking up office, they shall use their directors’ fees to obtain them. The directors submit this information to the Company, which includes said information in its annual report.	The law reserves the ownership of La Poste’s share capital to the French State and CDC, subject to any employee share ownership (not put in place). In consequence, it is impossible for a director who is a private individual to be a shareholder.
<b>23 Obligation for executive corporate officers to hold shares</b>	
“The Board of Directors defines a minimum quantity of shares that executive corporate officers must hold in their name until the end of their service. This decision is reviewed at least every time their terms of office are renewed [...].”	The Chairman and Chief Executive Officer cannot hold Company shares in his name because Article 1-2 of the law of 1990 reserves the ownership of La Poste’s share capital to the French State and CDC, and if applicable, employees.

## 5.4 COMPENSATION AND BENEFITS OF CORPORATE OFFICERS

### 5.4.1 Total compensation of the Chairman and Chief Executive Officer

La Poste currently has one executive corporate officer, its Chairman and Chief Executive Officer, Philippe Wahl, who has held this office since 26 September 2013.

The total compensation of Philippe Wahl for the year 2023 was set at €450,000 gross per year by the Board of Directors on 23 March 2023. It consists exclusively of a fixed portion.

The compensation of Philippe Wahl, unchanged since 26 September 2013, complies with the compensation ceiling set for public-sector companies.

The annual objectives of Philippe Wahl are set out in a roadmap approved by the Board of Directors, without entitlement to a variable portion of compensation. Philippe Wahl's roadmap for

2023 was approved by the Board of Directors on 23 March 2023. This roadmap is based on:

- economic and financial indicators (50%);
- social and environmental indicators (30%);
- the group's ability to adapt and the care it takes of its postal workers (20%).

Achieving these objectives has a 50% impact on the variable portion of the compensation awarded to members of the Executive Committee.

The table below presents a summary of all types of compensation due to the Chairman and Chief Executive Officer for 2022 and 2023.

#### ▼ SUMMARY OF THE COMPENSATION OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER, PHILIPPE WAHL

	2023		2022	
	Amounts due for the year	Amounts paid during the year	Amounts due for the year	Amounts paid during the year
<b>Gross amounts before tax</b>				
Fixed compensation	€450,000	€450,000	€450,000	€450,000
Variable compensation	None	None	None	None
Special compensation	None	None	None	None
Compensation allocated for participation in governance bodies	None	None	None	None
Communication bonus <sup>(a)</sup>	€360	€360	€360	€360
<b>Total (excluding benefits in kind)</b>	<b>€450,360</b>	<b>€450,360</b>	<b>€450,360</b>	<b>€450,360</b>
Benefits in kind (company car)	€5,620	€5,620	€5,620	€5,620
<b>TOTAL (INCLUDING BENEFITS IN KIND)</b>	<b>€455,980</b>	<b>€455,980</b>	<b>€455,980</b>	<b>€455,980</b>

(a) Paid to all postal workers.

#### Company car

A company car is made available to the Chairman and Chief Executive Officer. La Poste bears all costs related to the company car (i.e., maintenance, insurance and fuel). This benefit is accounted for as a benefit in kind.

#### Health and death/disability insurance coverage

The Chairman and Chief Executive Officer of La Poste receives the health and supplementary death/disability coverage provided to all senior executives, with premiums paid in full by La Poste.

#### Pension plan

The Chairman and Chief Executive Officer of La Poste does not receive any supplementary pension plan.

#### Compensation allocated for participation in governance bodies

The Chairman and Chief Executive Officer of La Poste receives no compensation for his participation in the governance bodies as Chairman of the Board of Directors and director of La Poste, nor does he receive any compensation for positions held in companies controlled by La Poste.

#### ▼ EMPLOYMENT CONTRACT, SUPPLEMENTARY PENSION, SEVERANCE OR JOB TRANSFER ALLOWANCE AND COMPENSATION FOR NON-COMPETE CLAUSES

	Employment contract	Supplementary pension plan	Compensation payable due to severance or job transfer	Compensation for a non-compete clause
Philippe Wahl, Chairman and Chief Executive Officer	Yes	No	No	No

#### ▼ RATIO BETWEEN THE COMPENSATION OF THE CHAIRMAN AND CHIEF EXECUTIVE OFFICER AND THE COMPENSATION OF LA POSTE EMPLOYEES OVER FIVE YEARS

	2023	2022	2021	2020	2019
Ratio between the compensation of the Chairman and CEO and the average compensation of La Poste employees	13.2	13.7	14.2	14.3	14.5
Ratio between the compensation of the Chairman and CEO and the median compensation of La Poste employees	15.2	16.2	17.0	17.1	17.2



## 5.4.2 Total compensation of directors

### Compensation allocated for participation in governance bodies

The members of the Board of Directors appointed by the General Meeting receive compensation for their participation in the governance bodies according to the following principles, adopted by the General Meeting of 27 April 2011: the annual budget represents a gross total of €320,000, breaking down as follows:

- €1,300 gross per Board meeting or Board Committee meeting attended; and
- €2,000 gross per meeting attended for the Chair of a Board Committee.

If, at the end of the period, the aggregate amounts allocated to the directors on the basis of the above scale were to exceed the allocated amount of €320,000 (because of additional meetings), these amounts would be reduced accordingly, so as to distribute a gross total of €320,000.

For 2023, the total compensation allocated to the directors for their participation in governance bodies amounted to €228,200 gross.

Directors representing employees exercise their office free of charge in accordance with French law no. 83-675 of 26 July 1983 on the democratisation of the public sector, and the Chairman and Chief Executive Officer receives no compensation for his directorship.

Pursuant to French Order no. 2014-948 of 20 August 2014, the compensation allocated to the State representative appointed pursuant to Article 4 of said Order, as well as the compensation allocated to the directors appointed by the General Meeting on proposal of the State pursuant to Article 6 of the Order, said directors being civil servants, is fully paid to the State budget.

In accordance with the order of the Minister for the Economy and Finance of 5 January 2018, the compensation of the other directors appointed by the General Meeting, on proposal of the French State, who are not civil servants, is paid up to 85% to the directors concerned and up to 15% to the State budget.

The amounts allocated to the directors appointed by the General Meeting on the proposal of Caisse des Dépôts are paid to Caisse des Dépôts in compliance with its Code of Ethics.

The amounts allocated to directors not from Caisse des Dépôts appointed by the General Meeting on the proposal of Caisse des Dépôts are paid to the directors concerned.

Gross amounts allocated to directors appointed by the GM	Rules applicable to the amounts paid	2023	2022
<b>As proposed by Caisse des Dépôts (CDC)</b>			
Éric Lombard, permanent representative of CDC	paid in full to CDC	€9,100	€10,400
Marie-Pierre de Bailliencourt		€16,400	€19,700
Virginie Chapron-du Jeu	paid in full to CDC	€1,300	€22,100
Corinne Lejbowicz		€16,900	€20,800
Philippe Lemoine		€20,300	€20,900
Françoise Malrieu		€24,400	€29,700
Catherine Mayenobe	paid in full to CDC	€13,000	€15,600
Olivier Mareuse	paid in full to CDC	€18,200	€18,200
Nathalie Tubiana	paid in full to CDC	€19,600	-
Antoine Saintoyant	paid in full to CDC	€16,900	€20,800
Olivier Sichel	paid in full to CDC	€6,500	€9,100
Claire Waysand		€10,400	€11,700
<b>State representative</b>			
Charles Sarrazin	paid in full to the State budget	€36,800	€33,500
<b>As proposed by the French State</b>			
Franck Gervais	up to 15% paid to the State budget	€18,400	€17,700
<b>Total</b>		<b>€228,200</b>	<b>€250,200</b>

### Related-party agreements

Pursuant to Article L. 225-38 of the French Commercial Code, it is indicated that the following agreement was authorized by the Board of Directors of La Poste on 22 February 2022 and approved by the General Meeting of 8 June 2022: agreement between Caisse des Dépôts and La Poste SA, with retroactive effect from 1 January 2021 for a period of five years, then tacitly renewable for a period of one year, under the terms of which La Poste SA will pay Caisse des Dépôts, in respect of head office expenses, an annual fee equal to 0.03% of its revenue, with a ceiling of €250,000 when turnover exceeds €1 billion.

In addition, it is indicated that the following agreements, approved at the meeting of the Board of Directors on 17 December 2020, remain in force until 31 December 2023: two mission agreements with two directors, Corinne Lejbowicz and Philippe Lemoine.

No other compensation was allocated or paid to the directors in 2023, either for their directorships or on an exceptional basis.

### 5.4.3 Additional information

#### Total provisions and amounts recognised for pensions and other benefits

The Chairman and Chief Executive Officer of La Poste SA – the only executive director – and the members of the Executive Committee who are employees of La Poste, are not eligible for a supplementary pension scheme.

### 5.4.4 Statutory Auditors' special report on related-party agreements

*This is a free translation into English of a report issued in French. It is provided solely for the convenience of English speaking users. This report should be read and construed in accordance with French law and professional auditing standards applicable in France.*

#### General Meeting for the approval of the financial statements for the year ended 31 December 2023

To the Shareholders:

In our capacity as Statutory Auditors of La Poste, we hereby report to you on related-party agreements.

It is our responsibility to report to shareholders, based on the information provided to us, on the main terms and conditions of agreements that have been disclosed to us or that we may have identified as part of our engagement, as well as the reasons given as to why they are beneficial for the Company, without commenting on their relevance or substance or identifying any undisclosed agreements. Under the provisions of Article R.225-31 of the French Commercial Code (Code de commerce), it is the responsibility of the shareholders to determine whether the agreements are appropriate and should be approved.

Where applicable, it is also our responsibility to provide shareholders with the information required by Article R. 225-31 of the French Commercial Code in relation to the implementation during the year of agreements already approved by the General Meeting.

We performed the procedures that we deemed necessary in accordance with professional standards applicable in France to such engagements. These procedures consisted in verifying that the information given to us is consistent with the underlying documents.

#### AGREEMENTS SUBMITTED FOR THE APPROVAL OF THE GENERAL MEETING

We have not been advised of any agreement authorized and concluded during the past financial year to be submitted for approval to the General Meeting in accordance with the Article L. 225-38 of the French Commercial Code (Code de commerce).

#### AGREEMENTS ALREADY APPROVED BY THE GENERAL MEETING

In accordance with Article R. 225-30 of the French Commercial Code, we have been informed that the implementation of the following agreements which were already approved by the General Meetings of Shareholders in prior years continued during the year.

#### Stock options and free shares allocated

La Poste has not implemented any system for granting performance shares or stock options to any of its employees, regardless of category.

#### 1. Agreement with Mr. Lemoine

**Date of authorisation by the Board of Directors:** 17 December 2020

**Contracting entity:** N/A.

**Person concerned:** Philippe Lemoine, a director of La Poste SA.

**Nature and purpose:** the purpose of the agreement is to define the conditions under which Philippe Lemoine, a director of La Poste SA, performs an independent consulting assignment in relation to the updating of the digital strategy of La Poste Groupe, particularly with regard to integrating the concept of trusted third parties into the digital strategy and thoughts regarding complementarity between physical and digital networks. The agreement took effect on 1 January 2021 and will expire on December 2023.

**Terms and conditions:** as consideration for the assignment, Philippe Lemoine will receive an overall fixed annual fee of €7,800, excluding taxes. His travel costs in the Ile-de-France region (greater Paris) are included in the aforementioned fixed fee amount. Subject to being approved in advance and in writing by La Poste, other travel costs are reimbursed by La Poste upon presentation of supporting documents and according to the conditions of the travel costs reimbursement schedule defined in the agreement.

**Reason provided by the Company:** the assignment was entrusted to Philippe Lemoine due to his specific knowledge of digitalization and new technologies, gained during his career.

**Amount recognised during the year:** €4,680.

#### 2. Agreement with Ms Lejbowicz

**Date of authorisation by the Board of Directors:** 17 December 2020

**Contracting entity:** N/A.

**Person concerned:** Corinne Lejbowicz, a director of La Poste SA.

**Nature and purpose:** the purpose of the agreement is to define the conditions under which Corinne Lejbowicz, a director of La Poste SA, performs an independent consulting assignment in relation to the updating of the digital strategy of La Poste Groupe, particularly with regard to integrating the concept of trusted third parties into the digital strategy and thoughts regarding complementarity between physical and digital networks. The agreement took effect on 1 January 2021 and will expire on December 2023.

**Terms and conditions:** as consideration for the assignment, Corinne Lejbowicz will receive an overall fixed annual fee of €7,800, excluding taxes. Her travel costs in the Ile-de-France region (greater Paris) are included in the aforementioned fixed fee amount. Subject to being approved in advance and in writing by La Poste, other travel costs are reimbursed by La Poste upon presentation of supporting documents and according to the conditions of the travel costs reimbursement schedule defined in the agreement.

**Reason provided by the Company:** the assignment was entrusted to Corinne Lejbowicz due to her specific knowledge of digitalization and new technologies, gained during her career.

**Amount recognised during the year:** €4,680.

### 3. Memorandum of understanding between the French State, Caisse des Dépôts et Consignations, La Poste and La Banque Postale

**Date of authorisation by the Board of Directors:** 31 July 2019

**Contracting entities:** the French Republic (hereinafter “the French State”), Caisse des Dépôts et Consignations and La Banque Postale.

**Persons concerned:** Philippe Wahl (Chairman and Chief Executive Officer of La Poste and Chairman of the Supervisory Board of La Banque Postale), Eric Lombard (a director of La Poste and Chief Executive Officer of Caisse des Dépôts et Consignations), Charles Sarrazin (a director of La Poste and representative of the French State on the Board of Directors of La Poste), Caisse des Dépôts et Consignations and the French State (each holding more than 10% of the share capital of La Poste).

**Nature and purpose:** in 2019, as part of the overall transaction through which the French State and Caisse des Dépôts et Consignations intend to create a large public financial division serving the regions and thereby create a public banking and insurance division around La Banque Postale and CNP Assurances via various transactions, including the acquisition by Caisse des Dépôts et Consignations of a majority interest in the share capital of La Poste, the French State, Caisse des Dépôts et Consignations, La Banque Postale and La Poste entered into a binding Memorandum of Understanding on 31 July 2019.

**Terms and conditions:** under the terms of the Memorandum of Understanding:

- Caisse des Dépôts et Consignations and the French State have undertaken, each acting on its own behalf, to contribute to the Company their entire stakes in the share capital of CNP Assurances (“the Contributions”), i.e., 280,615,140 ordinary CNP Assurances shares by Caisse des Dépôts et Consignations and 7,645,754 ordinary CNP Assurances shares by the French State, subject to fulfilment of the conditions precedent provided for in the Memorandum of Understanding. Once the contributions have been made, the French State and Caisse des Dépôts et Consignations will respectively hold 41.60% and 58.40% of the share capital and voting rights of La Poste; and

- La Poste has undertaken to contribute all of the CNP Assurances shares contributed by Caisse des Dépôts et Consignations and the French State (i.e., 288,260,894 ordinary CNP Assurances shares) to its subsidiary La Banque Postale, which will thereby – directly and indirectly – hold approximately 62.13% of the share capital of CNP Assurances through Sopassure; and
- Concurrently with the Contributions, Caisse des Dépôts et Consignations will purchase 131,729,136 La Poste shares from the French State, thereby ultimately holding a 66% interest in the share capital of the Company upon completion of the Contributions and the transfer of the Shares sold.

**Reason provided by the Company:** the aim of the project to create a large public financial division is to strengthen regional cohesion and address regional divides in mainland France and the overseas regions and departments through La Poste and Caisse des Dépôts et Consignations, and local operators serving French citizens. La Poste will create a public bancassurance division around its La Banque Postale subsidiary.

The convention had no effect in 2023.

### 4. Management Fee Agreement

**Date of authorisation by the Board of Directors:** 24 February 2022

**Contracting entities:** Caisse des Dépôts et Consignations.

**Persons concerned:** Philippe Wahl (Chairman and Chief Executive Officer of La Poste and Chairman of the Supervisory Board of La Banque Postale), Caisse des Dépôts et Consignations (holding more than 10% of the share capital of La Poste).

**Nature and purpose:** The purpose of the agreement is management fees invoiced by Caisse des Dépôts et Consignations to La Poste SA for various services (operations related to the management of HR executives, access to CDC framework contracts, etc.). The agreement took effect retroactively on 1 January 2021 for a period of five years, renewable thereafter tacitly for a period of one year.

**Terms and conditions:** La Poste SA will pay Caisse des dépôts et consignations an annual fee equal to 0.03% of its turnover, with the following steps:

- €25,000 if turnover is less than €100 million;
- €100,000 if the turnover is between €100 million and €1 billion;
- €250,000 if the turnover is over €1 billion.

**Reason provided by the Company:** This agreement provides a framework for the remuneration of Caisse des Dépôts et Consignations for the various services provided to La Poste.

**Amount recognised during the year:** €250,000.

Paris La Défense, 26 March 2024

The Statutory Auditors

KPMG S.A.

Stéphanie Millet  
Partner

Mazars

Gonzague Senlis  
Partner

Charles de Boisriou  
Partner



# 6

## FINANCIAL STATEMENTS

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## 6.1 CONSOLIDATED FINANCIAL STATEMENTS

### Consolidated income statement

<i>(in € millions)</i>	Note	2023	2022 <sup>(a)</sup>
Revenue from commercial activities	6	26,888	27,102
Net banking income	7	7,185	6,185
<b>Operating revenue</b>	<b>5.2</b>	<b>34,073</b>	<b>33,287</b>
Purchases and other expenses	8	(16,053)	(15,623)
Personnel expenses	9	(13,605)	(13,487)
Taxes other than on income	10	(505)	(393)
Depreciation, amortisation, provisions and impairment	11	(2,904)	(3,777)
Other operating expenses and income	12	689	549
Proceeds from asset disposals		(50)	35
<b>Net operating expenses</b>		<b>(32,428)</b>	<b>(32,696)</b>
Share in net profit/(loss) of jointly-controlled companies	19	35	33
<b>Operating profit</b>		<b>1,680</b>	<b>624</b>
Cost of net debt	13.1	(211)	(214)
Other financial items	13.2	(28)	7
<b>Net financial expense</b>	<b>13</b>	<b>(239)</b>	<b>(207)</b>
<b>Share in net profit/(loss) of other equity-accounted companies</b>	<b>19</b>	<b>(169)</b>	<b>(87)</b>
<b>Profit/(loss) before income tax</b>		<b>1,272</b>	<b>330</b>
Income tax benefit/(expense)	14	(496)	952
<b>CONSOLIDATED NET PROFIT/(LOSS)</b>		<b>776</b>	<b>1,282</b>
Attributable to non-controlling interests		262	271
<b>NET PROFIT/(LOSS) ATTRIBUTABLE TO OWNERS OF THE PARENT</b>		<b>514</b>	<b>1,011</b>

(a) Restated for the first-time application of IFRS 17.

## Consolidated statement of comprehensive income

▼ AMOUNTS NET OF TAX

(in € millions)	2023	2022 <sup>(a)</sup>
<b>CONSOLIDATED NET PROFIT/(LOSS)</b>	<b>776</b>	<b>1,282</b>
<b>OTHER COMPREHENSIVE INCOME RECOGNISED IN EQUITY</b>		
<b>Items that may be reclassified to profit or loss</b>	<b>(577)</b>	<b>597</b>
Changes in unrealised gains and losses on financial instruments	8,334	(24,567)
<i>Reclassification to profit or loss</i>	2,300	1,887
Translation adjustments	322	615
<i>Reclassification to profit or loss</i>	0	0
Share in other comprehensive income of equity-accounted companies that may be reclassified to profit or loss	(44)	27
Remeasurement of insurance and reinsurance contracts	(9,189)	24,522
<b>Items that will not be reclassified to profit or loss</b>	<b>1,659</b>	<b>(1,980)</b>
Actuarial gains and losses on employee benefits	(27)	99
Changes in credit risk of financial liabilities designated as at fair value through profit or loss	(1)	4
Remeasurement of equity instruments at fair value through other comprehensive income (excluding instruments sold during the year)	1,684	(2,141)
Share in other comprehensive income of equity-accounted companies that will not be reclassified to profit or loss	3	57
Fair value adjustments to direct participating insurance contracts through OCI	0	1
<b>Total other comprehensive income/(loss) recognised in equity (net of tax)</b>	<b>1,082</b>	<b>(1,383)</b>
<b>TOTAL COMPREHENSIVE INCOME/(LOSS)</b>	<b>1,858</b>	<b>(101)</b>
Total comprehensive income/(loss) attributable to non-controlling interests	507	402
<b>TOTAL COMPREHENSIVE INCOME/(LOSS) ATTRIBUTABLE TO OWNERS OF THE PARENT</b>	<b>1,351</b>	<b>(503)</b>

(a) Restated for the first-time application of IFRS 17.

## Consolidated balance sheet

### ▼ ASSETS

<i>(in € millions)</i>	Note	31/12/2023	31/12/2022 <sup>(a)</sup>	01/01/2022 <sup>(a)</sup>
Goodwill	15	5,942	5,092	4,464
Intangible assets	16	5,513	5,329	5,220
Property, plant and equipment	17	6,865	6,582	6,792
Right-of-use assets	18	3,628	3,426	3,700
Investments in equity-accounted companies	19	1,811	2,041	1,908
Other non-current financial assets	21	582	591	500
Deferred tax assets	14.5	1,920	2,310	165
<b>Non-current assets</b>		<b>26,261</b>	<b>25,371</b>	<b>22,749</b>
Inventories and work-in-progress	23.1	215	207	190
Trade and other receivables	23.2	5,670	5,504	5,555
Other current financial assets	21	283	702	436
Income tax credit		921	983	650
Other accruals – Assets		160	121	118
Cash and cash equivalents	24.1	3,650	4,537	2,895
Assets held for sale	25	53	62	200
<b>Current assets</b>		<b>10,952</b>	<b>12,116</b>	<b>10,044</b>
Cash, central banks	24.2	40,577	39,355	50,812
Financial assets at fair value through profit or loss	22.1	218,089	206,845	209,880
Hedging derivatives	22.2	677	1,139	1,022
Financial assets at fair value through OCI	22.3	212,678	210,408	249,846
Securities at amortised cost	22.4	33,104	27,193	23,480
Loans and advances to credit institutions at amortised cost	22.5	70,914	70,614	69,823
Loans and advances to customers at amortised cost	22.6	125,999	126,109	121,117
Revaluation differences on portfolios hedged against interest rate risks		181	(286)	101
Insurance contracts issued – Assets	22.7	1,343	1,506	1,390
Reinsurance contracts held – Assets	22.7	8,891	8,221	11,521
Other financial assets and accruals	22.7	8,596	9,318	6,875
Investment property	22.8	7,262	6,809	3,832
<b>Assets specific to banking and insurance activities</b>		<b>728,311</b>	<b>707,231</b>	<b>749,699</b>
<b>TOTAL ASSETS</b>		<b>765,524</b>	<b>744,718</b>	<b>782,492</b>

(a) Restated for the first-time application of IFRS 17.

▼ EQUITY AND LIABILITIES

(in € millions)	Note	31/12/2023	31/12/2022 <sup>(a)</sup>	01/01/2022 <sup>(a)</sup>
Share capital and share premium		7,104	6,788	6,668
Reserves		18,264	16,127	15,843
Cumulative gains and losses on financial instruments and insurance/reinsurance contracts reclassifiable to profit or loss		(3,910)	(2,905)	(2,275)
Translation reserve		(292)	(384)	(571)
Perpetual hybrid subordinated notes		744	744	744
Net profit/(loss) attributable to owners of the parent		514	1,011	1,482
<b>Equity attributable to owners of the parent</b>		<b>22,424</b>	<b>21,381</b>	<b>21,891</b>
Non-controlling interests		8,345	8,087	12,225
<b>CONSOLIDATED EQUITY</b>		<b>30,769</b>	<b>29,468</b>	<b>34,116</b>
<b>Bonds and other debt<sup>(b)</sup></b>	<b>28.1</b>	<b>11,945</b>	<b>11,564</b>	<b>10,149</b>
<b>Lease liabilities<sup>(b)</sup></b>	<b>28.1</b>	<b>4,078</b>	<b>3,869</b>	<b>3,760</b>
<b>Provisions for contingencies and losses<sup>(b)</sup></b>	<b>27</b>	<b>953</b>	<b>885</b>	<b>816</b>
<b>Employee benefits<sup>(b)</sup></b>	<b>30</b>	<b>2,143</b>	<b>2,687</b>	<b>3,157</b>
Deferred tax liabilities (non-current)	14.5	1,563	1,663	1,839
<b>Trade and other payables<sup>(b)</sup></b>	<b>32</b>	<b>10,140</b>	<b>9,950</b>	<b>9,130</b>
Income tax liabilities (current)		199	317	199
Other accruals - Liabilities (current)		262	180	233
Liabilities directly associated with assets held for sale (current)	25	64	47	0
<b>Non-current liabilities</b>		<b>16,869</b>	<b>17,045</b>	<b>17,032</b>
<b>Current liabilities</b>		<b>14,478</b>	<b>14,117</b>	<b>12,251</b>
Financial liabilities at fair value through profit or loss	31.1	13,585	13,359	4,253
Hedging derivatives	31.2	2,183	2,371	333
Liabilities due to central banks and credit institutions	31.3	33,576	44,009	46,309
Customer deposits	31.4	224,995	215,712	218,668
Debt securities	31.5	34,314	29,052	21,693
Revaluation differences on portfolios hedged against interest rate risks		(331)	(713)	422
Insurance contracts issued and reinsurance contracts held	31.6	378,485	364,613	411,650
Other financial liabilities	31.7	7,151	6,586	5,655
Subordinated debt	31.8	9,450	9,099	10,110
<b>Liabilities specific to banking and insurance activities</b>		<b>703,408</b>	<b>684,088</b>	<b>719,093</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>765,524</b>	<b>744,718</b>	<b>782,492</b>

(a) Restated for the first-time application of IFRS 17.

(b) Of which current portion:

Bonds and other debt	1,513	1,430	541
Lease liabilities	812	766	741
Provisions for contingencies and losses	828	700	677
Employee benefits	663	729	754
Trade and other payables	10,137	9,948	9,106



## Changes in consolidated equity – 2023

Amounts net of tax (in € millions)	Share capital and share premium	Retained earnings	Translation reserves	Financial instrument reserves reclassifiable to profit or loss	Cumulative gains & losses on ins. & reins. contracts reclassifiable to profit or loss	Perpetual hybrid subordi- nated notes	Other reserves	Attribu- table Total	Non- controlling interests	Total
<b>Consolidated equity at 31 December 2022 – reported</b>	<b>6,788</b>	<b>1,203</b>	<b>(422)</b>	<b>(3,301)</b>		<b>744</b>	<b>12,534</b>	<b>17,546</b>	<b>7,767</b>	<b>25,313</b>
First-time application of IFRS 17 <sup>(c)</sup>	0	(192)	38	(24,312)	24,708	0	3,593	3,835	320	4,155
<b>Consolidated equity at 31 December 2022</b>	<b>6,788</b>	<b>1,011</b>	<b>(384)</b>	<b>(27,613)</b>	<b>24,708</b>	<b>744</b>	<b>16,127</b>	<b>21,381</b>	<b>8,087</b>	<b>29,468</b>
Issue of perpetual notes	0	0	0	0	0	0	0	0	1	1
Dividend payments <sup>(a)</sup>	316	0	0	0	0	0	(421)	(105)	(358)	(463)
Remuneration of perpetual hybrid subordinated notes <sup>(b)</sup>	0	0	0	0	0	0	(151)	(151)	0	(151)
Put options written over non-controlling interests	0	0	0	0	0	0	31	31	(3)	28
Transactions with non-controlling interests	0	0	(16)	3	0	0	(25)	(38)	(61)	(99)
Appropriation of 2022 net profit/(loss)	0	(1,011)	0	0	0	0	1,011	0	0	0
Comprehensive income for the period	0	514	108	8,146	(9,076)		1,659	1,351	507	1,858
Of which:										
• Net profit	0	514	0	0	0	0	0	514	262	776
• Reserves reclassifiable to profit or loss	0	0	108	8,146	(9,076)	0	0	(822)	245	(577)
• Cumulative gains and losses on financial instruments not reclassifiable to profit or loss	0	0	0	0	0	0	1,683	1,683	0	1,683
• Cumulative gains and losses on insurance and reinsurance contracts not reclassifiable to profit or loss	0	0	0	0	0	0	0	0	0	0
• Actuarial gains and losses	0	0	0	0	0	0	(24)	(24)	0	(24)
Other	0	0	0	1	(79)	0	33	(45)	172	127
<b>CONSOLIDATED EQUITY AT 31 DECEMBER 2023</b>	<b>7,104</b>	<b>514</b>	<b>(292)</b>	<b>(19,463)</b>	<b>15,553</b>	<b>744</b>	<b>18,264</b>	<b>22,424</b>	<b>8,345</b>	<b>30,769</b>

(a) La Poste dividends paid out in cash and shares (see Note 26.1).

(b) Remuneration of hybrid subordinated notes from La Poste (€23 million), La Banque Postale (€52 million) and CNP Assurances (€76 million).

(c) The effects of first-time application of IFRS 17 are described in Notes 1.1 and 2.3.

## Changes in consolidated equity – 2022

Amounts net of tax (in € millions)	Share capital and share premium	Retained earnings	Translation reserves	Financial instrument reserves reclassifiable to profit or loss	Cumulative gains & losses on ins. & reins. contracts reclassifiable to profit or loss	Perpetual hybrid subordi- nated notes	Other reserves	Attribu- table Total	Non- controlling interests	Total
<b>Consolidated equity at 31 December 2021 – reported</b>	<b>6,668</b>	<b>2,069</b>	<b>(570)</b>	<b>1,373</b>	<b>0</b>	<b>744</b>	<b>10,648</b>	<b>20,932</b>	<b>11,718</b>	<b>32,650</b>
First-time application of IFRS 17 <sup>(d)</sup>		(587)	(1)	(1,769)	(1,879)	0	5,195	959	507	1,466
<b>Consolidated equity at 1 January 2022</b>	<b>6,668</b>	<b>1,482</b>	<b>(571)</b>	<b>(396)</b>	<b>(1,879)</b>	<b>744</b>	<b>15,843</b>	<b>21,891</b>	<b>12,225</b>	<b>34,116</b>
Issue of perpetual notes	0	0	0	0	0	0	0	0	29	29
Dividend payments <sup>(a)</sup>	120	0	0	0	0	0	(529)	(409)	(374)	(783)
Remuneration of perpetual hybrid subordinated notes <sup>(b)</sup>	0	0	0	0	0	0	(144)	(144)	0	(144)
Put options written over non-controlling interests	0	0	0	0	0	0	(55)	(55)	(31)	(86)
Transactions with non-controlling interests <sup>(c)</sup>	0	0	(69)	(3,525)	2,683	0	1,600	689	(4,345)	(3,656)
Appropriation of 2021 net profit/(loss)	0	(1,482)	0	0	0	0	1,482	0	0	0
Comprehensive income for the period	0	1,011	255	(23,691)	23,902	0	(1,980)	(503)	402	(101)
Of which:										
• Net profit	0	1,011	0	0	0	0	0	1,011	271	1,282
• Reserves reclassifiable to profit or loss	0	0	255	(23,691)	23,902	0	0	466	131	597
• Cumulative gains and losses on financial instruments not reclassifiable to profit or loss	0	0	0	0	0	0	(2,080)	(2,080)	0	(2,080)
• Cumulative gains and losses on insurance and reinsurance contracts not reclassifiable to profit or loss	0	0	0	0	0	0	1	1	0	1
• Actuarial gains and losses	0	0	0	0	0	0	99	99	0	99
Other	0	0	1	(1)	2	0	(90)	(88)	181	93
<b>CONSOLIDATED EQUITY AT 31 DECEMBER 2022</b>	<b>6,788</b>	<b>1,011</b>	<b>(384)</b>	<b>(27,613)</b>	<b>24,708</b>	<b>744</b>	<b>16,127</b>	<b>21,381</b>	<b>8,087</b>	<b>29,468</b>

(a) La Poste dividends paid out in cash and shares (see Note 26.1).

(b) Remuneration of hybrid subordinated notes from La Poste (€23 million), La Banque Postale (€55 million) and CNP Assurances (€66 million).

(c) Including the acquisition of non-controlling interests in CNP Assurance (see Note 26.3).

(d) The effects of first-time application of IFRS 17 are presented in Notes 1.1 and 2.3.

## Consolidated statement of cash flows

(in € millions)	Note	2023			2022 <sup>(a)</sup>		
		Group	Industrial and commercial activities	Banking and insurance activities	Group	Industrial and commercial activities	Banking and insurance activities
<b>EBITDA</b>	40.10	4,069	977	3,092	3,916	2,031	1,885
Changes in provisions for current assets and irrecoverable receivables		(49)	(49)	0	(40)	(40)	0
Miscellaneous financial income and expenses		17	17	0	(7)	(7)	0
<b>Cash flows from/(used in) operating activities before cost of net debt and taxes</b>	40.1	4,037	945	3,092	3,869	1,984	1,885
Changes in working capital requirement	40.3	132	67	65	319	121	198
Changes in balance of banking and insurance assets and liabilities	40.4	397	0	397	(5,445)	0	(5,445)
Taxes paid		(643)	(77)	(566)	(966)	(100)	(866)
Dividends paid by La Banque Postale to La Poste		0	576	(576)	0	1,542	(1,542)
Dividends received from equity-accounted companies		105	25	80	116	31	85
<b>Net cash from/(used in) operating activities</b>		4,028	1,536	2,492	(2,107)	3,578	(5,685)
Purchases of property, plant and equipment and intangible assets	40.5	(1,946)	(1,471)	(475)	(1,699)	(1,217)	(482)
Purchases of financial assets		(135)	(84)	(51)	(157)	(109)	(48)
Proceeds from disposals of property, plant and equipment and intangible assets		119	119	0	125	121	4
Proceeds from disposals of financial assets		32	25	7	283	43	240
Impact of changes in consolidation scope		(959)	(472)	(487)	(1,612)	(656)	(956)
Changes in financial assets held for cash management purposes		380	380	0	(230)	(230)	0
Net cash from/(used in) investing activities		(2,509)	(1,503)	(1,006)	(3,290)	(2,048)	(1,242)
Capital increases		178	1	177	14	14	0
Perpetual loans		0	0	0	29	29	
Dividends paid and remuneration of hybrid subordinated notes		(615)	(135)	(480)	(929)	(442)	(487)
Purchases of non-controlling interests		(127)	(63)	(64)	(3,753)	(139)	(3,614)
Interest paid		(157)	(157)	0	(199)	(199)	0
Proceeds from new borrowings	40.6	3,159	2,659	500	3,477	2,474	1,003
Repayment of borrowings	40.7	(2,444)	(2,244)	(200)	(2,795)	(1,045)	(1,750)
Repayment of lease liabilities		(892)	(850)	(42)	(873)	(815)	(58)
Other cash flows used in financing activities	40.8	(49)	(49)	0	(47)	(47)	0
Intra-group flows		0	(86)	86	0	303	(303)
<b>Net cash from/(used in) financing activities</b>		(947)	(924)	(23)	(5,076)	133	(5,209)
Decrease/(increase) in cash and cash equivalents from banking activities before impact of changes in consolidation scope	40.9	(1,463)	0	(1,463)	12,136	0	12,136
Impact of subsidiaries held for sale		1	1	0	(15)	(15)	0
Impact of changes in exchange rates		3	3	0	(6)	(6)	0
<b>Net (decrease)/increase in cash and cash equivalents</b>		(887)	(887)	0	1,642	1,642	0
<b>Opening cash and cash equivalents</b>		4,537	4,537	0	2,895	2,895	0
<b>Closing cash and cash equivalents</b>		3,650	3,650	0	4,537	4,537	0

(a) Restated for the first-time application of IFRS 17.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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## GENERAL ITEMS FIRST-TIME APPLICATION OF IFRS 17 – INSURANCE CONTRACTS

IFRS 17 has been applied retrospectively, in accordance with IAS 8, with recognition of the transition effects in equity.

First-time application of the standard had the effect of increasing equity in the transition-date balance sheet at 1 January 2022 by €1,466 million, of which €959 million was attributable to owners of the parent and €507 million to controlling interests. In addition, the new analysis of insurance liabilities with respect to insurance

contracts issued led to the recognition of a contractual service margin (CSM) of €17 billion and a risk adjustment (RA) of €1.6 billion (for more information, see Note 35 in particular). As required by the standard, comparative information has also been prepared for 2022 on an IFRS 17 basis. The main changes compared with the published financial statements at 31 December 2022 are presented in Note 2, and details of the accounting policies and main estimates used are provided in Note 3.

### NOTE 1 Significant events of the year

#### 1.1 Bond issuances

In 2023, La Poste Groupe carried out several bond issuances, as detailed below. These issuances qualify as debt instruments under IFRS 9 and IAS 32.

##### La Poste bond issues

In June 2023, La Poste carried out a €1.5 billion bond issue in two tranches:

- a €650 million seven-year tranche due June 2030 and a coupon of 3.75% per year;
- a €850 million twelve-year tranche due June 2035 and a coupon of 4% per year.

In addition:

- in April 2023, a €150 million 0.625% tap was issued with a €49 million premium, on the bond issue due January 2036;
- in September 2023, a €100 million 4% tap was issued on the bond issue due June 2035;

- in November 2023, a €100 million 3.75% tap was issued on the bond issue due June 2030.

In addition, in December 2023, La Poste called the US\$500 million worth of 5.3% hybrid bonds issued in 2016.

##### La Banque Postale bond issue

In January 2023, La Banque Postale Home Loan SFH, a subsidiary of La Banque Postale, carried out a social covered bond issue, the proceeds of which will be used to finance low-income home loans (*prêts d'accession sociale*). A total of €1.25 billion worth of eight-year covered bonds were issued with a final spread of MS +27- bps and a fixed interest rate of 3%.

##### CNP Assurances bond issues

In January 2023, CNP Assurances carried out a €500 million Tier 2 subordinated bond issue due in July 2053. The bonds pay interest at 5.25% until July 2033 and then at a floating rate until maturity. This was its first sustainable subordinated bond issue.

#### 1.2 Changes in employee benefits

##### Impact of the French pension reform

Act no. 2023-270 of 14 April 2023 raised the statutory retirement age in France from 62 to 64. This change is being phased in over an eight-year period, starting for employees born on or after 1 September 1961.

The Act had the following impact on La Poste Groupe's financial statements at 31 December 2023:

- for employees covered by end-of-career benefits, the increase in the statutory retirement age will extend their period of eligibility for these arrangements. The resulting additional cost of the arrangements, estimated at €262 million, has been taken into account in full in the measurement of the liability for end-of-career benefits at 31 December 2023 (see Notes 9 and 30.1);
- the two-year increase in the statutory retirement age will also have the effect of reducing certain post-employment benefit obligations, mainly retirement indemnities for La Poste employees, due to the extension of the vesting period, with an

estimated impact of €37 million. As the change in the statutory retirement age represents a plan curtailment under IAS 19, the resulting reduction in the benefit obligation has been recognised in the income statement (see Notes 9 and 30.1).

##### Cancellation of interest payments on La Poste retirees' demand deposits

At the end of June 2023, La Poste decided to stop granting certain benefits from 1 January 2024 to La Poste retirees who pay their retirement or other pensions into a deposit account with La Banque Postale. The decision primarily concerned the annual "loyalty bonus" paid on annual savings of up to €10,000 at the gross Livret A rate. As a result of this decision, the amount included in provisions for post-employment benefits for the estimated cost of the bonuses was released to the income statement at 31 December 2023. The positive impact of this decision on 2023 pre-tax profit was €303 million (see Notes 9 and 30.1).

### 1.3 BRT dispute (Geopost business line)

The Italian company BRT is the subject of legal proceedings concerning income and payroll taxes on subcontracting services. The group is cooperating fully with the Italian authorities and has put in place a remediation plan.

The dispute led to the recognition of income and payroll tax liabilities and provisions for contingencies and losses for a total of €169 million at 31 December 2023 vs provisions for contingencies and losses of €14 million at 31 December 2022). The group has made a claim under the seller's warranty given by BRT's former majority shareholder. However, no receivable has been recorded in the accounts in this respect.

### 1.4 Disposal of Stuart (Geopost business line)

Stuart (Geopost business line) was disposed of at the end of November 2023. The transaction led to the recognition in the consolidated financial statements of a net loss of €130 million (before the transaction-related tax effect and net of non-controlling interests). This amount includes the consolidated

disposal loss for €57 million, impairment losses on property, plant and equipment, right-of-use assets and goodwill for €46 million and a provision for contingencies and charges for €27 million. In 2023, the Stuart entities incurred losses of €37 million (excluding impairment) over the period up to the disposal date.

### 1.5 Impairment of the investment in Aramex PJSC (Geopost business line)

At 31 December 2023, the group's equity-accounted investment in Aramex PJSC was written down by €114 million, to take into account the deterioration of its financial outlook (see Note 20.3).

### 1.6 Planned closure of Ma French Bank (La Banque Postale business line)

On 18 December 2023, La Banque Postale and Ma French Bank (La Banque Postale Group's mobile banking services) informed their employee representatives of deliberations concerning a potential planned closure of Ma French Bank and the conditions for its implementation.

The impact of the planned closure on 2023 profit before tax was €108 million, including €85 million in information system write-downs and €23 million in dismantling costs.

## NOTE 2 Basis of preparation of the consolidated financial statements

La Poste, the parent company of La Poste Groupe ("La Poste Groupe" or "the group") has been a *société anonyme* (French public-owned limited company) since 1 March 2010, with its registered office at 9, rue du Colonel-Pierre-Avia, 75015 Paris, France.

Prior to this, it was an independent state-owned entity, that was already subject to the same financial management and accounting policies as commercial businesses. La Poste Groupe is a large multi-business services group.

The group's consolidated financial statements for the year ended 31 December 2023 were approved for issue by the Board of Directors (meeting on 29 February 2024) and are subject to the approval of the General Meeting.

No change in the company's name occurred in 2023.

Group address: 9, rue du Colonel Avia, 75015 Paris, France

Principal place of business: 9, rue du Colonel Avia, 75015 Paris, France

## 2.1 Accounting basis

Pursuant to European Regulation No. 1606/2002 of 19 July 2002, the consolidated financial statements of La Poste Groupe for the year ended 31 December 2023 were prepared in accordance with International Financial Reporting Standards (IFRS) as adopted by the European Union. These standards are available on the website of the European Commission:

[https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting\\_fr](https://ec.europa.eu/info/business-economy-euro/company-reporting-and-auditing/company-reporting_fr)

Except for the standards and interpretations effective for annual reporting periods beginning on 1 January 2023, the accounting principles applied at 31 December 2023 are unchanged from those applied at 31 December 2022.

The consolidated financial statements are presented in millions of euros.

### 2.1.1 Standards and interpretations effective for annual reporting periods beginning on 1 January 2023

The group has applied the standards and interpretations effective for annual reporting periods beginning on 1 January 2023. The new standard with the most significant impact on the 2023 financial statements was IFRS 17 – Insurance Contracts. Each of the amendments to IAS 12 – Income Taxes also had an impact, although the amounts involved were less material. The other standards and interpretations effective for annual reporting periods beginning on 1 January 2023 had no material impact on La Poste Groupe's financial statements for the year ended 31 December 2023.

## IFRS 17 – Insurance Contracts

IFRS 17 was adopted by the European Union on 19 November 2021. It is applicable for accounting periods beginning on or after 1 January 2023, with a transition date of 1 January 2022. The purpose of IFRS 17 is to define the principles applicable for the recognition, measurement and presentation of insurance contracts, which replace the principles set out in IFRS 4.

The main changes in comparative information prepared on an IFRS 17 basis are presented in detail in Note 2.3.

The effects of applying IFRS 17 accounting principles and methods are presented in Note 3.11.15.

## IAS 12 – Income Taxes

IAS 12 has been amended to introduce an exception from applying the initial recognition exemption for transactions that give rise to equal taxable and deductible temporary differences. The amendment applies to taxable and deductible temporary differences associated with leases and decommissioning obligations, which are recognised and presented separately.

The amendment has no impact on the group.

## Amendment to IAS 12 – Pillar Two Model Rules

Pillar 2 of the OECD's international tax reform solution to address the problem of base erosion and profit shifting (BEPS), provides for the introduction of a 15% global minimum tax payable by

multinational groups. This additional tax is calculated by the jurisdiction in which the group conducts its business and is payable when the jurisdiction's effective tax rate is less than 15%.

France's 2024 Finance Bill transposes European Council directive (EU) 2022/2523 dated 14 December 2022 into French law and provides for the application of Pillar Two rules from 1 January 2024.

As a governmental entity, Caisse des Dépôts is excluded from the scope of application of Pillar Two rules, and La Poste SA will therefore be the group's ultimate parent entity within the meaning of Pillar Two. La Poste Groupe started work in 2023 to estimate the future impact of applying the new tax rules on its income tax expense. Application of the safe harbour measures to 2022 country-by-country reporting (CBCR) data showed that only a few of the group's host countries would be affected and that the impact on the consolidated financial statements would not be material.

At 31 December 2023, La Poste Groupe applied the mandatory temporary exception to the accounting for deferred taxes arising from jurisdictional implementation of Pillar Two model rules introduced in the amendment to IAS 12 adopted by the European Union in November 2023.

## 2.1.2 Standards and interpretations effective after 31 December 2023

The group has not early adopted any standard or interpretation effective after 31 December 2023.

## 2.2 Valuation basis and use of estimates

### a) General comment

When preparing the financial statements, the group uses the best possible assumptions and makes the best possible estimates based on information available at the reporting date and management judgements. These assumptions and estimates may be subject to varying degrees of uncertainty concerning actual future outcomes, due to many factors such as changes in interest rates and/or exchange rates.

As a result, actual amounts may differ from the estimates and assumptions used.

The main items concerned are as follows:

- calculation of employee benefits;
- estimates of provisions for contingencies and losses;
- calculation of right-of-use assets and lease liabilities;
- measurement of goodwill and other assets and liabilities recognised on business combinations;
- assumptions used in particular for impairment tests on goodwill, other intangible assets and property, plant and equipment;
- measurement of insurance contracts under IFRS 17;
- measurement of financial instruments not listed on organised markets;
- credit risk estimates by La Banque Postale;
- assumptions and estimates used to measure hedge effectiveness.

More specifically, in recent years the group has developed a general framework for identifying and managing climate risk. This framework will enable uncertainties associated with climate risk to be taken into account in an appropriate manner in the assumptions used to prepare estimates. Lastly, details of the group's strategy to reduce its carbon footprint are provided in the non-financial performance statement included in the Universal Registration Document.

### b) Main IFRS 17-related estimates

The **illiquidity premium** (defined in Note 2.3) is estimated based on the financial assets held by the insurance subsidiaries (property/infrastructure and equities asset classes in the diversified scope as well as bond assets). The illiquidity premium for these portfolios is adjusted to take account of the insurance contracts' characteristics and the matching of assets and liabilities.

The approach used to determine an illiquidity premium for a bond portfolio is comparable to the method suggested by the European Insurance and Occupational Pensions Authority (EIOPA) as part of its review of Solvency II, in terms of both calibration (macro-economic nature of the default probabilities underlying the credit spreads) and portfolio comparisons.



**Costs that are directly attributable** to insurance contracts, with the exception of non-recurring costs, are included in future cash flow projections for the insurance contracts. Non-attributable costs are recognised in profit or loss and are therefore not included in future cash flow projections.

For modelling purposes, directly attributable costs (fees and commissions, direct investment expenses, etc.) are calculated directly by applying the relevant model metrics (premiums, technical provisions, etc.), and non-attributable costs are allocated to each group of contracts based on the costs of existing contracts.

**Experience adjustments** are recorded for the difference between initial estimates of future cash flows and observed actual cash flows. IFRS 17 requires estimates to be reviewed periodically and insurance liabilities to be adjusted accordingly. Their accounting treatment is described in Note 2.3 below.

The group **updates accounting estimates** as required to establish the actuarial models used to measure insurance liabilities, and ensures the consistency of:

1. the measurement techniques used to determine the Best Estimate, discount future cash flows, determine the Risk Adjustment (e.g., cost of capital or quantiles method), and select the coverage units used to release the CSM to profit or loss;
2. the updated inputs used in the application of these measurement techniques:

- technical or non-economic assumptions (cancellations, mortality rates, flexible premiums, expenses, etc.);
- financial or economic assumptions based on financial market data (yield curves, stock market trends, reinvestment rates, etc.);
- other economic or regulatory data (taxes, tax rates, etc.);

### 3. changes in actuarial models for projecting future cash flows:

IFRS 17 stipulates that “estimates should reflect conditions existing at the measurement date, including assumptions at that date about the future”. The use of current data is therefore mandatory and updates are naturally considered as a change in accounting estimate.

In order to estimate future cash flows, the group may consider that **fixed and flexible premiums** may be renewed at each reporting date, depending on the information and data available. Its measurement methods are reviewed at regular intervals, particularly with regard to the insurance contract boundaries (defined in Note 2.3 below).

The most significant premium renewal assumptions taken into account in the models concern traditional and unit-linked savings contracts.

## 2.3 Main changes in comparative information prepared on an IFRS 17 basis

The main changes in comparative information prepared on an IFRS 17 basis are presented below. The changes reflect the effects of applying IFRS 17 accounting principles and methods as presented in Note 3.11.15.

### Transitional arrangements

IFRS 17 – Insurance Contracts proposes three transition approaches that may be applied to each group of insurance contracts:

- **The Full Retrospective Approach (FRA)**, whereby all accounting components of insurance contracts are recalculated from the contracts’ inception. This approach is compulsory if the data is available. Where this is not the case, the approaches described below may be applied.

The Full Retrospective Approach has been applied for La Banque Postale Assurances non-life contracts and for certain CNP Assurances term creditor insurance cohorts.

- **The Fair Value Approach (FVA)**, whereby insurance contracts are measured at fair value at the transition date.

This approach is applied to the majority of insurance contracts written by the group, particularly savings and pensions contracts.

- **The Modified Retrospective Approach (MRA)**, which provides for simplification measures to avoid the additional cost of producing historical contract data.

This approach has been used primarily for contracts written by LBP Prévoyance.

### Other comprehensive income (OCI) accumulated in equity at the transition date

For groups of contracts measured using the MRA or FVA model on transition to IFRS 17 for which finance income or expense is disaggregated between profit or loss and OCI in accordance with IFRS 17.88(b) or 89(b), the subsequent reclassification to profit or loss of OCI amounts accumulated in equity, as initially determined at transition, must be supported by a reconciliation from the opening to closing balance (IFRS 17.116).

### Discontinuation of the overlay approach

The overlay approach was applied pending adoption of IFRS 17. As permitted under IFRS 4 for the underlying assets of insurance contracts, it was applied to assets that were measured at fair value through profit or loss under IFRS 9 – Financial Instruments (which was applicable from 1 January 2018, with some exceptions) and according to a different model under IAS 39 – Financial Instruments (applicable prior to IFRS 9). The overlay approach consists of reclassifying fair value adjustments to designated financial assets from the income statement to other comprehensive income, so that the amount reported in the income statement is the same as if IAS 39 had been applied to the designated financial assets.

At the transition date, the restatement enabling the use of the overlay approach to be cancelled retrospectively reduced the gains and losses recognised directly in equity by means of an offsetting entry in consolidated reserves for an amount of €1,245 million net of deferred tax.

### Discontinuation of shadow accounting

The measurement models for insurance (and reinsurance) contracts in IFRS 17 have removed the need for shadow accounting adjustments, with the result that the balance sheet no longer includes any deferred participation assets or deferred participation liabilities.

### Cancellation of intangible insurance assets

(footnote 6 in the IFRS 17 application effects table)

IFRS 17 does not permit the separate recognition of intangible assets previously recognised under IFRS 4, such as portfolios of insurance contracts acquired in a business combination (Value of Business Acquired – VoBA), and insurance acquisition cash flows (deferred acquisition costs). These items are now included in the projected future cash flows from insurance contracts and, as such, represent a component of the Best Estimate.

### Reclassification of part of the equities portfolio at fair value through OCI not reclassifiable to profit or loss

(footnote 1 in the IFRS 17 application effects table)

The group has applied the option of classifying equity instruments available for sale as assets at fair value through OCI not reclassifiable to profit or loss, as permitted by IFRS 17 for entities that already applied IFRS 9 in periods prior to the transition date. Future fair value adjustments to these assets will also be recognised through OCI without subsequently being reclassifiable to profit or loss, even in the event of their sale.

### IAS 40 – Investment Property (fair value model)

(footnote 5 to the table below)

In accordance with the option offered by IAS 40, as amended following the publication of IFRS 17, the group elected to measure at fair value investment properties that are underlying components of insurance contracts measured using the VFA model. Property held that is only partially allocated to these contracts may not be measured partly at cost and partly at fair value.

### Presentation of the group accounts

In accordance with ANC recommendation 2022-01, insurance investments continue to be presented within -the accounting categories for banking activities in the balance sheet.

In the detailed analysis of net banking income (Note 7) and the note on the insurance income statement (Note 36.3.a), prepared in accordance with IFRS 17, insurance revenue no longer corresponds to premiums received during the period. Insurance revenue is now defined as the amount which reflects the consideration to which the insurer expects to be entitled in exchange for the services provided on an earned basis. It comprises the contractual service margin (CSM) released to profit for the reporting period, the risk adjustment (RA) released to profit for the period, revenue earned during the reporting period from providing insurance services (fulfilment cash flows) and amortisation of deferred acquisition costs.

## 2.3.1 Transition effects on the balance sheet

### ▼ ASSETS

(in € millions)	Footnote	31/12/2021 Reported	Transition effects	01/01/2022 Restated <sup>(a)</sup>	31/12/2022 Reported	Transition effects	31/12/2022 Restated <sup>(a)</sup>
Goodwill		4,464	0	4,464	5,092	0	5,092
Intangible assets	6	6,133	(913)	5,220	6,126	(797)	5,329
Property, plant and equipment		6,792	(0)	6,792	6,582	(0)	6,582
Other non-current assets		6,100	8	6,108	6,049	9	6,058
Deferred tax assets		205	(40)	165	2,976	(666)	2,310
<b>Non-current assets</b>		<b>23,694</b>	<b>(945)</b>	<b>22,749</b>	<b>26,824</b>	<b>(1,453)</b>	<b>25,371</b>
<b>Current assets</b>		<b>10,044</b>	<b>(0)</b>	<b>10,044</b>	<b>12,093</b>	<b>23</b>	<b>12,116</b>
Financial assets at fair value through profit or loss	1	231,420	(21,540)	209,880	222,722	(15,877)	206,845
Financial assets at fair value through OCI	1	228,310	21,536	249,846	194,534	15,874	210,408
Loans and advances to credit institutions at amortised cost	2	67,823	2,000	69,823	67,095	3,519	70,614
Loans and advances to customers at amortised cost	2	123,117	(2,000)	121,117	129,628	(3,519)	126,109
Revaluation differences on portfolios hedged against interest rate risks	3	101	0	101	721	(1,007)	(286)
Insurance contracts issued – Assets	4		1,390	1,390	0	1,506	1,506
Reinsurance contracts held – Assets	4		11,521	11,521	0	8,221	8,221
Other financial assets and accruals	4	33,149	(26,274)	6,875	35,847	(26,529)	9,318
Deferred participation	4	0	0	0	9,692	(9,692)	0
Investment property	5	3,393	438	3,832	6,280	529	6,809
Other assets specific to banking and insurance activities		75,314	0	75,314	67,687	0	67,687
<b>Assets specific to banking and insurance activities</b>		<b>762,627</b>	<b>(12,929)</b>	<b>749,699</b>	<b>734,206</b>	<b>(26,975)</b>	<b>707,231</b>
<b>TOTAL ASSETS</b>		<b>796,365</b>	<b>(13,873)</b>	<b>782,492</b>	<b>773,123</b>	<b>(28,405)</b>	<b>744,718</b>

(a) Restated for the first-time application of IFRS 17.

## ▼ EQUITY AND LIABILITIES

<i>(in € millions)</i>	Footnote	31/12/2021 Reported	Transition effects	01/01/2022 Restated <sup>(a)</sup>	31/12/2022 Reported	Transition effects	31/12/2022 Restated <sup>(a)</sup>
Equity attributable to owners of the parent	7	20,932	959	21,891	17,546	3,835	21,381
Non-controlling interests		11,718	507	12,225	7,767	320	8,087
<b>Consolidated equity</b>		<b>32,650</b>	<b>1,466</b>	<b>34,116</b>	<b>25,313</b>	<b>4,155</b>	<b>29,468</b>
Deferred tax liabilities (non-current)		1,217	622	1,839	885	777	1,663
Trade and other payables		9,140	(9)	9,130	9,903	47	9,950
Other current and non-current liabilities		18,314	(1)	18,313	19,551	(2)	19,549
<b>Non-current liabilities</b>		<b>16,411</b>	<b>621</b>	<b>17,032</b>	<b>16,269</b>	<b>777</b>	<b>17,045</b>
<b>Current liabilities</b>		<b>12,260</b>	<b>(9)</b>	<b>12,251</b>	<b>14,072</b>	<b>45</b>	<b>14,117</b>
Liabilities due to central banks and credit institutions	2	30,393	15,915	46,309	26,445	17,565	44,009
Customer deposits	2	234,582	(15,914)	218,668	233,276	(17,564)	215,712
Revaluation differences on portfolios hedged against interest rate risks	3	422	0	422	294	(1,007)	(713)
Insurance contracts issued and reinsurance contracts held	4	0	411,650	411,650	0	364,613	364,613
Other financial liabilities and accruals	4	18,674	(13,204)	5,469	19,810	(13,331)	6,480
Current banking and insurance activity technical provisions (including the home savings provision)	4	414,584	(414,398)	186	383,763	(383,657)	106
Other liabilities specific to banking and insurance activities		36,389		36,389	53,881	0	53,881
<b>Liabilities specific to banking and insurance activities</b>		<b>735,044</b>	<b>(15,951)</b>	<b>719,093</b>	<b>717,469</b>	<b>(33,381)</b>	<b>684,088</b>
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>796,365</b>	<b>(13,873)</b>	<b>782,492</b>	<b>773,123</b>	<b>(28,405)</b>	<b>744,718</b>

(a) Restated for the first-time application of IFRS 17.

**Footnote 1:**

As permitted by IFRS 17, the group has applied the option of classifying equity instruments available for sale in the amount of €21,540 million as assets at fair value through OCI not reclassifiable to profit or loss.

**Footnote 2:**

Securities received and delivered under repurchase agreements are now included in amounts due to credit institutions on both the assets and liabilities sides of balance sheet.

**Footnote 3:**

Revaluation differences on portfolios hedged against interest rate risks reclassified between assets and liabilities at 31 December 2022. The reclassification had no impact on the net revaluation difference at 31 December 2022, representing a positive €427 million.

**Footnote 4:**

Effect of applying IFRS 17 on the presentation and measurement of insurance and reinsurance assets and liabilities.

**Footnote 5:**

Remeasurement of investment property at fair value (amendment to IAS 40).

**Footnote 6:**

Cancellation of intangible assets corresponding to (i) the Value of Business Acquired (VOBA), in the amount of €913 million, and (ii) contractual customer relationships in the unit-linked business in Italy and the pensions business in Brazil.

**Footnote 7:**

Application of IFRS 17 led to a €1,466 million increase in equity at 1 January 2022, of which €959 million was attributable to owners of the parent. The increase reflected: (i) the €1,542 million positive impact of fair value adjustments to insurance and reinsurance assets and liabilities (see footnote 4), of which €385 million attributable to owners of the parent, (ii) the €381 million positive impact of fair value adjustments to investment property, of which €300 million attributable to owners of the parent (see footnote 5), (iii) the €311 million negative impact of cancelling intangible assets represented by the Value of Business Acquired and contractual customer relationships (footnote 6), of which a €313 million increase in equity attributable to owners of the parent, and (iv) the €151 million negative impact of cancelling contractual customer relationships (footnote 6), of which €57 million attributable to owners of the parent.

## NOTE 3 Significant accounting policies

### 3.1 Basis of consolidation

#### 3.1.1 Consolidation methods

##### Full consolidation

Companies controlled by the group are consolidated using the full-consolidation method.

Control is defined as having power over the relevant activities of the investee, exposure to variable returns from involvement in the investee and the ability to use the power over the investee to affect the amount of the investor's returns.

##### Equity method

Associates and joint ventures are accounted for using the equity method.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement.

Joint control is the sharing of control of an arrangement by a limited number of partners or shareholders, so that the financial and operating policy decisions of the investee require the unanimous consent of the parties sharing control.

An associate is an entity over which the group has significant influence.

Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control of the investee.

Investments accounted for using the equity method are initially recognised at cost in the balance sheet under "Investments in equity-accounted companies" and their carrying amount is adjusted thereafter for the post-acquisition change in the group's share of their net assets, less impairment losses.

Their profits or losses are presented in the consolidated income statement under "Share in profits of jointly-controlled companies", or under "Share in profits of other equity-accounted companies" when the group has only a significant influence.

##### Non-material controlled entities

Non-material and/or dormant entities, whose consolidation would not have a material impact on the presentation of a true and fair view of the net assets, financial position or profits and losses of the group's business activities, are not consolidated.

#### 3.1.2 Consolidation rules

##### Intra-group transactions

All material transactions between consolidated companies, and proceeds on internal disposals, are eliminated.

##### Translation of financial statements of foreign companies

The consolidated financial statements are presented in euros, which is the functional and presentation currency of La Poste, the group's parent company.

The financial statements of group companies that use a functional currency other than the presentation currency are translated into the presentation currency as follows: the balance sheets are translated into euros at the period-end exchange rate and the

income statements are translated into euros at the average exchange rate for the period. Any resulting translation differences are recognised directly in the consolidated balance sheet in equity, under "Translation reserve".

Goodwill and fair value adjustments resulting from the acquisition of a foreign operation are treated as the assets and liabilities of the foreign operation and converted at the period-end exchange rate.

Translation differences stemming from transactions consisting of net investments between group companies are recognised in the balance sheet in equity under "Translation reserve". Translation differences arising on the translation of loans and other foreign exchange instruments designated as hedging instruments for these net investments are charged to equity on consolidation.

When a foreign operation is disposed of, the translation differences initially recorded in equity are recognised in the income statement under disposal gains and losses.

#### 3.1.3 Business combinations

Business combinations are recognised using the acquisition method, in line with IFRS 3 – Business Combinations.

When an exclusively controlled company is first consolidated, the acquisition cost corresponds to the fair value of the assets transferred, equity instruments issued or liabilities incurred or assumed at the date of exchange for control, and any adjustments to the cost contingent on future events.

**Goodwill** is the excess of the cost of a business combination over the group's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities.

Negative goodwill (or a gain from a bargain purchase) is recognised in profit or loss on the acquisition date.

Goodwill is not amortised but is subject to impairment tests annually or more frequently when there are indications that it may have been impaired, using the method described in Note 3.9.

#### 3.1.4 Transactions involving non-controlling interests

##### Acquisitions and disposals

Acquisitions and disposals of non-controlling interests that do not result in a change in control over the company in question are recognised in equity.

##### Put options written over non-controlling interests (NCI puts)

Pursuant to IAS 32 – Financial Instruments: Presentation, La Poste Groupe recognises a financial liability for put options granted to non-controlling shareholders of consolidated subsidiaries. When the value of the liability exceeds the value of the non-controlling interests, IFRS does not specify how it should be recognised.

La Poste Groupe has elected to recognise the difference between the liability and value of the non-controlling interests under reserves attributable to owners of the parent. Subsequent changes in the liability relating to variations in the estimated strike price of the NCI put and of the carrying amount of the non-controlling interests are recognised in attributable reserves.

## 3.2 Foreign currency transactions

Transactions denominated in foreign currencies are recognised based on the applicable exchange rates at the recognition date.

At the reporting date, assets and liabilities denominated in foreign currencies are translated at the applicable period-end exchange rate.

Translation differences arising on transactions denominated in foreign currencies are recognised in the income statement under "Other financial items", in the "Net foreign exchange gains/(losses)" line (see Note 13).

## 3.3 Consolidation of the La Banque Postale segment

To improve the clarity of the financial statements, items specific to La Banque Postale, corresponding to banking and insurance activities are presented on separate lines in the consolidated balance sheet and income statement. A detailed presentation of these items is provided in the notes, in accordance with IFRS requirements.

The accounting policies applied to banking and insurance operations in the La Banque Postale segment are described in Note 3.11.

## 3.4 Operating revenue

### Revenue from commercial activities

Revenue from the sale of goods and services is recognised upon transfer of the significant risks and rewards of ownership of an asset to the customer. It is thus recorded as and when the related service is provided, with the exception of revenue from sales of postage stamps and pre-paid envelopes, which is recognised at the time of sale (except in exceptional circumstances).

As a result, the time taken to ship mail and parcels is taken into consideration when assessing revenue at the reporting date.

### Net banking income

Net banking income in the consolidated income statement is the net balance of banking income and expenses for La Banque Postale and all its subsidiaries, including CNP Assurances' insurance businesses. It is measured in accordance with the accounting policies applicable to banks. A breakdown of net banking income is provided in Note 7.

## 3.5 Income tax and tax consolidation

The La Poste parent company has opted for a tax consolidation regime and is the head of the tax group.

Deferred taxes are recognised whenever there is a temporary difference between the carrying amount of an asset or liability in the balance sheet and its tax base.

Deferred taxes recognised in prior periods are adjusted to reflect any changes in tax rates. The corresponding impact is recorded as an increase or decrease in the deferred tax expense in the income statement unless it relates to items recognised directly in equity, in which case the tax is recognised in equity.

All deferred tax liabilities related to taxable temporary differences are recognised. Deferred tax assets resulting from temporary differences, the carryforward of tax losses or tax credits are recognised if it is probable that they will be recovered (i.e., to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised). This is determined based on a schedule for all deferred tax bases, using the entity's best estimate of future changes in its taxable profit (see Note 14).

Deferred tax assets and liabilities are offset within the same taxable entity.

The income tax consequences of dividend payments on financial instruments classified as equity instruments are recognised in profit or loss.

### 3.6 Intangible assets

IAS 38 – Intangible Assets defines an intangible asset as an identifiable non-monetary asset without physical substance. An asset is identifiable if it either is separable or arises from contractual or other legal rights.

Intangible assets primarily consist of software and leasehold rights and are recognised at acquisition cost less amortisation and any impairment losses.

Software is amortised on a straight-line basis over its useful life (usually one to three years). Leasehold rights are not amortised.

#### Research and development expenditure

Expenditure on research is recognised as an expense when it is incurred.

Development expenditure is recognised as an intangible asset if all of the recognition criteria set out in IAS 38 are met. The asset is amortised on a straight-line basis over its useful life (three years on average, five years maximum) from the day it is commissioned.

Development expenditure that does not meet the above criteria is recognised as an expense when it is incurred.

#### Contractual customer relationships

When an insurance business is acquired, the fair value of the future economic benefits expected to flow to the group from the current contractual customer relationships is recognised as an intangible asset, provided that a sufficiently reliable estimate can be made of premium renewals. Contractual customer relationships are amortised on a straight-line basis over their estimated useful life, reflecting the period during which the economic benefits are expected to be consumed.

This concerns individual death/disability insurance in Brazil (10-year amortisation period) and individual death/disability insurance in France (15-year amortisation period).

When an asset management business is acquired, the fair value of the future economic benefits expected to flow to the group from the current contractual customer relationships is measured. Based on this measurement, an intangible asset is recognised in respect of the acquired management contracts and dedicated funds managed on behalf of institutional customers. The intangible asset is amortised on a straight-line basis over the estimated life of the contractual customer relationships, as determined on a run-off basis taking into account the probability of the contracts being renewed.

#### Distribution agreements

The value of a distribution agreement represents the future cash flows expected to be generated by new business written through the partner network under the agreement. The intangible asset recognised for a distribution agreement is determined based on the agreement's specific terms and conditions and is amortised over the term of the agreement taking into account a residual value where appropriate.

Amortisation and impairment of contractual customer relationships and distribution agreements are recognised in "Amortisation of value of in-force business and distribution agreements" in the income statement.

### 3.7 Property, plant and equipment and investment properties

Property, plant and equipment consists primarily of land, buildings, technical facilities, equipment, tools, and computer hardware. These assets are recognised at cost less depreciation and any impairment losses.

#### 3.7.1 Acquisition cost of property, plant and equipment

The cost of an item of property, plant and equipment is only capitalised if it gives rise to a resource controlled by the group as a result of past events and it is probable that future economic benefits associated with the item will flow to the group.

The cost of the asset includes any additional costs directly attributable to acquiring the asset and to bringing it to the condition necessary for it to be capable of operating.

La Poste Groupe has identified the following components:

Asset	Components
Property portfolio	Shell, roofing, joinery and external work, major equipment items, small equipment items, fixtures and fittings, land
Sorting machines	Mechanical parts, intelligence, peripherals A fourth component (feeders and measuring instruments) has been identified for TPGD parcel sorting machines
Sorting-area equipment	Mechanical parts, intelligence
Automated teller machines (ATMs)	Machine, installation

Borrowing costs are included in the acquisition cost of qualifying assets, in accordance with IAS 23 – Borrowing Costs.

Investment grants received for the acquisition of property, plant and equipment are presented as a liability in the balance sheet and recognised in profit or loss on a straight-line basis over the useful life of the asset.

#### 3.7.2 Breakdown of the original value of property, plant and equipment by component

A component is a part of property, plant and equipment that has a different useful life, or that generates economic benefits at a rate that differs from that of the asset as a whole.

### 3.7.3 Depreciation periods

Property, plant and equipment is depreciated on a straight-line basis over its useful life. The average useful lives are as follows:

Asset	Depreciation period
Buildings	
Shell	20 to 80 years
Roofing	20 to 60 years
Joinery and external work	20 to 40 years
Major equipment items	15 to 20 years
Small equipment items, fixtures and fittings	5 to 10 years
Equipment	
Sorting machines	5 to 15 years
Sorting-area equipment	5 to 8 years
Office equipment and computer hardware	3 to 5 years
Office furniture	10 years
ATMs	5 to 10 years
Transport vehicles	3 to 5 years

Land is not depreciated.

### 3.7.4 Special case of investment property

#### Classification on the group's balance sheet

At 31 December 2023, virtually all investment property was within the scope of La Banque Postale's insurance businesses. They are thus presented in assets specific to banking and insurance activities.

Investment property for other activities represents a non-material amount and is presented under property, plant and equipment.

#### Principles

Investment property is property (land or building) held to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes, or for sale in the ordinary course of business.

The group has elected to measure investment property using the cost model, as allowed by IAS 40, except for properties held in portfolios underlying direct participating insurance contracts and investment contracts with discretionary participation features measured using the VFA model, which are measured at fair value.

The fair values of properties measured using the cost model are also disclosed in these notes to the financial statements. Fair value is the price that would be received to sell a property or shares in a non-trading property company in an orderly transaction. It is determined on the basis of five-year valuations performed by a qualified expert recognised by the French insurance regulator (ACPR). In the period between two five-year valuations, fair value is estimated at each year-end and the amounts obtained are certified by a qualified expert.

## 3.8 Leases

The following principles concern leases in which the group is the lessee.

The principles applied to external leases where the group is the lessor are described in Note 3.11 – Assets and liabilities of banking and insurance activities.

Under IFRS 16, a contract – regardless of its legal form – is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. When the asset is not identified, the contract is qualified as a contract for the provision of services.

For all external leases for which the group is the lessee, it has the following consequences:

- recognition of a lease liability equal to the present value of the lease payments not paid for the remainder of the lease term (non-cancellable period as well as both periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option and periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option);
- recognition of a right-of-use asset, depreciated over the term of the lease.

At 1 January 2019, La Poste Groupe elected to use the modified retrospective approach.

The group thus applied the following practical expedients provided for in the standard:

- exclusion of leases for which the underlying asset is of low value;
- exclusion of leases with a remaining term of twelve months or less;
- option not to capitalise initial direct costs incurred to obtain leases;
- adjustment of the right-of-use asset by the amount of any provisions for onerous leases as an alternative to impairment testing.

Application of IFRS 16 has not resulted in any change in the reported amounts of finance leases within the meaning of IAS 17. The group has elected not to apply IFRS 16 to leases on intangible assets.

**Lease terms** are determined based on an analysis of any termination and extension options. This position is consistent with that published by the IFRS IC on 16 December 2019 insofar as the group's open-ended leases may be terminated by either party at any time subject to a negligible penalty at most, and insofar as the carrying amount of the arrangements in question may not, in the cases at hand, constitute anything more than an insignificant penalty.

**Discount rates** were determined at the transition date and are measured in subsequent periods, in accordance with the standard, in reference to the lessee's incremental borrowing rate for each term, taking into account the timetable of debt repayments. They are based on the risk-free rate for the currency of the lease, the group's credit risk and the estimated additional credit risk for subsidiaries.

At the transition date, the group used the term of each lease as at the commencement date so as to ensure consistency with the method used to determine the carrying amount of the aforementioned right-of-use asset.

**With regard to the right-of-use asset**, the group opted for the transition on 1 January 2019 to apply to most of its leases the provision whereby the carrying amount of the right-of-use asset is determined as if the standard had been applied on the commencement date of the lease, taking into account any subsequent changes to the contract.

**Lease liabilities** presented in the balance sheet result from the application of IFRS 16 as of 1 January 2019 (see Note 18).

### 3.9 Impairment of goodwill, other intangible assets, property, plant and equipment, investment property measured using the cost model and right-of-use assets (IFRS 16)

Goodwill and other intangible assets with indefinite useful lives are systematically tested for impairment at least annually, and whenever an indication of impairment is identified.

Other intangible assets and property, plant and equipment are only tested for impairment when there is an indication that they may be impaired.

An impairment test involves comparing the carrying amount of an asset, or of the cash-generating unit to which it belongs, with its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. Where the recoverable amount of a capitalised asset or group of assets falls below the carrying amount, an impairment loss is recognised to reduce the carrying amount to the recoverable amount, starting with any goodwill.

Fair value less costs of disposal is the amount that could be obtained by selling an asset at the measurement date in an arms' length transaction, net of any disposal costs.

The value in use of an asset or group of assets is the present value of the future cash flows expected to be derived from an asset or cash-generating unit.

The value in use of goodwill and certain other assets is generally determined using cash flow projections based on financial budgets/forecasts approved by the group.

These forecasts generally cover a five-year period within the group, beyond which cash flows are extrapolated using a low growth rate, usually corresponding to inflation. These cash flows are discounted by applying the weighted average cost of capital for each relevant asset or group of assets.

#### Impairment of investment property

One indicator of impairment used by the group is a fall in value to more than 20% below cost.

If there is an indication of impairment, the recoverable amount of the property concerned is estimated. The recoverable amount of a property is the higher of its value in use and its market price less costs to sell, as determined by annual independent valuations of the group's entire property portfolio.

### 3.10 Other assets

#### Inventories and work-in-progress

Inventories are stated at the lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs necessary to make the sale.

The value of inventories is measured using the weighted average cost method, and includes all costs of purchase and other costs incurred in bringing the inventories to their present location and condition.

#### Trade receivables

When initially recognised, trade receivables on commercial activities are recognised at their nominal value, which in practice corresponds to the fair value of the receivables.

Provisions are calculated on an individual basis, based on an assessment of the risk of non-recovery.

#### Other current financial assets

These primarily include the current portion of the fair value of derivative financial instruments relating to La Poste's bond debt (see Notes 3.15 and 28).



## Other non-current financial assets

This item includes notably (see Note 21):

- **loans granted for social housing**, recognised at amortised cost using the effective interest rate method. Loss allowances are set aside to take into account the maturities and repayment terms of these loans, as well as the estimated risk of non-recovery;
- **unconsolidated equity investments**.

Under IFRS 9 an irrevocable election may be made upon initial recognition of each instrument, to present subsequent changes

in fair value in other comprehensive income note classifiable to profit or loss.

This option is most frequently used for unconsolidated equity investments.

When this option is used, the cumulative unrealised gain or loss in other comprehensive income is not transferred to profit or loss on disposal of the instrument. Only the dividends received on the instrument affect profit or loss.

## 3.11 Financial assets and liabilities of banking and insurance activities

On the balance sheet, the specific assets and liabilities of banking and insurance activities are grouped together in dedicated items, whose content is similar to that presented in the La Banque Postale group's financial statements.

This model primarily concerns financial assets held for trading.

### 3.11.1 General principles for the recognition of financial assets and liabilities

#### Initial recognition

At initial recognition, financial assets and liabilities are measured at fair value plus or minus transaction costs directly attributable to their acquisition (with the exception of financial assets and liabilities recognised at fair value through profit or loss, for which transaction costs are recognised as an expense on initial recognition).

In practice, fair value generally corresponds to the instrument's sale price or transaction price.

#### Date of initial recognition

Securities are initially recognised at their fair value on the settlement/delivery date and derivatives are initially recognised at their fair value on the trade date. Changes in fair value between the trade date and the settlement/delivery date are recorded in profit or loss.

Loans and receivables are initially recognised at their fair value on the disbursement date.

### 3.11.2 Recognition of financial assets

Under IFRS 9, financial assets are classified based on the business model for managing the asset and the characteristics of the asset's contractual cash flows (basic lending arrangement criterion).

#### Business models

A business model corresponds to the way a group of financial assets is managed together to generate income. It describes the way in which the assets are managed. The group identifies business models based on objective and observable facts such as the business' organisation, IT system, internal reports, risk-monitoring process, or past management decisions (past disposals, for example).

There are three types of business model:

- a business model whose objective is achieved by holding financial assets in order to collect contractual cash flows ("hold to collect" model);
- a business model whose objective is achieved by collecting contractual cash flows and selling the financial assets ("hold to collect and sell" model);
- a business model for other financial assets that is neither a "hold to collect" nor a "hold to collect and sell" model.

Identification of the business model is documented within each of the group's business lines.

Changes in business model are very rare by nature. When they do occur, they must be decided by the management of the business line with the agreement of Senior Management in response to internal or external developments that are significant in relation to the business and observable by external parties. In practice, a change of business model may be decided only in response to the discontinuation or launch of a material line of business. One example would be the disposal of a business line previously managed according to the "hold to collect" model: in this case, the entity no longer sells this type of financial instrument and reclassifies all the assets concerned to a "Trading" business model.

The reclassification of debt instruments that pass the SPPI test is mandatory in the event of a change of business model and is not allowed in all other cases.

The reclassification is performed prospectively, without restating prior period balance sheets or income statements.

Moreover, the reclassification must be performed at the opening date of the first reporting period starting after the effective date of change in the business model (i.e., either 1 July or 1 January).

#### Basic lending arrangement criteria, or the "SPPI" test

The objective of the SPPI test is to ensure that the instrument's contractual cash flows consist "solely of payments of principal and interest" on the principal amount outstanding. In other words, the instrument must have the features of a "basic lending arrangement".

Principal is defined as the fair value of the financial instrument at initial recognition in the balance sheet.

Interest can include several components, of which:

- compensation for the passage of time, i.e., the time value of money;
- compensation for the credit risk on the loaned amount;
- compensation for liquidity or administrative costs; and
- a profit margin.

Financial assets that meet the basic lending arrangement criterion are debt instruments such as traditional loans, fixed and variable-rate bonds and trade receivables. They also include responsible finance (green and social loans, impact finance, sustainability-linked loans) for which the contractual cash flows pass the SPPI test.

Financial assets that do not meet the basic lending arrangement criterion include debt instruments such as units in UCITS or structured securities.

By definition, derivatives and equity instruments such as equities and non-consolidated equity investments do not meet the basic lending arrangement criterion.

Under IFRS 9, financial assets are classified in one of the four categories described in sections 3.11.3 to 3.11.6.

### 3.11.3 Financial assets at amortised cost

Debt instruments that are managed to collect contractual cash flows until maturity ("hold to collect" model) and whose contractual flows consist solely of payments of principal and interest on the principal amount outstanding (i.e., meeting the basic lending arrangement or SPPI test criterion) are classified as financial assets at amortised cost.

The objective of the "Hold to collect" business model is to hold the assets over a long period or until maturity to collect the contractual cash flows. In principle, financial assets allocated to this business model are not sold. However, their sale may be allowed in some circumstances (for example, sales due to an increase in the credit risk or of assets that are close to maturity, frequent sales representing non-material amounts, and isolated sales representing material or non-material amounts).

After initial recognition, financial assets at amortised cost are measured using the effective interest method, with application of the impairment requirements of IFRS 9.

The effective interest rate is the rate that exactly discounts estimated future cash flows through the expected life of the financial asset to its initial fair value. Effective interest includes transaction costs and all fees and points paid (arrangement fees, commitment fees – when drawdown is deemed more likely than not – or participation fees) and all other premiums or discounts. This effective interest rate corresponds to the yield to maturity.

Within the group, this category of financial assets includes most loans and advances to customers and credit institutions, as well as most of the debt securities that make up the investments of the banking activity.

### 3.11.4 Financial assets at fair value through OCI reclassifiable to profit or loss

Debt instruments that are managed to collect the contractual cash flows and sell the assets ("hold to collect and sell" model), with contractual flows that consist solely of payments of principal and interest on the principal amount outstanding (meeting the basic lending arrangement or SPPI test criterion), are classified as financial assets at fair value through other comprehensive income reclassifiable to profit or loss.

They are initially recognised at fair value and fall within the scope of IFRS 9 impairment requirements.

Accrued or earned income is qualified as interest income and recognised in the income statement under net banking income at the effective interest rate.

At the reporting date, financial instruments in this category are measured in the balance sheet at fair value and changes in fair value excluding revenue are recognised in other comprehensive income reclassifiable to profit or loss, except for foreign exchange differences on foreign currency monetary assets, which are recognised directly in profit or loss.

In accordance with the credit risk impairment model, changes in expected credit losses on these instruments are reclassified from OCI to profit or loss under cost of risk (under "Depreciation,

amortisation, provisions and impairment" for bank activities and under "Net banking income" for insurance activities).

When the securities are sold, the cumulative unrealised gain or loss previously recorded in other comprehensive income is transferred to profit or loss under "Net gains or losses on financial assets at fair value through other comprehensive income reclassifiable to profit or loss".

### 3.11.5 Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss is the default category under IFRS 9.

It includes debt securities that do not meet the basic lending arrangement criterion (units in UCITS, for example) and equity instruments that are not classified as financial assets at fair value through other comprehensive income not reclassifiable to profit or loss.

It also includes derivatives and other financial assets that are held for trading, i.e., acquired or issued with the intention to sell them in the short term. In the case of the group, it notably includes loans to local authorities eligible for sale to Caffil.

More broadly, this category includes all financial assets held under a management model that is neither a hold to collect nor a hold to collect and sell model.

Changes in fair value of assets classified in this category are recorded in the income statement.

### 3.11.6 Impairment of financial assets

The impairment method set out by IFRS 9 requires loss allowances to be recognised for expected credit losses (and not incurred losses as was previously the case), and for changes in credit risk since initial recognition of an asset to be taken into account.

IFRS 9 defines an impairment model applicable to all financial assets giving rise to a counterparty risk (excluding equity instruments) that are not measured at fair value through profit or loss, including all financial assets at amortised cost and at fair value through other comprehensive income reclassifiable to profit or loss. The model also applies to lease receivables, loan commitments and financial guarantee contracts.

A loss allowance corresponding to twelve-month expected credit losses is recorded on initial recognition of financial assets measured at amortised cost and at fair value through other comprehensive income reclassifiable to profit or loss. The allowance is maintained at that amount provided that the credit risk does not increase significantly. Twelve-month expected credit losses correspond to the total loss given default, weighted by the twelve-month probability of default. These assets are classified in bucket 1.

If the credit risk on a financial asset has increased significantly since initial recognition, the loss allowance is measured at an amount equal to the lifetime expected credit losses. Lifetime expected credit losses correspond to the total loss given default weighted by the lifetime probability of default. These assets are classified in bucket 2.

Financial assets that are credit impaired are classified in bucket 3 and the loss allowance corresponds to an amount equal to the lifetime expected credit losses.

For assets at amortised cost, the expected credit losses are recognised in "Cost of risk" in the income statement, and the loss allowance is deducted from the carrying amount of the financial asset.

### Significant increase in credit risk

Increase in credit risk is defined in relative, not absolute, terms. This relative approach implies being able to track the change in credit quality over time.

The group uses a certain number of indicators to detect a possible deterioration in credit quality of a counterparty (the principles are described in Note 34).

### Bucket 1 and bucket 2 impairment methodology

Expected credit losses correspond to the difference between the contractual cash flows that the entity has the right to receive and the cash flows that the entity expects to recover, discounted at the financial asset's effective interest rate.

The cash flows that the entity has the right to receive take account of all the contractual terms of the financial instrument over its expected lifetime (for example, early repayment options, extension options, etc.), and include cash flows from exercising contractual guarantees that are analysed as being integral to the asset.

Expected credit losses are estimated based on the probability of default by the counterparty. Probability of default corresponds to the probability of the debtor defaulting within a given time period.

For bucket 1, the time period is twelve months. For bucket 2, the time period is the lifetime of the instrument. The methodology for calculating expected credit losses is described in Note 34.

Within the group, impairment of credit is statistical (by homogeneous categories presenting similar risk characteristics), with the possibility of adjustment based on an expert's opinion in certain particular cases, notably for loans granted to corporates.

Measurement of expected credit losses under IFRS 9 takes into account reasonable and supportable information about past events, current conditions and forecasts of future economic conditions ("forward looking" information).

The forward-looking component is obtained via an approach consisting of three modelled scenarios. The final loss allowance corresponds to the average of the scenarios weighted by each scenario's probability of occurrence. The methodology for calculating this component is described in Note 34.

### Defaulted loans in bucket 3

IFRS 9 does not provide any definition of default. On the contrary, it encourages the use of a definition that is consistent with the one used by the entity for the purpose of its risk management policy.

European Banking Authority (EBA) guidelines concerning application of the definition of default in Article 178 of Regulation (EU) No 575/2013, applicable from 1 January 2021, and the provisions of Regulation (EU) No 2018/1845 of the European Central Bank in relation to the threshold for assessing the materiality of credit obligations past due, applicable from 31 December 2020 at the latest, must strengthen overall consistency in the practices of European credit institutions as regards the identification of defaulted loans.

The definition of defaulted loans has been clarified by the introduction of a relative threshold and an absolute threshold to be applied to payments past due for the purpose of identifying situations of default, by clarifying the criteria for reclassifying loans as performing after a probationary period and introducing explicit criteria for classifying restructured loans as defaulted loans.

The group has applied these new guidelines for the purpose of identifying defaulted loans since 2020. The clarifications are consistent with the criteria used to assess the impaired status of bucket 3 loans by applying the impairment requirements of IFRS 9 relating to the recognition of expected credit losses.

In addition to identifying defaulted loans on the basis of regulatory criteria applicable to payments past due, a financial asset is considered to be credit impaired when a credit event has occurred that is indicative of financial difficulties.

The group considers that there is an objective indication of default when:

- one or more missed payments are overdue by more than three months;
- an application for relief from excessive levels of consumer debt has been made to the Banque de France, even if no payment incident has occurred;
- legal proceedings are in progress;
- the loan is considered "high-risk" under the group's risk management policy.

**For home loans**, allowances for defaulted home loans are calculated by weighting the regulatory "best estimate of the expected credit loss on the exposure at default" are weighting by the regulatory "best estimate of the expected credit loss on the exposure at default" subject to certain accounting adjustments (such as the elimination of overweighting in risk monitoring analyses for the impact of an economic slowdown). The best estimate takes into account the period during which the loan is in default and the type of guarantee.

**For lease finance and corporate loans**, loss allowances are tracked monthly and adjusted as necessary based on expert judgement. An impairment loss is recognised for the difference between the carrying amount and the net present value of the expected cash flows, discounted at the original effective interest rate and determined after taking account of the financial position of the borrower and the present value of guarantees received.

### Loans no longer classified in bucket 3

**For home loans**, in the event of reassessment of impaired home loans, all or part of the loss allowance may be reversed, and the loan removed from bucket 3 when all arrears have been settled and at least three consecutive monthly instalments have been paid on time (except for restructured loans, which are subject to a twelve-month probationary period prior to their removal from bucket 3).

**For lease finance and corporate loans**, the loans may be removed from bucket 3 following a probationary period during which no credit event occurs (90 days, except for restructured loans for which the probationary period to exit from bucket 3 is twelve months).

### Write-offs

Writing off a financial asset means reducing its gross carrying amount when there is no longer a reasonable expectation of recovering the asset in its entirety or a portion thereof, or when repayment of all or part of the amount due has been waived.

The decision about when to write off a financial asset is guided by expert judgement based on knowledge of the matter (period during which the loan has been in default, loss allowance, amount involved, absence of any recent recoveries or other specific details). Amounts are only written off when all attempts at recovery have failed.

## Restructuring operations

Restructured loans are loans for which the original financial terms have been modified due to the borrower's financial difficulties.

Restructuring operations are defined according to two main criteria:

- concessions by the bank;
- financial difficulties experienced by the borrower.

The accounting treatment differs depending on whether or not the restructuring is qualified as substantial based on quantitative or qualitative analyses.

When the loan is maintained on the balance sheet (non-substantial restructuring), the discount on interest payments decided at the time of the restructuring is recorded under cost of risk and on the balance sheet as a deduction from the outstanding loan. It corresponds to the difference between the nominal value of the debt before the restructuring and the discounted value at the original effective rate of the new expected future cash flows. The discount is recognised through profit or loss in the interest margin, according to an actuarial method over the term of the loan.

Any waiver of principal is directly recorded in the income statement.

Where the restructuring is considered as substantial, the restructured financial asset is derecognised and a new financial asset is recognised.

### 3.11.7 Derecognition of financial assets

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire or when these rights and substantially all the risks and rewards of ownership are transferred to a third party.

Within the group, most loan renegotiations lead to derecognition, as the contractual rights are substantially modified.

### Collateralised repurchase agreements

Securities sold under collateralised repurchase agreements are not derecognised and a liability is recognised for the obligation to return the cash received. This financial liability is recognised at amortised cost, with the exception of transactions entered into as part of trading activities, which are recognised as liabilities at fair value through profit or loss.

The acquirer does not recognise the securities received but records a receivable for the cash loaned to the seller. This receivable is carried in loans and receivables for its nominal amount, except for transactions entered into as part of trading activities, which are recognised in financial assets at fair value through profit or loss.

In subsequent reporting periods, the securities continue to be measured using the model applicable to their original category.

### Securities lending

Securities lending/borrowing transactions do not qualify as transfers of financial assets as defined in IFRS. Consequently, the loaned securities are not derecognised, but continue to be classified in their original category and measured according to the requirements of that category.

### 3.11.8 Financial liabilities

#### General principle for the classification of financial liabilities

All financial liabilities are classified by default as subsequently measured at amortised cost.

At each reporting date, financial liabilities are recorded in the balance sheet under "Liabilities due to credit institutions", "Customer deposits", "Debt securities" or "Subordinated debt".

They are measured using the effective interest rate except where they are the subject of a fair value hedge.

#### Liabilities due to credit institutions and customers

Liabilities due to credit institutions and customer deposits are broken down by original maturity and by type: demand (demand deposits, ordinary accounts) or term (regulated savings accounts). Liabilities due to credit institutions include loans represented by collateralised repurchase agreements.

#### Debt securities

Debt securities consist of issued money market securities.

#### Subordinated debt

Subordinated debt is debt that is subordinate in ranking to all other debts of the issuer for repayment purposes in the case of a liquidation. It is measured at amortised cost, except where it is the subject of a fair value hedge.

#### Financial liabilities at fair value through profit or loss

Financial liabilities classified in this category correspond to derivatives and other financial liabilities held for trading and liabilities designated at initial recognition as measured at fair value through profit or loss in accordance with the option provided by IFRS 9, when doing so results in more relevant information because:

- it eliminates or significantly reduces an accounting mismatch – this is the case for some of the group's structured issues;
- a group of financial liabilities is managed and its performance is evaluated on a fair value basis;
- the financial liabilities are hybrid financial instruments containing one or more embedded derivatives that are not closely linked to the host contract.

Financial liabilities designated as measured at fair value through profit or loss are accounted for as follows:

- changes in the fair value of these liabilities are recognised in profit or loss except for the portion relating to the group's own credit risk;
- changes in fair value relating to the group's own credit risk are recorded in other comprehensive income not reclassifiable to profit or loss. The cumulative gain or loss related to the group's own credit risk is not reclassified to profit or loss in the event of early repayment of the debt.

#### Financial liabilities with embedded derivatives

An embedded derivative is a component of a hybrid contract. It is separated from the host contract and recorded separately when, from the inception of the contract, its economic characteristics and the related risks are not closely linked to those of the host contract, except where the entire hybrid contract is measured at fair value through profit or loss. Within the group, this category of liability notably includes structured issues (Euro Stoxx-indexed).

#### Reclassification of financial liabilities

The classification of a financial liability at initial recognition is definitive and no subsequent reclassification is permitted.

#### Derecognition of financial liabilities

Financial liabilities are derecognised when the contractual obligation is extinguished, cancelled, or expires.

### 3.11.9 Derivatives and hedge accounting

A derivative is a financial instrument or other contract that has the following three characteristics:

- its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable (sometimes called the “underlying”);
- it requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors;
- it is settled at a future date.

Derivatives are classified in two categories:

#### Derivatives held for trading

Derivatives are classified as held for trading, except for derivatives designated as hedging instruments. They are recognised in the balance sheet at fair value in “Financial instruments at fair value through profit or loss”. Changes in fair value and accrued interest are recognised in “Net gains and losses on financial instruments at fair value through profit or loss”.

#### Hedging derivatives

Entities may elect not to apply the new hedge accounting requirements in IFRS 9 pending adoption of the new standard on macro-hedge accounting (also referred to as portfolio fair value hedge accounting). The group elected to apply the micro-hedge accounting requirements of IFRS 9 with effect from 1 January 2020.

Concerning macro-hedges of interest rate risks, the accounting standard adopted for use in the European Union continues to apply.

Derivatives that qualify as hedging instruments based on the criteria in IFRS 9 (IAS 39 for portfolio fair value hedges) are classified as “fair value hedges” or “cash flow hedges” or “net investment hedges” as applicable. They are included in “Hedging derivatives” in the balance sheet. Other derivative instruments are classified as “Assets or liabilities at fair value through profit or loss” by default, even if they represent an economic hedge of one or several transactions.

A hedging relationship qualifies for hedge accounting only if there is formal designation and documentation of the hedging relationship (strategy for undertaking the hedge, designation of the hedged risk, the hedged item and the hedging instrument, description of the hedge effectiveness). Hedge effectiveness is assessed when the hedge is set up and at each reporting date while it remains in place.

There are three types of hedging relationships: fair value hedge, cash flow hedge and hedge of a net investment in a foreign operation.

#### Fair value hedges

A fair value hedge is a hedge of the exposure to changes in the fair value of financial assets or liabilities. Fair value hedges are primarily used to hedge the interest rate risk on fixed-rate assets and liabilities, as well as on demand deposits on the basis allowed by the European Union.

Gains or losses attributable to the hedged risk are recognised in “Net gains or losses on financial instruments at fair value through profit or loss” in the income statement. The effective portion of the gain or loss on the hedging instrument offsets the loss or gain on the hedged item. The ineffective portion of the gain or loss, if any, is recognised directly in profit or loss. The portion corresponding to accrued income or expenses and interest rate payments on the

derivative is recognised in “Interest income and expense” in the income statement at the same time as the interest income and expense on the hedged item.

When the hedging instrument is derecognised, hedge accounting is discontinued prospectively (i.e., changes in the fair value of the underlying item that relate to the hedged risk are no longer measured and recognised) and the cumulative gain or loss on the hedged item is reclassified to profit or loss over the item’s remaining life, for as long as it is recognised on the balance sheet.

If the hedged item ceases to exist, the hedging instrument, also no longer qualified as such but still existing, continues to be carried in the balance sheet and measured at fair value through profit or loss. Any gain or loss on the sale of the hedged item is recognised in profit or loss, including the reclassification to profit or loss of the cumulative gain or loss in the balance sheet related to the previously hedged item.

#### Portfolio fair value hedges (macro-hedges)

Portfolio fair value hedging transactions carried out in connection with the management of fixed rate assets and liabilities are accounted for in accordance with IAS 39, as adopted by the European Union.

Portfolio fair value hedging instruments are mainly interest rate swaps designated as fair value hedges of the group’s fixed-rate liabilities.

They are accounted for according to the same principles as those described above. Fair value adjustments to the hedged positions are recorded in “Revaluation differences on portfolios hedged against interest rate risk”.

#### Cash flow hedges

A cash flow hedge is a hedge of the exposure to variability in cash flows from financial assets or liabilities, firm commitments or highly probable future transactions. Cash flow hedges are used to hedge the variability of future cash flows on adjustable-rate assets and liabilities.

The effective portion of the change in the fair value of the hedging instrument is accumulated in the cash flow hedge reserve in equity and the ineffective portion is recognised in the income statement in “Net gains or losses on financial instruments at fair value through profit or loss”.

The portion corresponding to accrued income or expenses and interest rate payments on the hedging instrument is recognised in “Interest income and expense on hedging transactions” in the income statement at the same time as the interest income and expense relating to the hedged item.

The hedged item continues to be measured according to the principles that apply to its accounting category.

When the hedging instrument is sold, hedge accounting is discontinued. The cumulative gain or loss on the hedging instrument recorded in the cash flow hedge reserve is adjusted to the cumulative change in fair value of the hedged item through interest income or expense, or recognised immediately in profit or loss.

If the hedged item is sold or otherwise disposed of or the hedged future transaction is no longer expected to occur, the hedging instrument is reclassified in “Financial assets or liabilities at fair value through profit or loss”, and the gains and losses accumulated in the cash flow hedge reserve are reclassified immediately to profit or loss.

#### Hedges of a net investment in a foreign operation

Hedges of a net investment in a foreign operation are intended to protect against exchange rate fluctuations when a net investment is denominated in a currency other than the euro.

A hedge of a net investment in a foreign operation is recognised like a cash flow hedge.

The amounts recognised in equity for the effective portion of the hedge are reclassified to profit or loss when the net investment is deconsolidated.

### 3.11.10 Offsetting of financial assets and liabilities

A financial asset and liability are offset and the net amount presented in the balance sheet when, and only when, (i) the group has a legally enforceable right to set off the recognised amounts, and (ii) intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. The legally enforceable right must be irrevocable and must be enforceable under all circumstances.

The legally enforceable right covers all transactions carried out by clearing houses and applies to the nominal amount of cash and interest included in the return cash flow.

Collateralised repurchase transactions that fulfil the above two criteria are set off in the balance sheet when:

- both sides of the transaction have the same maturity;
- both sides of the transaction are denominated in the same currency;
- the transaction is settled using a settlement/delivery system that guarantees delivery of the securities against receipt of the associated cash, i.e., the same central securities depository.

Offsetting primarily concerns repurchase transactions carried out with the LCH Clearnet and Eurex clearing houses.

### 3.11.11 Guarantee commitments

#### Financial guarantee contracts

The group has opted to account for financial guarantee commitments in accordance with IFRS 9. Under IFRS 9, a contract meets the definition of a financial guarantee contract if it includes an indemnity clause whereby the issuer is required to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

Financial guarantees issued by the entity are initially recognised at their fair value on the date of issue. They are subsequently measured at the higher of the amount of the obligation and the amount initially recognised, less the related fee income, where applicable.

Financial guarantees (which are not subsequently measured at fair value through profit or loss) are subject to the impairment requirements of IFRS 9, with any loss allowance recorded in liabilities. Financial guarantees are allocated to buckets and an allowance is recorded for expected losses in the same way as for financial assets at amortised cost or at fair value through other comprehensive income reclassifiable to profit. Changes in the loss allowance are recorded in cost of risk.

### 3.11.12 Financing commitments

Financing commitments that are not classified as derivatives are not recognised in the balance sheet.

However, in the same way as for financial guarantees, financing commitments (not classified as derivatives) are subject to the impairment requirements of IFRS 9, with any loss allowance recorded in liabilities.

### 3.11.13 Lease accounting – group as lessor

Leases where the group is lessor are classified as either operating leases or finance leases.

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership of an underlying asset to the lessee. Finance leases are analysed as financing granted to the lessee for the purchase of an asset.

At the commencement date of the finance lease, the net investment in the lease – corresponding to the present value of future lease payments plus any residual value – is recognised as an asset, under “Loans and advances to customers”.

The interest component of lease payments is recorded under “Interest income” in the income statement.

Periodic lease payments are applied against the gross investment in the lease to reduce both the principal and the unearned finance income, based on a pattern reflecting a constant periodic rate of return on the lessor’s net investment in the lease. The interest rate used to measure the net investment in the lease is the interest rate implicit in the lease.

Leasereceivablesare subject to the impairment requirements of IFRS 9.

Lease receivables are allocated to buckets and an allowance is recorded for expected losses in the same way as for financial assets at amortised cost or at fair value through other comprehensive income reclassifiable to profit. Changes in the loss allowance are recorded in cost of risk.

### 3.11.14 Accounting principles and methods under IFRS 17 – Insurance contracts

#### Scope and application in conjunction with the other IFRSs

IFRS 17 – Insurance Contracts, which was adopted by the European Union (EU) on 19 November 2021, is mandatorily applicable from 1 January 2023 with comparative information required for 2022. It replaces IFRS 4.

The new standard describes the principles for the recognition, measurement and presentation of insurance contracts falling within its scope, i.e., insurance and reinsurance contracts issued, reinsurance contracts involving significant insurance risk and financial investment contracts issued that include a discretionary participation feature (DPF).

Financial investment contracts without DPF (unit-linked savings contracts without a traditional savings component (€) and without a guaranteed yield) are accounted for in accordance with IFRS 9.

Finally, IFRS 17 requires certain components of insurance contracts to be accounted for separately in accordance with the standards applicable to them. These include certain embedded derivatives, separate investment components and certain performance obligations such as the obligation to provide a non-insurance service or product.

For the group, contracts falling within the scope of IFRS 17 include:

- insurance contracts that transfer a significant risk to the insurer. This category includes death & disability policies, pension contracts, property damage policies and unit-linked savings policies with a capital guarantee;
- investment contracts with DPF. This category covers traditional savings contracts with DPF and unit-linked contracts that include a traditional savings component (€) with DPF.

### Aggregation in groups of insurance contracts

IFRS 17 requires insurance liabilities to be measured at portfolio level.

The group defines a portfolio of contracts constituting an annual cohort and a profitability group (a group of contracts managed together, covering the same risks and with the same or similar margins). IFRS 17 stipulates that a cohort may not include contracts written more than one year apart.

To avoid the economic reality of insurance contracts involving intergenerational pooling of risks not being properly reflected in the financial statements, the European Union has introduced an optional exemption from the application of this annual cohort requirement. The group has chosen to apply this exemption.

A contract is assigned to a level of profitability and accounting model upon initial recognition. The group of contracts or the accounting model may not be modified subsequently, except to reflect a change in the contract terms (IFRS 17.72).

Portfolios of insurance contracts are divided into three profitability groups (IFRS 17.16):

- groups of contracts that are onerous at initial recognition.  
A group of contracts is onerous if the sum of the fulfilment cash flows allocated to the contract, any previously recognised insurance acquisition cash flows and the cash flows arising from the contract at the date of initial recognition in total are a net cash outflow (IFRS 17.47);
- groups of contracts that at initial recognition have no significant possibility of becoming onerous subsequently;
- groups of contracts that at initial recognition have a significant possibility of becoming onerous subsequently.

### Groups of onerous contracts

Where a group of contracts is onerous, a loss is recognised immediately in the income statement. The loss component is monitored in the management accounts until the contract is derecognised or becomes profitable.

### Three measurement models for groups of non-onerous contracts

There are three measurement models, described below: the general model or Building Block Approach (BBA), the Variable Fee Approach (VFA), which is adapted from the general model, and the Premium Allocation Approach (PAA). The BBA model applies to contracts that are not accounted for using one of the other two models (VFA or PAA).

**The VFA model** is mandatory for certain direct participation contracts. The direct participation contracts concerned have all of the following characteristics: the policyholder is entitled to a share of clearly identified underlying assets, the group expects to pay the policyholder a substantial proportion of the "fair value returns" on the underlying assets and a significant proportion of the amounts paid to the policyholder will vary according to changes in the fair value of the underlying assets. The group also uses this approach for insurance contracts with investment components.

This model may not be applied to reinsurance contracts.

**The PAA model** is a simplified version of the BBA model. Its application is optional and subject to conditions. IFRS 17 specifies that the PAA model may be used as long as it provides an acceptable approximation of the liabilities' value when the contracts in the group are taken out (i.e., the value is not materially different to that obtained using the BBA model, subject to the variability limits in IFRS 17.54), and for contracts where the period of cover (including cover in respect of premiums included in the contract boundary) is less than or equal to one year. It may also be applied to reinsurance contracts issued or held subject to compliance with the same criteria (IFRS 17.69).

For the purpose of applying the PAA, the initially recognised liability corresponds to the premiums received at initial recognition. This initial liability is subsequently adjusted for liabilities recorded in respect of incurred claims, in the same way as for the BBA or VFA models, and the remaining coverage.

The group makes limited use of this model, which is applied primarily to certain Brazilian contracts.

### Insurance liability building blocks (VFA and BBA)

Insurance liabilities are broken down into three blocks in the VFA and BBA models:

- **the first block, called Best Estimate, is the present value of future cash flows.**

It represents the insurance company's obligation towards its policyholders. The estimates of future cash flows encompass all future cash flows included in the boundary of each contract in the group (cash flows considered to be outside the insurance contract boundary are those relating to future insurance contracts). They incorporate unbiased estimates of all reasonable and supportable information available on the amount, timing and certainty of future cash flows. They are the expected value (i.e., the probability-weighted average) of all possible outcomes. Future cash flows include premiums received, benefits paid and expenses allocated to each reporting period on the basis of the coverage unit defined for each group of contracts (including costs attributable to the contracts);

- **the second block, called the Risk Adjustment (RA),** corresponds to the risk margin added to take account of the uncertainty concerning future Best Estimate cash flows. It corresponds to the group's best estimate of its exposure to non-financial risk in an accounting environment and is based on a confidence level of between 80% and 100%. It is also in line with the five-year projection period used for the business plan. This adjustment is released to net banking income on the line "Insurance service expenses";
- **the third and final block, known as the Contractual Service Margin (CSM),** which represents expected profits not yet earned. At the date of initial recognition, when it is positive – a sign that a contract is expected to be profitable – it is recorded in liabilities. It is then released to profit over the life of the contracts as the services are provided, based on the coverage units reflecting the proportion of services provided over the period under the contracts in the group. The coverage units are determined prospectively at the end of each reporting period, taking into account the probability of occurrence of insured events affecting the expected coverage period of the group of contracts.

The intra-group margin paid by CNP to La Banque Postale for the distribution and management of its insurance products is subject to specific accounting treatment, as described in Note 35.4 b).

### Coverage units

When a group of contracts affects several reporting periods, an indicator of the insurance services provided during each period – referred to as the coverage unit – is defined to enable income and expenses to be allocated to each reporting period.

By way of example, the following coverage units are used for the main types of contract:

- savings: mathematical provisions;
- pensions: mathematical provisions;
- term creditor insurance: outstanding principal;
- individual death & disability insurance – funeral insurance: insured amount, principal at risk;
- individual death & disability insurance – long-term care insurance: insured amount for home improvements, number of contracts;
- term life insurance: premiums;
- group death & disability insurance: these are annual contracts and the total CSM is therefore recognised in profit in the reporting year.

### Acquisition costs (VFA and BBA models)

Insurance acquisition cash flows are allocated to groups of insurance contracts using a systematic and rational method.

The costs are amortised for each group of contracts. Acquisition costs recognised in the reporting period are calculated using metrics that are representative of the services rendered during the period (premiums, mathematical provisions, etc.).

### Discount rate (VFA and BBA models)

IFRS 17 requires the time value of money and the financial risks associated with future cash flows to be taken into account when estimating future cash flows, in cases where these risks are not taken into account in the estimates of these flows.

Depending on their nature, cash flows are discounted using the current yield curve (constructed using market information at the measurement date) or the yield curve at inception (constructed using historical data to obtain a measurement of liabilities on recognition).

The illiquidity premium is an adjustment resulting from differences between the liquidity characteristics of the group of insurance contracts and the liquidity of the assets used to establish the yield curve. It is applied to the risk-free yield curve, which is deemed to be liquid.

The time value of money is a component of finance expenses that corresponds to the increase in the carrying amount of the group of insurance contracts issued. It measures the increase in interest on all future cash flows, on the risk adjustment for non-financial risk and on the contractual service margin.

### Experience adjustments

Experience adjustments are recorded for the difference between initial estimates of future cash flows and observed actual cash flows.

Experience adjustments leading to a change in fulfilment cash flows that relate to future insurance services adjust the CSM. Experience adjustments that relate to current or prior periods, and result from changes in estimates, are recognised in profit or loss for the period.

### Derecognition

An insurance contract is derecognised when:

- it is extinguished, i.e., when the contractual obligation expires or is discharged or cancelled; or
- contract modifications result in the derecognition of the original contract and the recognition of a new contract.

### Specific features of the VFA model (coverage units)

For Savings and Pensions contracts measured using the VFA model, in order to ensure that coverage units are correctly allocated to each financial year, the CSM released to profit in each period is adjusted based on actual results for the period. The main purpose of this adjustment is to provide a better understanding of the economic effects not considered in the initial CSM measurement by taking into account all the services rendered (asset management and performance). It is made for each Savings/Pensions portfolio measured according to the VFA model that is profitable at the balance sheet date, using a long-term approach that takes into account a risk premium and the cost of options and guarantees.

Discounting and unwinding of the discount of the CSM are not reported separately, but are captured indirectly by movements in the underlying items and fulfilment cash flows.

### Specific features of the BBA model

Interest is accreted on the carrying amount of the CSM using fixed discount rates determined on initial recognition of the group of insurance contracts. At each balance sheet date, the CSM is measured as the opening CSM less the cost of unwinding the discount, determined using the rate based on the discount curve at inception.

### Recognition in other comprehensive income of changes in the fair value of the underlying assets of the insurance contracts

Under IFRS 17, subject to certain conditions, changes in the fair value of insurance liabilities may be recognised directly in equity (through OCI), instead of through profit or loss. This option mainly concerns the effect of changes in the discount rate applied to insurance liabilities. The group applies this option by mirroring the recognition in other comprehensive income of gains and losses on the underlying assets representing insurance obligations.

This option is applicable for insurance contracts that meet certain conditions, in particular with regard to the way in which the assets are managed and the obligations are measured. Election to apply the OCI option must be made consistently for all contracts in the same IFRS 17 portfolio. For participating contracts, the option applies to contracts meeting certain conditions, in particular concerning the intended holding period of the underlying assets.

By choosing this OCI option, the group reduces the volatility of financial results linked to fluctuations in the market value of assets, which is particularly useful for long-term insurance contracts exposed to market risks. In particular, the recognition in OCI of the effect of changes in interest rates on insurance liabilities reduces the sensitivity of the insurance service result to the volatility resulting from the measurement of liabilities at the current rate for each period.



### Risk mitigation measures

The standard permits the use of financial instruments at fair value through profit or loss (notably derivatives) or reinsurance contracts held to mitigate the effect of the time value of money and financial risk on contracts with direct participation features. Risk mitigation measures are mainly applied to reinsurance contracts held.

In this case, the group elects to offset the impact on profit or loss of changes in fair value of the "hedging" instruments used by recognising in profit or loss:

- the amount corresponding to the CNP Assurances group's share of the fair value of the underlying items;
- changes in the effect of the time value of money and financial risks that do not result from the underlying items.

These provisions of IFRS 17 are applied by adjusting the CSM on direct insurance contracts for the difference compared to the CSM adjustment on reinsurance contracts held, as calculated using the VFA model and the BBA model. The finance expense corresponding to the risk mitigation effect is recognised in full in profit or loss as the OCI option is not applied to reinsurance contracts held by head office entities.

For reinsurance contracts measured using the VFA model, this approach eliminates differences resulting from the use of different measurement models for reinsurance contracts held and underlying items. In addition, it highlights the risk mitigation effect.

### Specific accounting treatment of reinsurance contracts

This section describes the specific features of the measurement models applied by the group to reinsurance contracts.

Inward reinsurance (reinsurance contracts issued) consists of insurance contracts issued by the group, as reinsurer, to indemnify another entity (the ceding insurer) for claims covered by an insurance contract or group of insurance contracts issued by the ceding insurer (underlying contracts).

Outward reinsurance (reinsurance contracts held) consists of an insurance contract or group of insurance contracts taken out by the group, as ceding insurer, from a reinsurer, to cover claims under insurance contracts issued by the group. The term "ceded business" is also used to describe these contracts.

#### Definition of inward reinsurance portfolios

The group does not create IFRS 17 portfolios specifically for reinsurance issued.

#### Definition of outward reinsurance portfolios

The group aligns the definition of reinsurance contracts with the definition of the direct insurance portfolios.

This is because the contracts in question are quota-share treaties and the risks within a portfolio are considered to be automatically similar in terms of ceded commitments if they are deemed to be similar to direct insurance portfolios. The grouping of several reinsurance contracts in the same portfolio enables the group to consider that they are managed together in the sense that the common objective is to mitigate the risks on a portfolio of underlying contracts that in turn are managed together.

### Measurement models

As the VFA model is not permitted (IFRS 17.B109), the group applies the general model (BBA) to all reinsurance contracts issued and held in France.

### Contract boundaries

The reinsurer has a substantive obligation to provide insurance coverage or other services to the ceding insurer. The substantive obligation ends when:

- the reinsurer has the practical ability to reprice the risks transferred by the ceding insurer or change the level of coverage so that the price fully reflects those risks;
- the reinsurer has the right to terminate the cover. The ceding insurer has a substantive obligation to pay the premiums due to the reinsurer.

The group's BE, RA and CSM calculations take into account the effect of reinsurance on underlying contracts not yet recognised by the ceding insurer, including any contracts issued prior to the reinsurance contract covering them.

Cash flows within the contract boundaries for reinsurance contracts held result from the group's substantive rights to receive services from the reinsurer and/or substantive obligations as the ceding insurer.

## 3.11.15 Presentation of banking and insurance activities in the Group's financial statements

### Banking activities

Interest income and expenses presented in Note 7 include interest on financial instruments at amortised cost and financial instruments at fair value through other comprehensive income, and accrued interest on fair value hedges.

Fee income and expenses presented in Note 7 are recognised in profit or loss for the period in which the related obligations are fulfilled, as follows:

- fees for services provided over time are recognised in profit or loss as the services are delivered;

This concerns fees for managing payment media.

- one-off fees and commissions and fees for an important action are recognised in profit or loss when the service is performed or the action is carried out;

This concerns asset management contract commissions and payment incident fees.

- variable fees and commissions are recognised in profit or loss only when it is highly probable that the recognised amounts will not subsequently be reduced significantly;

- fees that are considered as equivalent to interest are an integral part of the effective interest rate calculation. They fall within the scope of IFRS 9 and are therefore included in interest income and expenses.

This concerns loan origination fees.

The banking activities' cost of risk includes impairment losses and reversals on financial assets at amortised cost and at fair value through other comprehensive income reclassifiable to profit or loss, lease receivables, financial guarantees and financing commitments, structured credit discounts, recoveries on impaired assets covered by allowances and losses on irrecoverable

receivables. Cost of risk is included in operating profit, below net banking income.

The insurance activities' cost of risk includes impairment losses and reversals on irrecoverable receivables relating to financial investments underlying insurance contracts. It is included in net banking income.

### Insurance activities

The group has elected not to present its insurance activities as separate items in assets and in the income statement, but rather to include them in existing balance sheet and income statement captions.

In addition, specific disclosures concerning the insurance activities' assets are provided in Note 35.

## 3.12 Distinction between debt instruments and equity instruments

### Distinction between debt instruments and equity instruments

The distinction between debt instruments and equity instruments is based on an analysis of the substance of the contractual characteristics of each instrument.

A non-derivative debt instrument is a contractual obligation to deliver cash or another financial asset or to exchange financial assets or financial liabilities, at conditions that are potentially unfavourable to the issuer.

A non-derivative equity instrument is a contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities, with no contractual obligation to deliver cash or another financial asset or to exchange financial assets or financial liabilities, at conditions that are potentially unfavourable to the issuer.

### Perpetual deeply subordinated securities

Perpetual deeply-subordinated securities are classified as debt or equity instruments according to whether or not their remuneration is discretionary.

When subordinated securities meet the criteria for classification as equity instruments, the remuneration is treated as a dividend and deducted from equity.

All other dated and undated debt instruments, especially those with a repayment schedule, are classified as subordinated debt in accordance with IAS 32.

## 3.13 Bond debt and derivative financial instruments relating to the management of bond debt

Bond debt excluding banking and insurance activities are presented in the balance sheet under "Bonds and debt".

### 3.13.1 Bonds backed by fixed-for-floating swaps

As part of the group's bond management strategy, some fixed-rate bonds are converted to floating-rate bonds via fixed-for-floating swaps.

Depending on the circumstances, these bonds can be designated at fair value through profit or loss or documented in a fair value hedge relationship.

#### Bonds designated at fair value through profit or loss

In accordance with IFRS 9, some bonds backed by fixed-for-floating swaps are recognised at fair value through profit or loss. The credit risk component of the change in fair value is therefore recognised in "Other comprehensive income".

The corresponding swaps are also measured at fair value through profit or loss, in accordance with the general rule for measuring derivatives set out in IFRS 9.

#### Bonds documented in a fair value hedge relationship

Some bonds are designated as subject to fair value hedging through fixed-for-floating swaps. The application of fair value hedge accounting leads to the recognition in profit or loss of (i) the change in the fair value of hedging swaps, and (ii) the change in the value of the efficient portion of the hedging swap, as an adjustment to the value of the bond. These effects offset one another where the effective portion of the hedge is concerned.

Moreover, depending on market developments, the group may also use floating-for-fixed swaps to re-stabilise the interest rates of some borrowings over short periods of time. These swaps are also measured at fair value through profit or loss.

### 3.13.2 Bonds measured at amortised cost

Bonds not backed by fixed-for-floating swaps are measured at amortised cost based on the effective interest rate.

### 3.13.3 Forward swaps for loans

In some cases, La Poste uses forward swaps to protect itself against a rise in interest rates. These cash flow hedging instruments are terminated when the bond is issued, which gives rise to the payment of a balancing payment (paid or received

depending on the value of the swap). These payments are recognised in reserves reclassifiable to profit or loss as part of the application of the cash flow hedge, and then reclassified to profit or loss over the life of the initially hedged loan, in accordance with the provisions of IFRS 9 regarding the termination of hedges.

## 3.14 Provisions

Provisions are recognised when (i) the group has a present obligation (legal or constructive) towards a third party as a result of a past event at the reporting date, (ii) it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and (iii) a reliable estimate can be made of the obligation.

Provisions are measured based on the group's best estimate of the expenditure required to settle the present obligation, determined using management data from the IT system and assumptions made by the group, supplemented by experience of similar transactions and, in some cases, reports from independent experts or supplier quotes. The assumptions are reviewed at each reporting date.

### Provisions for commitments on home savings agreements

The home savings accounts (CEL) and home savings plans (PEL) introduced for future home buyers by the law of 10 July 1965 include two phases: a saving phase, during which the saver earns interest, and a borrowing phase, in the form of a home loan.

They generate two types of obligation for the distributing institution:

- an obligation to remunerate future savings at a rate that is set for an indefinite period when the account is opened (PEL accounts opened before 28 February 2011) or that is revised annually (new generation plans);
- an obligation to grant a home loan to customers who request it, at a rate set when the account is opened.

These obligations have potentially unfavourable consequences for the group, which are covered by provisions recorded in liabilities (under "Provisions"). Changes in these provisions are taken into account for the determination of the net interest margin included in net banking income.

The provisions are estimated on the basis of customer behaviour statistics and market data for each generation of plans, in order to cover the future cost arising from the products' potentially unfavourable interest rate terms relative to the rates offered to individual customers for similar products for which the remuneration is not regulated. The provisions only concern obligations in respect of home savings accounts and plans in progress at the date the provision is calculated.

Provisions are calculated for each generation of home savings plan, without offsetting obligations between generations, and for all the home savings accounts, which are considered as representing a single generation.

During the saving phase, the provision is measured as the difference between expected average savings deposits and expected minimum savings deposits, determined in both cases on a statistical basis taking into account observed historical customer behaviours.

During the borrowing phase, the provision concerns outstanding loans not yet due at the reporting date and future loans that are considered as statistically probable based on balance sheet deposits at the calculation date and observed historical customer behaviours.

A provision is recorded when the net present value of future income is negative for a given generation of loans.

The net present value of future income is assessed relative to the interest rates offered to individual customers on equivalent savings and lending products for similar periods and with similar commencement dates.

## 3.15 Employee benefits

### 3.15.1 Post-employment benefits

Post-employment and long-term obligations under defined benefit plans and the related costs are measured by the projected unit credit method, in accordance with IAS 19. Actuarial assessments are performed every year.

The assessment takes into account external economic assumptions (discount rates, inflation rates, pension increases, etc.), together with assumptions that are specific to La Poste (employee turnover rates, mortality rates, future salary levels, etc.).

The provision recorded in the balance sheet for post-employment defined benefit plans corresponds to the projected benefit obligation at the reporting date, less the market value of any plan assets where applicable (Geopost UK). The projected benefit

obligation is calculated on an annual basis using the projected credit unit method. It is determined by discounting expected future cash outflows at the market interest rate for investment grade corporate bonds denominated in the currency in which the benefit will be paid and with a maturity that is close to the average estimated maturity of the underlying obligation.

Actuarial gains and losses resulting from experience-based adjustments and the impact of changes to actuarial assumptions are recognised as "Other comprehensive income".

Past service cost, which arises when a defined benefit plan is adopted or modified, are immediately expensed.

Pension and other employee benefit arrangements, as well as the main assumptions used, are described in Note 30.

### 3.15.2 End-of-career arrangements

La Poste recognises a provision for the costs of the end-of-career arrangements made for its employees. The amount of the provision

takes into account both persons who have joined one of the existing plans, and those who are expected to join on the basis of arrangement terms and conditions as well as past take-up rates and Management's best estimates.

## 3.16 Assets held for sale

A non-current asset, or group of assets and liabilities (disposal group), is classified as being held for sale when its carrying amount will be recovered principally through a sale transaction rather than through continuing use. This assumes that the asset is available for immediate sale in its present condition and that its sale is highly probable within one year.

These assets and groups of assets, along with all associated liabilities, are presented separately from other assets and liabilities and are measured at the lower of carrying amount and fair value less costs to sell. These assets cease to be depreciated or amortised from the date when they are classified in this category.

## 3.17 Statement of cash flows

The statement of cash flows presents the inflows and outflows of cash and cash equivalents classified under operating, investing and financing activities.

The statement of cash flows presents separately cash flows associated with the La Banque Postale group and cash flows associated with industrial and commercial activities (including the La Poste division providing staff to La Banque Postale).

The change in cash and cash equivalents presented in the statement of cash flows corresponds to that of industrial and commercial activities. Cash and cash equivalents from La Banque Postale and its subsidiaries (including cash held at post offices) are disclosed on a separate line in the balance sheet. Changes in those amounts are recognised in "Decrease/(increase) in cash and cash equivalents from banking activities before impact of changes in consolidation scope", positioned under net cash from/(used in) financing activities.

In addition, cash flows relating to changes in banking and insurance assets and liabilities (excluding flows related to subordinated debt) are combined on a separate line in the statement of cash flows ("Changes in balance of banking and insurance assets and liabilities") in cash flows from operating activities. They include:

- cash flows from customer deposits;
- cash flows from liabilities due to credit institutions;
- acquisitions and disposals of securities in the investment portfolio;
- cash flows relating to loans and advances;
- changes in the fair value of financial instruments.

**Operating activities** are the main revenue-generating activities and any other activities other than those defined as investing or financing activities. Cash flows from operating activities are determined using the indirect method.

The calculation of EBITDA is described in Note 40.10.

**Investing activities** relate to the acquisition and disposal of non-current assets and to any other investments not included in cash and cash equivalents. La Poste Groupe's cash flows from investing activities consist mainly in acquisitions and disposals of the following:

- intangible assets and property, plant and equipment, adjusted for non-cash transactions (accounts receivable or payable on non-current assets);

- equity investments in other companies;
- other financial assets (guarantees and deposits, receivables on investments, etc.).

The impact of changes in the consolidation scope of industrial and commercial activities on cash flows is presented separately under "Impact of changes in consolidation scope".

**Financing activities** relate to transactions that affect the amount and composition of equity and debt. Cash flows from financing activities include sources of financing (new borrowings) and related outflows (dividends paid to non-controlling shareholders, La Poste savings bond redemptions and debt repayments).

Concerning changes in debt instruments for La Banque Postale, only movements in subordinated debt and lease liabilities are classified as cash flows from financing activities.

**Cash and cash equivalents** are very short-term liquid investments that are readily converted into known amounts of cash and are subject to an insignificant risk of changes in value.

La Poste Groupe's cash and cash equivalents include cash in hand, bank debit balances, term deposits and marketable securities that do not carry any material risk of changes in value and can be readily converted into cash (particularly money-market UCITS), and the portion of bank credit balances and related interest accrued corresponding to temporary overdrafts.

Regardless of their characteristics, securities in the banking activities' investment portfolio are not classified as cash. The related cash flows are included in "Changes in balance of banking and insurance assets and liabilities" in the statement of cash flows (see above).

## NOTE 4 Changes in the consolidation scope

The scope of consolidation is detailed in Note 44.

### 4.1 Main acquisitions of control and investments

#### Acquisition of Maincare (Retail Customers & Digital Services business line)

On 28 February 2023, La Poste Groupe (Retail Customers & Digital Services business line/Digital Services CGU) took control of Maincare, one of France's leading providers of digital solutions. Acquisition of 98.08% generated goodwill of €280 million. Maincare's contribution to consolidated revenue for 2023 amounted to €58 million.

#### Acquisition of La Financière de l'Échiquier (LFDE)

On 4 July 2023, La Banque Postale completed the acquisition, through its subsidiary LBP AM, of the entire capital of La Financière de l'Échiquier (LFDE), one of France's leading entrepreneurial asset management companies.

The acquisition enabled the creation of a major player in multi-specialist conviction-based management and sustainable finance in France and Europe. Comprising three renown brands – LBP AM, Tocqueville Finance and LFDE – the newly formed group's total assets under management amounted to €68 billion at 31 December 2023. The transaction led to the recognition, at 31 December 2023, of provisional goodwill of €564 million and intangible assets (brand, distribution network, asset management contracts and closed-end funds) of €25 million.

#### Establishment of CNP Assurances Holding in April 2023

This new company is an umbrella entity for the group's various insurance businesses and their legal entities. The transaction had no impact on the group's consolidated financial statements.

### 4.2 Main acquisitions of non-controlling interests

#### Acquisition of non-controlling interests of CNP Assurances' Brazilian companies

As part of its international growth strategy announced in September 2022, CNP Assurances has bought out the non-controlling interests in CNP Participações em Seguros Ltda. "Holding Seguros"

(formerly CNP Seguros Participações em Saúde Ltda, "Holding Saúde"), Companhia Seguros Previdência do Sul "Previsul" (marketing of life, property and credit insurance products) and CNP Capitalização SA "CNP Cap" (marketing of savings products) for a total of approximately €65 million (R\$ 361 million). The transaction was completed in January 2023.

### 4.3 Main disposals

#### Disposal of Stuart (Geopost business line)

See Note 1 "Significant events of the year".

#### Planned disposal of DPD Russia

In the first half of 2022, the group responded to events affecting Russia by announcing its intention to withdraw completely from the Russian market.

As a result of this announcement, all of DPD Russia's assets and liabilities have been classified as held for sale since 30 June 2022. The sale has not yet been completed due to the complexity of the process, but the transaction remains highly probable, justifying the continued classification of the assets and liabilities as held for sale.

In light of the uncertainty over the sale price, the DPD Russia goodwill and all of the company's intangible assets and property, plant and equipment were written down in full at 30 June 2022 (for a euro-equivalent amount of €149 million). The impairment loss has been maintained at 31 December 2023 given the continuing uncertainty over the final sale price.

The currency translation reserve amounted to €47 million at 31 December 2023. It represents the impact generated by the overall favourable change in the Russian rouble exchange rate since DPD Russia's entry into the scope of consolidation. When the disposal of this entity is effective, this cumulative amount of translation reserve will be reclassified from equity to profit and loss.

## 4.4 Income statement at constant scope and exchange rates

The restated income statement eliminates the effect of all acquisitions made during the current year and the prior-year acquisitions concluded during the year. It also presents foreign currency transactions from the prior year at the average exchange rate for the current year.

(in € millions)	Reported amounts		Restated amounts excluding scope and exchange rate effects	
	31/12/2023	31/12/2022 <sup>(a)</sup>	31/12/2023	31/12/2022 <sup>(a)</sup>
<b>Revenue and NBI</b>	<b>34,073</b>	<b>33,287</b>	<b>33,724</b>	<b>33,162</b>
Purchases and other expenses	(16,053)	(15,623)	(15,849)	(15,573)
Personnel expenses	(13,605)	(13,487)	(13,518)	(13,447)
Taxes other than on income	(505)	(393)	(503)	(393)
Depreciation, amortisation, provisions and impairment	(2,904)	(3,777)	(2,880)	(3,757)
Other operating expenses and income	689	549	701	546
Proceeds from asset disposals	(50)	35	(50)	36
<b>Net operating income/(expense)</b>	<b>(32,428)</b>	<b>(32,696)</b>	<b>(32,099)</b>	<b>(32,587)</b>
Share in net profit/(loss) of jointly-controlled companies	35	33	39	34
<b>RECURRING OPERATING PROFIT/(LOSS) (AFTER SHARE IN NET PROFIT/(LOSS) OF JOINTLY-CONTROLLED COMPANIES)</b>	<b>1,680</b>	<b>624</b>	<b>1,663</b>	<b>609</b>

(a) Restated for the first-time application of IFRS 17.

## NOTE 5 Segment Information

### 5.1 Definition of operating segments

For the purpose of segment reporting, operating segments are defined based on La Poste Groupe's existing management structure. An operating segment is component of the group for which discrete financial information is available and whose operating results are regularly reviewed by group Management to make decisions about resources to be allocated to the segment and assess its performance.

The criteria used for determining operating segments include:

- the nature of the products services;
- the type or class of customer for the products and services;
- the nature of the production processes and distribution methods;
- the nature of the regulatory environment.

The group is organised into the four operating segments below, as well as the Real Estate and Support & Corporate segments:

Segment	Activities
<b>Services-Mail-Parcels</b>	<ul style="list-style-type: none"> <li>• mail activity (collection, sorting and delivery of correspondence, advertising, press and international mail) and related services</li> <li>• parcels activity in France carried out under the Colissimo brand</li> <li>• health and autonomy activity for human and healthcare services</li> <li>• new services by postal carriers</li> </ul>
<b>Geopost</b>	<ul style="list-style-type: none"> <li>• express activity carried out by the Geopost sub-group's brands, primarily DPD, Chronopost and Seur</li> <li>• international mail</li> <li>• e-commerce activities by Asendia</li> </ul>
<b>La Banque Postale</b>	<ul style="list-style-type: none"> <li>• banking and insurance activities of the La Banque Postale sub-group</li> <li>• La Poste SA division comprising services provided by some La Poste staff to La Banque Postale under service agreements</li> </ul>
<b>Retail Customers &amp; Digital Services</b>	<ul style="list-style-type: none"> <li>• sale and distribution activities for La Poste products and services intended for the general public</li> <li>• all group digital activities (La Poste Mobile)</li> <li>• other external products</li> </ul>
<b>Real Estate</b>	<ul style="list-style-type: none"> <li>• management of property assets held by La Poste Immobilier sub-group</li> <li>• activities of the La Poste Real Estate department</li> </ul>
<b>Support &amp; Corporate</b>	<ul style="list-style-type: none"> <li>• "corporate" activities of the group's headquarters</li> <li>• Group support services</li> </ul>

## 5.2 Information by operating segment

The accounting principles applied to segment reporting are the same as those used for the consolidated financial statements, as described in Note 2 and Note 3. The profits or losses, assets and liabilities allocated to the segments correspond to profits or losses, assets and liabilities that may be allocated directly and indirectly to the segments.

Amounts not allocated to segments mainly concern:

- the net cost of regional development;
- the cost of La Poste's accessibility requirement;
- financial profit or loss, and tax.

### Segmentation of operating expenses

Given that Services-Mail-Parcels, La Banque Postale and La Poste Network players coexist within La Poste, and that their production process are highly inter-connected, La Poste has set out cost

accounting principles in order to allocate shared costs between the various segments and thereby determine each segment's profit or loss.

The expenses for the La Poste Network post office counters are re-billed to the businesses that use the network on the basis of service agreements, where the pricing mechanisms are based on measurable operating metrics (revenue, statistics measuring the time required to perform various transactions, etc.).

### Segmentation of non-current assets

Intangible assets and property, plant and equipment are broken down based on the allocation of the corresponding assets for each business in La Poste's accounting system. The property assets held by La Poste and La Poste Immobilier sub-group are allocated to the Real Estate segment in their entirety.

### 5.2.1 Income statement by operating segment

No group customer accounts for more than 10% of consolidated revenue.

2023 (in € millions)	Services-Mail-Parcels	Geopost	La Banque Postale	Retail Customers & Digital Services	Real Estate	Support & Corporate	Unallocated <sup>(a)</sup>	Eliminations	Group Total
External revenue and NBI	7,828	15,554	7,185	3,264	107	0	135		34,073
Inter-segment revenue and NBI	2,108	126	70	3,285	791	1,314		(7,694)	0
<b>Operating revenue</b>	<b>9,936</b>	<b>15,679</b>	<b>7,256</b>	<b>6,549</b>	<b>898</b>	<b>1,314</b>	<b>135</b>	<b>(7,694)</b>	<b>34,073</b>
Share in net profit/(loss) of jointly-controlled companies	0	0	24	12	(1)	0			35
<b>Recurring operating profit/(loss) (after share in net profit/(loss) of jointly-controlled companies)</b>	<b>0</b>	<b>279</b>	<b>2,121</b>	<b>39</b>	<b>100</b>	<b>(256)</b>	<b>(583)</b>	<b>(20)</b>	<b>1,680</b>
<b>Net financial income/(expense)</b>							<b>(239)</b>		<b>(239)</b>
Income tax							(496)		(496)
Share in net profit/(loss) of other equity-accounted companies	0	(167)	0	(2)	2	(2)			(169)
<b>CONSOLIDATED NET PROFIT/(LOSS)</b>									<b>776</b>
Net depreciation, amortisation, provisions and impairment	(296)	(992)	(872)	(114)	(474)	(157)			(2,904)
Segment assets	3,337	13,020	738,020	2,449	4,068	13,251	(8,621)		765,524

(a) Primarily includes the contribution to regional development (including the costs relating to the accessibility requirement), net financial expense and income tax.

2022 <sup>(b)</sup> (in € millions)	Services- Mail- Parcels	Geopost	La Banque Postale	Retail Customers & Digital Services	Real Estate	Support & Corporate	Unallocated <sup>(a)</sup>	Eliminations	Group total
External revenue and NBI	8,094	15,455	6,185	3,343	91	4	116		33,287
Inter-segment revenue and NBI	2,107	118	33	3,233	770	1,232		(7,494)	0
<b>Operating revenue</b>	<b>10,201</b>	<b>15,573</b>	<b>6,218</b>	<b>6,576</b>	<b>861</b>	<b>1,236</b>	<b>116</b>	<b>(7,494)</b>	<b>33,287</b>
Share in net profit/(loss) of jointly-controlled companies	0	2	30	2	(1)	0			33
<b>Recurring operating profit/(loss) (after share in net profit/(loss) of jointly-controlled companies)</b>	<b>(767)</b>	<b>654</b>	<b>1,269</b>	<b>199</b>	<b>68</b>	<b>(262)</b>	<b>(541)</b>	<b>5</b>	<b>624</b>
<b>Net financial income/(expense)</b>							<b>(207)</b>		<b>(207)</b>
Income tax							952	0	952
Share in net profit/(loss) of other equity-accounted companies	0	(88)	(0)	0	1	(1)		0	(87)
<b>CONSOLIDATED NET PROFIT/(LOSS)</b>									<b>1,282</b>
Net depreciation, amortisation, provisions and impairment	(1,278)	(1,019)	(726)	(131)	(469)	(153)			(3,777)
Segment assets	3,513	12,707	716,962	1,600	3,994	13,713	(7,771)		744,718

(a) Primarily includes the contribution to regional development (including the costs relating to the accessibility requirement), net financial expense and income tax.

(b) Restated for the first-time application of IFRS 17.

## 5.2.2 Balance sheet by operating segment

2023 (in € millions)	Services- Mail- Parcels	Geopost	La Banque Postale	Retail Customers & Digital Services	Real Estate	Support & Corporate	Eliminations	Total
<b>ASSETS</b>								
Goodwill, other intangible assets and property, plant and equipment	901	6,084	6,183	1,356	3,157	651	(12)	18,320
Right-of-use assets	91	2,740	161	58	556	23	0	3,628
Equity-accounted investments	0	672	1,104	5	29	1	0	1,811
Other non-current assets	30	177	1,490	0	26	7,452	(6,671)	2,502
Other current assets	2,316	3,347	626	1,030	301	5,124	(1,793)	10,952
Assets specific to banking and insurance activities	0	0	728,457	0	0	0	(145)	728,311
<b>TOTAL</b>	<b>3,337</b>	<b>13,020</b>	<b>738,020</b>	<b>2,449</b>	<b>4,068</b>	<b>13,251</b>	<b>(8,621)</b>	<b>765,524</b>
<b>Investments<sup>(a)</sup></b>	<b>256</b>	<b>634</b>	<b>1,013</b>	<b>528</b>	<b>332</b>	<b>276</b>	<b>0</b>	<b>3,040</b>
<b>EQUITY AND LIABILITIES</b>								
Equity						30,769		30,769
Bonds and other debt	787	4,808	0	927	1,116	11,836	(7,528)	11,945
Lease liabilities	113	2,880	0	63	999	23	0	4,078
Other non-current liabilities	615	291	2,002	375	59	(173)	0	3,170
Other current liabilities	2,783	3,156	4,002	1,554	353	961	(654)	12,154
Liabilities specific to banking and insurance activities	0	0	703,561	(9)	0	0	(142)	703,408
<b>TOTAL</b>	<b>4,298</b>	<b>11,134</b>	<b>709,565</b>	<b>2,910</b>	<b>2,527</b>	<b>43,416</b>	<b>(8,326)</b>	<b>765,524</b>

(a) Purchase of intangible assets and property, plant and equipment, and impact of changes in the consolidation scope.



2022 <sup>(b)</sup> (in € millions)	Services- Mail- Parcels	Geopost	La Banque Postale	Retail Customers & Digital Services	Real Estate	Support & Corporate	Eliminations	Total
<b>ASSETS</b>								
Goodwill, other intangible assets and property, plant and equipment	917	5,942	5,645	872	3,092	546	(12)	17,003
Right-of-use assets	100	2,487	206	59	549	25	0	3,426
Equity-accounted investments	0	893	1,118	0	29	1	0	2,041
Other non-current assets	26	210	1,731	(8)	25	7,533	(6,616)	2,901
Other current assets	2,470	3,175	900	677	298	5,608	(1,011)	12,116
Assets specific to banking and insurance activities	0	0	707,362	0	0	0	(131)	707,231
<b>TOTAL</b>	<b>3,513</b>	<b>12,707</b>	<b>716,962</b>	<b>1,600</b>	<b>3,994</b>	<b>13,713</b>	<b>(7,771)</b>	<b>744,718</b>
<b>Investments<sup>(a)</sup></b>	<b>238</b>	<b>1,122</b>	<b>1,486</b>	<b>143</b>	<b>264</b>	<b>215</b>	<b>0</b>	<b>3,469</b>
<b>EQUITY AND LIABILITIES</b>								
Equity						29,468		29,468
Bonds and other debt	688	4,439	1	577	1,083	11,450	(6,674)	11,564
Lease liabilities	141	2,606	0	65	1,031	25	0	3,869
Other non-current liabilities	883	293	2,086	534	67	(56)	0	3,808
Other current liabilities	2,919	3,120	3,800	1,086	326	1,321	(650)	11,922
Liabilities specific to banking and insurance activities	0	0	684,171	2	0	0	(86)	684,088
<b>TOTAL</b>	<b>4,631</b>	<b>10,459</b>	<b>690,059</b>	<b>2,265</b>	<b>2,507</b>	<b>42,208</b>	<b>(7,410)</b>	<b>744,718</b>

(a) Purchase of intangible assets and property, plant and equipment, and impact of changes in the consolidation scope.

(b) Restated for the first-time application of IFRS 17.

### 5.3 Information by geographical area

Revenue is broken down on the basis of paying customers' location.

La Poste Groupe's net non-current assets are broken down by geographical area based on the location of the legal entities that which they belong.

2023 (in € millions)	France	European Union (excluding France)	Other	Total
Revenue from commercial activities	13,035	8,526	5,327	26,888
Net banking income	5,910	307	968	7,185
<b>OPERATING REVENUE</b>	<b>18,945</b>	<b>8,833</b>	<b>6,295</b>	<b>34,073</b>
Segment assets	674,076	52,192	39,256	765,524
Investments <sup>(a)</sup>	2,478	290	273	3,040

(a) Purchase of intangible assets and property, plant and equipment, and impact of changes in the consolidation scope.

2022 <sup>(b)</sup> (in € millions)	France	European Union (excluding France)	Other	Total
Revenue from commercial activities	13,155	8,246	5,702	27,102
Net banking income	5,127	313	745	6,185
<b>OPERATING REVENUE</b>	<b>18,281</b>	<b>8,559</b>	<b>6,446</b>	<b>33,287</b>
Segment assets	661,079	50,227	33,412	744,718
Investments <sup>(a)</sup>	2,605	238	626	3,469

(a) Purchase of intangible assets and property, plant and equipment, and impact of changes in the consolidation scope.

(b) Restated for the first-time application of IFRS 17.

## NOTES TO THE INCOME STATEMENT

### NOTE 6 Revenue

La Poste Groupe's revenue from industrial and commercial activities breaks down by business line as follows:

(in € millions)	2023	2022
Services-Mail-Parcels	7,827	8,094
Geopost	15,554	15,455
Retail Customers & Digital Services	3,264	3,343
Real Estate & Support	243	210
<b>TOTAL</b>	<b>26,888</b>	<b>27,102</b>

Total revenue in 2023 and 2022 included:

- compensation from the French State for universal postal service for €500 million (€520 million in 2022), allocated for 2023 among the business lines based on their contribution to the cost of this service (€288 million for Services-Mail-Parcels, €181 million for Retail Customers & Digital Services and €31 million for Support);
- compensation from the French State for regional development recognised under Real Estate & Support, for €105 million in 2023 and €73 million in 2022;
- press contribution of €40 million in 2023 and €84 million in 2022.

Geopost revenue includes the e-commerce activity carried out by the Asendia subsidiary.

### NOTE 7 Net banking income

The group's net banking income breaks down as follows:

(in € millions)	2023	2022 <sup>(a)</sup>
Interest income	12,984	8,395
Interest expense	(7,454)	(2,946)
Fee and commission income	2,310	2,182
Fee and commission expense	(297)	(271)
Net gain or loss	7,449	(8,754)
• Financial instruments at fair value through profit or loss	9,992	(6,726)
• Financial instruments at fair value through OCI	(2,543)	(2,046)
• Derecognised financial assets at amortised cost	0	18
Insurance revenue	11,685	11,930
Insurance service expenses	(8,438)	(9,226)
of which general operating expenses relating to insurance activities <sup>(b)</sup>	(1,657)	(1,504)
Income and expenses from reinsurance contracts held	(106)	24
Finance income or expenses from insurance contracts issued	(11,352)	7,541
Finance income or expenses from reinsurance contracts held	888	(2,954)
Cost of credit risk on financial investments of insurance activities <sup>(c)</sup>	4	136
Income from other activities	937	937
Expenses from other activities	(1,423)	(808)
<b>TOTAL</b>	<b>7,185</b>	<b>6,185</b>

(a) Restated for the first-time application of IFRS 17.

(b) Including purchases and other expenses, personnel expenses, taxes and levies, and net depreciation, amortisation and impairment of property, plant and equipment and intangible assets that are directly attributable to insurance activities.

(c) The insurance activities' cost of risk corresponds primarily to assets at fair value through other comprehensive income classified in bucket 1 for €3 million (vs €134 million in 2022).

The banking activities' cost of risk is presented in Note 11 "Depreciation, amortisation, provisions and impairment".

## NOTE 8 Purchases and other expenses

Purchases and other expenses break down as follows:

(in € millions)	2023	2022 <sup>(a)</sup>
External services and general sub-contracting	4,900	4,684
Purchases	1,278	1,153
Outsourced transport	7,978	8,041
International mail services	505	494
Rental expenses <sup>(b)</sup>	513	440
Maintenance and repair costs	736	672
Telecommunications expenses	190	202
Travel and assignments	179	162
Other expenses <sup>(c)</sup>	759	704
<b>TOTAL BEFORE ALLOCATION TO INSURANCE CONTRACTS</b>	<b>17,039</b>	<b>16,554</b>
Purchases and other expenses relating to insurance contracts reclassified in net banking income	(986)	(931)
<b>TOTAL</b>	<b>16,053</b>	<b>15,623</b>

(a) Restated for the first-time application of IFRS 17.

(b) This line item only includes rents for leases that have not been restated under IFRS 16 (mainly short-term leases or leases for low-value assets), as well as rental costs (see Note 18.3).

(c) Including the payment of the FRU contribution of €44 million in 2023 (€84 million in 2022), (see Note 36.4).

## NOTE 9 Personnel expenses and headcount

Personnel expenses break down by type of cost as follows:

(in € millions)	2023	2022 <sup>(a)</sup>
Wages and salaries, bonuses and allowances	11,080	10,820
Pension contributions	560	570
Other social security contributions	2,086	2,005
Employee welfare costs	256	234
Changes in post-employment provisions <sup>(b)</sup>	(352)	10
Changes in provisions for social security contingencies and labour disputes	14	18
Changes in other employee provisions <sup>(c)</sup>	(284)	(435)
Remuneration-based taxes and levies	710	704
<b>TOTAL BEFORE ALLOCATION TO INSURANCE CONTRACTS</b>	<b>14,070</b>	<b>13,925</b>
Expenses relating to insurance contracts reclassified in net banking income	(465)	(438)
<b>TOTAL</b>	<b>13,605</b>	<b>13,487</b>
<b>Average headcount (full-time equivalent employees/year)</b>	<b>232,726</b>	<b>238,033</b>

(a) Restated for the first-time application of IFRS 17.

(b) With the exception of actuarial gains and losses recognised directly in other comprehensive income (see changes in consolidated equity).  
Of which in 2023, a €303 million gain on the cancellation of interest payments on La Poste retirees' demand deposits and a €37 million gain on the impact of the French pension reform on employees' retirement benefits (see Note 1.3).

(c) Of which in 2023, a €262 million charge to cover the impact of the French pension reform on end-of-career benefits.

The "Pension contributions" line item corresponds to contributions paid into post-employment defined benefit plans. Since the current system for funding pension benefits for civil servants assigned to La Poste was implemented in 2006, this line item includes the contribution in full discharge of the liability for pension payments provided for by law.

## NOTE 10 Taxes other than on income

Taxes other than on income consist of the following item:

(in € millions)	2023	2022 <sup>(a)</sup>
Local taxes	121	128
Other taxes and levies <sup>(b)</sup>	522	336
<b>TAXES BEFORE ALLOCATION TO INSURANCE CONTRACTS</b>	<b>644</b>	<b>465</b>
Tax on insurance contracts reclassified in net banking income	(138)	(71)
<b>TOTAL</b>	<b>505</b>	<b>393</b>

(a) Restated for the first-time application of IFRS 17.

(b) Of which, €76 million for non-deductible VAT on leases in 2023 and €86 million in 2022.

La Poste benefits from favourable local tax treatment in consideration for its obligation to serve the entire French territory and its contribution to regional development (French Law of 2 July 1990, as amended by the Law of 9 February 2010).

In this regard, in 2023 and in 2022 La Poste enjoyed a 99% reduction in its tax base for all local taxes (property tax and *Contribution Économique Territoriale* - CET).

The CET tax is recognised under "Local taxes".

## NOTE 11 Depreciation, amortisation, provisions and impairment

Changes in depreciation, amortisation, provisions and impairment that had an impact on operating profit break down as follows:

(in € millions)	2023	2022 <sup>(a)</sup>
<b>Net depreciation and amortisation</b>	<b>2,469</b>	<b>2,338</b>
Intangible assets <sup>(b)</sup>	732	672
Property, plant and equipment <sup>(b)</sup>	826	804
Right-of-use assets <sup>(b)</sup>	911	861
<b>Net provisions and impairment</b>	<b>301</b>	<b>1,284</b>
Goodwill <sup>(c)</sup>	49	184
Right-of-use assets <sup>(b)</sup>	(43)	469
Intangible assets and property, plant and equipment <sup>(b)</sup>	184	567
Inventories <sup>(d)</sup>	0	3
Receivables <sup>(d)</sup>	19	8
Losses on irrecoverable receivables	30	29
Provisions for contingencies and losses <sup>(e)</sup>	63	24
<b>Cost of risk (banking activities)</b>	<b>201</b>	<b>219</b>
Cost of risk (banking activities) – other impairments and contingencies <sup>(f)</sup>	200	196
Cost of risk (banking activities) – irrecoverable receivables	1	23
<b>DEPRECIATION, AMORTISATION, PROVISIONS AND IMPAIRMENT LOSSES BEFORE ALLOCATION TO INSURANCE CONTRACTS</b>	<b>2,971</b>	<b>3,841</b>
Depreciation, amortisation, provisions and impairment losses on insurance contracts reclassified in net banking income	(68)	(65)
<b>TOTAL</b>	<b>2,904</b>	<b>3,777</b>

(a) Restated for the first-time application of IFRS 17.

(b) A breakdown of the changes in the depreciation, amortisation and impairment of non-current assets is provided in Notes 16, 17 and 18. Additions to and reversals of provisions for right-of-use assets mainly concerned the Mail CGU (see Note 20).

(c) Goodwill impairment is described in Note 15.2.

(d) A breakdown of changes in the impairment of inventories and receivables is provided in Note 23.

(e) Movements in provisions for contingencies and losses are described in Note 27.

(f) Including €217 million related to financial assets classified in bucket 3 in 2023 (€190 million in 2022).

## NOTE 12 Other operating expenses and income

Other operating expenses and income break down as follows:

Income/(expense) (in € millions)	2023	2022 <sup>(a)</sup>
Capitalised production <sup>(b)</sup>	506	490
Royalties	(90)	(80)
Other recurring operating income and expenses	273	138
<b>TOTAL</b>	<b>689</b>	<b>549</b>

(a) Restated for the first-time application of IFRS 17.

(b) Capitalised production primarily consisted of IT development costs recognised under intangible assets.

## NOTE 13 Net financial income/(expense)

Group impacts excluding banking activities are analysed below:

### 13.1 Cost of net debt

(in € millions)	2023	2022
Interest expense on financing transactions <sup>(a)</sup>	(198)	(143)
Interest expense on lease liabilities	(119)	(82)
Changes in the fair value of borrowings <sup>(b)</sup> and debt-related swaps	2	(1)
Income from cash and cash equivalents <sup>(c)</sup>	105	12
<b>TOTAL</b>	<b>(211)</b>	<b>(214)</b>

(a) Including interest and proceeds from the termination of debt-related derivatives.

(b) Excluding the effect of changes in own credit risk on borrowings, recognised in OCI.

(c) Including changes in the fair value of cash assets and financial assets.

### 13.2 Other financial items

(in € millions)	2023	2022
Discounting expense on provisions for employee benefits and return on plan assets	(53)	(3)
Net foreign exchange gains/(losses)	(2)	(5)
Other financial income and expenses	28	15
<b>TOTAL</b>	<b>(28)</b>	<b>7</b>

## NOTE 14 Income tax

### 14.1 Income tax expense recognised in profit or loss

(in € millions)	2023	2022 <sup>(a)</sup>
Current tax expense	(629)	(813)
Deferred tax (expense)/income	133	1,766
<b>TOTAL TAX (EXPENSE)/INCOME</b>	<b>(496)</b>	<b>952</b>

(a) Restated for the first-time application of IFRS 17.

The current tax expense represents the amount paid or payable in the short term to the tax authorities in respect of the financial year, based on the rules applicable in the various countries and on specific tax conventions.

### 14.2 Tax on other comprehensive income

(in € millions)	2023	2022 <sup>(a)</sup>
<b>CHANGE IN UNREALISED GAINS AND LOSSES ON FINANCIAL INSTRUMENTS AND REMEASUREMENT OF INSURANCE AND REINSURANCE CONTRACTS (ITEMS RECLASSIFIABLE AND NON-RECLASSIFIABLE TO PROFIT OR LOSS)</b>		
Amount before tax	945	(2,831)
Tax impact	(112)	690
<b>AMOUNT AFTER TAX</b>	<b>833</b>	<b>(2,141)</b>
<b>TRANSLATION ADJUSTMENTS</b>		
Amount before tax	273	659
Tax impact		
<b>AMOUNT AFTER TAX</b>	<b>273</b>	<b>659</b>

(a) Restated for the first-time application of IFRS 17.

## 14.3 Tax proof

Income tax expense is analysed as follows:

(in € millions)	2023	2022 <sup>(a)</sup>
<b>Net profit/(loss) attributable to owners of the parent</b>	<b>514</b>	<b>1,012</b>
Share in net profit/(loss) of equity-accounted companies	135	54
Income tax benefit/(expense)	496	(952)
Non-controlling interests	262	271
<b>Consolidated profit/(loss) before tax and share in net profit/(loss) of equity-accounted companies</b>	<b>1,406</b>	<b>385</b>
<b>Corporate income tax rate</b>	<b>25.83%</b>	<b>25.83%</b>
<b>Theoretical income tax expense<sup>(b)</sup></b>	<b>(363)</b>	<b>(99)</b>
Recognition of deferred tax on inclusion of CNP Assurances in La Poste tax group from 2023		1,005
Deferred tax liabilities released to the income statement following the winding up of the CNP Assurances tax group	48	
Unused tax loss carryforwards recognised in the year or used tax loss carryforwards recognised in prior years (excluding tax consolidation)	(108)	(57)
Deferred tax asset recognition (limitation)	66	42
Reduced rate on capital gains	10	160
Tax rate differential for foreign subsidiaries	(94)	(60)
Impairment losses	(12)	(59)
Tax credits	19	30
BRT dispute	(49)	(4)
Other	(13)	(6)
<b>Tax restatements</b>	<b>(133)</b>	<b>1,051</b>
<b>EFFECTIVE INCOME TAX EXPENSE</b>	<b>(496)</b>	<b>952</b>

(a) Restated for the first-time application of IFRS 17.

(b) Including France's 3.3% social solidarity contribution.

## 14.4 Deferred tax recognised on the balance sheet

(in € millions)	Deferred tax assets	Deferred tax liabilities	Total
<b>01/01/2022<sup>(a)</sup></b>	<b>165</b>	<b>1,840</b>	<b>(1,675)</b>
Impact on profit or loss	2,041	275	1,766
Assets/liabilities held for sale	(1)	(0)	(1)
Reclassifications	(981)	(981)	0
Impact on equity	1,087	397	690
Change in scope of consolidation	(3)	3	(6)
Translation adjustments and other	1	128	(127)
<b>31/12/2022<sup>(a)</sup></b>	<b>2,310</b>	<b>1,663</b>	<b>647</b>
Impact on profit or loss	(197)	(330)	133
Assets/liabilities held for sale		(1)	1
Reclassifications	286	286	0
Impact on equity	(253)	(141)	(112)
Change of scope of consolidation	(29)	27	(56)
Translation adjustments and other	(196)	59	(255)
<b>Year ended 31/12/2023</b>	<b>1,920</b>	<b>1,563</b>	<b>357</b>

(a) Restated for the first-time application of IFRS 17.

Net deferred tax assets are recognised at tax entity or tax group level based on the probability that they may be used in the future.

## 14.5 Breakdown of deferred tax by type

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
<b>DEFERRED TAX ASSETS</b>		
Employee benefits	309	403
Other non-deductible provisions	326	416
Lease liabilities	1,039	1,034
Other temporary differences	605	482
Financial instruments	104	454
Tax loss carryforwards	716	601
Asset/liability offsets <sup>(b)</sup>	(1,179)	(1,080)
<b>TOTAL ASSETS</b>	<b>1,920</b>	<b>2,310</b>
<b>DEFERRED TAX LIABILITIES</b>		
Regulatory provisions	82	123
Revaluation of contributions to Poste Immo	10	14
Financial instruments	1,457	1,459
Deductible goodwill	163	162
Right-of-use assets	909	879
Other temporary tax differences	120	107
Asset/liability offsets <sup>(b)</sup>	(1,178)	(1,080)
<b>TOTAL LIABILITIES</b>	<b>1,563</b>	<b>1,663</b>

(a) Restated for the first-time application of IFRS 17.

(b) Deferred tax assets and liabilities are offset at the level of each taxable entity or tax group.

## 14.6 Unrecognised deferred tax assets

### ▼ TYPE AND AMOUNT OF UNRECOGNISED DEFERRED TAX ASSET BASES

(in € millions)	31/12/2023			Total
	French tax group companies	Non-consolidated French companies	Foreign companies	
Home savings provisions	22			22
Employee benefits	239	5	3	247
Other temporary differences	232	1	174	407
Ordinary tax losses		267	473	740
<b>TOTAL</b>	<b>493</b>	<b>273</b>	<b>650</b>	<b>1,416</b>

Unrecognised deferred tax asset bases amounted to €1,214 million at 31 December 2022.



## NOTES TO THE BALANCE SHEET

## NOTE 15 Goodwill

## 15.1 Breakdown of goodwill

CGU (in € millions)	Segment	31/12/2023	31/12/2022
DPD Europe	Geopost	3,387	3,345
Digital <sup>(a)</sup>	Retail Customers & Digital Services	858	554
Financière de l'Échiquier	La Banque Postale	564	0
Asendia	Geopost	473	479
Healthcare	Services-Mail-Parcels	269	275
Mediaposte	Services-Mail-Parcels	87	86
EDE	Services-Mail-Parcels	67	67
CNP Assurances Prévoyance	La Banque Postale	59	59
Lenton Group	Geopost	49	51
SCI Lamartine	La Banque Postale	0	36
Tocqueville Group	La Banque Postale	27	27
JadLog	Geopost	26	25
MWPI	Real Estate & Support	25	25
La Banque Postale Asset Management	La Banque Postale	20	20
Stuart <sup>(b)</sup>	Geopost	0	13
Other Geopost CGU	Geopost	16	18
Other Services-Mail-Parcels CGU	Services-Mail-Parcels	13	13
<b>TOTAL</b>		<b>5,942</b>	<b>5,092</b>
<b>Services-Mail-Parcels</b>		<b>436</b>	<b>441</b>
<b>Geopost</b>		<b>3,952</b>	<b>3,930</b>
<b>La Banque Postale</b>		<b>671</b>	<b>143</b>
<b>Retail Customers &amp; Digital Services</b>		<b>858</b>	<b>554</b>
<b>Real Estate &amp; Support</b>		<b>25</b>	<b>25</b>

(a) Of which in 2023, acquisition of Maincare, generating goodwill of €280 million (see Note 4.1).

(b) Stuart was disposed of in November 2023 (see Note 1.5).

## 15.2 Changes in the carrying amount of goodwill

(in € millions)	31/12/2023	31/12/2022
<b>Opening balance</b>	<b>5,092</b>	<b>4,464</b>
of which: Gross amounts	5,396	4,767
Impairment losses	(303)	(302)
Acquisitions <sup>(a)</sup>	902	845
Translation adjustments	5	3
Impairment losses <sup>(b)</sup>	(49)	(184)
Other	(8)	(35)
Disposals <sup>(c)</sup>	0	(1)
<b>CLOSING BALANCE</b>	<b>5,942</b>	<b>5,092</b>
of which: Gross amounts	6,277	5,396
Impairment losses <sup>(d)</sup>	(335)	(303)

(a) Of which in 2023:

- in the Retail Customers & Digital Services segment, the acquisition of Maincare for €280 million (see Note 4.1);
- in the La Banque Postale segment, acquisition of La Financière de l'Échiquier for €564 million (see Note 4.1).

(b) Of which in 2022:

- in the Geopost segment, the acquisition of CitySprint (DPD Europe CGU) for €296 million, Scalefast (Asendia CGU) for €278 million and C Chez Vous SAS for €63 million;
- in the Services-Mail-Parcels segment, the acquisition of Happytal (Healthcare CGU) for €68 million;
- in the La Banque Postale segment, the acquisition of SCI Lamartine, which generated goodwill of €36 million.

(c) Of which in 2023:

- in the Geopost segment, impairment prior to disposal of Stuart goodwill for €13 million (see Note 1.5);
- in the La Banque Postale segment, impairment of SCI Lamartine goodwill for €36 million.

(d) Of which in 2022:

- in the Geopost segment, impairment of DPD Russia goodwill for €104 million, translated at the exchange rate on the day of the decision;
- in the Services-Mail-Parcels segment, impairment of Mediaposte CGU goodwill for €80 million.

Impairment tests performed on goodwill are described in the Note 20.

## NOTE 16 Intangible assets

(in € millions)	Software, patents and licences	Intangible assets in progress	Other intangible assets	Total
<b>GROSS AMOUNTS</b>				
<b>Balance at 01/01/2022<sup>(a)</sup></b>	<b>8,344</b>	<b>477</b>	<b>724</b>	<b>9,545</b>
Acquisitions	207	432	50	689
Disposals	(157)	(6)	(3)	(166)
Changes in scope of consolidation	44	4	7	55
Transfers	296	(404)	92	(17)
Translation adjustments	392	0	0	393
<b>Balance at 31/12/2022<sup>(a)</sup></b>	<b>9,125</b>	<b>504</b>	<b>871</b>	<b>10,500</b>
Acquisitions	233	512	38	783
Disposals	(179)	(1)	(35)	(215)
Changes in scope of consolidation	25	8	17	50
Transfers	422	(492)	69	(1)
Translation adjustments	191	0	1	192
<b>Balance at 31/12/2023</b>	<b>9,817</b>	<b>531</b>	<b>961</b>	<b>11,309</b>
<b>AMORTISATION AND IMPAIRMENT LOSSES</b>				
<b>Balance at 01/01/2022<sup>(a)</sup></b>	<b>(3,833)</b>		<b>(491)</b>	<b>(4,325)</b>
Amortisation for the period	(591)		(78)	(669)
Impairment losses <sup>(b)</sup>	(33)		(302)	(336)
Reversals of impairment losses	0		36	36
Reversals on disposals	156		3	159
Changes in scope of consolidation	(37)		(1)	(37)
Transfers	15		9	23
Translation adjustments	(22)		1	(22)
<b>Balance at 31/12/2022<sup>(a)</sup></b>	<b>(4,346)</b>		<b>(824)</b>	<b>(5,170)</b>
Amortisation for the period	(642)		(91)	(732)
Impairment losses	(207)		(56)	(263)
Reversals of impairment losses	85		11	96
Reversals on disposals	178		33	212
Changes in scope of consolidation	(7)		73	67
Transfers	(226)		245	19
Translation adjustments	(22)		(0)	(23)
<b>BALANCE AT 31/12/2023</b>	<b>(5,187)</b>		<b>(609)</b>	<b>(5,796)</b>
<b>NET AMOUNTS</b>				
<b>AT 31/12/2022</b>	<b>4,778</b>	<b>504</b>	<b>47</b>	<b>5,329</b>
<b>AT 31/12/2023</b>	<b>4,630</b>	<b>531</b>	<b>352</b>	<b>5,513</b>

(a) Restated for the first-time application of IFRS 17.

(b) Of which in 2022, impairment of the intangible assets of La Poste SA's Mail CGU for €228 million.

The "Transfers" lines correspond to assets brought into use and to reclassifications to other assets line items.

**NOTE 17 Property, plant and equipment**

<i>(in € millions)</i>	Land and buildings	Equipment and technical facilities	Vehicles	Other	Property, plant and equipment in progress	Total
<b>GROSS AMOUNTS</b>						
<b>Balance at 31/12/2021</b>	<b>5,885</b>	<b>3,716</b>	<b>1,035</b>	<b>4,312</b>	<b>793</b>	<b>15,741</b>
Acquisitions	78	181	147	231	478	1,116
Disposals	(100)	(272)	(110)	(581)	(3)	(1,065)
Changes in scope of consolidation	(17)	(10)	0	68	0	41
Transfers	385	151	17	92	(847)	(201)
Translation adjustments	(8)	(2)	1	(7)	(2)	(19)
<b>Balance at 31/12/2022</b>	<b>6,223</b>	<b>3,764</b>	<b>1,090</b>	<b>4,115</b>	<b>420</b>	<b>15,612</b>
Acquisitions	7	155	289	274	492	1,216
Disposals	(51)	(190)	(96)	(392)	(3)	(733)
Changes in scope of consolidation	(0)	3	1	7	(3)	7
Transfers	221	82	(16)	93	(416)	(36)
Translation adjustments	8	8	1	8	2	26
<b>BALANCE AT 31/12/2023</b>	<b>6,407</b>	<b>3,821</b>	<b>1,269</b>	<b>4,105</b>	<b>491</b>	<b>16,094</b>
<b>DEPRECIATION AND IMPAIRMENT LOSSES</b>						
<b>Balance at 31/12/2021</b>	<b>(2,226)</b>	<b>(2,786)</b>	<b>(574)</b>	<b>(3,364)</b>		<b>(8,950)</b>
Depreciation for the period	(191)	(212)	(116)	(285)		(804)
Impairment losses <sup>(a)</sup>	(22)	(0)	(0)	(295)		(317)
Reversals of impairment losses	19	3	0	28		50
Reversals on disposals	54	263	96	575		989
Changes in scope of consolidation	4	9	(0)	(61)		(48)
Transfers	22	10	(2)	10		41
Translation adjustments	1	1	(0)	7		10
<b>Balance at 31/12/2022</b>	<b>(2,339)</b>	<b>(2,711)</b>	<b>(596)</b>	<b>(3,385)</b>		<b>(9,031)</b>
Depreciation for the period	(192)	(215)	(120)	(299)		(826)
Impairment losses	(14)	(30)	(3)	(39)		(86)
Reversals of impairment losses	5	32	2	32		70
Reversals on disposals	28	184	82	367		661
Changes in scope of consolidation	0	(2)	1	(4)		(5)
Transfers	7	(127)	(10)	126		(5)
Translation adjustments	(2)	(2)	0	(3)		(8)
<b>BALANCE AT 31/12/2023</b>	<b>(2,507)</b>	<b>(2,871)</b>	<b>(645)</b>	<b>(3,206)</b>		<b>(9,229)</b>
<b>NET AMOUNTS</b>						
<b>At 31/12/2022</b>	<b>3,884</b>	<b>1,054</b>	<b>494</b>	<b>730</b>	<b>420</b>	<b>6,582</b>
<b>AT 31/12/2023</b>	<b>3,901</b>	<b>950</b>	<b>623</b>	<b>899</b>	<b>491</b>	<b>6,865</b>

(a) Of which in 2022, impairment of the property, plant and equipment of La Poste SA's Mail CGU for €250 million.

Right-of-use assets, stemming from the application of IFRS 16, are described in Note 18.

The "Transfers" lines correspond to assets brought into use and to reclassifications to other assets line items.

## NOTE 18 Leases (Lessee)

### 18.1 Right-of-use assets

Right-of-use assets by type of leased assets break down as follows:

<i>(in € millions)</i>	Land and buildings	Equipment and technical facilities	Vehicles	Other	Net amount
<b>Balance at 31/12/2021</b>	3,141	215	334	11	3,700
Increase	889	89	179	6	1,163
Decrease	(76)	(1)	(3)	(0)	(80)
Depreciation	(653)	(72)	(130)	(6)	(861)
Impairment losses <sup>(a)</sup>	(447)	(0)	(22)	0	(469)
Changes in scope of consolidation and translation adjustments	(10)	(3)	(14)	(0)	(27)
Other	1				1
<b>Balance at 31/12/2022</b>	2,845	227	344	10	3,426
Increase	942	123	207	1	1,273
Decrease	(205)	(25)	(4)	(0)	(234)
Depreciation	(685)	(72)	(149)	(4)	(911)
Impairment losses	43	0	(0)	0	43
Changes in scope of consolidation and translation adjustments	21	2	7	0	30
<b>BALANCE AT 31/12/2023</b>	2,961	255	405	7	3,628

(a) Of which in 2022, impairment of right-of-use assets in the Mail CGU for €462 million.

### 18.2 Lease liabilities

Lease liabilities are presented in Note 28 for industrial and commercial activities. Lease liabilities for banking and insurance activities amounted €175 million (€214 million in 2022) and are included in "Other financial liabilities" of "Banking and insurance activity financial liabilities" (see Note 31.7 "Leases liabilities" item).

### 18.3 Impact of leases on profit or loss

<i>(in € millions)</i>	2023	2022 <sup>(a)</sup>
<b>Net operating income/(expense)</b>	1,453	1,855
Short-term lease expenses	142	122
Low-value lease expenses	75	55
Rental expenses	253	220
Non-deductible VAT on rental expenses	76	86
Depreciation of right-of-use assets	911	861
Impairment losses on right-of-use assets <sup>(b)</sup>	(43)	469
Other <sup>(c)</sup>	41	40
<b>Cost of net debt</b>	119	82
Interest expense on lease liabilities	119	82
<b>TOTAL</b>	1,572	1,937

(a) Restated for the first-time application of IFRS 17.

(b) Of which in 2022, depreciation of the Mail CGU's right-of-use assets for €462 million.

(c) Mainly concerning CNP Assurances.

## 18.4 Impact of leases on the statement of cash flows

(in € millions)	2023	2022 <sup>(a)</sup>
<b>Net cash from/(used in) operating activities</b>	<b>586</b>	<b>527</b>
Short-term lease expenses	142	122
Low-value lease expenses	75	55
Rental expenses	253	220
Non-deductible VAT on rental expenses	76	86
Other	41	43
<b>Net cash from/(used in) financing activities</b>	<b>1,011</b>	<b>954</b>
Interest paid on lease liabilities	119	82
Repayments of lease liabilities (including from La Banque Postale)	892	873
<b>TOTAL CASH OUTFLOW</b>	<b>1,597</b>	<b>1,480</b>

(a) Restated for the first-time application of IFRS 17.

## NOTE 19 Equity-accounted companies

(in € millions)	Holding d'Infra-structures Gazières <sup>(b)</sup>	Arial CNP Assurances	XSF Administradora de consórcio	Other insurance subsidiaries	Aramex PJSC <sup>(c)</sup>	Ninja Logistics	Yurtici Kargo Servi A.S.	Real Estate division	La Poste Telecom <sup>(d)</sup>	Retail Customers & Digital Services	
Operating segment	La Banque Postale	La Banque Postale	La Banque Postale	La Banque Postale	Geopost	Geopost	Geopost	Real Estate	Other	Total Equity-accounted companies (assets)	Joint control
Type of control	Joint control	Joint control	Joint control	Joint control	Associate	Associate	Associate	Associates or Joint control	Other		Joint control
<b>Balance at 01/01/2022<sup>(a)</sup></b>	<b>803</b>	<b>47</b>	<b>43</b>	<b>62</b>	<b>432</b>	<b>410</b>	<b>17</b>	<b>44</b>	<b>48</b>	<b>1,908</b>	<b>(51)</b>
Profit or loss for the period	84	1	(1)	30	12	(111)	14	1	(2)	28	2
Dividend payments	(77)	0	0	(8)	(11)	0	(16)	(3)	(1)	(116)	0
Changes in FV of fin. instruments	(7)	(7)	0	(3)	0	0	0	0	0	(17)	0
Changes in conso. scope and % control	(0)	0	0	(29)	48	(1)	0	(14)	3	5	0
Capital increases	0	120	3	0	0	1	0	0	2	126	0
Other changes	57	0	0	(1)	0	0	(0)	1	0	57	0
Translation adjustments	0	0	5	(5)	22	23	3	0	(1)	48	0
<b>Balance at 31/12/2022<sup>(a)</sup></b>	<b>860</b>	<b>161</b>	<b>50</b>	<b>47</b>	<b>503</b>	<b>322</b>	<b>19</b>	<b>29</b>	<b>49</b>	<b>2,041</b>	<b>(50)</b>
Profit or loss for the period	48	3	3	17	(108)	(74)	15	0	(5)	(99)	12
Dividend payments	(76)	0	0	(3)	(10)	0	(12)	(3)	(1)	(105)	0
Changes in FV of fin. instruments	3	2	0	0	(1)	0	0	0	0	5	0
Changes in conso. scope and % control	0	0	0	(0)	0	(0)	0	1	3	4	0
Capital increases	0	0	0	0	0	0	0	2	9	11	0
Other changes	5	(0)	0	0	0	1	(1)	(1)	(1)	3	0
Translation adjustments	0	0	3	(19)	(21)	(12)	2	0	(1)	(49)	0
<b>BALANCE AT 31/12/2023</b>	<b>839</b>	<b>167</b>	<b>57</b>	<b>42</b>	<b>364</b>	<b>237</b>	<b>23</b>	<b>29</b>	<b>53</b>	<b>1,811</b>	<b>(37)</b>

(a) Restated for the first-time application of IFRS 17.

(b) This investment is in the scope of insurance activities. Since 2022, profit or loss from this investment has been presented within net banking income.

(c) €114 million impairment loss recorded on the investment in Aramex PJSC in 2023 (see Note 20.3).

(d) Recognised under "Liabilities directly associated with assets held for sale" (see Note 25).

## NOTE 20 Impairment test on goodwill and non-current assets

### 20.1 Impairment tests on goodwill

La Poste Groupe tests goodwill for impairment annually or more frequently if events or changes indicate that it may be impaired.

Goodwill is allocated to cash-generating units as presented in Note 15.1.

The main assumptions used were as follows:

	Discount rate		Standard growth rate	Number of projected years
	Eurozone	Other		
<b>2023</b>				
Services-Mail-Parcels	6.9%-9%		2%	5
Geopost	7.9%	8.2%-14.5%	2%-4.8%	5
La Banque Postale	9.4%		2%	5
Retail Customers & Digital Services	7.1%		2%	5
<b>2022</b>				
Services-Mail-Parcels	5.0%-10.2%	-	2%	5
Geopost	6.3%-7.6%	7.3%-14.9%	2%-5%	5
La Banque Postale	6.8%-9%	-	2%	5
Retail Customers & Digital Services	7.0%	-	2%	5

In 2023, the €13 million in Stuart goodwill was written down in full during the first half of the year, prior to the company's disposal at the end of November 2023.

In addition, the €36 million in SCI Lamartine goodwill was written down in full to reflect developments in the property market.

In 2022, goodwill impairment of €80 million was recognised for the Mediaposte CGU to take into account lower business volumes projected for the 2023-2027 period.

The impairment test involves comparing the carrying amount of the CGUs, including any goodwill, to their recoverable amount, determined using the method in Note 3.9.

#### Sensitivity analysis at 31 December 2023

- A 1-point increase in the discount rates or a 0.5-point decrease in the perpetuity growth rates would result in additional impairment losses of between nil and €14 million.
- A 1-point increase in the discount rates and a simultaneous 0.5-point decrease in the perpetuity growth rates would result in additional impairment losses of €24 million.
- A 2-point increase in the discount rates and a simultaneous 1-point decrease in the perpetuity growth rates would result in additional impairment losses of around €106 million.

### 20.2 Impairment tests on other non-current and non-financial assets

CGUs without goodwill were analysed for indications of impairment during the year.

This led to a test being performed on the La Poste Mail CGU's assets, and to maintain the impairment of all of these assets in a total amount of €876 million. The test was carried out on the basis of a business plan updated to best reflect five-year forecasts, with a perpetuity growth rate of 5% and a WACC of 7.8%.

The impairment losses break down as follows:

- intangible assets: €228 million (see Note 16);
- property, plant and equipment: €255 million (see Note 17);
- right-of-use assets: €393 million (see Note 18).

## 20.3 Impairment tests on investments in equity-accounted companies

La Poste Groupe performs impairment tests on its main equity-accounted companies at least annually or more frequently if events or changed circumstances indicate that the investments may be impaired.

In 2023, as a result of the impairment test, the group's investment in Aramex PJSC was written down by €114 million. The test was carried out on the basis of the 2024-2030 business plan, with a perpetuity growth rate of 2.25% and a WACC of 9.4%.

A 1-point increase in the discount rates or a 0.5-point decrease in the perpetuity growth rates would result in additional impairment losses of between €19 million and €51 million.

### NOTE 21 Other financial assets

(in € millions)	31/12/2023		31/12/2022	
	Current	Non-current	Current	Non-current
Unconsolidated equity investments		403		401
Deposits and guarantees paid	21	71	27	64
Derivative financial instruments	1	7	37	8
Loans for social housing	5	41	5	46
Provisions for loans for social housing	0	(13)	0	(15)
Financial assets held for cash management purposes	208	0	581	0
Other financial assets	48	101	53	115
Provisions for other financial assets	0	(27)	0	(27)
<b>TOTAL</b>	<b>283</b>	<b>582</b>	<b>702</b>	<b>591</b>

### Unconsolidated equity investments

(in € millions)	Segment	31/12/2023		31/12/2022
		Percentage held	Carrying amount	Carrying amount
Crédit Logement	La Banque Postale	6%	95	96
Domiserve	La Banque Postale	100%	71	42
Xange Digital 3	Support & Corporate	22%	27	30
Transactis	La Banque Postale	50%	23	23
Xange Capital 2	Support & Corporate	36%	21	23
EPI Company SE	La Banque Postale	11%	20	6
Xange 4	Support & Corporate	12%	14	15
Toit et joie	Support & Corporate	100%	12	12
Django	La Banque Postale	100%	9	24
STET	La Banque Postale	5%	7	7
LP17	Support & Corporate	100%	5	0
LP12	Support & Corporate	100%	5	5
FFD2	Support & Corporate	3%	5	0
Bigblue	Support & Corporate	8%	3	6
KissKissBankBank	La Banque Postale	100%	0	17
Ezynes <sup>(a)</sup>	La Banque Postale			19
Mandarine Gestion <sup>(b)</sup>	La Banque Postale			12
Other - French companies			53	37
Other - foreign companies (see details in Note 45)			31	26
<b>TOTAL</b>			<b>403</b>	<b>401</b>

(a) Company consolidated in 2023.

(b) Company sold in 2023.



Wholly owned unconsolidated equity investments comprise dormant companies, companies in the process of being liquidated or companies with non-material balance sheets and income statements.

### Deposits and guarantees

This line primarily corresponds to the security deposits paid in respect of property leases.

### Derivative financial instruments

The derivative financial instruments line mainly represents instruments put in place to manage the interest rate and exchange rate risks on debt. They must therefore be read together with "Bonds and debt". A breakdown of these derivatives can be found in Note 28.5.

### Loans for social housing

These loans primarily consist of loans to construction entities with very long-term maturities.

### Financial assets held for cash management purposes

These are assets acquired as part of the cash management process and break down as follows:

<i>(in € millions)</i>	31/12/2023	31/12/2022
Term deposits accessible after more than 3 months	0	250
UCITS	208	231
Negotiable debt securities (maturities of 3 to 12 months)	0	100
<b>TOTAL</b>	<b>208</b>	<b>581</b>

## NOTE 22 Specific assets of banking and insurance activities

### 22.1 Financial assets at fair value through profit or loss

#### ▼ BREAKDOWN BY NATURE OF FINANCIAL INSTRUMENTS

<i>(in € millions)</i>	31/12/2023	31/12/2022 <sup>(a)</sup>
Government paper and equivalents	27,001	23,933
Bonds and other fixed-income securities	42,142	34,919
UCITS	111,397	107,874
<b>Debt instruments</b>	<b>180,540</b>	<b>166,726</b>
Equity and other variable-income securities	18,823	20,869
<b>Equity instruments</b>	<b>18,823</b>	<b>20,869</b>
Customers	7,383	6,889
<b>Loans and advances</b>	<b>7,383</b>	<b>6,889</b>
Interest rate	4,911	5,995
Exchange rate	98	131
Credit	1	1
Equity and index instruments	227	646
<b>Derivative instruments</b>	<b>5,238</b>	<b>6,773</b>
Credit institutions	792	2
Customers	5,314	5,586
<b>Securities and other assets purchased under collateralised reverse repurchase agreements</b>	<b>6,106</b>	<b>5,589</b>
<b>TOTAL</b>	<b>218,089</b>	<b>206,845</b>

(a) Restated for the first-time application of IFRS 17.

## ▼ BREAKDOWN BY IFRS 9 CATEGORY

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Financial assets held for trading	13,915	13,953
Non-SPPI financial assets and equity instruments	106,321	106,994
Financial assets backing unit-linked contracts	94,505	80,656
Financial assets designated at fair value	3,348	5,242
<b>TOTAL</b>	<b>218,089</b>	<b>206,845</b>

(a) Restated for the first-time application of IFRS 17.

## 22.2 Hedging derivatives

(in € millions)	31/12/2023	31/12/2022
<b>Interest-rate derivatives</b>	<b>570</b>	<b>1,012</b>
<b>Forex instruments</b>	<b>107</b>	<b>127</b>
<b>TOTAL</b>	<b>677</b>	<b>1,139</b>

## 22.3 Financial assets at fair value through OCI

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
<b>Equity and other variable-income securities</b>	<b>15,705</b>	<b>16,103</b>
<b>Other long-term securities</b>	<b>4</b>	<b>2</b>
Government paper and equivalents – nominal value	95,787	97,941
Government paper and equivalents – impairment losses	(116)	(121)
<b>Government paper and equivalents</b>	<b>95,671</b>	<b>97,820</b>
Bonds and other debt securities	101,481	96,676
Bonds – impairment losses	(184)	(193)
<b>Bonds and other debt securities</b>	<b>101,297</b>	<b>96,482</b>
<b>TOTAL</b>	<b>212,678</b>	<b>210,408</b>

(a) Restated for the first-time application of IFRS 17.

## 22.4 Securities at amortised cost

(in € millions)	31/12/2023	31/12/2022
Government paper and equivalents	29,296	25,179
Bonds and other fixed-income securities	3,752	2,009
Subordinated securities	56	5
<b>TOTAL</b>	<b>33,104</b>	<b>27,193</b>

## 22.5 Loans and advances to credit institutions at amortised cost

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Current accounts in debit	2,143	1,891
Suspense accounts	7	7
<b>Demand deposits with credit institutions</b>	<b>2,150</b>	<b>1,898</b>
Accounts and loans	94	16
Deposits centralised with CDC	64,711	64,850
Securities and other assets purchased under collateralised reverse repurchase agreements	3,880	3,772
<b>Term loans and advances to credit institutions</b>	<b>68,685</b>	<b>68,637</b>
<b>Subordinated loans</b>	<b>79</b>	<b>78</b>
<b>TOTAL</b>	<b>70,914</b>	<b>70,614</b>

(a) Restated for the first-time application of IFRS 17.

## 22.6 Loans and advances to customers at amortised cost

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Retail current accounts in debit	1,088	1,036
Factoring accounts	4,028	3,796
Loans to customers repayable on demand, suspense accounts and other accounts	561	112
Impairment losses	(182)	(128)
<b>Loans and advances to customers repayable on demand</b>	<b>5,495</b>	<b>4,816</b>
Short-term credit facilities	13,890	14,315
Real estate loans	93,343	91,835
Equipment loans	7,173	7,699
Loans to financial sector customers	1,586	1,122
Other loans	1,967	2,278
Securities purchased under collateralised reverse repurchase agreements	52	1,636
Impairment losses	(1,305)	(1,267)
<b>Term loans and advances to customers</b>	<b>116,705</b>	<b>117,617</b>
<b>Subordinated loans to customers</b>	<b>23</b>	<b>10</b>
<b>Finance lease transactions</b>	<b>3,776</b>	<b>3,666</b>
<b>TOTAL</b>	<b>125,999</b>	<b>126,109</b>

(a) Restated for the first-time application of IFRS 17.

## 22.7 Insurance and reinsurance contracts, other financial assets and accruals

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Insurance contracts issued – Assets – BBA/VFA	1,176	1,343
Insurance contracts issued – Assets – PAA	166	98
Acquisition costs not yet allocated to contracts – Assets	0	66
<b>INSURANCE CONTRACTS ISSUED – ASSETS</b>	<b>1,343</b>	<b>1,506</b>
Reinsurance contracts held – Assets – BBA/VFA	8,556	7,903
Reinsurance contracts held – Assets – PAA	319	304
Assets related to ceded investment contracts without DPF – Reinsurance	15	15
<b>REINSURANCE CONTRACTS HELD – ASSETS</b>	<b>8,891</b>	<b>8,221</b>
Sundry debtors <sup>(b)</sup>	6,734	6,936
Securities settlement accounts	1	1
Impairment losses	(108)	(74)
<b>Others financial assets</b>	<b>6,628</b>	<b>6,862</b>
Prepaid expenses and accrued income	1,252	1,558
Collection accounts	139	71
Other accruals	577	827
<b>Accruals</b>	<b>1,968</b>	<b>2,456</b>
<b>OTHER FINANCIAL ASSETS AND ACCRUALS</b>	<b>8,596</b>	<b>9,318</b>

(a) Restated for the first-time application of IFRS 17.

(b) Including guarantee deposits in respect of Single Resolution Fund EPIs for €89 million at 31 December 2023 (€76 million at 31 December 2022) (see Note 36.4).

## 22.8 Investment property

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Gross amounts	1,067	1,102
Amortisation	(60)	(58)
Impairment losses	(77)	(1)
<b>Investment property at amortised cost</b>	<b>930</b>	<b>1,043</b>
<b>Investment property at fair value</b>	<b>6,332</b>	<b>5,766</b>
<b>TOTAL</b>	<b>7,262</b>	<b>6,809</b>

(a) Restated for the first-time application of IFRS 17.

Substantially all of the investment properties presented in the 2023 financial statements are from the CNP Assurances group.

## NOTE 23 Other current assets

### 23.1 Inventories and work-in-progress

(in € millions)	31/12/2023			31/12/2022
	Gross amounts	Allowances	Net amount	Net amount
Raw materials, supplies, goods and other inventories	192	(7)	185	173
Finished and semi-finished product inventories and work-in-progress	32	(1)	30	34
<b>TOTAL</b>	<b>223</b>	<b>(8)</b>	<b>215</b>	<b>207</b>

Inventories primarily consist of spare parts for technical facilities and finished products sold in the post office network (mainly stamp-collecting products).

### 23.2 Trade and other receivables

(in € millions)	31/12/2023	31/12/2022
Advances and deposits paid	295	242
Trade receivables and related accounts	3,776	3,564
Impairment losses on trade receivables and related accounts	(167)	(133)
International mail receivables	637	684
Receivables from the French State for compensation for public service missions	500	520
Other receivables	646	656
Impairment losses on other receivables	(17)	(28)
<b>TOTAL</b>	<b>5,670</b>	<b>5,504</b>

**International mail receivables** (€637 million) are primarily owed by foreign postal operators for the delivery of their mail in France.

Likewise, trade and other payables include international mail payables (see Note 32) of €728 million owed to foreign postal operators for the delivery of La Poste mail outside of France.

**Receivables from the State for income about public service missions** correspond to compensation not yet received. At 31 December 2023, this caption corresponded to the compensation for universal postal service provided in 2023.

## NOTE 24 Cash and cash equivalents

### 24.1 Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, bank balances and short-term investments in money-market instruments. These investments, which were initially due to mature in less than three months, are readily convertible into a known amount of cash and are exposed to a negligible risk of a change in value.

(in € millions)	31/12/2023	31/12/2022
Cash equivalents	2,287	3,125
Cash at bank	1,358	1,407
Cash on hand	5	5
<b>TOTAL</b>	<b>3,650</b>	<b>4,537</b>

#### Cash equivalents

Cash equivalents consisted mainly of term deposits accessible at any time, or within three months, for €1,093 million (€2,113 million as at 31 December 2022), and units in money-market UCITS for €1,094 million (€910 million as at 31 December 2022).

## 24.2 Cash, central banks (Banking activities)

(in € millions)	31/12/2023	31/12/2022
Cash on hand (including cash held at post offices)	1,127	1,004
Central banks	39,450	38,351
<b>TOTAL</b>	<b>40,577</b>	<b>39,355</b>

### NOTE 25 Assets held for sale and directly associated liabilities

At 31 December 2023, these assets and liabilities stemmed from subsidiaries whose sale is planned in the coming months, and, as at 31 December 2022, properties under promise of sale.

At 31 December 2023, assets held for sale and directly associated liabilities included the assets and liabilities of DPD Russia for

€35 million and €27 million, respectively (see Note 4.3). Liabilities associated with assets held for sale also include the group's €37 million share of the negative net worth of La Poste Télécom. The process for the disposal of this equity-accounted company was launched in the second half of 2023.

### NOTE 26 Equity

#### 26.1 Share capital

At 31 December 2023, the share capital amounted to €5,858 million, divided into 2,928,892,946 ordinary shares with a par value of €2 each. At that date, 66% of the capital was owned by Caisse des Dépôts and 34% was owned by the French State.

##### History of the share capital

On 1 March 2010, La Poste became a *société anonyme* (French public limited company), with a share capital of €1 billion, divided into 500 million fully paid-up shares with a par value of €2 each. This share capital is, by law, wholly-owned by the French State or State-owned entities, except for any portion reserved for La Poste employees.

Prior to that date, La Poste was an independent State-owned company, with no share capital within the legal meaning of the term.

##### Movements in 2023

In 2023, La Poste distributed €421 million (i.e., €0.15 per share) in dividends in the form of shares for €316 million (i.e., an increase in share capital of €238 million and share premium for €78 million) and in cash for €105 million. This distribution was allocated to other reserves for €421 million and to share premium for €195 million.

##### Movements in 2022

In 2022, La Poste distributed €724 million (i.e., €0.27 per share) in dividends in the form of shares for €315 million (i.e., an increase in share capital of €255 million and share premium for €60 million) and in cash for €409 million. This distribution was allocated to other reserves for €529 million and to share premium for €195 million.

#### 26.2 Hybrid debt

In April 2018, La Poste Groupe carried out a public offering of euro-denominated perpetual hybrid securities for €750 million. The securities have no maturity date and have a first call date of 29 January 2026. In accordance with IAS 32, they were recognised in attributable equity.

#### 26.3 Non-controlling interests

Non-controlling interests amounted to €8,345 million at 31 December 2023, compared with €8,087 million at 31 December 2022 in the financial statements restated on an IFRS 17 basis. At the end of 2023, they essentially corresponded to:

- non-controlling interests in the CNP Assurances group for €6,627 million (€6,487 million in 2022);
- perpetual notes issued by La Banque Postale:
  - in November 2019, for €744 million (perpetual fixed-rate notes with a semi-annual coupon of 3.875%, callable after seven years),

- in September 2021, for €744 million (perpetual fixed-rate notes) with a semi-annual coupon of 3%, callable after 7.5 years;
- perpetual notes issued by Asendia for €198 million in March 2021, supplemented by €29 million in 2022.

In 2022, the buyout of non-controlling interests in CNP Assurance had a €857 million positive impact on equity attributable to owners of the parent and a €3,933 million negative impact on non-controlling interests.

## NOTE 27 Provisions for contingencies and losses

At 31 December 2023, provisions for contingencies and losses break down as follows:

(in € millions)	Labour disputes	Other disputes	Other	Total
<b>Non-current provisions</b>	8	14	116	138
<b>Current provisions</b>	50	291	337	678
<b>Balance at 31/12/2021</b>	<b>58</b>	<b>305</b>	<b>453</b>	<b>816</b>
Additions for the period	51	24	303	378
Utilisations	(25)	(14)	(214)	(252)
Reversals of unused provisions	(8)	(59)	(12)	(79)
Other movements	3	16	3	22
<b>Non-current provisions</b>	<b>16</b>	<b>6</b>	<b>163</b>	<b>185</b>
<b>Current provisions</b>	<b>63</b>	<b>266</b>	<b>370</b>	<b>700</b>
<b>Balance at 31/12/2022</b>	<b>80</b>	<b>273</b>	<b>533</b>	<b>885</b>
Additions for the period	52	87	354	493
Utilisations	(28)	(37)	(261)	(326)
Reversals of unused provisions	(13)	(42)	(34)	(89)
Other movements	(10)	10	(10)	(10)
<b>Non-current provisions</b>	<b>17</b>	<b>6</b>	<b>102</b>	<b>126</b>
<b>Current provisions</b>	<b>63</b>	<b>285</b>	<b>480</b>	<b>827</b>
<b>BALANCE AT 31 DECEMBER 2023</b>	<b>80</b>	<b>291</b>	<b>582</b>	<b>953</b>

Provisions for labour disputes cover all employee-related disputes (industrial tribunal, etc.) and ongoing claims and disputes with social security bodies.

Provisions for other disputes relate to disputes brought before administrative, civil or commercial courts.

Other provisions at 31 December 2023 mainly cover:

- the residual risk in connection with the Stuart group for €27 million (see Note 1.5 of the significant events);
- contingencies associated with the BRT dispute for €10 million (see Note 1.4 of the significant events);
- miscellaneous contingencies linked to the group's operating activity.

## NOTE 28 Bonds and debt

### 28.1 Breakdown of debt

(in € millions)	31/12/2023		31/12/2022	
	Short-term	Medium- and long-term	Short-term	Medium- and long-term
<b>Debt at amortised cost</b>	1,390	10,431	731	9,664
Bonds	1,000	10,261	420	9,464
La Poste savings bonds	51	0	51	0
Commercial paper	200	0	150	0
Current bank facilities	68		38	0
Deposits and guarantees received	6	52	36	48
Other borrowings at amortised cost	65	118	36	151
<b>Bonds designated at fair value</b>	(0)	0	584	0
<b>Hedged borrowings</b>	0	(0)		468
Subordinated debt		(0)		468
Derivative liabilities relating to bonds	11	1	25	3
Accrued interest on borrowings	112		89	
<b>Total</b>	<b>1,513</b>	<b>10,432</b>	<b>1,429</b>	<b>10,134</b>
<b>BONDS AND OTHER DEBT</b>	<b>11,945</b>		<b>11,564</b>	
Lease liabilities <sup>(a)</sup>	812	3,266	766	3,102
<b>LEASE LIABILITIES</b>	<b>4,078</b>		<b>3,869</b>	

(a) Lease liabilities at 31 December 2023 break down by currency as follows: €2,829 million in euros, €913 million in pounds sterling and €336 million in other currencies.

Lease liabilities at 31 December 2022 break down by currency as follows: €2,833 million in euros, €736 million in pounds sterling and €300 million in other currencies.

### 28.2 Breakdown of debt by maturity

(in € millions)	Due within 1 year		Due in 1 to 5 years		Due beyond 5 years		Total	
	2023	2022	2023	2022	2023	2022	2023	2022
<b>Debt at amortised cost</b>	1,390	731	3,780	3,757	6,651	5,907	11,821	10,395
Bonds	1,000	420	3,712	3,613	6,549	5,851	11,261	9,884
La Poste savings bonds	51	51					51	51
Commercial paper	200	150					200	150
Current bank facilities	68	38					68	38
Deposits and guarantees received	6	36	44	42	8	7	58	85
Other borrowings at amortised cost	65	36	24	102	94	49	183	187
<b>Bonds designated at fair value</b>	(0)	584		0			(0)	584
<b>Hedged borrowings</b>	0	0	0	0	(0)	468	(0)	468
Subordinated debt	0	0			(0)	468	(0)	468
Derivative liabilities relating to bonds	11	25			1	3	12	28
Accrued interest on borrowings	112	89					112	89
<b>BONDS AND OTHER DEBT</b>	<b>1,513</b>	<b>1,429</b>	<b>3,780</b>	<b>3,757</b>	<b>6,652</b>	<b>6,378</b>	<b>11,945</b>	<b>11,564</b>
<b>LEASE LIABILITIES</b>	<b>812</b>	<b>766</b>	<b>1,970</b>	<b>1,970</b>	<b>1,296</b>	<b>1,132</b>	<b>4,078</b>	<b>3,869</b>



## 28.3 Changes in debt

The following table presents changes in debt in 2023 and 2022, distinguishing between changes with an impact on cash and those without.

<i>(in € millions)</i>	Bonds and other debt <sup>(a)</sup>	Debt-related derivative assets (including security deposits) <sup>(a)</sup>	Lease liabilities <sup>(a)</sup>	Cash impact (excl. Banking activities)	La Banque Postale subordinated debt	La Banque Postale lease liabilities <sup>(e)</sup>	Cash Impact (Group)
<b>Balance at 31/12/2021</b>	10,149	(61)	3,760		10,110	153	
<b>Changes with cash impact</b>							
Proceeds from new borrowings <sup>(b)</sup>	2,475			2,475	1,003		3,477
Repayment of borrowings <sup>(c)</sup>	(1,045)			(1,045)	(1,750)		(2,795)
Repayment of lease liabilities			(814)	(814)		(58)	(872)
Other cash flows from/(used in) financing activities	(32)	(13)		(45)			(45)
<b>Changes without cash impact</b>							
Changes in accrued interest on financial instruments	14						0
Increase in lease liabilities			1,044			118	
Changes in consolidation scope and exchange rates	19	9	(30)		0	0	
Changes in fair value (excluding banking activities) <sup>(d)</sup>	(42)	23					
Other non-cash flows and reclassifications	28	(15)	(78)		(264)	1	
Debt of subsidiaries held for sale	(0)	0	(14)			0	
Commitment to pay dividends to non-controlling interests	(3)						
<b>Balance at 31/12/2022</b>	<b>11,564</b>	<b>(57)</b>	<b>3,869</b>		<b>9,099</b>	<b>214</b>	

(in € millions)	Bonds and other debt <sup>(a)</sup>	Debt-related derivative assets (including security deposits) <sup>(a)</sup>	Lease liabilities <sup>(a)</sup>	Cash impact (excl. Banking activities)	La Banque Postale subordinated debt	La Banque Postale lease liabilities <sup>(e)</sup>	Cash Impact (Group)
<b>Balance at 31/12/2022</b>	11,564	(57)	3,869		9,099	214	
<b>Changes with cash impact</b>							
Proceeds from new borrowings <sup>(b)</sup>	2,659			2,659	500		3,159
Repayment of borrowings <sup>(c)</sup>	(2,244)			(2,244)	(200)		(2,444)
Repayment of lease liabilities			(850)	(850)		(42)	(892)
Other cash flows from/(used in) financing activities	(52)	2		(49)			(49)
<b>Changes without cash impact</b>							
Changes in accrued interest on financial instruments	28	14					0
Increase in lease liabilities			1,214			78	
Changes in consolidation scope and exchange rates	23	(18)	11		0	(0)	
Changes in fair value (excluding banking activities) <sup>(d)</sup>	(3)	2					
Other non-cash flows and reclassifications	(27)	40	(174)		51	(77)	
Debt of subsidiaries held for sale	0	0	9			0	
Commitment to pay dividends to non-controlling interests	(3)						
<b>BALANCE AT 31/12/2023</b>	<b>11,945</b>	<b>(16)</b>	<b>4,078</b>		<b>9,450</b>	<b>175</b>	

(a) See Note 29.1. Including guarantee deposits.

(b) **Proceeds from new borrowings:**

2023:

In June 2023, La Poste carried out a €1,500 million bond issue measured at amortised cost, comprising:

- a first tranche of €650 million at a fixed rate of 3.75% with a 7-year term (maturity: June 2030);
- a second tranche of €850 million at a fixed rate of 4% with a 12-year term (maturity: June 2035).

La Poste carried out three tap issues, recognised at amortised cost:

- a €150 million tap issue in April 2023 at a fixed rate of 0.625% maturing in January 2036;
- a €100 million tap issue in September 2023 at a fixed rate of 4% maturing in June 2035;
- a €100 million tap issue in November 2023 at a fixed rate of 3.75% maturing in June 2030.

In addition, €775 million in commercial paper was issued in 2023.

2022:

In September 2022, La Poste carried out a €1,200 million sustainable bond issue, recognised at amortised cost, comprising:

- a first tranche of €600 million at a fixed rate of 2.625% with a 6-year term (maturity: September 2028);
- a second tranche of €600 million at a fixed rate of 3.125% with a 10.5-year term (maturity: March 2033).

La Poste carried out three tap issues, recognised at amortised cost:

- a €100 million tap issue in January 2022 at a fixed rate of 1% maturing in September 2034;
- a €150 million tap issue in May 2022 at a fixed rate of 0.625% maturing in October 2026;
- a €100 million tap issue in September 2022 at a fixed rate of 0% maturing in July 2029.

In addition, €871 million in commercial paper was issued in 2022.

(c) **Repayment of borrowings:**

In 2023, La Poste redeemed a bond with a nominal value of €580 million that was issued in 2003 and recognised at fair value.

In addition, in December La Poste redeemed the USD 500 million worth of subordinated notes issued in 2016.

In addition, €725 million in commercial paper was redeemed in 2023 (€1,021 million in 2022).

(d) **Changes in fair value (excluding banking activities):**

In accordance with IFRS 9, some bonds backed by fixed-for-floating swaps are recognised at fair value through profit or loss. The credit risk component of the change in fair value is recognised in "Other comprehensive income" (nil in 2023, and a positive €1 million in 2022).

The corresponding swaps are also measured at fair value through profit or loss, in accordance with the general rule for measuring derivatives set out in IFRS 9.

(e) See Note 31.7.

## 28.4 Bonds and subordinated debt

As 31 December 2023, group bonds with nominal values over €500 million break down as follows:

Date of issue	Maturity	Currency	Nominal interest rate	Nominal value (in millions of currency units)	Accounting treatment
2012-2013	2024	Euro	2.750%	1,000	Amortised cost
2015	2025	Euro	1.125%	750	Amortised cost
2018	2028	Euro	1.450%	500	Amortised cost
2019	2027	Euro	0.375%	1,000	Amortised cost
2019-2021-2022	2034	Euro	1.000%	1,000	Amortised cost
2020-2021-2022	2026	Euro	0.625%	875	Amortised cost
2020	2032	Euro	1.375%	1,150	Amortised cost
2021-2022	2029	Euro	0.000%	1,050	Amortised cost
2021-2023	2036	Euro	0.625%	1,150	Amortised cost
2022	2028	Euro	2.625%	600	Amortised cost
2022	2033	Euro	3.125%	600	Amortised cost
2023	2030	Euro	3.750%	750	Amortised cost
2023	2035	Euro	4.000%	950	Amortised cost
<b>TOTAL BONDS AT AMORTISED COST</b>				<b>11,375</b>	

At 31 December 2023, bonds break down by rate type as follows:

(in € millions)	Debt breakdown before fixed-for-floating swaps		Impact of fixed-for-floating transactions	Debt breakdown after fixed-for-floating swaps	
Fixed-rate borrowings	11,261	100%		11,261	100%
Floating-rate borrowings			0	0	0%
<b>TOTAL BORROWINGS</b>	<b>11,261</b>	<b>100%</b>	<b>0</b>	<b>11,261</b>	<b>100%</b>

The fixed-for-floating swaps mentioned above were used to turn a fixed interest rate into a floating rate at any time between the debt issue and maturity.

Furthermore, floating-for-fixed swaps were also used to turn the interest rates for a portion of these borrowings back into fixed rates for short periods ranging from one to five years.

The floating rate loans hedged by these swaps were repaid in 2023.

La Poste no longer holds any swaps turning interest rates back to fixed rates.

### Breakdown of debt by currency

All bonds were denominated in euros at 31 December 2023.

US-dollar-denominated subordinated notes hedged by a cross-currency swap designated as a cash flow hedge, whereby both interest rate risk and exchange rate risk are hedged, were redeemed during the year.

## 28.5 Derivative instruments for industrial and commercial activities

(in € millions)	Fair value at 31/12/2023		Fair value at 31/12/2022	
	Assets	Liabilities	Assets	Liabilities
<b>TRADING DERIVATIVES AT FAIR VALUE THROUGH PROFIT OR LOSS</b>				
Fixed-for-floating derivatives	0	0	17	0
Floating-for-fixed derivatives	0	0	2	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>0</b>
<b>HEDGING DERIVATIVES</b>				
Cash-flow hedges	1	0	8	0
<b>Total debt-related derivatives</b>	<b>1</b>	<b>0</b>	<b>27</b>	<b>0</b>
<b>OTHER</b>				
Currency/exchange derivatives	7	12	17	27
<b>TOTAL DERIVATIVES (EXCLUDING BANKING ACTIVITIES)</b>	<b>8</b>	<b>12</b>	<b>44</b>	<b>27</b>
<b>AMORTISABLE BALANCE ON INTERRUPTED HEDGING DERIVATIVES</b>				
Cash flow hedging derivatives	3	0	4	0

## 28.6 Other debt

### La Poste savings bonds

This line represents La Poste's savings bond liabilities. All of the bonds had matured at the end of 2023.

### Commercial paper

Commercial paper issued by La Poste and outstanding at 31 December 2023 had maturities of three months or less and represented €200 million (€150 million at 31 December 2022).

### Deposits and guarantees received

This line primarily corresponds to security deposits received in respect of financial instruments put in place to manage bonds.

## NOTE 29 Group net debt

### 29.1 Group net debt position

(in € millions)	Note	31/12/2023	31/12/2022
Cash and cash equivalents (balance sheet line)	24	3,650	4,537
Debt-related derivative assets		8	44
Security deposits paid in connection with derivatives, recognised as assets		8	13
Investment securities with initial maturities of over 3 months and UCITS	21	208	581
Net financial receivable from (payable to) La Banque Postale		152	66
<b>Cash and other asset items (1)</b>		<b>4,026</b>	<b>5,242</b>
Medium and long-term bonds and debt	28.1	10,432	10,134
Short-term bonds and debt	28.1	1,513	1,430
Lease liabilities	28.1	4,078	3,869
<b>Gross debt (2)</b>		<b>16,023</b>	<b>15,432</b>
<b>NET DEBT (2) - (1)</b>		<b>11,997</b>	<b>10,191</b>
Increase/(Decrease) in net debt at 31 December 2023		1,806	

### 29.2 Changes to group net debt

(in € millions)	Footnote	2023	2022
<b>Net cash from/(used in) operating activities</b>	SCF <sup>(a)</sup>	<b>1,536</b>	<b>3,578</b>
Net cash from/(used in) investing activities	SCF	(1,503)	(2,048)
Elimination of changes in financial assets held for cash management purposes	SCF	(380)	230
<b>Net cash from/(used in) investing activities excluding acquisitions and disposals of financial assets held for cash management purposes<sup>(b)</sup></b>		<b>(1,882)</b>	<b>(1,818)</b>
Perpetual loans classified as equity <sup>(c)</sup>	SCF	0	29
Dividends paid to shareholders and remuneration of hybrid subordinated notes	SCF	(135)	(442)
Purchases of non-controlling interests	SCF	(63)	(139)
Net interest expense		(198)	(214)
Changes in fair value of debt and derivatives		2	18
Impact of changes in consolidation scope on gross debt (incl. lease liabilities)		(12)	(10)
Non-cash changes in lease liabilities (IFRS 16)		(1,051)	(966)
Net debt of subsidiaries held for sale		(8)	(1)
Commitment to pay dividends to non-controlling interests		3	3
Other items <sup>(d)</sup>		3	6
<b>Cash flows and changes in debt from financing activities</b>		<b>(1,460)</b>	<b>(1,717)</b>
<b>DECREASE/(INCREASE) IN NET DEBT SINCE 1 JANUARY</b>		<b>(1,806)</b>	<b>42</b>
Opening net debt		(10,191)	(10,233)
Closing net debt		(11,997)	(10,191)

(a) "SCF" refers to the "Industrial and commercial activities" column of the consolidated statement of cash flows.

(b) "Net cash from/(used in) investing activities" differs from the item in the statement of cash flows due to the exclusion of "Change in financial assets held for cash management purposes". These assets are deducted when calculating net debt.

(c) Perpetual notes issued by Asendia in 2022.

(d) The "Other items" line includes the impact of changes in exchange rates on net debt.

## NOTE 30 Employee benefits

### 30.1 Changes in provisions for employee benefits

Provisions for employee benefits changed as follows in 2023:

(in € millions)	31/12/2022		Changes in scope of consolidation	Increases	Decreases (utilisations)	Reversals (surplus)	Net interest cost	Other changes	31/12/2023	
	Current	Non- current							Current	Non- current
Retirement benefits <sup>(a)</sup>	29	580	1	83	(72)	(37)	13	8	23	581
Other post-employment benefits <sup>(b)</sup>	8	331	0	3	(28)	(303)	7	31	2	47
<b>Post-employment benefits</b>	<b>37</b>	<b>910</b>	<b>1</b>	<b>86</b>	<b>(100)</b>	<b>(340)</b>	<b>20</b>	<b>38</b>	<b>25</b>	<b>628</b>
<b>End-of-career benefits<sup>(c)</sup></b>	<b>432</b>	<b>767</b>	<b>0</b>	<b>173</b>	<b>(447)</b>	<b>0</b>	<b>34</b>	<b>(0)</b>	<b>385</b>	<b>575</b>
Severance payments	75	34	0	0	(10)	0	0	0	69	31
Long-term sick leave/ long-term paid leave	36	22	0	4	(12)	0	0	0	31	19
Accrued leave	147	147	0	21	(8)	0	0	0	153	153
Other long-term benefits	1	77	0	0	(4)	0	0	(0)	1	73
<b>Other employee benefits</b>	<b>259</b>	<b>280</b>	<b>0</b>	<b>25</b>	<b>(34)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>254</b>	<b>277</b>
<b>TOTAL</b>	<b>729</b>	<b>1,958</b>	<b>1</b>	<b>284</b>	<b>(581)</b>	<b>(340)</b>	<b>55</b>	<b>38</b>	<b>663</b>	<b>1,480</b>
	<b>2,687</b>								<b>2,143</b>	

(a) Including the reversal of €37 million provision that was no longer relevant relating to the impact of the French pension reform on employee retirement benefits (see Note 1.3).

(b) Including the reversal of €303 million provision that was no longer relevant relating to the cancellation of interest payments on La Poste retirees' demand deposits (see Note 1.3).

(c) Of which a €262 million allocation to cover the impact of the French pension reform on end-of-career benefits, partly offset by the effect of changes in enrolment assumptions (see Note 1.3).

### 30.2 Description of employee benefits

Post-employment and long-term obligations under defined benefit plans and the related costs are measured by the projected unit credit method, in accordance with IAS 19. Actuarial assessments are performed every year.

The assessment takes into account external economic assumptions (discount rates, inflation rates, pension increases, etc.), together with assumptions that are specific to La Poste (employee turnover rates, mortality rates, future salary levels, etc.).

#### 30.2.1 Pension obligations for La Poste civil servants

Article 150 of France's Amended 2006 Budget Law, published in the Official Legal Gazette of 31 December 2006, limits La Poste's obligation with respect to the pensions of its civil servant staff to the payment of employer contributions in full discharge of its liability for pension payments.

As a result, no provision for pension obligations towards civil servants is recorded in La Poste's financial statements.

The employer contribution paid by La Poste is calculated using a "competitive equity" rate, which aligns La Poste's mandatory payroll-based social security and tax contributions with those of other companies in the postal and banking sectors.

French Decree 2021-1210 of 20 September 2021, which entered into force the day after its publication, ratified a change in the methods used to determine the competitive equity rate so as to make its calculation more accurate with regard to the various social security and tax contributions paid by La Poste.

In application of this decree, the French State plans to recalculate the contributions paid for the years 2018 to 2020. The adjustment was taken into account when calculating the rate for the years 2021 to 2023. As a result, an €80 million reduction in pension expenses was recognised for each of these three financial years.

### 30.2.2 Post-employment benefits for La Poste civil servants

Other post-employment benefit obligations comprise:

- employee welfare services provided to civil servants, including holiday discounts;
- grants to organisations that provide services to retired civil servants.

In addition, a loyalty bonus was granted to retired civil servants who hold their pension in a La Banque Postale account. The bonuses have been withdrawn with effect from 31 December 2023 (see Note 1.3).

### 30.2.3 Retirement benefits for contract staff of La Poste and group subsidiaries in France

Employees retiring from the company and eligible for a pension receive retirement benefits, based on length of service and final salary.

### 30.2.4 Pension plans for employees of group subsidiaries outside France

Pension obligations for the group's subsidiaries outside France primarily relate to the Geopost sub-group and the Geopost UK subsidiary. Geopost UK's obligations are covered by a pension fund.

## 30.3 Actuarial assumptions

The actuarial assumptions used to measure employee benefit obligations are reviewed and updated once a year at year-end.

The main assumptions used at 31 December 2023 are as follows:

- the probability of active employees staying with the group, mortality rates and estimated future salary levels;
- retirement assumptions for employees of companies outside France and employees governed by foreign collective bargaining agreements, which take into account local economic and demographic factors;

### 30.2.5 End-of-career arrangements

Subject to certain conditions, La Poste employees benefit from end-of-career arrangements. These plans are or have been offered to people who meet a minimum-age requirement of between 53 and 60 years, depending on certain criteria (physically demanding position, field or office work, length of service, etc.).

During the term of the plan, in most cases beneficiaries receive 70% of full-time remuneration in exchange for a reduced operational workload.

Provisions for the cost of end-of-career arrangements cover both firm and expected commitments to make these arrangements available to employees after the year end.

At 31 December 2023, unlike at the previous year-end, the provisions only covered the liability towards employees who had enrolled in these arrangements at that date, as no commitment was given during the year to make the arrangements available to employees after the year end.

### 30.2.6 Other long-term benefits

Other long-term benefits comprise paid leave schemes, including:

- **accrued leave:** accrued leave is a scheme that allows employees to carry forward part of their unused earned leave to future periods. The provision for accrued leave corresponds to the value of the leave rights included in this scheme;
  - **supplementary leave:** civil servants from originate from or work in France's overseas departments benefit from paid supplementary leave and paid travel expenses. The provision covers these supplementary leave and travel rights;
  - **long-term sick leave/long-term paid leave:** the provision for long-term sick leave and long-term paid leave is designed to cover the costs of future leave initiated at year-end. This provision is measured at every year-end for all employees concerned, on the basis of future entitlements expressed in payable index points.
- an assumed average benefit increase of 2%;
  - provisions for obligations relating to end-of-career arrangements that form part of agreements, calculated on the basis of (i) definite enrolments in these plans at the reporting date, and (ii) Management's best estimate of probable future enrolments up until the expiry date of the agreements. As explained above, the end-of-career arrangements in place in 2023 ceased to be available as from 31 December and no new arrangements were offered before the year end.

- discount rates used for actuarial assessments as at period-end, determined with reference to a basket of AA-rated corporate bonds published by Reuters, as follows:

Maturity	5 years	10 years	15 years	20 years
<b>2023</b>				
Eurozone	3.1%	3.0%	3.2%	3.3%
UK	4.2%	4.1%	4.4%	4.5%
<b>2022</b>				
Eurozone	3.7%	3.7%	3.8%	3.7%
UK	5.1%	4.7%	4.8%	4.9%

Inflation assumptions used for the UK were 3.05% (Retail Price Index - RPI) and 2.3% (Consumer Price Index - CPI), and respectively 3.15% and 2.4% in 2022.

### 30.4 Changes in post-employment benefit obligations

(in € millions)	2023	2022
<b>Obligations at beginning of period</b>	<b>1,140</b>	<b>1,248</b>
Current service cost	48	63
Interest cost	33	17
Benefits paid	(72)	(62)
Employee contributions	2	1
Actuarial (gains)/losses relating to changes in assumptions <sup>(a)</sup>	35	(162)
Actuarial (gains)/losses relating to experience adjustments	6	26
Translation adjustments	5	(9)
Changes in scope of consolidation	(2)	0
Plan amendment	(345)	
Other	2	18
<b>OBLIGATION AT END OF PERIOD</b>	<b>853</b>	<b>1,140</b>
<b>Plan assets at beginning of period</b>	<b>193</b>	<b>273</b>
Expected return on assets	9	5
Employer contributions	9	26
Employee contributions	3	3
Benefits paid	(18)	(21)
Actuarial gains and losses	(0)	(82)
Translation adjustments	5	(9)
<b>PLAN ASSETS AT END OF PERIOD</b>	<b>200</b>	<b>193</b>
Obligation	853	1,140
Plan assets <sup>(b)</sup>	(200)	(193)
<b>PROVISION</b>	<b>653</b>	<b>947</b>
of which non-current provision	628	910
of which current provision	25	37

(a) Actuarial gains and losses recognised in 2023 and 2022 mainly arise from changes in financial assumptions.

(b) Plan assets primarily correspond to UK plans. Their amounts are slightly in excess of the related obligations.



▼ CHANGES IN ACTUARIAL GAINS AND LOSSES<sup>(a)</sup>

(in € millions)	2023	2022
<b>Actuarial (gains)/losses at beginning of period</b>	<b>39</b>	<b>93</b>
Actuarial (gains)/losses relating to changes in assumptions	35	(162)
Actuarial (gains)/losses relating to experience adjustments	6	26
Actuarial (gains)/losses on plan assets	0	82
<b>ACTUARIAL (GAINS)/LOSSES AT END OF PERIOD</b>	<b>80</b>	<b>39</b>

(a) Recognised in "Other comprehensive income".

## ▼ BREAKDOWN OF PLAN ASSETS

Type of assets	2023	2022
Equities	4%	11%
Debt securities	45%	43%
Liability-driven Investment (LDI) funds	30%	20%
Insurance contracts	9%	9%
Other	12%	16%

## Discount rate sensitivity

A 50-basis point decrease in the discount rate would result in an increase of approximately €43 million in the group's net post-employment benefit obligations.

## 30.5 Analysis of post-employment benefit expense

(in € millions)	2023	2022
Current service cost	48	63
Interest cost	33	17
Expected return on assets	(9)	(5)
<b>EXPENSE/(INCOME) FOR THE PERIOD</b>	<b>73</b>	<b>76</b>

## 30.6 Expected cash outflows

The table below presents an estimate of the benefits payable over the next five years in respect of defined-benefit post-employment benefits:

(in € millions)	Cash outflows
2024	50
2025	46
2026	39
2027	37
2028	35

At 31 December 2023, the average duration of post-employment benefits was around 20 years.

## NOTE 31 Banking and insurance activity financial liabilities

### 31.1 Financial liabilities at fair value through profit or loss

(in € millions)	31/12/2023	31/12/2022
<b>Debt securities</b>	<b>3,869</b>	<b>2,443</b>
Interest rate	3,188	3,241
Exchange rate	571	941
Credit	3	1
Equity and index instruments	276	256
Other	2	4
<b>Derivative instruments</b>	<b>4,041</b>	<b>4,443</b>
Credit institutions	1,313	5,699
Customers	4,362	774
<b>Securities and other assets sold under collateralised repurchase agreements</b>	<b>5,675</b>	<b>6,473</b>
<b>TOTAL</b>	<b>13,585</b>	<b>13,359</b>

### 31.2 Hedging derivatives

(in € millions)	31/12/2023	31/12/2022
Interest-rate derivatives	2,163	2,350
Forex instruments	21	22
Other instruments	(1)	
<b>TOTAL</b>	<b>2,183</b>	<b>2,371</b>

### 31.3 Liabilities due to central banks and credit institutions

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Current accounts in credit	624	1,324
Overnight accounts and borrowings	682	(0)
Other amounts due	2	3
<b>Demand deposits from credit institutions</b>	<b>1,308</b>	<b>1,326</b>
Term deposits	3,170	7,960
Securities and other assets sold under collateralised repurchase agreements	29,097	34,723
<b>Term liabilities due to credit institutions</b>	<b>32,268</b>	<b>42,683</b>
<b>TOTAL</b>	<b>33,576</b>	<b>44,009</b>

(a) Restated for the first-time application of IFRS 17.

### 31.4 Customer deposits

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Livret A	68,696	67,459
PEL/CEL home savings plans and accounts	25,447	29,068
Other regulated savings accounts	30,076	27,515
<b>Regulated savings accounts</b>	<b>124,219</b>	<b>124,042</b>
Current accounts in credit	78,410	82,921
Overnight accounts and borrowings	4,914	2,280
Other amounts payable to customers	1,553	1,332
<b>Customer demand deposits</b>	<b>84,877</b>	<b>86,533</b>
Term deposits	700	1,305
Term deposit accounts in credit	3,789	533
Securities and other assets sold under collateralised term repurchase agreements	11,410	3,299
<b>Customer term deposits</b>	<b>15,899</b>	<b>5,137</b>
<b>TOTAL</b>	<b>224,995</b>	<b>215,712</b>

(a) Restated for the first-time application of IFRS 17.

### 31.5 Debt securities

(in € millions)	31/12/2023	31/12/2022
Certificates of deposit and commercial paper	14,116	13,397
Bonds	20,198	15,655
<b>TOTAL</b>	<b>34,314</b>	<b>29,052</b>

### 31.6 Insurance contracts issued and reinsurance contracts held (see Note 35.3)

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Insurance contracts issued – Liabilities – BBA/VFA	374,415	360,542
Insurance contracts issued – Liabilities – PAA	1,620	1,584
Acquisition costs not yet allocated to contracts – Liabilities	0	0
Liabilities related to ceded investment contracts without DPF – Insurance	2,395	2,453
<b>Insurance contracts issued – Liabilities</b>	<b>378,430</b>	<b>364,580</b>
Reinsurance contracts held – Liabilities – BBA	35	20
Reinsurance contracts held – Liabilities – PAA	20	13
Liabilities related to ceded investment contracts without DPF – Reinsurance	0	0
<b>Reinsurance contracts held – Liabilities</b>	<b>55</b>	<b>33</b>
<b>TOTAL</b>	<b>378,485</b>	<b>364,613</b>

(a) Restated for the first-time application of IFRS 17.

### 31.7 Other financial liabilities

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Deferred income/(expense)	470	451
Other accruals	882	683
<b>Accruals</b>	<b>1,352</b>	<b>1,134</b>
<b>Securities-related liabilities</b>	<b>42</b>	<b>77</b>
<b>Security deposits received</b>	<b>1,246</b>	<b>2,313</b>
Lease liabilities	175	214
Other miscellaneous payables	4,228	2,733
<b>Other payables</b>	<b>4,403</b>	<b>2,948</b>
<b>Securities settlement accounts</b>	<b>6</b>	<b>8</b>
<b>Home savings provisions</b>	<b>102</b>	<b>106</b>
<b>OTHER FINANCIAL LIABILITIES</b>	<b>7,151</b>	<b>6,586</b>

(a) Restated for the first-time application of IFRS 17.

## 31.8 Subordinated debt

(in € millions)	31/12/2023	31/12/2022
Subordinated debt	9,450	9,099

Subordinated debt can be analysed as follows:

(in € millions)	Date of issue	Maturity date	Interest rate	Amounts in issue currency	Currency	31/12/2023 <sup>(a)</sup>	31/12/2022 <sup>(a)</sup>
<b>Redeemable subordinated notes</b>						<b>8,627</b>	<b>8,254</b>
La Banque Postale	09/06/2016	09/06/2028	3.00%	500	EUR	470	445
La Banque Postale	05/10/2016	05/10/2028	2.25%	100	EUR	91	85
La Banque Postale	19/01/2017	09/06/2028	3.00%	150	EUR	142	134
La Banque Postale	26/10/2020	26/01/2031	0.875%	500	EUR	474	453
La Banque Postale	02/02/2021	02/08/2032	0.75%	500	EUR	453	426
La Banque Postale	27/04/2021	02/08/2032	0.75%	250	EUR	227	213
La Banque Postale	05/12/2022	05/03/2034	5.50%	500	EUR	526	486
CNP Assurances	24/06/2003	23/06/2023	4.7825% until 2013, then 3-month Euribor +200 bps from 24/06/2013	200	EUR		202
CNP Assurances	05/06/2014	05/06/2045	4.25% until June 2025, then reset at the 5-year fixed swap +360 bps	500	EUR	532	547
CNP Assurances	10/12/2015	10/06/2047	4.5% until June 2027, then 3-month Euribor +460 bps	750	EUR	845	867
CNP Assurances	22/01/2016	22/01/2049	6% throughout the life of the notes	500	USD	502	528
CNP Assurances	05/02/2019	05/02/2029	2.75% throughout the life of the notes	500	EUR	558	567
CNP Assurances	27/11/2019	27/07/2050	2.00% until June 2030, then 3-month Euribor +300 bps	750	EUR	774	776
CNP Assurances	10/12/2019	15/01/2027	0.80% throughout the life of the notes	250	EUR	253	254
CNP Assurances	30/06/2020	30/09/2051	2.5% until June 2031, then 3-month Euribor +365 bps	750	EUR	759	759
CNP Assurances	08/12/2020	08/03/2028	0.375% until 03/2028	500	EUR	502	502
CNP Assurances	12/10/2021	12/10/2053	1.875% until Oct. 2033, then 3-month Euribor +270 bps	500	EUR	502	502
CNP Assurances	27/01/2022	27/01/2029	1.25% throughout the life of the notes	500	EUR	506	509
CNP Assurances	18/01/2023	18/07/2053	5.25% until July 2033, then 3-month Euribor +345 bps	500	EUR	512	
<b>Perpetual subordinated notes</b>						<b>823</b>	<b>845</b>
CNP Assurances	15/11/2004		4.93% until 2016, then 3-month Euribor +160 bps from 15/11/2016	90	EUR	90	89
CNP Assurances	15/11/2004		3-month Euribor +70 bps until 2016, then 3-month Euribor +160	93	EUR	93	92
CNP Assurances	07/04/2021		4.875% until April 2031, then 5-year CMT +318.3 bps	700	USD	641	664
<b>TOTAL DEEPLY SUBORDINATED DEBT</b>						<b>9,450</b>	<b>9,099</b>

(a) Balance sheet value including hedging effect and accrued interest.

## NOTE 32 Trade and other payables

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Trade payables and related accounts	5,769	5,493
Tax and social security liabilities	2,421	2,423
Payables to suppliers of non-current assets	597	728
International mail payables	728	780
Customer advances and deposits	183	208
Other operating payables	442	320
<b>TOTAL</b>	<b>10,140</b>	<b>9,950</b>

(a) Restated for the first-time application of IFRS 17.

## ADDITIONAL INFORMATION

### NOTE 33 Information on risks excluding banking activities

The main purpose of the group's financial liabilities is to finance its operating activities, ensure sufficient liquidity and allow for acquisitions. The group uses derivative instruments, mainly interest rate swaps and currency swaps, for the purpose of managing interest rate risk and currency risk on its euro and foreign currency borrowings.

The group also holds financial assets such as cash and cash equivalents and short-term investments, which are generated directly by its business activities and whose associated risks (counterparty and liquidity risks) are managed daily.

La Poste Groupe takes a cautious approach to risk management based on a system of alerts and notional limits for each of the financial risks to which it is exposed through its financial activities. These limits and alerts are set down in a document called the "Limits Handbook", which is updated regularly based on changes in the business activities of the Financial Transactions and Treasury Department.

A summary of financial risks is presented to La Poste's Audit Committee every year. In 2023, this summary described in particular the changes made to the Limits Handbook during the year and approved by the governance set up by the group.

### 33.1 Credit and counterparty risk

Credit risk is the risk of the group suffering a financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations. This risk mainly arises from investment securities and derivative instruments.

#### Investment securities

La Poste's cash and cash equivalents are invested in interest-bearing accounts, bank term deposits, UCITS and negotiable debt securities with a minimum short-term rating of A2/P2 at purchase. Credit risks are controlled by a system of limits representing the maximum nominal amount not to be exceeded per UCITS or issuer. The group also excludes the riskier types of investment securities and issuers presenting too much risk.

In the event where a portfolio investment's short-term ratings fall below A2/P2, the security must be sold "at best", unless the group Financial Committee makes an overriding decision.

In addition, to limit the risk of loss on the asset investment portfolio (excluding cash UCITS), a maximum loss limit has been introduced. This limit represents the statistical loss on the asset investment portfolio within a 97.5% interval. It is calculated based

on the credit default swaps (CDSs) of each security in the portfolio, weighted by their residual maturity.

#### Derivative instruments

La Poste is exposed to a risk of its market counterparties defaulting, given its presence in derivative markets.

Exposure related to its instruments is assessed through the net market value of derivatives per counterparty after taking into account guarantees received or provided for collateralisation agreements.

Commitments with La Poste's counterparties are subject to systematic collateralisation agreements that reduce the risk of default at the franchise level.

#### Trade and other receivables

Impairment is calculated on an individual basis, based on an assessment of the risk of non-recovery. No group customer accounts for more than 10% of consolidated revenue.

## 33.2 Liquidity risk

The group strives to have sufficient financial resources at all times to finance recurring business activities and the capital expenditure needed for future growth. The aim of liquidity management is to enable the group to access financial resources in line with its needs in terms of value and time to obtain.

Financial needs are measured through cash flow forecasts (annual, monthly or weekly depending on what is at stake), and the resulting liquidity risk is addressed by:

- negotiating confirmed credit facilities with financial institutions. The group has access to a five-year €1 billion syndicated credit facility maturing in March 2025, for which it received commitments from the eleven banks in the banking syndicate (see Note 38.3.2);
- thus keeping at all times a minimum amount of “security cash” in cash and cash equivalents and in investments maturing within one year taken individually and whose average maturity does not exceed 90 days. This minimum amount is set at €1.2 billion and is defined and monitored by the group’s Financial Committee;

- issuing short-term negotiable debt securities (Negotiable European Commercial Paper and Euro Commercial Paper) in order to compensate for changes in cash and bond debt (senior, hybrid and green) and thereby meet the group’s long-term needs;
- carrying out prospective monitoring of indicators linked to short- and long-term equity markets in order to anticipate liquidity crisis situations.

The table below presents contractual cash flows relating to non-derivative financial liabilities, as well as contractual cash flows relating to debt management derivatives, regardless of whether they are shown as liabilities or assets. These flows are not discounted and their amounts may therefore differ from those recognised in the balance sheet.

The liabilities do not have any specific clause likely to significantly change the terms.

2023 (in € millions)	Balance sheet amounts	2024 flows		2025 flows		2026-2028 flows		2029 flows and beyond	
		Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal
<b>Bonds</b>	<b>11,261</b>	<b>186</b>	<b>1,000</b>	<b>159</b>	<b>750</b>	<b>436</b>	<b>2,975</b>	<b>597</b>	<b>6,650</b>
Borrowings at amortised cost	11,261	186	1,000	159	750	436	2,975	597	6,650
Borrowings at fair value	(0)								
<b>Subordinated debt</b>	<b>(0)</b>								
<b>Other debt</b>	<b>4,638</b>	<b>122</b>	<b>1,178</b>	<b>99</b>	<b>693</b>	<b>201</b>	<b>1,389</b>	<b>235</b>	<b>1,374</b>
Lease liabilities	4,078	120	790	99	676	201	1,338	235	1,272
La Poste savings bonds	51		51						
Commercial paper	200	2	198						
Current bank facilities	68		68						
Deposits and guarantees received	58		6		11		33		8
Other borrowings at amortised cost	183		65		6		18		94
<b>Derivative instruments</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>9</b>	<b>(7)</b>
Derivative liabilities	12	1		1		2		0	1
Derivative assets	(8)	2		2		7		9	(8)
<b>TOTAL</b>	<b>15,902</b>	<b>311</b>	<b>2,178</b>	<b>260</b>	<b>1,443</b>	<b>645</b>	<b>4,364</b>	<b>841</b>	<b>8,017</b>

## 33.3 Interest rate risk

The group’s interest rate risk stems from changes in market rates (principally the €STR and three-month Euribor), which would result in higher interest expense on borrowings, lower returns on investments or the loss of opportunity when rates change unfavourably.

To manage interest rate risk, the group has established:

- an active strategy to manage its bond debt based on the use of derivative instruments to take advantage of market opportunities and reduce the cost of its bonds;
- an active strategy to manage its investments based on the use of derivatives to guarantee returns and adjust the group’s exposure to interest rate fluctuations;
- prospective monitoring over twelve rolling months of its net debt and investment position indexed to market rates, and of the fluctuation of financial income and expense resulting from adverse changes in market rates (with a limit when the estimated impact exceeds 2% of average net profit or loss

attributable to owners of the parent over last three financial years). This monitoring notably serves to allow active debt and investment management strategies to be adjusted as needed and to limit the impact of significant increase or decrease in interest rates.

### Sensitivity analysis

A sudden, uniform 50-basis point increase in the market yield curve would not result in an increase in the group’s annual financial expense, after taking into account debt management derivative instruments (unchanged from 2022).

The debt measured at fair value through profit of loss (representing a nominal amount of €580 million) and the related hedges (swaps) expired in June 2023. Consequently, no sensitivity analysis was necessary at 31 December 2023. At 31 December 2022, a sudden, uniform 50-basis point increase in the market yield curve would have resulted in a €1.4 million gain in earnings.

### 33.4 Currency risk

The group conducts international business activities, from France or its foreign subsidiaries, through its Services-Mail-Parcels and Geopost business lines.

To support its international expansion and the resulting currency risk, the group has established a currency risk management policy. This policy targets as a priority:

- acquisitions of foreign currency securities;
- foreign currency debt and loans;
- foreign currency net assets held and consolidated by the group.

This policy defines the governance, hedging conditions and materiality thresholds for these different types of exposure.

To date, and in accordance with the established thresholds and conditions, the group uses forex derivatives qualified as hedging instruments under IFRS and backed by:

- its dollar-denominated equity investments, hedged in part by euro-dollar currency swaps and dollar-denominated debt (USD 45 million);
- its equity investments denominated in Singapore dollars (SGD), hedged in part by forward SGD sales against the euro (SGD 170 million);

- its equity investments in United Arab Emirates dirhams (AED), hedged in part by forward AED sales against the euro (AED 1,060 million).

Other forex derivatives, not qualified as hedges under IFRS, are used for economic hedging purposes.

The bulk of these operating activities generates income and expenses denominated in the subsidiaries' functional and accounting currency. Residual currency risk related to operations currently only involves marginal amounts in relation to the size of the group.

At 31 December 2023, the accounting currency effect on revenue amounted to a negative €84 million, stemming mainly from the pound sterling (negative €56 million), the rouble (negative €43 million), the zloty (positive €25 million), the Mexican peseta (positive €25 million), the US dollar (negative €14 million), the South African rand (negative €9 million) and the Brazilian real (negative €8 million). The accounting impact of currency fluctuations on operating profit/(loss) amounted to almost a negative €16 million in 2023.

## NOTE 34 Information on risks relating to banking activities

### 34.1 Structural risk factors

La Banque Postale has a Risk Taxonomy representing the framework of risk factors to which it is exposed. Its purpose is to create a shared risk language across all of the La Banque Postale group's entities (banking, insurance and asset management sectors).

La Banque Postale has a risk map that scores all of these risks and enables it to comply with the applicable regulatory requirements of the banking and insurance sectors (government order of 3 November 2014 on internal control, FICOD, SSM publications, etc.). It is also used as a support for the various cross-functional risk management exercises (such as ICAAP, Risk Appetite Statement and Dashboard, New Product Analysis, Stress Tests, etc.).

This risk map sets out and classifies all of the risks to which the conglomerate is exposed.

The risk factors are broken down into seven categories.

The 2024 risk map was validated by the Executive Board of La Banque Postale on 2 October 2023. The main changes include:

- the review and improvement of certain risk definitions;
- the reallocation of risks within the seven risk categories (compared with eight risk categories in the 2022 exercise: elimination of the intra-group risk category, the components of which are transferred to strategic and business risks);
- the risk of a mismatch between La Banque Postale's strategic business ambitions and its ESG commitments (including its Mission-led Company status) has been added to underline its importance in the Group's strategic ambitions;
- the taxonomy of environmental risks has been expanded to include two components in order to take biodiversity risk into account: the physical risk associated with nature and the transition risk associated with nature;
- the taxonomy has been extended to include new conglomerate-level operational risks.

### 34.2 Credit risk

The measures taken to hedge credit risk are intended to reflect the environment in which the group operated in 2023.

The information presented in this note also factors in these developments.

#### 34.2.1 Developments in the geopolitical and macro-economic environment

During 2023, the Group operated in a context marked by a deteriorated macro-economic environment, with sluggish growth prospects in France, increased volatility on the financial markets,

very gradual disinflation and a fall in the valuation of certain assets against a backdrop of heightened geopolitical tensions (ongoing armed conflict between Ukraine and Russia and war between Hamas and Israel since last October).

The main areas of concern are managing the upturn in business volumes without any deterioration in profitability, monitoring corporate loan portfolios which are showing the first signs of deterioration, balance sheet management and the liquidity situation, with a particular focus on the savings businesses (including life insurance, in France and Italy).

The impacts for the group of the situation in France are as follows:

- the impact of inflation, which is weighing on consumer confidence and spending, even though it began to fall in the final quarter of 2023;
- the impact of a possible rise in unemployment;
- the impact of the worsening business climate and an increase in the number of company failures (up 34% year-on-year, although the annual number of failures is still well below the average level recorded for the 2010-2019 period, before Covid-19);
- the impact of monetary policy on the real estate sector and then on other sectors in the coming weeks as a result of the deterioration in financing conditions;
- the impact of the geopolitical/energy context. The group's loan book has no exposure to Ukraine and Russia. Its subsidiary CNP Assurances has minor exposure.

The quality of the loan book remains good, with no major increase in claims, particularly in retail banking, where there has been no significant change in consumer in consumer credit or home loan exposures. However, the first signs emerged of a deterioration in exposures to business customers. Loans included on the watchlist (mainly loans to professionals, SMEs and intermediate-sized businesses) rose by 24% over the year, and new specific loss allowances were booked at the year end.

The actions to take better account of potential impacts of changes in the macroeconomic environment can be summed up as follows:

- **Corporate customers:** the group adjusted its industry-specific measures according to changes in the economic environment observed during the financial year (withdrawal from air transport and tourism in the first half, withdrawal from photovoltaics in the second half, and increase in loss allowances in the real estate sector) and updating measures for heavily indebted corporate customers (loss allowances on leveraged transactions with downgraded ratings). Adjustments were also made to the level of individual loss allowances on known cases;
- **Corporate real estate:** exposure to the real estate sector, the largest sector in La Banque Postale's corporate portfolio, remained stable at €5,645 million at the end of December 2023 (17% in 2023 vs 18% in 2022). The amount is calculated as follows: 69% in medium to long-term loans, 13% in RCF and 8.7% in property leasing. Of this portfolio, €3.8 billion was secured by real estate assets. Office properties account for 51% of these assets, 82% of which are located in the Paris region (of which 40% in Paris) and 18% in the regions. The vacancy rate for the Paris office portfolio was in line with market data, which pointed to a 2% vacancy rate in the third quarter of 2023. In the La Défense business district, the market vacancy rate topped 15%. Given the nature of the assets financed and their location in Paris, the average LTV (loan to value) of the portfolio was only slightly impacted by last year's lower appraisal values (50.1% vs 49.2% at 31 December 2022).

In light of the observed trends in the commercial real estate market, industry specific provisions for non-performing loans were increased in 2023 for this customer segment;

- **Individual customers:** although the inflation rate eased, the ending of government support measures exacerbated the difficulties experienced by La Banque Postale customers on low incomes, who are particularly vulnerable to sharp price rises. For this reason, the group maintained provisions covering part of the inflation risk for vulnerable customers with consumer loans or home loans.

## Impact on the measurement of credit risk

At 31 December 2023, cost of risk amounted to €201 million.

Non-performing exposure (NPE) was 1.4% (for customers and securities), an increase on the end-December 2022 level of 1.2% that was mainly due to a case being reclassified to Bucket 3; excluding this loan, the NPE rate remained stable.

The coverage rate for non-performing exposures remained stable at 35.8% at end-December 2023 compared with 35.5% at 31 December 2022.

With regard to the rest of the loan book, there has been no significant increase in claims on either the retail or corporate portfolios during the year, although early warning signs have been observed in certain customer categories (small businesses, with no particular sector driving trends).

In addition, the Bucket 2 exposure rate fell to 8.7%. The greatest improvement in 2023 concerned the retail portfolio, due to the inclusion of a minimum probability of default level in the calculation of provisions for inflation risks recorded for the first time at 31 December 2022, in order to target only the most vulnerable customers.

The classification and provisioning of exposures at 31 December 2023 continue to be based on:

- automatic processes for identifying potential significant increases in credit risk and for classifying or proposing classification in "buckets" in accordance with IFRS 9;
- control and approval processes performed by the Group Risk Department and individual or collective adjustment decisions taken as part of the exposure monitoring process (watchlists, sector-based measures, etc.).

La Banque Postale updated its macro-economic scenarios at 31 December 2023, along with the related risk parameters used to determine statistical provisions. The impact on credit risk assessments of the uncertainty caused by the crisis (and its macro-economic consequences) is reflected in La Banque Postale's financial statements through management measures adapted to each major customer segment. These measures were taken by the Group Risk Department after reviewing the entire loan book.

## Corporate customers

2023 cost of risk for Corporate and Investment Banking customers results from:

- La Banque Postale's exposure monitoring process specific provisioning decisions made by dedicated committees for outstanding loans under surveillance (included on the watchlist and/or credit impaired loans classified in bucket 2 and defaulted loans classified in bucket 3 under IFRS 9);
- application of sector-specific or other general loss provisioning principles;
- statistical provisions recognised on the rest of the performing loan book not subject to individual or general provisions.

In summary, general provisioning measures in force at 31 December 2023 concerned:

- sectors subject to industry-specific measures:
  - certain segments of the Retail sector,
  - the most vulnerable groups in the Automotive sector,



- the Commercial Real Estate sector, except for city-centre locations, with loss allowances increased in the second half of 2023 to take into account the impact of the worsening economic environment on medium and small owners of office properties outside Paris and property developers;
- the Agriculture sector;
- the measures previously applied in the Tourism, Hospitality & Leisure and Air Transport sectors were discontinued in the first half of 2023, in response to significantly improved conditions in these two sectors;
- the measures previously applied in the Photovoltaic Energy sector were discontinued in the second half of 2023, following the French Council of State's decision to cancel the electricity price cap introduced in the government order of 26 October 2021, leading to an overall improvement in the financial position of the companies in this sector;
- leveraged transactions (as defined in European Banking Authority guidelines), including LBOs, that have been subject to a ratings downgrade and are highly leveraged, in order to anticipate possible inflation-related cash flow difficulties.

The related exposures were reclassified to IFRS 9 Bucket 2 as La Banque Postale considered that there had been a significant increase in their credit risk since they were added to the loan book.

During the year 2023, no major losses were recorded on the corporate loan portfolio, although the number of corporate loans subject to special measures is increasing, mainly in the SME segment, without any impact on loss allowances at this stage.

At 31 December 2023, the Corporate and Investment Banking cost of risk amounted to €108 million, reflecting:

- the updated macroeconomic variables included in the scenarios used in provisioning models across all customer segments to which the Bank is exposed;
- the monitoring measures introduced in expectation of a possible deterioration of the macroeconomic environment, covering industry-specific provisions and loss allowances on leveraged corporate transactions;
- additional allocations to loss allowances relating primarily to the natural deterioration of the loan book and the downgrades applied to certain specific exposures (including provisioning decisions made by the Watchlist/Special Cases committees), including a known exposure that deteriorated during the period.

#### Retail customers

At 31 December 2023, the Corporate and Investment Banking cost of risk amounted to €93 million (of which €20 million corresponding to professional customers). The following adjustments were made to the retail loan book, with an impact on loss allowances:

- the macroeconomic variables included in the scenarios used in provisioning models were updated across all customer segments to which La Banque Postale is exposed;

- loans to customers that the Bank considers to be especially vulnerable in the current inflationary environment continued to be classified in bucket 2, using identification criteria that were fine-tuned during the year. These include customers who do not have any savings with the Bank and have a poor credit score (customers representing a risk above the default probability threshold introduced in the first half);
- the overlay used to calculate loss given default (LGD) for home loans secured by the underlying assets was maintained and represented 1.4% of Retail loss allowances.

There were no major changes in the credit risk associated with the retail loan book since the beginning of the year. In particular, the consumer finance loan book remained largely unaffected by the difficult economic environment.

### 34.2.2 General framework

The Group Risk Department (GRD) manages credit risk, i.e., the risk incurred by the group in the event of default by a customer or a group of connected customers considered as constituting a single risk within the meaning of Regulation (EU) No. 575/2013 of the European Parliament and the Council on prudential requirements for credit institutions and investment firms (CRR).

The Executive Board sets the fundamental risk management principles (strategic guidelines, values, risk appetite, governance). These principles are then approved by the Supervisory Board and are used as a basis by each business line for setting its priority actions and the associated risk management under the supervision of the Group Risk Department. These fundamental principles are set out in the Risk Management Operational Policy (RMOP).

La Banque Postale does not currently take climate risk into account for the calculation of its Expected Credit Losses (ECLs).

The reasons for this choice are set out below:

- the risk exposure of the current portfolio is considered as non-material:

**As regards transition risk**, the group's policy of favouring the financing of renewable energies and limiting its exposure to other sectors such as air transport means that its exposure to carbon-intensive sectors is low. It has virtually no exposure to fossil fuels and very low exposure to stranded assets (i.e., assets exposed to the risk of impairment or a fall in yields before the end of their useful life, as a result of regulatory, technological or market developments triggered by the occurrence of a climate, physical or transition risk).

**As regards physical risk**, given the low level of international exposure, it mainly concerns highly collateralised commercial property loans and home loans for properties whose geographical location does not point to any particular vulnerability over a one-year horizon,

Finally, the Group has adopted **general provisioning measures**, some of which apply to sectors or financing that may be considered vulnerable to climate risk (commercial and residential property, agriculture, automotive, etc.). These measures guarantee an appropriate level of cover even without industry-specific provisioning measures.

- the group focuses primarily on quantifying this risk and taking it into account in its financial and strategic risk management processes, using stress tests and economic capital measurements which better correspond to the time horizon for the occurrence of this type of risk.

Furthermore, the group currently prefers to quantify this risk and take it into account in its financial and strategic risk management using other methods such as stress testing and economic capital measurements, which were carried out at 31 December 2022 and better correspond to the time horizon for the occurrence of this type of risk. While at this stage no climate component is included in the calculation of expected credit losses, work has begun on this issue in response to the high expectations of regulators and supervisors in this area. This complex work requires the creation of databases for the reporting of climate hazards (comprising relevant data in sufficient quantity) in order to integrate this component directly into the risk parameters, while trying to limit use of the overlay approach. Complementary general approaches could also be envisaged if there are no planned changes to the related standards and the regulatory framework (European Taxonomy of Green Assets), once the relevant information becomes available (CSRD) or by drawing on other work (analysis of transition plans, etc.).

Some of this work should deliver results by 2024.

### 34.2.3 Significant increase in credit risk

#### Principles

La Banque Postale defines six principles for assessing a significant increase in credit risk in accordance with IFRS and the guidelines of the European Banking Authority (EBA) for moving loans from bucket 1 to bucket 2.

#### Principle 1 – Monitoring of credit risk

The credit quality of an asset is measured at the outset, i.e., it is a relative assessment applied at the level of the commitment. The ECL is measured on initial recognition of the asset and again at each reporting date to determine the asset's bucket classification.

A financial instrument is classified as sensitive (bucket 2) when there has been a significant decrease in credit quality since initial recognition (comparison of the asset's credit quality vs when it was first recorded in the balance sheet or recognised as an off-balance sheet commitment).

Effective from 2022, based on the recommendations of the European supervisor, the increase in credit risk is considered significant when the Probability of Default TTC (Through The Cycle, i.e., the value of a parameter averaged over a macro-economic cycle) associated with the customer's credit score used in the provisioning process has been multiplied by three since the loan was recorded in the portfolio.

#### Principle 2 – Monitoring of credit quality with the addition of a backstop

To supplement the first principle, La Banque Postale has added an absolute threshold criterion. The approach defined by the group combines a relative threshold and an absolute threshold.

The absolute threshold is based on two indicators:

- credit score or rating: the absolute quality level beyond which there is considered to be a significant increase in the assets' credit risk is set by customer segment and/or type of asset;
- past-due payments: contractual payments more than 30 days past due (see IFRS 9, paragraph 5.5.11).

#### Principle 3 – Use of a 12-month indicator for individual (retail) customers

Assessment of a significant increase in credit risk implies assessing at each reporting date the probability of a default occurring over the remaining life of the asset.

Rather than basing the assessment on the probability of a default over the remaining life of the asset, IFRS 9 allows for the use of a twelve-month risk of default if it is an appropriately documented reasonable approximation of the lifetime risk.

#### Principle 4 – The low credit risk concept

In determining whether a financial instrument represents a low credit risk, La Banque Postale may use its internal credit score or another rating that meets a universally accepted definition of "low credit risk" and takes into account the risks and the type of financial instrument being assessed. For example, a financial instrument rated investment grade (BBB or better) by a recognised credit rating agency could be considered to represent a low credit risk.

La Banque Postale uses this exemption only at CNP Assurances.

#### Principle 5 – Consideration of qualitative information

- Non-retail loan book: in addition to quantitative and automated analyses based on changes in the probability of default, a specific qualitative analysis may be carried out by the Watchlist Committee or based on independent analyses. This additional analysis will serve to confirm or reject the existence of a significant increase in credit risk determined by the credit score indicator and the reclassification to bucket 2.
- Retail loan book: the presumption of bucket 2 status may be supported by additional analyses based on expert judgement, particularly in the case of vulnerable customers.
- Restructured loans: a restructured exposure is considered as a credit impaired/bucket 2 asset after a twelve-month probationary period in default status. La Banque Postale considers that a restructured asset is credit impaired for a minimum period of 24 months. At the end of this period, Regulation 680/2014 allows the restructured status to be forgotten as long as all the regulatory criteria are met.

Although the unit of account under IFRS 9 is the contract, and each contract is recognised separately, the standard allows additional analyses to be performed on groups of contracts when a significant increase in credit risk has been identified.

This approach makes it possible, for example, to integrate information on the increase in credit risk of a group of loans with a common characteristic (same industry, same geographical area, etc.).

It also ensures that all relevant information is taken into account in the process even if it is not yet available for individual contracts (i.e., it is not yet known which contract in the loan book will be affected). For the implementation of an approach based on a group of contracts, instruments are grouped on the basis of common credit risk characteristics (same type of collateral, same generation, same industry, same geographical area, etc.).

### Principle 6 – Transfer to bucket 2 before default

Assets exposed to a significant increase in credit risk must be identified before they default. A loan should not be transferred directly from performing (bucket 1) to in default (bucket 3).

Exceptionally, some commitments can be exempt from being classified as credit impaired/bucket 2 before they are recorded in default.

Application of some of these principles requires the use of credit scoring models. La Banque Postale currently monitors credit risk at the individual contract level using credit scoring models generally applied to the counterparty. In other words, the credit score of a contract at a given time is determined on the basis of the counterparty's score at that time, such that, at a given time, all contracts with the same counterparty have the same credit score.

In order to measure an increase in the credit risk, La Banque Postale uses a credit scoring system derived from:

- internal credit scoring models; or
- a database that collects, keeps and uses the external credit ratings awarded to the borrower concerned.

Consequently, the Bank's risk monitoring systems collect data on the ratings at the commencement of the contracts and keep them in order to determine a significant increase in credit risk, as well as the last known rating in order to fulfil the first principle.

When La Banque Postale does not have rating models or systems for gathering ratings (and thus does not use ratings as data on entry into the portfolio), it can use other types of measurement. For loan books that have an internal credit score and/or external rating, the existence of a significant increase in credit risk is assessed primarily on the basis of the credit score or rating, and secondly by reference to any appropriate quantitative and/or qualitative analyses prepared by the business line concerned, especially where the increase in credit risk is due to an unjustified change in the credit score/rating.

### Process for assessing a significant increase in credit risk

The operational procedures in place enable events indicating a possible deterioration in the credit quality of a counterparty to be monitored/detected.

The criteria for classification of a commitment in bucket 2 are described by category of exposure:

- individual customers – individuals;
- individual customers – professionals;
- central administrations & central banks;
- credit institutions;
- corporate;
- public sector entities.

The criteria do not represent an exhaustive list and the relevance of information depends on the customer segment concerned (except for individual customers). Other events leading to a deterioration in credit quality or generating risk can be taken into consideration following an analysis carried out by the risk unit concerned.

These events are evaluated by the Group Risk Department's teams with deep knowledge of the customers or groups of connected customers they are tasked with monitoring.

The operating entities are responsible for the exposures they have generated and must detect immediately any events that indicate a deterioration in the credit quality of their customers.

All assets that are not in bucket 3 or bucket 2 are classified in bucket 1. These are assets that show no significant increase in credit risk since initial recognition.

Lastly, an asset moved to bucket 2 following a significant increase in credit risk may be moved out of bucket 2 and reclassified in bucket 1 if all the criteria that led this classification are no longer met and any arrears have been settled. Depending on the circumstances, an observation period may be required for vulnerable debtors to prevent recurrence.

Moving restructured assets out of "default" status is subject to a regulatory probationary period.

## 34.2.4 Provisioning – the expected credit losses (ECL) approach

### Expected credit losses

Expected credit losses (ECL) are measured in a way that reflects an unbiased and probability-weighted loss amount determined by evaluating a range of possible outcomes, the time value of exposure and all available information. This methodology is described in Note 3.13.7 (Provisioning methods for bucket 1 and bucket 2).

### Twelve-month expected credit loss (12-month ECL)

When there is no significant increase in the credit risk associated with a commitment since initial recognition, the loss allowance is measured at an amount equal to the twelve-month expected credit losses.

Twelve-month ECL represents the portion of the lifetime cash shortfalls that will result if a default occurs in the twelve-month.

This formula applies to all assets and commitments classified in bucket 1.

### Lifetime expected credit losses (lifetime ECL)

When there is a significant increase in credit risk associated with a commitment since initial recognition, the loss allowance is measured at an amount equal to the lifetime expected credit losses.

This formula applies to all commitments classified in buckets 2 and 3.

### Definition of ECL calculation parameters

Expected credit losses are calculated using three main components: Probability of Default (PD), Loss Given Default (LGD) and Exposure at Default (EAD).

**Maturity** refers to the final payment date of a loan commitment or financial instrument on which the principal and interest must be settled in full or the date when the authorised amount or date expires.

It corresponds to the maximum contractual period including extension options, except in the case of revolving lines of credit, renewable credit card facilities and overdrafts for which a behaviour-based maturity is used.

For commitments without a contractual maturity, a twelve-month maximum maturity is used as, in the case of insolvency of the debtor, the overdraft facility is cancelled within twelve-month, in accordance with French banking law.

Revolving lines of credit are financial instruments that do not have a fixed maturity, repayment schedule or cancellation period. The maturity taken into account for these instruments depends on their lifetime estimated by La Banque Postale, which can be greater than the duration of the contractual commitment. The maturity used at group level is based on observed behaviours.

**Probability of Default (PD):** IFRS 9 introduces the notion of expected credit losses and, indirectly, that of the probability of default adjusted to the situation at the reporting date (PIT PD – Point-in-Time Probability of Default). This parameter does not correspond to the average over the cycle (TTC PD – Through-The-Cycle Probability of Default) applicable under the Basel framework for the internal ratings-based approach. This variable is used to estimate the probability that a commitment will go into default over a given period of time. A “point-in-time” (PIT) probability of default estimate is based on future and current assessments and depends on both the customer and the product.

PIT PD is used for all portfolios regardless of whether or not they have an internal rating.

**Loss Given Default (LGD):** loss given default corresponds to the ratio between contractual cash flows and expected cash flows taking into account the effects of discounting and other expenses incurred at the time that an instrument goes into default. LGD is expressed as a percentage of the exposure at default.

This input under IFRS 9 differs from the Basel definition. For Basel II purposes, loss given default is adjusted to include a prudential buffer and to reflect losses occurring during a downturn in the business cycle and other costs. IFRS 9 makes no specific mention of the observation period or the period covered by the historical data used for the calculation of LGD parameters. This parameter takes into account the passage of time.

The group has opted to use modelled LGDs adjusted in accordance with IFRS 9 for portfolios that have an internal loss given default model by type of product and guarantee, and to determine an LGD based on expert analyses for the other portfolios by segment.

**Exposure At Default (EAD):** the EAD corresponds to the basis for calculating the expected credit loss. It is based on the value exposed to credit risk taking into account the type of repayment schedule, the passage of time and expected early repayments (projected cash flows). EAD is calculated based on the amount at the start of the reporting period.

The loss allowance is based on the outstanding amount recorded on balance sheet and off-balance sheet (undrawn portion) converted to its credit exposure equivalent using the credit conversion factor.

To take into account early repayments and the passage of time, an early repayment rate is applied to the basis used to calculate loss allowances by portfolio. This rate is reviewed periodically by the ALM team to take into account any economy-led change in rates.

### Forward Looking

In accordance with IFRS 9, expected credit losses take into account the effects of future economic conditions.

The forward-looking expected credit loss takes into account the impact of changes in macro-economic conditions.

The group uses three scenarios to integrate forward-looking estimates: a central scenario, a favourable alternative scenario and an unfavourable alternative scenario.

These scenarios are defined by the group's Economic Research department, based on scenarios designed by Caisse des Dépôts.

The economic forecast horizon used is three years:

- the scenarios selected are consistent and global economic scenarios applied across La Banque Postale to reflect the diversification of the portfolio, with potentially opposing

impacts on certain product or customer segments. By way of illustration, it is not possible, in a given scenario, to use a different interest rate projection to measure the lifetime probabilities of default of individual customers and those of sovereign customers;

- the proposed scenarios are not necessarily adverse credit risk scenarios; the aim is not to use IFRS 9 scenarios to quantify the risk of losses in a highly adverse environment that is very unlikely to occur, but rather to use generally plausible scenarios whose probability of occurrence is within one standard deviation of the occurrence of the central scenario;
- the scenarios are not necessarily designed to have a strong impact on the specific credit component: unfavourable scenarios with a high probability of occurrence may be used even though their main impact is on the interest rate component;
- the scenarios used are the same as those used in other corporate processes (i.e., strategic planning, budgeting, ICAAP stress testing, regulatory reporting).

These scenarios are documented, and contain projections for all the macro-economic variables required to run the models developed to obtain PDs and LGDs at maturity. The probability of occurrence of each scenario is documented by La Banque Postale's Economic Research Department.

The system uses a significant number of models. All of the models used for IFRS 9 purposes are subject to an independent review by the Model Validation team and are validated by the Model Validation Committee before use.

In order to obtain accurate projections by taking account of the concentration of its portfolio in France, the group draws on the macro-economic modelling expertise of Caisse des Dépôts and La Banque Postale.

For 2023, La Banque Postale used the following scenarios to calculate loss allowances under IFRS 9:

### Central scenario

The scenario incorporates a 2023 growth forecast for France that is slightly up on previous expectations. However, in 2023 economic activity would still be severely constrained by persistent inflation and monetary tightening compared to the levels forecast, which would have a negative impact on the outlook for 2024. Furthermore, economic growth would attain a cyclical peak in 2025, with a downward trend forecast to follow in 2026. In detail, the change in the composition of inflation, with the initial energy shock spreading to all families of goods and services, points to a longer period of high inflation than expected, with a slow deceleration, and an upward revision of headline inflation forecasts for 2023 and 2024. However, recent developments point to an easing of upstream inflationary pressures on processed food and manufactured product inputs. After peaking in 2023, prime interest rates are expected to decline in 2024 and to stay on a gradual downward trajectory throughout the projection period. On the stock markets, earnings per share have grown steadily (except in 2023) and price/earnings ratios have also increased, although they are still below the historical average. Taking these factors into account, as well as the less accommodative monetary environment over the projection period, based on standard assumptions the average annual price/earnings ratio for CAC 40 companies over the next five years would be slightly above estimates in the first half of the year.

This scenario has been developed by Caisse des Dépôts and its projections in relation to certain variables are provided below:

Variables	Scenario at 31/12/2023					
	T0	Y+1	Y+2	Y+3	Y+4	Y+5
French GDP (annual rate of growth)	0.8	0.7	1.1	1.1	1.0	1.0
Eurozone unemployment rate (average annual rate)	6.5	6.8	6.8	6.7	6.7	6.7
10-year OAT (average annual rate)	2.95	2.94	2.84	2.74	2.64	2.54
Inflation France (changes)	5.0	2.7	2.3	2.1	2.0	2.0

Variables	Scenario at 31/12/2022					
	T0	Y+1	Y+2	Y+3	Y+4	Y+5
French GDP (annual rate of growth)	2.5	0.3	1.0	1.2	1.2	1.2
Eurozone unemployment rate (average annual rate)	6.7	7.1	7.3	7.2	7.1	7.0
10-year OAT (average annual rate)	1.6	2.5	2.4	2.3	2.1	1.9
Inflation France (changes)	5.3	4.5	2.5	2.0	1.8	1.8

#### Unfavourable scenario

This scenario corresponds to a stressed inflationary scenario which illustrates a “eurozone sovereign debt crisis” type configuration, with renewed pressure on commodity prices the year of the shock due to the geopolitical situation leading to a fall in global GDP. A persistent spiral of price and wage increases would take hold in the eurozone, leading to a rise in core inflation,

with headline inflation remaining above central bank targets. The central banks would respond by setting their key rates above neutral, without managing to stabilise price momentum, leading to very high bond yields. Under this scenario, the ecological and energy transition would be more disorganised than under the central scenario, contributing to pressure on prices and interest rates, and a loss of potential growth in the medium term (loss of productivity).

This scenario has been developed by Caisse des Dépôts. The projections of some variables are provided below:

Variables	Scenario at 31/12/2023					
	T0	Y+1	Y+2	Y+3	Y+4	Y+5
French GDP (annual rate of growth)	0.8	-1.5	0.0	0.5	0.6	0.6
Eurozone unemployment rate (average annual rate)	6.5	8.4	9.2	9.5	9.6	9.6
10-year OAT (average annual rate)	2.95	4.56	5.50	5.50	5.50	5.50
Inflation France (changes)	5.0	5.8	4.2	3.7	3.0	3.0

Variables	Scenario at 31/12/2022					
	T0	Y+1	Y+2	Y+3	Y+4	Y+5
French GDP (annual rate of growth)	2.5	-1.5	-1.0	-0.5	0.6	0.6
Eurozone unemployment rate (average annual rate)	6.7	7.5	8.5	9.5	9.0	8.5
10-year OAT (average annual rate)	1.6	4.0	5.0	4.4	4.0	4.0
Inflation France (changes)	5.3	7.0	5.0	3.0	2.0	3.0

#### Favourable scenario

This scenario assumes that pressure on energy prices will ease more than expected under the central scenario. This would translate into lower inflation. With wages still reflecting delayed indexation to past inflation, household purchasing power would be more dynamic than under the central scenario. Overall, growth would be more sustained. Internationally, it is assumed that the health situation in China would be under control and that the country's economic policy would have a stimulus effect. Chinese growth would therefore be slightly more dynamic than under the

central scenario, with a favourable knock-on effect on global growth. It is also assumed that the supply of raw materials would be adjusted in line with demand, helping to avoid price pressures (particularly for energy). Against this backdrop of receding inflationary pressures, central banks would return their key rates a little more quickly to medium-term neutral levels. As a result, long-term rates would be reduced slightly faster than under the central scenario. More generally, by 2028 economic variables would be at the same level as under the central scenario. France's potential growth would be slightly higher.

This scenario is proposed by La Banque Postale's Economic Research unit. The projections of some variables are presented below:

Variables	Scenario at 31/12/2023					
	T0	Y+1	Y+2	Y+3	Y+4	Y+5
French GDP (annual rate of growth)	0.8	1.5	1.5	1.3	1.2	1.1
Eurozone unemployment rate (average annual rate)	6.5	6.9	6.7	6.6	6.5	6.5
10-year OAT (average annual rate)	2.95	2.7	2.5	2.5	2.5	2.5
Inflation France (changes)	5.0	2.3	2.0	2.0	2.0	2.0

Variables	Scenario at 31/12/2022					
	T0	Y+1	Y+2	Y+3	Y+4	Y+5
French GDP (annual rate of growth)	2.5	1.0	1.8	1.4	1.3	1.3
Eurozone unemployment rate (average annual rate)	6.7	7.0	6.8	6.6	6.6	6.5
10-year OAT (average annual rate)	1.6	2.5	2.4	2.3	2.1	1.9
Inflation France (changes)	5.3	3.8	2.8	2.1	1.8	3.8

The probability of each of these scenarios occurring is shown in the following table:

Scenarios	Scenarios 2023	Scenarios 2022
Central	60%	60%
Unfavourable	30%	30%
Favourable	10%	10%

For La Banque Postale, the weightings used for each scenario are those recommended by the group's Economic Research Department. At 31 December 2023, this Department considered that the macroeconomic outlook and global growth uncertainty affecting various measures had not changed significantly since 31 December 2022, thus confirming the applicable weightings.

#### **Sensitivity analysis of expected losses to macroeconomic scenarios**

Analyses were conducted to gauge the sensitivity of statistical ECL (i.e., excluding loss allowances for corporate customers based on expert judgement) to credit risk on corporate and individual customer scopes.

The sensitivity of retail ECL is relatively moderate in this segment, ranging from -1% to 2% of ECL based on the central scenario, depending on the scenario, and before weighting.

The sensitivity of ECL to corporate customers is more pronounced in this segment, ranging from -5% to 12% of ECL, based on the central scenario, depending on the scenario, and before weighting. Volatility is higher for exposures in the large corporates segment.

### 34.2.5 Operational deployment

Loss allowances are calculated centrally for the entire group by the Group Risk Department teams.

### 34.2.6 Exposure to credit risk

#### a) Changes in carrying amounts and allowances for credit losses over the year

Loss allowances and provisions for off-balance sheet commitments recognised in profit or loss (cost of credit risk for banking entities and cost of credit risk on financial investments of insurance activities for insurance entities).

The following tables present a reconciliation of opening and closing loss allowances recorded in "Cost of risk" and the associated carrying amounts, by accounting category and type of instrument.

The line "Modification of cash flows not resulting in derecognition" shows the effect of a loan restructuring on the gross carrying amount and the loss allowance during the period.

## ▼ FINANCIAL ASSETS AT AMORTISED COST

(in € millions)	Year ended 31/12/2023			31/12/2022		
	Gross carrying amount	Allowance for credit losses	Net carrying amount	Gross carrying amount	Allowance for credit losses	Net carrying amount
Securities (see Note 22.4)	33,135	(31)	33,104	27,248	(54)	27,193
Loans and advances to credit institutions (see Note 22.5)	70,914	(1)	70,914	70,615	-	70,614
Loans and advances to customers (see Note 22.6)	127,574	(1,575)	125,999	127,569	(1,460)	126,109
<b>TOTAL</b>	<b>231,623</b>	<b>(1,607)</b>	<b>230,016</b>	<b>225,432</b>	<b>(1,514)</b>	<b>223,917</b>

(in € millions)	Assets subject to 12-month ECL		Assets subject to lifetime ECL		Credit-impaired assets		Total		
	(bucket 1)		(bucket 2)		(bucket 3)		Gross carrying amount	Allowance for credit losses	Net carrying amount
	Gross carrying amount	Allowance for credit losses	Gross carrying amount	Allowance for credit losses	Gross carrying amount	Allowance for credit losses			
<b>At 31 December 2022</b>	<b>197,889</b>	<b>(123)</b>	<b>25,427</b>	<b>(605)</b>	<b>2,116</b>	<b>(786)</b>	<b>225,432</b>	<b>(1,514)</b>	<b>223,917</b>
Transfers of assets during their lifetime from one bucket to another	10,150	(6)	(10,531)	104	381	(114)	-	(17)	(17)
Transfers to lifetime ECL (bucket 2)	(3,588)	11	3,711	(120)	(123)	33	-	(77)	(77)
Transfers to 12-month ECL (bucket 1)	13,990	(19)	(13,835)	202	(155)	24	-	206	206
Transfers to credit-impaired ECL (bucket 3)	(251)	2	(407)	23	658	(171)	-	(146)	(146)
<b>Total after transfers</b>	<b>208,039</b>	<b>(129)</b>	<b>14,896</b>	<b>(501)</b>	<b>2,496</b>	<b>(901)</b>	<b>225,432</b>	<b>(1,531)</b>	<b>223,901</b>
<b>Changes in gross carrying amounts and allowances for credit losses</b>	<b>6,800</b>	<b>(44)</b>	<b>(654)</b>	<b>(25)</b>	<b>8</b>	<b>(7)</b>	<b>6,154</b>	<b>(76)</b>	<b>6,078</b>
New production: purchase, issuance, origination, etc.	41,931	(86)	2,588	(183)	975	(174)	45,493	(442)	45,051
Derecognition: disposal, repayment, maturity, etc.	(35,174)	42	(3,242)	157	(864)	72	(39,280)	271	(39,009)
Write-offs	-	-	-	-	(100)	95	(100)	95	(5)
Modification of cash flows not resulting in derecognition	-	-	-	-	(4)	-	(4)	-	(4)
Changes in scope of consolidation	53	-	-	-	-	-	53	-	53
Other	(9)	-	-	-	-	-	(9)	-	(9)
<b>Total</b>	<b>214,840</b>	<b>(173)</b>	<b>14,242</b>	<b>(527)</b>	<b>2,504</b>	<b>(908)</b>	<b>231,586</b>	<b>(1,607)</b>	<b>229,978</b>
Impacts of changes in fair value of hedged instruments	38	-	-	-	-	-	38	-	38
<b>AT 31 DECEMBER 2023</b>	<b>214,877</b>	<b>(173)</b>	<b>14,242</b>	<b>(527)</b>	<b>2,504</b>	<b>(908)</b>	<b>231,623</b>	<b>(1,607)</b>	<b>230,016</b>

## ▼ FINANCIAL ASSETS AT FAIR VALUE THROUGH OCI RECLASSIFIABLE TO PROFIT OR LOSS

(in € millions)	31/12/2023		31/12/2022	
	Fair value	Of which allowance for credit losses	Fair value	Of which allowance for credit losses
Debt instruments	196,968	(300)	194,302	(315)
<b>TOTAL</b>	<b>196,968</b>	<b>(300)</b>	<b>194,302</b>	<b>(315)</b>

(in € millions)	Assets subject to 12-month ECL		Assets subject to lifetime ECL		Credit-impaired assets		Total	
	(bucket 1)		(bucket 2)		(bucket 3)			
	Fair value	Of which allowance for credit losses	Carrying amount	Of which allowance for credit losses	Carrying amount	Of which allowance for credit losses	Fair value	Of which allowance for credit losses
<b>At 31 December 2022</b>	<b>194,022</b>	<b>(301)</b>	<b>280</b>	<b>(12)</b>	<b>-</b>	<b>(2)</b>	<b>194,302</b>	<b>(315)</b>
<b>Transfers of assets during their lifetime from one bucket to another</b>	<b>89</b>	<b>-</b>	<b>(84)</b>	<b>5</b>	<b>-</b>	<b>-</b>	<b>5</b>	<b>5</b>
Transfers to lifetime ECL (bucket 2)	(18)	-	18	-	-	-	-	-
Transfers to 12-month ECL (bucket 1)	107	-	(102)	5	-	-	5	5
Transfers to credit-impaired ECL (bucket 3)	-	-	-	-	-	-	-	-
<b>Total after transfers</b>	<b>194,111</b>	<b>(301)</b>	<b>195</b>	<b>(7)</b>	<b>-</b>	<b>(2)</b>	<b>194,306</b>	<b>(310)</b>
<b>Changes in gross carrying amounts and allowances for credit losses</b>	<b>2,789</b>	<b>3</b>	<b>(128)</b>	<b>7</b>	<b>-</b>	<b>-</b>	<b>2,661</b>	<b>10</b>
New production: purchase, issuance, origination, etc.	34,937	-	1	-	-	-	34,938	-
Derecognition: disposal, repayment, maturity, etc.	(43,674)	-	(117)	-	-	-	(43,791)	-
Changes in scope of consolidation	-	-	-	-	-	-	-	-
Other	11,526	3	(11)	7	-	-	11,514	9
<b>AT 31 DECEMBER 2023</b>	<b>196,900</b>	<b>(298)</b>	<b>68</b>	<b>-</b>	<b>-</b>	<b>(2)</b>	<b>196,968</b>	<b>(300)</b>



## ▼ OFF-BALANCE SHEET (FINANCING COMMITMENTS AND GUARANTEE CONTRACTS)

(in € millions)	31/12/2023			31/12/2022		
	Gross carrying amount	Allowance for credit losses	Net carrying amount	Gross carrying amount	Allowance for credit losses	Net carrying amount
Financing commitments and guarantee contracts	26,130			30,363		
Loss allowance for financing commitments and guarantee contracts		(146)			(122)	
<b>TOTAL</b>	<b>26,130</b>	<b>(146)</b>	<b>25,985</b>	<b>30,363</b>	<b>(122)</b>	<b>30,242</b>

(in € millions)	Commitments subject to 12-month ECL		Commitments subject to lifetime ECL		Credit-impaired commitments		Total		
	(bucket 1)		(bucket 2)		(bucket 3)		Gross carrying amount	Allowance for credit losses	Net carrying amount
	Gross carrying amount	Allowance for credit losses	Gross carrying amount	Allowance for credit losses	Gross carrying amount	Allowance for credit losses			
<b>At 31 December 2022</b>	<b>26,709</b>	<b>(34)</b>	<b>3,605</b>	<b>(76)</b>	<b>49</b>	<b>(11)</b>	<b>30,363</b>	<b>(122)</b>	<b>30,242</b>
<b>Transfers of commitments from one bucket to another</b>	<b>1,107</b>	<b>(1)</b>	<b>(1,119)</b>	<b>20</b>	<b>12</b>	<b>(6)</b>	<b>-</b>	<b>13</b>	<b>13</b>
Transfers to lifetime ECL (bucket 2)	(477)	2	481	(4)	(4)	-	-	(2)	(2)
Transfers to 12-month ECL (bucket 1)	1,593	(3)	(1,588)	20	(5)	1	-	18	18
Transfers to credit-impaired commitments (bucket 3)	(9)	-	(11)	4	20	(6)	-	(2)	(2)
<b>Total after transfers</b>	<b>27,816</b>	<b>(35)</b>	<b>2,486</b>	<b>(56)</b>	<b>61</b>	<b>(17)</b>	<b>30,363</b>	<b>(109)</b>	<b>30,255</b>
<b>Changes in gross carrying amounts and allowances for credit losses</b>	<b>(3,792)</b>	<b>-</b>	<b>(500)</b>	<b>(22)</b>	<b>58</b>	<b>(14)</b>	<b>(4,233)</b>	<b>(38)</b>	<b>(4,270)</b>
New production: purchase, issuance, origination, etc.	9,473	(20)	583	(66)	95	(21)	10,151	(108)	10,044
Derecognition: disposal, repayment, maturity, etc.	(13,265)	20	(1,083)	44	(37)	7	(14,384)	70	(14,314)
Write-offs	-	-	-	-	-	-	-	-	-
Modification of cash flows not resulting in derecognition	-	-	-	-	-	-	-	-	-
Changes in model/methodology	-	-	-	-	-	-	-	-	-
Changes in scope of consolidation	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-
<b>AT 31 DECEMBER 2023</b>	<b>24,024</b>	<b>(36)</b>	<b>1,986</b>	<b>(79)</b>	<b>120</b>	<b>(31)</b>	<b>26,130</b>	<b>(146)</b>	<b>25,985</b>

**Modified financial assets**

Modified financial assets correspond to assets that have been restructured due to the customer's financial difficulties. They are loans for which the initial financial conditions have been modified (interest rate, term) for financial or legal reasons related to the borrower's financial difficulties, and which would not have been

modified in other circumstances. They concern assets classified as non-performing and, since 1 January 2014, assets that were classified as performing at the time of the restructuring. A more detailed definition of modified financial assets is provided in Note 3 "Significant accounting policies". An asset continues to be classified as modified from the restructuring event and until derecognition.

The post-restructuring carrying amounts of assets restructured during the reporting period are as follows:

(in € millions)	At 31/12/2023			At 31/12/2022		
	Carrying amount before transfer to modified financial assets	Amount of the discount recognised in the income statement	Gross carrying amount	Carrying amount before transfer to modified financial assets	Amount of the discount recognised in the income statement	Gross carrying amount
Loans and advances to customers at amortised cost	84	(4)	80	83	(9)	75
<b>TOTAL</b>	<b>84</b>	<b>(4)</b>	<b>80</b>	<b>83</b>	<b>(9)</b>	<b>75</b>

Restructured assets at an impairment stage that corresponds to bucket 2 (deteriorated credit quality) or bucket 3 (credit-impaired) can be transferred back into bucket 1 (performing assets) following a subsequent improvement in credit quality resulting in the assessment that there is no longer a significant deterioration in

credit quality. In this case, the loss allowance is reduced to an amount equal to the 12-month expected credit loss.

The gross carrying amount of modified assets reclassified during the period was €7 million at 31 December 2023 and 31 December 2022.

**▼ MAXIMUM EXPOSURE TO CREDIT RISK**

2023 (in € millions)	31/12/2023		
	Net maximum exposure to credit risk	Collateral and other credit enhancements	Unsecured
<b>Financial assets at fair value through profit or loss</b>	<b>107,669</b>	<b>13,680</b>	<b>93,989</b>
Financial assets held for trading	13,921	13,680	241
Financial assets designated at fair value	3,348		3,348
Non SPPI financial assets at fair value	90,400		90,400
<b>Hedging derivatives</b>	<b>677</b>	<b>676</b>	<b>1</b>
<b>Financial assets at fair value through OCI reclassifiable to profit or loss</b>	<b>196,970</b>		<b>196,970</b>
Debt securities	196,970		196,970
<b>Financial assets at amortised cost</b>	<b>230,016</b>	<b>83,789</b>	<b>146,227</b>
Loans and advances to credit institutions	70,914	3,880	67,033
Loans and advances to customers	125,999	79,908	46,091
Debt securities	33,104		33,104
<b>Off-balance sheet (financing commitments and guarantee contracts)</b>	<b>25,985</b>	<b>558</b>	<b>25,427</b>
Funding commitments given	24,138	557	23,581
Guarantee commitments given	1,847	1	1,846
<b>TOTAL</b>	<b>561,317</b>	<b>98,703</b>	<b>462,614</b>

2022 (in € millions)	31/12/2022		
	Net maximum exposure to credit risk	Collateral and other credit enhancements	Unsecured
<b>Financial assets at fair value through profit or loss</b>	<b>108,284</b>	<b>13,706</b>	<b>94,579</b>
Financial assets held for trading	13,987	13,706	281
Financial assets designated at fair value	5,242		5,242
Non SPPI financial assets at fair value	89,056		89,056
<b>Hedging derivatives</b>	<b>1,139</b>	<b>1,139</b>	
<b>Financial assets at fair value through OCI reclassifiable to profit or loss</b>	<b>194,302</b>	<b>20</b>	<b>194,281</b>
Debt securities	194,302	20	194,281
<b>Financial assets at amortised cost</b>	<b>223,933</b>	<b>83,319</b>	<b>140,614</b>
Loans and advances to credit institutions	70,614	3,672	66,943
Loans and advances to customers	126,125	79,648	46,478
Debt securities	27,193		27,193
<b>Off-balance sheet (financing commitments and guarantee contracts)</b>	<b>30,242</b>	<b>1,241</b>	<b>29,001</b>
Financing commitments given	28,031	1,240	26,791
Guarantee commitments given	2,211	1	2,210
<b>TOTAL</b>	<b>557,900</b>	<b>99,425</b>	<b>458,475</b>

## b) Concentrations of credit risk

### Concentration of credit risk by economic agent

#### ▼ FINANCIAL ASSETS AT AMORTISED COST

(in € millions)	31/12/2023				31/12/2022			
	Carrying amount				Carrying amount			
	Performing assets (with or without credit deterioration)				Performing assets (with or without credit deterioration)			
	Assets subject to 12-month ECL	Assets subject to lifetime ECL	Credit-impaired assets	Total	Assets subject to 12-month ECL	Assets subject to lifetime ECL	Credit-impaired assets	Total
(bucket 1)	(bucket 2)	(bucket 3)		(bucket 1)	(bucket 2)	(bucket 3)		
Retail <sup>(a)</sup>	72,260	8,974	1,138	82,372	59,871	20,278	1,088	81,237
Government	101,847	49	7	101,904	98,862	121	107	99,089
Central banks	328			328				
Credit institutions	4,677			4,677	2,867			2,867
Finance companies	6,210	456	9	6,675	7,301	450	15	7,765
Non-financial sector companies	29,555	4,763	1,350	35,668	29,005	4,578	907	34,489
Impairment losses	(173)	(527)	(908)	(1,607)	(123)	(605)	(786)	(1,514)
<b>TOTAL</b>	<b>214,704</b>	<b>13,715</b>	<b>1,596</b>	<b>230,016</b>	<b>197,783</b>	<b>24,821</b>	<b>1,330</b>	<b>223,933</b>

(a) Excluding loans granted to non-trading property companies (SCIs), which are presented in Retail loans in the balance sheet and in Non-financial sector companies in the breakdown by economic agent.

## ▼ FINANCIAL ASSETS AT FAIR VALUE THROUGH OCI RECLASSIFIABLE TO PROFIT OR LOSS

(in € millions)	31/12/2023				31/12/2022			
	Fair value				Fair value			
	Performing assets (with or without credit deterioration)				Performing assets (with or without credit deterioration)			
	Assets subject to 12-month ECL (bucket 1)	Assets subject to lifetime ECL (bucket 2)	Credit- impaired assets (bucket 3)	Total	Assets subject to 12-month ECL (bucket 1)	Assets subject to lifetime ECL (bucket 2)	Credit- impaired assets (bucket 3)	Total
Retail								
Government	98,313	39		98,352	101,821	20		101,842
Central banks	8,769			8,769	3,439			3,439
Credit institutions	44,380			44,380	44,153	3		44,157
Finance companies	6,587	6		6,593	6,277	70		6,347
Non-financial sector companies	38,852	23		38,875	38,331	186		38,517
<b>TOTAL</b>	<b>196,902</b>	<b>68</b>		<b>196,970</b>	<b>194,022</b>	<b>280</b>		<b>194,302</b>
Of which loss allowances	(299)		(2)	(301)	(301)	(12)	(2)	(315)

## ▼ OFF-BALANCE SHEET (FINANCING COMMITMENTS AND GUARANTEE CONTRACTS)

(in € millions)	31/12/2023				31/12/2022			
	Commitment amount				Commitment amount			
	Performing commitments (with or without credit deterioration)				Performing commitments (with or without credit deterioration)			
	Commitments subject to 12-month ECL (bucket 1)	Commitments subject to lifetime ECL (bucket 2)	Credit- impaired commitments (bucket 3)	Total	Commitments subject to 12-month ECL (bucket 1)	Commitments subject to lifetime ECL (bucket 2)	Credit- impaired commitments (bucket 3)	Total
Retail <sup>(a)</sup>	8,327	706	24	9,056	9,295	2,040	27	11,363
Government <sup>(b)</sup>	4,781	26		4,807	5,176	16		5,192
Central banks	1			1	1			1
Credit institutions <sup>(c)</sup>	1,790	60		1,851	2,199	115		2,314
Finance companies <sup>(d)</sup>	1,553	207		1,760	1,835	134	1	1,970
Non-financial sector companies <sup>(d)</sup>	7,572	987	96	8,655	8,203	1,299	21	9,524
Loss allowances <sup>(e)</sup>	(36)	(79)	(31)	(146)	(34)	(76)	(11)	(122)
<b>TOTAL</b>	<b>23,989</b>	<b>1,907</b>	<b>89</b>	<b>25,985</b>	<b>26,675</b>	<b>3,528</b>	<b>39</b>	<b>30,242</b>

(a) Of which €7,739 million with a probability of default of less than 1% in 2023 (€9,614 million in 2022).

(b) Of which €3,389 million with a rating below A in 2023 (€4,037 million in 2022).

(c) Of which €425 million with a rating below A in 2023 (€578 million in 2022).

(d) Of which €7,456 million with a rating below A in 2023 (€8,126 million in 2022).

(e) Expected or realised losses relating to off-balance sheet commitments are recognised as provisions under liabilities on the balance sheet.

## Concentration of credit risk by rating

## ▼ FINANCIAL ASSETS AT AMORTISED COST

(in € millions)	31/12/2023				31/12/2022			
	Gross carrying amount				Gross carrying amount			
	Performing assets (with or without credit deterioration)				Performing assets (with or without credit deterioration)			
	Assets subject to 12-month ECL	Assets subject to lifetime ECL	Credit- impaired assets	Total	Assets subject to 12-month ECL	Assets subject to lifetime ECL	Credit- impaired assets	Total
	(bucket 1)	(bucket 2)	(bucket 3)		(bucket 1)	(bucket 2)	(bucket 3)	
PD <1%	64,054	1,801	-	65,855	53,341	11,915	-	65,256
1% < PD <3%	6,851	3,469	-	10,321	5,538	4,477	-	10,015
3% < PD <10%	1,331	2,679	-	4,010	967	2,825	-	3,792
PD > 10%	24	1,025	-	1,049	25	1,061	-	1,087
Defaulted loans (subject to legal collection procedures)	-	-	1,138	1,138	-	-	1,088	1,088
<b>TOTAL – RETAIL</b>	<b>72,260</b>	<b>8,974</b>	<b>1,138</b>	<b>82,372</b>	<b>59,871</b>	<b>20,278</b>	<b>1,088</b>	<b>81,237</b>
AAA	2,188	82	-	2,270	2,493	76	-	2,569
AA	927	68	-	995	1,145	-	-	1,145
A	4,239	327	-	4,567	5,179	364	-	5,542
Other	28,412	4,741	1,359	34,511	27,489	4,589	921	32,999
<b>TOTAL – CORPORATE</b>	<b>35,765</b>	<b>5,219</b>	<b>1,359</b>	<b>42,343</b>	<b>36,306</b>	<b>5,028</b>	<b>921</b>	<b>42,255</b>
AAA	2,827	-	-	2,827	2,887	-	-	2,887
AA	87,688	-	-	87,688	83,265	-	-	83,265
A	2,470	-	-	2,470	3,677	4	-	3,681
Other	9,190	49	7	9,247	9,033	117	107	9,256
<b>TOTAL – GOVERNMENT AND CENTRAL BANKS</b>	<b>102,175</b>	<b>49</b>	<b>7</b>	<b>102,232</b>	<b>98,862</b>	<b>121</b>	<b>107</b>	<b>99,089</b>
AAA	866	-	-	866	352	-	-	352
AA	334	-	-	334	95	-	-	95
A	2,101	-	-	2,101	1,344	-	-	1,344
Other	1,376	-	-	1,376	1,077	-	-	1,077
<b>TOTAL – CREDIT INSTITUTIONS</b>	<b>4,677</b>	<b>-</b>	<b>-</b>	<b>4,677</b>	<b>2,867</b>	<b>-</b>	<b>-</b>	<b>2,867</b>

## ▼ FINANCIAL ASSETS AT FAIR VALUE THROUGH OCI RECLASSIFIABLE TO PROFIT OR LOSS

(in € millions)	31/12/2023				31/12/2022			
	Fair value				Fair value			
	Performing assets (with or without credit deterioration)				Performing assets (with or without credit deterioration)			
	Assets subject to 12-month ECL (bucket 1)	Assets subject to lifetime ECL (bucket 2)	Credit- impaired assets (bucket 3)	Total	Assets subject to 12-month ECL (bucket 1)	Assets subject to lifetime ECL (bucket 2)	Credit- impaired assets (bucket 3)	Total
AAA	1,651	-	-	1,651	2,228	18	-	2,246
AA	7,104	6	-	7,110	6,665	16	-	6,681
A	17,889	-	-	17,889	17,575	41	-	17,616
Other	18,795	23	-	18,818	18,140	180	-	18,321
<b>TOTAL – CORPORATE</b>	<b>45,439</b>	<b>29</b>	<b>-</b>	<b>45,468</b>	<b>44,608</b>	<b>256</b>	<b>-</b>	<b>44,864</b>
AAA	12,380	-	-	12,380	6,721	-	-	6,721
AA	67,094	-	-	67,094	71,255	-	-	71,255
A	5,361	-	-	5,361	4,297	-	-	4,297
Other	22,247	39	-	22,286	22,987	20	-	23,007
<b>TOTAL – GOVERNMENT AND CENTRAL BANKS</b>	<b>107,083</b>	<b>39</b>	<b>-</b>	<b>107,121</b>	<b>105,261</b>	<b>20</b>	<b>-</b>	<b>105,281</b>
AAA	1,899	-	-	1,899	5,075	-	-	5,075
AA	4,780	-	-	4,780	6,130	-	-	6,130
A	31,085	-	-	31,085	26,231	-	-	26,231
Other	6,617	-	-	6,617	6,717	3	-	6,720
<b>TOTAL – CREDIT INSTITUTIONS</b>	<b>44,380</b>	<b>-</b>	<b>-</b>	<b>44,380</b>	<b>44,153</b>	<b>3</b>	<b>-</b>	<b>44,157</b>

Concentration of credit risk by geographical region:

## ▼ FINANCIAL ASSETS AT AMORTISED COST

(in € millions)	31/12/2023				31/12/2022			
	Carrying amount				Carrying amount			
	Performing assets (with or without credit deterioration)				Performing assets (with or without credit deterioration)			
	Assets subject to 12-month ECL (bucket 1)	Assets subject to lifetime ECL (bucket 2)	Credit- impaired assets (bucket 3)	Total	Assets subject to 12-month ECL (bucket 1)	Assets subject to lifetime ECL (bucket 2)	Credit- impaired assets (bucket 3)	Total
France (incl. overseas departments and territories)	197,023	14,055	2,409	213,487	182,691	24,788	2,039	209,518
Other EU countries	15,953	148	40	16,141	14,239	208	50	14,498
Other European countries	429	19	32	480	299	84	3	387
Other	1,472	20	23	1,515	675	346	24	1,046
Impairment losses	(173)	(527)	(908)	(1,607)	(123)	(605)	(786)	(1,514)
<b>TOTAL</b>	<b>214,704</b>	<b>13,715</b>	<b>1,596</b>	<b>230,016</b>	<b>197,783</b>	<b>24,821</b>	<b>1,330</b>	<b>223,933</b>

## ▼ FINANCIAL ASSETS AT FAIR VALUE THROUGH OCI RECLASSIFIABLE TO PROFIT OR LOSS

(in € millions)	31/12/2023				31/12/2022			
	Fair value				Fair value			
	Performing assets (with or without credit deterioration)				Performing assets (with or without credit deterioration)			
	Assets subject to 12-month ECL (bucket 1)	Assets subject to lifetime ECL (bucket 2)	Credit- impaired assets (bucket 3)	Total	Assets subject to 12-month ECL (bucket 1)	Assets subject to lifetime ECL (bucket 2)	Credit- impaired assets (bucket 3)	Total
France (incl. overseas departments and territories)	85,287	47		85,334	88,927	36		88,963
Other EU countries	74,617	11		74,627	61,998	147		62,146
Other European countries	6,907	10		6,917	8,054	20		8,075
Other	30,091			30,091	35,043	76		35,118
<b>TOTAL</b>	<b>196,902</b>	<b>68</b>		<b>196,970</b>	<b>194,022</b>	<b>280</b>		<b>194,302</b>
Impairment losses	(299)		(2)	(301)	(301)	(12)	(2)	(315)

## ▼ OFF-BALANCE SHEET (FINANCING COMMITMENTS AND GUARANTEE CONTRACTS)

(in € millions)	31/12/2023				31/12/2022			
	Commitment amount				Commitment amount			
	Performing commitments (with or without credit deterioration)				Performing commitments (with or without credit deterioration)			
	Commitments subject to 12-month ECL (bucket 1)	Commitments subject to lifetime ECL (bucket 2)	Credit- impaired commitments (bucket 3)	TOTAL	Commitments subject to 12-month ECL (bucket 1)	Commitments subject to lifetime ECL (bucket 2)	Credit- impaired commitments (bucket 3)	TOTAL
France (incl. overseas departments and territories)	22,845	1,837	120	24,802	25,803	3,444	49	29,296
Other EU countries	1,061	147		1,207	773	157		930
Other European countries	109	1		110	121	2		123
Other	10	1		11	12	2		14
Loss allowances <sup>(a)</sup>	(36)	(79)	(31)	(146)	(34)	(76)	(11)	(122)
<b>TOTAL</b>	<b>23,989</b>	<b>1,907</b>	<b>89</b>	<b>25,985</b>	<b>26,675</b>	<b>3,528</b>	<b>39</b>	<b>30,242</b>

(a) Expected or incurred losses on off-balance sheet commitments are covered by loss allowances recorded in liabilities.

### 34.2.7 Additional information on sovereign exposure

The list of sovereign exposures was prepared in accordance with the scope defined by the European Banking Authority (EBA), in other words by including the exposure data relative to regional authorities, central authorities and organisations guaranteed by the French State. These exposures include deposits centralised with Caisse des Dépôts.

2023 (in € millions)	Total Banking Portfolio	Assets at fair value through profit or loss	Total direct exposure <sup>(a)</sup>	Collateral repurchase agreements	Off-balance sheet	Total direct and indirect exposure <sup>(b)</sup>	Exposure as a %
Germany	6,427	280	6,707	554		7,261	3.0%
Austria	793	19	812			812	0.3%
Belgium	7,372	277	7,649	1,252		8,901	3.6%
Spain	13,255	98	13,353			13,353	5.4%
France	146,686	2,367	149,053	7,535	1,419	158,008	64.3%
United Kingdom	-	1	1	208		209	0.1%
Italy	12,411	365	12,776			12,776	5.2%
Luxembourg	191	1	193			193	0.1%
Norway	198	-	198			198	0.1%
Netherlands	298	5	303			303	0.1%
Poland	228	25	253			253	0.1%
Portugal	2,126	66	2,191	100		2,291	0.9%
Romania	142	-	142			142	0.1%
Slovenia	108	-	108			108	0.0%
Other European countries	218	68	286			286	0.1%
Supranational	9,209	817	10,026	373		10,399	4.2%
<b>Total Europe</b>	<b>199,661</b>	<b>4,390</b>	<b>204,052</b>	<b>10,022</b>	<b>1,419</b>	<b>215,493</b>	<b>87.7%</b>
Brazil	2,890	26,379	29,269			29,269	11.9%
Canada	655	1	655			655	0.3%
Mexico	108	1	108			108	0.0%
Other	297	27	324			324	0.1%
<b>Total Rest Of World</b>	<b>3,950</b>	<b>26,408</b>	<b>30,357</b>			<b>30,357</b>	<b>12.3%</b>
<b>TOTAL</b>	<b>203,611</b>	<b>30,798</b>	<b>234,409</b>	<b>10,022</b>	<b>1,419</b>	<b>245,850</b>	<b>100.0%</b>

(a) Direct exposure: fair value or gross carrying amount of proprietary exposures.

(b) Direct and indirect exposures: direct exposures plus indirect exposures arising from the guarantees granted to some of the group's UCITS.



2022 (in € millions)	Total Banking Portfolio	Assets at fair value through profit or loss	Total direct exposure <sup>(a)</sup>	Collateral repurchase agreements	Off-balance sheet	Total direct and indirect exposure <sup>(b)</sup>	Exposure as a %
Germany	5,763	434	6,197			6,197	2.6%
Austria	780	50	829			829	0.3%
Belgium	6,572	246	6,818	1,628		8,446	3.5%
Spain	12,683	93	12,776			12,776	5.3%
France	148,039	3,866	151,905	9,660	1,609	163,174	68.0%
United Kingdom		1	1	582		584	0.2%
Italy	13,074	402	13,475			13,475	5.6%
Luxembourg	68	-	68			68	0.0%
Norway	3	-	3			3	0.0%
Netherlands	300	79	380			380	0.2%
Poland	215	23	238			238	0.1%
Portugal	2,158	77	2,235	594		2,829	1.2%
Romania	124	1	125			125	0.1%
Slovenia	11	-	11			11	0.0%
Other European countries	232	69	302	183		484	0.2%
Supranational	5,780	928	6,708	91		6,798	2.8%
<b>Total Europe</b>	<b>195,802</b>	<b>6,268</b>	<b>202,071</b>	<b>12,738</b>	<b>1,609</b>	<b>216,417</b>	<b>90.3%</b>
Brazil	2,809	19,315	22,124			22,124	9.2%
Canada	665	1	665			665	0.3%
Mexico	101	1	102			102	0.0%
Other	446	34	480			480	0.2%
<b>Total Rest of world</b>	<b>4,021</b>	<b>19,351</b>	<b>23,372</b>	<b>-</b>	<b>-</b>	<b>23,372</b>	<b>9.7%</b>
<b>TOTAL</b>	<b>199,823</b>	<b>25,620</b>	<b>225,443</b>	<b>12,738</b>	<b>1,609</b>	<b>239,789</b>	<b>100.0%</b>

(a) Direct exposure: fair value or gross carrying amount of proprietary exposures.

(b) Direct and indirect exposures: direct exposures plus indirect exposures arising from the guarantees granted to some of the group's UCITS.

## 34.3 Market risk and hedge accounting

### 34.3.1 Derivatives transactions: analysis by remaining life (notional amounts)

The breakdown of the market value of derivatives by remaining life is presented below.

#### ▼ HEDGING DERIVATIVES

(in € millions)	31/12/2023				31/12/2022			
	Assets				Assets			
	Less than 1 year	1 to 5 years	Beyond 5 years	Total	Less than 1 year	1 to 5 years	Beyond 5 years	Total
Interest rate instruments	83	325	163	570	110	746	155	1,011
Interest rate swaps	83	325	163	570	110	746	155	1,011
Forex instruments		33	74	107			127	127
Currency futures		33	74	107			127	127
<b>TOTAL FAIR VALUE - ASSETS</b>	<b>83</b>	<b>358</b>	<b>237</b>	<b>677</b>	<b>110</b>	<b>746</b>	<b>283</b>	<b>1,139</b>

(in € millions)	Liabilities				Liabilities			
	Less than 1 year	1 to 5 years	Beyond 5 years	Total	Less than 1 year	1 to 5 years	Beyond 5 years	Total
	Interest rate instruments	163	825	1,175	2,162	37	686	1,626
Interest rate swaps	163	825	1,175	2,162	37	686	1,626	2,350
Forex instruments		3	18	21			22	22
Currency futures		3	18	21			22	22
<b>TOTAL FAIR VALUE - LIABILITIES</b>	<b>163</b>	<b>828</b>	<b>1,192</b>	<b>2,183</b>	<b>37</b>	<b>686</b>	<b>1,648</b>	<b>2,371</b>

#### ▼ TRADING DERIVATIVES

(in € millions)	31/12/2023				31/12/2022			
	Assets				Assets			
	Less than 1 year	1 to 5 years	Beyond 5 years	Total	Less than 1 year	1 to 5 years	Beyond 5 years	Total
Interest rate instruments	136	2,024	2,751	4,911	133	3,462	2,425	6,020
Interest rate swaps	87	934	2,241	3,262	99	659	1,808	2,566
Interest rate options, caps, floors, collars	49	1,090	511	1,650	34	2,803	617	3,454
Other interest rate instruments								
Forex instruments	21	25	59	104	18	18	105	140
Currency futures	21	25	59	104	18	18	105	140
Credit instruments	1			1			1	1
Equity and index instruments	37	178	13	227	154	477	15	646
Other instruments								
<b>TOTAL FAIR VALUE - ASSETS</b>	<b>194</b>	<b>2,227</b>	<b>2,823</b>	<b>5,244</b>	<b>304</b>	<b>3,957</b>	<b>2,545</b>	<b>6,807</b>

(in € millions)	Liabilities				Liabilities			
	Less than 1 year	1 to 5 years	Beyond 5 years	Total	Less than 1 year	1 to 5 years	Beyond 5 years	Total
<b>Interest rate instruments</b>	<b>106</b>	<b>918</b>	<b>2,165</b>	<b>3,189</b>	<b>609</b>	<b>916</b>	<b>1,740</b>	<b>3,265</b>
Interest rate swaps	64	692	2,077	2,832	101	560	1,574	2,234
Interest rate options, caps, floors, collars	42	226	89	357	41	336	166	544
Other interest rate instruments					467	20		487
<b>Forex instruments</b>	<b>111</b>	<b>191</b>	<b>276</b>	<b>577</b>	<b>343</b>	<b>295</b>	<b>314</b>	<b>951</b>
Currency futures	111	191	276	577	343	295	314	951
<b>Credit instruments</b>	<b>1</b>	<b>2</b>		<b>3</b>			<b>1</b>	<b>1</b>
Equity and index instruments	92	182	2	276	10	246		256
Other instruments	1			1	1	3		4
<b>TOTAL FAIR VALUE – LIABILITIES</b>	<b>311</b>	<b>1,293</b>	<b>2,443</b>	<b>4,047</b>	<b>963</b>	<b>1,459</b>	<b>2,055</b>	<b>4,477</b>

### 34.3.2 General framework of the risk management strategy

#### General framework

Market risks correspond to the potential impact of changes in the financial markets on La Banque Postale's results or balance sheet. They include price risk, currency risk and commodities risk.

The majority of balance sheet items generate interest income and expenses that are exposed to changes in interest rates either through new transactions at rates that are not known in advance, or through comparative increases in the rate of existing transactions. In the first case, there is a risk of a change in cash flows, while in the second case, there is a fair value risk.

Since 1 January 2020, La Banque Postale has applied the transitional provisions of IFRS 9 concerning hedge accounting, by applying IFRS 9 to all hedging relationships except for portfolio fair value hedges which continue to be accounted for in accordance with IAS 39.

#### Type of hedge – management of associated risks

La Banque Postale uses derivatives to hedge market risks as part of its asset/liability and risk management policies.

These economic hedges are subject to different accounting treatments.

Derivatives held for trading, it is on a symmetrical basis with the hedged underlying and that do not by definition qualify for hedge accounting.

Derivatives that form part of a hedging relationship which qualifies for hedge accounting under IFRS 9 and IAS 39 for portfolio hedging, are classified as either fair value hedges or cash flow hedges.

#### Fair value hedges

A fair value hedge is a hedge of the exposure to changes in the fair value of financial assets or liabilities. Fair value hedges are primarily used to hedge the interest rate risk on fixed-rate assets and liabilities, as well as on demand deposits on the basis allowed by the European Union. In a fair value hedge, the effective portion of the gain or loss on the hedging instrument offsets the loss or gain on the hedged item. The difference between the two amounts corresponds to the ineffective portion of the gain or loss on the hedging instrument, which will have a net impact on profit or loss.

#### Cash flow hedges and all-in-one Cash Flow Hedges

A cash flow hedge is a hedge of the exposure to variability in cash flows from financial assets or liabilities, firm commitments or future transactions. Cash flow hedges are used to hedge the interest rate risk on adjustable-rate assets and liabilities. Derivatives used for cash flow hedging fix the amount of future cash flows. In the particular case of forwards, they act as an all-in-one cash flow hedge which is automatically effective because the contract covers both the derivative and the underlying to be delivered (hence the term all-in-one).

#### Portfolio fair value hedges

Portfolio fair value hedges are hedges of several loans by several swaps set up in connection with the management of fixed rate asset and liability positions. In accordance with IAS 39 on carve outs, as adopted by the European Union, the group applies a generation-based approach by analysing each generation of hedged assets and hedging instruments by annual maturity band.

Portfolio fair value hedging instruments are mainly interest rate swaps designated as fair value hedges of the group's fixed-rate assets and liabilities.

To ensure that positions are not over-hedged, the group checks, for each maturity band and each generation, that the notional amount of the hedged assets exceeds the notional amount of the related swaps.

If any positions are over-hedged, the hedging contract is terminated or the instrument is classified as held-for-trading for an amount corresponding to the ineffective portion, with the resulting gain or loss recognised in profit or loss when the hedged assets are removed from the balance sheet.

## Hedging instruments

La Banque Postale uses several types of hedging derivatives to manage the interest rate and currency risks on its balance sheet items.

An interest rate swap is an over-the-counter contract whereby a stream of fixed-rate interest payments on a notional amount is exchanged for a stream of variable-rate interest payments on the same amount. The swaps used by La Banque Postale are mainly Overnight Index Swaps.

An interest rate option is an over-the-counter contract between two counterparties protecting the option buyer from an increase in the underlying interest rate above a certain level. The options used by La Banque Postale were caps entitling it to a cash payment if the underlying interest rate rose above a pre-determined level (the strike rate) in exchange for a premium generally payable when the option was purchased.

Hedged item	Derivative	Hedge
Fixed-rate loans	Fixed-rate payer swap	CO-FVH: carve-out fair value hedge
	Fixed-rate payer swap	FVH: fair value hedge
Fixed-rate securities purchased	Fixed-rate payer swap	CO-FVH: carve-out fair value hedge
	Fixed-rate payer swap	FVH: fair value hedge
Fixed-rate forward securities purchased	Forward	All-in-one CFH: all-in-one cash flow hedge
Assets with capped revisable rates	Purchased cap	CO-FVH: carve-out fair value hedge
Fixed-rate customer deposits	Fixed-rate receiver swap	CO-FVH: carve-out fair value hedge
Fixed-rate bond issue	Fixed-rate receiver swap	FVH: fair value hedge

### Underlying assets

The hedged risk corresponds to the amount represented by the interest rate risk on fixed-rate bonds and customer loans (home loans, consumer credit), and by the interest rate risk on future cash flows (purchases of long-term bonds).

### Underlying liabilities

The hedged risk corresponds to the amount represented by the interest rate risk on fixed-rate customer deposits (demand deposits, PEL home-saving plan) and fixed-rate bond issues.

## Sources of hedge ineffectiveness

### Hedging a security by a swap

There are two types of fair value hedges:

#### Euribor hedges

Euribor hedges are valued using a Euribor discount curve for the securities and an €STR curve for derivatives. The use of two different discount curves creates a slight hedge ineffectiveness that will become greater when the €STR - Euribor spread varies over time (ineffectiveness stemming from the changes in fair value of the variable leg of the swap, when this rate is not an overnight rate [like the €STR] but a pre-set rate [like the Euribor]).

#### €STR hedges

€STR hedges are valued using an €STR discount curve for both the securities and the derivatives. The mathematical hedge is thus perfect between the security and the swap (security discounted using €STR with adjustment of the credit component and swap discounted using €STR), which is why this type of hedge is considered to be 100% effective and no effectiveness test is required.

The currency swaps used by La Banque Postale are cross currency swaps whereby the group pays principal and fixed-rate interest in foreign currency and receives principal and variable rate interest in euros. In this way, the cross currency swap provides both financing in foreign currency and an economic hedge of the currency risk. The foreign currency and euro cash flows are perfectly matched in terms of amounts, dates and payments.

## 34.3.3 Scopes and economic links to the hedged risk (the underlying)

### Underlyings

La Banque Postale hedges balance sheet transactions in the banking scope (both customer and financial transactions) using derivatives set up with market counterparties. These transactions depend on the business model of the portfolios.

They stem from different hedging strategies that aim primarily to hedge the interest rate risk.

### Hedging several securities with several swaps

By applying the defined principles, it is possible to obtain a simplified documented hedging relationship that is **100% effective**, while accurately managing the accounting treatment of the interest rate hedge component and notably the reclassification to profit or loss of hedging gains or losses according to the securities transactions.

The securities and their hedge (a swap or, exceptionally, several swaps) are grouped together by portfolio fair value hedging strategy. Each portfolio fair value hedging strategy respects the following restrictions:

1. maturities of the securities and swaps in the strategy must be in the same time bucket of a maximum of one year;
2. the notional amount of the swap in the strategy must be less than the total principal amount of the securities;
3. the maturity of the swap in the strategy must be less than or equal to the shortest maturity of the securities in the strategy;
4. the sensitivity of the swap in the strategy must be less than or equal to the overall sensitivity of the securities;
5. if there are several swaps in the strategy they must all be executed on the same day;
6. once the securities and the swap(s) are matched, no other securities may be purchased in the strategy, only sales of securities and unwinding of the swaps are authorised.

Within this management framework, once a hedging strategy is set up, new securities or new swaps cannot be added to it. This guarantees that all securities and all swaps undergo the same changes in value (with respect to interest rate risk) over the hedging period.

La Banque Postale has set rules for unwinding hedges by tracking the principal amount of sold securities, strategy by strategy in order to comply with the above restrictions at all times, and partially terminating, on the day the securities are sold, the outstanding amount of the swap that exceeds the aggregate principal amount of the remaining securities. In the case of over-hedging, the effectiveness test performed by La Banque Postale fails and the hedging derivative is systematically terminated for the ineffective portion.

Portfolio hedges: ineffectiveness mainly results from the disappearance of the underlying.

### Hedging ratio

The hedging ratio (quantity of hedged items/quantity of hedging instruments) is used by La Banque Postale in its operational risk management.

To calculate the ratio: at each reporting date the backward-looking documentation is reviewed to verify that the change in the value of the hedged item since the beginning of the hedging relationship mirrors the change in value of the hedging instrument. Any valuation difference represents the ineffective portion of the gain or loss on the hedge and is recognised in the income statement.

### Effectiveness test

La Banque Postale performs an effectiveness test at least twice during each half-year period.

### Cash flow hedges

For cash flow hedges, La Banque Postale uses the hypothetical derivative method. This method consists of comparing changes in the fair value of the derivative with changes in the fair value of a hypothetical derivative that would perfectly represent the hedged risk.

### Fair value hedges

#### Hedging a security by a swap

For micro-hedging using Euribor swaps, La Banque Postale uses the hypothetical derivative method. Based on the assumption that €STR swaps are 100% effective in micro-hedging, the method consists of creating an €STR swap replicating the underlying security exactly that could have been set up at the time of hedging, and assessing the change in the value of this swap compared with the change in that of the actual swap.

The residual ineffectiveness thus corresponds to the sum of the changes in value of the hedged item and the hedging instrument. The security and the swap are valued using the same constant yield curve, so that only the market exchange rate is taken into account. The change in the value of the security valued this way is independent of the changes in value of the interest rates and is therefore affected solely by the change in the exchange rate. If the effectiveness test fails, the rules of La Banque Postale impose the sale of all or part of the hedged underlying. In this case, effectiveness tests are performed before and after the sale to ensure that the sale eliminates the hedge ineffectiveness.

#### Hedging several securities by a swap

For monitoring purposes, hedging strategies are documented on a rolling basis to confirm that no new securities have been added to the strategy and that existing positions have not been added to.

#### Hedging of several loans by several swaps (bottom-layer approach/carve-out)

For a sub-set of fixed-rate customer loans, tests are performed to verify that the value of the loans in the time bucket represent more than the notional amount of the derivatives (swaps or options) used to hedge them. If the notional amount of the derivatives is greater, the hedging relationship is discontinued, and the derivative(s) is/are systematically unwound.

### a) Fair value and cash flow hedging derivatives

	31/12/2023			31/12/2022		
	Assets	Liabilities	Notional amount	Assets	Liabilities	Notional amount
<i>(in € millions)</i>						
<b>Interest rate instruments</b>	570	2,159	54,242	1,011	2,350	55,471
Interest rate swaps	570	2,159	54,242	1,011	2,350	55,471
<b>Forex instruments</b>	49	3	926	9	22	589
Currency futures	49	3	926	9	22	589
<b>Total fair value hedging derivatives</b>	<b>619</b>	<b>2,163</b>	<b>55,168</b>	<b>1,020</b>	<b>2,371</b>	<b>56,060</b>
<b>Interest rate instruments</b>		4				
Interest rate swaps		4				
<b>Forex instruments</b>	58	18	1,086	118		1,125
Currency futures	58	18	1,086	118		1,125
<b>Other instruments</b>		(1)				
<b>Total cash flow hedging derivatives</b>	<b>58</b>	<b>21</b>	<b>1,086</b>	<b>118</b>		<b>1,125</b>
<b>TOTAL</b>	<b>677</b>	<b>2,183</b>	<b>56,254</b>	<b>1,139</b>	<b>2,371</b>	<b>57,185</b>

### ▼ HEDGING DERIVATIVES: ANALYSIS BY RESIDUAL LIFE (NOTIONAL AMOUNTS)

The breakdown of the notional amounts of derivative instruments by residual contractual life is presented below.

(in € millions)	31/12/2023				31/12/2022			
	Less than 1 year	1 to 5 years	Beyond 5 years	Total	Less than 1 year	1 to 5 years	Beyond 5 years	Total
Interest rate instruments	12,796	22,440	19,006	54,242	16,029	24,948	14,495	55,471
Interest rate swaps	12,796	22,440	19,006	54,242	16,029	24,948	14,495	55,471
Forex instruments		773	153	926			589	589
Currency futures		773	153	926			589	589
<b>Total notional amount of fair value hedging derivatives</b>	<b>12,796</b>	<b>23,213</b>	<b>19,159</b>	<b>55,168</b>	<b>16,029</b>	<b>24,948</b>	<b>15,084</b>	<b>56,060</b>
Interest rate instruments								-
Forex instruments			1,086	1,086			1,125	1,125
Currency futures			1,086	1,086			1,125	1,125
<b>Total notional amount of cash flow hedging derivatives</b>			<b>1,086</b>	<b>1,086</b>			<b>1,125</b>	<b>1,125</b>
<b>TOTAL</b>	<b>12,796</b>	<b>23,213</b>	<b>20,245</b>	<b>56,254</b>	<b>16,029</b>	<b>24,948</b>	<b>16,209</b>	<b>57,185</b>

### b) Fair value hedges

#### ▼ HEDGED ITEMS

Fair value (in € millions)	31/12/2023				31/12/2022			
	Existing hedges		Discontinued hedges		Existing hedges		Discontinued hedges	
	Carrying amount	Including hedging-related cumulative changes in fair value	Deferred cumulative hedging-related changes in fair value	Hedging-related changes in fair value over the period <sup>(a)</sup>	Carrying amount	Including hedging-related cumulative changes in fair value	Deferred cumulative hedging-related changes in fair value	Hedging-related changes in fair value over the period <sup>(a)</sup>
<b>ASSETS</b>								
Interest rate	8,354	(80)		502	9,237	(581)		(574)
Forex	775			1	395	(1)		(1)
<b>Financial instruments at fair value through OCI</b>	<b>9,129</b>	<b>(80)</b>		<b>503</b>	<b>9,632</b>	<b>(583)</b>		<b>(575)</b>
Interest rate	1,492	(47)		51	1,229	(98)		(101)
Forex								
<b>Financial instruments at amortised cost</b>	<b>1,492</b>	<b>(47)</b>		<b>51</b>	<b>1,229</b>	<b>(98)</b>		<b>(101)</b>
<b>LIABILITIES</b>								
Interest rate	13,406	(926)		705	15,738	(1,631)		(1,888)
Forex								
<b>Financial instruments at amortised cost</b>	<b>13,406</b>	<b>(926)</b>		<b>705</b>	<b>15,738</b>	<b>(1,631)</b>		<b>(1,888)</b>

(a) Including hedging positions unwound during the period.

Portfolio fair value hedges (in € millions)	31/12/2023		31/12/2022	
	Carrying amount	Cumulative changes in fair value <sup>(a)</sup>	Carrying amount	Cumulative changes in fair value <sup>(a)</sup>
Debt instruments at amortised cost	13,826	181	9,849	(286)
<b>TOTAL – ASSETS</b>	<b>13,826</b>	<b>181</b>	<b>9,849</b>	<b>(286)</b>
Debt instruments at amortised cost	11,658	(331)	16,689	(713)
<b>TOTAL – LIABILITIES</b>	<b>11,658</b>	<b>(331)</b>	<b>16,689</b>	<b>(713)</b>

(a) Changes in fair value attributable to the hedged risk only and used to determine the effective portion of the fair value of the hedging instrument. The change excludes accrued interest.

#### ▼ FAIR VALUE HEDGING GAINS AND LOSSES

(in € millions)	31/12/2023			31/12/2022		
	Net hedging gain/loss			Net hedging gain/loss		
	Changes in fair value		Ineffective portion of the gains/losses	Changes in fair value		Ineffective portion of the gains/losses
	On hedging instruments <sup>(a)</sup>	On hedged items <sup>(a)</sup>		On hedging instruments <sup>(a)</sup>	On hedged items <sup>(a)</sup>	
Interest rate	42	(42)	-	(1,976)	1,950	(26)
Forex	65	(65)	-	(12)	13	1
<b>TOTAL</b>	<b>107</b>	<b>(107)</b>	<b>-</b>	<b>(1,988)</b>	<b>1,963</b>	<b>(25)</b>

(a) Including unwound hedging positions.

#### c) Cash flow hedges

##### ▼ HEDGED ITEMS

(in € millions)	31/12/2023			31/12/2022		
	Existing hedges	Discontinued hedges	Hedging-related changes in fair value <sup>(a)</sup>	Existing hedges	Discontinued hedges	Hedging-related changes in fair value <sup>(a)</sup>
	Cumulative changes in fair value			Cumulative changes in fair value		
	Hedging-related	Deferred hedging-related	Deferred hedging-related	Hedging-related	Deferred hedging-related	
<b>ASSETS</b>						
Interest rate	10	84	(4)		75	75
Forex	27		(39)	67		47
Other	-					
<b>TOTAL</b>	<b>37</b>	<b>84</b>	<b>(44)</b>	<b>67</b>	<b>75</b>	<b>122</b>

(a) Including hedging positions unwound during the period.

## ▼ CASH-FLOW HEDGING GAINS AND LOSSES

(in € millions)	31/12/2023			31/12/2022		
	Other comprehensive income		Net hedging gain/loss	Other comprehensive income		Net hedging gain/loss
	Effective portion of hedging gain/loss recognised during the year	Amount recognised in OCI and reclassified to profit or loss during the year	Ineffective portion of the gains/losses	Effective portion of hedging gain/loss recognised during the year	Amount recognised in OCI and reclassified to profit or loss during the year	Ineffective portion of the gains/losses
Interest rate	10	(14)				
Forex	(79)	39		188	(66)	
<b>TOTAL</b>	<b>(69)</b>	<b>25</b>		<b>188</b>	<b>(66)</b>	

## 34.3.4 Assessment of risk

## Value at risk (VaR)

Value at risk (VaR) is an indicator of La Banque Postale's loss exposure. It gives an estimate of maximum potential losses over a specified period with a given probability. However, VaR does not indicate the various levels of potential losses that may arise from infrequent events.

The VaR indicator is calculated on trading portfolios and also on certain banking portfolios. An overall VaR encompassing all positions is also calculated.

VaR is broken down for each of the activities included in the market portfolio.

In line with a prudent approach, La Banque Postale decided to apply a VaR indicator (one-day, 99%) to all of its mark-to-market positions. The VaR indicator used by La Banque Postale is a parametric VaR, calculated using a variance-covariance matrix that covers La Banque Postale's exposure to interest rate, spread, exchange rate, volatility and equity risks.

The resulting VaR partly covers option-related risks, with second-degree risks not being taken into account. Although they are not currently material in relation to total positions, an increase in option positions could lead the Group Risk Department to adopt a more appropriate methodology. Moreover, option risk monitoring indicators are deployed.

The Group Risk Department back-tests the results of the model used to calculate the VaR indicator, in order to assess its quality.

## Stress scenarios

VaR, which is calculated on the assumption that it follows a normal distribution, is estimated under normal market conditions and does not provide any information on the amount of the potential loss when the VaR is exceeded. As the group needs to be able to estimate potential losses in exceptional market conditions (terrorist attacks, the collapse of a major group, etc.), it defines stress scenarios.

A stress scenario involves simulating an extreme situation in order to assess the financial impact on La Banque Postale's earnings or capital. The use of these scenarios is an analytical and management tool providing a better understanding of market risk.

La Banque Postale trades on all markets (UCITS, currencies, fixed-income, credit and derivatives). However, at present, it mostly deploys directional strategies on the fixed-income, credit and UCITS markets. The crisis scenarios used in the models mainly affect yield curves and credit spreads; other parameters are also taken into account but their impact is limited.

A distinction is made between two major stress families: historical stresses and hypothetical stresses:

- historical stresses are based on historical facts (events which have actually occurred). To build the scenarios, changes which took place in the past during major financial crises are applied to current market conditions. These are historical scenarios;
- hypothetical stresses are scenarios that adopt plausible variations which, although they have never occurred, could threaten the organisation if they did. These shocks are calibrated with assumptions based on historical statistics drawn from market data.

A historical stress scenario is triggered by a sudden event affecting a combination of factors. To plan for a worst-case scenario, the time frames selected correspond to the initial stage during which the crisis spreads up to the first indication that prices are stabilising, given that several trading days are needed to close out high-risk positions.

A stress test is applied to a given category of market risk. La Banque Postale performs stress tests on its main risk exposures.

At group level, quarterly stress tests are performed on all portfolios measured at fair value (including the insurance subsidiaries). This indicator is calculated on the basis of the historical scenario with a three-month horizon, determined to be the most unfavourable for La Banque Postale group over a 10-year period with a confidence level of 99.5%.



## 34.4 Liquidity risk

Liquidity risk is defined by the government order of 3 November 2014 as the risk that a company cannot meet its commitments or cannot unwind or cover a position either because of the market situation (systemic risk) or idiosyncratic factors (own risks), within a specific period or at a reasonable cost.

The liquidity risk reporting systems cover the entire La Banque Postale for regulatory purposes. Some of the limits and indicators used in management refer to corporate units of the group, notably La Banque Postale, the largest entity.

La Banque Postale has a strong liquidity position based on:

- customer deposits exceeding customer loans. La Banque Postale has a significant and diversified deposit base (in excess of €200 billion) consisting primarily of deposits from French retail customers;
- a significant HQLA portfolio (High-Quality Liquid Assets). La Banque Postale has traditionally invested a significant portion of its balance sheet in sovereign securities due to its historical activity as a deposit-taker. The customer credit business only began to develop in 2006. This portfolio contains only high-quality liquid assets in accordance with Delegated Regulation (EU) No 2015/61;
- proven access to capital market financing.

Since funds from customers mostly have no fixed maturity and may be payable at any time (deposits, passbook accounts), their runoff is modelled to determine their profile over time. La Banque Postale has taken a conservative approach to its liquidity assessments.

### Liquidity risk management

The Balance Sheet Management Committee is responsible for managing liquidity risk in compliance with the principles and limits approved by the GRMC. Part of this responsibility is delegated to the ALM and Treasury Committee.

In operational terms, La Banque Postale has implemented an internal liquidity adequacy assessment process (ILAAP) which combines all of its liquidity limits, assessment, monitoring, reporting and management procedures. The process includes:

- a system of risk indicators associated with regulatory or internal limits, published at monthly intervals;
- daily monitoring of changes in the buffer consisting of unencumbered high-quality liquid securities and a proxy LCR;
- a financing plan which ensures the equilibrium of La Banque Postale's refinancing position on an ex-ante basis in its budget planning universe;
- twice-yearly market access tests to verify market access in different currencies and actual liquidity tests on securities;
- the Emergency Funding Plan (EFP), which is primarily intended to (see below):
  - define alert thresholds to enable early detection of liquidity stress, whether specific to La Banque Postale or systemic,
  - identify all available liquidity-generating capacities (liquidity reserves and financing capacity),

- mobilise governance to manage potential crises in a timely manner, and measure La Banque Postale's room for manoeuvre via a stress test system in the context of historically high stress on its liquidity.

The liquidity risk prudential reporting systems cover the entire prudential consolidation scope. Some group entities are also subject to reporting requirements at the individual level.

### Liquidity risk measurement

The main indicators of liquidity risk are presented below.

#### Liquidity Coverage Ratio (LCR)

Short-term liquidity monitoring is based primarily on the survival period and the Liquidity Coverage Ratio (LCR).

The LCR is a monthly short-term liquidity ratio which measures La Banque Postale's capacity to withstand a severe deterioration in its financial situation for up to 30 days in a systemic shock environment.

Under banking regulations, LCR must be greater than 100%. La Banque Postale's internal LCR target is higher than this, and it met this minimum level.

This ratio is calculated by dividing the sum of unencumbered, high-quality liquid assets by the liquidity requirement in a stress environment over a 30-day period. An LCR proxy is calculated daily.

#### Survival horizon

This indicator measures the number of days during which La Banque Postale would be able to meet its payment obligations in a crisis situation, solely by using its liquidity buffers and assuming that it continues to operate normally (i.e., without extraordinary management action such as a lending freeze).

It is determined based on stressed dynamic gaps calculated for each crisis scenario (systemic, specific to La Banque Postale or both) and corresponds to the horizon observed under the least favourable scenario for La Banque Postale.

The survival horizon is expressed as a number of months (up to a maximum of six months, which corresponds to the crisis scenario horizon), plus the observed liquidity surplus or shortfall corresponding to the horizons set for risk management purposes.

#### Liquidity gap

La Banque Postale assesses its long-term liquidity level by reference to a liquidity gap. The liquidity gap includes static gap forecasts by maturity and limits defined at one-, three- and five-year horizons. The assumptions used correspond to a stressed approach, resulting in a conservative view of the La Banque Postale's liquidity position.

The liquidity gap assessment approaches are determined according to the type of asset (or liability) on the balance sheet:

- outstanding loans with fixed maturities (contractual runoff that may or may not be adjusted by a model);
- outstanding loans with no fixed maturities (conventional runoff);
- liquidity profile of the transferable assets;
- off-balance sheet items (liquidity commitments and guarantees).

Transactions with no contractual maturity (including customer deposits and passbook savings accounts) are included based on runoff conventions approved by the Balance Sheet Management Committee and the Group Risk Department.

Off-balance sheet transactions are included, taking into account drawdown assumptions.

The transferability of certain transactions may be taken into account where appropriate.

### Net Stable Funding Ratio (NSFR)

The NSFR corresponds to the amount of available stable funding in relation to required stable funding. This ratio should be at least 100% at any time. "Available stable funding" (ASF) refers to the portion of resources that are not payable within the time frame considered, i.e., 1 year within the context of the NSFR. The amount of "required stable funding" (RSF) of a business depends on the characteristics of its liquidity and the residual maturity of its assets (and off-balance sheet positions).

### Liquidity reserve

The purpose of the liquidity reserve is to quantify the amount of cash and liquidity readily available through the sale or repurchase of securities in order to withstand a liquidity crisis.

The liquidity reserve is composed of:

- cash deposited with the Central Bank (excluding the average mandatory reserves calculated over the incorporation period);
- ECB-eligible securities with a satisfactory rating;
- retained covered bonds and covered bonds issued by La Banque Postale through its subsidiary La Banque Postale Home Loan SFH.

Top high quality secured home loans qualifying for refinancing by La Banque Postale Home Loan SFH through covered bond issues also represent an important source of liquidity.

### Emergency Funding Plan (EFP)

The EFP is monitored by the group's funding governance bodies (the ALM and Treasury Committee and the Refinancing Sub-Committee of the Group Risk Committee) and implemented by the CIB Division.

The EFP is part of the internal liquidity assessment process on which La Banque Postale reports each year. The EFP sets out the leading indicators selected to gauge the robustness of the (financial or banking) markets impacting the liquidity of La Banque Postale. These indicators can be broken down into two major groups:

- systemic indicators;
- entity-specific ("idiosyncratic") indicators.

A specific threshold (comfort, vigilance or warning) is defined for each indicator.

The EFP also makes provision for a mechanism to be implemented in the event of a proven systemic or entity-specific crisis. This mechanism mainly takes the form of an inventory of the various

sources of funds (or liquidity) available to La Banque Postale, based on the amounts involved and the speed with which they can be accessed. The EFP also makes provisions for specific governance through committees, which will monitor the leading indicators. The purpose of this governance organisation is to increase oversight of liquidity risk. In normal times, the indicators are presented at meetings of the ALM and Treasury Committee and periodically to the GRMC. They are also tracked during weekly meetings of the Refinancing Committee. The indicators selected, and the actions proposed, are tested on the markets in order to gauge their suitability along with market liquidity.

The funding test involves testing the market by issuing short-term debt. The aim of this type of test is to regularly verify La Banque Postale's ability to quickly raise funds on the markets to ensure that its estimated borrowing capacity remains valid. This type of test is carried out at least twice a year.

### Ability to access external financing

In line with the ALM Committee and the GRMC's prudent liquidity management, La Banque Postale has secured diversified sources of financing, including:

- a €20 billion NEU CP (Negotiable European Commercial Paper) programme and a €10 billion ECP (European Commercial Paper) programme to refinance a portion of La Banque Postale's short-term financing requirements and satisfy demand from institutional customers;
- a €2 billion NEU EMTN programme to refinance a portion of La Banque Postale's short-term financing requirements and satisfy demand from institutional customers;
- a €20 billion retail EMTN programme enabling the issue of senior (vanilla and structured), non-preferred senior and Tier 2 debt;
- a €10 billion retail structured senior debt programme;
- €30 billion EMTN programme for the issue of home loan bonds (*obligations de financement de l'habitat* - OFH) via its secure financing vehicle, La Banque Postale Home Loan SFH, a La Banque Postale SA subsidiary created in 2013;
- access to European Investment Bank (EIB) refinancing under La Banque Postale's eligible funds commitment;
- a portfolio of HQLA (High-Quality Liquid Asset) securities, consisting mainly of rapidly accessible, high-quality government bonds which represent a stable source of eligible assets enabling access to ECB refinancing operations or to the securities repo market;
- access to the Brokertec, Eurex Repo and Eurex GC Pooling and NGT Bondlend repo platforms;
- access to the interbank market.

La Banque Postale also has access to a secured financing vehicle via the Caisse de Financement Local (CAFFIL), to which it regularly sells originated local public sector loans.

## 34.5 Interest rate risk

The unit responsible for supervising and managing overall interest rate risk is La Banque Postale's Group Risk Department.

The department has several goals:

- to map risks, assess the risk management system and propose limits in line with La Banque Postale's risk appetite;
- to provide periodic monitoring of the indicators used to manage La Banque Postale's overall consolidated interest rate risk and that of its banking subsidiaries;
- to carry out audits of the calculation processes for the various indicators (static and dynamic) and control the integrity of calculated exposures;
- to audit the methodologies used.

This risk is monitored using indicators showing the sensitivity of future margins and economic value to interest rates, and by modelling scenarios which assess the entity's capacity to withstand exogenous shocks.

The interest rate movements tested affect both uncertain cash flows from financial products and earnings from Retail Banking operations via behavioural models – particularly implicit options available to customers.

The supervision of interest rate risk is the responsibility of the ALM Committee, which monitors indicators and forecasts trends based on commercial policy guidelines and observed customer behaviour. The interest rate risk indicators are also reviewed by the GRMC. Interest rate risks are generally reviewed on a monthly basis.

### Objectives

Interest rate risk is managed so as to hedge the sensitivity of La Banque Postale's future net interest margin while ensuring compliance with value sensitivity indicators. A dynamic approach based on the business plan is used, applying interest rate derivatives (hedged) or adjusting commercial policies.

The balance sheet includes implicit and explicit options, leading to non-linear economic values based on interest rates. In this context, ALM proposes the regular rebalancing of structural positions using market instruments.

### Scope

As required by the Basel Committee, significant interest rate risks in the banking book are identified and measured. Some of these risks may give rise to a specific follow-up procedure.

Interest rate risk is measured by maturity and by type of index for products dependent on variable or adjustable rates (Euribor, inflation, €STR, etc.), taking into account likely runoff agreements, which are themselves dependent on market conditions. Interest rate risk includes several components:

- fixing risk related to differences between new interest rates applied to assets and to liabilities (depending on baseline rates and maturities);
- yield curve risk related to fixing risk: this is generated by changes in the yield curve (translation, rotation, etc.);
- baseline risks: these are related to the use of multiple baseline interest rates and arise from the imperfect correlation of different reference rates;

- option-related risks (contractual or behavioural);
- risks caused by positions exposed to inflation.

The change in the net interest margin is therefore measured by reference to several interest rate scenarios. The interest rate risk on the balance sheet is simulated with dynamic modelling, taking into account future changes in outstanding amounts (early repayments, loan originations, etc.), in accordance with behavioural models and the business plan.

Trading desk transactions are not included in the overall interest rate risk management process as the risk associated with these transactions is monitored and managed according to the individual limits for each portfolio. These specific trading desk portfolios are subject to market risk-type limits.

## Assessing overall interest rate risk

### Agreements and models

The interest rate gap and interest rate sensitivity valuation methodologies used are determined according to the type of assets (or liabilities) comprising the balance sheet:

- outstanding loans with fixed maturities (contractual runoff that may or may not be adjusted by a model);
- outstanding loans with no fixed maturities (conventional runoff);
- off-balance sheet items (liquidity commitments and guarantees).

Transactions with no contractual maturity (including customer deposits and passbook savings accounts) are included based on runoff conventions approved by the Balance Sheet Management Committee and the Group Risk Department.

Off-balance sheet transactions are included, taking into account drawdown assumptions.

### Interest rate gap

For a given currency, the nominal interest rate gap is calculated for fixed-rate transactions and for variable-rate and adjustable-rate transactions up to the next rate review or reset date. The nominal interest rate gap does not take into account interest rate payments.

The interest rate gap is the difference between the amount of fixed-rate assets and the average amount of fixed-rate liabilities including the effects of off-balance sheet items by maturity.

### EVE (Economic Value of Equity) sensitivity

This corresponds to a negative change in value resulting from various shock scenarios. EVE is calculated using static modelling, based on the contractual maturities of balance sheet items.

The following shock scenarios were modelled:

- parallel +200 bps increases in short- and long-term rates;
- parallel -200 bps decreases in short- and long-term rates;
- steeper yield curve (decrease in short-term rates, increase in long-term rates);
- flatter yield curve (increase in short-term rates, decrease in long-term rates);
- increase in short-term rates;
- decrease in short-term rates.

EBA guidelines also require banks to model a regulatory floor for the risk-free rate. The floor starts at -1% and is increased in steps of 0.05% to 0% at 20 years.

### Net interest margin sensitivity

Net interest margin (NIM) sensitivity is defined as the difference between NIM in a modified interest rate scenario and NIM in a baseline interest rate scenario.

NIM sensitivity is calculated for each interest rate scenario taking into account interest rate-dependent behavioural models, and by maintaining levels of loan origination and deposits from the commercial business, along with assumptions related to equivalent financial transactions in the baseline scenario.

Only the behavioural models show a reaction to the shock scenario. Their impacts on amounts outstanding modify the level of short-term financing.

Different interest rate scenarios featuring an instantaneous shock relative to the baseline curve:

- parallel +100 bps increases in short- and long-term rates;
- parallel -100 bps decreases in short- and long-term rates;
- steeper yield curve (decrease in short-term rates, increase in long-term rates);
- flatter yield curve (increase in short-term rates, decrease in long-term rates);
- increase in short-term rates;
- decrease in short-term rates.

EBA guidelines also require banks to model a regulatory floor for the risk-free rate. The floor starts at -1% and is increased in steps of 0.05% to 0% at 20 years.

## 34.6 Insurance risk

### Sensitivity analysis

The sensitivity analysis presented below are calculated on CNP Assurances activities.

#### Surrender risk

A 10% increase in surrender rates would reduce net profit by 2%.

#### Interest rate risk

A 100-bps increase would lead to a decrease in equity of 3% (vs 4% in 2022).

A 100-bps decrease would lead to an increase in equity of 3% (vs 4% in 2022).

#### Property risk

A 25% fall in property prices would lead to a decrease in equity of 2% (vs 3% in 2022).

### Equity risk

A 25% fall in share prices would lead to a decrease in equity of 4% (vs 5% in 2022).

### Interest rate risk – carrying amounts of the bond portfolio by maturity band

At 31 December 2023, the carrying amounts of the bond portfolio by maturity band were as follows: 16% due within 1 year (vs 17% in 2022), 33% due in 1 to five years (vs 31% in 2022), 50% due beyond 5 years (vs 50% in 2022).

Fixed-rate bonds represented 63% of the total bond portfolio (vs 67% in 2022), with more than half due beyond five years (unchanged vs 2022).

### Credit risk on reinsured business

In 2023, 34% of reinsurance assets net of liabilities were ceded to reinsurers with an A<sup>+</sup> credit rating and 61% to reinsurers with an AA<sup>-</sup> rating (vs 95% to reinsurers with an A<sup>+</sup> rating in 2022).

## Liquidity risk

### Analysis by maturity

72% of insurance liabilities net of insurance assets were due in more than five years (vs 66% in 2022).

At the same date, 84% of reinsurance assets net of reinsurance liabilities were due in more than 5 years (vs 84% in 2022).

#### ▼ INSURANCE CONTRACT LIABILITIES NET OF INSURANCE ASSETS – AMOUNTS DUE – SURRENDERS

(in € millions)	31/12/2023		31/12/2022	
	Surrender value	Carrying amount	Surrender value	Carrying amount
Contracts with an immediate surrender option	63,178	78,499	69,586	62,814
Contracts without an immediate surrender option	280,648	296,147	272,258	297,786
<b>TOTAL</b>	<b>343,826</b>	<b>374,646</b>	<b>341,844</b>	<b>360,600</b>

#### ▼ FUTURE ASSET CASH FLOWS

(in € millions)	Year ended 31/12/2023					
	Less than 1 year	1 to 5 years	5 to 10 years	10 to 15 years	Beyond 15 years	Total
Assets at fair value through profit or loss	14,553	3,916	4,770	702	4,113	28,054
Financial assets at fair value through OCI reclassifiable to profit or loss	18,621	68,460	73,985	25,637	39,756	226,459
Financial assets at amortised cost	62	713	1,364	437	8	2,584
<b>TOTAL</b>	<b>33,236</b>	<b>73,089</b>	<b>80,119</b>	<b>26,777</b>	<b>43,878</b>	<b>257,098</b>

(in € millions)	31/12/2022					
	Less than 1 year	1 to 5 years	5 to 10 years	10 to 15 years	Beyond 15 years	Total
Assets at fair value through profit or loss	12,270	4,492	4,380	895	4,047	26,084
Financial assets at fair value through OCI reclassifiable to profit or loss	27,983	61,677	74,264	25,342	38,047	227,313
Financial assets at amortised cost	1	3	83	9	3	99
<b>TOTAL</b>	<b>40,255</b>	<b>66,172</b>	<b>78,728</b>	<b>26,246</b>	<b>42,096</b>	<b>253,496</b>

## NOTE 35 Insurance and reinsurance contracts

### 35.1 Income and related expense

#### a) Insurance contracts issued

##### ▼ INSURANCE REVENUE

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
<b>Contracts valued using the BBA and VFA models</b>	<b>10,078</b>	<b>10,388</b>
<b>Amounts relating to changes in the liability for remaining coverage arising from:</b>	<b>8,418</b>	<b>8,407</b>
Contractual service margin released to profit on insurance services provided during the period	2,212	2,279
Risk adjustment for non-financial risk released to profit	283	233
Expected expenses for the period relating to insurance contracts issued, net of amortisation of the loss component	5,724	5,783
Experience adjustments to premiums received and acquisition costs	200	113
<b>Acquisition costs allocated to the period</b>	<b>1,660</b>	<b>1,981</b>
<b>Contracts valued using the PAA model</b>	<b>1,607</b>	<b>1,542</b>
<b>TOTAL</b>	<b>11,685</b>	<b>11,930</b>

(a) Taking into account the application of IFRS 17.

##### ▼ INSURANCE SERVICE EXPENSES

(in € millions)	Contracts valued using the BBA and VFA models	Contracts valued using the PAA model	31/12/2023
Incurred claims and other insurance service expenses	(6,551)	(1,106)	(7,656)
Amortisation of insurance acquisition cash flows	(1,660)	(164)	(1,823)
Adjustments to liabilities for incurred claims	1,087	13	1,099
Losses and reversals on groups of onerous contracts	(59)	1	(58)
<b>TOTAL</b>	<b>(7,183)</b>	<b>(1,255)</b>	<b>(8,438)</b>

(in € millions)	Contracts valued using the BBA and VFA models	Contracts valued using the PAA model	31/12/2022 <sup>(a)</sup>
Incurred claims and other insurance service expenses	(7,102)	(1,104)	(8,206)
Amortisation of insurance acquisition cash flows	(1,981)	(158)	(2,139)
Adjustments to liabilities for incurred claims	1,116	50	1,166
Losses and reversals on groups of onerous contracts	(49)	2	(48)
<b>TOTAL</b>	<b>(8,016)</b>	<b>(1,210)</b>	<b>(9,226)</b>

(a) Taking into account the application of IFRS 17.

Insurance service expenses include the margin received by the group on the insurance contract distribution and management fees charged to subsidiaries. The margin is calculated as the difference between the fees received and underlying costs, determined using an analytical operating expense ratio specific to the insurance business.

## b) Reinsurance contracts held

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
<b>Reinsurance expenses – Contracts valued using the BBA model</b>	<b>(675)</b>	<b>(578)</b>
Contractual service margin released to profit on insurance services received during the period	(72)	(54)
Changes in non-financial risk adjustment due to expired risk	(10)	(2)
Expected expenses for the period	(584)	(505)
Experience adjustments	(9)	(17)
<b>Reinsurance expenses – Contracts valued using the PAA model</b>	<b>(167)</b>	<b>(177)</b>
<b>Reinsurance income – Contracts valued using the BBA model</b>	<b>609</b>	<b>650</b>
Reinsurance recoveries	636	637
Adjustments related to provisions recovered from reinsurers	(30)	7
Loss component	2	3
Changes in risk adjustment related to ceded incurred claims	1	3
<b>Reinsurance income – Contracts valued using the PAA model</b>	<b>127</b>	<b>129</b>
<b>REVENUE AND EXPENSES ON REINSURANCE CONTRACTS HELD</b>	<b>(106)</b>	<b>24</b>

(a) Taking into account the application of IFRS 17.

## 35.2 Insurance investments

## a) Analysis by accounting category

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Financial assets at fair value through profit or loss	205,383	196,219
Hedging derivatives	58	118
Financial assets at fair value through OCI not reclassifiable to profit or loss	15,461	15,887
Financial assets at fair value through OCI reclassifiable to profit or loss	185,470	182,423
Securities at amortised cost	2,083	96
Investment property	7,262	6,809
Investments in equity-accounted companies	1,104	1,118
<b>INSURANCE INVESTMENTS</b>	<b>416,821</b>	<b>402,671</b>

(a) Taking into account the application of IFRS 17.

Financial assets at fair value through profit or loss and financial assets at fair value through OCI reclassifiable to profit or loss are analysed below.

## ▼ FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
<b>Debt instruments</b>	<b>185,051</b>	<b>171,722</b>
Government paper and equivalents	2,751	3,990
Bonds and other fixed-income securities	26,269	23,874
UCITS	59,581	60,775
Assets backing unit-linked contracts	91,603	77,726
Loans and advances	4,845	5,356
<b>Equity instruments</b>	<b>18,729</b>	<b>20,796</b>
Equity and other variable-income securities	15,580	17,865
Assets backing unit-linked contracts	3,149	2,931
<b>Derivative instruments</b>	<b>1,603</b>	<b>3,702</b>
<b>FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS</b>	<b>205,383</b>	<b>196,219</b>

(a) Taking into account the application of IFRS 17

## ▼ FINANCIAL ASSETS AT FAIR VALUE THROUGH OCI

(in € millions)	31/12/2023		31/12/2022 <sup>(a)</sup>	
	Fair value	Unrealised gains/losses	Fair value	Unrealised gains/losses
Government paper and equivalents	95,134	(18,570)	97,200	(24,771)
Bonds and other fixed-income securities	90,336	(8,135)	85,223	(13,236)
<b>FINANCIAL ASSETS AT FAIR VALUE THROUGH OCI RECLASSIFIABLE TO PROFIT OR LOSS</b>	<b>185,470</b>	<b>(26,705)</b>	<b>182,423</b>	<b>(38,007)</b>
Tax		7,309		10,270
<b>Gains and losses recognised directly in OCI – reclassifiable to profit or loss (net of tax)</b>		<b>(19,395)</b>		<b>(27,737)</b>
Equities, other variable-income securities and other securities held as long-term investments	15,445	3,868	15,887	2,166
Unconsolidated equity investments	16			
<b>FINANCIAL ASSETS AT FAIR VALUE THROUGH OCI NOT RECLASSIFIABLE TO PROFIT OR LOSS</b>	<b>15,461</b>	<b>3,868</b>	<b>15,887</b>	<b>2,166</b>
Taxes	0	(773)		(333)
<b>Gains and losses recognised directly in OCI – not reclassifiable to profit or loss (net of tax)</b>		<b>3,096</b>		<b>(1,833)</b>

(a) Taking into account the application of IFRS 17.

## b) Composition of the underlying items of contracts with direct participation features

This table shows the financial assets underlying contracts with direct participation features. A contract with participation features is a contract where the benefit paid to the beneficiary is directly linked to the fair value or returns of specific assets.

(in € millions)	Fair value	
	31/12/2023	31/12/2022 <sup>(a)</sup>
Bonds	205,965	190,390
Negotiable debt securities	298	509
Equities	15,902	16,410
Mutual funds	99,228	99,317
Shares in property-management companies	6,728	8,459
Derivative instruments	1,538	3,578
Other	2,703	3,242
<b>TOTAL</b>	<b>332,362</b>	<b>321,904</b>

(a) Taking into account the application of IFRS 17.



## 35.3 Insurance liabilities

### a) Insurance and reinsurance contracts by valuation model

(in € millions)	31/12/2023		
	Contracts valued using the BBA and VFA models	Contracts valued using the PAA model	Total
<b>Liability for remaining coverage</b>	<b>1,389</b>	<b>165</b>	<b>1,554</b>
Contracts valued using the PAA model		165	165
Contracts valued using the BBA and VFA models	1,389		1,389
Present value of future cash flows	1,746		1,746
Risk adjustment for non-financial risk	(75)		(75)
Contractual service margin	(282)		(282)
<b>Liability for incurred claims</b>	<b>(213)</b>	<b>1</b>	<b>(212)</b>
Present value of future cash flows	(208)	1	(207)
Risk adjustment for non-financial risk	(5)		(5)
Insurance acquisition cash flows not yet allocated to insurance contracts			
<b>INSURANCE CONTRACTS ISSUED – ASSETS (1)</b>	<b>1,177</b>	<b>166</b>	<b>1,343</b>
<b>Liability for remaining coverage</b>	<b>368,836</b>	<b>825</b>	<b>369,661</b>
Contracts valued using the PAA model		825	825
Contracts valued using the BBA and VFA models	368,836		368,836
Present value of future cash flows	348,273		348,273
Risk adjustment for non-financial risk	1,895		1,895
Contractual service margin	18,668		18,668
<b>Liability for incurred claims</b>	<b>5,578</b>	<b>795</b>	<b>6,374</b>
Present value of future cash flows	5,521	749	6,269
Risk adjustment for non-financial risk	58	47	104
<b>INSURANCE CONTRACTS ISSUED – LIABILITIES (2) (EXCLUDING INVESTMENT CONTRACTS WITHOUT DISCRETIONARY PARTICIPATION FEATURES)</b>	<b>374,415</b>	<b>1,620</b>	<b>376,035</b>
<b>INSURANCE CONTRACTS (DIRECT BUSINESS AND INWARD REINSURANCE) (2) - (1)</b>	<b>373,238</b>	<b>1,454</b>	<b>374,692</b>
Insurance transactions relating to investment contracts (without discretionary participation features) (3)			2,395
<b>INSURANCE CONTRACTS ISSUED – LIABILITIES (2) + (3) – SEE NOTE 31.6</b>			<b>378,430</b>
<b>Liability for remaining coverage</b>	<b>8,060</b>	<b>82</b>	<b>8,142</b>
Contracts valued using the PAA model		82	82
Contracts valued using the BBA and VFA models	8,060		8,060
Present value of future cash flows	7,457		7,457
Risk adjustment for non-financial risk	91		91
Contractual service margin	512		512
<b>Liability for incurred claims</b>	<b>496</b>	<b>237</b>	<b>734</b>
Present value of future cash flows	490	227	717
Risk adjustment for non-financial risk	6	10	16
Reinsurance contracts held – Assets (1) (excluding investment contracts without discretionary participation features)	8,556	319	8,875
Reinsurance transactions relating to investment contracts (without discretionary participation features)			15
<b>REINSURANCE CONTRACTS HELD – ASSETS</b>			<b>8,891</b>
<b>Liability for remaining coverage</b>	<b>43</b>	<b>20</b>	<b>63</b>
Contracts valued using the PAA model		20	20
Contracts valued using the BBA and VFA models	43		43
Present value of future cash flows	39		39
Risk adjustment for non-financial risk	(17)		(17)
Contractual service margin	20		20
<b>Liability for incurred claims</b>	<b>(8)</b>		<b>(8)</b>
Present value of future cash flows	(8)		(8)
Risk adjustment for non-financial risk			
<b>REINSURANCE CONTRACTS HELD – LIABILITIES (2) – SEE NOTE 31.6 (EXCLUDING INVESTMENT CONTRACTS WITHOUT DISCRETIONARY PARTICIPATION FEATURES)</b>	<b>35</b>	<b>20</b>	<b>55</b>
<b>REINSURANCE CONTRACTS HELD, NET (1) - (2)</b>	<b>8,521</b>	<b>299</b>	<b>8,820</b>

(in € millions)	31/12/2022 <sup>(a)</sup>		Total
	Contracts valued using the BBA and VFA models	Contracts valued using the PAA model	
<b>Liability for remaining coverage</b>	<b>1,800</b>	<b>97</b>	<b>1,897</b>
Contracts valued using the PAA model		97	97
<b>Contracts valued using the BBA and VFA models</b>	<b>1,800</b>		<b>1,800</b>
Present value of future cash flows	2,866		2,866
Risk adjustment for non-financial risk	(341)		(341)
Contractual service margin	(725)		(725)
<b>Liability for incurred claims</b>	<b>(457)</b>	<b>1</b>	<b>(456)</b>
Present value of future cash flows	(444)	1	(443)
Risk adjustment for non-financial risk	(13)		(13)
Insurance acquisition cash flows not yet allocated to insurance contracts		65	66
<b>INSURANCE CONTRACTS ISSUED – ASSETS (1)</b>	<b>1,343</b>	<b>163</b>	<b>1,506</b>
<b>Liability for remaining coverage</b>	<b>355,240</b>	<b>874</b>	<b>356,114</b>
Contracts valued using the PAA model		874	874
<b>Contracts valued using the BBA and VFA models</b>	<b>355,240</b>		<b>355,240</b>
Present value of future cash flows	337,674		337,674
Risk adjustment for non-financial risk	1,449		1,449
Contractual service margin	16,117		16,117
<b>Liability for incurred claims</b>	<b>5,302</b>	<b>710</b>	<b>6,012</b>
Present value of future cash flows	5,240	666	5,906
Risk adjustment for non-financial risk	63	44	107
<b>INSURANCE CONTRACTS ISSUED – LIABILITIES (2) (EXCLUDING INVESTMENT CONTRACTS WITHOUT DISCRETIONARY PARTICIPATION FEATURES)</b>	<b>360,542</b>	<b>1,584</b>	<b>362,127</b>
<b>INSURANCE CONTRACTS (DIRECT BUSINESS AND INWARD REINSURANCE) (2) – (1)</b>	<b>359,199</b>	<b>1,422</b>	<b>360,620</b>
Insurance transactions relating to investment contracts (without discretionary participation features) (3)			2,453
<b>INSURANCE CONTRACTS ISSUED – LIABILITIES (2) + (3) – SEE NOTE 31.6</b>			<b>364,580</b>
<b>Liability for remaining coverage</b>	<b>7,439</b>	<b>89</b>	<b>7,528</b>
Contracts valued using the PAA model		89	89
<b>Contracts valued using the BBA and VFA models</b>	<b>7,439</b>		<b>7,439</b>
Present value of future cash flows	6,714		6,714
Risk adjustment for non-financial risk	102		102
Contractual service margin	624		624
<b>Liability for incurred claims</b>	<b>463</b>	<b>215</b>	<b>679</b>
Present value of future cash flows	457	205	662
Risk adjustment for non-financial risk	7	10	17
Reinsurance contracts held – assets (1) (excluding investment contracts without discretionary participation features)	7,903	304	8,207
Reinsurance transactions relating to investment contracts (without discretionary participation features)			15
<b>REINSURANCE CONTRACTS HELD – ASSETS</b>			<b>8,221</b>
<b>Liability for remaining coverage</b>	<b>35</b>	<b>13</b>	<b>48</b>
Contracts valued using the PAA model		13	13
<b>Contracts valued using the BBA and VFA models</b>	<b>35</b>		<b>35</b>
Present value of future cash flows	58		58
Risk adjustment for non-financial risk	(22)		(22)
Contractual service margin	(1)		(1)
<b>Liability for incurred claims</b>	<b>(15)</b>		<b>(15)</b>
Present value of future cash flows	(14)		(14)
Risk adjustment for non-financial risk	(1)		(1)
<b>REINSURANCE CONTRACTS HELD – LIABILITIES (2) – SEE NOTE 31.6 (EXCLUDING INVESTMENT CONTRACTS WITHOUT A DISCRETIONARY PARTICIPATION FEATURE)</b>	<b>20</b>	<b>13</b>	<b>33</b>
<b>REINSURANCE CONTRACTS HELD, NET (1) – (2)</b>	<b>7,883</b>	<b>291</b>	<b>8,174</b>

(a) Restated for the first-time application of IFRS 17.

## b) Insurance and reinsurance contracts by accounting component

### Intra-group margin

La Banque Postale distributes and manages insurance contracts on behalf of its subsidiaries. This activity generates distribution and management costs which are included in the group's income statement.

The commission paid by the insurance subsidiaries to La Banque Postale for the distribution and management of insurance policies includes a margin billed by La Banque Postale.

Under IFRS 17, the component representing the insurance company's estimated obligation to policyholders – the present value of future cash flows or Best Estimate – incorporates all the costs associated with insurance activities, including the costs of distributing and managing insurance contracts.

Insurance subsidiaries' Best Estimate includes the insurance contract distribution and management fees, with the margin.

At group level, the margin is not included in the Best Estimate, as it represents a profit and not a cost. It is therefore included in the CSM (representing future profits).

As a result, the group vision of CSM is different from the sum of the insurance subsidiaries' CSMs, i.e., from the insurance vision of CSM. Group CSM includes a component representing the intra-group margin, which is determined by applying an estimated cost/income ratio to distribution and management fees. This margin is included in the CSM at group level.

<i>(in € thousands)</i>	Present value of future cash flows	Adjustment for non-financial risk	Contractual service margin	Total
<b>Opening net balance – Insurance vision<sup>(a)</sup> At 31 December 2022<sup>(b)</sup></b>	<b>341,814</b>	<b>1,863</b>	<b>15,522</b>	<b>359,199</b>
Insurance contract distribution and management fees – Intra-group eliminations	(1,320)		1,320	
<b>OPENING NET BALANCE – GROUP VISION AT 31 DECEMBER 2022<sup>(b)</sup></b>	<b>340,494</b>	<b>1,863</b>	<b>16,842</b>	<b>359,199</b>
<b>Closing net balance – Insurance vision<sup>(a)</sup> At 31 December 2023</b>	<b>353,844</b>	<b>2,032</b>	<b>17,362</b>	<b>373,238</b>
Insurance contract distribution and management fees – Intra-group eliminations	(1,588)		1,588	
<b>CLOSING NET BALANCE – GROUP VISION AT 31 DECEMBER 2023</b>	<b>352,256</b>	<b>2,032</b>	<b>18,950</b>	<b>373,238</b>

(a) Analysed by accounting component and coverage period.

(b) Restated for the first-time application of IFRS 17.

<i>(in € thousands)</i>	Present value of future cash flows	Adjustment for non-financial risk	Contractual service margin	Total <sup>(b)</sup>
<b>Opening net balance – Insurance vision<sup>(a)</sup> At 1 January 2022</b>	<b>388,345</b>	<b>1,683</b>	<b>15,815</b>	<b>405,843</b>
Insurance contract distribution and management fees – Intra-group eliminations	(1,720)		1,720	
<b>OPENING NET BALANCE – GROUP VISION AT 1 JANUARY 2022</b>	<b>386,625</b>	<b>1,683</b>	<b>17,535</b>	<b>405,843</b>
<b>Closing net balance – Insurance vision<sup>(a)</sup> At 31 December 2022</b>	<b>341,814</b>	<b>1,863</b>	<b>15,522</b>	<b>359,199</b>
Insurance contract distribution and management fees – Intra-group eliminations	(1,320)		1,320	
<b>CLOSING NET BALANCE – GROUP VISION AT 31 DECEMBER 2022</b>	<b>340,494</b>	<b>1,863</b>	<b>16,842</b>	<b>359,199</b>

(a) Analysed by accounting component and coverage period.

(b) Restated for the first-time application of IFRS 17.

▼ ANALYSIS BY ACCOUNTING COMPONENT – CONTRACTS VALUED USING THE BBA AND VFA MODELS – INSURANCE CONTRACTS  
(INSURANCE SUBSIDIARIES)

<i>(in € millions)</i>	Present value of future cash flows	Risk adjustment for non-financial risk	Contractual service margin	31/12/2023
Opening balance – Assets	(2,423)	354	725	(1,343)
Opening balance – Liabilities	344,237	1,508	14,797	360,542
<b>OPENING NET BALANCE</b>	<b>341,814</b>	<b>1,863</b>	<b>15,522</b>	<b>359,199</b>
<b>Changes related to future service</b>	<b>(4,243)</b>	<b>404</b>	<b>3,919</b>	<b>80</b>
Changes in estimates resulting in an adjustment to the contractual service margin	(2,159)	162	2,013	15
Changes in estimates resulting in losses and reversals on groups of onerous contracts	(15)	52		38
Effect of contracts recognised during the period	(2,069)	190	1,906	28
<b>Changes related to current service</b>	<b>737</b>	<b>(262)</b>	<b>(2,212)</b>	<b>(1,737)</b>
Contractual service margin released to profit			(2,212)	(2,212)
Changes in non-financial risk adjustment		(262)		(262)
Experience adjustments	737			737
<b>Changes related to past service</b>	<b>(1,049)</b>	<b>(37)</b>		<b>(1,087)</b>
Adjustments to incurred claims	(1,049)	(37)		(1,087)
<b>INSURANCE SERVICE RESULT</b>	<b>(4,555)</b>	<b>105</b>	<b>1,708</b>	<b>(2,743)</b>
<b>Finance income or expense from insurance contracts issued</b>	<b>24,754</b>	<b>61</b>	<b>127</b>	<b>24,942</b>
Finance income or expense from insurance contracts issued <sup>(a)</sup>	23,657	56	55	23,768
Effect of foreign exchange differences	1,097	5	72	1,174
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>20,199</b>	<b>166</b>	<b>1,835</b>	<b>22,199</b>
Cash inflows and outflows on insurance contracts	(8,140)			(8,140)
<b>TOTAL CASH FLOWS</b>	<b>(8,140)</b>			<b>(8,140)</b>
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>(44)</b>	<b>4</b>	<b>5</b>	<b>(35)</b>
<b>CLOSING NET BALANCE</b>	<b>353,829</b>	<b>2,032</b>	<b>17,362</b>	<b>373,224</b>
Closing balance – Assets	(1,538)	79	282	(1,176)
Closing balance – Liabilities	355,367	1,953	17,080	374,400

(a) Excluding foreign exchange differences.

<i>(in € millions)</i>	Present value of future cash flows	Risk adjustment for non-financial risk	Contractual service margin	31/12/2022 <sup>(a)</sup>
Opening balance - Assets	(1,537)	81	199	(1,256)
Opening balance - Liabilities	389,881	1,601	15,616	407,098
<b>OPENING NET BALANCE</b>	<b>388,345</b>	<b>1,683</b>	<b>15,815</b>	<b>405,843</b>
<b>Changes related to future service</b>	<b>(4,980)</b>	<b>509</b>	<b>4,572</b>	<b>100</b>
Changes in estimates resulting in an adjustment to the contractual service margin	(3,402)	283	3,108	(11)
Changes in estimates resulting in losses and reversals on groups of onerous contracts	41	49		89
Effect of contracts recognised during the period	(1,619)	177	1,464	22
<b>Changes related to current service</b>	<b>1,265</b>	<b>(194)</b>	<b>(2,279)</b>	<b>(1,208)</b>
Contractual service margin released to profit			(2,279)	(2,279)
Changes in non-financial risk adjustment		(194)		(194)
Experience adjustments	1,265			1,265
<b>Changes related to past service</b>	<b>(1,080)</b>	<b>(36)</b>		<b>(1,116)</b>
Adjustments to incurred claims	(1,080)	(36)		(1,116)
<b>INSURANCE SERVICE RESULT</b>	<b>(4,796)</b>	<b>278</b>	<b>2,293</b>	<b>(2,225)</b>
<b>Finance income or expense from insurance contracts issued</b>	<b>(40,136)</b>	<b>(80)</b>	<b>(2,570)</b>	<b>(42,786)</b>
Finance income or expense from insurance contracts issued <sup>(b)</sup>	(41,761)	(99)	(2,661)	(44,521)
Effect of foreign exchange differences	1,625	19	90	1,734
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>(44,931)</b>	<b>198</b>	<b>(277)</b>	<b>(45,011)</b>
Total cash flows	585			585
<b>TOTAL CASH FLOWS</b>	<b>585</b>			<b>585</b>
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>(2,183)</b>	<b>(18)</b>	<b>(15)</b>	<b>(2,217)</b>
<b>CLOSING NET BALANCE</b>	<b>341,814</b>	<b>1,863</b>	<b>15,522</b>	<b>359,199</b>
Closing balance - Assets	(2,423)	354	725	(1,343)
Closing balance - Liabilities	344,237	1,508	14,797	360,542

(a) Restated for the first-time application of IFRS 17.

(b) Excluding foreign exchange differences.

## ▼ ANALYSIS BY ACCOUNTING COMPONENT – CONTRACTS VALUED USING THE BBA MODEL – REINSURANCE CONTRACTS HELD

<i>(in € millions)</i>	Present value of future cash flows	Adjustment for non-financial risk	Contractual service margin	31/12/2023
Opening balance – Assets	7,171	108	624	7,903
Opening balance – Liabilities	(43)	22	1	(20)
<b>OPENING NET BALANCE</b>	<b>7,127</b>	<b>131</b>	<b>625</b>	<b>7,883</b>
<b>Changes related to future service</b>	<b>68</b>	<b>(17)</b>	<b>(49)</b>	<b>2</b>
Changes in estimates resulting in an adjustment to the contractual service margin	71	(22)	(48)	
Changes in estimates resulting in losses and reversals on underlying onerous contracts				
Effect of contracts recognised during the period	(3)	5	(1)	2
<b>Changes related to current service</b>	<b>43</b>	<b>(8)</b>	<b>(72)</b>	<b>(38)</b>
Contractual service margin released to profit			(72)	(72)
Changes in non-financial risk adjustment		(8)		(8)
Experience adjustments	43			43
<b>Changes related to past service</b>	<b>(28)</b>	<b>(3)</b>		<b>(30)</b>
Adjustment of incurred claims	(28)	(3)		(30)
<b>INCOME AND EXPENSES FROM REINSURANCE CONTRACTS HELD</b>	<b>83</b>	<b>(28)</b>	<b>(121)</b>	<b>(66)</b>
<b>FINANCE INCOME (OR EXPENSE) FROM REINSURANCE CONTRACTS HELD</b>	<b>881</b>	<b>12</b>	<b>3</b>	<b>896</b>
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>965</b>	<b>(16)</b>	<b>(118)</b>	<b>830</b>
Cash flows	(157)			(157)
<b>TOTAL CASH FLOWS</b>	<b>(157)</b>			<b>(157)</b>
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>24</b>		<b>(14)</b>	<b>9</b>
<b>CLOSING NET BALANCE</b>	<b>7,958</b>	<b>114</b>	<b>492</b>	<b>8,564</b>
Opening balance – Assets	7,990	97	512	8,599
Opening balance – Liabilities	(32)	17	(20)	(35)

(in € millions)	Present value of future cash flows	Adjustment for non-financial risk	Contractual service margin	31/12/2022 <sup>(a)</sup>
Opening balance - Assets	10,197	119	863	11,179
Opening balance - Liabilities	(17)	3	1	(14)
<b>OPENING NET BALANCE</b>	<b>10,180</b>	<b>122</b>	<b>864</b>	<b>11,166</b>
<b>Changes related to future service</b>	<b>(54)</b>	<b>47</b>	<b>10</b>	<b>3</b>
Changes in estimates resulting in an adjustment to the contractual service margin	(45)	45		
Changes in estimates resulting in losses and reversals on underlying onerous contracts	3			3
Effect of contracts recognised during the period	(12)	2	10	
<b>Changes related to current service</b>	<b>113</b>	<b>3</b>	<b>(54)</b>	<b>62</b>
Contractual service margin released to profit			(54)	(54)
Changes in non-financial risk adjustment		3		3
Experience adjustments	113			113
<b>Changes related to past service</b>	<b>11</b>	<b>(4)</b>		<b>7</b>
Adjustment of incurred claims	11	(4)		7
<b>INCOME AND EXPENSES FROM REINSURANCE CONTRACTS HELD</b>	<b>70</b>	<b>46</b>	<b>(44)</b>	<b>71</b>
<b>FINANCE INCOME (OR EXPENSE) FROM REINSURANCE CONTRACTS HELD</b>	<b>(2,867)</b>	<b>(35)</b>	<b>(196)</b>	<b>(3,098)</b>
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>(2,798)</b>	<b>11</b>	<b>(240)</b>	<b>(3,027)</b>
Cash flows	1,491			1,491
<b>TOTAL CASH FLOWS</b>	<b>1,491</b>			<b>1,491</b>
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>(1,746)</b>	<b>(2)</b>	<b>1</b>	<b>(1,748)</b>
<b>CLOSING NET BALANCE</b>	<b>7,127</b>	<b>131</b>	<b>625</b>	<b>7,883</b>
Opening balance - Assets	7,171	108	624	7,903
Opening balance - Liabilities	(43)	22	1	(20)

(a) Restated for the first-time application of IFRS 17.

### c) Contractual service margin

#### ▼ ANALYSIS BY MATURITY

(in € millions)	31/12/2023			
	Less than 5 years	5 to 10 years	Beyond 10 years	Total
Insurance contracts (1)	7,352	4,155	5,855	17,362
Reinsurance contracts (2)	136	99	257	492
<b>TOTAL (1) - (2)</b>	<b>7,216</b>	<b>4,056</b>	<b>5,598</b>	<b>16,870</b>

(in € millions)	31/12/2022 <sup>(a)</sup>			
	Less than 5 years	5 to 10 years	Beyond 10 years	Total
Insurance contracts (1)	7,088	3,869	4,566	15,522
Reinsurance contracts (2)	204	132	289	625
<b>TOTAL (1) - (2)</b>	<b>6,884</b>	<b>3,736</b>	<b>4,277</b>	<b>14,898</b>

(a) Restated for the first-time application of IFRS 17.

## Analysis of the contractual service margin by transition method

## ▼ INSURANCE CONTRACTS ISSUED

Contractual service margin and insurance revenue by transition method (in € millions)	31/12/2023			
	Contracts measured using the modified retrospective approach on transition	Contracts measured using the fair value approach on transition	Other contracts <sup>(b)</sup>	Total
<b>OPENING CONTRACTUAL SERVICE MARGIN</b>	<b>158</b>	<b>13,246</b>	<b>2,118</b>	<b>15,522</b>
<b>Changes related to future service</b>	<b>(20)</b>	<b>2,082</b>	<b>1,857</b>	<b>3,919</b>
Changes in estimates resulting in an adjustment to the contractual service margin	(20)	2,082	(49)	2,013
Effect of contracts recognised during the period			1,906	1,906
<b>Changes related to current service</b>	<b>(48)</b>	<b>(1,741)</b>	<b>(422)</b>	<b>(2,212)</b>
Contractual service margin released to profit for services provided	(48)	(1,741)	(422)	(2,212)
<b>Finance income (or expense) from insurance contracts issued</b>	<b>4</b>	<b>29</b>	<b>93</b>	<b>127</b>
Finance income (or expense) from insurance contracts issued	6	(7)	56	55
Effect of foreign exchange differences	(2)	37	37	72
<b>Other consolidation adjustments</b>	<b>46</b>	<b>3</b>	<b>(44)</b>	<b>5</b>
Other movements relating to changes in the carrying amount of insurance contracts	46	3	(44)	5
<b>CLOSING CONTRACTUAL SERVICE MARGIN</b>	<b>140</b>	<b>13,619</b>	<b>3,604</b>	<b>17,362</b>

(b) Other contracts correspond to contracts that did not exist at the transition date.

Contractual service margin and insurance revenue by transition method (in € millions)	31/12/2022 <sup>(a)</sup>			
	Contracts measured using the modified retrospective approach on transition	Contracts measured using the fair value approach on transition	Other contracts <sup>(b)</sup>	Total
<b>OPENING CONTRACTUAL SERVICE MARGIN</b>	<b>305</b>	<b>15,200</b>	<b>311</b>	<b>15,815</b>
<b>Changes related to future service</b>	<b>3</b>	<b>3,167</b>	<b>1,402</b>	<b>4,572</b>
Changes in estimates resulting in an adjustment to the contractual service margin	3	3,167	(62)	3,108
Effect of contracts recognised during the period			1,464	1,464
<b>Changes related to current service</b>	<b>(183)</b>	<b>(1,989)</b>	<b>(107)</b>	<b>(2,279)</b>
Contractual service margin released to profit for services provided	(183)	(1,989)	(107)	(2,279)
<b>Finance income (or expense) from insurance contracts issued</b>	<b>28</b>	<b>(3,112)</b>	<b>514</b>	<b>(2,570)</b>
Finance income (or expense) from insurance contracts issued	21	(3,223)	541	(2,661)
Effect of foreign exchange differences	8	110	(28)	90
<b>Other consolidation adjustments</b>	<b>5</b>	<b>(19)</b>	<b>(1)</b>	<b>(15)</b>
Changes in scope of consolidation		(27)		(27)
Other movements relating to changes in the carrying amount of insurance contracts	5	8	(1)	12
<b>CLOSING CONTRACTUAL SERVICE MARGIN</b>	<b>158</b>	<b>13,246</b>	<b>2,118</b>	<b>15,522</b>

(a) Restated for the first-time application of IFRS 17.

(b) Other contracts correspond to contracts that did not exist at the transition date.



## ▼ REINSURANCE CONTRACTS

Reinsurance contractual service margin by transition method <i>(in € millions)</i>	31/12/2023			Total
	Contracts measured using the modified retrospective approach on transition	Contracts measured using the fair value approach on transition	Other contracts <sup>(b)</sup>	
<b>CEDED PORTION – OPENING CONTRACTUAL SERVICE MARGIN</b>	<b>76</b>	<b>541</b>	<b>8</b>	<b>625</b>
<b>Ceded portion – Changes related to future service</b>	<b>9</b>	<b>(66)</b>	<b>8</b>	<b>(49)</b>
Changes in estimates resulting in an adjustment to the contractual service margin	9	(66)	9	(48)
Effect of contracts recognised during the period			(1)	(1)
<b>Ceded portion – Changes related to current service</b>	<b>(7)</b>	<b>(60)</b>	<b>(5)</b>	<b>(72)</b>
Contractual service margin released to profit for services provided	(7)	(60)	(5)	(72)
<b>Ceded portion – Finance income (or expense) from reinsurance contracts held</b>	<b>1</b>	<b>2</b>		<b>3</b>
Finance income (or expense) from reinsurance contracts held	1	2		3
Effect of foreign exchange differences				
<b>Ceded portion – Other consolidation adjustments</b>	<b>(14)</b>		<b>-</b>	<b>(14)</b>
Changes in scope of consolidation				
Other movements relating to changes in the carrying amount of reinsurance contracts	(14)		-	(14)
<b>CEDED PORTION – CLOSING CONTRACTUAL SERVICE MARGIN</b>	<b>64</b>	<b>417</b>	<b>11</b>	<b>492</b>

Contractual service margin and reinsurance result by transition method <i>(in € millions)</i>	31/12/2022 <sup>(a)</sup>			Total
	Contracts measured using the modified retrospective approach on transition	Contracts measured using the fair value approach on transition	Other contracts <sup>(b)</sup>	
<b>CEDED PORTION – OPENING CONTRACTUAL SERVICE MARGIN</b>	<b>78</b>	<b>786</b>		<b>864</b>
<b>Ceded portion – Changes related to future service</b>	<b>4</b>	<b>(3)</b>	<b>9</b>	<b>10</b>
Changes in estimates resulting in an adjustment to the contractual service margin	4	(3)	1	2
Effect of contracts recognised during the period			8	8
<b>Ceded portion – Changes related to current service</b>	<b>(8)</b>	<b>(45)</b>	<b>(2)</b>	<b>(54)</b>
Contractual service margin released to profit for services provided	(8)	(45)	(2)	(54)
<b>Ceded portion – Finance income (or expense) from reinsurance contracts held</b>	<b>2</b>	<b>(198)</b>		<b>(196)</b>
Finance income (or expense) from reinsurance contracts held	2	(198)		(196)
Effect of foreign exchange differences				
<b>Ceded portion – Other consolidation adjustments</b>		<b>1</b>		<b>1</b>
Changes in scope of consolidation				
Other movements relating to changes in the carrying amount of reinsurance contracts		1		1
<b>CEDED PORTION – CLOSING CONTRACTUAL SERVICE MARGIN</b>	<b>76</b>	<b>541</b>	<b>8</b>	<b>625</b>

(a) Restated for the first-time application of IFRS 17.

(b) Other contracts correspond to contracts that did not exist at the transition date.

## d) Insurance and reinsurance contracts by coverage period

## ▼ ANALYSIS BY REMAINING COVERAGE PERIOD AND INCURRED CLAIMS – CONTRACTS VALUED USING THE BBA AND VFA MODELS – INSURANCE

(in € millions)	31/12/2023						
	Net liability for remaining coverage		Net liability for remaining coverage	Net liability for incurred claims	Sub-total	Acquisition costs not allocated to contracts	Total
	Excluding loss component	Loss component					
Opening balance - Assets	(1,800)		(1,800)	457	(1,343)		(1,343)
Opening balance - Liabilities	355,145	95	355,240	5,302	360,542		360,542
<b>OPENING NET BALANCE</b>	<b>353,345</b>	<b>95</b>	<b>353,440</b>	<b>5,759</b>	<b>359,199</b>		<b>359,199</b>
<b>Insurance revenue</b>	<b>(10,078)</b>		<b>(10,078)</b>		<b>(10,078)</b>		<b>(10,078)</b>
<b>Insurance service expenses</b>	<b>1,660</b>	<b>59</b>	<b>1,719</b>	<b>5,616</b>	<b>7,335</b>		<b>7,335</b>
Incurred claims and other insurance service expenses		(21)	(21)	6,703	6,681		6,681
Amortisation of insurance acquisition cash flows	1,660		1,660		1,660		1,660
Adjustments to liabilities for incurred claims				(1,087)	(1,087)		(1,087)
Losses and reversals on groups of onerous contracts		80	80		80		80
<b>Investment components</b>	<b>(36,663)</b>		<b>(36,663)</b>	<b>36,663</b>	<b>-</b>		
<b>INSURANCE SERVICE RESULT</b>	<b>(45,081)</b>	<b>59</b>	<b>(45,022)</b>	<b>42,279</b>	<b>(2,743)</b>		<b>(2,743)</b>
<b>Finance income (or expense) from insurance contracts issued</b>	<b>24,493</b>	<b>(4)</b>	<b>24,489</b>	<b>453</b>	<b>24,942</b>		<b>24,942</b>
Finance income (or expense) from insurance contracts issued (excluding foreign exchange differences)	23,330	(4)	23,326	442	23,768		23,768
Effect of foreign exchange differences	1,163		1,163	11	1,174		1,174
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>(20,588)</b>	<b>55</b>	<b>(20,533)</b>	<b>42,732</b>	<b>22,199</b>		<b>22,199</b>
Premiums received on insurance contracts issued	36,473		36,473		36,473		36,473
Claims and other insurance service expenses paid				(42,702)	(42,702)		(42,702)
Insurance acquisition cash flows	(1,911)		(1,911)		(1,911)		(1,911)
<b>TOTAL CASH FLOWS</b>	<b>34,562</b>		<b>34,562</b>	<b>(42,702)</b>	<b>(8,140)</b>		<b>(8,140)</b>
Acquisition costs not allocated to contracts - Allocation to insurance contracts							
Reversals of impairment of acquisition costs not allocated to insurance contracts released to profit for the period							
Acquisition costs not allocated to contracts							
Changes in scope of consolidation							
Other movements relating to changes in the carrying amount of insurance contracts	(53)	17	(36)	2	(35)		(35)
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>(53)</b>	<b>17</b>	<b>(36)</b>	<b>2</b>	<b>(35)</b>		<b>(35)</b>
<b>CLOSING NET BALANCE</b>	<b>367,265</b>	<b>167</b>	<b>367,432</b>	<b>5,791</b>	<b>373,224</b>		<b>373,223</b>
Closing balance - Assets	(1,389)		(1,389)	213	(1,176)		(1,177)
Closing balance - Liabilities	368,655	167	368,822	5,578	374,400		374,400

(in € millions)	31/12/2022 <sup>(a)</sup>						
	Net liability for remaining coverage		Net liability for remaining coverage	Net liability for incurred claims	Sub-total	Acquisition costs not allocated to contracts	Total
	Excluding loss component	Loss component					
Opening balance – Assets	(1,428)	-	(1,428)	173	(1,256)	(1)	(1,256)
Opening balance – Liabilities	400,917	48	400,965	6,133	407,098		407,098
<b>OPENING NET BALANCE</b>	<b>399,489</b>	<b>48</b>	<b>399,537</b>	<b>6,306</b>	<b>405,843</b>	<b>(1)</b>	<b>405,842</b>
<b>Insurance revenue</b>	<b>(10,388)</b>		<b>(10,388)</b>		<b>(10,388)</b>		<b>(10,388)</b>
<b>Insurance service expenses</b>	<b>1,981</b>	<b>49</b>	<b>2,030</b>	<b>6,133</b>	<b>8,163</b>		<b>8,163</b>
Incurred claims and other insurance service expenses		(51)	(51)	7,249	7,199		7,199
Amortisation of insurance acquisition cash flows	1,981		1,981		1,981		1,981
Adjustments to liabilities for incurred claims				(1,116)	(1,116)		(1,116)
Losses and reversals on groups of onerous contracts		100	100		100		100
<b>Investment components</b>	<b>(30,636)</b>		<b>(30,636)</b>	<b>30,636</b>			
<b>INSURANCE SERVICE RESULT</b>	<b>(39,043)</b>	<b>49</b>	<b>(38,994)</b>	<b>36,769</b>	<b>(2,225)</b>		<b>(2,225)</b>
<b>Finance income (or expense) from insurance contracts issued</b>	<b>(42,313)</b>	<b>5</b>	<b>(42,308)</b>	<b>(478)</b>	<b>(42,786)</b>		<b>(42,786)</b>
Finance income (or expense) from insurance contracts issued (excluding foreign exchange differences)	(44,019)	5	(44,014)	(507)	(44,521)		(44,521)
Effect of foreign exchange differences	1,706		1,706	28	1,734		1,734
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>(81,356)</b>	<b>54</b>	<b>(81,302)</b>	<b>36,291</b>	<b>(45,011)</b>		<b>(45,011)</b>
Premiums received on insurance contracts issued	39,604		39,604		39,604		39,604
Claims and other insurance service expenses paid				(36,910)	(36,910)		(36,910)
Insurance acquisition cash flows	(2,170)		(2,170)		(2,170)		(2,170)
<b>TOTAL CASH FLOWS</b>	<b>37,433</b>		<b>37,433</b>	<b>(36,910)</b>	<b>524</b>		<b>524</b>
Acquisition costs not allocated to contracts – Allocation to insurance contracts							
Reversals of impairment of acquisition costs not allocated to insurance contracts released to profit for the period							
<b>ACQUISITION COSTS NOT ALLOCATED TO CONTRACTS</b>							
Changes in scope of consolidation	(2,090)		(2,090)		(2,090)		(2,090)
Other movements relating to changes in the carrying amount of insurance contracts	(131)	(7)	(138)	72	(66)		(66)
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>(2,221)</b>	<b>(7)</b>	<b>(2,229)</b>	<b>72</b>	<b>(2,156)</b>		<b>(2,156)</b>
<b>CLOSING NET BALANCE</b>	<b>353,345</b>	<b>95</b>	<b>353,440</b>	<b>5,759</b>	<b>359,199</b>		<b>359,199</b>
Closing balance – Assets	(1,800)		(1,800)	457	(1,343)		(1,343)
Closing balance – Liabilities	355,145	95	355,240	5,302	360,542		360,542

(a) Restated for the first-time application of IFRS 17.

▼ ANALYSIS BY REMAINING COVERAGE PERIOD AND INCURRED CLAIMS – CONTRACTS VALUED USING THE BBA MODEL – REINSURANCE HELD

(in € millions)	31/12/2023				
	Net assets for remaining coverage			Incurred claims component	Total
	Excluding loss recovery component	Loss recovery component	Remaining coverage component		
Opening balance – Assets	7,436	3	7,439	463	7,903
Opening balance – Liabilities	(35)		(35)	15	(20)
<b>OPENING NET BALANCE</b>	<b>7,401</b>	<b>3</b>	<b>7,404</b>	<b>478</b>	<b>7,883</b>
<b>Reinsurance income</b>	<b>73</b>	<b>2</b>	<b>75</b>	<b>535</b>	<b>609</b>
Reinsurance recoveries	73	2	75	565	639
• of which amounts recovered on past service and other reinsurance expenses	73		73	565	638
• of which losses and reversals on underlying onerous contracts		2	2		2
Adjustments to assets for incurred claims				(30)	(30)
Effect of changes in reinsurer non-performance risk					
<b>Reinsurance expenses</b>	<b>(675)</b>		<b>(675)</b>		<b>(675)</b>
<b>INCOME AND EXPENSES FROM REINSURANCE CONTRACTS HELD</b>	<b>(602)</b>	<b>2</b>	<b>(601)</b>	<b>535</b>	<b>(66)</b>
<b>Finance income (or expense) from reinsurance contracts held</b>	<b>887</b>		<b>887</b>	<b>9</b>	<b>896</b>
Finance income (or expense) from reinsurance contracts held (excluding foreign exchange differences)	887		887	9	896
Effect of foreign exchange differences					
<b>Investment components</b>	<b>(875)</b>		<b>(875)</b>	<b>875</b>	
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>(591)</b>	<b>2</b>	<b>(589)</b>	<b>1,419</b>	<b>830</b>
Premiums paid	1,295		1,295		1,295
Reinsurance recoveries				(1,393)	(1,393)
Other cash flow timing differences (reinsurance deposits, acquisition costs, etc.)	(59)		(59)		(59)
<b>TOTAL CASH FLOWS</b>	<b>1,236</b>		<b>1,236</b>	<b>(1,393)</b>	<b>(157)</b>
Changes in scope of consolidation					
Other movements relating to changes in the carrying amount of reinsurance contracts					
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>9</b>		<b>9</b>		<b>9</b>
<b>CLOSING NET BALANCE</b>	<b>8,056</b>	<b>5</b>	<b>8,061</b>	<b>504</b>	<b>8,564</b>
Closing balance – Assets	8,098	5	8,103	496	8,599
Closing balance – Liabilities	(43)		(43)	8	(35)

	31/12/2022 <sup>(a)</sup>				
	Net assets for remaining coverage				
<i>(in € millions)</i>	Excluding loss recovery component	Loss recovery component	Remaining coverage component	Incurred claims component	Total
Opening balance – Assets	10,922		10,922	257	11,179
Opening balance – Liabilities	(22)		(22)	9	(14)
<b>OPENING NET BALANCE</b>	<b>10,900</b>		<b>10,900</b>	<b>266</b>	<b>11,166</b>
<b>Reinsurance income</b>		<b>9</b>	<b>9</b>	<b>641</b>	<b>650</b>
Reinsurance recoveries		9	9	633	642
• of which amounts recovered on past service and other reinsurance expenses		6	6	633	639
• of which losses and reversals on underlying onerous contracts		3	3		3
Adjustments to assets for incurred claims				8	8
Effect of changes in reinsurer non-performance risk					
<b>Reinsurance expenses</b>	<b>(490)</b>		<b>(490)</b>	<b>(88)</b>	<b>(578)</b>
<b>INCOME AND EXPENSES FROM REINSURANCE CONTRACTS HELD</b>	<b>(490)</b>	<b>9</b>	<b>(482)</b>	<b>553</b>	<b>71</b>
<b>Finance income (or expense) from reinsurance contracts held</b>	<b>(3,089)</b>		<b>(3,089)</b>	<b>(9)</b>	<b>(3,098)</b>
Finance income (or expense) from reinsurance contracts held (excluding foreign exchange differences)	(3,089)		(3,089)	(9)	(3,098)
Effect of foreign exchange differences					
<b>Investment components</b>	<b>(970)</b>		<b>(970)</b>	<b>970</b>	
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>(4,550)</b>	<b>9</b>	<b>(4,541)</b>	<b>1,514</b>	<b>(3,027)</b>
Premiums paid	2,962		2,962		2,962
Reinsurance recoveries	4	(6)	(2)	(1,412)	(1,414)
Other cash flow timing differences (reinsurance deposits, acquisition costs, etc.)	(53)		(53)	(4)	(57)
<b>TOTAL CASH FLOWS</b>	<b>2,913</b>	<b>(6)</b>	<b>2,907</b>	<b>(1,416)</b>	<b>1,491</b>
Changes in scope of consolidation					
Other movements relating to changes in the carrying amount of reinsurance contracts	(1,862)		(1,862)	114	(1,748)
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>(1,862)</b>		<b>(1,862)</b>	<b>114</b>	<b>(1,748)</b>
<b>CLOSING NET BALANCE</b>	<b>7,401</b>	<b>3</b>	<b>7,404</b>	<b>478</b>	<b>7,883</b>
Closing balance – Assets	7,436	3	7,439	463	7,903
Closing balance – Liabilities	(35)		(35)	15	(20)

(a) Restated for the first-time application of IFRS 17.

## ▼ ANALYSIS BY REMAINING COVERAGE PERIOD AND INCURRED CLAIMS – CONTRACTS VALUED USING THE PAA MODEL – INSURANCE

(in € millions)	31/12/2023							Total
	Net liability for remaining coverage			Net liability for incurred claims				
	Excluding loss component	Loss component	Net liability for remaining coverage	Present value of future cash flows	Risk adjustment for non-financial risk	Net liability for incurred claims	Acquisition costs not allocated to contracts	
Opening balance – Assets	(97)		(97)	(1)		(1)	(65)	(163)
Opening balance – Liabilities	871	4	874	666	44	710		1,584
<b>OPENING NET BALANCE</b>	<b>774</b>	<b>4</b>	<b>778</b>	<b>665</b>	<b>44</b>	<b>709</b>	<b>(65)</b>	<b>1,422</b>
<b>Insurance revenue</b>	<b>(1,607)</b>		<b>(1,607)</b>					<b>(1,607)</b>
<b>Insurance service expenses</b>	<b>164</b>	<b>(1)</b>	<b>162</b>	<b>1,120</b>		<b>1,120</b>		<b>1,282</b>
Incurring claims and other insurance service expenses				1,122	10	1,132		1,132
Amortisation of insurance acquisition cash flows	164		164					164
Adjustments to liabilities for incurred claims				(3)	(10)	(13)		(13)
Losses and reversals on groups of onerous contracts		(1)	(1)					(1)
<b>Investment components</b>								
<b>INSURANCE SERVICE RESULT</b>	<b>(1,443)</b>	<b>(1)</b>	<b>(1,445)</b>	<b>1,120</b>		<b>1,120</b>		<b>(325)</b>
<b>Finance income (or expense) from insurance contracts issued</b>	<b>(5)</b>		<b>(5)</b>	<b>14</b>	<b>2</b>	<b>15</b>		<b>10</b>
Finance income (or expense) from insurance contracts issued				14	2	15		15
Effect of foreign exchange differences	(5)		(5)					(5)
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>(1,448)</b>	<b>(1)</b>	<b>(1,450)</b>	<b>1,133</b>	<b>2</b>	<b>1,135</b>		<b>(315)</b>
Premiums received on insurance contracts issued	1,566		1,566					1,566
Claims and other insurance service expenses paid				(1,051)		(1,051)		(1,051)
Insurance acquisition cash flows	(169)		(169)					(169)
<b>TOTAL CASH FLOWS</b>	<b>1,397</b>		<b>1,397</b>	<b>(1,051)</b>		<b>(1,051)</b>		<b>346</b>
Reversals of impairment of acquisition costs not allocated to insurance contracts released to profit for the period								
<b>ACQUISITION COSTS NOT ALLOCATED TO CONTRACTS</b>								
Changes in scope of consolidation								
Other movements relating to changes in the carrying amount of insurance contracts	(65)		(65)		1	1	65	1
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>(65)</b>		<b>(65)</b>		<b>1</b>	<b>1</b>	<b>65</b>	<b>1</b>
<b>CLOSING NET BALANCE</b>	<b>658</b>	<b>2</b>	<b>660</b>	<b>747</b>	<b>47</b>	<b>794</b>		<b>1,454</b>
Closing balance – Assets	(165)		(165)	(1)		(1)		(166)
Closing balance – Liabilities	823	2	825	749	47	795		1,620

	31/12/2022 <sup>(a)</sup>							
	Net liability for remaining coverage			Net liability for incurred claims			Acquisition costs not allocated to contracts	Total
	Excluding loss component	Loss component	Net liability for remaining coverage	Present value of future cash flows	Risk adjustment for non-financial risk	Net liability for incurred claims		
(in € millions)								
Opening balance – Assets	(69)		(69)				(65)	(134)
Opening balance – Liabilities	914	5	919	640	48	687		1,607
<b>OPENING NET BALANCE</b>	<b>845</b>	<b>5</b>	<b>850</b>	<b>640</b>	<b>48</b>	<b>687</b>	<b>(65)</b>	<b>1,472</b>
<b>Insurance revenue</b>	<b>(1,542)</b>		<b>(1,542)</b>					<b>(1,542)</b>
<b>Insurance service expenses</b>	<b>158</b>	<b>(2)</b>	<b>156</b>	<b>1,081</b>		<b>1,081</b>		<b>1,238</b>
Incurred claims and other insurance service expenses				1,121	10	1,131		1,131
Amortisation of insurance acquisition cash flows	158		158					158
Adjustments to liabilities for incurred claims				(40)	(10)	(50)		(50)
Losses and reversals on groups of onerous contracts		(2)	(2)					(2)
<b>Investment components</b>								
<b>INSURANCE SERVICE RESULT</b>	<b>(1,384)</b>	<b>(2)</b>	<b>(1,386)</b>	<b>1,081</b>		<b>1,081</b>		<b>(305)</b>
<b>Finance income (or expense) from insurance contracts issued</b>				<b>(61)</b>	<b>(4)</b>	<b>(65)</b>		<b>(65)</b>
Finance income (or expense) from insurance contracts issued				(61)	(4)	(65)		(65)
Effect of foreign exchange differences								
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>(1,384)</b>	<b>(2)</b>	<b>(1,386)</b>	<b>1,020</b>	<b>(3)</b>	<b>1,017</b>		<b>(369)</b>
Premiums received on insurance contracts issued	1,493		1,493					1,493
Claims and other insurance service expenses paid				(1,025)		(1,025)		(1,025)
Insurance acquisition cash flows	(159)		(159)					(159)
<b>TOTAL CASH FLOWS</b>	<b>1,334</b>		<b>1,334</b>	<b>(1,025)</b>		<b>(1,025)</b>		<b>309</b>
Reversals of impairment of acquisition costs not allocated to insurance contracts released to profit for the period								
<b>ACQUISITION COSTS NOT ALLOCATED TO CONTRACTS</b>								
Changes in scope of consolidation	(21)		(21)	30		30		9
Other movements relating to changes in the carrying amount of insurance contracts								
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>(21)</b>		<b>(21)</b>	<b>30</b>		<b>30</b>		<b>9</b>
<b>CLOSING NET BALANCE</b>	<b>774</b>	<b>4</b>	<b>778</b>	<b>665</b>	<b>44</b>	<b>709</b>	<b>(65)</b>	<b>1,422</b>
Closing balance – Assets	(97)		(97)	(1)		(1)	(65)	(163)
Closing balance – Liabilities	871	4	874	666	44	710		1,584

(a) Restated for the first-time application of IFRS 17.

▼ ANALYSIS BY REMAINING COVERAGE PERIOD AND INCURRED CLAIMS – CONTRACTS VALUED USING THE PAA MODEL – REINSURANCE HELD

	31/12/2023							Total
	Remaining coverage component			Incurred claims component				
	Excluding loss recovery component	Loss recovery component	Remaining coverage component	Present value of future cash flows	Risk adjustment for non-financial risk	Incurred claims component		
(in € millions)								
Opening balance – Assets	89		89	205	10	215	304	
Opening balance – Liabilities	(13)		(13)				(13)	
<b>OPENING NET BALANCE</b>	<b>76</b>		<b>76</b>	<b>205</b>	<b>10</b>	<b>215</b>	<b>291</b>	
<b>Reinsurance income</b>		(2)	(2)	130	(1)	129	127	
Reinsurance recoveries		(2)	(2)	126		126	124	
• of which amounts recovered on past service and other reinsurance expenses		(2)	(2)	126		126	124	
Adjustments to reinsurance recoveries				4	(1)	3	3	
<b>Reinsurance expenses</b>	<b>(167)</b>		<b>(167)</b>				<b>(167)</b>	
<b>INCOME AND EXPENSES FROM REINSURANCE CONTRACTS HELD</b>	<b>(167)</b>	<b>(2)</b>	<b>(169)</b>	<b>130</b>	<b>(1)</b>	<b>129</b>	<b>(40)</b>	
<b>Finance income (or expense) from reinsurance contracts held</b>				<b>3</b>		<b>4</b>	<b>4</b>	
Finance income (or expense) from reinsurance contracts held (excluding foreign exchange differences)				3		3	3	
Effect of foreign exchange differences							1	
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>(167)</b>	<b>(2)</b>	<b>(169)</b>	<b>133</b>		<b>133</b>	<b>(36)</b>	
Premiums paid	156		156				156	
Reinsurance recoveries		2	2	(113)		(113)	(111)	
<b>TOTAL CASH FLOWS</b>	<b>156</b>	<b>2</b>	<b>158</b>	<b>(113)</b>		<b>(113)</b>	<b>45</b>	
Other movements relating to changes in the carrying amount of reinsurance contracts	(3)		(3)	2		2	(1)	
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>(3)</b>		<b>(3)</b>	<b>2</b>		<b>2</b>	<b>(1)</b>	
<b>CLOSING NET BALANCE</b>	<b>62</b>		<b>62</b>	<b>227</b>	<b>10</b>	<b>237</b>	<b>299</b>	
Closing balance – Assets	82		82	227	10	237	319	
Closing balance – Liabilities	(20)		(20)				(20)	



	31/12/2022 <sup>(a)</sup>						Total
	Remaining coverage component			Incurred claims component			
	Excluding loss recovery component	Loss recovery component	Remaining coverage component	Present value of future cash flows	Risk adjustment for non-financial risk	Incurred claims component	
<i>(in € millions)</i>							
Opening balance – Assets	96		97	216	11	227	324
Opening balance – Liabilities	(13)		(13)				(13)
<b>OPENING NET BALANCE</b>	<b>83</b>		<b>83</b>	<b>216</b>	<b>11</b>	<b>227</b>	<b>310</b>
<b>Reinsurance income</b>				<b>129</b>		<b>129</b>	<b>129</b>
Reinsurance recoveries				134		134	134
• of which amounts recovered on past service and other reinsurance expenses				134		134	134
Adjustments to reinsurance recoveries				(5)		(5)	(5)
<b>Reinsurance expenses</b>	<b>(177)</b>		<b>(177)</b>				<b>(177)</b>
<b>INCOME AND EXPENSES FROM REINSURANCE CONTRACTS HELD</b>	<b>(177)</b>		<b>(177)</b>	<b>129</b>		<b>129</b>	<b>(48)</b>
<b>Finance income (or expenses) from reinsurance contracts held</b>				<b>(23)</b>	<b>(1)</b>	<b>(24)</b>	<b>(24)</b>
Finance income (or expense) from reinsurance contracts held (excluding foreign exchange differences)				(24)	(1)	(25)	(25)
Effect of foreign exchange differences				1		1	1
<b>TOTAL CHANGES IN COMPREHENSIVE INCOME</b>	<b>(177)</b>		<b>(177)</b>	<b>107</b>	<b>(1)</b>	<b>106</b>	<b>(71)</b>
Premiums paid	168		168				168
Reinsurance recoveries				(116)		(116)	(116)
<b>TOTAL CASH FLOWS</b>	<b>168</b>		<b>168</b>	<b>(116)</b>		<b>(116)</b>	<b>52</b>
Other movements relating to changes in the carrying amount of reinsurance contracts	2		2	(2)		(2)	
<b>OTHER CONSOLIDATION ADJUSTMENTS</b>	<b>1</b>		<b>1</b>	<b>(2)</b>		<b>(2)</b>	
<b>CLOSING NET BALANCE</b>	<b>76</b>		<b>76</b>	<b>205</b>	<b>10</b>	<b>215</b>	<b>291</b>
Closing balance – Assets	89		89	205	10	215	304
Closing balance – Liabilities	(13)		(13)				(13)

(a) Restated for the first-time application of IFRS 17.

## e) Analysis of new contracts recognised during the period

## ▼ INSURANCE

(in € millions)	31/12/2023		
	Contracts initially recognised during the period	of which: onerous contracts	of which: profitable contracts
<b>Estimated present value of future cash outflows</b>	29,699	759	28,941
Insurance acquisition cash flows	506	27	479
Incurred claims and other insurance service expenses	29,193	731	28,462
<b>Estimated present value of future cash inflows</b>	<b>(31,769)</b>	<b>(749)</b>	<b>(31,019)</b>
<b>Risk adjustment for non-financial risk</b>	<b>190</b>	<b>18</b>	<b>172</b>
<b>Contractual service margin</b>	<b>1,906</b>		<b>1,906</b>
<b>Loss component</b>	<b>27</b>	<b>27</b>	

(in € millions)	31/12/2022 <sup>(a)</sup>		
	Contracts initially recognised during the period	of which: onerous contracts	of which: profitable contracts
<b>Estimated present value of future cash outflows</b>	21,912	175	21,737
Insurance acquisition cash flows	486	13	473
Incurred claims and other insurance service expenses	21,426	162	21,264
<b>Estimated present value of future cash inflows</b>	<b>(23,531)</b>	<b>(158)</b>	<b>(23,373)</b>
<b>Risk adjustment for non-financial risk</b>	<b>177</b>	<b>4</b>	<b>173</b>
<b>Contractual service margin</b>	<b>1,464</b>		<b>1,464</b>
<b>Loss component</b>	<b>22</b>	<b>22</b>	

(a) Restated for the first-time application of IFRS 17.

## ▼ REINSURANCE HELD

(in € millions)	31/12/2023	
	Contracts initially recognised during the period	of which: profitable contracts
Estimated present value of future cash outflows	(103)	(103)
Estimated present value of future cash inflows	100	100
Risk adjustment for non-financial risk	5	5
Contractual service margin	(1)	(1)
Loss recovery component	2	2

(in € millions)	31/12/2022 <sup>(a)</sup>	
	Contracts initially recognised during the period	of which: profitable contracts
Estimated present value of future cash outflows	(22)	(22)
Estimated present value of future cash inflows	10	10
Risk adjustment for non-financial risk	2	2
Contractual service margin	10	10
Loss recovery component		

(a) Restated for the first-time application of IFRS 17.

## NOTE 36 Additional details on banking and insurance activities

### 36.1 La Banque Postale sub-group balance sheet (in banking format)

#### ▼ ASSETS

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Cash, central banks	40,577	39,355
Financial assets at fair value through profit or loss	218,089	206,845
Hedging derivatives	677	1,139
Financial assets at fair value through OCI	212,946	210,670
Securities at amortised cost	33,104	27,193
Loans and advances to credit institutions at amortised cost	70,914	70,614
Loans and advances to customers at amortised cost	125,999	126,109
Revaluation differences on portfolios hedged against interest rate risks	181	(286)
Insurance contracts issued – Assets	1,343	1,506
Reinsurance contracts held – Assets	8,891	8,221
Current and deferred tax assets	1,613	2,054
Accruals and other assets	8,700	9,418
Assets held for sale	0	0
Investments in equity-accounted companies	1,104	1,118
Property, plant and equipment, intangible assets and investment properties	12,934	12,518
Net goodwill	671	143
Elimination of La Banque Postale shares held by La Poste	(8,879)	(8,879)
<b>TOTAL</b>	<b>728,863</b>	<b>707,739</b>

(a) Restated for the first-time application of IFRS 17.

#### ▼ LIABILITIES

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Financial liabilities at fair value through profit or loss	13,585	13,359
Hedging derivatives	2,183	2,371
Liabilities due to credit institutions	33,576	44,009
Customer deposits	224,995	215,713
Debt securities	34,314	29,052
Revaluation differences on portfolios hedged against interest rate risks	(331)	(713)
Insurance contracts issued – Liabilities	378,430	364,580
Reinsurance contracts held – Liabilities	55	33
Current and deferred tax liabilities	1,737	1,831
Accruals and other liabilities	10,050	9,298
Provisions	1,018	970
Subordinated debt	9,450	9,099
<b>Non-controlling interests</b>	<b>8,342</b>	<b>8,050</b>
<b>Equity attributable to owners of the parent</b>	<b>11,451</b>	<b>10,216</b>
<b>Reserves and retained earnings</b>	<b>10,455</b>	<b>9,300</b>
<b>Profit/(loss) attributable to owners of the parent</b>	<b>995</b>	<b>916</b>
Intra-group eliminations – Impact on profit and loss		
Intra-group eliminations – Impact on the balance sheet	7	(129)
<b>TOTAL</b>	<b>728,863</b>	<b>707,739</b>

(a) Restated for the first-time application of IFRS 17.

## 36.2 Banking and insurance assets and liabilities by remaining periods to maturity

(in € millions)	Due within 1 year	Due in 1 to 5 years	Due beyond 5 years and perpetual	Total
<b>ASSETS BY REMAINING PERIODS TO MATURITY</b>				
Cash, central banks	40,577	0	0	40,577
Financial assets at fair value through profit or loss	28,547	31,484	158,058	218,089
Hedging derivatives	83	358	236	677
Financial assets at fair value through OCI	16,631	65,640	130,675	212,946
Securities at amortised cost	351	5,003	27,750	33,104
Loans and advances to credit institutions	67,384	306	3,224	70,914
Loans and advances to customers	16,362	38,919	70,718	125,999
Revaluation differences on portfolios hedged against interest rate risks – positive fair value	0		181	181
<b>LIABILITIES BY REMAINING PERIODS TO MATURITY</b>				
Financial liabilities at fair value through profit or loss	6,061	2,177	5,347	13,585
Hedging derivatives	162	828	1,193	2,183
Liabilities due to credit institutions	14,112	1,121	18,343	33,576
Customer deposits	224,879	101	15	224,995
Debt securities	15,429	8,550	10,335	34,314
Subordinated debt	577	1,443	7,430	9,450
Revaluation differences on portfolios hedged against interest rate risks – negative fair value	0	0	(331)	(331)

## 36.3 Information on the Insurance income statement

### a) Income statement

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
Insurance revenue	11,685	11,930
Insurance service expenses	(8,617)	(9,401)
Income and expenses from reinsurance contracts held	(106)	24
<b>INSURANCE SERVICE RESULT</b>	<b>2,962</b>	<b>2,553</b>
Investment income net of expenses	5,806	5,828
Gains and losses on disposals of investments	(3,038)	(3,044)
Changes in fair value of financial assets recognised at fair value through profit or loss	7,609	(7,901)
Changes in impairment losses on financial instruments	(72)	134
Interest calculated using the EIR method	750	41
Finance income or expenses from insurance contracts issued	(11,352)	7,541
Finance income or expense from reinsurance contracts held	888	(2,954)
<b>Finance income or expenses</b>	<b>589</b>	<b>(356)</b>
Income and expenses from other activities	96	162
Other recurring operating income and expenses	(938)	(794)
<b>Other recurring income and expenses, net</b>	<b>(843)</b>	<b>(632)</b>
<b>RECURRING OPERATING PROFIT/(LOSS)</b>	<b>2,709</b>	<b>1,566</b>
Non-recurring operating income and expenses, net	9	(94)
<b>OPERATING PROFIT</b>	<b>2,718</b>	<b>1,472</b>
Finance costs	(136)	(121)
Changes in value of intangible assets	(70)	(12)
Share of profits of equity-accounted companies	24	30
Income tax	(730)	(222)
<b>Consolidated net profit/(loss)</b>	<b>1,806</b>	<b>1,147</b>
Non-controlling interests	256	246
<b>NET PROFIT/(LOSS) ATTRIBUTABLE TO OWNERS OF THE PARENT</b>	<b>1,550</b>	<b>901</b>

(a) Restated for the first-time application of IFRS 17.

## b) Finance income or expenses from insurance contracts issued and reinsurance contracts held

(in € millions)	31/12/2023	31/12/2022 <sup>(a)</sup>
<b>FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS</b>		
Net gain or loss on financial assets at fair value through profit or loss	9,923	(6,794)
<b>Total</b>	<b>9,923</b>	<b>(6,794)</b>
<b>FINANCIAL ASSETS AT FAIR VALUE THROUGH OCI RECLASSIFIABLE TO PROFIT OR LOSS</b>		
Net gain or loss on financial assets at fair value through OCI reclassifiable to profit or loss	(2,979)	(2,626)
Interest calculated using the EIR method	4,408	3,505
Gains and losses recognised directly in equity	11,306	(36,913)
Impairment losses	6	136
<b>Total</b>	<b>12,740</b>	<b>(35,898)</b>
<b>FINANCIAL ASSETS AT AMORTISED COST</b>		
Net gain or loss on derecognised financial assets at amortised cost		(81)
Interest calculated using the EIR method	238	244
Impairment losses	(2)	
<b>Total</b>	<b>236</b>	<b>162</b>
<b>FINANCIAL ASSETS AT FAIR VALUE THROUGH OCI NOT RECLASSIFIABLE TO PROFIT OR LOSS</b>		
Income/(expense) recognised in profit or loss	526	558
Gains and losses recognised directly in equity	2,309	(2,824)
<b>Total</b>	<b>2,835</b>	<b>(2,265)</b>
<b>INVESTMENT PROPERTY</b>		
Net gain or loss on investment property (net of impairment)	(563)	161
<b>Total</b>	<b>(563)</b>	<b>161</b>
Other net investment income/(expense)	(60)	29
<b>INVESTMENT INCOME/(EXPENSE) (IMPACT ON PROFIT AND EQUITY)</b>	<b>25,111</b>	<b>(44,604)</b>
Cost of unwinding the discount and accrued interest on insurance contracts	(313)	(260)
Changes in fair value of underlying items	(11,172)	7,049
Changes in interest rates and the economic environment	(12,418)	36,959
Effect of risk mitigation	47	837
Foreign exchange differences on finance expenses from insurance contracts issued		
<b>FINANCE INCOME OR EXPENSES FROM INSURANCE CONTRACTS ISSUED</b>	<b>(23,856)</b>	<b>44,585</b>
• of which: recognised directly in equity	(12,504)	37,045
• of which: recognised in profit or loss	(11,352)	7,541
Cost of unwinding the discount and accrued interest on reinsurance contracts held	666	(196)
Changes in interest rates and the economic environment	760	(4,267)
Other financial effects on reinsurance contracts held	(554)	1,342
<b>FINANCE INCOME OR EXPENSE FROM REINSURANCE CONTRACTS HELD</b>	<b>872</b>	<b>(3,121)</b>
• of which: recognised directly in equity	(15)	(166)
• of which: recognised in profit or loss	888	(2,954)
<b>INVESTMENT INCOME NET OF EXPENSES</b>	<b>2,127</b>	<b>(3,139)</b>
• of which: recognised directly in equity	1,096	(2,859)
• of which: recognised in profit or loss	1,031	(281)

(a) Restated for the first-time application of IFRS 17.

### c) Changes in gains and losses on financial assets at fair value through other comprehensive income held at the transition date and backing insurance contracts issued and reinsurance contracts held

<i>(in € millions)</i>	<b>31/12/2023</b>	<b>31/12/2022<sup>(a)</sup></b>
<b>OPENING BALANCE OF OCI FAIR VALUE RESERVE</b>	<b>(21,468)</b>	<b>2,566</b>
Gains and losses on assets at fair value through OCI for the period	8,381	(34,913)
Transfers of reclassifiable OCI to profit for the period	2,782	2,321
Transfers of non-reclassifiable OCI to reserves	(605)	(11)
Deferred taxes	(2,698)	8,566
Translation adjustments	(1)	
Other movements	(213)	4
<b>CLOSING BALANCE OF OCI FAIR VALUE RESERVE</b>	<b>(13,821)</b>	<b>(21,468)</b>

(a) Restated for the first-time application of IFRS 17.

## 36.4 Banking resolution mechanisms

In the event of failure of a banking institution triggering the single resolution mechanism, the institution's shareholders and creditors would be called upon to help cover the related cost.

The Single Resolution Fund (SRF) is an emergency fund that contributes to the stability of the financial system within the Banking Union and aims to ensure an orderly resolution. It can be used in addition to the measures deployed during the resolution to finance certain other measures such as the transfer of assets or sellers' warranties, or to compensate shareholders (or creditors) who have incurred losses during the resolution that exceed the amounts that would have been incurred as a result of a compulsory liquidation.

Credit institutions with their head office in France are required to contribute to the Single Resolution Fund. Entities subject to the resolution mechanism but not covered by the Single Resolution Fund contribute to the National Resolution Fund (NRF).

The Group has contributed to the financing of these banking resolution mechanisms through:

- the payment of a €44 million contribution in 2023 (€84 million in 2022), recognised in the income statement under Other expenses (see Note 8);
- an irrevocable commitment to pay contributions totalling €89 million (€76 million in 2022) recognised under customer guarantee commitments (see Note 38).

No provision is recorded for this irrevocable payment commitment, in particular because it is unlikely that a banking institution in the European Union will be subject to a resolution and that the Single Resolution Fund will be called upon to cover all or part of the related cost. The resilience of the European banking system was confirmed by the 2023 stress tests;

- the payment of a guarantee deposit to secure this irrevocable commitment to pay an amount of €89 million at 31 December 2023 (€76 million at 31 December 2022) (see Note 22.7).

## NOTE 37 Additional information on financial instruments

### 37.1 Fair value and hierarchy of financial instruments

The fair value hierarchy levels defined in IFRS 7 are as follows:

- level 1: instruments valued according to the (unadjusted) prices quoted for identical assets or liabilities on an active market;
- level 2: instruments valued using inputs that are observable for the asset or liability;
- level 3: instruments valued using inputs that are not based on observable market data.

2023 (in € millions)	Carrying amount	Fair value <sup>(a)</sup>	Fair value hierarchy <sup>(b)</sup>		
			Level 1	Level 2	Level 3
<b>ASSETS</b>					
<b>Banking assets</b>					
Financial assets at fair value through profit or loss	218,089	218,089	150,882	45,810	21,397
Hedging derivatives	677	677		677	
Financial assets at fair value through OCI	212,679	212,679	204,513	6,066	2,100
Securities at amortised cost	33,104	30,114	28,839	978	297
Loans and advances to credit institutions	70,914	70,915		70,581	334
Loans and advances to customers	125,999	116,734		102,133	14,601
Investment property at amortised cost	930	1,079		1,079	
Investment property at fair value	6,332	6,332		6,332	
<b>Non-banking assets</b>					
Other non-current financial assets	582	582		195	387
Trade and other receivables	5,670	5,670			
Other current financial assets	283	283	208	75	
Cash and cash equivalents	3,650	3,650	1,094	2,556	
<b>LIABILITIES</b>					
<b>Banking liabilities</b>					
Financial liabilities at fair value through profit or loss	13,585	13,585	79	13,505	1
Hedging derivatives	2,183	2,183		2,183	
Liabilities due to banks and credit institutions	33,576	33,290		33,249	41
Customer deposits	224,995	224,525		223,092	1,434
Debt securities	34,314	35,694	14,463	17,237	3,993
Subordinated debt	9,450	8,893	2,521	6,371	
<b>Non-banking liabilities</b>					
Bonds and other debt	11,945	11,127		11,127	
Trade and other payables	10,140	10,140			

(a) Including fair value of items recognised at amortised cost.

(b) For items recognised at fair value.

2022 <sup>(a)</sup> (in € millions)	Carrying amount	Fair value <sup>(b)</sup>	Fair value hierarchy <sup>(c)</sup>		
			Level 1	Level 2	Level 3
<b>ASSETS</b>					
<b>Banking assets</b>					
Financial assets at fair value through profit or loss	206,845	206,845	139,268	47,162	20,415
Hedging derivatives	1,139	1,139		1,139	
Financial assets at fair value through OCI	210,408	210,408	201,994	3,934	4,480
Securities at amortised cost	27,193	23,491	22,197	948	346
Loans and advances to credit institutions	70,614	70,650		70,335	315
Loans and advances to customers	126,109	117,481		103,649	13,832
Investment property at amortised cost	1,043	1,247		1,247	
Investment property at fair value	5,766	5,766		5,766	
<b>Non-banking assets</b>					
Other non-current financial assets	591	591		190	401
Trade and other receivables	5,504	5,504			
Other current financial assets	702	702	231	471	
Cash and cash equivalents	4,537	4,537	910	3,627	
<b>LIABILITIES</b>					
<b>Banking liabilities</b>					
Financial liabilities at fair value through profit or loss	13,359	13,359	345	13,014	
Hedging derivatives	2,371	2,371		2,371	
Liabilities due to banks and credit institutions	44,009	44,024		43,986	38
Customer deposits	215,712	215,610		213,882	1,728
Debt securities	29,052	30,407	11,996	18,411	
Subordinated debt	9,099	8,009	2,155	5,854	
<b>NON-BANKING LIABILITIES</b>					
Bonds and other debt	11,564	10,083		10,083	
Trade and other payables	9,950	9,950			

(a) Restated for the first-time application of IFRS 17.

(b) Including fair value of items recognised at amortised cost.

(c) For items recognised at fair value.

### Level 3 fair values: reconciliation of opening and closing balances (banking activities)

(in € millions)	Assets at fair value through profit or loss	Financial assets at fair value through OCI	Total
<b>Opening balance</b>	<b>20,415</b>	<b>4,747</b>	<b>25,162</b>
Gains and losses recognised in profit or loss	4		4
Gains and losses recognised in OCI		(94)	(94)
Purchases	2,992	99	3,091
Sales	(1,008)	(29)	(1,038)
Issues			
Redemptions	(594)	(75)	(669)
Transfers to or out of level 3	(410)	(2,250)	(2,660)
Changes in scope of consolidation		(25)	(25)
Other movements	(1)	(2)	(4)
<b>CLOSING BALANCE</b>	<b>21,397</b>	<b>2,370</b>	<b>23,768</b>

### Level 3 fair values: gains and losses for the period recognised in profit or loss.

None.



## 37.2 Methods for calculating the fair value of financial instruments and investment property

### 37.2.1 Financial instruments excluding banking activities

The fair value of bonds and related swaps is measured using a calculation method based on observable inputs, which corresponds to level 2 of the IFRS 7 fair value hierarchy. Details of this calculation method are provided below.

Every financial product is assessed as a series of future cash flows regardless of whether they are determined at the calculation date. The fair value calculation is based on discounting these future cash flows. The discounting factors are deduced from a zero-coupon curve. To calculate the fair value of bonds, La Poste's credit spread is added to the zero-coupon curve. La Poste's implied credit spread is determined based on price brackets supplied by various market participants (brokers).

In the case of cash flows dependent on a floating rate not yet determined at the calculation date, future rates are estimated based on the future structure of interest rates.

In the case of financial products with cash flows in different currencies, the cash flows are discounted for each currency based on discounting factors specific to the currency. The currency market values obtained are then translated into euros at the ECB exchange rate on the day of the calculation.

Option products are determined by factoring in implied market volatility, in view of the option exercise dates.

The fair value of current financial assets and liabilities is deemed equivalent to their carrying amount, in view of their short-term maturity.

The fair value of bonds and UCITS units is determined using quoted prices.

### 37.2.2 Financial instruments and investment property held by the banking businesses

IFRS 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The fair value of an instrument at initial recognition is generally the transaction price.

IFRS 13 recommends using a quoted price in an active market whenever possible to determine the fair value of a financial asset or liability. An active market is defined as a market in which transactions for the asset or liability take place with sufficient frequency and volume to provide pricing information on an ongoing basis. Examples include prices observed on exchange markets, dealer markets and brokered markets, or quoted by a regulatory agency, that reflect actual transactions (volumes, range of prices) conducted in an orderly market. In the absence of an active market, fair value is determined using valuation techniques. These techniques include the prices of recent transactions carried out on arm's length terms. They use recognised valuation methods based on market data, fair values of substantially identical instruments, discounted cash flow models or option pricing models. The aim of these techniques is to establish what the price of an instrument would be under normal market conditions. For example, the fair value of bonds or variable-income securities and futures is determined using quoted prices. Valuation techniques based on

market data are used mainly to value over-the-counter derivatives, securities on which interest is paid up front (commercial paper, certificates of deposit, etc.) and repo deposits.

Financial instruments are analysed in Note 37.1 based on the three levels of inputs in the fair value hierarchy:

- **level 1:** instruments valued according to the (unadjusted) prices quoted for identical assets or liabilities on an active market.

This level primarily includes shares and derivatives quoted on organised markets (futures, options, etc.).

The price quoted for an asset held or a liability to be issued is usually the bid price, and that of a liability held or an asset to be acquired is usually the ask price;

- **level 2:** instruments valued using inputs other than the quoted market prices included within level 1 that are observable for the asset or liability, either directly (prices) or indirectly (prices derived from or corroborated by observable market data).

These instruments are valued using observable parameters and standardised models or on the basis of similar instruments quoted on an active market. This category includes interest rate swaps, caps, floors, etc.;

- **level 3:** instruments valued using unobservable inputs. Unobservable inputs are defined as inputs based neither on observable market transactions involving the same instrument at the measurement date, nor on observable market data available at the same date.

This category mainly includes unlisted equity investments and units in venture capital and innovation funds.

The market value of unlisted equity investments is determined by reference to criteria such as net assets, earnings outlook and discounted future cash flows.

For financial instruments that are not measured at fair value on the balance sheet, fair value calculations are disclosed for information purposes.

#### Fair value of loans

This information covers all disbursed loans and drawdowns on credit facilities shown in La Banque Postale's balance sheet. Loans granted but not yet disbursed or drawn down are not taken into account: the assumption is that since their rates were recently set, their fair value should not be materially different from their authorised nominal amount.

The main underlying assumptions for the calculation are as follows for the loans marketed by La Banque Postale:

- the fair value of current account overdrafts is presumed to correspond to their book value due to their short duration (the customer is required to return the account to credit within one month);
- the fair value of loans is determined using internal models based on the discounted present value of cash flows from principal and interest payments over the residual term. The discount rate is determined in such a way that the interest rate component is remeasured on the basis of the internal transfer rate plus a market spread, while the lending margin is not remeasured as it is fixed at inception of the loan. Early repayment options are taken into account by adjusting the loans' repayment profile (in line with the bottom layer approach applied to the underlying items of portfolio hedges).

### Fair value of deposits

The main underlying assumptions for the calculation are as follows:

- for deposits at regulated interest rates, Livret B and Livret Jeune accounts, Plans d'épargne populaire and term deposit accounts, fair value is assumed to be the carrying amount of the amount outstanding;
- the fair value of demand deposits is assumed to correspond to the carrying amount of the amount outstanding, net of the fair value excluding accrued interest of the swaps used to hedge demand deposits (carve-out).

### Fair value of held or issued debt instruments

The fair value of listed financial instruments corresponds to the period-end closing price. The fair value of unlisted financial instruments is determined by discounting future cash flows at the market rate in effect at the closing date.

### Fair value of investment property

Fair value is the price that would be received to sell a property or shares in a non-trading property company in an orderly transaction. It is determined on the basis of five-year valuations performed by a qualified expert recognised by the French insurance supervisor (ACPR). In the period between two five-year valuations, fair value is estimated at each year-end and the amounts obtained are certified by a qualified expert.

## 37.3 Impact of financial instruments on net profit and equity

### Non-banking activities

The impact of the group's financial instruments on profit or loss (excluding banking activities) is described in Note 13 "Net financial income/(expense)".

### Banking activities

The table below details the impact of the banking activity financial instruments on profit or loss and other comprehensive income.

(in € millions)	Changes in fair value				
	Interest income/(expense)	Fair value through profit or loss	Fair value through OCI	Deconsolidation and dividends	Net gain/(loss)
<b>2023</b>					
Assets and liabilities at amortised cost	867			0	867
Assets at fair value through OCI	4,705		13,012	(2,543)	15,174
Financial instruments at fair value through profit or loss		8,797	(1)	1,196	9,992
Hedging transactions	(43)	(1)	(44)		(88)
<b>TOTAL</b>	<b>5,529</b>	<b>8,796</b>	<b>12,967</b>	<b>(1,347)</b>	<b>25,945</b>
<b>2022<sup>(a)</sup></b>					
Assets and liabilities at amortised cost	1,621			18	1,639
Assets at fair value through OCI	3,609		(39,945)	(2,046)	(38,382)
Financial instruments at fair value through profit or loss		(7,841)	4	1,140	(6,697)
Hedging transactions	219	(25)	118		312
<b>TOTAL</b>	<b>5,449</b>	<b>(7,866)</b>	<b>(39,823)</b>	<b>(888)</b>	<b>(43,128)</b>

(a) Restated for the first-time application of IFRS 17.

## 37.4 Hedging derivatives

### Non-banking activities

See Note 28.

### Banking activities

See Note 31.

## 37.5 Reclassification of financial assets

In 2008, La Banque Postale chose the option provided by the 13 October 2008 amendment to IAS 39 and IFRS 7 to reclassify certain available-for-sale financial assets to "Loans and advances". The transfer of part of the securities in the available-for-sale financial assets portfolio that no longer had the expected liquidity

to the loans and advances category enables the financial statements to provide a better view of La Banque Postale's allocation of resources. The carrying amount and fair value of securities reclassified on 1 July 2008 remained immaterial at 31 December 2023.

## 37.6 Offsetting of financial instruments

The following tables present the information required by IFRS 7 on financial instruments that are offset in the balance sheet, as well as on financial instruments that are not offset in the balance sheet, but are subject to an enforceable master netting arrangement or similar agreement.

### 37.6.1 Industrial and commercial activity derivative instruments

(in € millions)	Gross amounts	Amount offset in balance sheet	Net amount in balance sheet	Amounts not offset in balance sheet	Net amount	
2023	A	B	C=A-B	Derivative instruments D	Collateral cash E	F=C-D-E
Derivative assets with a positive/negative fair value	8		8	4	3	1
Derivative liabilities	12		12	4	8	(0)
2022	A	B	C=A-B	Derivative instruments D	Collateral cash E	F=C-D-E
Derivative assets	44		44	15	29	1
Derivative liabilities	27		27	15	13	(0)

La Poste has put framework agreements in place with all of its market counterparties in order to reduce its exposure if its market counterparties default. These agreements result in the losing counterparty paying a security deposit to the winning counterparty in cash, equivalent to the net position of the derivatives. Margin

calls occur weekly or daily, according to the counterparties. These agreements do not comply with the criteria in IAS 32 governing the offsetting of derivative assets and liabilities in the balance sheet. They do, however, fall within the scope of disclosures under IFRS 7 on offsetting.

### 37.6.2 Banking activity financial instruments

(in € millions)	Gross carrying amount	Amount offset in balance sheet	Net amount in balance sheet	Amounts not offset in balance sheet	Instruments received/given as collateral	Net amount	
2023	A	B	C=A-B	Financial instruments D	Collateral cash D	E	F=C-D-E
<b>ASSETS</b>							
Financial instruments at fair value through profit or loss	218,766		218,766	4,483	1,320		212,964
Of which derivatives (including hedging derivatives)	5,915		5,915	4,483	1,320		113
Loans and advances to credit institutions and customers	198,748	1,836	196,912	262	3	645	196,003
Of which repo transactions	5,767	1,836	3,931	262	3	645	3,022
Accruals and other assets	8,903		8,903	11			8,891
Of which security deposits	22	0	22	11			11
Other financial assets not offset	313,564		313,564				313,564
<b>TOTAL ASSETS</b>	<b>739,981</b>	<b>1,836</b>	<b>738,145</b>	<b>4,756</b>	<b>1,323</b>	<b>645</b>	<b>731,422</b>
<b>EQUITY AND LIABILITIES</b>							
Financial instruments at fair value through profit or loss	15,769		15,769	4,466	836		10,467
Of which derivatives (including hedging derivatives)	6,224		6,224	4,466	836		923
Liabilities due to credit institutions and customers	260,406	1,836	258,571	262	375	20,449	237,485
Of which reverse repo transactions	42,343	1,836	40,507	262	375	20,449	19,422
Other liabilities not offset (excluding equity)	434,918		434,918				434,918
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>711,093</b>	<b>1,836</b>	<b>709,257</b>	<b>4,728</b>	<b>1,211</b>	<b>20,449</b>	<b>682,870</b>

	Gross carrying amount	Amount offset in balance sheet	Net amount in balance sheet	Amounts not offset in balance sheet		Instruments received/given as collateral	Net amount
	A	B	C=A-B	Financial instruments D	Collateral cash D	E	F=C-D-E
<b>2022</b>							
<i>(in € millions)</i>							
<b>ASSETS</b>							
Financial instruments at fair value through profit or loss	207,984		207,984	4,851	2,958		200,175
Of which derivatives (including hedging derivatives)	7,912		7,912	4,828	2,958		125
Loans and advances to credit institutions and customers	198,096	1,373	196,723	101	246	1,426	194,949
Of which repo transactions	6,780	1,373	5,407	101	246	1,426	3,634
Accruals and other assets	696		696	8			688
Of which security deposits	8	0	8	8			0
Other financial assets not offset	312,685		312,685				312,685
<b>TOTAL ASSETS</b>	<b>719,461</b>	<b>1,373</b>	<b>718,088</b>	<b>4,960</b>	<b>3,205</b>	<b>1,426</b>	<b>708,497</b>
<b>EQUITY AND LIABILITIES</b>							
Financial instruments at fair value through profit or loss	15,730		15,730	4,828	806		10,096
Of which derivatives (including hedging derivatives)	6,813		6,813	4,828	806		1,179
Liabilities due to credit institutions and customers	261,095	1,373	259,721	101	950	18,941	239,730
Of which reverse repo transactions	39,396	1,373	38,022	101	950	18,941	18,031
Other liabilities not offset (excluding equity)	415,242		415,242				415,242
<b>TOTAL LIABILITIES</b>	<b>692,066</b>	<b>1,373</b>	<b>690,693</b>	<b>4,929</b>	<b>1,755</b>	<b>18,941</b>	<b>665,068</b>

## NOTE 38 Off-balance sheet commitments and contingent liabilities

### 38.1 Banking activity commitments

The contractual value of commitments given and received as part of La Banque Postale's business activities can be analysed as follows:

(in € millions)	31/12/2023	31/12/2022
<b>Financing, guarantee and securities commitments given</b>		
Financing commitments		
given to credit institutions	1,047	1,296
given to customers	22,156	25,799
Guarantee commitments		
given to credit institutions	804	1,019
given to customers <sup>(a)</sup>	1,073	1,199
Commitments on securities to be delivered	13,056	15,432
<b>Financing, guarantee and securities commitments received</b>		
Financing commitments		
received from credit institutions <sup>(b)</sup>	10,219	14,783
received from customers	6,120	1,728
Guarantee commitments		
received from credit institutions	40,671	40,713
received from customers	7,191	7,746
Commitments on securities to be received	70	179
Other commitments given <sup>(b)(c)</sup>	51,457	54,333
Other commitments received <sup>(d)</sup>	22,644	23,666

(a) Including capital and performance guarantees given to the holders of UCITS units managed by group entities.

Also includes Single Resolution Fund EPIs for €89 million at 31 December 2023 (€76 million at 31 December 2022).

(b) Of which commitments given (€4,906 million) and received (€3,632 million) as part of the "3 G" guarantee management arrangement with the Banque de France, which allows banks to jointly manage all collateral relating to their refinancing transactions with Banque de France.

(c) In 2023, this included €26,277 million (€25,277 million in 2022) in home loans pledged as collateral for bonds issued by La Banque Postale Home Loan SFH, the home financing company of the group.

(d) Corresponding mainly to securities pledged to CNP Assurances by ceding insurers under the terms of inward reinsurance contracts.

### Crédit Logement commitments

La Banque Postale is committed to maintaining Crédit Logement's Tier 1 capital at a level equivalent to its interest in the company, i.e., 6%, so that the company can maintain its solvency ratio.

La Banque Postale is also committed to replenishing Crédit Logement's mutual guarantee fund if required. This fund underwrites borrower defaults on guaranteed loans. The amount of this commitment, which corresponds to the share of loans distributed by La Banque Postale, was €139 million at 31 December 2023 (vs €168 million at 31 December 2022).

### 38.2 Other commitments given

#### 38.2.1 Guarantees and endorsements

Total guarantees and endorsements given amounted to €36 million as at 31 December 2023.

#### 38.2.2 Corporate philanthropy

La Poste had committed to financing several philanthropical projects for a total of €11 million at 31 December 2023.

## 38.3 Other commitments received

### 38.3.1 Guarantees and endorsements

Total guarantees and endorsements received amounted to €92 million at 31 December 2023, including €85 million for La Poste.

### 38.3.2 Credit facilities

On 16 March 2018, La Poste arranged a five-year renewable credit facility for €1 billion, for which it received commitments from 11 banks in a banking pool. The new facility has been extended by 2 years, with the final maturity date of the syndicated loan set at 16 March 2025. This facility had not been used at 31 December 2023.

### 38.3.3 Property sale commitments

La Poste Groupe has entered into property sale commitments that are expected to be completed in 2024 or later. As at 31 December 2023, the commitments received in this respect amounted to €35 million in total.

### 38.3.4 Commitments received in business acquisition transactions

In connection with its acquisitions of equity interests, the group receives various legal or negotiated commitments from the vendors, under which the group may be entitled to compensation for any losses under certain conditions.

These commitments include vendor non-compete commitments received in connection with the acquisition of the Seur franchises in Spain and Portugal and various vendor warranties.

The group has also received various other guarantees that cannot be measured accurately because they are triggered or capped when a certain threshold is exceeded.

## 38.4 Contingent liabilities

The group is not aware of any material risks for which no provision has been recognised in the consolidated financial statements.

## NOTE 39 Structured entities

Structured entities are entities that have been designed so that voting or similar rights are not the dominant factor in deciding who controls the entity. This is the case, for example, when the relevant

activities are directed by means of contractual arrangements. Structured entities generally have a narrow and well-defined objective and restricted activities.

### 39.1 Consolidated structured entities

Consolidated structured entities include:

- collective investments undertakings (OPC/FCP funds) managed by group subsidiaries as part of its banking business, or that are held in policyholder and own-fund portfolios;

- securitisation funds whose units are issued by structured entities. They are designed to diversify the underlying credit risk and may be organised by tranche.

### 39.2 Non-consolidated structured entities

The following disclosures concern entities structured but not controlled by the group. They are organised by group of entities with the same or similar businesses: securitisation, mutual funds and other activities.

#### Securitisation

Securitisation covers securitisation funds and similar structures that issue financial instruments with inherent credit risk that may be acquired by investors and may be organised in tranches. Securitisation is a financial technique that converts receivables

that are illiquid and held to maturity, into negotiable liquid securities. The purpose of securitisation is to:

- convert illiquid portfolios into liquid securities;
- make it easier to raise funds on more attractive terms (refinancing vehicle);
- enhance risk management by transferring risk to the investor;
- transfer credit risk and its components (interest rate risk, liquidity risk, etc.) and reduce capital requirements;
- restructure the balance sheet (ALM instrument).

## Mutual funds

This activity seeks to meet investor demand by:

- managing funds via structured entities such as collective investment undertakings, real estate investment funds or equivalent vehicles;
- investment insurance premiums received by insurers from policyholders in accordance with the regulatory provisions of the French insurance code. The insurance companies' asset portfolios guarantee their ability to fulfil their obligations towards policyholders throughout the life of the insurance policy and both the value of the investments and the investment yield are correlated to the related obligations.

## Other activities

This category covers all other activities.

### Interests in non-consolidated structured entities

The group's interest in a non-consolidated structured entity concerns contractual or non-contractual ties that expose it to a risk of variable returns linked to the entity's performance. Its interest may be in the form of equity instruments or debt securities but may also take the form of a loan, a cash facility, credit enhancement or the provision of collateral or structured derivatives.

The following table provides cumulative information by activity about all entities in which the group has unrestricted interests:

<i>(in € millions)</i>	Securitisation	Mutual funds	Other
Financial assets at fair value through profit or loss	7,983	103,370	808
Financial assets at fair value through OCI	1,777		659
Financial assets at amortised cost		148	3,377
<b>Total recognised assets in non-consolidated structured entities</b>	<b>9,760</b>	<b>103,518</b>	<b>4,845</b>
Financial liabilities at fair value through profit or loss			233
<b>Total recognised liabilities in non-consolidated structured entities</b>			<b>233</b>
Funding commitments given		39	1,232
<b>Maximum loss exposure</b>	<b>9,760</b>	<b>103,557</b>	<b>6,077</b>
<b>NET LOSS EXPOSURE</b>	<b>9,760</b>	<b>103,557</b>	<b>6,077</b>

The maximum loss exposure corresponds to the interests recognised in assets and commitments given, less provisions for liabilities and charges recognised in liabilities, less guarantees received.

The maximum loss exposure is, in most cases, limited to the units held in funds, with the exception of funds in which La Banque Postale guarantees capital and performance.

### Disclosures concerning non-consolidated structured entities sponsored by the group

Non-consolidated structured entities sponsored by the group are funds structured by a management company controlled by the group, notably funds managed by La Banque Postale Asset Management.

A structured entity is considered to be sponsored by the group when its name includes either the name of the group or one of its subsidiaries.

Income received by the group from these entities amounted to €155 million for the year ended 31 December 2023 and consisted mainly of non-recurring commission.

## NOTE 40 Notes to the consolidated statement of cash flows

### 40.1 Reconciliation between net profit/(loss) and cash flows from operating activities before cost of net debt and taxes

(in € millions)	Note	2023	2022 <sup>(a)</sup>
<b>Consolidated net profit/(loss) for industrial and commercial activities</b>		<b>(490)</b>	<b>109</b>
Share in net profit/(loss) of equity-accounted companies		158	84
Unrealised gains and losses on fair value adjustments (excluding banking activities)		(8)	(3)
Gains and losses on disposals (incl. dilution)		3	(18)
Net changes in provisions		(518)	(385)
Depreciation, amortisation and impairment losses	40.2	1,926	2,966
Other non-cash income and expenses		(57)	(3)
<b>Cash flow from/(used in) operating activities after cost of net debt and taxes for industrial and commercial activities</b>		<b>1,015</b>	<b>2,751</b>
Cost of net debt <sup>(b)</sup>		215	214
Income tax (incl. deferred taxes)		(285)	(981)
<b>CASH FLOWS FROM OPERATING ACTIVITIES BEFORE COST OF NET DEBT AND TAXES FOR INDUSTRIAL AND COMMERCIAL ACTIVITIES</b>		<b>945</b>	<b>1,985</b>
Contribution of banking and insurance activities (see EBITDA, Note 40.10)		3,092	1,885
<b>CASH FLOWS FROM OPERATING ACTIVITIES BEFORE COST OF NET DEBT AND TAXES</b>		<b>4,037</b>	<b>3,869</b>

(a) Restated for the first-time application of IFRS 17.

(b) Excluding changes in unrealised gains and losses on fair value adjustments.

### 40.2 Depreciation, amortisation and impairment losses

(in € millions)	2023	2022
Additions to and reversals of amortisation of operating profit/(loss)	1,914	2,790
Additions to and reversals of amortisation of net financial income/(expense)	(1)	(7)
Goodwill impairment	13	184
<b>TOTAL</b>	<b>1,926</b>	<b>2,966</b>

### 40.3 Changes in working capital requirement

(in € millions)	2023	2022 <sup>(a)</sup>
Changes in inventories and work-in-progress	(8)	(15)
Changes in operating receivables	(137)	35
Changes in operating payables and other operating assets and liabilities	277	299
<b>TOTAL</b>	<b>132</b>	<b>319</b>

(a) Restated for the first-time application of IFRS 17.



## 40.4 Changes in balance of banking and insurance assets and liabilities

<i>(in € millions)</i>	<b>2023</b>	<b>2022<sup>(a)</sup></b>
Changes in financial assets at fair value through profit or loss	(11,884)	8,558
Changes in hedging derivatives	479	(167)
Changes in financial assets at fair value through OCI	7,716	8,591
Changes in securities at amortised cost	(5,906)	(3,705)
Changes in loans and advances to credit institutions at amortised cost	(0)	299
Changes in loans and advances to customers at amortised cost	110	(6,527)
Changes in revaluation differences on portfolios hedged against interest rate risks	540	(621)
Changes in insurance contracts issued – Assets	(61)	389
Changes in reinsurance contracts held – Assets	(698)	1,549
Changes in other financial assets and accruals	1,127	(2,617)
Changes in investment property	61	(1,024)
Changes in financial liabilities at fair value through profit or loss	1,322	9,124
Changes in hedging derivatives	(206)	2,089
Changes in liabilities due to credit institutions	(10,732)	(5,016)
Changes in customer deposits	9,227	(1,307)
Changes in debt securities	5,262	7,359
Changes in revaluation differences on portfolios hedged against interest rate risks	(625)	(128)
Changes in insurance contracts issued and reinsurance contracts held – Liabilities	3,917	(27,145)
Changes in other financial liabilities and accruals	746	4,855
<b>TOTAL</b>	<b>397</b>	<b>(5,445)</b>

(a) Restated for the first-time application of IFRS 17.

## 40.5 Outflows for acquisitions of property, plant and equipment and intangible assets

<i>(in € millions)</i>	<b>2023</b>	<b>2022<sup>(a)</sup></b>
Acquisitions of intangible assets	(783)	(686)
Acquisitions of property, plant and equipment	(1,216)	(1,115)
Acquisitions of investment property	0	0
Changes in amounts due to suppliers of non-current assets	54	103
<b>TOTAL</b>	<b>(1,946)</b>	<b>(1,699)</b>

(a) Restated for the first-time application of IFRS 17.

## 40.6 Proceeds from new borrowings

<i>(in € millions)</i>	<b>2023</b>	<b>2022</b>
Bonds	1,850	1,550
Commercial paper	775	871
Other borrowings	534	1,056
<b>TOTAL</b>	<b>3,159</b>	<b>3,477</b>

## 40.7 Repayment of borrowings

(in € millions)	2023	2022
Bonds	(420)	0
Borrowings from credit institutions	(10)	(11)
La Poste savings bonds	(1)	(1)
Commercial paper	(725)	(1,021)
Borrowings under finance leases	0	0
Other borrowings	(1,288)	(1,762)
<b>TOTAL</b>	<b>(2,444)</b>	<b>(2,795)</b>

## 40.8 Other cash flows used in financing activities

(in € millions)	2023	2022 <sup>(a)</sup>
Collection of deposits and guarantees received	11	6
Repayment of deposits and guarantees received	(36)	(6)
Other	(24)	(47)
<b>TOTAL</b>	<b>(49)</b>	<b>(47)</b>

(a) Restated for the first-time application of IFRS 17.

## 40.9 Changes in cash from banking activities

(in € millions)	Note	2023	2022 <sup>(a)</sup>
Opening cash, central banks (assets)		39,355	50,812
Loans and advances to credit institutions repayable on demand (assets)		1,898	2,261
Loans and advances to credit institutions repayable on demand (liabilities)		(1,326)	(1,065)
<b>Opening balance</b>		<b>39,927</b>	<b>52,008</b>
Closing cash, central banks (assets)	24.2	40,577	39,355
Loans and advances to credit institutions repayable on demand (assets)	22.5	2,150	1,898
Loans and advances to credit institutions repayable on demand (liabilities)	31.3	(1,308)	(1,326)
<b>Closing balance</b>		<b>41,420</b>	<b>39,927</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS FROM BANKING ACTIVITIES</b>		<b>1,493</b>	<b>(12,080)</b>
of which the impact of changes in consolidation scope		30	55
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS FROM BANKING ACTIVITIES BEFORE IMPACT OF CHANGES IN CONSOLIDATION SCOPE</b>		<b>1,463</b>	<b>(12,136)</b>

(a) Restated for the first-time application of IFRS 17.

## 40.10 Transition from recurring operating profit to EBITDA

		2023			2022		
		Group	Industr. and comm. activities	Banking and insurance activities	Group	Industr. and comm. activities	Banking and insurance activities
<b>Operating profit</b>	(a)	1,680	(364)	2,044	625	(580)	1,204
<b>of which non-cash movements to be eliminated:</b>							
Share in net profit/(loss) of jointly-controlled companies	(a)	35	11	24	33	3	30
Depreciation and Impairment of non-current assets and movements in provisions included in net banking income		(81)	0	(81)	68		68
Additions to and reversals of provisions for employee benefits	Note 9	622	628	(6)	407	413	(6)
Depreciation, amortisation and provisions	(a)	(2,971)	(2,033)	(939)	(3,777)	(3,050)	(726)
Proceeds from asset disposals before tax	(a)	(50)	(4)	(46)	36	15	20
Miscellaneous		57	57	0	(59)	8	(67)
<b>EBITDA</b>	<b>SCF</b>	<b>4,069</b>	<b>977</b>	<b>3,092</b>	<b>3,916</b>	<b>2,031</b>	<b>1,885</b>
Reintegration of changes in provisions for current assets and irrecoverable receivables (non-banking activities)	(b)	(49)	(49)		(40)	(40)	
Miscellaneous financial income and expenses		17	17	0	(7)	(7)	(0)
<b>Cash flows from operating activities before cost of net debt and taxes</b>	<b>SCF</b>	<b>4,037</b>	<b>945</b>	<b>3,092</b>	<b>3,869</b>	<b>1,984</b>	<b>1,885</b>

(a) See the consolidated income statement. The share net profit/(loss) of jointly-controlled companies does not include the profit of Holding Infrastructures Gazières, which is included in net banking income (see Note 19).

(b) Movements in impairment on current assets and irrecoverable receivables are non-cash movements excluded from the calculation of EBITDA. In accordance with the ANC recommendation on the financial statements of industrial and commercial companies, these movements are eliminated on the line "Change in working capital requirement", hence their reintegration after EBITDA for the calculation of cash flows from operating activities before cost of net debt and taxes. This restatement is not performed for banking activities.

## NOTE 41 Statutory Auditors' fees

Pursuant to French Decree No. 2008-1487 of 30 December 2008, the fees paid to the Statutory Auditors recognised in profit or loss by La Poste and its consolidated companies are presented below.

2023 (in € millions, excl. VAT)	KPMG	%	MAZARS	%
<b>Statutory audit of the Company and consolidated financial statements</b>				
• parent company	0.6	5%	0.6	6%
• fully-consolidated subsidiaries	9.1	71%	6.9	67%
	<b>9.7</b>	<b>76%</b>	<b>7.5</b>	<b>73%</b>
<b>Non-audit services</b>				
• parent company	0.2	2%	0.3	3%
• fully-consolidated subsidiaries	2.9	23%	2.6	25%
	<b>3.1</b>	<b>24%</b>	<b>2.9</b>	<b>27%</b>
<b>TOTAL</b>	<b>12.8</b>	<b>100%</b>	<b>10.4</b>	<b>100%</b>

2022 (in € millions, excl. VAT)	KPMG	%	MAZARS	%
<b>Statutory audit of the Company and consolidated financial statements</b>				
• parent company	0.6	6%	0.6	6%
• fully-consolidated subsidiaries	7.2	71%	5.4	53%
	<b>7.8</b>	<b>77%</b>	<b>6.0</b>	<b>59%</b>
<b>Non-audit services</b>				
• parent company	0.3	3%	0.1	1%
• fully-consolidated subsidiaries	2.0	20%	4.1	40%
	<b>2.3</b>	<b>23%</b>	<b>4.2</b>	<b>41%</b>
<b>TOTAL</b>	<b>10.1</b>	<b>100%</b>	<b>10.2</b>	<b>100%</b>

The services provided by Mazars are as follows: statements and agreed procedures, letters of comfort relating to EMTN programme updates or bond issues, reviews of internal control procedures, accounting consultations, reviews of employment, environmental and social data or indicators.

The services provided by KPMG are as follows: statements and agreed procedures, letters of comfort relating to EMTN programme updates or bond issues, training, reviews of internal control procedures and information systems, accounting and tax consultations, and reviews of employment, environmental and social data and indicators.

## NOTE 42 Related-party transactions

### 42.1 Relations with the French State and public-sector companies

#### 42.1.1 Relations with the French State

Since the French law of 10 February 2010 reaffirming the provisions of the July 1990 law on the organisation of the postal and telecommunications public service, La Poste has been a *société anonyme* (French public-owned limited company) overseen by the Minister for the Economy and Finance, and subject to economic and financial control by the French State, and to the control procedures of the French Court of Auditors and the French Parliament.

The commitments of La Poste and the French State were redefined in "Public Service Agreement 2013-2017" approved by the group's Board of Directors on 22 April 2013 and signed by all stakeholders on 1 July 2013.

The agreement is based on the following principles:

- maintaining the broad scope of the public service missions assigned to La Poste: universal postal service, press transport and delivery, accessible banking and regional development, as well as maintaining the principle of offsetting costs for the latter three missions;
- making progress in strengthening service quality;
- developing missions adapted to users' expectations and technological advancements;
- introducing community commitments to promote the development of businesses and regions, supporting disadvantaged people, developing a digital society and engaging in corporate social responsibility.

A new public service agreement between La Poste and the French State for the 2018-2022 period was approved by the group's Board of Directors on 19 December 2017 and signed on 16 January 2018. This agreement is an extension of the previous agreement and aims at ensuring and modernising the exercise of the four public service missions of La Poste. These missions benefit from the support of the State, in exchange for which La Poste commits to respecting ambitious quality indicators.

Moreover, the agreement expands on the use of community commitments to promote the development of a digital society, local services, and sustainable and responsible development.

An amendment to the public service agreement between La Poste and the French State was signed on 18 May 2022. It incorporates changes announced by the government concerning its support for the universal postal service and regional development missions as well as the reform of the public service mission of press transport.

The latest public service agreement between La Poste and the French State, which is an extension of the previous agreement and covers the period 2023-2027, was signed in June 2023.

The French Postal Regulation Law of 20 May 2005 provided France's electronic communications and postal regulation authority ARCEP with the power to regulate pricing for the universal postal service on a multi-year basis, after reviewing La Poste's proposals. In addition, the law confirmed and clarified La Poste's regional development mission.

Regarding the group's banking activities, the French State sets the commission rates on regulated savings products, i.e., *Livret A* saving accounts, sustainable development savings accounts and *Livret d'épargne populaire* saving accounts. Changes in these rates have a direct impact on La Banque Postale's net banking income.

#### 42.1.2 Relations with public-sector companies

La Poste Groupe enters into transactions, at arm's-length conditions, with public-sector companies in the normal course of its business.

### 42.2 Relations with consolidated companies

Transactions performed between fully consolidated group companies are eliminated on consolidation and are therefore not discussed in this note.

Transactions with companies consolidated by the Caisse des Dépôts (CDC) group mainly concern transactions carried out by La Banque Postale with the savings funds managed by CDC and are presented in the following table:

(in € millions)	31/12/2023	31/12/2022
Income	2,312	1,611
Expenses	(7)	(14)
Receivables	69,365	69,280
Payables	511	506

Transactions with other associates and joint ventures are not material.

### 42.3 Remuneration of administration and management bodies

The remuneration of La Poste Groupe's main senior executives amounted to €6.1 million in total for the year ended 31 December 2023 (€5.7 million in 2022). Senior executives do not receive any specific post-employment benefits.

The group's main senior executives are the members of the Executive Committee and the members of the Board of Directors (whose remuneration comprises attendance fees, for the most part paid to the State or to Caisse des Dépôts, and the salaries of employee representatives). Attendance fees paid in 2023 amounted to €0.2 million (€0.3 million in 2022).

## NOTE 43 Events after the reporting period

On 22 February 2024, the group announced that it had entered into exclusive negotiations with Bouygues Telecom concerning the disposal of La Poste Telecom, the leading virtual mobile operator on the French market under the La Poste Mobile brand, as part of a new phase in the company's development.

In doing so, La Poste and Bouygues plan to forge a strong, long-term strategic partnership that will draw on the complementary strengths of the two groups and focus in particular on:

- Bouygues Telecom's acquisition of 100% of the capital of La Poste Telecom, 51% of which was held by La Poste Groupe and 49% by SFR;

- an exclusive distribution partnership in the postal network;
- a licensing agreement to consolidate the La Poste Mobile brand, which would remain the property of La Poste.

The value of 100% of La Poste Telecom's shares in this transaction is €950 million.

This project will be submitted to La Poste Telecom's employee representative bodies, then to La Poste Groupe's governance bodies, to SFR's right of pre-emption and to the competent authorities.

## NOTE 44 Scope of consolidation

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
<b>CONSOLIDATING COMPANY</b>							
La Poste							
9, rue du Colonel-Pierre-Avia							
75757 Paris Cedex 15, France							
<b>SERVICES-MAIL-PARCELS SEGMENT</b>							
Adimmo	France	52.54	52.54	99.90	99.90	FC	FC
Advanced Ideas	Romania		60.00		60.00		FC
Age d'or Expansion	France	100.00	100.00	100.00	100.00	FC	FC
Asten Santé	France	52.60	52.60	52.60	52.60	FC	FC
Asten Santé à domicile	France	52.60	52.60	100.00	100.00	FC	FC
Axeo Developpement	France	100.00	100.00	100.00	100.00	FC	FC
AXEO Partenariats Pro Services (P.P.S.)	France	100.00	100.00	100.00	100.00	FC	FC
Axeo Pro Services	France	100.00	100.00	100.00	100.00	FC	FC
Axeo Services	France	100.00	100.00	100.00	100.00	FC	FC
Budget Box	France	100.00	100.00	100.00	100.00	FC	FC
Cassiop	France	100.00	100.00	100.00	100.00	FC	FC
Coordination Axeo	France	100.00	100.00	100.00	100.00	FC	FC
Creat Direct	Romania	100.00	100.00	100.00	100.00	FC	FC
CyberCité	France	75.00	100.00	75.00	100.00	FC	FC
DIADOM SAS	France	100.00	100.00	100.00	100.00	FC	FC
Économie d'énergie	France	98.82	98.82	100.00	100.00	FC	FC
EDENEXT	France	98.82	98.82	98.82	98.82	FC	FC
E-SY COM	France	91.10	91.10	91.10	91.10	FC	FC
Fluow	France	51.00	51.00	51.00	51.00	FC	FC
Geobuzon	Spain		100.00		100.00		FC
Geoptis	France	100.00	100.00	100.00	100.00	FC	FC
Go Logistic	Portugal	90.00	90.00	90.00	90.00	FC	FC
H2AD	France	50.82	0.00	96.64	0.00	FC	
Happytal	France	86.00	93.00	86.00	93.00	FC	FC
Help Confort	France	100.00	100.00	100.00	100.00	FC	FC
Help Confort St Nazaire	France	100.00	100.00	100.00	100.00	FC	FC
IM Santé	France	100.00	100.00	100.00	100.00	FC	FC
Inbox Marketing	Romania	99.97	99.97	99.97	99.97	FC	FC
Innovagency	Portugal	100.00	100.00	100.00	100.00	FC	FC
Interactions Marketing	Romania	100.00	100.00	100.00	100.00	FC	FC

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
Isoskèle	France	100.00	100.00	100.00	100.00	FC	FC
Isoskèle Factory	France	100.00	100.00	100.00	100.00	FC	FC
La Poste E-éducation	France	100.00	100.00	100.00	100.00	FC	FC
La Poste Nouveaux Services	France	100.00	100.00	100.00	100.00	FC	FC
La Poste Santé	France	100.00	100.00	100.00	100.00	FC	FC
La Poste Santé et Autonomie	France	100.00	100.00	100.00	100.00	FC	FC
LP10	France		100.00		100.00		FC
LPC (formerly Conciergerie)	France	51.00	51.00	51.00	51.00	FC	FC
LPS Réseaux (formerly Financière Axeo)	France	100.00	100.00	100.00	100.00	FC	FC
Matching	France	83.76	83.76	83.76	83.76	FC	FC
Mediaposte Distribuição Postal	Portugal	100.00	100.00	100.00	100.00	FC	FC
Mediaposte Espagne SL	Spain	100.00	100.00	100.00	100.00	FC	FC
Mediaposte Hit Mail	Romania	100.00	100.00	100.00	100.00	FC	FC
Mediaposte Hit Mail Bulgaria	Bulgaria	100.00	100.00	100.00	100.00	FC	FC
Mediapost Holding	France	100.00	100.00	100.00	100.00	FC	FC
Mediaposte Martech	Romania		51.00		51.00		FC
Mediaposte SAS	France	100.00	100.00	100.00	100.00	FC	FC
Mediaposte SGPS	Portugal	100.00	100.00	100.00	100.00	FC	FC
Metrica	Bulgaria	60.00	100.00	60.00	100.00	FC	FC
MSCM2	France	50.82	0.00	100.00	0.00	FC	
Neolog	France	100.00	100.00	100.00	100.00	FC	FC
MN Santé (formerly Newco Santé Holding)	France	48.14	53.33	48.14	53.33	FC	FC
Nouveal	France	48.14	0.00	100.00	0.00	FC	
Nouvelle Attitude	France	100.00	100.00	100.00	100.00	FC	FC
Ofertia Colombia	Colombia	100.00	100.00	100.00	100.00	FC	FC
Ofertia Mexico	Mexico	100.00	100.00	100.00	100.00	FC	FC
OnlySo	France	75.00	100.00	100.00	100.00	FC	FC
Organisme Formation Services	France	100.00	100.00	100.00	100.00	FC	FC
Recygo	France	51.00	51.00	51.00	51.00	FC	FC
S2A Oxygène	France	52.59	0.00	100.00	0.00	FC	
SCI STP Immo	France	100.00	100.00	100.00	100.00	FC	FC
SMP	France	100.00	100.00	100.00	100.00	FC	FC
Sogec Gestion	France	100.00	100.00	100.00	100.00	FC	FC
Sogec Informatique	France	100.00	100.00	100.00	100.00	FC	FC
Sogec Marketing	France	100.00	100.00	100.00	100.00	FC	FC
Sogefinad	France	100.00	100.00	100.00	100.00	FC	FC
Somepost	France	100.00	100.00	100.00	100.00	FC	FC
STP SA	France	100.00	100.00	100.00	100.00	FC	FC
Tikeasy	France	100.00	100.00	100.00	100.00	FC	FC
TimeOne - Group	France	100.00	100.00	100.00	100.00	FC	FC
TimeOne - LMT	France	100.00	100.00	100.00	100.00	FC	FC
TimeOne - Performance	France	100.00	100.00	100.00	100.00	FC	FC
Viapost Maintenance	France	100.00	100.00	100.00	100.00	FC	FC
Viapost SAS	France	100.00	100.00	100.00	100.00	FC	FC
Viapost Transport Management	France	100.00	100.00	100.00	100.00	FC	FC
Vouchers Depot	Romania		75.00		75.00		FC

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
<b>GEOPOST SEGMENT</b>							
Geopost SA	France	100.00	100.00	100.00	100.00	FC	FC
360° Services SAS	France	100.00	100.00	100.00	100.00	FC	FC
A52 Warehouse Inc.	Canada	32.31	32.31	50.00	50.00	FC	FC
ACP Global Forwarding	Poland	100.00	100.00	100.00	100.00	FC	FC
Air 360	France	60.00	60.00	100.00	100.00	FC	FC
Alas Courier, S.L.	Spain	100.00	100.00	100.00	100.00	FC	FC
Alolomer, S.L.U.	Spain	24.04	25.00	25.00	25.00	EM	EM
Alturing	France	100.00	100.00	100.00	100.00	FC	FC
Andalupaq Express, S.L.	Spain	100.00	100.00	100.00	100.00	FC	FC
Aramex PJSC	United Arab Emirates	28.00	28.00	28.00	28.00	EM	EM
Armadillo Holding GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC
Asendia Austria GmbH	Austria	60.00	60.00	100.00	100.00	FC	FC
Asendia Benelux B.V.	Netherlands	60.00	60.00	100.00	100.00	FC	FC
Asendia Germany GmbH	Germany	60.00	60.00	100.00	100.00	FC	FC
Asendia Holding AG	Switzerland	60.00	60.00	60.00	60.00	FC	FC
Asendia Hong Kong Ltd	Hong Kong	60.00	60.00	100.00	100.00	FC	FC
Asendia Italy S.p.A.	Italy	60.00	60.00	100.00	100.00	FC	FC
Asendia Mgmt SAS	France	60.00	60.00	100.00	100.00	FC	FC
Asendia Mgmt SAS, branch Bern	Switzerland	60.00	60.00	100.00	100.00	FC	FC
Asendia Nordic AB	Sweden	60.00	60.00	100.00	100.00	FC	FC
Asendia Norway A/S	Norway	60.00	0.00	100.00	0.00	FC	
Asendia Oceania AU	Australia	60.00	60.00	100.00	100.00	FC	FC
Asendia Oceania NZ	New Zealand	60.00	60.00	100.00	100.00	FC	FC
Asendia Operations (SCL)	Germany	60.00	0.00	100.00	0.00	FC	
Asendia Operations Verwaltung GmbH	Germany	60.00	0.00	100.00	0.00	FC	
Asendia Press Edigroup SA	Switzerland	60.00	60.00	100.00	100.00	FC	FC
Asendia Singapore	Singapore	60.00	60.00	100.00	100.00	FC	FC
Asendia Spain S.L.	Spain	60.00	60.00	100.00	100.00	FC	FC
Asendia UK Ltd	United Kingdom	60.00	60.00	100.00	100.00	FC	FC
Asendia USA	United States	60.00	60.00	100.00	100.00	FC	FC
Beijing Linehaul Express Co Ltd.	China	64.63	64.63	100.00	100.00	FC	FC
Bio Cair Forwarding International Co LTD	China	100.00	100.00	100.00	100.00	FC	FC
Biocair Asia Limited	Hong Kong	100.00	100.00	100.00	100.00	FC	FC
Biocair Australia PTY Ltd	Australia	100.00	100.00	100.00	100.00	FC	FC
Biocair Belgium	Belgium	100.00	100.00	100.00	100.00	FC	FC
Biocair Customs Brokerage LLC	United States	100.00	100.00	100.00	100.00	FC	FC
Biocair France SAS	France	100.00	100.00	100.00	100.00	FC	FC
Biocair Germany GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC
BIOCAIR, Inc.	United States	100.00	100.00	100.00	100.00	FC	FC
Biocair India Private Limited	India		100.00		100.00		FC
BIOCAIR International Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Biocair Singapore Pte Ltd	Singapore	100.00	100.00	100.00	100.00	FC	FC
Biocair South Africa (Pty) Ltd	South Africa	100.00	100.00	100.00	100.00	FC	FC
Boks SAS	France		24.48		24.68		EM
BK Logistics Group B.V.	Netherlands	100.00	100.00	100.00	100.00	FC	FC
BK Pharma Logistics B.V.	Netherlands	100.00	100.00	100.00	100.00	FC	FC
BK Sneltransport B.V.	Netherlands	100.00	100.00	100.00	100.00	FC	FC
Bloomsburys GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC



Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
BTB Mailflight	United Kingdom	60.00	60.00	100.00	100.00	FC	FC
BTB Mailflight Holding	United Kingdom	60.00	60.00	100.00	100.00	FC	FC
Broad Reach Canada	Canada		60.00		100.00		FC
Broad Reach Commerce Inc.	United States	54.00	52.20	90.00	87.00	FC	FC
C Chez Vous SAS	France	95.00	95.00	95.00	95.00	FC	FC
Caledonie express	France	60.00	60.00	60.00	60.00	EM	EM
Cargonet Software SAS	France	100.00	100.00	100.00	100.00	FC	FC
Central de Mensajeros Logistica 2008, S.L.	Spain	100.00	100.00	100.00	100.00	FC	FC
Chrono Diali	Morocco	49.00	49.00	49.00	49.00	EM	EM
Chronofresh SAS	France	100.00	100.00	100.00	100.00	FC	FC
Chronopost (Mauritius) Ltd	Mauritius	75.00	75.00	75.00	75.00	FC	FC
Chronopost SAS	France	100.00	100.00	100.00	100.00	FC	FC
CI Algérie	Algeria	100.00	100.00	100.00	100.00	FC	FC
CI Burkina	Burkina Faso	40.00	40.00	40.00	40.00	EM	EM
CI Côte d'Ivoire	Ivory Coast	50.00	50.00	50.00	50.00	FC	FC
CI Maroc	Morocco	34.00	34.00	34.00	34.00	EM	EM
CitySprint (UK) Bidco Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
CitySprint (UK) Group Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
CitySprint (UK) Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
CitySprint Courier Services Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Cool Runnings Transport B.V.	Netherlands		100.00		100.00		FC
Customs Clearance Ltd.	United Kingdom	64.63	64.63	100.00	100.00	FC	FC
CXB Partner S.A.U.	Spain	100.00	100.00	100.00	100.00	FC	FC
DalcoSud, S.L.U.	Spain		100.00		100.00		FC
Delifresh IDF	France	100.00	100.00	100.00	100.00	FC	FC
Direct Parcel Distribution CZ s.r.o.	Czech Republic	100.00	100.00	100.00	100.00	FC	FC
Direct Parcel Distribution SK s.r.o.	Slovakia	100.00	100.00	100.00	100.00	FC	FC
DPD (UK) Ltd	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
DPD Austria	Austria	25.57	25.57	25.57	25.57	EM	EM
DPD Bel FLLC	Belarus	100.00	100.00	100.00	100.00	FC	FC
DPD Belgium	Belgium	100.00	100.00	100.00	100.00	FC	FC
DPD Croatia d.o.o.	Croatia	100.00	100.00	100.00	100.00	FC	FC
DPD Deutschland GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC
DPD Eesti AS	Estonia	100.00	100.00	100.00	100.00	FC	FC
DPD Eurasia LLC	Uzbekistan	100.00	100.00	100.00	100.00	FC	FC
DPD France SAS	France	100.00	100.00	100.00	100.00	FC	FC
DPD fresh BeLux BV	Belgium	100.00	100.00	100.00	100.00	FC	FC
DPD Group International Services GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC
DPD HK Ltd.	Hong Kong	64.63	64.63	100.00	100.00	FC	FC
DPD Hungary Kft	Hungary	100.00	100.00	100.00	100.00	FC	FC
DPD Immobilien GmbH & Co. KG	Germany	100.00	100.00	100.00	100.00	FC	FC
DPD Immobilienverwaltung GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC
DPD Ireland	Ireland	100.00	100.00	100.00	100.00	FC	FC
DPD Kazakhstan LLP	Kazakhstan	100.00	100.00	100.00	100.00	FC	FC
DPD Laser	South Africa	75.00	75.00	75.00	75.00	FC	FC
DPD Latvija SIA	Latvia	100.00	100.00	100.00	100.00	FC	
DPD Lietuva UAB	Lithuania	100.00	100.00	100.00	100.00	FC	
DPD Local UK Ltd	United Kingdom	100.00	100.00	100.00	100.00	FC	
DPD Luxembourg	Luxembourg	100.00	100.00	100.00	100.00	FC	

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
DPD Netherlands	Netherlands	100.00	100.00	100.00	100.00	FC	FC
DPD Polska	Poland	100.00	100.00	100.00	100.00	FC	FC
DPD Portugal	Portugal	100.00	100.00	100.00	100.00	FC	FC
DPD Romania S.A.	Romania	69.81	69.81	100.00	100.00	FC	FC
DPD RUS	Russia	100.00	100.00	100.00	100.00	FC	FC
DPD Schweiz	Switzerland	100.00	100.00	100.00	100.00	FC	FC
DPD Service GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC
DPD Sichuan Ltd	China	64.63	64.63	100.00	100.00	FC	FC
DPD Slovenia	Slovenia	100.00	100.00	100.00	100.00	FC	FC
DPDCN Linehaul Express Ltd	China	64.63	64.63	100.00	100.00	FC	FC
DPDgroup IT Solutions	Poland	100.00	100.00	100.00	100.00	FC	FC
DPDgroup IT Solutions Hungary Kft	Hungary	100.00	100.00	100.00	100.00	FC	FC
DPDgroup Uk Ltd	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
DS Russia GmbH & Co. Asset KG	Germany	100.00	100.00	100.00	100.00	FC	FC
DS Russia GP GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC
DS Russia Management GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC
DTDC	India	42.52	42.52	42.52	42.52	EM	EM
Epicery SAS	France	87.47	87.47	87.47	87.47	FC	FC
ESW Parent, Inc. (ESPI)	United States	60.00	60.00	60.00	60.00	FC	FC
ESW U.S. Direct E-Commerce Canada Corp	Canada	60.00	60.00	100.00	100.00	FC	FC
EVOL ANNECY	France	60.00	0.00	100.00	0.00	FC	
EVOL BORDEAUX	France	60.00	60.00	100.00	100.00	FC	FC
EVOL CENTRE	France	60.00	0.00	100.00	0.00	FC	
EVOL CLERMONT FERRAND	France	60.00	60.00	100.00	100.00	FC	FC
EVOL GRENOBLE	France	49.80	53.36	100.00	100.00	FC	FC
EVOL LILLE	France	60.00	60.00	100.00	100.00	FC	FC
EVOL LORRAINE	France	60.00	0.00	100.00	0.00	FC	
EVOL LYON	France	60.00	60.00	100.00	100.00	FC	FC
EVOL MARSEILLE AIX TOULON	France	60.00	60.00	100.00	100.00	FC	FC
EVOL MONTPELLIER	France	60.00	60.00	100.00	100.00	FC	FC
EVOL NANTES	France	60.00	60.00	100.00	100.00	FC	FC
EVOL NICE	France	60.00	0.00	100.00	0.00	FC	
EVOL PARIS	France	60.00	60.00	100.00	100.00	FC	FC
EVOL RENNES	France	60.00	60.00	100.00	100.00	FC	FC
EVOL ROUEN	France	60.00	0.00	100.00	0.00	FC	
EVOL STRASBOURG	France	60.00	60.00	100.00	100.00	FC	FC
EVOL TOULOUSE	France	60.00	60.00	100.00	100.00	FC	FC
Express Delivery Services	France	52.58	100.00	52.58	100.00	FC	FC
FB On Board Courier Services Inc.	Canada	7.11	18.20	11.00	28.17	EM	EM
FermoPoint S.r.l.	Italy	50.98	50.98	60.00	60.00	FC	FC
Flap Locadora e Trans. Ltda.	Brazil	98.00	100.00	98.00	100.00	FC	FC
Forwarder Line Logistik	Liechtenstein	100.00	100.00	100.00	100.00	FC	FC
Geopost Americas	United States	100.00	100.00	100.00	100.00	FC	FC
Geopost Bulgaria EOOD	Bulgaria	69.81	0.00	100.00	0.00	FC	
Geopost España, S.L.	Spain	100.00	100.00	100.00	100.00	FC	FC
Geopost Holdings Ltd	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Geopost IMDH GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC
Geopost Intermediate Holdings	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Geopost Ireland Limited	Ireland	100.00	100.00	100.00	100.00	FC	FC

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
Geopost South East Asia(SEA) Pte. Ltd	Singapore	100.00	100.00	100.00	100.00	FC	FC
Geopost Trans EOOD	Bulgaria	69.81	69.81	100.00	100.00	FC	FC
GLPU	France	100.00	100.00	100.00	100.00	FC	FC
Gruppo BRT	Italy	84.96	84.96	84.96	84.96	FC	FC
Hubez HK Ltd	Hong Kong	64.63	64.63	100.00	100.00	FC	FC
iloxx GmbH	Germany	100.00	100.00	100.00	100.00	FC	FC
Infraestructuras, Tecnologia Y Soporte AI Reparto, SL	Spain	100.00	100.00	100.00	100.00	FC	FC
Interlink Express Parcels Ltd	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Interlink Express Plc	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Jadlog Logistica Ltda.	Brazil	98.00	100.00	98.00	100.00	FC	FC
JLGP Brasil Participações Ltda	Brazil	100.00	100.00	100.00	100.00	FC	FC
Keyopstech	France	95.00	95.00	95.00	95.00	FC	FC
La Poste Global Mail	France	100.00	100.00	100.00	100.00	FC	FC
La Poste IMS	France	60.00	60.00	100.00	100.00	FC	FC
Last Mile Link Technologies Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Latin America E-Commerce Direct, S.A. de C.V.	Mexico	60.00	60.00	100.00	100.00	FC	FC
Lenton Group Ltd	Hong Kong	64.63	64.63	64.63	64.63	FC	FC
Linehaul Express (Cambodia) Co. Ltd.	Cambodia	16.16	16.16	25.00	25.00	EM	EM
Linehaul Express (Hainan) Ltd	China	64.63	64.63	100.00	100.00	FC	FC
Linehaul Express (HK) Ltd.	Hong Kong	64.63	64.63	100.00	100.00	FC	FC
Linehaul Express (India) Private Ltd.	India	64.63	64.63	100.00	100.00	FC	FC
Linehaul Express (Sichuan) Ltd	China	48.79	0.00	100.00	0.00	FC	
Linehaul Express (Taiwan) Ltd.	Taiwan	64.63	64.63	100.00	100.00	FC	FC
Linehaul Express (Thailand) Co. Ltd.	Thailand	32.31	32.31	50.00	50.00	FC	FC
Linehaul Express (Yiwu) Ltd	China	64.63	64.63	100.00	100.00	FC	FC
Linehaul Express (Zhengzhou) Ltd.	China	48.79	48.79	75.50	75.50	FC	FC
Linehaul Express Co. Ltd.	Canada	64.63	64.63	100.00	100.00	FC	FC
Linehaul Express France SARL	France	64.63	64.63	100.00	100.00	FC	FC
Linehaul Express LLC	United Arab Emirates	64.63	64.63	100.00	100.00	FC	FC
Linehaul Express LLC (formerly Universal Express LLC)	United Arab Emirates	64.63	64.63	100.00	100.00	FC	FC
Linehaul Express Ltd.	United Kingdom	64.63	64.63	100.00	100.00	FC	FC
Linehaul Express Singapore Pte Ltd.	Singapore	64.63	64.63	100.00	100.00	FC	FC
Linehaul MAC Express (Private) Ltd.	Sri Lanka	32.31	32.31	50.00	50.00	FC	FC
Linex Air Services (Private) Ltd.	South Africa	64.63	64.63	100.00	100.00	FC	FC
Linex Corporation	Philippines	38.78	38.78	60.00	60.00	FC	FC
Linex Inc.	United States	64.63	0.00	100.00	0.00	FC	
Linex Nankai JP Co, Ltd.	Japan	38.78	38.78	60.00	60.00	FC	FC
LUDEV	France	60.00	60.00	60.00	60.00	FC	FC
Madripaq Servicios, S.L.	Spain	100.00	100.00	100.00	100.00	FC	FC
Mach 1 Couriers Limited	United Kingdom		100.00		100.00		FC
Menexpres, S.A.	Spain	100.00	100.00	100.00	100.00	FC	FC
Nanny Bag	France	49.95	49.95	49.95	49.95	EM	EM
Ninja Logistics Pte. Ltd.	Singapore	42.41	42.32	42.41	42.32	EM	EM
North America Direct, Inc.	United States	60.00	60.00	100.00	100.00	FC	FC
On The Dot Technologies Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Packcity Geopost	France	34.00	34.00	34.00	34.00	EM	EM
Parceline Ltd	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
ParcelLock GmbH	Germany	50.00	0.00	50.00	0.00	EM	
PickPoint (Russia) LLC	Russia	48.95	48.95	48.95	48.95	EM	EM

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
Pickpoint Delivery System Ltd. (Cyprus)	Cyprus	48.95	48.95	48.95	48.95	EM	EM
Pickup At Home	France	100.00	100.00	100.00	100.00	FC	FC
Pickup Logistics	France	100.00	100.00	100.00	100.00	FC	FC
Pickup Personal Services	France	100.00	100.00	100.00	100.00	FC	FC
Pickup Services	France	100.00	100.00	100.00	100.00	FC	FC
Pie Mapping Software Ltd	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Pour de Bon SAS	France	100.00	100.00	100.00	100.00	FC	FC
Project Bolt Newco 1 Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Project Bolt Newco 2 Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
PT Linehaul Express Indonesia	Indonesia	25.85	25.85	40.00	40.00	EM	EM
Pudo Portugal S.A.	Portugal	25.00	25.00	25.00	25.00	EM	EM
Rapido Express and Logistics EOOD	Bulgaria	69.81	0.00	100.00	0.00	FC	
Resto In	France	100.00	100.00	100.00	100.00	FC	FC
RPX MAC Express (Private) Limited	Sri Lanka	32.31	32.31	100.00	100.00	FC	FC
Scalefast Australia PTY LTD	Australia	60.00	60.00	100.00	100.00	FC	FC
Scalefast Canada Enterprises	Canada	60.00	60.00	100.00	100.00	FC	FC
Scalefast Inc.	United States	60.00	60.00	100.00	100.00	FC	FC
Scalefast Japan Kabushiki Kaisha	Japan	60.00	60.00	100.00	100.00	FC	FC
Scalefast S. de R.L. de C.V.	Mexico	60.00	60.00	100.00	100.00	FC	FC
Scalefast SAS	France	60.00	60.00	100.00	100.00	FC	FC
Scalefast Singapore PTE Ltd	Singapore	60.00	60.00	100.00	100.00	FC	FC
Scalefast, S.L.	Spain	60.00	60.00	100.00	100.00	FC	FC
SCI Exa Immo	France	100.00	100.00	100.00	100.00	FC	FC
SCI Examurs Paris	France	100.00	100.00	100.00	100.00	FC	FC
Sci Intel immo	France	100.00	100.00	100.00	100.00	FC	FC
SDS RUS LLC	Russia		100.00		100.00		FC
Seur España Operaciones, S.A.	Spain	96.14	100.00	100.00	100.00	FC	FC
Seur Geopost, S.L.	Spain	100.00	100.00	100.00	100.00	FC	FC
Seur Gerencia de Riesgos, S.L.	Spain	96.14	100.00	100.00	100.00	FC	FC
Seur Logística S.A.	Spain	96.14	100.00	100.00	100.00	FC	FC
Seur, SA	Spain	96.14	100.00	96.14	100.00	FC	FC
Shanghai E & T Wako Express Co. Ltd.	China	64.63	64.63	100.00	100.00	FC	FC
SHIFT7	France	60.00	60.00	100.00	100.00	FC	FC
Siodemka Systemy Sp z o.o.	Poland	100.00	100.00	100.00	100.00	FC	FC
Sodexi	France	35.00	35.00	35.00	35.00	EM	EM
Someva, S.L.U.	Spain	96.14	100.00	100.00	100.00	FC	FC
Speedy AD	Bulgaria	69.81	69.81	69.81	69.81	FC	FC
Speedy EOOD	Bulgaria	69.81	69.81	100.00	100.00	FC	FC
Speedy Tech Lab.	Bulgaria	69.81	69.81	100.00	100.00	FC	FC
SPI UK	United Kingdom	60.00	60.00	100.00	100.00	FC	FC
SRT France Logistics	France	100.00	100.00	100.00	100.00	FC	FC
SRT France SAS (Stuart)	France	100.00	0.00	100.00	0.00	FC	
SRT Group SAS	France	100.00	0.00	100.00	0.00	FC	
SRT Italy S.r.l.	Italy	100.00	0.00	100.00	0.00	FC	
STOCKNORD	France	60.00	0.00	100.00	0.00	FC	
STRT Delivery Portugal, Unipessoal LDA	Portugal	100.00	0.00	100.00	0.00	FC	
Stuart Delivery LTD	United Kingdom	100.00	0.00	100.00	0.00	FC	
Stuart Delivery, S.L.	Spain	100.00	0.00	100.00	0.00	FC	
Stuart Polska sp.zo.o.	Poland	100.00	0.00	100.00	0.00	FC	

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
Stuart Urban, S.L.	Spain	100.00	0.00	100.00	0.00	FC	
TD Express services	France	100.00	100.00	100.00	100.00	FC	FC
The Courier and Passenger Transport Group Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
The Courier and Passenger Transport Holdings Limited	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
The Reach Advisory Limited	Ireland	60.00	60.00	100.00	100.00	FC	FC
Transporte Integral de Paquetería, S.A.	Spain	100.00	100.00	100.00	100.00	FC	FC
Transworld Global Courier Ltd	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Urgent Deliveries Limited (EcoSpeed)	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
U.S. Direct (Singapore) PTE Ltd	Singapore	60.00	60.00	100.00	100.00	FC	FC
U.S. Direct e-commerce AUS PTY Limited	Australia	60.00	60.00	100.00	100.00	FC	FC
US Direct E-Commerce Malaysia SDN BHD	Malaysia		60.00		100.00		FC
U.S. Direct E-Commerce Netherlands BV	Netherlands	60.00	60.00	100.00	100.00	FC	FC
U.S. Direct e-commerce UK	United Kingdom	60.00	60.00	100.00	100.00	FC	FC
US Direct E-Commerce (USA) Inc.	United States	60.00	60.00	60.00	60.00	FC	FC
US Direct eCommerce Holding Ltd	Ireland	60.00	60.00	100.00	100.00	FC	FC
US Direct eCommerce Ltd	Ireland	60.00	60.00	100.00	100.00	FC	FC
US Direct eCommerce Nominee DAC	Ireland	60.00	60.00	100.00	100.00	FC	FC
US Direct E-Commerce Rus LLC	Russia	60.00	60.00	100.00	100.00	FC	FC
U.S. Direct E-Commerce Switzerland AG	Switzerland		60.00		100.00		FC
Wako Express Co. Ltd.	Taiwan	64.63	64.63	100.00	100.00	FC	FC
WN TPC	United Kingdom	60.00	60.00	100.00	100.00	FC	FC
WnDirect USA, Inc	United States	60.00	60.00	100.00	100.00	FC	FC
Your Cargo Contact B.V.	Netherlands	48.47	48.47	75.00	75.00	FC	FC
Your Cargo Contact Limited	United Kingdom		36.35		75.00		FC
Yurtici Kargo Servisi A.S.	Turkey	25.00	25.00	25.00	25.00	EM	EM
<b>LA BANQUE POSTALE – CNP SEGMENT</b>							
La Banque Postale	France	100.00	100.00	100.00	100.00	FC	FC
115 K	France	100.00	100.00	100.00	100.00	FC	FC
AEP3 SCI	France	100.00	100.00	100.00	100.00	FC	FC
AEP4 SCI	France	100.00	100.00	100.00	100.00	FC	FC
Arial CNP Assurances	France	40.00	40.00	40.00	40.00	EM	EM
Assurbail Patrimoine	France	100.00	100.00	100.00	100.00	FC	FC
Assurimmeuble	France	100.00	100.00	100.00	100.00	FC	FC
Assurance	France	100.00	100.00	100.00	100.00	FC	FC
Caixa Seguradora Especializada em Saúde SA	Brazil	51.75	51.75	100.00	100.00	FC	FC
Caixa Seguradora SA	Brazil	51.75	51.75	100.00	100.00	FC	FC
Caixa Vida e Previdência	Brazil	40.00	40.00	100.00	100.00	FC	FC
CIMO	France	100.00	100.00	100.00	100.00	FC	FC
CNP Asfaltistiki	Cyprus	100.00	100.00	100.00	100.00	FC	FC
CNP Assur Trésorerie Plus	France	99.09	97.68	99.09	97.68	FC	FC
CNP Assurances	France	100.00	100.00	100.00	100.00	FC	FC
CNP Assurances Compañía de Seguros	Argentina	76.47	76.47	76.47	76.47	FC	FC
CNP Assurances Conseil & Courtage (formerly La Banque Postale Conseil en Assurance)	France	100.00	0.00	100.00	0.00	FC	
CNP Assurances Holding	France		100.00		100.00		FC
CNP Assurances IARD (formerly La Banque Postale Assurance IARD)	France	100.00	100.00	100.00	100.00	FC	FC
CNP Assurances Latam Holding Ltda	Brazil	100.00	100.00	100.00	100.00	FC	FC
CNP Assurances Participações Ltda	Brazil	100.00	100.00	100.00	100.00	FC	FC

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
CNP Assurances Prévoyance (formerly La Banque Postale Prévoyance)	France	100.00	100.00	100.00	100.00	FC	FC
CNP Assurances Santé Individuelle (formerly La Banque Postale Assurance Santé)	France	51.00	51.00	51.00	51.00	FC	FC
CNP Capitalização SA	Brazil	26.39	100.00	51.00	100.00	FC	FC
CNP Caution	France	100.00	100.00	100.00	100.00	FC	FC
CNP Consórcio SA Administradora de Consórcios	Brazil	100.00	100.00	100.00	100.00	FC	FC
CNP Cyprialife	Cyprus	100.00	100.00	100.00	100.00	FC	FC
CNP Cyprus Insurance Holdings	Cyprus	100.00	100.00	100.00	100.00	FC	FC
CNP Cyprus Properties	Cyprus	100.00	0.00	100.00	0.00	FC	
CNP Cyprus Tower Ltd	Cyprus	100.00	0.00	100.00	0.00	FC	
CNP Europe Life	Ireland	100.00	100.00	100.00	100.00	FC	FC
CNP Immobilier	France	100.00	100.00	100.00	100.00	FC	FC
CNP Luxembourg	Luxembourg	100.00	100.00	100.00	100.00	FC	FC
CNP OSTRUM ISR OBLI 12 MOIS	France	98.98	100.00	98.98	100.00	FC	FC
CNP Participações em Seguros Ltda (formerly CNP Seguros Participações em Saúde Ltda)	Brazil	51.75	100.00	51.75	100.00	FC	FC
CNP Participações Securitárias Brasil Ltda	Brazil	51.75	51.75	100.00	100.00	FC	FC
CNP Praktoriaki	Greece	100.00	0.00	100.00	0.00	FC	
CNP Retraite	France	100.00	100.00	100.00	100.00	FC	FC
CNP SA de Capitalización y Ahorro p/fines determinados	Argentina	50.00	50.00	65.38	65.38	FC	FC
CNP Santander Insurance Europe Ltd	Ireland	51.00	51.00	51.00	51.00	FC	FC
CNP Santander Insurance Life Ltd	Ireland	51.00	51.00	51.00	51.00	FC	FC
CNP Santander Insurance Services Ireland Ltd	Ireland	51.00	0.00	51.00	0.00	FC	
CNP Seguros Holding Brasil SA	Brazil	51.75	51.75	51.75	51.75	FC	FC
CNP UniCredit Vita	Italy	51.00	51.00	51.00	51.00	FC	FC
CNP Vita Assicura	Italy	100.00	100.00	100.00	100.00	FC	FC
CNP Vita Assicurazione	Italy	100.00	100.00	100.00	100.00	FC	FC
CNP Zois	Greece	100.00	100.00	100.00	100.00	FC	FC
Companhia de Seguros Previdencia do Sul-Previsul	Brazil	51.75	100.00	100.00	100.00	FC	FC
Credicoop Companhia de Seguros de Retiro SA	Argentina	29.82	29.82	29.82	29.82	EM	EM
EasyBourse	France	100.00	100.00	100.00	100.00	FC	FC
Ecureuil Profil 90	France	56.22	55.64	56.22	55.64	FC	FC
Ecureuil Vie Développement	France	49.00	0.00	49.00	0.00	EM	
Ezyness	France		100.00		100.00		FC
FCT Elise 2012	France	95.00	95.00	95.00	95.00	FC	FC
Filassistance International	France	100.00	100.00	100.00	100.00	FC	FC
Financière de l'Echiquier			75.00		100.00		FC
Foncière ELBP	France		100.00		100.00		FC
Fundo de Investimento Imobiliario Renda Corporativa Angico - FII	Brazil	48.81	48.81	100.00	100.00	FC	FC
GALAXIE 33	France		100.00		100.00		FC
Holding d'Infrastructures Gazières	France	52.97	52.97	52.97	52.97	EM	EM
Holding XS 1 SA	Brazil	40.00	40.00	51.00	51.00	FC	FC
Infra-Invest	Luxembourg	100.00	100.00	100.00	100.00	FC	FC
Infra-Invest France	France	100.00	100.00	100.00	100.00	FC	FC
Infra-Invest Holding	France	100.00	100.00	100.00	100.00	FC	FC
Issy Cœur de Ville (ICV)(formerly SCI ICV)	France	100.00	100.00	100.00	100.00	FC	FC
La Banque Postale Asset Management Holding	France	75.00	0.00	75.00	0.00	FC	

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
La Banque Postale Collectivités Locales	France	65.00	0.00	65.00	0.00	FC	
La Banque Postale Consumer Finance	France	100.00	100.00	100.00	100.00	FC	FC
La Banque Postale Home Loan SFH	France	100.00	100.00	100.00	100.00	FC	FC
La Banque Postale Leasing & Factoring	France	100.00	100.00	100.00	100.00	FC	FC
LBP Actifs Immo	France	100.00	100.00	100.00	100.00	FC	FC
LBP AM (formerly La Banque Postale Asset Management)	France	75.00	75.00	100.00	75.00	FC	FC
LBP Dutch Mortgage Portfolio 1 BV	Netherlands	100.00	100.00	100.00	100.00	FC	FC
LBP Dutch Mortgage Portfolio 2 BV	Netherlands	100.00	100.00	100.00	100.00	FC	FC
Louvre Banque Privée	France	100.00	100.00	100.00	100.00	FC	FC
Louvre Banque Privée Immobilier conseil (formerly La Banque Postale Immobilier Conseil)	France	100.00	100.00	100.00	100.00	FC	FC
Ma French Bank	France	100.00	100.00	100.00	100.00	FC	FC
MFPrévoyance SA	France	100.00	0.00	100.00	0.00	FC	
Montparvie V	France	100.00	100.00	100.00	100.00	FC	FC
Odonto Empresas Convênios Dentários Ltda	Brazil	100.00	100.00	100.00	100.00	FC	FC
OPCI AEP247	France	100.00	100.00	100.00	100.00	FC	FC
OPCI AEW Imcom 1	France	100.00	100.00	100.00	100.00	FC	FC
OPCI MTP Invest	France	100.00	100.00	100.00	100.00	FC	FC
OPCI Raspail	France	99.94	99.94	99.94	99.94	FC	FC
OPCVM Caixa Seguradora SA	Brazil	51.75	51.75	100.00	100.00	FC	FC
OPCVM Caixa Vida e Previdência	Brazil	40.00	40.00	100.00	100.00	FC	FC
OPCVM CNP Capitalizacao SA	Brazil	26.39	100.00	100.00	100.00	FC	FC
OPCVM CNP Consórcio SA	Brazil	100.00	100.00	100.00	100.00	FC	FC
OPCVM Holding Caixa Seguros Holding SA	Brazil	51.75	51.75	100.00	100.00	FC	FC
Outlet Invest	France	100.00		100.00		FC	
Provincia Seguros de Vida SA	Argentina	40.00	40.00	40.00	40.00	EM	EM
SAS Allera	France	100.00		100.00		FC	
SCI CRSF Métropole	France	100.00	100.00	100.00	100.00	FC	FC
SCI Lamartine	France	85.00	85.00	85.00	85.00	FC	FC
SCI Tertiaire Saint Romain	France	100.00	100.00	100.00	100.00	FC	FC
SCP Lamartine Euros	France	100.00	100.00	100.00	100.00	FC	FC
SCP Lamartine monitoring Holding	France	100.00	100.00	100.00	100.00	FC	FC
SICAC	France	100.00	100.00	100.00	100.00	FC	FC
SOFIAP	France	66.00	66.00	66.00	66.00	FC	FC
Sogestop K	France	100.00	100.00	100.00	100.00	FC	FC
TERRE NEUVE 4 IMMO	France		100.00		100.00		FC
Tocqueville Finance SA	France	74.99	75.00	99.99	100.00	FC	FC
Univers CNP 1 FCP	France	100.00	100.00	100.00	100.00	FC	FC
Vivaccio ISR actions	France	100.00	99.82	100.00	99.82	FC	FC
Wiz Soluções e Corretagem de Seguros SA	Brazil	12.94	12.94	25.00	25.00	EM	EM
XS2 Vida e Previdência SA	Brazil	40.00	40.00	100.00	100.00	FC	FC
XS5 Administradora de consorcios SA	Brazil	25.00	25.00	50.01	50.01	EM	EM
Youse Tecnologia e Assistencia EM Seguros Ltda	Brazil	51.75	51.75	100.00	100.00	FC	FC
<b>RETAIL CUSTOMERS &amp; DIGITAL SERVICES SEGMENT</b>							
2B-Softteam Data	France	100.00	0.00	100.00	0.00	FC	FC
Acuitude	France		100.00		100.00		FC
Adverline	France	100.00	100.00	100.00	100.00	FC	FC
AR 24	France	80.24	80.24	80.24	80.24	FC	FC
ARKHINEO	France	100.00	100.00	100.00	100.00	FC	FC

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
Axonal	France		100.00		100.00		FC
Boxtal	France	100.00	100.00	100.00	100.00	FC	FC
Certinomis	France	100.00	100.00	100.00	100.00	FC	FC
CNTP - Docaposte BPO	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte Agility	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte Applicam	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte BPO	Morocco	100.00	0.00	100.00	0.00	FC	
Docaposte BPO IS	France	65.00	65.00	65.00	65.00	FC	FC
Docaposte BPO SAS	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte CSP	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte DPS	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte Externalisation	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte Fast	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte IOT	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte E-Santé	France	100.00	0.00	100.00	0.00	FC	
Docaposte Institute (formerly Docaposte Localéo)	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte Trust & Sign	France	100.00	100.00	100.00	100.00	FC	FC
Docaposte Trust & Sign POLOGNE	Poland	100.00	100.00	100.00	100.00	FC	FC
Docaposte Trust & Sign ROUMANIE	Romania	100.00	100.00	100.00	100.00	FC	FC
Docaposte Tunisie	Tunisia		100.00		100.00		FC
Docaposte-PST (formerly Prosofteam)	France	100.00	100.00	100.00	100.00	FC	FC
ESCENT Belgique	Belgium	100.00	100.00	100.00	100.00	FC	FC
ESCENT Luxembourg	Luxembourg	100.00	100.00	100.00	100.00	FC	FC
Esculape	France		98.08		98.08		FC
Eukles	France	100.00	100.00	100.00	100.00	FC	FC
GENITECH Tunisie	Tunisia	100.00	0.00	100.00	0.00	FC	
Heva	France	100.00	100.00	100.00	100.00	FC	FC
Icanopée	France	100.00	100.00	100.00	100.00	FC	FC
Inadvans	France	100.00	0.00	100.00	0.00	FC	
Index Education Développement	France	80.00	90.00	100.00	90.00	FC	FC
Index Education France	France	80.00	90.00	100.00	100.00	FC	FC
Index Italie	Italy	80.00	90.00	100.00	100.00	FC	FC
Kidscare	France	100.00	0.00	100.00	0.00	FC	
La Manufacture Docaposte	France		70.00		70.00		FC
La Poste Services à la Personne	France	100.00	100.00	100.00	100.00	FC	FC
La Poste Telecom	France	51.00	51.00	51.00	51.00	EM	EM
LP11	France	100.00	100.00	100.00	100.00	FC	FC
Maileva	France	100.00	100.00	100.00	100.00	FC	FC
Maincare	France		98.08		100.00		FC
MARKETSHOT	France	100.00	100.00	100.00	100.00	FC	FC
Media Prisme SAS	France	82.05	82.05	82.05	82.05	FC	FC
Mon Contact Logement	France		51.00		51.00		FC
Monha	France		49.00		49.00		EM
Numspot	France		26.00		26.00		EM
Openvalue	France	80.00	80.00	100.00	80.00	FC	FC
Optelo	France	100.00	0.00	100.00	0.00	FC	
Probayes	France	100.00	100.00	100.00	100.00	FC	FC
THIQA	France		80.00		80.00		FC



Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
Sefas Espana	Spain	100.00	100.00	100.00	100.00	FC	FC
Sefas Inc	United States	100.00	100.00	100.00	100.00	FC	FC
Sefas Ltd	United Kingdom	100.00	100.00	100.00	100.00	FC	FC
Sefas SA	France	100.00	100.00	99.99	100.00	FC	FC
Seres Allemagne	Germany	66.00	0.00	100.00	0.00	FC	
Séres Espagne	Spain	66.00	66.00	100.00	100.00	FC	FC
Sérès SA	France	66.00	66.00	66.00	66.00	FC	FC
Sofaddev - Docaposte BPO	Morocco	100.00	100.00	100.00	100.00	FC	FC
Softeam	France	100.00	100.00	100.00	100.00	FC	FC
Softeam Agency	France	100.00	100.00	100.00	100.00	FC	FC
Softeam Armonys	France	100.00	100.00	100.00	100.00	FC	FC
Softeam Consulting	France	100.00	100.00	100.00	100.00	FC	FC
Softeam Group	France	100.00	100.00	100.00	100.00	FC	FC
Tekoway Moldavie	Moldova		100.00		100.00		FC
Tekoway France	France		100.00		100.00		FC
Voxaly	France	100.00	100.00	100.00	100.00	FC	FC
Weliom	France		70.00		70.00		FC
<b>REAL ESTATE SEGMENT</b>							
Poste Immo	France	100.00	100.00	100.00	100.00	FC	FC
Akatea 2 TPF2 SAS	France	20.02	20.02	20.02	20.02	EM	EM
Akatea TPF2	France	20.02	20.02	20.02	20.02	EM	EM
Ciposte SAS	France	100.00	100.00	100.00	100.00	FC	FC
Fréjorgues Energy SAS	France	46.00	46.00	46.00	46.00	EM	EM
HLU Port de Lyon	France		20.00		20.00		EM
Holding PI	France	46.00	46.00	46.00	46.00	EM	EM
Holding PI2	France	46.00	46.00	46.00	46.00	EM	EM
ImmoStoc SAS	France	100.00	100.00	100.00	100.00	FC	FC
LocaPoste SAS	France	100.00	100.00	100.00	100.00	FC	FC
Lumin' Toulouse SAS	France	44.00	44.00	44.00	44.00	EM	EM
Lumin'Logistique urbaine	France	44.00	44.00	44.00	44.00	EM	EM
Multiburo	France	100.00	0.00	100.00	0.00	FC	
Multigestion	France	100.00	0.00	100.00	0.00	FC	
Multiburo Gares	France	100.00	100.00	100.00	100.00	FC	FC
Multiburo Suisse SA	Switzerland	100.00	100.00	100.00	100.00	FC	FC
MWPI (formerly SAS Starway Partners)	France	96.00	100.00	100.00	100.00	FC	FC
N.C.I	Belgium	100.00	100.00	100.00	100.00	FC	FC
PI Energy	France	46.00	46.00	46.00	46.00	EM	EM
PI Energy 2	France	46.00	46.00	46.00	46.00	EM	EM
PI Logistique Urbaine	France	100.00	100.00	100.00	100.00	FC	FC
Poste Immo tertiaire	France	100.00	100.00	100.00	100.00	FC	FC
SAS PI développement	France	100.00	100.00	100.00	100.00	FC	FC
SAS PI Energies renouvelables	France	100.00	100.00	100.00	100.00	FC	FC
SAS PI Invest	France	100.00	100.00	100.00	100.00	FC	FC
SAS Startway IG	France	45.10	0.00	45.10	0.00	FC	
SAS STARTWAY SYSTEM	France	100.00	0.00	100.00	0.00	FC	
SC Pyxis	France	100.00	100.00	100.00	100.00	FC	FC
SCCV 56, Rue Cler	France	49.00	49.00	49.00	49.00	EM	EM
SCCV Paris Campagne Première	France	49.00	49.00	49.00	49.00	EM	EM
SCI Activités annexes	France	100.00	100.00	100.00	100.00	FC	FC

Company	Country	% interest		% control		Consolidation method	
		2022	2023	2022	2023	2022	2023
SCI Activités Colis	France	100.00	100.00	100.00	100.00	FC	FC
SCI Activités Courrier de Proximité	France	100.00	100.00	100.00	100.00	FC	FC
SCI Activités Courrier Industriel	France	100.00	100.00	100.00	100.00	FC	FC
SCI Aix-Pichaury	France	100.00	100.00	100.00	100.00	FC	FC
SCI Arkadea Fort de France	France	49.00	0.00	49.00	0.00	EM	
SCI Arkadea Lyon Crepet	France	35.00	0.00	35.00	0.00	EM	
SCI Arkadea Lyon Croix Rousse	France	30.00	0.00	30.00	0.00	EM	
SCI Arkadea Marseille Saint Victor	France	49.00	49.00	49.00	49.00	EM	EM
SCI Arkadea Rennes Trigone	France	49.00	49.00	49.00	49.00	EM	EM
SCI Bataille	France	35.00	35.00	35.00	35.00	EM	EM
SCI BP	France	100.00	100.00	100.00	100.00	FC	FC
SCI BP Mixte	France	100.00	100.00	100.00	100.00	FC	FC
SCI Centres de Loisirs	France	100.00	100.00	100.00	100.00	FC	FC
SCI DOM	France	100.00	100.00	100.00	100.00	FC	FC
SCI Green Opale	France	100.00	100.00	100.00	100.00	FC	FC
SCI Logement	France	100.00	100.00	100.00	100.00	FC	FC
SCI Nantes Aubinière	France	100.00	100.00	100.00	100.00	FC	FC
SCI PI 17	France	100.00	100.00	100.00	100.00	FC	FC
SCI PI Bordeaux Tourville	France	100.00	100.00	100.00	100.00	FC	FC
SCI Route du Moulin Bateau Bonneuil	France	100.00	100.00	100.00	100.00	FC	FC
SCI RSS Strasbourg MEE	France	59.00	59.00	59.00	59.00	EM	EM
SCI Tertiaire	France	100.00	100.00	100.00	100.00	FC	FC
SCI Tertiaire Mixte	France	100.00	100.00	100.00	100.00	FC	FC
Sobre	France	48.56	48.56	48.56	48.56	EM	EM
SOBRE GLP	France	74.28	74.28	51.00	51.00	FC	FC
Société SCCV Rue du Champ Macret-Roye	France	100.00	100.00	100.00	100.00	FC	FC
SOGARIS Paris: les espaces logistiques urbains	France	22.50	22.50	22.50	22.50	EM	EM
Toulouse Occitanie	France	44.00	44.00	44.00	44.00	EM	EM
TPF2 - SPPICAV	France	20.02	20.02	20.02	20.02	EM	EM
Urba 144	France	46.00	46.00	46.00	46.00	EM	EM
<b>UNALLOCATED</b>							
La Poste Ventures (LP7)	France	100.00	100.00	100.00	100.00	FC	FC
Vehiposte SAS	France	100.00	100.00	100.00	100.00	FC	FC
Movivolt	France	30.00	30.00	30.00	30.00	EM	EM

FC: full consolidation EM: equity method PC: proportional consolidation

## NOTE 45 Other unconsolidated equity investments – Excluding France

(in € thousands)	Country	31/12/2023		31/12/2022
		Percentage held	Carrying amount	Carrying amount
CNP Cyprus Properties	Cyprus	100%	15,883	0
Anchanto	Singapore	17%	6,613	6,191
Bosta Inc.	United States	11%	1,285	1,285
White Image Loyalty	Romania	75%	1,137	0
Livelihoods	Luxembourg	3%	1,000	1,000
Localz Pty Ltd.	Australia	5%	926	926
Sérès Argentine	Argentina	90%	904	850
Sérès Colombie	Colombia	100%	770	807
Sérès Mexique	Mexico	100%	586	586
DPD Argentina S.A.	Argentina	35%	498	0
Koiki	Spain	9%	370	370
Mediaposte Vietnam	Vietnam	36%	311	311
Sqale	Switzerland	16%	213	0
CNP Praktoriaki	Greece	100%	154	0
Sérès Equateur	Ecuador	100%	187	216
Séres Pérou	Peru	100%	177	95
LFDE Suisse SA	Switzerland	100%	94	0
Vietnam Postal SRL	Vietnam	6%	43	43
CargoNetwork Gm	Germany	11%	40	40
Miscellaneous	Portugal	n.m.	32	32
Scalefast Japan Co	Japan	2%	31	0
CID Externalizacion de Servi	Spain	10%	25	25
White Image Group	Romania	75%	21	0
Miscellaneous	Philippines	n.m.	18	20
Miscellaneous	Spain	n.m.	17	17
Kombiverkehr Deu	Germany	n.m.	16	16
IG Zollwerk	Switzerland	7%	11	10
Insercion Personal Discapacita	Spain	10%	6	6
Miscellaneous	Germany	n.m.	1	1
Citibox Smart Services, S.L.	Spain	2%	0	153
DalcoSud, S.L.U. <sup>(a)</sup>	Spain			9,723
Cool Runnings Transport B.V. <sup>(a)</sup>	Netherlands			2,544
Advanced Ideas SRL <sup>(a)</sup>	Romania			821
Vouchers Depot SRL <sup>(a)</sup>	Romania			152
Mediaposte Martech <sup>(a)</sup>	Romania			52
Biocair India Private Limited <sup>(a)</sup>	India			11
Docaposte Tunisie (formeRLY Applicam Tunisie) <sup>(a)</sup>	Tunisia			10
<b>TOTAL</b>			<b>31,368</b>	<b>26,313</b>

(a) Company consolidated in 2023.

## 6.2 STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

*This is a translation into English of the statutory auditors' report on the consolidated financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.*

*This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*

**For the year ended 31 December 2023**

To the annual General Meeting of La Poste,

### Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of La Poste for the year ended 31 December 2023.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of La Poste Groupe as at 31 December 2023 and of the

results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

### Basis for Opinion

#### Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

#### Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (code de déontologie) for statutory auditors for the period from 1 January 2023 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

### Emphasis of Matter

We draw attention to the following matter described in Note 2.3 "Main changes in comparative information prepared on an IFRS 17 basis" to the consolidated financial statements relating to a change in accounting method which presents the implications of the entry into force on 1 January 2023 of IFRS 17 "Insurance Contracts" and its

impact on the Group's assets and liabilities as of 1 January 2022 and 31 December 2022, the application of the standard being retrospective.

Our opinion is not modified in respect of this matter.

### Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L. 821-53 and R. 821-180 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements.

#### Measurement of non-current assets related to the Group's Mail business

##### Description of risk

The Mail Cash-Generating Unit (CGU) corresponds to La Poste's Mail business. This comprises intangible assets (software), property, plant and equipment (handling/sorting machines, fixtures and fittings, IT equipment, etc.) as well as right of use assets under leases.

They are recognised in the balance sheet at their initial cost and amortized over their estimated useful life as determined by management. They are tested for impairment whenever an indication of impairment is identified by management in order to determine a recoverable value and any adjustment that might be required to their carrying amount.

At 31 December 2023, the impairment of these assets have been maintained for a total amount of €876 million (of which €255 million on property, plant and equipment and €228 million on intangible assets and €393 million on right of use assets).

Indeed, as indicated in Note 20.2 "Impairment tests on other non-current and non-financial assets" to the consolidated financial statements, CGUs without goodwill were analysed for indications of impairment during the year. This led to a test being performed on the La Poste Mail CGU's assets, and to maintain the impairment of all of these assets in a total amount of €876 million. The impairment test was carried out following the methodology described in note 20.2 "Impairment tests on other non-current and non-financial assets".

We considered the assessment of non-current assets dedicated to La Poste's Mail business to be a key audit matter due to the material nature of these assets and the related impairment, the degree of judgement surrounding management's projections and estimates at a time of uncertainty linked to the economic environment, the sensitivity of some of the assessments to operational, economic and financial assumptions and the integration of a part of the compensation for the universal postal service.

### How our audit addressed this risk

We assessed the consistency of the methodology used with the applicable accounting standards and examined the methodology for implementing impairment tests.

Our work consisted primarily in:

- examining the identification of indications of impairment ;
- reconciling the value of the net economic assets tested with the underlying accounting data;
- analysing the components of the book value of the CGUs, and the consistency between the establishment of this value and the way in which projected future cash flows were determined with a view to estimating the recoverable amount ;
- examining the process for establishing provisions and assessing the consistency of cash flow projections with the information sources available to us, actual cash flows observed, data resulting from the Mail Department's budget process, and the priorities of the new strategic plan ;
- with guidance from our internal specialists, analysing the methodology used to calculate recoverable amounts and assessing the appropriateness and reasonableness of the measurement assumptions and inputs used (discount rate, normative growth rate) ;
- examining the sensitivity tests carried out by management on changes in various inputs and assumptions ;
- analyzing the documentation underlying the allocation of part of the universal postal service compensation in the business plan and in the terminal value.

Lastly, we examined the appropriateness of the disclosures provided in Note 20 "Impairment test on goodwill and non-current assets".

## Measurement of goodwill

### Description of risk

As part of its business development, La Poste Groupe carries out external growth transactions and recognises goodwill. Goodwill, which corresponds to the difference between the acquisition price and the fair value of the assets acquired and liabilities assumed, is detailed in Note 15 "Goodwill" to the consolidated financial statements. It is allocated to the cash-generating units (CGUs) of the businesses into which the acquired companies are integrated.

At 31 December 2023, goodwill amounted to €5,942 million on the balance sheet.

La Poste Groupe verifies at least once a year, and whenever there is an indication of impairment, that the carrying amount of goodwill is not greater than its recoverable amount and does not present a risk of impairment.

The impairment tests are conducted for each CGU based on the methodology outlined in the notes to the consolidated financial statements, particularly Note 3.9 "Impairment of goodwill, intangible assets and property, plant and equipment measured using the cost model and right-of-use assets (IFRS 16)" and Note 20 "Impairment of goodwill and non-current assets".

La Poste Groupe operates in changing economic environments in France and internationally. As a result, Management is required to assess the appropriateness of all assumptions used to determine the recoverable amount of the CGUs to which goodwill has been allocated, and the reasonableness and consistency of the calculation inputs used.

Any decline in the profitability of businesses to which goodwill has been allocated, due for example to the economic and financial environment in which those businesses operate, can have a significant impact on the recoverable amount of goodwill and lead to the recognition of an impairment loss.

We deemed the measurement of goodwill to be a key audit matter because of its significant amount in the consolidated financial statements, and the calculation method used to determine the recoverable amount, which relies on judgements made by Management, particularly in terms of projecting future cash flows and determining the discount rates to be used.

### How our audit addressed this risk

We assessed the consistency of the methodology applied by La Poste Groupe for measuring recoverable amounts with current accounting standards and examined how the methodology is implemented.

With regard to the CGUs that we tested, our work consisted in:

- assessing the relevance of the approach adopted to determine the level of CGUs used for impairment testing ;
- analysing the components of the carrying amount of the CGUs, and the consistency of the method used to determine the carrying amount with the methods used to determine projected future cash flows with a view to estimating the recoverable amount ;
- assessing the appropriateness of the assumptions used by the Group, in particular the reasonableness of the cash flow projections based on our knowledge of the economic context of each geographic area in which the CGUs operate, as well as the reliability of the procedure for making estimates, by analysing any significant differences between projected and actual cash flows in the year covered by the audit ;
- comparing projected future cash flows with Management's most recent estimates used for the group budget process ;
- with the guidance of our internal specialists, analysing the inputs used to calculate the discount rates and the consistency of the growth rates applied for cash flow estimates;
- verifying the analysis conducted by the group of the sensitivity of the recoverable amount to changes in the main assumptions used.

Lastly, we assessed the appropriateness of the disclosures provided in the notes to the consolidated financial statements, in particular Note 3.9 "Impairment of goodwill, intangible assets and property, plant and equipment measured using the cost model and right-of-use assets (IFRS 16)", and Note 20 "Impairment test on goodwill and non-current assets".

## Measurement of end-of-career arrangements

### Description of risk

La Poste Groupe has several post-employment benefit plans, including end-of-career arrangements.

These plans only exist at La Poste SA, the parent company. Provisions for the cost of these commitments represented €960 million at 31 December 2023.

The measurement of these commitments and the related expenses for the year are described in Note 3.15.2 "End-of-career arrangements" and Note 30 "Employee benefits" to the consolidated financial statements and are based on various assumptions, in particular the costs relating to each plan and the probability of future membership, assessed on the basis of membership rates in previous years and Management's best estimates.

Changes in some of these assumptions could have a significant impact on the valuation of the liabilities recognised and on consolidated earnings.

Due to the materiality of the amounts concerned and the degree of judgement required by Management, we deemed the measurement of end-of-career arrangements to be a key audit matter.

### How our audit addressed this risk

We assessed the underlying data used by La Poste Groupe to determine the amount of the provision recorded. Our work consisted in :

- gaining an understanding of the process used to measure commitments relating to end-of-career arrangements ;
- gaining an understanding of the internal control procedures put in place relating to the measurement of these commitments ;
- testing the effectiveness of the controls put in place by the group to determine the costs used in the measurement of end-of-career arrangements (identification of beneficiaries, authorisation, determination of the cost of each plan, etc.), which we considered key to our audit.

We also assessed the assumptions used by the La Poste Groupe to assess the amount of the provision and the methodology applied, including:

- the relevance of the methodology applied by the group with respect to applicable accounting standards ;
- the consistency of the assumptions used to determine the amount of the provision, with the assistance of our internal specialists ;
- the consistency of the data used in the calculations, by comparing it to historical data observed for previous plans and the Group's estimates for current plans ;
- the sensitivity analyses carried out by the Group ;
- the appropriateness of the disclosures provided in Note 3.15.2 "End-of-career arrangements" and Note 30 "Employee benefits" to the consolidated financial statements.

## Provisions for credit risks

### Description of risk

La Banque Postale, subsidiary of La Poste Groupe records impairment to cover the risk of default by its customers. In accordance with IFRS 9, La Poste Groupe recognises impairment for Expected Credit Losses (ECL) on healthy loans (bucket 1), deteriorated loans (bucket 2) and defaulted loans (bucket 3).

The rules for the impairment of expected credit losses require the creation of an impairment status resulting in a 12-month expected credit loss following the origination of a new financial asset, and of a second status resulting in a credit loss expected at maturity, in the event of significant deterioration in credit risk. The impairment of expected credit losses (on loans of bucket 1 and 2) are primarily determined using models developed by La Banque Postale that include various parameters (probability of default (PD), loss given default (LGD), forward-looking data, etc.).

As indicated in note 34.1.2 to the consolidated financial statements, the amount of outstanding loans in bucket 2 and the related provisions have been affected by the specific monitoring measures implemented by La Banque Postale on :

- counterparties or sectors of activity considered to present signs of deterioration for legal entities,
- customers considered to be fragile in the light of the inflationary context for individuals.

Impairment losses are recognized for loans in default (bucket 3) on an individual or statistical basis. These impairments are assessed by management on the basis of estimated future recoverable cash flows, taking into account the collateral available on each of the loans concerned.

When calculating provisions, a judgement-based assessment is used to classify exposure (bucket 2 or 3) and to determine future recoverable flows and the calculation of sectoral provisions, the judgement being just as complex as the ongoing crisis' impacts are uncertain.

Given the importance of this judgement in the process for determining impairment and the expected credit risk deterioration as a result of the health crisis, we considered the estimates for expected credit losses on loans to customers at 31 December 2023 to be a key audit matter.

At 31 December 2023, outstanding loans and receivables – customers amounted to €127.6 billion, and the associated provisions totalled €1.7 billion as indicated in notes 34.2.6 "Exposure to credit risk" to the consolidated financial statements. The principles for establishing credit risk provisions are detailed in notes 3.11.6 "Depreciation of financial assets" and 34.2 "Credit Risk".

### How our audit addressed this risk

#### Provisions for bucket 1 and 2 loans:

On the provisioning models:

- We verified that a governance system is in place that ensures a suitably regular review of the appropriateness of the impairment models and parameters used to calculate impairment ;
- We assessed the correct update of the parameters used to calculate impairment at 31 December 2023 ;
- We assessed how the main economic impacts of the macro-economic context in updating impairments models and parameters were taken into account, as well as the additional impacts of sectoral provisioning.

We also examined the relevant documentation so as to assess the justification of the sectors selected for making specific provisions.

For provision assessed on the basis of models, concerning loans to individuals and to legal entities, we verified the correct implementation of parameters defined in the models.

Based on a sample of credit files relating to legal entities, classified as status 2 and included on the "watchlist", we performed counter analyses of the amounts provisioned.

We performed controls on the IT system implemented by La Banque Postale to process its loan transactions, particularly tests on the general IT controls, interfaces and controls conducted on specific data used for provisions for credit risks.

### Provisions for bucket 3 loans

As part of our audit work, we examined the control procedures applicable to identifying risk exposure, monitoring credit and counterparty risk, assessing the risk of non-recovery and determining defining impairment testing methods and determining the related impairment on an individual and collective basis.

Our work included assessing the quality of the system monitoring sensitive, doubtful or disputed counterparties, the credit review procedure.

Based on a sample of credit files relating to legal entities, we also performed counter analyses of the amounts provisioned and for provisions relating to individuals, we verified the correct implementation of parameters defined in the model.

Lastly, we examined the relevance of the information provided in the notes to the consolidated financial statements.

## Assessment of the impact of the first application of IFRS 17 “insurance contracts” on opening balance and comparison with previous year

### Description of risk

The implementation of IFRS 17 “insurance contracts” from 1 January 2023 results in significant changes to accounting policies and rules for valuing insurance contracts as well as changes in the presentation of financial statements as indicated in note 1.1 of the notes to the consolidated financial statements. Its application was carried out retrospectively on existing insurance contracts on the transition date of 1 January 2022.

La Poste Groupe presented the impact of this new accounting standard in accordance with IAS 8 “Accounting methods, changes in accounting estimates and errors”, which includes correlative comparative information as of 1 January 2022, as well as the impact the choices of accounting methods used on the opening balance of equity and on the margin on contractual services of the opening balance sheet.

Note 2.3 “Main changes to comparative information including IFRS 17” of the consolidated financial statements presents in particular the qualitative and quantitative information required by IFRS 17 as well as the main choices of accounting methods applied to the transition.

The application of IFRS 17 involves new accounting and actuarial estimates requiring increased management judgment in the choice of appropriate accounting methods within the framework of the transition arrangements and in the determination of key assumptions and parameters to reflect the situation most likely estimated future. These include, on the transition date:

- determining the transition approach applicable for each group of insurance contracts and in particular the assessment of cases where full retrospective application (FRA) is possible for each group of contracts (requiring a recalculation of the accounting aggregates since the origin of the contracts and subject to available historical data) and, otherwise, the assessment of the transition methodologies of the groups of contracts for which a modified retrospective approach (MRA) or a fair value transition approach (FVA) have been implemented;

- methodologies and assumptions used to calculate the initial contractual service margin based on the transition approach adopted for groups of insurance contracts; In particular, its amount was mainly estimated using the modified retrospective approach due to the absence of information of sufficient granularity to apply the full retrospective method, which led management to make certain simplifications, particularly in terms of grouping of contracts, discount rates, reconstitution of past margins;
- methods of presenting the impacts of these choices in the Group's equity, including those affecting “other elements of comprehensive income”(OCI) at the transition date.

The importance of the changes in the measurement and recognition of insurance contract liabilities induced by this new accounting standard, the choice of accounting methods and the materiality of management judgments in determining key assumptions of evaluation, led us to consider the evaluation of the impact of the first application of IFRS 17 “insurance contracts” on the opening balances and the comparisons of the Group's consolidated accounts as a key point of the audit.

### How our audit addressed this risk

With our specialists in actuarial modeling and accounting for financial instruments, our work consisted in :

- gaining an understanding of the processes and controls defined by management to determine the impact of the adoption of IFRS 17 on the consolidated accounts as of 1 January 2022, as well as on the comparative financial statements as of 31 December 2022;
- assessing the choices of accounting methods and judgments made by management with regard to the provisions of IFRS 17;
- assessing the parameters and assumptions used in the transition methods applied to calculate the margin on contractual services (according to the modified retrospective approach or the fair value transition approach as implemented within the Group). In this context, we assessed the criteria making it possible to document the impossibility of implementing the complete retrospective approach method in application of the criteria of IAS 8 (including verification of the use of available historical data) and the methods for evaluating and accounting for the margin on contractual services as of 1 January 2022. When the fair value transition approach was implemented, we examined the assumptions and simplifications taken into account in the valuation model applied and we made a comparison with observable market transactions whenever this information was available;
- assessing, with our actuarial modeling specialists, the methodologies and key judgments used in determining the actuarial valuation models (including in particular those relating to the determination of the margin on contractual services and the key rate parameters updated by management) with regard to the provisions of IFRS 17. We have verified the implementation of these methods and assumptions as part of our audit procedures for comparative information for the 2022 financial year;
- carrying out tests, based on surveys and our risk assessment, on the data, assumptions and key modeling parameters and on the restatements made and used in the calculation of the opening balances and comparative statements presented;
- assessing the appropriateness of the disclosures provided in the notes to the consolidated financial statements relating to the transition to the new IFRS 17 standard with regard to the requirements of IAS 8.

## Evaluation of insurance liabilities according to the Variable Fee Approach (VFA) and Building Block Approach (BBA) models (Best Estimate - BE, Risk Adjustment - RA and Contractual Service Margin - CSM)

### Description of risk

Among the insurance liabilities recognized in application of IFRS 17, which came into force on 1 January 2023, the net liabilities assessed according to the Building Block Approach (BBA) and Variable Fee Approach (VFA) models amount to €374 billion as of 31 December 2023.

Estimation of these liabilities as prescribed by IFRS 17 is based on the following principles:

- determining the best estimate of the present value of future cash flows necessary for the performance of contractual obligations towards policyholders. The projection of these future cash flows incorporates assumptions about policyholder behavior and management decisions. These estimated flows are discounted to reflect the time value of money based on a risk-free rate curve adjusted for an illiquidity premium;
- the definition of the adjustment for non-financial risks intended to cover the uncertainty over the amount and timing of future cash flows generated by these risks. To evaluate this adjustment, the group chose to use the "Value at Risk" method and exercised its judgment in choosing the level of confidence and the diversification mesh applied;
- the margin on contractual services (or "contractual service margin") representing the present value of deferred future profits attributable to shareholders over the period of coverage of profitable insurance contracts and recognized in the income statement on the basis of the defined coverage units by the group and appropriate to the groups of insurance contracts considered. The group exercised its judgment to adjust the methodology for determining the units of hedging of these contracts by taking into account, in the valuation models, the expected real return differential of the investments underlying the commitments resulting from assumptions so-called "real world" financial statements compared to those used in actuarial projections in a "neutral risk" universe.

Due to the long-term horizon of commitments relating to insurance contracts evaluated according to the VFA and BBA models, their significant sensitivity to the economic and financial environment which may have an impact on the behavior of policyholders, the significant nature of the judgment of management in the choice of data and assumptions, as well as the use of complex modeling techniques, we considered the valuation of insurance liabilities of insurance contracts valued according to these models as a key point of the audit.

### How our audit addressed this risk

With our specialists in actuarial modeling and IFRS accounting principles, our audit work consisted in :

- becoming aware of the processes and methodologies defined by the group's management, as well as the associated governance, making it possible to determine, according to the principles of IFRS 17, the best estimate of the present value of future cash flows necessary for the execution of contractual obligations towards policyholders of insurance contracts assessed according to the VFA and BBA models;

- evaluating compliance with the provisions of IFRS 17 of the accounting principles applied by the group;
- assessing the eligibility of insurance contracts in the "savings and retirement" branches for the VFA accounting valuation model and assess the correct application by management of these valuation methods to "savings and retirement" insurance contracts in compliance with the provisions of IFRS 17;
- Assessing and testing the key controls put in place by management, including the internal control environment of the information systems involved in data processing. In this context, we particularly assessed the control systems relating to the methodologies, judgments and key assumptions formulated by management. We also assessed the adequacy of the changes in assumptions, parameters or modeling of the actuarial processes involved in the evaluation of future cash flows;
- Testing, by sampling, the main methodologies, assumptions and key actuarial parameters used in determining the estimates of discounted future cash flows, the adjustment for non-financial risks and the margin on contractual services. We assessed, by sampling, the reasonable nature of these estimates as well as the processes for determining the recovery in the income statement for the period for the adjustment for non-financial risks and the margin on contractual services;
- Testing, by sampling, the reliability of the underlying data used in the projection models and the calculations of the best estimate of discounted future cash flows;
- Carrying out analytical procedures on developments in order to identify, where applicable, any significant inconsistent or unexpected variation;
- Assessing the appropriateness of the information communicated in the notes to the consolidated financial statements.

## Measurement of level 3 financial assets

### Description of risk

Through its subsidiary La Banque Postale, La Poste Groupe recognises in its consolidated financial statements, a portfolio of financial assets measured at fair value (through profit or loss or equity) considered as level 3 of the fair value hierarchy. Most of the asset portfolio are held by CNP Assurances.

Investments classified as assets at fair value through equity are measured at fair value at the year-end. The change in fair value is recorded directly in equity.

Financial assets at fair value through profit or loss are measured at fair value at the end of the financial year. The change in fair value is recorded directly in the income statement.

Changes in fair value are recorded taking into account unrealised tax liabilities and, in the case of assets carried by CNP Assurances, policyholder rights.

Level 3 in the fair value hierarchy under IFRS 13 includes all assets whose valuation is based on unobservable market data. Fair value may be derived from internal valuation models resulting from standard models or from external agents providing valuation without reference to an active market.

We deemed the valuation of these level 3 financial assets to be a key audit matter given the significant amount and sensitivity of their fair value at management's discretion, particularly concerning the selection of the measurement methods and underlying assumptions to be used.

The fair value of the assets represented outstandings of €21.4 billion at 31 December 2023, as indicated in note 37.1 "Fair value and ranking of financial instruments" to the consolidated financial statements.



### How our audit addressed this risk

Our work consisted in:

- assessing the internal control implemented for the valuation of financial assets, by verifying existence and effectiveness of controls carried out by the management ;
- verifying that the estimates of the value of level 3 financial assets, determined by management, are based on an appropriate justification of the measurement method, assumptions and data used ;

- obtaining the most recent valuations available for a sample of assets, prepared by experts and fund managers, in order to assess the values used by the Group ;
- involving our internal risk and model experts to perform an independent calculation and sensitivity analysis on a sample of structured securities ;
- reviewing and justifying changes in classification between the 3 fair value levels ;

We also examined the disclosures provided in the notes to the consolidated financial statements.

## Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group's information given in the management report of the Board of Directors.

We have no matters to report as to its fair presentation and its consistency with the consolidated financial statements.

We attest that the consolidated non-financial statement required by Article L.225-102-1 of the French Commercial Code (Code de commerce), is included in the Group's information given in the management report, it being specified that, in accordance with the provisions of Article L. 823-10 of this Code, we have verified neither the fair presentation nor the consistency with the consolidated financial statements of the information contained therein and this information must be reported by an independent third party.

## Report on Other Legal and Regulatory Requirements

### Format of presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of the Chairman and Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation N° 2019/815 of 17 Decembre 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

Due to the technical limitations inherent in the macro-tagging of the consolidated accounts in accordance with the European single electronic format, the content of some of the tags in the notes may not be rendered identically to the consolidated accounts attached to this report

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

### Appointment of the Statutory Auditors

We were appointed as statutory auditors of La Poste by the Annual General Meeting held on 8 June 2021 for Mazars and by the inter-ministerial decree of 29 June 2009 for KPMG SA.

At 31 December 2023, Mazars and KPMG Audit were in the third and fifteenth consecutive year of their engagement, respectively.

## Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a

going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

## Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

### Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L.821-55 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This

assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.

- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtains sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. The statutory auditor is responsible for the direction, supervision and performance of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

### Report to the Audit Committee

We submit to the Audit Committee a report which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters, that we are required to describe in this audit report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris La Défense, 26 March 2024

KPMG SA

Stéphanie Millet

Partner

Paris La Défense, 26 March 2024

Mazars

Gonzague Senlis

Partner

Charles de Boisriou

Partner

## 6.3 PARENT COMPANY FINANCIAL STATEMENTS

The amounts shown in the tables are generally expressed in millions of euros. Rounding may on occasion result in slight differences in totals or changes.

### Income statement

(in € millions)	Note	2023	2022 pro forma*	2022 reported
Services-Mail-Parcels revenue		7,065	7,280	7,280
Retail Customers & Digital Services revenue		3,033	3,264	3,264
Real Estate revenue		22	21	21
Other revenue		20	20	20
<b>Operating revenue</b>	<b>Note 1</b>	<b>10,140</b>	<b>10,585</b>	<b>10,585</b>
Other operating income		2,938	2,894	2,894
<b>Operating revenue</b>		<b>13,077</b>	<b>13,479</b>	<b>13,479</b>
Purchases		(605)	(496)	(496)
Other external expenses	Note 2	(5,511)	(5,369)	(5,369)
Taxes other than on income	Note 3	(594)	(601)	(601)
Personnel expenses	Note 4	(7,429)	(7,449)	(7,449)
Depreciation, amortisation and provisions	Note 5	(442)	(573)	(33)
<b>Operating expenses</b>		<b>(14,581)</b>	<b>(14,488)</b>	<b>(13,948)</b>
<b>Operating profit (loss)</b>		<b>(1,504)</b>	<b>(1,009)</b>	<b>(469)</b>
<b>Net financial income</b>	<b>Note 6</b>	<b>704</b>	<b>1,758</b>	<b>1,758</b>
<b>Recurring profit</b>		<b>(800)</b>	<b>748</b>	<b>1,289</b>
<b>Non-recurring items</b>	<b>Note 7</b>	<b>(13)</b>	<b>(8)</b>	<b>(548)</b>
<b>Profit (loss) before income tax</b>		<b>(813)</b>	<b>741</b>	<b>741</b>
Income tax	Note 8	517	230	230
<b>NET PROFIT (LOSS)</b>		<b>(296)</b>	<b>971</b>	<b>971</b>

\* Following the change in accounting treatment of impairment of intangible assets and property, plant and equipment, impairment losses have been reclassified from non-recurring items to operating expense for €540 million, of which €509 million concerns the Mail CGU. See "Accounting policies", paragraph G.

## Balance sheet

### ▼ ASSETS

(in € millions)	Note	31/12/2023			31/12/2022
		Gross amount	Depreciation, amortisation and provisions	Net value	Net value
<b>Intangible assets</b>	<b>Note 9</b>	1,911	(1,613)	298	238
Land and buildings		263	(147)	116	112
Other property, plant and equipment		3,361	(2,831)	530	499
<b>Property, plant and equipment</b>	<b>Note 10</b>	<b>3,624</b>	<b>(2,978)</b>	<b>646</b>	<b>611</b>
<b>Non-current financial assets</b>	<b>Note 11</b>	<b>18,273</b>	<b>(229)</b>	<b>18,044</b>	<b>17,111</b>
<b>Non-current assets</b>		<b>23,808</b>	<b>(4,820)</b>	<b>18,988</b>	<b>17,960</b>
<b>Inventories and work-in-progress</b>	<b>Note 12</b>	<b>136</b>	<b>(8)</b>	<b>128</b>	<b>125</b>
Trade receivables and related accounts		1,821	(50)	1,771	1,841
Other receivables		1,189	-	1,189	836
<b>Operating receivables</b>	<b>Note 13</b>	<b>3,010</b>	<b>(50)</b>	<b>2,960</b>	<b>2,677</b>
Miscellaneous receivables	Note 15	492	(42)	450	212
Accruals	Note 16	96	-	96	57
Marketable securities and cash	Note 17	3,311	-	3,311	4,608
<b>Current assets</b>		<b>7,045</b>	<b>(100)</b>	<b>6,945</b>	<b>7,679</b>
<b>TOTAL</b>		<b>30,853</b>	<b>(4,920)</b>	<b>25,933</b>	<b>25,639</b>

## ▼ EQUITY AND LIABILITIES

<i>(in € millions)</i>	Note	31/12/2023	31/12/2022
Share capital		5,858	5,620
Additional paid-in capital		1,246	1,168
Reserves		190	142
Retained earnings		501	-
Net profit (loss) for the period		(296)	971
<b>Equity</b>	<b>Note 19</b>	<b>7,499</b>	<b>7,901</b>
<b>Other equity</b>	<b>Note 19</b>	<b>750</b>	<b>750</b>
<b>Regulated provisions</b>	<b>Note 20</b>	<b>65</b>	<b>57</b>
<b>Provisions for contingencies and losses</b>	<b>Note 20</b>	<b>1,724</b>	<b>1,613</b>
Borrowings		11,484	11,082
Miscellaneous loans and borrowings		302	281
Bank accounts and bills of exchange		104	38
<b>Financial debt</b>	<b>Note 21</b>	<b>11,890</b>	<b>11,401</b>
Trade payables and related accounts		1,693	1,571
Tax and social security liabilities		1,041	1,133
Other operating payables		721	753
<b>Operating payables</b>	<b>Note 13</b>	<b>3,455</b>	<b>3,457</b>
Miscellaneous payables	Note 15	395	360
Accruals	Note 16	155	100
<b>Liabilities</b>		<b>15,895</b>	<b>15,318</b>
<b>TOTAL</b>		<b>25,933</b>	<b>25,639</b>

## Cash flow statement

<i>(in € millions)</i>	Note	31/12/2023	31/12/2022
<b>Net profit (loss)</b>		<b>(296)</b>	<b>971</b>
Elimination of non-cash and non-operating items			
• Gains/(losses) on disposals		(9)	1
• Net changes in provisions	Note 26	118	(184)
• Depreciation, amortisation and impairment losses	Note 26	350	900
<b>Cash flows from operating activities before cost of debt and taxes</b>		<b>163</b>	<b>1,688</b>
• Financial income and expenses		(49)	(11)
• Tax		(517)	(193)
<b>Cash flows from operating activities after cost of debt and taxes</b>		<b>(403)</b>	<b>1,484</b>
• Change in working capital requirement	Note 27	42	128
• CICE tax credit received during the year		(1)	(1)
• Taxes paid		173	167
<b>Net cash from (used in) operating activities</b>		<b>(189)</b>	<b>1,778</b>
• Purchases of property, plant and equipment and intangible assets	Note 28	(436)	(347)
• Purchases of financial assets		(1,207)	(1,055)
• Proceeds from disposals of intangible assets and property, plant and equipment	Note 29	22	4
• Proceeds from disposals of financial assets	Note 29	286	500
<b>Net cash used in investing activities</b>		<b>(1,335)</b>	<b>(898)</b>
• Dividends paid		(105)	(409)
• Interest		102	33
• Bond issues	Note 30	2,625	2,421
• Bond redemptions	Note 31	(2,196)	(1,022)
• Other cash flows used in financing activities		(91)	(54)
<b>Net cash flow from financing activities</b>		<b>335</b>	<b>969</b>
<b>CHANGE IN CASH AND CASH EQUIVALENTS</b>		<b>(1,189)</b>	<b>1,849</b>
• Cash and cash equivalents at the beginning of the period		4,362	2,513
• Cash and cash equivalents at the balance-sheet date	Note 32	3,173	4,362

## About La Poste

### Legal status of La Poste

La Poste is a French public limited company (*société anonyme*) governed by the legal and regulatory provisions applicable to public limited companies, including the French Commercial Code (*Code de commerce*), except where the said Code is superseded by special provisions such as law no. 83-675 of 26 July 1983 on the democratisation of the public sector and law no. 90-568 of 2 July 1990 on the organisation of the postal and telecommunications public service.

La Poste fulfils a public service mission and public interest role and conducts other activities in accordance with the aforementioned law of 2 July 1990 and the rules and regulations governing each of its business activities.

The public service missions and public interest role include:

- universal postal service;
- contribution to regional planning and development through its network of service points;
- press transport and delivery;
- accessible banking under the terms set out in Articles L. 221-2 and L. 518-25-1 of the French Monetary and Financial Code (*Code monétaire et financier*).

In accordance with the rules of ordinary law, La Poste performs any other activities involving the collection, sorting, transport and delivery of postal items, mail of any type, objects and goods.

Following the decision of the Extraordinary General Meeting of 8 June 2021, La Poste became a "mission-led company" (*entreprise à mission*) within the meaning of Article L. 210-10 of the French Commercial Code. It has adopted a purpose (*raison d'être*) and set itself the following social and environmental objectives:

- contributing to the development and cohesion of local areas;
- fostering social inclusion;
- promoting ethical, inclusive and affordable digital services;
- working to accelerate the environmental transition for all.

## Significant events

### A. La Poste SA capital increase

Following the General Meeting of 22 June 2023, La Poste SA paid a dividend of €421 million, which was distributed:

- in cash for €105 million, of which €69.3 million for CDC and €35.7 million for the French State;
- in shares via a capital increase for €237.5 million, through the issue of 118,730,038 new shares with a par value of €2 and a share premium of €78.5 million.

Following this distribution, La Poste's share capital stood at €5,857.8 million divided into 2,928,892,946 ordinary shares with a par value of €2. La Poste SA is 66% owned by Caisse des Dépôts and 34% owned by the French State.

### B. Price increases and introduction of a new range of mail services on 1 January 2023

Price increases for domestic and international mail and parcels came into effect on 1 January 2023 following postal regulation authority Arcep's favourable opinion on 12 July 2022 (Opinion no. 2022-1457), as follows:

- for domestic parcels sent by individual customers, the average increase was 2.4%;
- for universal postal service mail products, prices were adjusted on 1 January 2023 in conjunction with the launch of the new

range of mail services. In order to respond to changes in customer habits, while also reducing the carbon footprint and ensuring the long-term viability of the universal postal service, the range of mail services has been refocused on four service levels from 1 January 2023:

- next-day delivery for priority items (*e-Lettre Rouge*),
- three-day delivery for regular correspondence (*Lettre Verte*),
- three-day delivery for priority items (*Lettre Turquoise Services Plus*),
- three-day tracked delivery (*Lettre Recommandée*).

Concerning the price increases applicable from 1 January 2023, the basic price for the *e-Lettre Rouge* is €1.49 (compared with €1.43 for the previous *Lettre Prioritaire*), the price of the *Lettre Verte* is unchanged at €1.16, the basic price of the new turquoise services plus letter is €2.95 and the basic price of the *Lettre recommandée* is €4.83 (compared with €4.55 in 2022).

### C. Borrowings

On 14 April 2023, La Poste issued a €150 million 0.625% tap on the January 2036 bond issue.

On 5 June 2023, La Poste carried out a €1.5 billion bond issue in two tranches:

- €650 million at a fixed rate of 3.75% maturing in June 2030;
- €850 million at a fixed rate of 4% maturing in June 2035.

In June, La Poste redeemed €1 billion worth of bonds issued in 2003.

On 25 September 2023, La Poste issued a €100 million 4% tap on the June 2035 bond issue.

On 15 November 2023, La Poste issued a €100 million 3.75% tap on the June 2030 bond issue.

In December 2023, La Poste called the US\$500 million worth of 5.3% hybrid bonds issued on 1 December 2016.

### D. New press agreement

A memorandum of understanding on the reform of press transport was signed on 14 February 2022, covering the period 2022-2026.

This new agreement between the French government, press industry associations, ARCEP and La Poste, which came into effect in January 2023 after it was declared compatible by the European Commission, overhauls the system of public support for press distribution by providing direct per-copy funding to publishers of political and general information publications, rather than including the subsidy in the postage price. Under the new system:

- the French State has given a mandate to La Poste to manage, in its name and on its behalf, the per-copy funding due to publishers for mailed press titles, within the limits of the appropriations allocated for the scheme;
- the per-copy funding is paid into the publisher's account ten days before the postal invoice is debited.

The State also continues to provide financial support to La Poste for the transport and distribution of press in less densely populated areas. The funding received by La Poste in this respect in 2023 amounted to €40 million, paid on 1 December 2023.

### E. VAT group set up on 1 January 2023

Pursuant to the reform allowing French groups to form a single taxable entity for VAT purposes, La Poste filed an option with the tax authorities to create a VAT group comprising 14 entities (La Poste SA, LBP SA and 10 other banking entities, Chronopost SAS and DPD France SAS) on 1 January 2023.

## F. Pension reform

The first two decrees implementing the pension reform were published in the Official Legal Gazette on 4 June 2023. In particular, they concern the process by which the retirement age will be gradually raised from 62 to 64. The decrees came into effect on 1 September 2023. The effects of this reform, which are reflected in La Poste SA's financial statements for the year ended 31 December 2023, include a €262 million increase in the provision for end-of-career arrangements and a €36 million decrease in the provision for retirement benefits.

## G. Increased remuneration for civil servants

Decree no. 2023-519 of 28 June 2023 increasing the remuneration of civil and military personnel of the State, local authorities and public hospitals was published in the Official Legal Gazette on 29 June 2023. The decree provides for the index point to be increased by 1.5% on 1 July 2023, for differentiated awards of post-increase index points to be made on 1 July 2023 and for 5 post-increase index points to be awarded on 1 January 2024. The impact of this decree is reflected in La Poste SA's financial statements for the year ended 31 December 2023.

## Post-balance sheet events

No events likely to have a material impact on La Poste's financial statements occurred after the reporting date.

## Accounting policies

### H. Accounting framework

The annual financial statements are prepared in accordance with the provisions of Regulation no. 2014-03 on the French General Chart of Accounts issued by the French Accounting Standards Authority (*Autorité des normes comptables - ANC*) and approved by the ministerial decree of 8 September 2014 as well as with all the subsequent ANC regulations amending the said Regulation.

### I. Accounting principles

#### 1. Use of estimates

When preparing the financial statements, the group is required to make the best possible estimates and use assumptions that affect the values of assets and liabilities in the balance sheet, contingent assets and liabilities disclosed in the notes, as well as the income and expenses in the income statement. The actual amounts may subsequently differ from the estimates and assumptions used.

#### 2. Revenue

Revenue arising from the sale of goods or services is recognised when the risks and rewards of ownership are transferred to the customer. Revenue is recognised as and when the related goods or services are delivered ("over time"). Revenue for postage stamps and pre-paid envelopes is recognised when sold ("at a point in time"), other than in exceptional situations.

As a result, the time taken to ship mail and parcels is taken into consideration when assessing revenue at the reporting date.

#### 3. Distinction between recurring and non-recurring items

Only unusual and one-off income and expenses are classified as non-recurring items.

La Poste has decided to classify the following as non-recurring items:

- disposals of non-current assets;
- depreciation, amortisation and impairment losses recorded solely for tax purposes;
- items related to force majeure (fire, storms, etc.).

Following the change in accounting treatment of impairments of intangible assets and property, plant and equipment, impairment losses have been reclassified from non-recurring items to operating expense (see "Accounting policies", paragraph G).

### 4. Income tax

The La Poste parent company has opted for a tax consolidation regime and is the head of the tax group. The tax consolidation methods are detailed in Note 8.

### VAT taxation rules

The provisions of Article 261.4.11° of the French Tax Code (*Code général des impôts*) provide for VAT exemption for services falling within the scope of the universal postal service as defined by Article L. 1 of the French Postal and Electronic Communications Code (*Code des postes et communications électroniques*) and rendered by the universal postal service provider in France as specified in Article L. 2 of the said Code.

As the French service provider responsible for the universal postal service, La Poste exempts all its postal products falling within the scope of the universal postal service from VAT. The postal products sold by La Poste and not falling within the scope of the universal postal service are subject to VAT in accordance with ordinary legal provisions (application of the normal VAT rate subject to the application of regional VAT rules on services).

### Regional economic contribution

Article 344 *quindecies* of Appendix III to the French Tax Code amended by decree establishes the direct tax base allowance rates enjoyed by La Poste for its regional development mission. For 2023, the allowance was set at 99% of the tax base for the corporate property tax (CFE) and for property taxes, and at 99% of the value added used for the application of Article 1586 *ter* for the corporate value-added tax.

### 5. Intangible assets

ANC Regulation no. 2014-03 defines an intangible asset as an identifiable non-monetary asset without physical substance, i.e., an asset arising from legal or contractual rights, or from separable rights.

Intangible assets primarily consist of software and leasehold rights.

Software is amortised over a period of one to five years.

The rules for impairment of intangible assets are set out in Section 7 below.

### Research and development costs

Development costs are expensed, except for expenditure relating to internal software development to the extent that:

- it is highly likely that the project will be technically feasible;
- management has sufficient human and material resources to produce the software;
- there is a clear intention to produce the software and use it on a long-term basis for La Poste's own requirements or those of its customers.



These expenses are capitalised as intangible assets and amortised over a period ranging from three to five years from commissioning.

The amount of research and development costs recognised as expenses for the year is provided in Note 9.

## 6. Property, plant and equipment

### Breakdown of the original value of property, plant and equipment by component

A component is a part of property, plant and equipment that has a different useful life, or that generates economic benefits at a rate that differs from that of the asset as a whole.

La Poste has identified the following components:

#### Real estate assets (six components):

- shell;
- roofing;
- joinery and external work;
- major equipment items;
- small equipment items, fixtures and fittings;
- land.

#### Equipment:

- sorting machines: three components (mechanical parts, intelligence and peripherals). A fourth component (feeders and measuring instruments) has been identified for TPGD parcel sorting machines;
- sorting-area equipment: two components (mechanical parts, intelligence).

#### Depreciation period

Property, plant and equipment is depreciated on a straight-line basis over its useful life.

As part of the application of the accounting regulations for assets, the useful lives of property, plant and equipment were reviewed in 2005, which primarily resulted in a lengthening of the average depreciation periods. The changes mainly concerned:

- the real estate portfolio, especially the main structural frame component;
- the main mechanical component of sorting machines.

The useful lives applied are as follows:

**Buildings:** the useful life depends on the technical and/or architectural category to which the building belongs (La Poste has defined seven categories) and is determined separately for each of the following components:

- shell: 20 to 80 years;
- roofing: 20 to 60 years;
- joinery and external works: 20 to 40 years;
- major equipment items: 15 to 20 years;
- small equipment items, fixtures and fittings: 5 to 10 years.

#### Equipment:

- sorting machines: 5 to 15 years;
- sorting-area equipment: 5 to 8 years;
- office equipment and computer hardware: 3 to 5 years;
- office furniture: 10 years.

Given that Tax Instruction BOI 4 A-13-05 retains the option for an entity to depreciate property, plant and equipment over their useful life, La Poste has recognised an accelerated depreciation charge on the following non-current assets:

- the main "shell" component for buildings, in order to set the useful life at 40 years for depreciation purposes;
- the main "mechanical" component for sorting machines, in order to set the useful life at six years and eight months for depreciation purposes.

### Acquisition cost of property, plant and equipment

Only expenses giving rise to a controlled resource as a result of past events from which La Poste expects to generate future economic benefits are capitalised.

In accordance with the option provided under ANC Regulation No. 2014-03, acquisition costs that are directly attributable to the acquisition of property, plant and equipment or to bringing the asset into working order are not included in the cost of property, plant and equipment.

Borrowing costs are not included in the acquisition cost of property, plant and equipment.

Investment subsidies received in respect of the acquisition of an item of property, plant and equipment are recorded as balance sheet liabilities and recognised in the income statement over the useful lives of the underlying assets for which they were allocated.

## 7. Impairment of intangible assets and property, plant and equipment

Intangible assets and property, plant and equipment are tested for impairment whenever there is evidence of a loss in value.

Impairment tests consist in comparing the net book value of each asset to its present value, which is the higher of realisable value and value-in-use. Where the present value of an asset, or group of assets, falls below its net book value and the asset continues to be used, then its net book value is reduced to the present value via an impairment charge.

**Realisable value** represents the amount that could be obtained at the balance-sheet date by selling an asset in an arm's length transaction, net of sale costs.

**The value-in-use** of an asset, or group of assets, is the value of the future economic benefits expected from their use and/or sale.

Impairment of these assets is no longer considered as a non-recurring item. La Poste has therefore decided to recognise the impact of these write-downs (previously classified as non-recurring) in operating expenses in 2023.

This choice harmonises the treatment of impairment losses between the parent company and consolidated financial statements.

In addition, the ANC regulation on the modernisation of financial statements applicable from 1 January 2025, with early adoption allowed from 1 January 2024, aims to restrict the use of the non-recurring classification to items of income and expenses that relate directly to a major and unusual event, to entries recorded solely for tax purposes, and to changes in accounting methods and corrections of errors.

Impairment is recognised for assets held for sale where the market value falls below the net book value.

## 8. Equity investments

Shares in La Poste's subsidiaries are recognised at cost less any provisions for impairment.

Such impairment reflects the difference between the acquisition cost of the equity investments and their fair value at the balance-sheet date, which is usually determined using discounted future cash flows or the share in the (consolidated) net assets of the entity concerned. Where a disposal decision has been taken, the fair value is determined with reference to the realisable value, as defined in Section 7 above.

Dividends received are recognised in financial income in the year in which the decision to pay out dividends is made.

## 9. Other non-current financial assets

These are mainly loans granted by La Poste to its subsidiaries.

Other non-current financial assets also include loans made in connection with social housing schemes, which are recognised at nominal value. Provisions are set aside to take into account the maturities and repayment terms of these loans, as well as the estimated risk of non-recovery.

## 10. Inventories and work-in-progress

La Poste applies the weighted average unit cost method to measure the initial cost of inventory, except for finished products, which are measured at production cost.

At the balance-sheet date and in accordance with ANC Regulation No. 2014-03 on assets, inventories are measured at the lower of initial cost and present value. The present value is the higher of realisable value (market value) and value-in-use, which usually corresponds to the discounted future net cash flows.

Where the present value is the lower of the two, an impairment charge is recognised in order to reduce the initial cost to the present value.

## 11. Operating receivables

### Trade receivables

At initial recognition, trade receivables on commercial activities are recorded at nominal value.

### Impairment rules for trade receivables

- Receivables due from customers that are subject to a court-ordered settlement or compulsory liquidation are written down in full, regardless of age;
- For other trade receivables, impairment is based on age and the risk of default:
  - over one year: the value of the receivable is written down in full,
  - between three months and one year: the provisioning rate is calculated on the basis of an average "loss rate". The loss rate represents the difference between the receivables at 1 January of a given year and the amounts received during that year.

### Other receivables

At initial recognition, other receivables are recorded at nominal value. They are written down, where applicable, based on age or the risk of default.

## 12. Miscellaneous receivables and payables and accruals

Miscellaneous receivables and payables and accruals primarily concern accounts in the process of being settled at the balance-sheet date, including intra-group transactions.

## 13. Marketable securities and cash

Marketable securities are measured at the lower of acquisition cost and market value.

## 14. Foreign currency transactions

Payables, receivables and cash and cash equivalents denominated in foreign currencies are translated into euros at the closing exchange rate. If the closing exchange rate changes the historical value of payables and receivables, the resulting differences are recorded in the balance sheet within unrealised foreign exchange gains or losses.

At La Poste, unrealised foreign exchange gains or losses are mainly related to financial transactions (bonds and related hedging transactions).

## 15. Provisions for contingencies and losses

Provisions are recognised when (i) La Poste has a present obligation (legal or constructive) towards a third party as a result of a past event at the reporting date; (ii) it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation; and (iii) a reliable estimate can be made of the obligation.

The provisions are measured on the basis of the expenditure that La Poste expects will be required to settle the liability, as estimated using management data from the information system and the assumptions selected by La Poste, supplemented where applicable by experience with similar transactions and, in some cases, by reports from independent experts or by supplier quotes. The assumptions used are reviewed at each balance-sheet date.

## 16. Pension plan and end-of-career benefits

### Pension plan

#### Civil servant staff

The Amended Budget Law of 2006 introduced a new method of funding the pensions of civil servants employed by La Poste, applicable from 1 January 2006, as described in Note 24 to the parent company financial statements.

Under the new scheme introduced in 2006, La Poste pays employer contributions in full discharge of its liability for pension payments. As a result, no provision for pension obligations towards civil servants is recorded in the financial statements.

#### Contract staff

The pension plan for La Poste's contract staff is the standard plan provided for under ordinary law. It is a defined contribution plan under which the group pays fixed contributions to an external fund and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits due. Consequently, once the contributions have been paid, no liability or benefit obligation is recorded in La Poste's financial statements. Contributions paid to an external fund or insurance company are expensed in the period concerned.

#### Retirement benefits (contract staff)

These liabilities are covered by a provision in the balance sheet.

Following the update in November 2021 to ANC Recommendation no. 2013-02 of 7 November 2013 on the rules for measuring and recognising pension and similar benefit obligations in annual and consolidated financial statements prepared in accordance with French accounting standards, which introduced a choice of methods for attributing benefits under defined benefit plans, La Poste has opted for the method as laid down by the IFRS IC decision approved by the IASB in May 2021.

Accordingly, as of 2021, the calculations made by La Poste take into account the number of years of service that will be used when the employee leaves the Company to determine the amount of his or her retirement benefit.

The resulting adjustment of the provision for retirement benefits constitutes a change in accounting policy and led to the recognition in the 2021 financial statements of an adjustment of €123 million within retained earnings (see Note 19 "Equity").

The main assumptions used and the measurement of the liability are set out in Note 24 to the financial statements.

### End-of-career arrangements

La Poste records a provision for the costs of the end-of-career benefits granted to its employees. For the purposes of measuring the provision, all persons enrolled in the plan at the balance-sheet date are included.

End-of-career benefits are described in Note 24 to the financial statements.

### 17. Debt securities (bonds and La Poste savings bonds, excluding perpetual hybrid debt securities)

Debt securities are recognised at nominal value under "Debt" in balance sheet liabilities. They are broken down in the notes to the financial statements by type: bonds and La Poste savings bonds.

Accrued interest not due (AIND) on these securities is posted to a related payables account, with a corresponding entry to the income statement.

Bond issue and redemption premiums are amortised on a straight-line basis over the life of the bonds, with issue costs deferred on a straight-line basis over the same period.

Such issue and redemption premiums are recognised in balance sheet assets under "Miscellaneous receivables" (see Note 15).

### 18. Derivatives

Derivative transactions are disclosed under off-balance sheet commitments in Note 23.

The hedging performed by La Poste complies with hedge accounting, which is based on the principle of the symmetrical treatment of the hedging instrument and the underlying hedged item in terms of their recognition in the income statement.

In application of ANC Regulation no. 2015-05 of 2 July 2015, instruments used in transactions classified as "isolated open positions" for accounting purposes are measured at market value at the balance-sheet date. Changes in value are recognised in the balance sheet and unrealised losses are charged to net financial income/(expense) through a provision for contingencies and losses.

### 19. Share capital

La Poste's share capital amounts to €5.858 billion, divided into 2,928,892,946 ordinary shares with a nominal value of €2 each. It is 66% held by Caisse de Dépôts et Consignations and 34% by the French State.

The shareholding structure is the result of transactions relating to the creation of the large public financial group, decided by La Poste's Combined General Meeting of 4 March 2020.

### 20. Off-balance sheet commitments

Commitment accounts are defined in the French General Chart of Accounts separately from balance sheet and off-balance sheet accounts, as rights and obligations that may change the value or substance of a company's assets, where the effects of such rights and obligations are contingent on the fulfilment of conditions or the completion of subsequent transactions.

Commitments may only be listed under off-balance sheet commitments if they pertain to transactions occurring after the balance-sheet date (commitments made in the normal course of business), or if they relate to contingent assets and liabilities (guarantee commitments).

• A contingent liability is:

- an obligation that is not likely or certain to cause an outflow of resources;
- or from a possible obligation whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

• A contingent asset is a possible asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

### 21. Cash flow statement

La Poste prepares a cash flow statement, which presents the inflows and outflows of cash and cash equivalents classified under operating, investing and financing activities.

**Operating activities** are the main revenue-generating activities and any other activities other than those defined as investing or financing activities.

Cash flows from operating activities are determined based on the indirect method whereby net profit for the year is adjusted for all non-cash transactions (i.e., net charges to depreciation, amortisation and provisions other than those relating to current assets plus business-related changes in working capital), deferrals or adjustments relating to past or future operating cash inflows or outflows and all income and expenses associated with cash flows from investing or financing activities.

**Investing activities** relate to the acquisition and disposal of non-current assets and to any other investments not included in cash and cash equivalents.

La Poste's cash flows from investing activities primarily consist of purchases and disposals of the following items:

- intangible assets and property, plant and equipment, adjusted for non-cash transactions (accounts receivable or payable on non-current assets);
- equity investments in other companies;
- other financial assets (guarantees and deposits, receivables on investments, etc.).

**Financing activities** relate to transactions that affect the amount and composition of equity and debt.

Cash flows from financing activities include sources of financing (new borrowings) and related outflows (La Poste savings bond redemptions and debt repayments).

**Cash and cash equivalents** are very short-term liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

La Poste's cash and cash equivalents include cash in hand, bank debit balances and marketable securities that do not carry any material risk of changes in value and can be readily converted into cash (particularly money-market UCITS), and the portion of bank credit balances and related interest accrued corresponding to overdrafts.

### 22. Consolidated financial statements

The consolidated financial statements are prepared at the level of La Poste Groupe. La Poste, which is registered with the Paris Trade and Companies Registry under number 356 000 000 and whose registered office is located at 9 rue du Colonel-Pierre-Avia, 75015 Paris, is the parent company.

## NOTES TO THE PARENT COMPANY FINANCIAL STATEMENTS

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## NOTES TO THE INCOME STATEMENT

### NOTE 1 Revenue and other operating income

La Poste's revenue breaks down as follows:

(in € millions)	2023	2022
Services-Mail-Parcels revenue	7,065	7,280
Retail Customers & Digital Services revenue	3,033	3,264
Real Estate revenue	22	21
Other revenue	20	20
<b>TOTAL</b>	<b>10,140</b>	<b>10,585</b>

In 2023, the revenue by geographic area was as follows:

- France/domestic sales: 89.5%;
- European Union: 7.5%;
- Other: 3%.

The breakdown by geographic area was unchanged compared to 2022.

#### 1.1 Revenue of the Services-Mail-Parcels business line

Services-Mail-Parcels revenue (domestic and international) breaks down as follows:

(in € millions)	2023	2022
Services-Mail revenue	5,056	5,336
Parcels revenue	2,009	1,944
<b>TOTAL</b>	<b>7,065</b>	<b>7,280</b>

- **Services-Mail revenue** breaks down by activity as follows:

(in € millions)	2023	2022
Correspondence	3,080	3,268
Advertising (direct marketing and PA*)	699	752
Press	353	300
International	426	441
Other Mail revenue	498	575
<b>TOTAL</b>	<b>5,056</b>	<b>5,336</b>

\* PA: printed advertising.

"Correspondence" revenue includes:

- business mail (companies and other legal entities) for €3,075 million; and
- single-piece mail (individuals) for €5 million.

International Mail revenue breaks down as follows:

(in € millions)	2023	2022
Terminal dues	99	121
Other international Mail revenue	327	320
<b>TOTAL</b>	<b>426</b>	<b>441</b>

International revenue corresponds to international business correspondence and terminal dues.

Terminal dues are the payments received by La Poste for delivering mail from abroad in France. They are determined at the balance-sheet

date on the basis of estimates of weight and number of items distributed known at that date.

**Other Mail revenue** primarily includes revenue from collecting and delivering letters to homes.

- **Parcels revenue** breaks down as follows:

(in € millions)	2023	2022
BtoC (Business to Consumer)	1,894	1,821
Other	115	123
<b>TOTAL</b>	<b>2,009</b>	<b>1,944</b>

## 1.2 Revenue of the Retail Customers & Digital Services business line

Retail Customers & Digital Services revenue breaks down as follows:

(in € millions)	2023	2022
Retail Customers & Digital Services revenue	2,158	2,359
Retail Network revenue	875	905
<b>TOTAL</b>	<b>3,033</b>	<b>3,264</b>

- **Retail Customers & Digital Services revenue** breaks down by activity as follows:

(in € millions)	2023	2022
Correspondence	1,092	1,229
Advertising (direct marketing and PA*)	33	38
International	88	104
BtoC parcels	108	99
CtoC parcels	395	419
Digital services	22	19
Other Mail-Parcels revenue	420	451
<b>TOTAL</b>	<b>2,158</b>	<b>2,359</b>

\* PA: printed advertising.

International revenue for the Retail Customers & Digital Services business line in 2023 (€88 million) included:

- €65 million from mail franked at post office counters;
- €23 million in other international revenue.

**Retail Network revenue** mainly corresponds to invoices to La Banque Postale.

Pursuant to current service agreements, La Poste invoices La Banque Postale for services relating to the financial activities provided by the post offices, which primarily include:

- "financial services" provided by counter staff;
- installation and operational management of ATMs.

These two services amounted to €799 million compared to €831 million in 2022.

Retail Customers & Digital Services revenue also includes commissions received on third-party sales (excluding mail and parcels) at post office counters, and compensation received for use of its commercial network (Chronopost and La Poste Mobile).

## 1.3 Revenue of the Real Estate business line

Real Estate revenue breaks down as follows:

(in € millions)	2023	2022
Real Estate revenue	22	21
<b>TOTAL</b>	<b>22</b>	<b>21</b>

Real Estate revenue mainly corresponds to services provided by La Poste to its real estate subsidiaries.

## 1.4 Other operating income

(in € millions)	2023	2022
Press contribution	40	84
Compensation for the universal postal service	500	520
Compensation for the regional development mission	105	73
Banking services	1,820	1,792
Capitalised production	187	191
Services performed for subsidiaries	135	117
Other operating income	150	117
<b>TOTAL</b>	<b>2,938</b>	<b>2,894</b>

“Other operating income” includes the compensation for the universal postal service and regional development mission.

Under the new memorandum of understanding dated 14 February 2022 on the reform of press transport, covering the period 2022-2026, the French State continues to compensate La Poste

for the additional costs incurred in providing the public service of transporting and distributing newspapers, based on new rules (see “Significant events”).

This compensation, set at €40 million for 2023, was paid on 1 December 2023.

**Banking services** include the reimbursement of expenses and income invoiced to La Banque Postale in respect of the banking activities carried out by La Poste. They break down as follows:

(in € millions)	2023	2022
“Financial Services” personnel expenses (including temporary staff)	728	715
Costs of the “La Poste Network banking advisory line”	1,092	1,077
<b>TOTAL</b>	<b>1,820</b>	<b>1,792</b>

**Services performed for subsidiaries** break down as follows:

(in € millions)	2023	2022
Services charged to subsidiaries	73	67
Re-invoiced personnel expenses	3	4
Management fees charged to first-tier subsidiaries	59	46
Of which La Banque Postale	29	21
<b>TOTAL</b>	<b>135</b>	<b>117</b>

## NOTE 2 Other external expenses

**Other external expenses** break down as follows:

(in € millions)	2023	2022
External services	3,029	2,860
Transport	688	787
International mail services	169	188
Rental expenses	1,061	995
Maintenance and repair costs	343	315
Telecommunications expenses	87	90
Travel and assignments	83	71
Customer transaction costs	51	63
<b>TOTAL</b>	<b>5,511</b>	<b>5,369</b>

“External services” consist mainly of outsourced services (€1,096 million) and intermediaries’ expenses and fees (€297 million).

“Rental expenses” include property expenses (leases and rental expenses in the amount of €805 million) and vehicle rentals (€185 million).

“Transport” includes national and international mail transport (€646 million) as well as the costs of the sub-contracted cash transport (€29 million).

## NOTE 3 Taxes other than on income

Taxes and levies break down as follows:

(in € millions)	2023	2022
Payroll taxes	378	380
Public transport allowance	79	77
Local taxes	2	4
Voluntary apprenticeship tax payments	28	27
Housing tax contributions (FNAL)	25	25
Vocational training tax charge	37	36
Employer construction tax charge	24	24
Other taxes and levies	20	28
<b>TOTAL</b>	<b>594</b>	<b>601</b>

"Local taxes" primarily consist of the regional economic contribution tax (CET) (€1 million). Since 2011, pursuant to French Postal Law no. 2010-123 of 10 February 2010, La Poste is entitled to tax relief on this contribution.

"Other taxes and levies" mainly include the social solidarity contribution (C3S) (€18 million).

## NOTE 4 Personnel expenses

Personnel expenses break down as follows:

(in € millions)	2023	2022
Wages and salaries, bonuses and allowances	5,532	5,484
Civil servant pension contributions	182	237
Social contributions	1,322	1,306
Employee welfare costs	199	184
Other personnel expenses	194	239
Competitiveness and employment tax credit (CICE)	(1)	(1)
<b>TOTAL</b>	<b>7,429</b>	<b>7,449</b>

Personnel expenses fell by €20 million in 2023, primarily reflecting the net impact of:

- a €48 million increase in "Wages and salaries, bonuses and allowances";
- a €55 million decrease in civil servant pension contributions resulting mainly from the change in the method used to determine employer contributions in full discharge of the liability for pension payments;
- a €16 million increase in "Social contributions";
- an €45 million decrease in "Other personnel expenses", mainly due to the accrued profit-sharing expense (down €59 million).

The headcount was as follows (based on equivalent employees/year):

Number of employees	31/12/2023	31/12/2022
<b>TOTAL</b>	<b>142,504</b>	<b>148,091</b>



## NOTE 5 Net depreciation, amortisation, provisions and impairment

Net depreciation, amortisation, provisions and impairment break down as follows:

(in € millions)	2023	2022 pro forma*	2022
Depreciation and amortisation	183	237	237
Deferred expense charges	3	2	2
Net charges to/reversals of asset impairments	157	527	(13)
Net charges to/reversals of provisions for contingencies and losses	99	(193)	(193)
<b>TOTAL</b>	<b>442</b>	<b>573</b>	<b>33</b>

\* Following the change in accounting treatment of impairments of intangible assets and property, plant and equipment, impairment losses have been reclassified from non-recurring items to operating expense for €540 million, of which €509 million concerns the Mail CGU. See "Accounting policies", paragraph G.

- the breakdown of depreciation and amortisation is shown in Notes 9 and 10 to the balance sheet;
- the breakdown of net charges to and reversals of asset impairment is shown in Note 18;
- the breakdown of charges to and reversals of contingency and loss provisions is shown in Note 20.

## NOTE 6 Net financial income

Net financial income breaks down as follows:

(in € millions)	2023	2022
Net gain/(loss) on foreign currency	-	1
Net income/(expense) on loans, borrowings and other fixed asset investments	(14)	4
Income from equity investments	684	1,867
Other financial income and expenses	34	(114)
<b>TOTAL</b>	<b>704</b>	<b>1,758</b>

Net financial income in 2023 primarily consisted of:

- income from equity investments, breaking down as follows:

(in € millions)	2023	2022
La Banque Postale	576	1,542
Geopost	63	288
Poste Immo	40	30
Viapost	4	-
Other	1	7
<b>TOTAL</b>	<b>684</b>	<b>1,867</b>

- net income/(expense) on borrowings (net expense of €218 million) and loans (net income of €204 million), including related financial instruments;
- other financial income and expenses (net income of €34 million in 2023), consisting mainly of interest income on term deposits.

## NOTE 7 Non-recurring items

Non-recurring items break down as follows:

(in € millions)	2023	2022 pro forma*	2022
Net profit on asset disposals	10	2	2
Net depreciation, amortisation and impairment	(15)	(2)	(542)
Net accelerated amortisation	(8)	(9)	(9)
Miscellaneous non-recurring income and expenses	-	1	1
<b>TOTAL</b>	<b>(13)</b>	<b>(8)</b>	<b>(548)</b>

\* Following the change in accounting treatment of impairments of intangible assets and property, plant and equipment, impairment losses have been reclassified from non-recurring items to operating expense for €540 million, of which €509 million concerns the Mail CGU.

## NOTE 8 Income tax

(in € millions)	2023	2022
Income or expenses on tax consolidation	541	191
Net tax income or expense	(24)	39
<b>TOTAL</b>	<b>517</b>	<b>230</b>

In 2023, the La Poste tax group recorded an overall loss. The tax group included 207 subsidiaries at 31 December 2023 (versus 163 at 31 December 2022).

For 2023, the standard French corporate tax rate was 25%.

The social contribution was 3.3% of the reference French corporate tax, less a deduction of €763,000.

Tax consolidation income was €541 million, corresponding to the tax expenses of the subsidiaries belonging to the tax group.

The amount of the subsidiaries' losses transferred to the tax group under the tax consolidation group rules was €606 million in 2023.

Under the tax group agreement between La Poste and its fully-consolidated subsidiaries, subsidiaries returning to profit retain the option of using loss carry-forwards arising during the tax group period to calculate the tax expense owed to the parent company. The use of such tax losses by the subsidiaries results in an expense for the group in the fiscal year in which such losses are used, provided the subsidiaries remain part of the tax group.

Net income tax expense of €24 million corresponds mainly to the write-off of deductible tax credits that expired before they could be used due to the absence of taxable profit for the year.

(in € millions)	31/12/2023	31/12/2022
<b>ITEMS THAT REDUCE FUTURE TAX LIABILITY</b>		
Temporary differences		
Of which:		
• Provisions for early retirement and retirement benefits	1,245	1,260
• Non-deductible provisions	770	759
• Swaps and related items	0	1
• Other temporary differences (including unrealised foreign exchange gains)	76	40
<b>TOTAL</b>	<b>2,091</b>	<b>2,060</b>
<b>ITEMS THAT INCREASE FUTURE TAX LIABILITY</b>		
• Poste Immo – Roll-over relief on capital contribution	38	51
• Miscellaneous	95	83
<b>TOTAL</b>	<b>133</b>	<b>134</b>

## NOTES TO THE BALANCE SHEET

### NOTE 9 Intangible assets

Movements in intangible assets and the corresponding amortisation and impairment break down as follows:

#### 9.1 Gross amounts

<i>(in € millions)</i>	Amount at 31/12/2022	Acquisitions	Disposals	Reclassifications	Amount at 31/12/2023
Research and development costs	275	1	(30)	76	322
Licences, patents and similar rights	42	-	(4)	-	38
Software	1,245	5	(119)	134	1,265
Leasehold rights	10	-	-	-	10
Goodwill	3	-	-	-	3
Intangible assets in progress	272	215	-	(214)	273
<b>TOTAL</b>	<b>1,847</b>	<b>221</b>	<b>(153)</b>	<b>(4)</b>	<b>1,911</b>

The "reclassifications" column corresponds to intangible assets commissioned during the year.

The "Disposals" column primarily corresponds to the retirement of fully depreciated assets.

#### 9.2 Amortisation and impairment

<i>(in € millions)</i>	Amount at 31/12/2022	Additions	Decreases	Reclassifications	Amounts at 31/12/2023
Research and development costs	173	54	(31)	-	196
Licences, patents and similar rights	39	1	(4)	-	36
Software	1,126	116	(118)	(4)	1,120
Leasehold rights	10	-	(1)	-	9
<b>Other intangible assets</b>	<b>1,348</b>	<b>171</b>	<b>(154)</b>	<b>(4)</b>	<b>1,361</b>
Goodwill impairment	2	-	-	-	2
Impairment of other intangible assets	259	83	(92)	-	250
<b>TOTAL</b>	<b>1,609</b>	<b>254</b>	<b>(246)</b>	<b>(4)</b>	<b>1,613</b>

The research and development costs expensed in 2023 amounted to €135 million.

The impairment of Mail intangible assets recorded in the financial statements at 31 December 2023 amounted to €228 million (€228 million at 31 December 2022).

## NOTE 10 Property, plant and equipment

Movements in property, plant and equipment and the corresponding depreciation and impairment break down as follows:

### 10.1 Gross amounts

<i>(in € millions)</i>	Amount at 31/12/2022	Acquisitions	Disposals	Reclassifications	Amount at 31/12/2023
Land	50	-	(11)	-	39
Buildings	208	-	(6)	22	224
<b>Land and buildings</b>	<b>258</b>	<b>-</b>	<b>(17)</b>	<b>22</b>	<b>263</b>
Plant and machinery	1,455	38	(84)	15	1,424
Vehicles	76	3	-	-	79
IT equipment	405	36	(44)	2	399
Other property, plant and equipment	1,333	46	(38)	37	1,378
Property, plant and equipment in progress	65	92	-	(76)	81
<b>Other property, plant and equipment</b>	<b>3,334</b>	<b>215</b>	<b>(166)</b>	<b>(22)</b>	<b>3,361</b>
<b>TOTAL</b>	<b>3,592</b>	<b>215</b>	<b>(183)</b>	<b>-</b>	<b>3,624</b>

The "Disposals" column primarily corresponds to the retirement of fully depreciated assets.

### 10.2 Depreciation and impairment

<i>(in € millions)</i>	Amount at 31/12/2022	Additions	Decreases	Reclassifications	Amount at 31/12/2023
<b>Buildings</b>	<b>145</b>	<b>6</b>	<b>(5)</b>	<b>-</b>	<b>146</b>
Plant and machinery	1,158	64	(84)	-	1,138
Vehicles	71	2	-	-	73
IT equipment	340	38	(43)	-	335
Other property, plant and equipment	1,048	61	(38)	-	1,071
<b>Other property, plant and equipment</b>	<b>2,617</b>	<b>165</b>	<b>(165)</b>	<b>-</b>	<b>2,617</b>
Depreciation of land and buildings	1	-	-	-	1
Depreciation of other property, plant and equipment	218	51	(55)	-	214
<b>TOTAL</b>	<b>2,981</b>	<b>222</b>	<b>(225)</b>	<b>-</b>	<b>2,978</b>

The impairment of Mail property, plant and equipment recorded in the financial statements at 31 December 2023 amounted to €214 million (€218 million at 31 December 2022).

## NOTE 11 Non-current financial assets

Non-current financial assets break down as follows:

<i>(in € millions)</i>	31/12/2022	Increase	Decrease	31/12/2023
Equity investments	10,413	197	-	10,610
Impairment of equity investments	(205)	(18)	5	(218)
<b>Net equity investments</b>	<b>10,208</b>	<b>179</b>	<b>5</b>	<b>10,392</b>
Intercompany loans	6,857	1,087	(344)	7,600
Other loans	51	1	(5)	47
Impairment of loans	(28)	-	17	(11)
<b>Net loans receivables</b>	<b>6,880</b>	<b>1,088</b>	<b>(332)</b>	<b>7,636</b>
Other non-current financial assets	23	2	(9)	16
<b>Net other non-current financial assets</b>	<b>23</b>	<b>2</b>	<b>(9)</b>	<b>16</b>
<b>TOTAL</b>	<b>17,111</b>	<b>1,269</b>	<b>(336)</b>	<b>18,044</b>

La Poste's equity investments are mostly held through the holding companies Geopost, Poste Immo, La Banque Postale and Véhiposte, in which La Poste holds 100% of the capital.

The primary changes recorded in respect of La Poste's equity investments were due to:

- the Docaposte capital increase subscribed by La Poste, including €100 million paid up in cash and €66 million set off against liquid and payable receivables;

The impairment charged against equity investments mainly concerns the subsidiaries Mediapost SAS, Mediapost Holding, GLPU and Somepost.

"Loans" consist mostly of loans granted by La Poste to its subsidiaries.

- The changes in intercompany loans recorded at the end of December 2023 break down as follows:

(in € millions)	Increases	Decreases
Docaposte	384	66
Asendia	85	2
Véhiposte SAS	224	131
Geopost	186	23
Poste Immo	60	23
La Poste Santé et Autonomie	19	-
Mediapost Holding	5	1
Mediapost SAS	2	3
Fluow	-	1
La Poste Nouveaux Services	-	1
Change in accrued interest not due (AIND)	123	92
<b>TOTAL</b>	<b>1,087</b>	<b>343</b>

- The impairment charged against loans relates to loans granted to subsidiaries and organisations building subsidised housing (included in "Other loans").

Loans and other non-current financial assets break down by maturity as follows:

(in € millions)	31/12/2023	Maturity			31/12/2022
		Due within 1 year	1 to 5 years	More than 5 years	
Equity investments	10,610	-	-	10,610	10,413
Gross loans	7,647	911	2,106	4,630	6,908
Other non-current financial assets	16	8	7	1	23
<b>TOTAL</b>	<b>18,273</b>	<b>919</b>	<b>2,113</b>	<b>15,241</b>	<b>17,344</b>

## NOTE 12 Inventories and work-in-progress

(in € millions)	31/12/2023			31/12/2022
	Gross value	Impairment	Net value	
Raw materials, supplies, goods and other inventories	114	(6)	108	112
Inventories of finished and semi-finished products	22	(2)	20	13
<b>TOTAL</b>	<b>136</b>	<b>(8)</b>	<b>128</b>	<b>125</b>

## NOTE 13 Operating receivables and payables

### 13.1 Operating receivables

Operating receivables break down as follows:

(in € millions)	31/12/2023	Maturity			31/12/2022
		Due within 1 year	1 to 5 years	More than 5 years	
Trade receivables and related accounts	1,171	1,171	-	-	1,175
International mail receivables	650	650	-	-	690
Impairment of trade receivables	(50)	(50)	-	-	(24)
<b>Trade receivables and related accounts</b>	<b>1,771</b>	<b>1,771</b>	<b>-</b>	<b>-</b>	<b>1,841</b>
Tax and employee-related receivables	1,101	1,101	-	-	766
Other operating receivables	88	88	-	-	70
<b>Other receivables</b>	<b>1,189</b>	<b>1,189</b>	<b>-</b>	<b>-</b>	<b>836</b>
<b>TOTAL</b>	<b>2,960</b>	<b>2,960</b>	<b>-</b>	<b>-</b>	<b>2,677</b>

Tax and employee-related receivables include the compensation for 2023 for the universal postal service mission for €500 million.

### 13.2 Operating payables

Operating payables break down as follows:

(in € millions)	31/12/2023	Maturity			31/12/2022
		Due within 1 year	1 to 5 years	More than 5 years	
Trade payables and related accounts	1,320	1,320	-	-	1,198
International mail payables	373	373	-	-	373
Tax and social security liabilities	1,041	1,041	-	-	1,133
Other operating payables	721	721	-	-	753
<b>TOTAL</b>	<b>3,455</b>	<b>3,455</b>	<b>-</b>	<b>-</b>	<b>3,457</b>

Receivables and payables on international mail transactions are mostly incurred with foreign postal operators in connection with terminal dues. Terminal dues are income for services performed by post offices to process mail arriving from other foreign operators.

## NOTE 14 Accrued income and expenses

### 14.1 Assets

(in € millions)	Note	31/12/2023		31/12/2022	
		Accrued income	Balance sheet	Accrued income	Balance sheet
Intercompany loans	11	123	7,600	91	6,857
Other non-current financial assets	11	-	16	-	23
Trade receivables and related accounts	13	120	1,171	165	1,175
Other international mail receivables	13	520	650	598	690
Tax and employee-related receivables	13	533	1,101	554	766
Other operating receivables	13	34	88	37	70
<b>TOTAL</b>		<b>1,330</b>		<b>1,445</b>	

Accrued tax and employee-related receivables include the subsidy to be received from the French State as compensation for 2023 for the universal postal public service mission for €500 million.

## 14.2 Liabilities

(in € millions)	Note	31/12/2023		31/12/2022	
		Accrued expenses	Balance sheet	Accrued expenses	Balance sheet
Debt	21	128	11,890	106	11,401
Trade payables and related accounts	13	998	1,320	905	1,198
Other international mail payables	13	315	373	321	373
Tax and social security liabilities	13	656	1,041	744	1,133
Other operating payables	13	259	721	251	753
<b>TOTAL</b>		<b>2,356</b>		<b>2,327</b>	

Accrued tax and employee-related payables mostly includes a provision for paid leave (€187 million in expenses at 31 December 2023 compared to €190 million at 31 December 2022).

## NOTE 15 Miscellaneous receivables and payables

Miscellaneous receivables and payables breaks down as follows:

(in € millions)	31/12/2023		31/12/2022	
	Assets	Liabilities	Assets	Liabilities
Current account position	332	360	133	323
Receivables/payables in respect of La Banque Postale	9	-	-	2
Other receivables/payables	151	35	97	35
Impairment of current accounts and sundry debtors	(42)	-	(18)	-
<b>TOTAL</b>	<b>450</b>	<b>395</b>	<b>212</b>	<b>360</b>

The **current account position** presents La Poste's position in the central corporate treasury system set up with the group's subsidiaries.

**Receivables and payables in respect of La Banque Postale** arise on La Poste's industrial and commercial activities.

**Other receivables** consist of:

- €34 million in third-party receivables;
- €105 million in issue premiums on bonds;

- €12 million in deferred bond issue expenses.

**Other payables** mostly consist of:

- repayable cash amounts received on behalf of third parties (€18 million in 2023 versus €20 million in 2022), which correspond to sales made by La Poste on behalf of third parties (Titres-Cadeaux, Chronopost, etc.);
- the unpaid portion of the subscription to the XAnge 4, Digital 2, XAnge Digital 3, and Xpansion 2 funds for €15 million.

## NOTE 16 Accruals

### 16.1 Assets

(in € millions)	31/12/2023	31/12/2022
Unrealised foreign exchange losses <sup>(1)</sup>	15	20
Prepaid expenses	65	24
Other transactions	16	13
<b>TOTAL</b>	<b>96</b>	<b>57</b>

(1) **Unrealised foreign exchange losses** relate mainly to loans denominated in foreign currencies, which are hedged against foreign exchange risk.

**Prepaid expenses** mainly include:

- prepaid expenses on balancing payments in respect of bonds, for €4 million (compared to €5 million at 31 December 2022);
- prepaid operating expenses of €60 million (compared to €18 million at 31 December 2022), primarily corresponding to property rents invoiced in advance and IT maintenance costs.

## 16.2 Liabilities

(in € millions)	31/12/2023	31/12/2022
Unrealised foreign exchange gains <sup>(1)</sup>	16	20
Deferred income	139	80
<b>TOTAL</b>	<b>155</b>	<b>100</b>

(1) **Unrealised foreign exchange gains** primarily relate to borrowings in foreign currencies for which currency swaps have been set up to fully hedge the exchange rate risk.

**Deferred income** consists exclusively of deferred operating expenses for €139 million at 31 December 2023 (compared to €80 million at 31 December 2022).

## NOTE 17 Marketable securities and cash

Marketable securities and cash break down as follows:

(in € millions)	31/12/2023	31/12/2022
Marketable securities	1,266	1,241
Cash at bank	2,043	3,364
Cash on hand	2	3
<b>TOTAL</b>	<b>3,311</b>	<b>4,608</b>

**Marketable securities** are made up of short-term investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

- At 31 December 2023, they consisted of units in mutual funds for €1,266 million.
- The fair value of all the mutual funds was greater than their carrying amount, representing a total unrealised gain of €36 million (compared to an unrealised loss of €0.5 million at 31 December 2022).

**Cash at bank** consists of:

- cash investments (term accounts/deposits), in an amount of €1,094 million at 31 December 2023 (compared to €2,363 million at 31 December 2022);
- bank accounts and bills of exchange for €936 million at 31 December 2023 (compared to €1,196 million at 31 December 2022).

## NOTE 18 Asset impairment

Changes in asset impairment in 2023 break down as follows:

(in € millions)	Amount at 31/12/2022	Additions in 2023	Reversals in 2023		Amount at 31/12/2023
			used	not used	
Intangible assets	261	83	(92)	-	252
Property, plant and equipment	219	51	(55)	-	215
<b>Impairment of intangible assets and property, plant and equipment</b>	<b>480</b>	<b>134</b>	<b>(147)</b>	<b>-</b>	<b>467</b>
Equity investments	205	18	(5)	-	218
Loans	28	-	(15)	(2)	11
<b>Impairment of non-current financial assets</b>	<b>233</b>	<b>18</b>	<b>20</b>	<b>(2)</b>	<b>229</b>
Inventories and work-in-progress	8	7	(7)	-	8
Trade receivables and related accounts	24	36	(3)	(7)	50
Sundry debtors	18	27	-	(3)	42
<b>Impairment of current assets</b>	<b>50</b>	<b>70</b>	<b>(10)</b>	<b>(10)</b>	<b>100</b>
<b>TOTAL</b>	<b>763</b>	<b>222</b>	<b>(177)</b>	<b>(12)</b>	<b>796</b>

Impairment is charged against assets in accordance with the principles defined in Section G "Accounting policies".



Additions to and reversals of impairment over the period break down as follows:

(in € millions)	Additions			Reversals		
	Operating profit	Net financial expense	Non-recurring items	Operating profit	Net financial expense	Non-recurring items
Intangible assets and property, plant and equipment	134	-	-	(2)	-	(145)
Equity investments	-	18	-	-	(5)	-
Loans	-	-	-	-	(17)	-
Inventories and work-in-progress	7	-	-	(7)	-	-
Trade receivables and related accounts	36	-	-	(10)	-	-
Sundry debtors	2	25	-	(3)	-	-
<b>TOTAL</b>	<b>179</b>	<b>43</b>	<b>-</b>	<b>(22)</b>	<b>(22)</b>	<b>(145)</b>
<b>TOTAL</b>		<b>222</b>			<b>(189)</b>	

## NOTE 19 Equity

Changes in equity break down as follows:

(in € millions)	Share capital	Additional paid-in capital	Reserves	Retained earnings	Net profit for the year	Total equity
<b>Balance at 31/12/2021</b>	<b>5,365</b>	<b>1,303</b>	<b>572</b>	<b>(654)</b>	<b>753</b>	<b>7,339</b>
Capital increases	255	60	-	-	-	315
Appropriation of profit	-	-	37	716	(753)	-
Dividend payments	-	(195)	(467)	(62)	-	(724)
Net profit/(loss) for the period	-	-	-	-	971	971
<b>Balance at 31/12/2022</b>	<b>5,620</b>	<b>1,168</b>	<b>142</b>	<b>-</b>	<b>971</b>	<b>7,901</b>
Capital increase	238	78	-	-	-	316
Appropriation of profit	-	-	49	922	(971)	-
Dividend payments	-	-	-	(421)	-	(421)
Net profit/(loss) for the period	-	-	-	-	(296)	(296)
<b>BALANCE AT 31/12/2023</b>	<b>5,858</b>	<b>1,246</b>	<b>190</b>	<b>501</b>	<b>(296)</b>	<b>7,499</b>

Following the General Meeting of 22 June 2023, La Poste SA paid a dividend of €421 million, which was distributed:

- in cash for €105 million;
- in shares via a capital increase for €237.5 million, through the issue of 118,730,038 new shares with a par value of €2 and a share premium of €78.5 million.

Following this distribution, La Poste's share capital stood at €5,857,785,892 divided into 2,928,892,946 ordinary shares with a par value of €2. La Poste SA is 66% owned by Caisse des Dépôts and 34% owned by the French State.

### Other equity

On 3 May 2018, La Poste issued perpetual hybrid debt securities for €750 million.

## NOTE 20 Provisions for contingencies and losses

Movements in provisions for contingencies and losses break down as follows:

(in € millions)	Amount at 31/12/2022	Additions in 2023	Reversals in 2023		Amount at 31/12/2023
			used	not used	
End-of-career arrangements	850	568	(445)	-	973
Retirement benefits for contract staff	288	24	(40)	-	272
Long-term sick leave/supplementary leave/time savings account	355	24	(22)	-	357
Legal risks	6	2	-	(2)	6
Employee-related disputes	39	18	(8)	(8)	41
Claims and damages	24	18	(9)	(9)	24
Other provisions for contingencies and losses	51	40	(13)	(27)	51
<b>TOTAL</b>	<b>1,613</b>	<b>694</b>	<b>(537)</b>	<b>(46)</b>	<b>1,724</b>
<b>Accelerated amortisation</b>	<b>57</b>	<b>13</b>	<b>(5)</b>	<b>-</b>	<b>65</b>

The main assumptions used to measure provisions for end-of-career arrangements for civil servants (increase of €568 million in the estimated cost, of which €262 million due to the impact of the pension reform) and provisions for retirement benefits for contract staff (decrease of €40 million in the estimated cost, of which €36 million due to the impact of the pension reform) are described in Note 24.

**Provisions for legal risks** relate to claims brought before administrative, civil or commercial courts.

**Provisions for employee-related disputes** cover all employee disputes (industrial tribunals, etc.) and the risk of adjustments demanded by Urssaf (French social security body).

At 31 December 2023, the schedule for provisions for contingencies and losses was as follows:

(in € millions)	Amount at 31/12/2023	Period Y+1	Period Y+2	Period Y+3	Period Y+4	Period Y+5 and beyond
End-of-career arrangements	973	383	272	165	88	65
Retirement benefits for contract staff	272	21	13	12	16	210
Long-term sick leave/supplementary leave /time savings account	357	185	89	81	2	-
Legal risks	6	3	2	1	-	-
Employee-related disputes	41	26	8	4	3	-
Claims and damages	24	8	8	3	2	3
Other provisions for contingencies and losses	51	31	8	6	2	4
<b>TOTAL</b>	<b>1,724</b>	<b>657</b>	<b>400</b>	<b>272</b>	<b>113</b>	<b>282</b>

Additions and reversals over the period break down as follows:

(in € millions)	Additions			Reversals		
	Operating profit	Net financial items	Non-recurring items	Operating profit	Net financial items	Non-recurring items
End-of-career arrangements	568	-	-	(445)	-	-
Retirement benefits for contract staff	24	-	-	(40)	-	-
Long-term sick leave/supplementary leave/time savings account	24	-	-	(22)	-	-
Legal risks	2	-	-	(2)	-	-
Labour disputes	18	-	-	(16)	-	-
Claims and damages	18	-	-	(18)	-	-
Other provisions for contingencies and losses	26	14	-	(38)	(2)	-
<b>Total</b>	<b>680</b>	<b>14</b>	<b>-</b>	<b>(581)</b>	<b>(2)</b>	<b>-</b>
<b>TOTAL</b>		<b>694</b>			<b>(583)</b>	
<b>Accelerated amortisation</b>	<b>-</b>	<b>-</b>	<b>13</b>	<b>-</b>	<b>-</b>	<b>(5)</b>

## NOTE 21 Debt

Financial debt breaks down as follows:

(in € millions)	31/12/2023	31/12/2022
Bonds (excluding AIND)	11,375	10,525
Other borrowings (excluding AIND)	-	470
Accrued interest not due (AIND)	109	87
<b>Borrowings</b>	<b>11,484</b>	<b>11,082</b>
La Poste savings bonds (excluding AIND)	51	51
Accrued interest not due (AIND)	20	20
<b>La Poste savings bonds</b>	<b>71</b>	<b>71</b>
<b>Deposits and guarantees received</b>	<b>32</b>	<b>60</b>
Short-term borrowings (excluding AIND)	200	150
Accrued interest	(1)	-
<b>Short-term borrowings</b>	<b>199</b>	<b>150</b>
<b>Bank accounts and bills of exchange</b>	<b>104</b>	<b>38</b>
<b>TOTAL</b>	<b>11,890</b>	<b>11,401</b>

The change in borrowings is mainly due to repayments and new issues during the year (see "Significant events").

The financial debt maturity schedule (excluding bank accounts and bills of exchange) is as follows:

(in € millions)	Due within 1 year		Due in 1 to 5 years		Maturity in more than 5 years		Total	
	31/12/2023	31/12/2022	31/12/2023	31/12/2022	31/12/2023	31/12/2022	31/12/2023	31/12/2022
Bonds (excluding AIND)	1,000	1,000	3,725	3,625	6,650	5,900	11,375	10,525
Other borrowings (excluding AIND)	-	-	-	-	-	470	-	470
La Poste savings bonds (excluding AIND)	51	51	-	-	-	-	51	51
Deposits and guarantees received	2	29	30	31	-	-	32	60
Short-term borrowings (excluding AIND)	200	150	-	-	-	-	200	150
Accrued interest	128	105	-	-	-	-	128	105
<b>TOTAL</b>	<b>1,381</b>	<b>1,335</b>	<b>3,755</b>	<b>3,656</b>	<b>6,650</b>	<b>6,370</b>	<b>11,786</b>	<b>11,362</b>

The change in borrowings, excluding accrued interest not due (AIND), breaks down as follows:

(in € millions)	31/12/2022	Increases	Decreases	31/12/2023
<b>Borrowings</b>	10,995	1,850	(1,470)	11,375

At 31 December 2023, borrowings break down by interest-rate type as follows:

(in € millions)	Debt breakdown before impact of interest-rate swaps		Impact of fixed-for-floating swaps	Debt breakdown after impact of interest-rate swaps	
	Amount	%		Amount	%
Fixed-rate borrowings	11,375	100%	-	11,375	100%
Variable-rate borrowings	-	0%	-	-	0%
<b>TOTAL BORROWINGS</b>	<b>11,375</b>	<b>100%</b>	<b>-</b>	<b>11,375</b>	<b>100%</b>

At 31 December 2023, borrowings break down by currency as follows:

(in € millions)	Debt breakdown before impact of currency swaps		Impact of currency swaps	Debt breakdown after impact of currency swaps	
	Amount	%		Amount	%
Euro	11,375	100%	-	11,375	100%
US dollars	-	0%	-	-	0%
<b>TOTAL BORROWINGS</b>	<b>11,375</b>	<b>100%</b>	<b>-</b>	<b>11,375</b>	<b>100%</b>

## Issue premiums on bonds

Unamortised issue premiums stemming from the difference between the issue price received and the redemption price amounted to €105 million for all bonds (premiums paid) at 31 December 2023, versus €53 million (premiums paid) at 31 December 2022.

## La Poste savings bonds

La Poste savings bonds correspond to savings bond liabilities. These liabilities were stable at 31 December 2023 compared to 31 December 2022.

## Deposits and guarantees received

This item mainly comprises deposits and guarantees received from customers at 31 December 2023.

## Short-term borrowings

In 2023, La Poste issued new commercial paper. At 31 December 2023, total commercial paper issued amounted to €200 million.

## NOTE 22 Related-party transactions

### Relations with the French State and public sector companies

#### Relations with the French State

Since the French law of 10 February 2010 reaffirming the provisions of the law of July 1990 on the organisation of the postal and telecommunications public service, La Poste has been a *société anonyme* (French public limited company) overseen by the Minister for the Economy and Finance, and subject to economic and financial control by the French State, and to the control procedures of the French Court of Auditors and the French Parliament.

The commitments of La Poste and the French State were redefined in "Public Service Agreement 2013-2017" approved by the group's Board of Directors on 22 April 2013 and signed by all stakeholders on 1 July 2013.

The agreement is based on the following principles:

- maintaining the broad scope of the public service missions assigned to La Poste: universal postal service, press transport and delivery, accessible banking and regional development, as well as maintaining the principle of offsetting costs for the latter three missions;
- making progress in strengthening service quality;
- developing missions adapted to users' expectations and technological advancements;
- introducing community commitments to promote the development of businesses and regions, supporting disadvantaged people, developing a digital society and engaging in corporate social responsibility.

A new public service agreement between La Poste and the French State for the 2018-2022 period was approved by the group's Board of Directors on 19 December 2017 and signed on 16 January 2018. The agreement is an extension of the previous agreement and aims

at ensuring and modernising the exercise of the four public service missions of La Poste. These missions benefit from the support of the State, in exchange for which La Poste commits to respecting ambitious quality indicators.

Moreover, the agreement expands on the use of community commitments to promote the development of a digital society, local services, and sustainable and responsible development.

An amendment to the public service agreement between La Poste and the French State was signed on 18 May 2022. It incorporates changes announced by the government concerning its support for the universal postal service and regional development missions as well as the reform of the public service mission of press transport.

The latest public service agreement between La Poste and the French State, which is an extension of the previous agreement and covers the period 2023-2027, was signed in June 2023.

The French Postal Regulation Law of 20 May 2005 provided France's electronic communications and postal regulation authority Arcep with the power to regulate pricing for the universal postal service on a multi-year basis, after reviewing La Poste's proposals. In addition, the law confirmed and clarified La Poste's regional development mission.

#### Relations with Caisse des Dépôts et Consignations

Following the decision of La Poste's Ordinary General Meeting of 22 June 2023 to increase La Poste's capital by €237.5 million, Caisse des Dépôts still holds 66% of La Poste's share capital.

#### Relations with public sector companies

La Poste Groupe enters into transactions with public-sector companies in the normal course of its business and on arm's length terms.

### Relations with consolidated companies

- Transactions between consolidated companies are carried out on arm's length terms.
- Companies that are deemed to be related to La Poste are companies that are fully consolidated by La Poste Groupe.

## OFF-BALANCE SHEET COMMITMENTS

### NOTE 23 Derivative financial instruments

#### Hedging of liabilities and loans

(in € millions)	31/12/2023		31/12/2022	
	Notional	Fair value	Notional	Fair value
Hedging	287	3	1,918	20
Transactions in isolated open positions	-	-	-	-
<b>TOTAL</b>	<b>287</b>	<b>3</b>	<b>1,918</b>	<b>20</b>

The financial instruments used by La Poste are shown according to their management purpose.

Hedging swaps used for financial management purposes relate to transactions aimed at controlling the cost of La Poste's debt.

In accordance with the group's accounting principles, a provision may be recorded on swaps in isolated open positions and relating to La Poste's bond debt, in order to cover unrealised losses on financial instruments.

The implementation of ANC Regulation No. 2015-05 of 2 July 2015 led La Poste to reclassify its financial instruments portfolio as hedging transactions.

Loans denominated in foreign currencies are hedged by currency swaps set up with La Banque Postale and Société Générale.

#### Other hedging transactions

La Poste performed forward foreign exchange purchase and sale transactions on the Singapore dollar and the United Arab Emirates dirham.

At 31 December 2023, these outstanding positions represented a reciprocal commitment of €742 million.

At 31 December 2023, all foreign currency borrowings had matured and the related hedging positions had therefore been unwound.

#### Counterparty risk management

Market transactions are only carried out with top-tier banks or financial institutions, within the rating terms and the authorisation limits set for each counterparty by La Poste's Executive Management.

### NOTE 24 Employee benefit obligations

All details about La Poste's post-employment and long-term benefit commitments are provided in this note.

The following table summarises the accounting treatment of the various existing plans:

	Balance sheet		Off-balance sheet	
	31/12/2023	31/12/2022	31/12/2023	31/12/2022
Post-employment benefits granted to retired civil servants			X	X
Retirement benefits for La Poste's contract staff	X	X		
End-of-career benefits	X	X		
Other long-term benefits (paid leave)	X	X		

#### 24.1 Measurement methods

##### Post-employment long-term benefits

Post-employment and long-term obligations under defined benefit plans and the related costs are measured by the projected unit credit method, in accordance with revised IAS 19. Actuarial assessments are performed every year.

The assessment takes into account external economic assumptions (discount rates, inflation rates, pension increases, etc.), together with assumptions that are specific to La Poste (employee turnover rates, mortality rates, future salary levels, etc.).

## 24.2 Main actuarial assumptions used to measure all employee benefit obligations

### Discount rate

The gross discount rates used for 2023, based on interest rates for eurozone investment grade corporate bonds, are as follows:

Duration of the obligation	5 years	20 years
Discount rate (eurozone)	3.1%	3.3%

### Change in pensions and compensation

Pension increases are linked to inflation. The long-term trend used for wages and salaries is based on reasonable assumptions regarding inflation.

## 24.3 Pension plan for civil servants working at La Poste

### Description of La Poste's obligations

Article 150 of the Amended Budget Law for 2006, published in the Official Journal of 31 December 2006, sets out the pension funding plan for French civil servants working at La Poste. The new plan changes the previous funding plan so as to gradually put La Poste on an equal footing with competitors.

The reform implemented in December 2006, approved by the European Commission in 2007, includes:

- the implementation of an employer contribution in full discharge of the liability for the pension payments, with effect from 1 January 2006. The rate was gradually decreased to a so-called "competitive equity" rate in 2010 that brings the mandatory salary-based tax and social security charges paid by La Poste into line with the charges paid by other companies in the postal and banking sectors. For the 2006-2009 period, an additional rate (16.3% in 2006, 6.8% in 2007, 3.7% in 2008 and 1.3% in 2009) was set by the law, on top of the "competitive equity" rate;
- the transfer of the task of centralising and distributing funding for La Poste civil servants' retirement benefits between the French State, La Poste and any other relevant bodies, to the French State Agency for the Funding of La Poste Pensions (EPNFRLP), which was established via the Decree of 19 December 2006. The EPNFRLP is responsible for negotiating the financial agreements provided for under Title II, Book II and Title II, Book IX of the French Social Security Code (*Code de la sécurité sociale*);
- the payment of a one-time fixed contribution of €2 billion to the EPNFRLP by La Poste in 2006.

Since 1 January 2015, La Poste has paid contributions to *Centre d'action sociale* (CAS pensions), following the winding-up of the EPNFRLP by Decree no. 2015-1742 of 23 December 2015.

With the implementation of the plan, and given that the employer contribution is made in full discharge of the liability for the pension payments, no provision is recorded in La Poste's financial statements in respect of civil servants' retirement benefits.

The employer contribution paid by La Poste is calculated using a "competitive equity" rate that brings the mandatory salary-based tax and social security charges paid by La Poste into line with the charges paid by other companies in the postal and banking sectors.

French Decree 2021-1210 of 20 September 2021, which entered into force the day after its publication, ratified a change in the methods used to determine the competitive equity rate so as to make its calculation more accurate with regard to the various social security and tax contributions paid by La Poste.

In application of this decree, the French State plans to recalculate the contributions paid for the years 2018 to 2020.

This adjustment was taken into account in the rates notified in 2021, 2022 and 2023, for an amount of €81 million for each of these three years.

In addition, effective from 1 January 2023, the French government removed the banking surcharge from the calculation of the rates payable by La Poste for employees of its banking business. This change reduced the rate paid by La Poste for 2023.

## 24.4 Post-employment and other similar benefits

Obligations for other post-employment benefits include:

- employee welfare services provided to retired civil servants;
- various allowance commitments.

### Measurement of the obligation

The total value of post-employment benefit obligations was estimated at €132 million at 31 December 2023, versus €426 million at 31 December 2022. In June 2023, La Poste decided to withdraw,

as from 1 January 2024, the loyalty bonus awarded to retired employees who paid their pensions into an account with La Banque Postale. The annual loyalty bonus was calculated at the *Livret A* rate on the pensions held in these accounts up to a maximum of €10,000. This decision reduced the related liability by €303 million.

In accordance with the option provided under Article L. 123-13 of the French Commercial Code, no provisions have been recorded in respect of these post-employment benefits.

## 24.5 Retirement benefits for La Poste's contract staff

### Description of existing plans

Employees who retire from La Poste and are eligible for a pension receive retirement benefits based on length of service and final salary.

### Amount recognised on the balance sheet

The amount of the provision recognised for retirement benefits for La Poste's contract staff (appearing under "Provisions for contingencies and losses" in the balance sheet) was €272 million at 31 December 2023 (€288 million at 31 December 2022). The decrease was mainly due to the impact of the pension reform.

## 24.6 End-of-career arrangements and retirement benefits

### Arrangements for part-time older employees (TPAS)

Under certain conditions, La Poste employees may benefit from arrangements for part-time older employees (TPAS), which are offered to some people who meet minimum-age (civil servants and contract staff) and length-of-service requirements. The scheme was first implemented in 2011 and is adjusted each year according to the demographic and economic conditions of the Company, as well as to the laws applicable to retirement.

### Amount recognised on the balance sheet

The amount of the corresponding provision (appearing under "Provisions for contingencies and losses" in the balance sheet) was €973 million at 31 December 2023 (€849 million at 31 December 2022). The increase in the statutory retirement age will extend the payment period for end-of-career arrangements, resulting in an incremental cost of around €260 million which is included in the provision at 31 December 2023.

The provision covers staff who joined the plan prior to the balance-sheet date. The plan was not extended before 31 December 2023 and, consequently, the provision does not take into account any new entrants beyond that date.

The procedures for implementing the TPAS scheme, renewed on 21 December 2021 for the period from 1 July 2022 to 30 June 2023, were extended in May 2023 until 31 December 2023, including for the special end-of-career benefit (*allocation spéciale de fin de carrière - ASFC*).

The main features of the TPAS scheme are as follows:

- concerning the age of entry into the scheme:
  - from 1 July 2022, enrolment in the scheme was possible:
    - from 56 and a half years of age (civil servants and staff in office roles) or from 54 years of age (civil servants in active roles) for persons working in a physically demanding position or who previously worked in such a position for at least ten years;
    - for persons not working in a physically demanding position, from 58 years of age (civil servants and staff in office roles) or from 55 years of age (civil servants in active roles);

- since 1 July 2023, enrolment in the scheme is possible:
  - from 57 years of age for persons working in a physically demanding position, as defined by the postal service, or who have a recognised disability;
  - from 59 and a half years of age for persons working in other positions;
- the scheme is open to civil servants and employees with permanent contracts who are working at La Poste on the enrolment date and have completed at least 15 years of service (enrolment on or before 30 June 2023) or at least 20 years of service (enrolment as from 1 July 2023);
- the length of the beneficiary's participation in the scheme is fixed upon enrolment and cannot be subsequently changed. Participation is for a minimum of one year and the maximum age at the end of the scheme corresponds to the pension eligibility age set by law;
- during their participation in the scheme, the beneficiary works part-time (70%) in an administrative position, with a proportional reduction in compensation;
- work during their participation in the scheme is arranged and divided between operating activities and a "support and advice" period;
- this scheme is open to all La Poste staff who meet the above conditions.

The scheme includes a social and solidarity-based economy-focused component, which was renewed for employees who want to use their experience to benefit charitable associations.

In addition to the above-mentioned conditions for accessing the TPAS scheme, beneficiaries must take the following steps before enrolling:

- obtaining prior approval from the department head;
- submitting an application to a host organisation approved by La Poste for the purpose of obtaining approval to join said organisation and defining the duties that will be assigned to the staff member;
- drawing up an availability agreement between La Poste and the host organisation as part of a skills-based volunteering initiative.

## 24.7 Other long-term benefits

### Description of existing plans

These are paid leave plans:

- time savings account: a plan whereby employees can carry forward some of their unused earned leave;
- supplementary leave: civil servants from French overseas departments or employees who work in French overseas departments receive supplementary paid leave, as well as travel expenses;
- long-term sick leave: payment in full or in part of the salaries of civil servants suffering from certain serious illnesses.

### Amount recognised on the balance sheet

The amount of the corresponding commitments recognised (appearing under "Provisions for contingencies and losses" in the balance sheet) was €357 million at 31 December 2023 (€355 million at 31 December 2022). These provisions are designed to cover the costs of individual members of the paid leave schemes described above at the balance-sheet date.

## 24.8 Personal training account (CPF)

Since 1 January 2015, the individual training rights accrued and not used by employees are transferable into each of their CPF (law no. 2014-288 of 5 March 2014 applicable as of 1 January 2015).

## NOTE 25 Other off-balance sheet commitments

### 25.1 Off-balance sheet commitments received

#### a) Off-balance sheet commitments received in relation to the consolidated group

Commitments received in connection with the Company's share capital: none.

Commitments relating to the disposal of business lines: none.

#### b) Off-balance sheet commitments received in relation to the Company's financing

Unused credit facilities and other potential sources of cash:

- On 16 March 2018, La Poste arranged a new five-year renewable credit facility for €1 billion, for which it received commitments from 11 banks in a banking pool. The new credit facility followed the termination of the previous credit facility set up in October 2011 with nine banks, for an amount of €650 million. The new facility has been extended by two years, with the final maturity date of the syndicated loan set at 16 March 2025. This facility had not been used at 31 December 2023.
- In November 2017, an amendment was made to the overdraft authorisation obtained by La Poste from La Banque Postale in 2012, increasing the authorised overdraft from €300 million to €400 million. The overdraft authorisation renews automatically every year. The overdraft had not been used at 31 December 2023.
- On 27 April 2023, La Poste rolled over its €400 million revolving credit facility with La Banque Postale for a five-year period. This facility had not been used at 31 December 2023.

Financial instruments:

- Financial instruments held and exercisable at a date after the balance-sheet date: none.

#### c) Off-balance sheet commitments received in relation to the Company's operating activities

Guarantees received as part of La Poste's everyday business:

- the total guarantees, endorsements and sureties received by La Poste as part of its everyday business amounted to €85 million at 31 December 2023;
- commitments received by La Poste in respect of property leases amounted to €76 million at 31 December 2023, including €68 million received from subsidiaries (Geopost, La Banque Postale, Asendia) and €8 million from third party lessees;
- in September 2022, La Poste signed an agreement with the French State, Ademe, financial backers and partners to implement the *Baisse les Watts* ("Lower the Watts") programme designed to help micro, small and medium-sized enterprises save energy.

The programme's backers committed to contributing €31 million for the 2022-2025 period, paid to La Poste, which will then transfer a share to its partners involved in implementing the programme.

At 31 December 2023, the remaining commitment was €14 million.



## 25.2 Off-balance sheet commitments given

### a) Off-balance sheet commitments given in relation to the consolidated group

- None.

### b) Off-balance sheet commitments given in relation to the Company's financing

#### Financial instruments:

- Financial instruments held and exercisable at a date after the balance-sheet date: none.

### c) Off-balance sheet commitments given in relation to the Company's operating activities

#### Future rental payment commitments:

- Commitments given by La Poste to group companies amount to €1,781 million, of which €1,360 million for property leases (La Poste Immo) and €421 million for vehicle leases (Véhiposte);
- La Poste has committed to paying leases outside the group, in an amount of €398 million.

#### Miscellaneous commitments:

- La Poste's miscellaneous commitments (purchase of goods and services) amount to €132 million;
- As part of the *Baisse les Watts* programme, La Poste has undertaken to pay a share of the funds received from the financial backers to the programme's partners. This commitment amounted to €14 million at 31 December 2023.

#### Obligation to employ disabled workers:

- On 6 January 2023, La Poste and the representative trade unions signed a national agreement to promote the employment of disabled people (AGEFIPH). Under the agreement, covering the 2023-2025 period, €11 million will be spent on improving the quality of life at work of disabled employees. At 31 December 2023, the outstanding commitment was €8 million.

#### Social housing fund commitments:

- In December 2022, La Poste signed a three-year agreement with Poste Habitat to fund and reserve rental accommodation for La Poste employees. The outstanding commitment under this agreement amounted to €7 million at 31 December 2023;
- In addition to this commitment, an addendum to the agreement on La Poste's social housing policy for the period from 2020 to 2022 was signed on 14 December 2023, granting an additional dedicated annual budget of €7 million for the period from 1 January to 31 December 2024 for the purchase of social housing reservations for postal workers, directly from social landlords.

**Finance leases:** none.

#### Investment commitments:

- Orders to non-current asset suppliers at the end of 2023 amounted to €60 million.

#### Commitments given in relation to donations and sponsorship:

- in June 2021, La Poste made a commitment to pay a total of €4.8 million to La Poste's Corporate Foundation from 2022 to 2026. At 31 December 2023, the commitment amounted to €2.9 million;
- La Poste's other commitments relating to philanthropy and partnership initiatives totalled €8 million at 31 December 2023, including €4.2 million related to the 2024 Olympic Games.

## NOTES TO THE CASH FLOW STATEMENT

### NOTE 26 Charges to and reversals of amortisation, depreciation and provisions for contingencies and losses

<i>(in € millions)</i>	2023	2022 pro forma	2022
Charges to/Reversals of operating profit/(loss)	412	607	67
Charges to/Reversals of net financial income/(expense)	33	123	123
Charges to/Reversals of non-recurring items	23	(14)	526
<b>TOTAL</b>	<b>468</b>	<b>716</b>	<b>716</b>

### NOTE 27 Change in working capital requirement

<i>(in € millions)</i>	2023	2022
Change in inventories and work-in-progress	(2)	(17)
Change in operating receivables	58	139
Change in operating payables	(15)	107
Change in other operating assets and liabilities	-	(101)
<b>TOTAL</b>	<b>41</b>	<b>128</b>

### NOTE 28 Payments for acquisitions of non-current assets

<i>(in € millions)</i>	2023	2022
Acquisitions of intangible assets	(223)	(210)
Acquisitions of property, plant and equipment	(215)	(186)
Changes in amounts due to suppliers of non-current assets	2	49
<b>TOTAL</b>	<b>(436)</b>	<b>(347)</b>

### NOTE 29 Proceeds from disposals of non-current assets

<i>(in € millions)</i>	2023	2022
Intangible assets and property, plant and equipment	22	4
Non-current financial assets	286	500
<b>TOTAL</b>	<b>308</b>	<b>504</b>

**NOTE 30 Bond issues**

<i>(in € millions)</i>	<b>2023</b>	<b>2022</b>
Bonds	1,850	1,550
Commercial paper	775	871
<b>TOTAL</b>	<b>2,625</b>	<b>2,421</b>

**NOTE 31 Repayment of borrowings**

<i>(in € millions)</i>	<b>2023</b>	<b>2022</b>
Bonds	(1,000)	-
La Poste savings bonds	(1)	(1)
Other borrowings	(470)	-
Commercial paper	(725)	(1,021)
<b>TOTAL</b>	<b>(2,196)</b>	<b>(1,022)</b>

**NOTE 32 Cash and cash equivalents at the balance-sheet date**

<i>(in € millions)</i>	<b>31/12/2023</b>	<b>31/12/2022</b>
Marketable securities and cash	3,312	4,607
Bank account credit balances	(105)	(38)
Subsidiaries' current accounts	(34)	(207)
<b>TOTAL</b>	<b>3,173</b>	<b>4,362</b>

## NOTE 33 Subsidiaries and equity investments

(in € millions)	Share capital	Equity other than capital	% of equity interest	Book value of shares held		Loans and advances granted by the parent company*	Pledges and guarantees by the Company	Revenue before tax 31/12/2023	Profit/(loss) at 31/12/2023	Dividends received by La Poste
				Gross value	Net value					
<b>Companies in which the gross value of the investment exceeds 1% of La Poste's share capital:</b>										
<b>SUBSIDIARIES (OVER 50%-HELD)</b>										
<b>Geopost</b>										
26, rue Guynemer 92130 Issy-les-Moulineaux	702	602	100%	1,240	1,240	3,871		93	(605)	63
<b>La Banque Postale</b>										
115, rue de Sèvres 75275 Paris Cedex 06	6,585	1,363	100%	6,821	6,821			4,860	290	576
<b>Poste Immo</b>										
111, bd Brune 75618 Paris Cedex 14	1,471	57	100%	1,493	1,493	1,083		110	22	40
<b>Mediapost SAS</b>										
19, rue de la Villette 69425 Lyon Cedex 3	24	(98)	100%	155	0	29		282	(100)	
<b>Mediapost Holding</b>										
17, rue de la Vanne 92120 Montrouge	64	(32)	100%	64	24	53		0	(2)	
<b>Docaposte</b>										
45-47, boulevard Paul Vaillant Couturier 94200 Ivry sur Seine	90	85	100%	447	447	853		1	39	
<b>La Poste Telecom</b>										
855, avenue Roger Salengro 92370 Chaville	166	(259)	51%	67	67			318	19	
<b>Viapost SAS</b>										
67, avenue de Fontainebleau 94270 Le Kremlin Bicêtre	16	17	100%	126	126			15	15	4
<b>EQUITY INVESTMENTS (BETWEEN 10%- AND 50%-HELD)</b>										
None										
<b>Other securities whose gross value does not exceed 1% of La Poste's share capital:</b>										
<b>SUBSIDIARIES/INVESTMENTS</b>				<b>198</b>	<b>175</b>	<b>1,171</b>				<b>1</b>
<b>TOTAL</b>				<b>10,610</b>	<b>10,392</b>	<b>7,059</b>				<b>684</b>

\* These consist solely of loans granted to leading subsidiaries, and therefore exclude Asendia loans for €540 million at 31 December 2023.

## 6.4 STATUTORY AUDITORS' REPORT ON THE FINANCIAL STATEMENTS

### For the year ended 31 December 2023

*This is a translation into English of the statutory auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.*

*This statutory auditors' report includes information required by European regulation and French law, such as information about the appointment of the statutory auditors or verification of the management report and other documents provided to shareholders.*

*This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.*

To the shareholders,

### Opinion

In compliance with the engagement entrusted to us by your General Meeting, we have audited the accompanying financial statements of La Poste for the year ended 31 December 2023.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the

Company as at 31 December 2023 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

### Basis for Opinion

#### Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Responsibilities of the Statutory Auditors relating to the audit of the financial statements" section of our report.

#### Independence

We conducted our audit engagement in compliance with independence requirements of rules required by the French Commercial Code (*code de commerce*) and the French Code of Ethics (*code de déontologie*) for statutory auditors for the period from 1 January 2023 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5-1 of Regulation (EU) N° 537/2014.

### Emphasis of Matter

We draw attention to the following matter described in Note II. C "Distinction between exceptional income to operating income" and II.G "Intangible and tangible assets depreciation" to the financial statements relating to a change in accounting method

occurring during the financial year relating to the classification of depreciation of intangible and tangible assets from exceptional income to operating income. Our opinion is not modified in respect of this matter.

### Justification of Assessments - Key Audit Matters

In accordance with the requirements of Articles L.821-53 and R.821-180 of the French Commercial Code (*code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statement.

#### Measurement of non-current assets related to the Group's Mail business

##### Description of risk

The Mail Cash-Generating Unit (CGU) corresponds to La Poste's Mail Business. This comprises intangible assets (software) and property, plant and equipment (handling/sorting machines, fixtures and fittings, IT equipment, etc.).

They are recognized in the balance sheet at their initial cost and amortized/depreciated over their estimated useful life as determined by management. They are tested for impairment whenever an indication of impairment is identified by management in order to determine a recoverable value and any adjustment that might be required to their carrying amount.

As at 31 December 2023, the carrying amount of these assets was written down in full on 31 December 2023 after taking into account net impairment in 2022 of €442 million of which €228 million on property, plant and equipment and €214 million on intangible assets. Indeed, as indicated in note 9.2 "amortization and depreciation" of tangible assets and in note 10.2 "intangible assets" the assets of the Mail Cash-Generating Unit (CGU) are always depreciated. The impairment test was carried out in accordance with the procedures set out in note II.G of the appendix to the annual accounts.

We considered that the valuation of fixed assets dedicated to the mail services of La Poste is a key audit matter due to the material nature of these assets and the related impairment, the degree of judgement surrounding management's projections and estimates at a time of uncertainty linked to the economic environment, due to the sensitivity of some of the assessments to operational, economic and financial assumptions and due to the inclusion of a share of the compensation for Universal Postal Service.

### How our audit addressed this risk

We assessed the consistency of the methodology used with the applicable accounting standards and examined the methodology for implementing impairment tests.

Our work consisted primarily in:

- Examining the identification of indications of impairment.
- Reconciling the value of the net economic assets tested with the underlying accounting data;
- Analyzing the components of the book value of the CGUs, and the consistency between the establishment of this value and the way in which projected future cash flows were determined with a view to estimating the recoverable amount;
- Examining the process for establishing provisions and assessing the consistency of cash flow projections with the information sources available to us, actual cash flows observed, data resulting from the Mail Department's budget process, and the priorities of the new strategic plan;
- With guidance from our internal specialists, analyzing the methodology used to calculate recoverable amounts and assessing the appropriateness and reasonableness of the measurement assumptions and inputs used (discount rate, normative growth rate);
- Examining the sensitivity tests carried out by management on changes in various inputs and assumptions;
- Analyzing the documentation that led to take into account the compensation for the universal postal service in the business plan and in the terminal value and the share of this compensation allocated to the mail business in it.

Finally, we have assessed the appropriateness of the disclosures made in the notes to the financial statements in note II-G "Impairment of intangible assets and property, plant and equipment", in note 9.2 "amortization and depreciation" of tangible assets and in note 10.2 "intangible assets".

## Measurement of equity investments

### Description of risk

At 31 December 2023, equity investments totaled €10,610 million (gross) and €10,392 million (carrying amount). They are recognized at cost less any provisions for impairment.

As stated in Note II.H (Equity investments) to the financial statements, impairment is recognized at the reporting date when an asset's fair value is less than its carrying amount. Fair value is generally calculated on the basis of the subsidiaries or entity's share of (potentially) consolidated equity or using the discounted cash flow method.

At 31 December 2023, equity investments represented a significant portion of La Poste SA's assets, and their fair values are based partly on estimates that require judgement by management. We therefore deemed their measurement to be a key audit matter.

### How our audit addressed this risk

We assessed the conformity of the methodology used with applicable accounting standards and the arrangements implemented to measure fair value.

When the fair value of equity investments was determined on the basis of the equity of a subsidiary or sub-group, we compared the value of the investments with the amount of equity shares held in the net assets of the subsidiary or sub-group.

When the fair value of equity investments was calculated on the basis of the discounted future cash flows of the subsidiary or sub-group in question, we:

- Compared the value to that of the discounted future cash flows for the subsidiary or sub-group.
- Assessed the relevance of the assumptions made by management, in particular the reasonableness of the cash flow projections based on our knowledge of the economic environment, as well as the reliability of the procedure for making estimates, by analyzing any material differences that arose between projected and actual cash flows in the past year;
- Analyzed the consistency of the inputs used to calculate the discount rates and growth rates applied to the cash flow estimates.

We also examined the appropriateness of the disclosures provided in the notes to the financial statements, particularly Note II.H (Equity investments), Note 11 (Non-current financial assets), and Note 33 (Subsidiaries and equity investments).

## Measurement of end-of-career arrangements

### Description of risk

At La Poste SA, there are several types of post-employment benefit plans, including end-of-career arrangements.

The commitment recorded in the financial statements corresponds to the costs relating to employees who had joined the plan at 31 December 2023, which represented €973 million at 31 December 2023.

The measurement of these commitments and the related expenses for the reporting period are described in Note II.P.3 (End-of-career arrangements) and Note 24.6 (End-of-career benefits) to the financial statements and are based on various assumptions, in particular the costs relating to each plan, the estimated number of enrolments at year-end and, for off-balance sheet commitments, the probability of future enrolments, assessed on the basis of enrolment rates in previous years and management's best estimates.

Changes in some of these assumptions could have a significant impact on the valuation of the liability recognized and on the Company's earnings.

Due to the materiality of the amounts concerned and the degree of judgement required by management, we deemed the measurement of end-of-career arrangements to be a key audit matter.

### How our audit addressed this risk

We assessed the underlying data used by the Company to measure the amount of the provision recorded as well as the corresponding off-balance sheet commitments.

Our work consisted in:

- Gaining an understanding of the process used to measure commitments relating to end-of-career arrangements.
- Gaining an understanding of the internal control procedures put in place concerning the measurement of these commitments.
- Testing the effectiveness of the controls put in place by the Company to determine the costs to be used in the measurement of end-of-career arrangements (identification of beneficiaries, authorizations, determination of the cost of each plan, etc.), which we considered important for our audit.

We also assessed the assumptions used by the Company to assess the amount of the provision and off-balance sheet commitments to be recorded and the methodology applied, including:

- The relevance of the methodology applied with respect to the relevant accounting standards.

- The consistency of the assumptions used to determine the amount of the provision, with the assistance of our internal specialists.
- The consistency of the data used in the calculations, by comparing it to historical data observed for previous plans and the Company's estimates for current plans.
- The appropriateness of the disclosures provided in Note II.P.3 (End-of-career arrangements) and Note 24.6 (End-of-career benefits) to the financial statements.

## Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by French law and regulations.

### Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the Board of Directors' management report and in the other documents with respect to the financial position and the financial statement provided to the shareholders.

In accordance with French law, we report to you that the information relating to payment times referred to in Article D.441-6 of the French Commercial Code (code de commerce) is fairly presented and consistent with the financial statements.

### Information relating to corporate governance

We attest that the corporate governance section of the Board of Directors' report sets out the information required by Articles L.225-37-4 and L.22-10-10 of the French Commercial Code (code de commerce).

### Other Informations

In accordance with the law, we have ensured that the various information relating to the acquisition of shares and control has been communicated to you in the management report.

## Report on Other Legal and Regulatory Requirements

### Format of presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of the Chairman and Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your Company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

### Appointment of the Statutory Auditors

We were appointed as statutory auditors of LA POSTE by your General Meeting of 8 June 2021 for Mazars and by the inter-ministerial decree of 29 June 2009 for KPMG Audit.

As at 31 December 2023, MAZARS was in the third year of its mandate without interruption and KPMG Audit was in the fifteenth year of its mandate without interruption.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and

risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

## Statutory Auditor's Responsibilities for the Audit of the Financial Statements

### Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L. 821-55 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.

- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

### Report to the Audit Committee

We submit a report to the Audit Committee, which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.821-27 to L.821-34 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

The Statutory Auditors  
Paris La Défense, 26 March 2024

Mazars

KPMG

Gonzague Senlis  
Associé

Charles De Boisriou  
Associé

Stéphanie Millet  
Associée







# 7

## ADDITIONAL INFORMATION

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## 7.1 GENERAL INFORMATION ABOUT THE COMPANY AND ITS CAPITAL

### 7.1.1 Capital and shareholding

#### Information about capital and shares at 31 December 2023

Number of issued, fully paid-up shares	2,928,892,946
Par value of shares	€2
Type of shares issued	Ordinary shares
Amount of issued share capital	€5,857,785,892
Shares not representing share capital	
Shares held by the issuer or its subsidiaries	
Other securities giving access to share capital	None
Terms of any acquisition rights and/or requirements attached to but unpaid share capital	
Pledges of Company securities	
Shares required to change the rights of shareholders	Only the Extraordinary General Meeting is authorised to amend any of the provisions of the Articles of Association. However, it may not increase shareholders' commitments, except through transactions resulting from a lawful grouping of shares.
Information on the share capital of any group company under option or agreed conditionally or unconditionally to be put under option	There are no options or conditional or unconditional agreements to buy or sell the shares of La Poste Groupe subsidiaries.

#### Rights attached to shares

Each share grants a right to the profits and Company assets in proportion to the percentage of the share capital that it represents. It also confers the right to vote and be represented at General Meetings under the conditions provided for by law and the Articles of Association. Each share confers a right to information and communication as provided for in Articles L. 225-115 *et seq.* of the French Commercial Code (*Code de commerce*). Ownership of a share automatically implies compliance with the Articles of Association and the decisions of the General Meeting.

Shareholders' losses are limited to their investments.

Heirs, creditors, assignees or other representatives of a shareholder may not require the sealing of the Company's property or securities, nor request a division or sale, nor interfere in the work of the directors; to exercise their rights they must refer to the statements of Company assets and liabilities and the decisions of the General Meeting.

Whenever ownership of more than one share is necessary to exercise any right, in the event of an exchange, consolidation or grant of shares, or as a result of a capital increase or reduction, merger or any other corporate transaction, owners of single shares or a number lower than the required amount may exercise this right only if acting on behalf of a group or by buying or selling the necessary amount of shares.

La Poste has issued only one class of shares.

## History of the share capital

Until its conversion to a *société anonyme* (French public limited company), La Poste – as a public industrial and commercial entity – had no share capital.

Date	Transaction	Par value of shares (in €)	Number of shares issued	Capital increase/ (reduction) (in €)	Cumulative number of shares	Total share premium and reserves (in €)	Amount of share capital (in €)
01/03/2010	Subscription by the French State	2	500,000,000	1,000,000,000	500,000,000		1,000,000,000
06/04/2011	Capitalisation of reserves	4	500,000,000	1,000,000,000	500,000,000		2,000,000,000
06/04/2011	Issue and subscription of BSA warrants	4	350,000,000	1,400,000,000	850,000,000	700,000,000	3,400,000,000
15/04/2013	Increase in capital through exercise of ABSA shares with warrants attached	4	100,000,000	400,000,000	950,000,000	200,000,000	3,800,000,000
04/03/2020	Reduction in capital	2	950,000,000	(1,900,000,000)	950,000,000	1,900,000,000	1,900,000,000
04/03/2020	Increase in capital through contributions in kind	2	782,425,682	1,564,851,364	1,732,425,682	403,487,705.27	3,464,851,364
04/03/2020	Increase in capital through capitalisation of share premium	2	950,000,000	1,900,000,000	2,682,425,682	900,000,000	5,364,851,364
08/06/2022	Increase in capital following the payment of scrip dividends	2	127,737,226	255,474,452	2,810,162,908		5,620,325,816
22/06/2023	Increase in capital following the payment of scrip dividends	2	118,730,038	237,460,076	2,928,892,946		5,857,785,892

On 1 March 2010, the day the group's status changed to a *société anonyme* (French public limited company), its share capital was set at €1 billion divided up into 500 million ordinary shares with a par value of €2 per share.

Since the transformation of the Company, the share capital has changed on several occasions. Its recent changes are as follows:

On 4 March 2020, in consideration for the contributions mentioned above, the Extraordinary General Meeting of La Poste's shareholders decided:

- concerning the French State contribution:
  - to increase La Poste's share capital by a total nominal amount of €41,505,520, through the creation of 20,752,760 ordinary shares of a par value of €2 each (subject to the recognition of the reduction in the Company's share capital through the reduction in the par value of the Company's shares), allocated to the French State as remuneration for its contribution, and
  - to create a contribution premium of €63,906,231.52 under La Poste's liabilities, in an account entitled "Contribution premium" to which any La Poste shareholders, old and new, shall be entitled and to which any allocation voted by the General Meeting will be made, to be calculated as the difference between the value of the State contribution (i.e., €105,411,751.52) and the par value of the shares allocated as remuneration for the French State contribution (i.e., €41,505,520);
- concerning the Caisse des Dépôts contribution:
  - to increase La Poste's share capital by a total nominal amount of €1,523,345,844, through the creation of 761,672,922 ordinary shares of a par value of €2 each (subject to the recognition of the reduction in the Company's share capital through the reduction in the par value of La Poste's shares) allocated to CDC as remuneration for its contribution, and
  - to create a contribution premium of €339,581,473.75 under La Poste's liabilities, in an account entitled "Contribution premium" to which any La Poste shareholders, old and new, shall be entitled and to which any allocation voted by the

General Meeting will be made, to be calculated as the difference between the value of the CDC contribution (i.e., €1,862,927,317.75) and the par value of shares allocated as remuneration for the CDC contribution (i.e., €1,523,345,844);

- as a consequence of the French State and CDC contributions and the corresponding increases in the share capital of La Poste to remunerate them, the Extraordinary General Meeting noted that:
  - the condition precedent of the reduction in share capital voted by the Extraordinary General Meeting on 21 November 2019 had been met, and
  - the immediate and permanent reduction in the share capital agreed at La Poste's General Shareholders' Meeting of 21 November 2019 in the amount of €1,900,000,000, reducing La Poste's share capital from €3,800,000,000, its current amount, to €1,900,000,000, through the reduction of the par value of each of the 950,000,000 shares that make up La Poste's share capital from €4 to €2, with the allocation of the total amount of this reduction in La Poste's share capital, i.e., €1,900,000,000, to a share premium account (the "Share premium") that is unavailable for distribution but intended to be reincorporated into La Poste's share capital following the completion of the increases in La Poste's share capital made to remunerate the French State contribution and the CDC contribution;
  - subsequently, the Extraordinary General Meeting noted the immediate and permanent completion of the French State contribution and the increase in La Poste's share capital and the immediate and permanent completion of the CDC contribution and the increase in La Poste's share capital, as described above;
  - lastly, the Extraordinary General Meeting voted to increase La Poste's share capital by incorporating the total capital of the Share premium, i.e., €1,900,000,000, bringing the share capital from €3,464,851,364.00 to €5,364,851,364. The total increase in share capital is allocated to the "Share premium" item, the amount of which is brought from €2,800,000,000 to €900,000,000.

This capital increase is achieved through the creation of 950,000,000 new free and fully paid-up ordinary shares, of a par value of €2 each, allocated to shareholders on a pro rata basis according to their respective equity investments in La Poste.

As a result of these transactions, La Poste's share capital now stands at €5,364,851,364 divided into 2,682,425,682 ordinary shares with a par value of €2 each.

On 8 June 2022, La Poste's General Meeting decided to distribute dividends in cash with an option to pay scrip dividends in the amount of €315 million.

On 16 June 2022, the Board of Directors noted the subscription by the two shareholders and the corresponding completion of the increase in capital, which now amounts to €5,620,325,816, divided into 2,810,162,908 ordinary shares with a par value of €2 each.

On 22 June 2023, La Poste's General Meeting decided to distribute dividends in cash with an option to pay scrip dividends in the amount of €316 million.

On 12 July 2023, the Board of Directors noted the subscription by the two shareholders and the corresponding completion of the increase in capital, which now amounts to €5,857,785,892, divided into 2,928,892,946 ordinary shares with a par value of €2 each.

## Major shareholders

The French State and Caisse des Dépôts hold all share capital and voting rights in La Poste. The ownership and voting rights structure has remained stable over the past three years.

Shareholder	2023 <sup>(a)</sup>			2022 <sup>(b)</sup>	2021 <sup>(b)</sup>
	Number of shares	% capital	% voting rights	Number of shares	Number of shares
French State	995,821,726	34%	34%	955,453,589	912,023,016
Caisse des Dépôts	1,933,071,220	66%	66%	1,854,709,319	1,770,402,666
<b>TOTAL</b>	<b>2,928,892,946</b>	<b>100%</b>	<b>100%</b>	<b>2,810,162,908</b>	<b>2,682,425,682</b>

(a) Since 12 July 2023.

(b) The percentages of capital and voting rights from 2021 and 2022 are unchanged from those in 2023.

### Control of La Poste

Article 1-2 of French law no. 90-568 of 2 July 1990, as amended by law no. 2019-486 (PACTE law of 22 May 2019), provides that the share capital of La Poste shall be entirely public. It is held by the French State and Caisse des Dépôts, with the exception of the portion of the share capital that may be held by way of employee shareholding under the conditions set out in the same law. Since 4 March 2020, Caisse des Dépôts holds exclusive control of La Poste.

### Known agreements that could lead to a change of control

Not applicable at the date of publication of this document.

### Items likely to have an impact in the event of a tender or exchange offer

Not applicable because La Poste's shares are not listed.

### Provisions that could delay or prevent a change of control

In accordance with the provisions of Article 1-2 of the aforementioned law of 2 July 1990 in the wording introduced by law no. 2019-486 of 22 May 2019 on business growth and transformation, the Company's share capital is entirely public. It is held by the French State and Caisse des Dépôts, with the exception of the portion of the share capital that may be held by way of employee shareholding under the conditions set out in the aforementioned law of 2 July 1990.

### Provisions setting the threshold above which all equity investments must be disclosed

None.

### Conditions governing changes in share capital

The share capital may be increased, reduced or written down under the conditions set forth by law.

### Dividend policy

La Poste paid no dividends for the 2020 financial year.

For the 2021 financial year, La Poste paid a dividend of €724 million, of which €315 million was paid in shares.

For the 2022 financial year, La Poste paid a dividend of €421 million, of which €316 million was paid in shares.

The amount of the dividend to be distributed in 2024 for the 2023 financial year will be decided by the Board of Directors on 4 April 2024 and submitted to the approval of the Ordinary General Meeting of June 2024.

## 7.1.2 General information about the Company and the main provisions of the Articles of Association

### Information about the Company

Company name	La Poste
Registration place and number	The Company is registered in the Paris Trade and Companies Register under number 356 000 000. NAF Code (Trade Sector Code): 5310Z (formerly APE code: 641 A). LEI number: 9695000YG7TR7PAP0L59.
Date of incorporation and duration of the Company	La Poste was incorporated as an <i>établissement public industriel et commercial</i> (French public industrial and commercial entity – EPIC) under French law no. 90-568 of 2 July 1990 and was converted to a <i>société anonyme</i> (French public limited company – SA) by law no. 2010-123 of 9 February 2010. The duration of the Company is 99 years as from 1 March 2010. Barring an early wind-up or an extension, the Company will cease to exist on 1 March 2109.
Registered office	The registered office of the Company is located at 9, rue du Colonel-Pierre-Avia, 75015 Paris, France. The telephone number for the registered office is +33 (0)1 55 44 00 00.
Legal form and governing law	La Poste is a <i>société anonyme</i> (French public limited company) with a Board of Directors. It is subject to the legal and regulatory provisions applicable to public limited companies, including the French Commercial Code, in that it is not affected by any special provisions, such as Order no. 2014-948 of 20 August 2014 relating to the governance and transactions involving the share capital of state-owned companies, or law no. 90-568 of 2 July 1990 relating to the organisation of La Poste and France Télécom’s public service, as amended by law no. 2019-486 of 22 May 2019 (PACTE law). The regulations applicable to La Poste are described in Chapter 1 of this document.
Information on branches	At 31 December 2023, La Poste listed more than 8,791 secondary establishments, which are registered with the Trade and Companies Registers listed in the Company’s business registration certificate ( <i>Kbis</i> ), and which do not meet the management autonomy criterion required to qualify as a branch (Article L. 231-1 of the French Commercial Code).
Available documents	All documents made available to the public under the legal conditions can be consulted at the registered office of La Poste Groupe. The group’s Articles of Association are available on its website <a href="http://www.groupelaposte.com">www.groupelaposte.com</a> . The group’s Universal Registration Documents and its consolidated financial statements for the last ten financial years are also available under the heading “Investors” of the group’s website.

### Main provisions of the Articles of Association

#### Corporate purpose

The Company fulfils a public service mission and public interest role and conducts other business in accordance with French law no. 90-568 of 2 July 1990, its Articles of Association and legislation governing each of its business activities.

The public service missions and public interest role include:

- universal postal service;
- contribution to regional planning and development through its network of service points;
- press transport and delivery;
- accessible banking under the terms set out in Articles L. 221-2 and L. 518-25-1 of the French Monetary and Financial Code (*Code monétaire et financier*).

In accordance with the rules of ordinary law, the Company performs any other activities involving the collection, sorting, transportation and delivery of postal items, mail of any type, objects and goods, and any other local services, digital solutions, services to individuals, e-commerce and urban logistics, and, through its subsidiaries, banking and insurance activities.

The Company is authorised – in France and abroad, independently or through subsidiaries or associated companies – to conduct any business that directly or indirectly relates to its legally defined obligations and business activities, as well as any other business covered by its Articles of Association.

This includes any kind of involvement in any operations or business relating to any of the aforementioned objectives or likely to increase the value of the Company’s assets through the creation of new companies or enterprises, the contribution, subscription or purchase of any kind of shares, rights, interests or equity investments in any existing or future company or enterprise, mergers, partnerships or any other association, and more generally the execution of any commercial, industrial, technical, financial, service, real estate or securities transaction – on behalf of third parties, on a proprietary basis or as part of a joint venture – directly or indirectly, in whole or in part, relating to any of the aforementioned objectives, any similar, complementary or connected objectives, or any objectives likely to contribute towards the Company’s business development.

## Nature of the Company

The Ordinary General Meeting of the Company of 8 June 2021 added two paragraphs to Article 1 of the Articles of Association, as follows:

### Purpose (*raison d'être*)

The Company's purpose is: "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".

### Social and environmental objectives

As part of its role as a mission-led company (*entreprise à mission*) within the meaning of Article L. 210-10 of the French Commercial Code, the Company sets itself the following objectives:

- contribute to the development and cohesion of local areas;
- foster social inclusion;
- promote ethical, inclusive and affordable digital services;
- work to accelerate the environmental transition for all.

## Management bodies

The Company is administered by a Board of Directors, the composition of which complies with the provisions of Article 10 of the French law of 2 July 1990, as amended, and Title II of the aforementioned Order of 20 August 2014, to which this Article 10 refers explicitly (see Chapter 5 "Governance").

## General Meetings

### Ordinary General Meeting

The Ordinary General Meeting is called to make all decisions that do not alter the Articles of Association. It is held at least once a year, within six months of each fiscal year-end, to approve the annual financial statements. A legal ruling may grant an extension to this deadline.

When first called, its decisions will only be valid if those shareholders present or represented, or having voted by post, hold at least one-fifth of the shares to which voting rights are attached. If a second meeting is held, no quorum is required. Decisions are made on the basis of a majority of votes cast by those shareholders present, represented or having voted by post.

### Extraordinary General Meeting

Only the Extraordinary General Meeting is authorised to amend any of the provisions of the Articles of Association. However, it may not increase shareholders' commitments, except through transactions resulting from a lawful grouping of shares.

Subject to any legal provisions to the contrary, decisions will only be valid if those shareholders present or represented, or having voted by post, hold at least one-quarter of the shares to which voting rights are attached at the first meeting, or one-fifth at the second. If the latter is inquorate, the second meeting may be adjourned for up to two months from the date when it was convened.

Subject to any legal provisions to the contrary, decisions require a two-thirds majority of votes cast by those shareholders present, represented or having voted by post. The votes cast do not include those attached to shares for which the shareholder has not voted, has abstained or has cast a ballot that was blank or void.

## 7.1.3 Material contracts

At the date of publication of the financial information, in addition to the agreements referred to in the Statutory Auditors' special report on related-party agreements, the Company had entered into the following material contracts:

- Public Service Agreement (see Section 1.6 "Public service missions");
- agreements with La Banque Postale (see Section 1.3 "La Banque Postale");
- shareholders' agreement dated 3 March 2020 as part of the transaction described in Section 7.1.1 "Capital and shareholding".

## 7.2 DUTY OF CARE PLAN

### 7.2.1 Regulatory framework and governance

#### Legal framework

La Poste Groupe has a zero-tolerance approach to non-compliance with the duty of care which could undermine the group's human, social and societal values and the trust of its employees and partners.

In accordance with French law no. 2017-399 of 27 March 2017 on the duty of care of parent companies and subcontracting companies (hereinafter, the "duty of care law"), La Poste Groupe draws up a duty of care plan each year and ensures compliance with the legal provisions relating to human rights, fundamental freedoms, health and safety and environmental protection. The preparation of this plan is discussed each year with the representative trade unions on La Poste's Employee Dialogue Committee.

In 2023, the group drew up a duty of care policy, emphasising its lack of tolerance for non-compliance risks and its commitment to

set an example. This policy sets out the expectations and guiding principles for each of the five measures relating to the duty of care plan, which must include:

1. a risk map for their identification, analysis and prioritisation;
2. procedures for the regular assessment of the situation of subsidiaries, subcontractors or suppliers with which there is an established commercial relationship, with regard to the risk map;
3. appropriate actions to mitigate risks or prevent serious harm;
4. a whistleblowing system to report the suspicion or occurrence of a serious violation, established in consultation with trade unions;
5. a system for monitoring the measures implemented and assessing their effectiveness.

It is the responsibility of each of the entities<sup>(1)</sup> and their senior executives to take the necessary measures to ensure that the policy they implement complies with this policy. The group's foreign subsidiaries must also take into account the applicable local legislation. If local regulatory requirements are less restrictive, every entity is expected to establish a system in line with the principles laid down by the group. In the case of more restrictive local provisions, additional and tailored measures will have to be implemented by the entities while remaining in compliance with the group's rules.

This policy complements the group's other commitments and policies related to the three themes of the duty of care (e.g., "human rights" policy, "diversity and inclusion" policy, "occupational health and safety" policy, "responsible purchasing" policy, "climate and energy" policy, "biodiversity" policy), described in the following sections.

#### Update on the ruling of 5 December 2023 by the Paris Judicial Court

La Poste has taken note of the decision handed down on 5 December 2023 by the Paris Judicial Court, which dismissed a portion of the claims made by the *Sud PTT* trade union. This judgement follows three formal notices issued by the union and the summons served on La Poste at the end of 2021 concerning its duty of care plan.

On the merits, the decision of the Paris Judicial Court is based on the duty of care plans for 2019 and 2020. While the Paris Judicial Court ordered La Poste to complete the risk mapping, adapt the resulting procedures for assessing subcontractors and publish a real system for monitoring duty of care measures, the judges dismissed all of the *Sud PTT* union's claims regarding additional safeguard and duty of care measures concerning subcontracting, the fight against harassment, psychosocial risks and the fight against undeclared work.

In addition, despite the absence of a decree implementing the law, leaving the companies in a state of legal uncertainty, La Poste has always been firmly committed to a process of continuous improvement, which the court recognised: "(...) *La Poste annually modifies and enriches its duty of care plan, which it began to develop upon the entry into force of Law no. 2017-399 of 27 March 2017. The comparison of the plans established for 2020 and 2021 demonstrates significant progress as part of a dynamic improvement process.*"

La Poste reiterates its full support for the values advocated by the law and undertakes to do its utmost to comply with the judgement.

On 8 March 2024, it lodged an appeal against the judgment, claiming that several aspects regarding the interpretation and application of the duty of care law could not be challenged either in fact or in law. It considers that an appeal had to be lodged to clarify certain points of interpretation and application of the duty of care law, in the absence of a decree specifying the terms of application of this law, and particularly in the event where the European Union duty of care directive might not ultimately be adopted (this adoption process currently appears to be blocked).

A new chamber responsible for disputes regarding the duty of care and ecological responsibility has just been set up at the Paris Court of Appeal. The first decision on the merits, which concerns numerous French companies subject to this law, should be analysed by this specialised court, all the more so if the harmonisation of the European legal framework through the directive is not achieved.

#### Scope of application

La Poste Groupe's duty of care plan covers:

- the activities of La Poste SA, which include those of the Services-Mail-Parcels and Retail Customers & Digital Services business lines;
- the activities of the group's subsidiaries, directly or indirectly owned and controlled within the meaning of Article L. 233-16-II of the French Commercial Code<sup>(2)</sup>;
- the activities of suppliers and subcontractors with whom the group and its subsidiaries maintain an established commercial relationship;
- La Banque Postale's financing and investment activities<sup>(3)</sup>.

#### Group business model

As a leading provider of local human services, La Poste relies on a multi-business model. The group's commitment to serving the public interest is in line with its public service missions. La Poste Groupe supports the changes that are impacting society, the environment and local regions. It generates 44% of its operating revenue in the international market (26% in the European Union and 18% in the rest of the world), operating in 63 countries on five continents, mainly through its logistics and insurance activities.

(1) The term "entities" refers to La Poste SA (including the Services-Mail-Parcels, Retail Customers & Digital Services business lines) and all companies controlled directly or indirectly, within the meaning of Articles L. 233-1 and L. 233-3 of the French Commercial Code.

(2) See the group organisational chart presented in the introduction of Chapter 1 "Business overview".

(3) Excluding the subsidiaries of La Banque Postale and CNP Assurances.



## CHANGES IN SOCIETY

Digital transition

Environmental and energy transition

Regional transition

Demographic and social transition

## MACROECONOMIC

High inflation

Slower growth

## OUR RESOURCES

## Human capital

- **232,700** employees, including: **22.9%** outside France close to **10,000** in IT businesses (data/AI)

## Industrial and commercial capital

- Nearly **107,000** vehicles, **37%** of which are electric<sup>(1)</sup>
- More than **11,000** buildings France-wide, **89%** of which are powered by renewable electricity
- Digital infrastructure (hosting, data lakes)
- La Banque Postale: **11<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
- **108,000** pick-up points in retail outlets and lockers worldwide
- RFAR-labelled responsible purchasing and supplier relationships policy<sup>(3)</sup>
- **Doubling** of the number of La Poste digital identities certified by ANSSI in 2023<sup>(4)</sup>

## Financial capital

- Stable, long-term ownership structure (100% public capital)
- **€22.4bn** in attributable equity

## Intellectual capital

- Image of trust, proximity
- Brand portfolio
- Innovation (e.g., 3 venture capital funds: La Poste Ventures, 115K and Open CNP)

<sup>(1)</sup> Light commercial vehicles, Staby, e-bikes, trolleys and trucks.

<sup>(2)</sup> Source: Total 2022 assets reported by a panel of 20 eurozone banks.

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

<sup>(4)</sup> French National Information Systems Security Agency.

## La Poste 2030, committed for you

La Poste was the first public-sector company to define its **PURPOSE** and become a **MISSION-LED COMPANY**.



## A compelling purpose

“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 development dynamics driven by the business lines

- **Consolidate the group's core historical activities**  
mail, network, and public service missions
- **Accelerate the group's growth drivers**  
– logistics and bancassurance –  
by adapting to market trends
- **Lay the foundations for future growth**  
based on digital trust and local human services
- **Increase demands in terms of profitability and critical mass**  
Closer monitoring of performance indicators and enhanced risk management



## Four cross-cutting levers for action

- **Customer priority**  
Serve customers with the highest level of quality
- **Social and environmental commitment**  
Engage as a leading company in the environmental transformation and provide proof of our corporate citizenship
- **Digitalisation and innovation**  
at the heart of the group's transformation as drivers of efficiency and value proposition
- **Labour-management agreement and management culture**  
with the support of postal workers



## An objective of profitable and responsible growth

Achieve an economically self-sufficient and sustainable model

DEVELOPMENTS

STRUCTURAL SHIFTS IN OUR BUSINESSES

High interest rates

Lower mail volumes

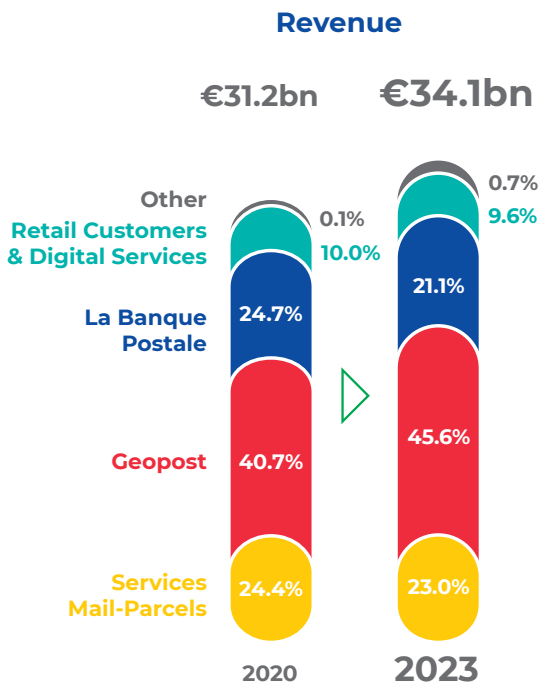
Lower post office footfall

Slower growth in parcel volumes

Mounting environmental constraints

A multi-business model

OUR VALUE CREATION



44% of revenue generated internationally in 2023

4 modernised public service missions

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

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

For the planet

- Carbon pathways of businesses in line with the Paris Agreement (1.5°C)
- La Banque Postale: 1<sup>st</sup> European bank with a validated SBTi pathway
- Close to **87,000 tonnes** of material collected for recycling and reuse

For regions

- 97%** of the population in France located within 5 km or 20 minutes by car from a contact point
- €4.5bn** in annual loan originations with local authorities
- 444,000** direct, indirect and induced jobs in regions

For our customers

- More than **15bn** items delivered in 2023
- The group's websites and digital applications were visited by:
  - 24.9m per month on laposte.fr
  - 23.6m since the launch on myDPD
  - 6.9m per month on labanquepostale.fr
- 1.3m** customers benefiting from the accessible banking mission

For our employees

- Professional equality index of **94/100**
- Digital, AI and data training
- High level of postal worker engagement measured in the annual survey

For our suppliers

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

For our shareholders and investors

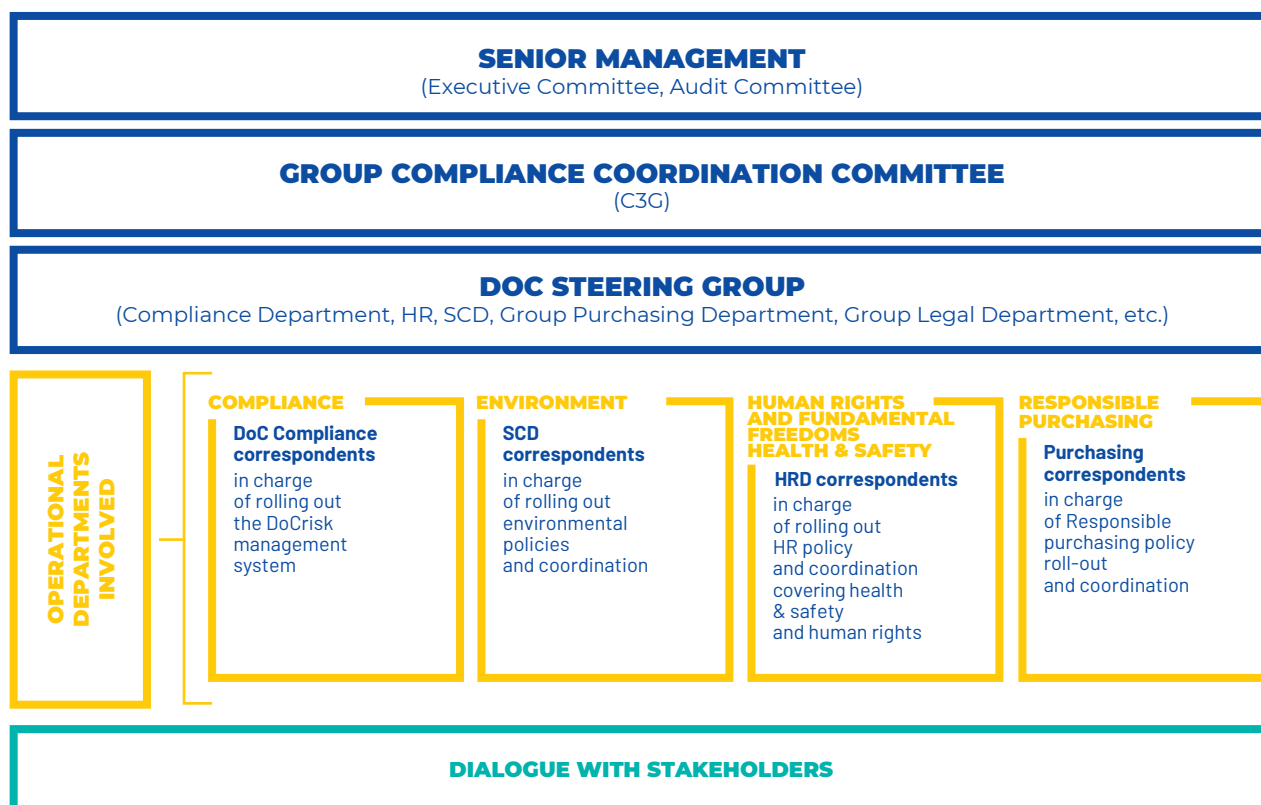
- Non-financial performance:
  - Top 6% (all sectors) – Leadership CDP Climate Change, top 2% of suppliers according to EcoVadis and equal second place (all sectors) by Moody's ESG Solutions
- Credit ratings maintained: S&P Global A+, Fitch Ratings A+

## Governance

The duty of care is upheld at the highest level by La Poste Groupe's management. Each senior executive and member of the Executive Committee formally undertakes to comply with La Poste Groupe's compliance policy guidelines. These undertakings were renewed in December 2023. In so doing, the senior executives endorse La Poste Groupe's duty of care plan aimed at preventing and mitigating these risks, which they undertake to deploy within their entities. The measures are being rolled down in a manner adapted and proportionate to the specific nature of their activities and their exposure to risks.

These issues are shared with La Poste Groupe's shareholders. Compliance issues are incorporated into the agendas of the group Executive Committee and the Audit Committee. A Compliance Coordination Committee, made up of the people responsible for compliance issues in the group's business lines and entities, shares the strategic dimension of compliance issues, the roadmap and performance indicators.

### The duty of care governance



In operational terms, the duty of care is the responsibility of the group Compliance Department, which reports directly to the Executive Vice President, General Secretary of La Poste Groupe. It is supported by a specific Steering Committee dedicated to the duty of care, which includes the officers of the operational departments and of the entities, to ensure the effective implementation of the measures in the duty of care plan (annual risk mapping campaign, self-assessment system, implementation of risk prevention and mitigation measures, reporting).

In 2023, this Committee met three times. The group's Compliance Department also organised around ten themed workshops, focusing mainly on the methodology of risk mapping and the whistleblowing system.

Following the principle of subsidiarity, the implementation of the measures of the duty of care plan is delegated to the business lines and first-tier subsidiaries, which are responsible for doing the same within their scope.

## 7.2.2 Risk mapping

In accordance with the law, the group conducts an annual risk mapping. The summary of this work and, more generally, the duty of care plan, is subject to consultation by La Poste Employee Dialogue Committee (*Commissions de Dialogue Social de La Poste - CDSP*)<sup>(1)</sup> and is presented to the Group Risk Committee and senior management.

### Risk analysis methodology

The mapping is based on a risk framework described below and covers the three duty of care topics. It is developed by La Poste Groupe's Compliance Department based on the main international

treaties and conventions (e.g., Universal Declaration of Human Rights, International Labour Organization Fundamental Conventions, Paris Climate Agreement). It is updated annually based on the analysis of the results of the previous year's risk mapping, regulatory changes and changes in the group's activities.

### La Poste Groupe's risk framework in 2023

Category of risks	Type of risks	Description of risks
Human rights and fundamental freedoms	Child labour	<ul style="list-style-type: none"> <li>Non-compliance with the requirements regarding the minimum age for employment</li> </ul>
	Forced labour	<ul style="list-style-type: none"> <li>Work or service obtained from a person under threat of punishment and for which the person has not offered himself/herself voluntarily</li> <li>Non-payment of working hours</li> <li>Forced labour of migrants who may be abused due to their situation</li> </ul>
	Employment conditions	<ul style="list-style-type: none"> <li>Undeclared work</li> <li>Payment of less than the legal minimum wage</li> <li>Non-compliance with legal working hours or excessive working hours</li> <li>Unfair contract conditions</li> </ul>
	Freedom of association and the right to collective bargaining	<ul style="list-style-type: none"> <li>Failure to respect the right of workers to form or join a trade union</li> <li>Non-implementation of employee dialogue with staff representatives</li> <li>Hindrance to the right to strike</li> </ul>
	Discrimination in employment	<ul style="list-style-type: none"> <li>Discrimination based on gender, age, health status or disability, sexual orientation, origin, politics, trade union membership, religious convictions, etc.</li> </ul>
Health and safety	Serious workplace accidents	<ul style="list-style-type: none"> <li>Unhealthy working environment and/or equipment that does not comply with current safety standards</li> <li>Lack of mandatory protective equipment</li> <li>Insufficient employee training in the field of occupational health and safety</li> </ul>
	Toxic products and occupational risks	<ul style="list-style-type: none"> <li>Harm to health caused by chemical, physical and biological substances and agents used or entrusted to the company for treatment</li> </ul>
	Harassment and violence	<ul style="list-style-type: none"> <li>Psychological and/or sexual harassment</li> <li>Assaults and/or serious threats to health</li> </ul>
Environment	Pollution	<ul style="list-style-type: none"> <li>Risks related to air, soil and water pollution</li> <li>Risks of emission of air pollutants such as fine particles and nitrogen oxides into the atmosphere related to transport and delivery activities</li> <li>Risk of leakage of toxic chemicals, oil leakage or spillage of hazardous products due to explosion/fire caused by improper storage of equipment or chemical products, or an accident involving vehicles transporting chemicals</li> </ul>
	Greenhouse gas emissions (GHG)	<ul style="list-style-type: none"> <li>Failure to comply with the pathway to reducing GHG emissions from transport and delivery activities, as well as from the energy consumption of sites</li> </ul>
	Biodiversity	<ul style="list-style-type: none"> <li>Risks of harm to biodiversity due to land take</li> </ul>

(1) The CDSP is composed of trade union representatives at national or local level.

Each entity may supplement this framework according to the specific risks of their activities or geographical locations. For example, in 2023, La Banque Postale (excluding La Banque Postale Asset Management and CNP Assurances) incorporated into the framework a new risk specific to financing and investments following:

- an in-depth definition of potential indirect impacts on stakeholders and the environment;
- an adaptation of impact analysis scales (see OECD criteria below) to include the potential consequences of financing and investments.

### Risk mapping process

Mapping provides for an annual assessment of the risks aimed at prioritising them and giving priority to prevention and mitigation measures. Mapping is based on a four-step process: the first two steps map the gross risks, and the next two steps complete the process with the net residual risks after taking into account management systems and action plans implemented by the group.

#### Step 1: Identifying and describing the risks

Based on the reference framework, the inventory of risks is updated each year by the entities according to their activities and their internal and external environment through collaborative workshops and interviews.

#### Step 2: Assessing gross risks

The assessment of gross risks on stakeholders and the environment is based on two criteria:

- the impact of the risk on stakeholders (affected directly or indirectly) and the environment, assessed according to four levels: low, moderate, high, very high;
- the risk probability, assessed according to four levels: very unlikely, possible, probable, very probable.

The cross-referencing of these probability and impact levels allows for the assessment of gross risks aimed at prioritising them and giving priority to prevention and mitigation measures as described in Section 3 of the duty of care plan.

### Example: "human rights and fundamental freedoms" topic/risk area relating to discrimination

<b>Example of risk scenario</b>	<ul style="list-style-type: none"> <li>• Discrimination in hiring by offering lower pay than that offered to another person for an equivalent position with a similar level of qualification and professional experience</li> </ul>
<b>Examples of causes</b>	<ul style="list-style-type: none"> <li>• Internal rules of procedure not covering discrimination</li> <li>• Lack of training for managers and awareness-raising for employees</li> <li>• Insufficient controls to ensure respect for the principle of non-discrimination</li> </ul>
<b>Examples of consequences</b>	<ul style="list-style-type: none"> <li>• Loss of professional opportunities and therefore income for discriminated individuals</li> </ul>
<b>Examples of aggravating factors</b>	<ul style="list-style-type: none"> <li>• Systematic refusal to recruit certain people (e.g., employees with disabilities)</li> </ul>

At this stage, the assessment of these risks does not take into account the prevention and mitigation measures implemented by La Poste Groupe. This duty of care plan therefore presents the results obtained through the application of this methodology.

To facilitate this exercise and ensure methodological consistency across the group, analysis tools have been developed and made available by the group's Compliance Department (see the paragraph "Update of the methodology" below).

#### Step 3: Assessing the measures of the risk management system and the related controls

For each risk assessed, the entities identify the risk management systems, i.e. all the mitigation measures put in place. They then assess the maturity of these systems and the related controls to determine the net risk.

#### Step 4: Ensuring monitoring through regular reviews of risks

The entities monitor risks in relation to the measures implemented. It is the responsibility of each entity to develop an action plan, if necessary, to improve risk management and to verify that it has been implemented and it is effective. These plans may be subject to controls<sup>(1)</sup> or audits to ensure that they are properly implemented.

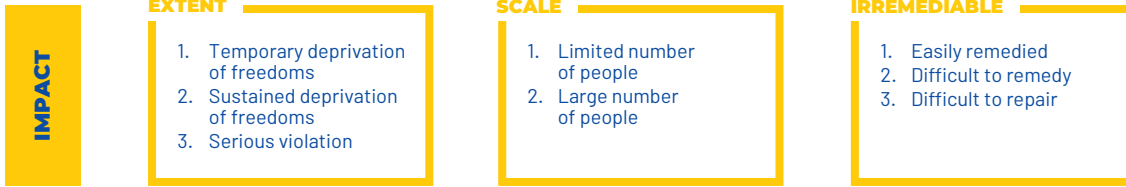
### Update of the methodology

In 2023, the group enhanced its risk mapping methodology through:

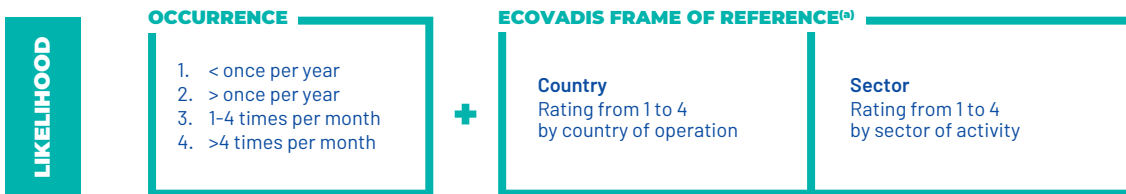
- better risk identification (step 1 of the methodology). Each entity must describe risk scenarios by specifying the causes and consequences of each one. They are also asked to identify aggravating factors leading to the occurrence of a risk (e.g., large volume of small suppliers making it difficult to implement generic measures). This work then aims at adjusting risk prevention and mitigation measures, where necessary.

(1) Level 1 operational or managerial controls are included in the operations. Level 2 controls (see Section 7.2.6 "Implementation review", under "Internal control system: self-assessment") are carried out by independent persons within the organisation on a regular basis to verify that level 1 controls have been properly performed.

- The specific assessment scales for the impacts and probability of risk occurrence have been redefined by involving experts and the group's risk management team. This work has led to improvement in:
  - the assessment of the impacts of risks on stakeholders and the environment, supported by a specific scale which, since 2023, has been aligned with OECD international standards based on the criteria of severity, scale/scope and irremediable nature, with a breakdown for each area of risk:



- the assessment of the probability of risks according to a scale of potential occurrence defined by the group's Risk Department, as well as country risks and sector risks identified by EcoVadis<sup>(1)</sup>:



- broader coverage of potentially affected stakeholders (communities, local residents, customers, etc.);
- a change in environmental risk assessment methodology involved updating the methodology focused on defining impact and maturity scales for risk management systems specific to three areas of risk: pollution, greenhouse gases and biodiversity;
- a broadening of the scope of the mapping with the integration of CNP Assurances' Italian entities: CNP Unicredit Vita, CNP Vita Assicura and CNP Vita Assicurazione.

### Consultation with stakeholders

La Poste Groupe has had long-standing exchanges with a number of internal and external stakeholders to understand their expectations, share best practices, gain a better understanding of the employees and thus better identify its risks.

By stakeholders, the group means the individuals or groups impacted or likely to be impacted by its activities or those of its suppliers and subcontractors.

### Typology of stakeholders linked to La Poste Groupe's duty of care



(1) EcoVadis has become the world's largest provider of CSR assessments with an international network of over 100,000 assessed companies.

### Focus on dialogue with external stakeholders

As part of its role as a mission-led company (*entreprise à mission*), La Poste set up a Stakeholders Committee acting as a Mission Committee in 2021, in addition to the governance bodies already in place. The purpose of this Committee is to ensure that La Poste and the group uphold the statutory commitments they have made to civil society. It strengthens the dialogue with stakeholders regarding their needs and expectations, in order to take them into account in the development of the group's strategy on social and environmental issues.

This Committee is composed of 17 members, including nine qualified individuals from outside the company (including the Committee Chairperson) and eight members of the Board of Directors (including two employee representatives, two elected representatives of local authorities and one representative of a consumer association). For example, the Committee has requested studies to inform on the issues and the group's impact on several topics related to the duty of care, such as:

- establishing mission-led company indicators related to carbon emissions and atmospheric pollutants;
- conducting studies on the carbon impact of various delivery methods (home delivery, pick-up points, lockers);
- launching a process to assess the current state of affairs and define scenarios and guidelines for a roadmap on biodiversity issues and defining an indicator on the impact of the group's activities on biodiversity;
- establishing a mission-led company indicator related to the issues of frugal digitalisation.

La Poste Groupe also engages in dialogue with several civil society organisations on both environmental and social issues. For example, in 2023, the group engaged with the organisations mentioned below.

### On human rights, fundamental freedoms and health and safety

#### *Entreprises pour les Droits de l'Homme* (EDH)

This association, which comprises major French companies subject to the duty of care, regularly organises exchanges on duty of care topics, such as conducting workshops with the support of the "BuyYourWay" consulting firm, focusing on the more specific analysis of social risks related to transport, for example in terms of health and safety: atypical working hours, risks of accidents linked to the consumption of alcohol and drugs, etc. In addition, employees from the group's Compliance Departments participated in EDH training sessions on the link between duty of care and international standards relating to working conditions, as well as the assessment of human rights impacts through practical case studies.

#### *L'Association Française des Managers de la Diversité* (AFMD)

This association is a key player in diversity and inclusion in organisations. La Poste is a member of the association's Bureau and Board of Directors and its goal is to enable all managers to integrate diversity issues into their operational practices. It promotes exchanges, creates joint initiatives and equip association members to perfect their practices and promote, support and disseminate research. Drawing on its expertise, the AFMD anticipates changes in society and assists La Poste in gaining a better understanding of the expectations of its internal and external stakeholders.

#### *L'Autre Cercle* in favour of the rights of LGBT+ employees

La Poste signed the Charter of *L'Autre Cercle* in 2018, and renewed it in 2022. The Charter commits companies to creating an inclusive environment for LGBT+ employees. Following the signing of the

agreement, La Poste included an LGBT+ section in its workplace gender equality agreement, giving LGBT+ postal workers the same parental rights as other postal workers. There was also a focus on combating stereotypes related to sexual orientation or gender identity. La Poste has been participating in *L'Autre Cercle's* role model initiatives for three years. A postal worker has been selected as a role model in the "together" category in 2023. La Poste has also participated in *L'Autre Cercle's* survey for the past two editions, enabling an assessment of the level of inclusion of LGBT+ employees within the company.

#### *Fondation Agir Contre L'Exclusion* (FACE)

As part of its commitment to fight violence against women, La Poste is an active member of *OneInThreeWomen*, the leading European network of companies committed to combating domestic violence. It has signed the Charter of commitment against gender-based violence, reaffirming its commitment to engage in the fight against such violence and the desire to strengthen its actions.

#### *France's National Federation of Women's and Family Rights Information Centres* (*Fédération nationale des centres d'informations des femmes et des familles*) (FNCIDFF)

La Poste is committed to helping women postal workers needing to regain their financial independence and facilitating access to victim support structures.

#### *Well-Being at Work Observatory* (*Observatoire de la Qualité de Vie au Travail*)

La Poste is an active member and signatory of the Parenthood Charter, a commitment renewed in 2022. La Poste and the MIND Chair at Montpellier Business School have joined forces to organise the first stage of the Tour de France of the Well-Being at Work Observatory in October 2023. This initiative highlights the Well-Being at Work Observatory's challenges and parenthood issues through regional events in 2023-2024, encouraging the exchange of experience and good practices.

#### *APF France Handicap*

A laboratory serving companies and start-ups has been established to further integrate people with disabilities into product/service design processes. A dialogue is initiated with the Services-Mail-Parcels business line on all forms of disability. This has allowed for the design of a training programme to test the accessibility criteria of postal services.

La Poste also works with other stakeholders on duty of care related-topics, such as the Manifesto for the Inclusion of People with Disabilities in Economic Life, *ARPEJEH* association, *Entreprises pour la Cité*, *Écoles de la 2<sup>e</sup> Chance* network, *StOpE au Sexisme en Entreprise*, *Stop Illettrisme* and *Fondation femmes@numérique*.

### On the environment

#### *Worldwide Fund for Nature* (WWF)

The partnership established several years ago focuses mainly on issues related to climate and biodiversity. In concrete terms, WWF is consulted on the group's decarbonisation strategy as well as on its roadmap to reduce its impact on biodiversity. With regard to the group's strategy to achieve "net zero emissions" by 2040, WWF, *France Nature Environnement* and *Institut pour l'Économie du Climat* are discussing with La Poste on the best choices for integrating low-carbon energy for transport. These partners notably offer their insights on choices related to biofuel, biogas, electricity and hydrogen, which guide the group's strategies. Likewise, La Banque Postale and WWF France have been partners since 2021 with the aim of accelerating the development of financial policies committed to climate change mitigation, nature conservation and changing behaviours and consumption habits.

**Airparif**

The dialogue focuses on the reduction of atmospheric pollutants in the city centre. 90 group employees working in logistics and transport have been trained in the fight for air quality. This helps to raise their awareness of the levers for reducing atmospheric pollutants in the development of the group's trajectories.

**Smart Freight Centre as part of the Climate Group's EV100+ initiative**

Geopost participates in working groups contributing to its reflections and strategy on decarbonising freight transport.

**League for the Protection of Birds (Ligue pour la Protection des Oiseaux - LPO)**

Since 1 January 2023, La Poste Groupe has teamed up with LPO, a recognised expert organisation in the field of biodiversity. In this context, concrete actions are gradually being implemented both on the mainland and in the overseas territories, relying on their respective local networks. The objectives are to raise awareness among postal workers and the general public (e.g., on marine biodiversity) and to initiate actions such as installing biodiversity-friendly facilities on postal sites, creating parcel packaging and philatelic products featuring endangered ultramarine species and identifying La Poste as a relay structure for the transport of petrels stranded on Réunion. Two agreements have also been signed with La Poste Immobilier on the protection of biodiversity (see Section 7.2.3 "Measures to prevent and mitigate risks").

**Principles for Responsible Banking (PRB)**

La Banque Postale participates in the Nature Target Setting Working Group that brings together 36 banks worldwide to develop initial guidance on recommended targets for banks, in alignment with the Kunming-Montreal Global Biodiversity Framework (GBF).

Lastly, the dialogue with stakeholders, including representative trade unions, will continue in 2024. As is the case every year, the progress of the "duty of care plan" approach was presented to the seven representative organisations at the Joint Social Dialogue Committee meeting, covering both the plan and the system for reporting alerts (see Chapter 4, "Sustainable and responsible development", which refers to the consultation conducted with social dialogue bodies).

**Results**

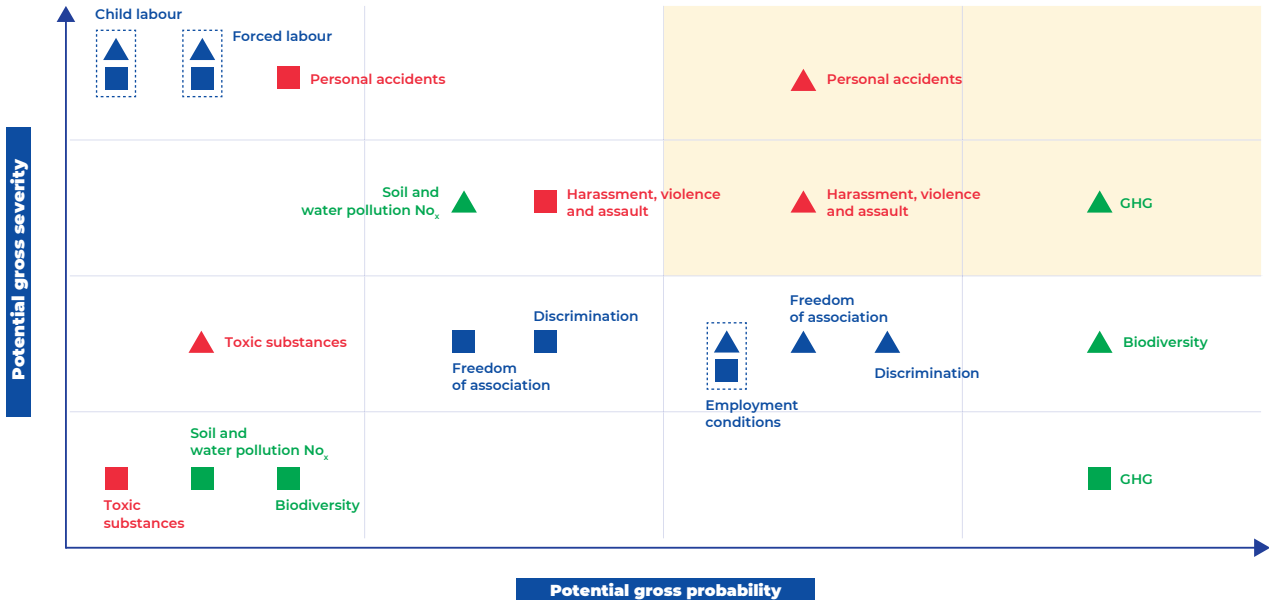
The results of the gross risk mapping are presented below, distinguishing between the group's own activities and those of suppliers and subcontractors. In addition, to better account for the gross risks, they are divided into two categories of activity:

- those relating to transport, logistics and service activities;
- those relating to banking and insurance activities.

The assessment results of potential gross risks take into account the sector-specific characteristics of the group's activities, as well as the countries in which the group and its subsidiaries operate.

The visual representations of the mapping results reflect the potential gross risks on the three duty of care topics and the 11 risk areas of the group's reference framework.

**Own activities**



- ▲ Gross risks for the transport, logistics and service sectors including in post offices and online
- Gross risks for the bancassurance sector
- Priority risk areas
- Human rights
- Health and safety
- Environment



It should be noted that:

- some risks (such as child labour or forced labour) have an almost zero probability of occurrence in France, but they exist (albeit very low) in certain countries; hence included in the gross risk mapping;
- the group's three priority gross risks are colour-coded in yellow;
- the risk of harassment, violence and aggression (aggression being the most serious aggressive behaviour) is a macro-risk covering several areas. It is enough for a single subject to be rated as a priority to be colour-coded in yellow.

The results for 2023 show no change compared with previous years. The priority gross risks identified by the group for its transport, logistics and service activities relate to:

- personal accidents (e.g., road traffic accidents or warehouse handling accidents);
- the contribution to climate change from GHG emissions linked to means of transport (e.g., long-distance road transport);
- harassment, violence and assaults (e.g., assaults on drivers and delivery staff, as well as postal carriers on delivery rounds or in post offices).

The other gross risks identified are also monitored according to their potential gross impact (e.g., road accidents involving persons) or their potential gross occurrence (e.g., damage to biodiversity due to land take).

### Supplier and subcontractor activities



- ▲ Gross risks for **the transport and logistics sectors** (in particular transport, delivery, temporary work, handling and sorting parcels) **in France and internationally**
- Gross risks for the **bancassurance sector** (including IT services and other intellectual services and software) **in France and internationally**
- Priority risk areas

- Human rights
- Health and safety
- Environment

The gross risks of supplier and subcontractor activities are assessed based on the sector scores of the EcoVadis reference framework in which they operate.

Like for the group's own activities, these risks fall into two categories:

- potential gross risks for supplier and subcontractor activities, in particular for transport, delivery, logistics and temporary work;
- potential gross risks for supplier and subcontractor activities in the banking and insurance sectors, in particular for IT, software and other intellectual services.

However, the reporting of gross risks for supplier and subcontractor activities is not as detailed as for the group's own activities, due to differences between the group's risk framework and that of EcoVadis, which consolidates several of the group's risks into one. To date, these discrepancies have led to the aggregation of risks related to human rights and health and safety to be able to present at least a level of risk on these two topics.

The 2023 results make it possible to assess the gross risks across the three duty of care topics for the core business purchasing categories prioritised on transport, delivery, logistics and the use of temporary labour. Three priority gross risks have been identified:

- related to health and safety (e.g., risk of road accidents or handling accidents in warehouses, risk of accidents related to drug and/or alcohol consumption while driving);
- the contribution to climate change from greenhouse gas emissions linked to means of transport used (e.g., long-distance road transport);
- related to human rights (e.g., employment conditions, discrimination).

In addition, like for the group's own activities, the other identified gross risks are also monitored based on their potential gross impact or potential gross probability (e.g., biodiversity). For example, for bancassurance in Brazil, although the gross probability of an accident is moderate because services are often provided remotely (e.g., IT services), the group monitors the risk of accidents on the way to the premises, given the potential gross impact.

#### Focus on risks related to conflict areas for supplier and subcontractor activities

For La Poste SA, La Banque Postale SA, La Poste Immobilier and Geopost, the exposure of suppliers to risks related to conflicts in Ukraine and the Palestinian territories has been verified. To date, there are no suppliers in these two territories at war. In addition, in view of the situation in Ukraine, Geopost has verified the exposure of its employees in neighbouring European countries.

## 7.2.3 Measures to prevent and mitigate risks

For each risk identified and assessed in the risk map, the entities put in place risk management systems, i.e. prevention and mitigation measures with related controls. They then assess the maturity of these systems and monitor the risks in relation to the measures implemented. It is the responsibility of each entity to develop an action plan, if necessary, to improve the management of these risks. These plans may be subject to internal controls<sup>(1)</sup> or audits to ensure they are properly implemented. The group presents its measures below, distinguishing between its own activities and those of suppliers and subcontractors.

### Own activities

The presentation of measures to prevent and mitigate risks relating to the group's own activities is divided into two parts: measures related to transport, logistics and services activities on the one hand, and banking and insurance activities on the other.

#### Transport, logistics and services

##### Human rights and fundamental freedoms

*The risk impacts, opportunities, actions and outcome indicators on the social aspects at the level of La Poste Groupe are specified in Chapter 2 of the Universal Registration Document. Below are examples of the main measures implemented.*

La Poste Groupe prohibits any form of harm to human rights as defined in internationally recognised texts, in particular:

- the Universal Declaration of Human Rights;

- the UN Guiding Principles on Business and Human Rights;
- Declaration and fundamental conventions of the International Labour Organization (ILO)<sup>(2)</sup>;
- the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct;
- as well as the principles of the United Nations Global Compact, to which La Poste Groupe, including La Poste SA, La Banque Postale, CNP Assurances and Geopost adhere.

These standards constitute a reference framework for La Poste Groupe in all its activities. The protection of human rights and fundamental freedoms was formalised through a "human rights" policy by the end of 2022 and implemented across three roles: as an employer, contractor and responsible business partner. It is complemented by the group's commitments in the areas of occupational health and safety, diversity and inclusion, and the environment. In 2023, the group's human rights policy was widely disseminated among all group employees in France, mainly through internal communication channels. It is available in French and English on La Poste Groupe's corporate website.

On a global scale, Geopost continued to roll out its human rights policy in line with the group's policy, and incorporating supportive measures. Geopost has included criteria on human rights in its annual employee satisfaction measurement applicable to all its subsidiaries. Like La Poste, Geopost is also assessed every year by EcoVadis, particularly with regard to human rights. In 2023, this "social and human rights" component gained 10 points compared to 2022, from 60 to 70 points out of 100.

(1) Level 1 controls are operational or managerial controls included in the operations. Level 2 controls are carried out by independent persons within the organisation on a regular basis to check the proper running of level 1 controls. These internal control systems are integrated into the group's processes, businesses and activities.

(2) Conventions 87 and 98 on freedom of association and the right to collective bargaining; Conventions 29 and 105 on the prohibition of forced labour; Conventions 138 and 182 on the abolition of child labour; Conventions 100 and 111 on non-discrimination; and Convention 190 on violence and harassment.

### Measures against the risk of harm to freedom of association and the right to collective bargaining

Social dialogue at La Poste respects the right to freedom of association and collective bargaining. It is subject to a specific system of staff representation, governed by civil service law, in addition to the Health, Safety & Working Conditions Committee (*Comités d'hygiène, de sécurité et des conditions de travail* - CHSCT). It relies on various bodies such as:

- the La Poste Employee Dialogue Committees (*Commissions de dialogue social de La Poste* - CDSP), which are composed of trade union representatives at the national or local level. In these bodies, management shares information and/or engages in dialogue on various projects and issues, and collective agreements are negotiated and concluded;
- the Technical Committees (*Comités techniques* - CT) are the collective representative bodies of La Poste's employees, operating at the national and local level. These Committees are competent on issues particularly concerning the organisation and functioning of services, professional integration, workplace gender equality, gender equality and the fight against discrimination;
- the National Occupational Health and Safety Commissions (*Commissions nationales santé et sécurité au travail* - CNSST) facilitating dialogue at the national level with trade unions on occupational health and safety issues;
- the Social and Economic Committees (*Comités sociaux et économiques* - CSE): Law no. 2022-1449 of 22 November 2022 provides for La Poste to set up CSEs. Negotiations are underway with trade unions to define the organisation, operating procedures and resources of the future Social and Economic Committees, which will replace the CHSCT and CTs (based on civil service rules). These new employee representative bodies will be set up by 31 October 2024.

This social dialogue leads to the conclusion of national agreements every year, some of which relate to duty of care topics. In 2023, an agreement to promote the inclusion of people with disabilities was signed, and the agreement promoting improved work-life balance for postal workers who are carers was extended. They demonstrate the effective implementation of the right to freedom of association and the right to collective bargaining. Monitoring commissions meet every year to assess their impact.

In addition, La Poste's policies have been strengthened as early as 2021 by the signing of "La Poste committed with postal workers" social agreement, in support of the group's "La Poste 2030, committed for you" strategic plan. This agreement, covering some of the duty of care topics, focuses first on well-being at work and occupational health and safety (OHS).

The commitment to social dialogue is reflected at grassroots level with for example:

- the definition of the annual prevention programme at the local level, following a risk assessment in each establishment of the Services-Mail-Parcels business line: as well as regular exchanges with operational health and safety experts (e.g., occupational physicians, ergonomists);
- regarding subsidiaries, equal importance is given to social dialogue through regular meetings with employee representatives to discuss employees' expectations and their main projects. At La Poste Immobilier, for example, the Social

and Economic Committee is informed and consulted on issues such as working hours, employment conditions and vocational training. Geopost holds regular meetings with the European Works Council and the French Works Council<sup>(1)</sup>. Social dialogue also takes the form of annual meetings with UNI Global Union<sup>(2)</sup> to discuss issues relating to the agreement signed in 2017, which covers, among other things, the protection of human rights and the rights of employee representatives. This dialogue takes into account any reported operational risks.

La Poste Groupe and its subsidiaries have implemented:

- constant legal monitoring to ensure compliance with current legislation;
- internal and external controls to ensure compliance with the laws in force;
- a whistleblowing platform;
- a Code of Conduct.

### Measures against forced labour and child labour

La Poste Groupe applies zero tolerance to the risk of forced labour and child labour. In France, various measures are in place, such as systematic verification of the validity of identity documents or residence permits for foreign workers, in application of the duty of care obligation established by the law of 31 December 1991 reinforcing the fight against irregular work and the fight against the organisation of the illegal entry and stay of foreign nationals in France (Articles L. 8222-1 et seq. of the French Labour Code).

Globally, in the context of logistics and insurance activities, employment contracts are defined in accordance with the applicable local laws in force.

### Measures against the risk of discrimination

The group has been engaged for several years in policies to prevent and combat all forms of discrimination at all stages of a career (recruitment, professional development, promotion, etc.).

In 2023, La Poste's internal rules of procedure were updated to broaden the grounds for discrimination. Although it is no longer a legal requirement, La Poste continues to display its internal rules of procedure on its premises to ensure that all employees working for La Poste, regardless of their status or employment contract, are kept informed.

The measures taken by La Poste and its subsidiaries to promote diversity and inclusion are based on the principles outlined in several existing charters:

- the Recruitment Charter in which La Poste undertakes to examine all applications and to select candidates objectively on the basis of skills (equal opportunities). Geopost incorporated the principles of this Charter into the update of its Code of Conduct in 2023 and 90% of its subsidiaries already implemented it;
- the Diversity Charter<sup>(3)</sup>, signed by La Poste, Mediaposte, Docompost and, since 2023, Geopost, which also launched a diversity, equity and inclusion overview comprising seven key indicators with related objectives and 19 additional indicators (e.g., monitoring of training aimed at combating discrimination, monitoring of the gender pay gap worldwide);
- the Charter of *L'Autre Cercle*<sup>(4)</sup> in favour of the rights of LGBT+ employees.

(1) Specific committee of the group's European Works Council.

(2) Union Network International Global Union is a federation of trade unions that has negotiated over 50 global agreements with multinational companies, representing more than 20 million workers in the services sector in 150 countries.

(3) The Diversity Charter is proposed to any employer who wishes, through a proactive approach, to promote diversity and thus go beyond the legal framework of the fight against discrimination. It currently counts more than 4,000 signatories (companies, non-profits, etc.).

(4) *L'Autre Cercle* is a non-profit organisation that works to defend the rights of lesbian, gay, bi-sexual, transgender and transsexual employees. The purpose of the Charter is to create an inclusive environment for employees, to ensure equal rights and treatment for all employees, regardless of their sexual orientation or gender, to support people who are victims of discrimination, to measure progress and share best practices to change the professional environment.

In addition to the commitments under these Charters, La Poste has strengthened its measures to promote diversity through training and awareness-raising initiatives. It has developed three training courses for the HR department, managers and members of the Health, Safety & Working Conditions Committees. 22,300 postal workers have taken at least one diversity-related training course. The general diversity training helps raise awareness about all aspects of diversity and combat discrimination. Other training courses are also being rolled out on workplace gender equality and sexism, discrimination in recruitment and disability.

In addition, La Poste regularly organises communication and awareness-raising campaigns for postal workers. In 2023, as part of the annual employee opinion survey, 72% of them believed that La Poste truly valued the diversity of its employees (compared to 69% in 2022).

Global actions to prevent the risks of discrimination were also carried out. In 2023, Geopost organised the second world inclusion week, an event designed to raise awareness of gender diversity, gender equality, disability, generations, family life and multiculturalism. This event highlighted more than 180 initiatives (up 80 versus 2022) involving nearly 51,000 employees in more than 30 subsidiaries (e.g., SEUR in Spain has launched a programme to promote female empowerment).

#### Specific measures against age discrimination

La Poste has made retaining employees over 50 a major priority (they represent 49% of postal workers). In 2022, it signed the first inter-company commitment agreement for the over-50s in companies, at the initiative of Club Landoy and the L'Oréal group. This agreement includes ten key commitments on recruitment, training, job retention, support for career development, well-being at work, retirement and awareness-raising of age-related stereotypes.

Appropriate measures are implemented in relation to quality of life at work in order to:

- continue benefiting from career progression;
- be able, at any age, to explore opportunities for continued activity and career development;
- pursue training; and
- receive promotions.

In addition, La Poste takes into account occupational health issues by adapting workstations where necessary and allocating additional rest days to those who hold physically demanding jobs. For employees aged 55 and over, for example, it is possible to benefit from an additional day of remote working, and overtime can only be worked on a voluntary basis. Subsidiaries take similar measures (e.g., La Poste Immobilier allows part-time work).

In terms of recruitment, La Poste is one of the companies that hires and integrates the most new employees over 50. In 2023, 2,051 people over the age of 50 joined La Poste on permanent or fixed-term contracts.

#### Specific measures against disability-related discrimination

La Poste Groupe is the leading employer of people with disabilities in France (14,000 employees). The percentage of disabled employees as defined by French law (7.74% in 2020 and 8.66% in 2021, 8.77% in 2022, 9.33% in 2023) exceeds the minimum legal requirement (BOE) of 6%, reflecting the group's long-standing commitment.

An eighth agreement was signed in 2023, covering La Poste for the 2023-2025 period. Approved by the *Direction régionale de l'économie, de l'emploi, du travail et des solidarités* (DRIETS), this agreement aims to:

- increase the recruitment of people with disabilities. La Poste is committed to recruiting 370 people with employment obligation status between 2023 and 2025, including 150 on permanent contracts, i.e. 130 people recruited in 2023 (including 56 on permanent contracts);
- enable postal workers with disabilities to work in good conditions by adapting workstations (such as using sign language interpreters, installing articulated arms, accessibility software for the visually impaired, etc.);
- ensure access to training through adaptations (e.g., making e-learning skills accessible to signing deaf individuals);
- offer an attractive career path and combat any form of discrimination against them (e.g., communication campaign to raise awareness about the various types of disability);
- allocate €11 million for the deployment of measures in the agreement over the period.

In addition to these measures, a network of more than 150 disability officers supports employees in their jobs throughout France.

In 2023, La Poste received two awards:

- the innovation trophy for its actions in favour of disability and accessibility. This award rewards the creation of a group of 700 postal workers who are working to make postal solutions and services easier to use for everyone;
- Agefiph's *Le progrès c'est moi, c'est nous* award for raising awareness about sign language offered to all postal carriers in contact with customers.

Initiatives to promote inclusion and combat disability-related discrimination are also implemented within the entities. For example, within Geopost, the 2023 indicator overview related to the "Diversity, Equity and Inclusion" programme includes commitments to the inclusion of people with disabilities in 32 subsidiaries.

#### Specific measures against discrimination between women and men

The group's commitments promoting workplace gender equality and non-discrimination are regularly supplemented by employee agreements. The fifth agreement on workplace gender equality signed by La Poste in July 2022, which was rolled out in 2023, reaffirms this ambition to increase gender balance at the highest levels of the company (e.g., 40% of women executives by 2025) and to promote gender diversity in all businesses. Qualified female candidates are sought for every vacant position at the strategic and senior executive level or management level. The group's Mobility and Recruitment Spaces and professional development advisors are made aware of the issues and are involved in recruitment and mobility projects for postal workers. La Poste allocated a budget of €600,000 in 2023 to address any potential discrepancies with a view to maintaining this gender pay equality.

At the global level, in its roadmap for 2025, Geopost has defined targets for the representation of women within the subsidiaries and a mentoring programme for women. An audit on the gender pay gap has also been planned for this period.

### Specific measures against sexism

La Poste Groupe has zero tolerance towards sexism and has put in place a comprehensive system to prevent and combat sexism through:

- a guide on sexism (definitions and quiz). It presents the tools and players who can be contacted to report sexist behaviour;
- the inclusion of a dedicated module on combating sexism and gender stereotypes in the training on workplace gender equality for the HR managers and members of the CHSCT. A shorter version is also available to all postal workers;
- sexism prevention workshops;
- a tool for recording sexist acts and comments at La Poste, available to employees who consider themselves to be victims and who can report the facts at <https://declaration-sexisme.laposte.fr>;
- a self-assessment tool "meandoutoo" rolled out in 2023 (<https://selfdiag.meandoutoo.app/LaPoste/sexisme>), enabling employees to find out in just a few minutes what their profile is and what is or is not considered to be sexism and/or sexual harassment. By the end of 2023, 4,500 postal workers had completed their self-assessment.

La Poste is also taking part in the #StOpE initiative against ordinary sexism in the workplace, which enables good practice to be shared and promoted. The initiative involves more than 200 committed companies.

### Specific measures against discrimination related to parenthood

La Poste has been a signatory of the Parenthood Charter<sup>(1)</sup> since 2008. Thus, equal career development opportunities are provided for both men and women. Women returning from maternity leave are entitled to pay rises like their colleagues and they are also promoted in the same way. La Poste offers childcare and tutoring services to assist postal workers' parents.

At La Poste, a gender balance is presented to the National Technical Committee (*Comité technique national* - CTN) and then to the Board of Directors every year. In 2023, these commitments enabled the group to achieve near gender equality with women representing 52.6% of La Poste Groupe employees, 52.8% of management as a whole and 41.1% of strategic managers and senior executives.

A gender equality network, the *UN.E* network, was created to advance and promote gender equality at all levels of the company. In October 2023, a woman Director was appointed to strengthen the culture of inclusion and advance gender equality within the group.

The group's various entities include the principles of workplace gender equality in their internal regulations. They ensure the daily adherence to these principles and implement concrete action.

In 2023, Geopost continued to roll out the "Diversity, Equity and Inclusion" programme resulting from the "Employer of Choice" strategic programme, and strengthened its commitment to gender equality and work-life balance by establishing an overview of indicators and related targets for 32 subsidiaries.

The group entities follow the workplace gender equality index. In 2023, it corresponded to:

- 94/100 for La Poste;
- 99/100 for La Poste Immobilier.

### Measures on risks related to employment conditions

#### Measures against the payment of less than the legal minimum wage

Although the risk mapping did not highlight this risk of paying less than the legal minimum wage in France, measures are being implemented by La Poste (e.g., automatic checks in the information systems).

There are regular pay rise campaigns, focusing particularly on the lowest wages. These reviews are subject to a social dialogue and resulted in the signature of a pay agreement in March 2023. It has also led to the increase and implementation of measures for all La Poste staff: bonuses can be granted, as well as additional transport subsidies (new sustainable mobility allowance, increase in transport allowances). The increase of meal subsidies was also discussed.

The compensation policy is based on La Poste's values: fairness, diversity, recognition of skills and performance. It is accompanied by benefits packages such as housing, profit-sharing, childcare, leisure activities, catering, health and death/disability coverage, solidarity, which contribute to the well-being of employees, as well as to the quality of employment conditions.

Geopost is fully in line with La Poste's compensation policy (fairness, diversity, recognition of skills and performance).

#### Measures against the risk of non-compliance with legal working hours and excessive workload

Although the risk map did not highlight any risks related to non-compliance with the legal working hours in France, La Poste has adopted a number of measures to help postal workers manage their working time.

#### Right to disconnect

La Poste is careful to maintain a good work-life balance. To this end, La Poste has introduced the right to disconnect, particularly in the context of new technologies. Postal workers have the right not to reply to messages received outside normal working hours. They are encouraged not to contact their teams or colleagues outside normal working hours (except in cases of exceptional emergency). In practice, the reference disconnection time is defined to take into account the variety of work arrangements.

#### Compliance with the legal working hours for executives whose working time is determined based on a fixed number of days per year (*forfait jour*)

In accordance with labour regulations, La Poste ensures that managers whose working time is determined based on a fixed number of days per year are entitled to the daily and weekly rest periods provided for in the regulations. A confirmation questionnaire is sent every month to executives under flat-rate agreement (*convention de forfait*) to check that these rest periods are respected.

#### Remote working

La Poste believes that remote working contributes to the quality of working life for postal workers by enabling them to achieve a better work-life balance. An agreement on remote working at La Poste was signed in 2018 and extended by a rider in 2023. Specific remote working training is available to employees and covers the attitudes, behaviours and best practices to adopt.

Geopost is fully in line with La Poste Groupe's approach. In the specific case of the European Works Council, six questions are asked as part of the agreement, two of which concern quality of life at work. During the 2022 survey, 81% of Geopost employees said they were "satisfied with their working environment".

(1) The Corporate Parenthood Charter, introduced in 2008, aims to encourage companies to offer working parents an environment better suited to family responsibilities. The signatories must implement concrete actions organised around four areas: work organisation, awareness-raising among managers, services to employees and financial support.

## Health and safety

### Measures against the risk of serious workplace accidents, health and safety

La Poste implements systems adapted to the diversity of its businesses so that it can ensure good working conditions and reduce the causes of accidents, occupational illnesses and absenteeism. Its prevention policies focus on primary prevention, which is the most effective because it aims to reduce risk factors. The prevention of risks covers the ergonomics and safety of equipment and modes of transport, work organisation and the working environment, as well as training in good work practices in order to prevent injury.

### Measures against the risk of road accidents

Postal workers who regularly or occasionally drive a La Poste vehicle are all made aware of the road accident risk. In addition, postal workers involved in the distribution of services, mail and parcels receive specific training related to the vehicle used.

By the end of October 2023, more than 11,302 postal workers had been trained in road risk prevention. In addition to training, all employees involved in the distribution of services, mail and parcels benefit from operational monitoring and controls. A specific prevention system is set up in case of bad weather conditions. La Poste monitors weather alerts at the local and national level and follows the directives given by the authorities in the event of extreme weather events (storms, floods, etc.).

At the local level, at the request of accident prevention specialists and national experts, support is available to analyse the causes of the most frequent accidents. Workshops are organised for this purpose to improve risk management.

### Measures against handling-related risks

Training is provided on load carrying (parcels and containers), handling containers and loading and unloading vehicles.

### Measures against risks related to alcohol and drug consumption

Faced with the risks associated with the use of drugs or alcohol, La Poste is committed to the prevention of addictions for all postal workers, with particular attention to those engaged in certain activities:

- driving a vehicle in the performance of their duties;
- delivery rounds;
- use of equipment or products that may be dangerous when their use is not controlled.

To complement the obligation to ensure the health and safety of postal workers, La Poste's internal rules of procedure were updated in 2023 by introducing the possibility of monitoring the consumption of illicit substances in these situations, as is already the case for the consumption of alcohol.

A guide to preventing addictive behaviours has been distributed to support managers and the HR Department in the prevention, detection and support of individuals under the influence of psychoactive substances, with a focus on protection.

Meanwhile, Geopost has strengthened accident prevention through the deployment of the HR Department's "Health and Safety" working groups, and has continued to share accident-specific indicators on a monthly basis with the HR Departments (32 HR Departments worldwide), CEOs and members of the Executive Committees of subsidiaries and European Works Councils (including in France).

## Safety measures

New La Poste employees are made aware of safety at work from the very first weeks through mandatory training.

For example, one of La Poste Immobilier's subsidiaries implemented an annual prevention programme aimed at setting priorities on risks for the current year with the members of the Social and Economic Committee and the Health, Safety & Working Conditions Committee (CHSCT), taking into account impact studies and accident and absenteeism data.

### Measures against the risk related to musculoskeletal disorders (MSDs)

La Poste is rolling out the MSD Pro initiative of the *Caisse Nationale de L'assurance Maladie des Travailleurs Salariés* (CNAM) at around 70 Mail-Parcels sites. This involves performing studies on workstations or sites under real working conditions to improve risk prevention. Ergonomic diagnostics are also conducted and shared within the Health, Safety & Working Conditions Committee (CHSCT) and the National Occupational Health & Safety Commission.

To prevent these risks, La Poste promotes correct movements to reduce stressful postures. Testing of innovative prevention equipment such as exoskeletons is being conducted. Particular attention is also paid to the proper adjustment of equipment and vehicles to users' morphologies. Ergonomists provide support to the establishments.

Actions are being taken in various situations, such as with accident prevention specialists to decrease the frequency of vehicles moving up and down during rounds as part of the implementation of pedestrian loops (*Distri'boucle*).

### Measures against the risk of exposure to toxic substances

La Poste Groupe has little exposure to this risk. In the entities where the activities are concerned, La Poste deploys specific measures to prevent the risk of exposure:

- Philaposte prints its postage stamps using vegetable-based inks to limit the risk of pollution and exposure to toxic substances;
- the pre-paid products have the NF Environment label and Colissimo packaging is fully recyclable. They use vegetable-based inks and glues made from water and corn starch;
- at La Banque Postale, receipts from ATMs do not contain bisphenol A.

La Poste Immobilier has put in place procedures and training programmes on hazardous waste. It deploys a "waste kit" that is systematically updated according to regulatory requirements, for both its own activities and subcontracted activities. It also uses a system for reporting hazardous waste. Lastly, it aims to achieve an 85% recycling rate for non-hazardous construction waste (target achieved in 2022).

## Measures against the risk of harassment and violence

### Measures against harassment

In addition to the measures relating to sexism detailed in the section on discrimination, a system for preventing and addressing situations of psychological or sexual harassment has been implemented. Protective measures are implemented and acts of harassment are sanctioned.

### Measures against the risk of violence and aggression

La Poste is actively addressing violence against postal workers in their dealings with customers. Preventing and combating aggression, and in general, all forms of rude behaviour is one of its priorities, with initiatives focusing on a number of areas:

- a zero-tolerance policy towards customers exhibiting extremely rude behaviour against post office staff; a poster outlining this zero-tolerance policy has been displayed in post offices so that it is visible and understood by customers;
- measures against perpetrators of rude behaviour and support for victims: a tool is made available to postal workers to report the rude behaviour they have experienced. For the most serious rude behaviour, the manager systematically receives an e-mail with the actions to be taken (e.g., account closure for La Banque Postale customers). The victim is encouraged to file a complaint, with the support of the company (manager, teams from the Global Security Department and the Legal Department), particularly in dealings with law enforcement and through the systematic provision of a lawyer. Complaints are filed in the company's name whenever the legal conditions are met. These actions have led to a significant increase in the number of complaints filed: the complaint filing rate in 2023 stood at 71.6% of the total number of aggressions, compared to less than 30% in 2021 and 60% in 2022. Following these complaints, by the end of November 2023, 60 convictions were obtained against perpetrators of serious rude behaviour, including imprisonment and suspended sentence, as well as reminders of the law. In addition, and in coordination with the Retail Customer & Digital Services business line, the group's Legal Department identified 76 "zero tolerance" cases involving physical harm to postal workers. These cases are being pursued and brought to the attention of the prosecutors for further action;
- training actions coupled with an awareness-raising programme for teams most exposed to the risks of rude behaviour. This training has resulted in a 15.5% decrease in reports and a 9% decrease in aggressions in the most exposed offices.

### Measures against gender-based violence

La Poste pays particular attention to combating violence against women. It has joined OneInThreeWomen, the leading European network of companies committed to combatting domestic violence, as an active member of. La Poste has also signed the Charter of commitment against gender-based violence:

- for several decades now, La Poste has been supporting several hundred female postal workers every year through 170 in-house social workers in collaboration with specialised associations throughout the country (psychological support, advice on accessing rights, financial aid, paid days off to carry out medical or administrative procedures (filing a complaint)). When necessary, changes in workplace location and assistance with relocation for victims and their children are also possible;
- awareness-raising workshops were organised in November 2022 for 20,000 La Poste managers and 5,000 HR staff, and in November 2023 through a webinar to reinforce La Poste's policy and commitments, and its role in supporting victims of domestic violence. Since December 2023, the premises have been displaying emergency numbers and internal contacts for postal workers who are victims of domestic violence<sup>(1)</sup>.

Lastly, in addition to its employees, in 2023 La Poste screened a film in post offices informing women who are victims of violence about local associations that can offer assistance (women's and family rights information centres). In 2022, it introduced the 3919 emergency number in its post offices.

### Measures against psychosocial risks

La Poste continues its effort in preventing psychosocial risks through the implementation of dedicated programmes, including "Well-Being at Work Essentials" developed in conjunction with the National Agency for the Improvement of Working Conditions. This programme consists in organising work groups involving employees and members of Health, Safety & Working Conditions Committee (CHSCT) to address risk situations and associated solutions (e.g., work organisation, role clarification, work-life balance, cooperation within teams, preparation for changes, recognition, development of career prospects, etc.). La Poste also offers an online training module titled "Well-being at work through the prevention of psychosocial risks".

Actions are also being deployed in the rest of the group. Geopost regularly carries out prevention measures and awareness-raising initiatives in its subsidiaries in relation to harassment and some of them have a dedicated harassment alert system.

### Environment<sup>(2)</sup>

The risk impacts, opportunities, actions and outcome indicators on the environment at the level of La Poste Groupe are specified in Chapter 4 of the Universal Registration Document. Below are examples of the main measures implemented.

La Poste Groupe implements specific environmental protection policies covering the risks identified in the risk mapping (see Section 7.2.2 "Risk mapping") and more specifically greenhouse gas emissions, atmospheric pollution and biodiversity.

### Measures on greenhouse gas (GHG) emissions

The commitments made relate to combatting climate change and protecting air quality. For the past 15 years, the group has therefore been implementing policies to reduce GHG emissions and air pollutants. Since 2023, its climate policy has been defined by four main goals: measure, reduce, prepare for net zero and adapt.

In March 2024, La Poste Groupe, together with its business lines and subsidiaries, obtained approval for its SBTi Near Term 2030 and "zero net emissions" 2040 pathways. La Poste Groupe has committed to a 2030 pathway aimed at reducing its emissions by 43.6% on scopes 1 and 2 and by 25% on scope 3, and is aiming for "zero net emissions" in the long-term from 2040 (baseline 2021).

Reducing emissions is based on a number of programmes and measures:

- a focus on the electrification of La Poste's vehicle fleet in France following the acquisition of 8,000 electric vehicles and 1,000 cargo bikes by 2025. In 2023, 4,801 low-emission vehicles were purchased. In total, La Poste has its own fleet of 22,810 electric vehicles. Since 2011, approximately 230,000 tonnes of CO<sub>2</sub> have been avoided thanks to the deployment of electric vehicles.

Meanwhile, Geopost has undertaken to deploy approximately 8,000 low-emission vehicles internationally and to have low-emission distribution solutions in 350 European cities by 2025. In 2023, 102 towns with more than 50,000 inhabitants were involved;

(1) See Chapter 4 "Sustainable and responsible developments".

(2) The risk impacts, opportunities, actions and outcome indicators on the environment at the level of La Poste Groupe are specified in Chapter 4 "Sustainable and responsible development". The paragraph gives examples of the main measures implemented.

- the transformation of its offer with the launch of its new mail range with the three-day delivery of *Lettre verte* (green mail) in 2023 by stopping all air mail within mainland France. La Poste will save 60,000 tonnes of CO<sub>2</sub> per year between 2023 and 2030;
- improved truck loading and the printing of red e-letters as close as possible to the point of delivery are the other levers that will help achieve these savings targets;
- raising customers' awareness of their GHG emissions related to journeys for parcel collection, which fall within scope 3 for the group, by providing an ecological score on its website to measure its environmental footprint and better understand the levers for reducing impacts;
- the continuation of its training in eco-driving. In 2023, 17,303 employees were trained, i.e. 42,088 people since January 2020, including 62.5% of postal workers/deliverers;
- in 2023, La Poste Immobilier invested more than €30 million into "green" maintenance projects corresponding to energy renovation operations carried out on the existing real estate portfolio. These included work on buildings (insulation, repair of joinery, waterproofing, etc.) and on equipment (replacement of heating and ventilation systems, replacement of lighting to reduce consumption, etc.). These measures are accompanied by an energy-saving plan (e.g., raising employee awareness, lowering winter temperature settings and limiting air-conditioning settings in summer), which led to a 14% reduction in La Poste SA's consumption over the past year.

Other action levers include:

- investments in decarbonisation. For example, to enable its subsidiaries to manage their CO<sub>2</sub> emissions and meet the decarbonisation commitments set out in the SBTi trajectory, Geopost has introduced an annual carbon budget in the form of a maximum CO<sub>2</sub> emissions quota per subsidiary for a given year;
- electrification of the delivery fleet for the first and last mile by increasing electric vans, cargo bikes and delivery on foot to 85% by 2030 (100% by 2035);
- inclusion in the long-distance transport fleet of vehicles adapted to alternative energies (biogas, biofuel, electricity and hydrogen) alongside an increase in the proportion of parcels transported by train, aiming to raise the share of alternative line transport solutions to 50% by 2030 (100% by 2040);
- use of renewable energies to supply logistics sites and offices with greater energy efficiency, with the aim of ensuring that 70% of the energy used is renewable by 2030 (100% by 2035);
- electrification of the fleet of company cars and on-site freight vehicles, increasing the proportion of electric vehicles to 90% by 2030 (100% by 2035).

### Measures on air pollutants

La Poste Groupe has implemented an air quality policy based on two main areas:

#### Measurement of pollutants

La Poste Groupe measures air quality by equipping some of its vehicles and buildings with sensors. In France, the authorities rely on the data collected by the Geoptis subsidiary to define public policies. Internationally, 28 European cities benefit from similar data thanks to the sensors installed on Geopost's delivery vehicles, warehouses and pick-up points. These sensors can be used to produce dynamic maps to assist the authorities in making decisions, particularly regarding restricted traffic zones.

Lastly, an agreement with Airparif resulted in awareness-raising training for employees aiming to improve their knowledge on the levers for reducing air pollutants.

### Actions on the fleet and the last kilometre

La Poste has established an action programme, primarily focused on deploying electric vehicles and cargo bikes to reduce pollutant emissions, gradually reduce the diesel vehicle fleet, and regularly renew the vehicle fleet to reduce air pollutant emissions (e.g., in the Mail-Parcels business line, 83% of vehicles met Euro 6 standards and 17% met Euro 5 standards in 2023).

La Poste Groupe has also signed 16 regional agreements with French cities, aimed at developing more sustainable urban logistics through the creation of coordinated action plans (local regulatory changes in road use practices, support measures for cycle logistics, installation of charging infrastructures, etc.). This collaboration supports the transition towards more eco-friendly fleets and the development of all the group's urban logistics operators (Mail-Parcels, Colissimo-Logissimo, Geopost, Chronopost, Pickup business line).

### Measures on other pollutants and water consumption

La Poste does not use water for industrial purposes but for tertiary purposes such as watering green areas and cleaning vehicles and facilities. The only identified risk concerns the production process at the Philaposte printing plant in Boulazac, in the Dordogne region, which is an installation classified for the protection of the environment (ICPE), subject to approval by local authorities and water management rules. Water samples are analysed daily and weekly for mandatory monthly reporting, while water use and effluent discharge are carefully monitored.

Particular care is taken to avoid soil and water pollution during exceptional situations, with every facility prepared to safely manage firewater runoff and fuel leaks.

The business lines and subsidiaries have also taken steps to prevent risks related to other pollutants:

- the Services-Mail-Parcels business line has implemented the ISO 14001 environmental management system in parcel platforms, enabling mature control of the three pollution risks (noise, soil, water) at the most high-risk sites. The ISO 14001 standard is audited internally, then through a mock audit by a service provider and finally by Afnor (France's leading certification body). The certification of this environmental management system (EMS) has been successfully monitored and renewed every year since 2010. In 2023, 16 platforms were certified, corresponding to 100% of the flows of the Services-Mail-Parcels business line. As part of this EMS, environmental impacts (including those on soil, air and noise) are assessed every year for each parcel platform. Action plans relating to these risks are drawn up to reduce the impacts;
- the Stamp and Fiduciary Value Printing Press (*Imprimerie des timbres et valeurs fiduciaires*) of the Retail Customers & Digital Services business line is an ISO 14001 certified site that uses companies to collect its industrial waste, the processing of which is tracked on the *Trackdéchets* digital platform provided by the France's Ministry for Ecological Transition and Regional Cohesion (*Ministère de la Transition Écologique et de la Cohésion des Territoires*). In 2023, there were no environmental incidents associated with chemical spills, and no non-compliance during air discharge inspections. Furthermore, emergency response procedures for spill scenarios or solvent emissions are tested annually. In 2023, an emergency procedure test was conducted to ensure that the on-call employees were familiar with and able to implement emergency shut-down procedures (gas, electricity, water) and activate the shut-off valves for rainwater. This test concluded that there was a good understanding and mastery of the instructions.



### Measures on biodiversity

La Poste organises its approach to preserving biodiversity based on the following principles:

- the establishment of a Biodiversity Committee which meets four times a year;
- partnerships, particularly with the World Wildlife Fund and the *Ligue pour la Protection des Oiseaux* (League for the Protection of Birds), which are consulted during the development of biodiversity policy and related action plans;
- the measurement of the group's footprint, known as the Global Biodiversity Score, based on the methodology developed by CDC Biodiversité and applied by numerous entities;
- reducing the pressure on biodiversity caused by the group's activities in France and other countries on land and land take (under the aegis of La Poste Immobilier);
- initiatives in favour of the circular economy to reduce the consumption of resources (generalisation of dual-use on the range of postage packaging (plastic and cardboard) since September 2023); recycling the textiles of postal workers' uniforms; La Poste Mobile's reconditioned telephones accounting for 10% of sales by 2025; extending the life of IT equipment in 2022 and 2023 (15,608 and 13,400 tonnes of material saved per year);
- improving biodiversity (e.g., La Poste Immobilier aims to improve the biodiversity of green spaces over 1,000,000 m<sup>2</sup> and to conduct 200 ecological assessments by 2030).

Meanwhile, Geopost is in the process of finalising its biodiversity policy.

## Banking and insurance

### Human rights and fundamental freedoms

#### Measures against the risk of harm to freedom of association and the right to collective bargaining

La Banque Postale has signed several social agreements guaranteeing freedom of association and the right to collective bargaining. The implementation of these agreements and their revision are subject to regular consultations with employee representatives within the framework of dedicated social dialogue bodies. In addition, La Banque Postale promotes and encourages employee participation in workplace elections. For example, the turnout for the elections of November 2023 was 72%. It organises webinars in which each representative trade union explains its role and its vision of social dialogue.

CNP Assurances maintains regular dialogue with the Social and Economic Committee and union representatives.

#### Measures against the risk of discrimination

##### Measures against the risk of discrimination related to diversity and disability

La Banque Postale is committed to diversity through the Diversity and Equal Opportunities Charter, under which it undertakes to exclude any form of discrimination during recruitment. It has set up a recruiting without discrimination training module, with a 71% completion rate for the entire HR Department in 2023. In addition, skills assessment tools (recruitment grids) have been made available to prevent any form of discrimination. La Banque Postale is also a signatory of the Diversity Charter<sup>(1)</sup>, the implementation of which is monitored with specific indicators.

La Banque Postale addresses disability through specific agreements signed on a regular basis. In 2023, an agreement was signed allowing for better monitoring of risks of discrimination through the deployment of new indicators (number of recruitments, number of job retention initiatives, number of workstation adaptations). La Banque Postale has defined an action plan focused on the risk of discrimination during recruitment, which was enhanced in 2023 by a new scheme called "One day, one immersion, one direction".

At CNP Assurances, the fight against discrimination is part of the compulsory training curriculum for employees. Furthermore, the training module on combating stereotypes is now compulsory for all new employees. In addition, the company's managerial support programme (the Open Management system) offers managers a workshop on conflict, discrimination and sexist behaviour.

With regard to disability, the agreement signed in 2023 with four trade unions covering the 2024-2026 period on quality of life and conditions at work extends the company's commitments in favour of the integration and continued employment of people with disabilities. La Poste SA's percentage of employees with disabilities reached 8.45% in 2023.

In Brazil, CNP Seguros Holding frequently uses organisations that promote the employment of people with disabilities to circulate job offers. It develops awareness initiatives to help teams welcome these employees, and has also established partnerships with institutions that support their integration. In Italy, CNP Unicredit Vita's percentage of employees with disabilities reached 5% in 2023.

#### Measures against the risk of age discrimination

La Banque Postale, in collaboration with its social partners, sets targets regarding the recruitment and employment of junior and senior employees. In practical terms, there are 13.1% juniors (<30 years) and 32.2% seniors (> 50 years). In terms of recruitment and mobility, juniors accounted for 22.5% of total hires (20% commitment with social partners) and seniors 18.3% of total hires (12% commitment with social partners) over the past year.

In 2023, CNP Assurances undertook to hire 50 young people under permanent employment contracts during the year in France. 106 young people have been hired under permanent contracts, more than double the initial commitment made. Employees aged 55 and over account for a quarter of CNP Assurances' workforce. They enjoy the same career development mechanisms (training, mobility, promotion, etc.) as other employees. For example, 100% of seniors received training and 9% benefited from internal mobility (compared with 7.3% of all employees).

#### Measures against the risk of discrimination between men and women

La Banque Postale has taken a number of measures to prevent the risk of discrimination, including a social agreement in favour of workplace gender equality and diversity, which ensures that maternity and parenthood do not affect women's pay or career development. It has also implemented an assessment of ordinary sexism, with the signing of the #StOpE Charter, the organisation of conferences and a training module.

In 2023, the workplace gender equality index corresponded to:

- 92/100 for La Banque Postale. Their other monthly indicators related to this theme were also provided, for example the proportion of women among the members of the Executive Committee (50% by the end of December 2023);
- 100/100 for CNP Assurances.

(1) The Diversity Charter is proposed to any employer who wishes, through a proactive approach, to promote diversity and thus go beyond the legal framework of the fight against discrimination. It currently counts more than 4,000 signatories (companies, non-profits, etc.).

## Measures against risks related to employment conditions

### Measures against the risk of undeclared work

La Banque Postale conducts a permanent half-yearly control to ensure that the declaration prior to recruitment (*déclaration préalable à l'embauche* - DPAE) is completed accurately, the results of which are reported and presented to the Risk and Compliance Committee of the Human Resources Department.

CNP Assurances has implemented specific control over undeclared work as part of the operational risk management system.

### Measures against the payment of less than the legal minimum wage

La Banque Postale has salary scales aligned with the industry-wide agreement and takes into account the results of the mandatory annual negotiations on requests for salary increases.

CNP Assurances monitors legislative and regulatory developments in all the countries where it operates and ensures compliance with the social security and tax declaration process. It sets minimum pay levels for each employee grade.

### Health and safety

At La Banque Postale, a specific provision is included in the agreement on quality of life and working conditions includes regarding risk prevention and occupational health. It implements actions in six risk areas (prevention of psychosocial risks; securing business and personal travel; prevention of musculoskeletal disorders; digital and auditory fatigue; combating sedentary behaviour; monitoring the improvement of presenteeism by supporting long absences). Management indicators are deployed (e.g., number of accidents, number of people trained in road risk, number of workstation adjustments made).

Meanwhile, CNP Assurances has an occupational health and safety policy approved through the agreement on the quality of life at work. Three Prevention and Occupational Health and Safety managers are appointed to cover three areas of concern: physical risks, psychosocial risks and road safety risks for insurance advisors of the Amétis network, who are particularly exposed to this risk.

## Measures against the risk of serious workplace accidents, health and safety

### Measures against the risk of accidents

La Banque Postale provides employees with various risk prevention documents and systematically analyses workplace accidents leading to sick leave.

CNP Assurances reviews them in conjunction with the Social and Economic Committee (CSE). Workplace accident prevention continues to receive specific attention.

### Measures on the risk of musculoskeletal disorders (MSDs)

La Banque Postale is committed to preventing MSDs by providing employees with documents on this risk and through information campaigns and prevention days. Workstation adjustments for employees with medical restrictions are carried out.

CNP Assurances has produced a video in collaboration with physiotherapists on gestures and postures related to the use of chairs in the workplace. Workstation analyses are conducted annually (230 in 2023).

## Measures against the risk of harassment and violence

### Measures on psychological and sexual harassment

In 2023, La Banque Postale set up a training programme for managers on psychosocial risks. A number of indicators are monitored: training rate, number of disciplinary sanctions related to managerial practices that do not comply with La Poste Groupe's values, etc.

More specifically, in 2023, La Banque Postale set up a new system to prevent psychological and sexual harassment, including sexist behaviour, which provides for the monitoring of the handling of workplace suffering situations and aims to ensure that disciplinary measures are implemented. In addition, in conjunction with the Social and Economic Committee (CSE) and the trade unions, La Banque Postale decided to appoint two advisors (a man and a woman) responsible for guiding, informing and assisting employees in the fight against any situation of harassment.

With regard to psychosocial risks, CNP Assurances offers on certain sites access to occupational psychologists, who can be contacted directly by employees. In addition, an occupational health and safety manager has been appointed to address psychological risks.

Regarding harassment risks, CNP Assurances conducts awareness sessions for managers on detecting situations of workplace suffering and harassment, and combats domestic violence by organising an awareness-raising conference for employees and dedicated training for the company's teams dedicated to medical and social support.

### Environment<sup>(1)</sup>

#### Measures on greenhouse gas (GHG) emissions for the group's own activities

La Banque Postale is one of the three leading global banks to have its decarbonisation trajectories validated by the SBTi, which aim to reduce its GHG emissions by 46.2% by 2030 compared with 2019 across its own activities (scopes 1 and 2). In 2023, it continued to replace its vehicle fleet with hydro-powered or electric vehicles.

Meanwhile, CNP Assurances has committed to reducing its GHG emissions in France by 50% between 2019 and 2030 (scopes 1 and 2). For example, in France, CNP Assurances has taken out a contract for electricity from renewable energy sourced in France and relocated to a site compliant with the latest environmental standards.

#### Measures on greenhouse gas (GHG) emissions related to financing and investments

La Banque Postale has committed to reducing indirect GHG emissions (scope 3), continuing to finance energy projects based on renewable energies and aligning the temperature of its equity and bond portfolio for large companies to 1.9°C in 2025 compared with 2.1°C for medium/long-term loans (scopes 1, 2 and 3) over the same period. In addition, it has committed to becoming the first bank in the world to target a complete phase-out of fossil fuels by 2030 through specific sector-based policies (e.g., no financing will be granted for the coal, oil and gas sectors by 2030, except for companies in these sectors that have a transition plan). La Banque Postale is also a founding member of the Net Zero Banking Alliance, which brings together banks from around the world committed to aligning their lending and investment portfolios with net zero emissions by 2050.

(1) The risk impacts, opportunities, actions and outcome indicators on the environment at the level of La Poste Groupe are specified in Chapter 4 "Sustainable and responsible development". The paragraph gives examples of the main measures implemented.

Meanwhile, La Banque Postale Asset Management (LBP AM) has set itself the target of significantly reducing its emissions by 2030 on 80% of its total assets under management, using the SBTi methodology. This translates into the implementation of a policy and tools for analysing and selecting assets (e.g., identification of sustainable investments) as well as a sector-based policy on oil and gas (e.g., no investment in companies that derive more than 20% of their revenue from non-conventional energy sources, no financing for companies in the oil and gas sector that have not undertaken the energy transition).

CNP Assurances has also joined the Net Zero Asset Owner Alliance, with the aim of transitioning its portfolio to net zero greenhouse gas emissions through the implementation of a responsible investment approach. By the end of 2023, 91% of investments were managed using environmental, social and governance criteria for investments in traditional and unit-linked savings portfolios. CNP Assurances also applies sector-specific exclusion policies (e.g., no new direct investment in a company when more than 5% of its revenue derives from coal). In addition to these policies, CNP Assurances is committed to conducting demanding shareholder dialogue with companies in the sector to support them in their energy transition and, above all, to calling on them to immediately stop any new fossil oil or gas exploration or production projects (conventional or non-conventional).

#### Measures related to responsible finance

La Banque Postale offers financing and investment solutions to support individuals, businesses and local authorities in their transition. In 2023, La Banque Postale granted €1,397 million in green loans to support local authorities and the private sector; €1,004 million in social loans designed to create social and regional cohesion and promote inclusion; €1,459 million in impact loans indexed to environmental, social or governance criteria; €28.5 million in personal loans for green works; €48.7 million in personal loans for green vehicles; €86 million through zero-interest eco-loans. La Banque Postale also provides a range of dedicated home financing solutions to individuals, as well as the Lendopolis offering enabling clients to invest in renewable energy projects.

#### Measures on biodiversity

In 2023, La Banque Postale measured its biodiversity footprint using the Global Biodiversity Score and made an initial estimate based on a limited scope based on the database developed by Carbone 4 and CDC Biodiversité. Within this scope, the biodiversity impact intensity corresponds to 22 MSA (Mean Species Abundance) per billion euros invested. With regard to measuring the biodiversity impact of real estate loans to individuals and companies, the results show that for 2021, the portfolios had a static terrestrial impact of 24 MSA/sq.km, which corresponds to the destruction of 24 sq.km of virgin ecosystem. The dynamic terrestrial impact was 1.7 MSA/sq.km, equivalent to the additional destruction of 1.7 sq.km of virgin ecosystem. The portfolios also had a static aquatic impact of 0.19 MSA/sq.km in 2021. These findings provide a basis for setting biodiversity impact reduction targets in the years to come.

Meanwhile, as a signatory of the Finance for Biodiversity Pledge, CNP Assurances has committed to measuring the biodiversity footprint of 100% of its directly-held corporate equity and bond portfolio. It implements a biodiversity protection and/or restoration

plan. It encourages companies to reduce their impact through the Nature Action 100+ investor coalition and the organisation of awareness-raising conferences. Every year, it takes part in the collection of waste to mark World Clean Up Day.

## Supplier and subcontractor activities

La Poste Groupe implements measures to prevent and mitigate risks related to suppliers and subcontractors. These measures focus on two main areas:

- joint measures to prevent and mitigate risks related to the duty of care, with more specific measures on prioritised categories also being implemented;
- a specific documentation setting out the commitments of the group and its entities regarding responsible purchasing, as well as expectations towards suppliers.

The group's Purchasing Department has introduced a responsible and ethical purchasing policy based on the following four pillars:

1. enforce and promote human rights throughout supply chains;
2. reduce the negative environmental impact of purchases and suppliers, and encourage positive impacts;
3. promote social inclusion and contribute, through our purchases, to the development of the regional economic and social fabric;
4. build more responsible and ethical relationships with our suppliers.

These pillars are each structured around three priorities (compliance, exemplary nature, transformation) in the short, medium and long term. The actions are part of a continuous improvement process to strengthen the system of duty of care aiming to identify, prevent and mitigate risks related to suppliers and subcontractors.

In 2023, as part of its approach as an exemplary purchaser, La Poste and three subsidiaries (La Poste Immobilier, La Banque Postale and CNP Assurances) were awarded the RFAR (Responsible Supplier Relations and Purchasing) label. This label demonstrates the collective and responsible commitments undertaken by La Poste and its relevant subsidiaries as it assesses the following five criteria:

- commitment and governance of the organisation as regards a responsible purchasing approach;
- conditions and quality of supplier and subcontractor relations;
- respect for the interests of suppliers and subcontractors;
- inclusion of social responsibility in the purchasing process;
- impact of purchasing on the economic competitiveness of the ecosystem.

Based on ISO 20400 standard (responsible purchasing), it promotes the organisation of purchasing to integrate CSR issues and the quality of customer/supplier relations, helping foster trust within the supply chain and is awarded for a period of three years.

#### Measures for assessing and monitoring suppliers

Prior to contracting with suppliers and subcontractors, and throughout the commercial relationship, an assessment system is implemented.

### System implemented by the group's Purchasing Department

Since 2019, a documentary control and assessment procedure of its suppliers in several areas of compliance has been implemented:

- documentary compliance using the Provigis and/or e-attestation tools for all purchasing categories excluding transport and delivery: this is a documentary compliance tool covering the duty of care obligation, in application of the duty of care obligation established by the law of 31 December 1991 reinforcing the fight against irregular work and the fight against the organisation of the illegal entry and stay of foreign nationals in France (Articles L. 8222-1 et seq. of the French Labour Code). Suppliers upload the signed "La Poste Responsible and Ethical Purchasing Charter" onto their interface; Regarding the specific "transport and delivery" category, other tools are used, such as Approcheck to check the documentary compliance of last mile parcel collection and delivery contracts, and ANDCO for transport contracts;
- financial and administrative health is assessed through the Altares tool;
- the CSR aspects are monitored via the Acesia platform, into which suppliers are integrated after signing their contract. Depending on their level of risk and maturity, suppliers are first subject to a self-assessment. They may also be subject to a documentary check at a later stage and finally an on-site audit if necessary.

### A new system is currently being deployed: the supplier e-conformity platform

La Poste equipped itself with a more comprehensive and efficient third-party supplier assessment tool. This system, which was in a pilot phase between mid-March and November 2023, has since entered the deployment phase, until April 2024, when the entire scope of La Poste, La Poste Immobilier, Docoposte and La Banque Postale SA will be integrated. It is set to be extended to other subsidiaries. In this context, La Poste has updated its procedure for assessing suppliers and subcontractors.

In operational terms, suppliers are assessed through an initial risk-based approach according to the country of operation and the sector of activity encompassing the duty of care. A first score classifies the suppliers by country risk level and sector. This is followed by an assessment that varies depending on the score obtained.

In cases where the country/sector risk score meets expectations, the supplier is assessed through the automated collection of data from external databases. In other cases, in addition to automated data, a comprehensive questionnaire is sent to the company, including compliance with the duty of care. Lastly, if, after these steps, the assessment remains insufficient, an audit (desk/on-site) may be initiated.

In the last two cases, the implementation of a progress plan defined with the supplier may be requested. The contractual relationship may be terminated in the case of serious non-compliance or of lack of progress.

The frequency of the update of the assessment depends on score.

### Focus on the risk management system put in place by the group's Purchasing Department

The group's Purchasing Department covers the scope of La Poste, La Banque Postale and La Poste Immobilier, which amounts to €5.5 billion and includes approximately 27,500 suppliers and subcontractors. The majority are small and medium-sized enterprises (SMEs). The vast majority of purchases come from France (97%).

In 2023, the group's Purchasing Department strengthened its management of duty of care risks through:

- the creation of a prevention and mitigation measurement framework across all purchasing categories;
- the implementation of specific measures for certain priority purchasing categories under the duty of care. This work mainly focused on determining a scale to assess the maturity of the measures put in place.

### ▼ EXAMPLES OF MEASURES APPLICABLE ACROSS ALL PURCHASING CATEGORIES

Risk management systems	Examples of measures taken
Risk mapping	<ul style="list-style-type: none"> <li>Identification of priority purchasing categories for duty of care by cross-referencing risks identified by EcoVadis with the amounts spent on purchasing;</li> <li>Identification of the suppliers most at risk regarding duty of care through the supplier e-conformity platform described above.</li> </ul>
Consultations/calls for tender	<ul style="list-style-type: none"> <li>Incorporation of specific duty of care commitments into calls for tender.</li> </ul>
Contractual clauses and general purchasing conditions	<ul style="list-style-type: none"> <li>Contractual clause on the duty of care included in every new contract;</li> <li>The general purchasing conditions are attached to each purchase order. This allows for the possibility of conducting an on-site audit if necessary.</li> </ul>
Documentation	<ul style="list-style-type: none"> <li>Transmission to all suppliers of the Responsible and Ethical Purchasing Charter, which includes specific commitments on the duty of care. Each new supplier must sign this Charter, which states the reciprocal commitments of the group and the service providers, including the identification of occupational health and safety risks; the development of a safety protocol and a prevention plan to prevent these risks; communication and awareness-raising among staff on the identified risks, the instructions to be followed and the preventive measures to be applied before starting on-site activity; a procedure in the event of a serious event or difficulty observed during the performance of the service;</li> <li>All new buyers must read and sign this Charter.</li> </ul>
Risk assessment	<ul style="list-style-type: none"> <li>The vast majority of new suppliers are assessed to identify any risks related to the duty of care (suppliers under contract, purchase orders and direct invoices of more than €5,000 over 12 months).</li> </ul>
Training	<ul style="list-style-type: none"> <li>An awareness-raising module on the duty of care is available to all La Poste Groupe employees.</li> </ul>
Whistleblowing mechanism	<ul style="list-style-type: none"> <li>Inclusion of a reference to the group's whistleblowing mechanism in the General Purchasing Conditions and La Poste Groupe's Responsible and Ethical Purchasing Charter, as well as in the email signature of the group's Purchasing Department;</li> <li>The link to the whistleblowing mechanism is accessible via La Poste Groupe's corporate website and on its EcoVadis page.</li> </ul>

Most other entities take similar measures regarding contractual clauses, training and reference to their whistleblowing mechanism. This is the case for CNP Assurances and Geopost. For instance, an action programme dedicated to the transport partners was created in 2022 and integrated into Geopost's international activities. This programme, called Partner of Choice, which includes the deployment of the Responsible Purchasing Charter to these partners is one of Geopost's strategic priorities. This Charter is incorporated into the contractual arrangements of its subsidiaries, which govern purchases, especially for transport services.

Geopost also has an internal control framework that includes a specific chapter on subcontracting in the transport sector. It sets out Geopost's minimum expectations and specifies 16 rules and 19 controls covering several risks related to the duty of care.

### Logistics and services activities: examples of measures taken on delivery activities

Below are the main measures implemented to address the risks related to the delivery purchasing category, which is at the heart of La Poste Groupe's logistics and services activities.

#### Human rights and fundamental freedoms

##### Measures against the risk of non-compliance with legal working hours/excessive workload

To prevent this risk, as a purchaser, La Poste has implemented the following measures:

- each postal establishment provides suppliers with traffic forecasts several weeks in advance so that they can adjust their resources, particularly during peak periods of activity;
- each delivery contract includes production constraints with parcel delivery times and a return time to the site that respects the daily working hours.

At Geopost, in case of excessive working hours, subsidiaries must make adjustments to the round planning. In addition, the Partners of Choice programme requires subsidiaries to monitor and report on compliance with working hours.

##### Measures against the risk of discrimination

La Poste's contractual measures provide that suppliers must comply with the principle of non-discrimination. For example, La Poste Groupe's Responsible and Ethical Purchasing Charter requires suppliers to respect the principle of non-discrimination. This Charter is signed by each new supplier to make this commitment binding. In addition, buyers receive mandatory training on the risk of discrimination.

Geopost's Responsible Purchasing Charter, which is annexed to contracts, stipulates that suppliers undertake not to practice any form of discrimination and to promote equal professional treatment, diversity, equity and inclusion.

##### Measures against the risk of forced labour and undeclared work

The measures implemented by La Poste are based on several pillars:

- **documentary checks:** each supplier is required to submit a certain number of documents to ensure that the suppliers in question are compliant:
  - a document certifying registration (K bis extract), to ensure that the company is known by the authorities, with a registered office and the identity of the manager,
  - the certificate from Urssaf (French social security body) is a key document in the fight against undeclared work, as it makes it possible to verify that (i) the service provider is up to date with the payment of social security contributions and (ii) the number of employees declared is the same as that indicated on the Urssaf website. Justifications are requested in the case of discrepancies to ensure that there is no undeclared work,
  - the transport licence is used to verify that the company is authorised to operate a transport activity in the regulated market and that it meets all the criteria (professional standing, financial and professional capacity, etc.),
  - the certificate of possession of certified copies of licences ensures that the service provider has as many copies of the transport licence as there are vehicles assigned to the services performed on behalf of La Poste and that a numbered licence is present in each vehicle,
  - a list of the names of all their foreign employees subject to a work permit, in order to prevent the risk of undocumented workers. An additional declaration is required if seconded workers are used.

In addition, these documentary checks enable the establishments making the request to verify the overall consistency of the information in relation to the service requested (e.g., the number of people assigned to perform the services for La Poste versus the payroll reported for the given reporting period). This reduces the risk that the subcontractor declares fewer personnel than those actually involved in providing the service for La Poste.

To ensure that these documentary checks are carried out properly, second-level checks are conducted monthly by the Services-Mail-Parcels business line. These checks consist of verifying that each establishment keeps the documentation related to its suppliers up to date and enters it into the Approcheck tool for tracking purposes. If necessary, the Services-Mail-Parcels business line sends out reminders to establishments (e.g., missing transport licences);

- **contractual obligations:** La Poste has made a significant decision based on its business model, which consists of prohibiting the practice of cascade subcontracting in all its contracts. Guidelines from the Services-Mail-Parcels business line specifically address this issue. This prohibition minimises the risk of activities not being controlled and ensures visibility of the use of external third parties to prevent the risk of undeclared and/or forced labour. In addition, the contractual clauses allow for on-site audits to be conducted if necessary to ensure that suppliers meet their obligations. They provide for the possibility of terminating the commercial relationship in the event of non-compliance;
- **training:** 3,225 employees received training related to the duty of care (general awareness, training on the implementation of prevention plans, Approcheck tool accreditation, etc.).

### Concerning the specific risk of workers in irregular situations

La Poste Groupe is committed to continuous improvement in the detection of document fraud. Enhanced documentary checks are implemented for accessing the sites. For example, delivery service providers must send the declaration prior to recruitment to the establishment 48 hours before their employees arrive on site. For establishments located in the Paris region, which is considered to be the area most at risk, an experiment has been conducted for over two years with the deployment of a specific tool to verify the authenticity of identity documents, driving licences, residence permits and receipts where applicable, through unique encrypted links generated within the application. Within a maximum of three hours, the tool indicates the conformity and authenticity of the documents. After verifying the documents and their authenticity, the service providers' employees are authorised to access the sites. In the event of non-conformity, a warning letter is sent to the supplier, refusing access to the sites. La Poste also reserves the right to terminate the contract. On site, a second visual check of documents is carried out to ensure that the person performing the service is the person declared by his or her employer. This system has to be implemented across all high-risk sites. Lastly, random, unannounced and regular document checks are conducted. Given that establishment managers cannot become experts in the detection of forged documents, checks are intended to be strengthened in 2024 with the support of the group's investigation team, which includes experts trained in document fraud. The experts are equipped with one of the most advanced tools on the market for verifying the authenticity of an identity document.

### Health and safety

#### Measures against the risk of accidents

To prevent the risk of accidents, La Poste carries out checks prior to supplier selection and contracting through:

- documentary checks to ensure that suppliers have a valid transport licence, except for the use of vehicles without a licence. This licence attests to the legal skills required for the profession. Therefore, if the licence is no longer valid, the contract is terminated. In addition, suppliers must provide the professional liability insurance certificate. Although it is not mandatory for delivery, it does ensure that the supplier is insured against damage caused to third parties. The extension of insurance coverage for suppliers can also be subject to negotiation within the framework of calls for tender;
- prevention plans, safety protocols and appropriate signage to reduce the risk of accidents on postal sites. For example, in its plans, La Poste raises awareness of the rules of conduct at its sites (e.g., overhead signage, ground markings) and of the establishment's internal rules of procedure. Checks exist to ensure that these plans have been communicated to the service providers.

In addition, reports are sent to the suppliers in case of non-compliant behaviour on the sites. For example, in the event of failure to wear mandatory protective equipment, the on-site teams directly instruct the delivery person to adhere to the safety instructions and a letter is sent to the supplier. Checks are carried out on site daily, with a zero tolerance policy regarding safety shoes (no entry to the site);

- incorporating rest periods into the definition of calls for tender to prevent the risk of accidents;
- communications during peak activity periods to enable suppliers to organise themselves and adjust their resources accordingly. If necessary, additional contracts are signed with service providers when the regular suppliers are unable to meet the demand. In operational terms, all service providers receive either in person or by e-mail a kit including a letter regarding the duty of care (timetables, carrying capacity, etc.), a poster on the whistleblowing system covering duty of care topics, good delivery practices in the form of a flyer, a safety sheet for goods and people, etc.;
- crisis units are organised according to the severity of the accident to define any possible additional actions;
- checks on the condition of vehicles, which must comply with transport regulations and the Highway Code (technical inspection, Crit'air sticker (air quality certificate), etc.) are provided in the contract. An annual questionnaire on the condition of their vehicle fleet (e.g., age) is sent to suppliers with a medium/long-term contract. La Poste may, if necessary, ask suppliers to bring themselves into compliance based on responses received. The condition of vehicles is also subject to on-site visual controls (e.g., smooth tyres, loose bumpers, vehicle emitting smoke) to prevent the risk of accidents. For severe cases, La Poste may choose not to entrust delivery to the service provider. If the supplier declares that it is unable to remedy the situation, penalties will be applied and a letter stating that the contractual obligations have been breached will be sent. In the event of recurrent breaches by the supplier, termination of the contract will be considered.

At Geopost, before entering into agreements with subcontractors, subsidiaries must follow the required procedures, including checks on the validity of insurance coverage and driving licences. For example, DPD Germany has introduced a pre-qualification process in which delivery service providers must be certified by a third party on several points, such as social and tax compliance, before being able to work with the company.

In addition, a number of subsidiaries use route planning software that calculates and plans traffic speeds to avoid accidents. Preparing for peak activity periods ensures an adequate scaling-up to facilitate the management of forecast volumes.

### Environment<sup>(1)</sup>

The risk impacts, opportunities, actions and outcome indicators on the environment at the level of La Poste Groupe are specified in Chapter 4 of the Universal Registration Document. Below are examples of the main measures implemented.

(1) The risk impacts, opportunities, actions and outcome indicators on the environment at the level of La Poste Groupe are specified in Chapter 4 "Sustainable and responsible development". The paragraph gives examples of the main measures implemented.

### Measures on GHG emissions

La Poste Groupe measures greenhouse gas emissions related to its subcontracting activities (scope 3) and has set targets for reducing these emissions.

To achieve this, La Poste implements several measures for its suppliers and subcontractors. For example:

- for long- and medium-distance transport, service providers are selected based on La Poste Groupe's decarbonisation roadmap. Environmental and social requirements are included in the specifications on the type of engine and energy efficiency of their fleet of vehicles. For low-emission zones, no supplier using gasoline or diesel can be selected;
- for first and last mile delivery service providers, in the five towns with a low emission zone in mainland France, green consultations are being set up. These consultations aim to select service providers equipped with fleets of electric vehicles or electric bicycles and cargo bikes. By the end of 2023, 100% of Colissimo deliveries in Paris were carbon-free. La Poste aims to achieve the same target for Greater Paris in 2024. For the other cities concerned by the transition towards more eco-friendly fleets, if the service provider cannot meet the need for cargo bikes and/or electric vehicles and its contract covers diesel vehicles, it will not be extended/renewed.

In addition, a decarbonisation plan has been put in place to transition towards more eco-friendly supplier fleets in certain areas (e.g., four-year contract, promotion of alternative systems such as Movivolt).

Delivery suppliers are also regularly informed about decarbonisation incentives offered by the French government and the possibilities of hiring vehicles with lower emissions. In 2023, an educational guide was drawn up to enable service providers to compare the costs associated with owning electric and combustion vehicles.

Lastly, training and awareness-raising activities have been carried out for buyers of transport and delivery services, including an air quality training session provided as part of the partnership with Airparif in 2023.

Meanwhile, Geopost is the first global parcel delivery company to have its short (down 43% by 2030 versus 2020) and long-term (down 90% by 2040 versus 2020) carbon emissions reduction targets approved by the Science Based Targets initiative (SBTi). From a scientific point of view, this approval supports Geopost's plan to achieve net zero emissions by 2040. The plan covers scope 3 in addition to scopes 1 and 2.

Since 2022, the annual Delivery Excellence Challenge event has been organised, to communicate on sustainability issues (environment and social). In 2023, for the second edition, the best drivers from 22 business lines gathered to discuss health and safety, environmental sustainability, customer experience and productivity issues.

### Banking and insurance: focus on the measures implemented

La Banque Postale has introduced several measures to address risks related to these purchasing categories, particularly IT and other intellectual services, software and banking services.

La Banque Postale's risk management system stipulates that calls for tender include specific criteria. Service providers must provide information on emissions and the measures implemented to mitigate the risk. The analysis of suppliers' applications also includes external data. In addition, the materiality of the measures implemented by its suppliers is verified through a questionnaire sent systematically to those whose purchases exceed €10,000. The analysis of the questionnaire helps identify risks and potential areas for improvement, which will be monitored. Contractual measures are also provided for and mention La Poste Groupe's whistleblowing system to enable suppliers' employees to report any infringement of fundamental freedoms and rights. The Responsible Purchasing Charter provides for the possibility of triggering an on-site audit and sets out the commitments and requirements signed by the suppliers (contracts and purchase orders). Monitoring measures ensure that suppliers adhere to their commitments throughout the relationship.

Regarding CNP Assurances, measures to prevent and mitigate risks related to suppliers and subcontractors are implemented during the supplier and subcontractor selection and assessment phases, contracting and commercial relationship monitoring.

For all purchasing categories, CNP Assurances has a system for assessing third-party suppliers and business partners (distributors and insurance management delegate, asset management companies, independent financial advisers) to ensure their compliance before contracting and throughout the commercial relationship. This system will be extended to CNP Assurances IARD in 2024, and then to the main subsidiaries of the CNP group with annual spending in excess of €20 million.

Suppliers are assessed in several areas of compliance through the automated collection of data from the following external databases:

- INTUIZ by Altares, to assess the supplier's financial and administrative health;
- Provigis to assess documentary compliance covering the duty of care obligation under the Labour Code on combating illegal labour, also used by CNP Assurances to recover insurance certificates and suppliers' declaration of effective beneficiaries;
- INDUE D from Altares to assess a third party's level of compliance risk on five points (country risk, activity risk, risks related to politically exposed persons, sanctions/embargoes and negative press);
- EcoVadis for the ESG assessment of suppliers generating revenue with CNP Assurances of more than €200,000, including taxes.

The risk-based approach is based on two criteria: the amount of revenue with CNP Assurances and the purchasing category, as is the case for La Poste.

In the event of non-compliance, an escalation process with the group Compliance Department and then with the General Secretary of CNP Assurances, may lead to requesting the supplier to implement an action plan, or even result in the termination of the contractual relationship. Assessments are updated at least annually, with second-level checks.

## 7.2.4 Whistleblowing system

154 group entities have a whistleblowing mechanism, representing 99%. Some have a separate system from that of the group (e.g., Geopost and CNP Assurances).

Following the Wasserman Law and its implementing decree, La Poste updated its whistleblower procedure in 2023, making the system more operational and comprehensible (definition of whistleblower, enhanced protection). For this reason, it has opted for a single email address to receive and process all internal and external alerts, consequently updating the group's documentation (general purchasing conditions, Responsible and Ethical Purchasing Charter, signature of buyers' emails including the URL for the whistleblowing system, badge on the EcoVadis platform), as well as its internal rules of procedure.

This process has been subject to extensive consultation with trade unions.

### Consultation with employee dialogue bodies

Article 3-1 of the decree implementing the Wasserman law specifies that: "Entities (...) shall establish their internal procedure for collecting and processing reports in accordance with the rules governing the legal instrument they adopt, after consulting with social dialogue bodies."

The updated procedure was therefore subject to consultation with the employee representative bodies before being annexed to the internal rules of procedure, presenting notably the reasons for the changes to the whistleblowing system and the new provisions provided by the law:

- the National Occupational Health & Safety Commission was consulted on 30 March 2023;
- between April 2023 and July 2023, 525 CHSCT met in La Poste entities;
- on 18 July 2023, a National Technical Committee concluded this cycle of consultation with the employee representative bodies;
- the whistleblowing system was discussed again at the National Technical Committee meeting on 30 November 2023 focusing on the revision of the group's Code of Conduct, as the system is an integral part of it.

### Whistleblowers

In accordance with the law, reporting to this single address is available to:

- staff members and individuals whose employment relationship has ended when information was obtained within this relationship, and to individuals who have applied for a position within the relevant entity when information was obtained within this application process;
- shareholders, partners and holders of voting rights at the entity's General Meeting;
- members of the administrative, management or supervisory bodies;
- external or temporary staff;
- joint contractors of the relevant entity, their subcontractors or, in the case of legal entities, members of the administrative, management or supervisory bodies of these joint contractors and subcontractors as well as their staff members.

Reports from individuals not belonging to the group are handled by the group's ethics officer who, after review, forwards them for instruction to the ethics officers and relevant senior experts, who

may have a better understanding of the context and are therefore able to effectively process the report. The individuals reporting are notified prior to any transfer of their reports.

### Reasons for reporting

Reports may be made for various reasons, including the three topics related to the duty of care:

- harm to the group's interests;
- breach of confidentiality of information;
- violation of a code of conduct;
- failure to comply with business ethics towards customers, suppliers and other stakeholders;
- failure to comply with the rules on conflicts of interest;
- failure to comply with the gift and invitation policy;
- corruption or fraud;
- duty of care violations:
  - harm to human rights and fundamental freedoms, including the principle of non-discrimination,
  - harm to health and/or safety, including harassment,
  - harm to the environment (e.g., biodiversity, pollution, greenhouse gas emissions).

### Access to the system

For La Poste and its subsidiaries (except for Geopost and CNP Assurances), the system can be accessed via the following URL: [www.alerte-ethique.laposte.fr](http://www.alerte-ethique.laposte.fr). It works 24/7 on a computer, tablet or smartphone. It guarantees individuals the confidentiality of their reports with a high level of security. The data is encrypted and the provider has no access to the decryption keys or to the content of the whistleblowing. It allows individuals to report problems and to seek advice.

On the Internet, when searching for "La Poste's whistleblowing system", search engines directly refer to La Poste's public compliance and ethics website, which provides a direct link to the whistleblowing system. The address of the system also appears in the group's Code of Conduct, published on La Poste's corporate website, as well as in documentation related to suppliers (general purchasing conditions).

In addition, reports may be received by post, email, telephone call or in person interview. The statements made are then transcribed for validation by the individual making the report. Individuals making the report are advised to then communicate via the secure platform, but they are not legally obligated to accept.

Alerts cannot be anonymous except in exceptional circumstances. This means that an anonymous alert will only be considered if the seriousness of the facts mentioned is established and if the facts are sufficiently detailed, in accordance with the law. For example, an anonymous alert may be processed if it refers to corruption or harassment in a detailed manner.

### Confidentiality

The confidentiality of the statements made and that of the personal data of the actors involved in the report (individuals making the report, any witnesses, persons targeted) are guaranteed by the ethics officer in charge of investigating the case. In accordance with the General Data Protection Regulation (GDPR), the individuals involved are systematically informed of their rights regarding data protection and access to data.



Reports are processed by ethics officers and senior experts within each entity comprising the group. By virtue of their position or status, they have the skills, authority and resources required to carry out their duties in accordance with legal obligations (Article 5-1 of the decree of 3 October 2022 implementing the Wasserman law). Ethics officers and senior experts are neutral and impartial. To carry out their duties, they have been trained (by the group's ethics officer and/or those of the business lines) based on an internal manual (practical guide for handling professional alerts and other reports). They sign a commitment letter in which they undertake to:

- preserve the confidentiality of the information brought to their knowledge and not to disclose it;
- comply with the principles set out in La Poste's whistleblowing system, which is annexed to the internal rules of procedure, after consultation with the employee representative bodies;
- comply with regulations on the processing of personal data applicable to the professional whistleblowing system;
- raise awareness among the experts they may engage to process a report or alert on the importance of confidentiality.

### Procedure for processing alerts

The procedure is organised into four steps as follows:

1. Receive and qualify report:
  - qualify report: fact(s) falling within the scope of the law;
  - assess the person's status: disinterested natural person;
  - employee or not of La Poste Groupe, etc.
2. Acknowledge receipt of report.
3. Process:
  - informing the whistleblower of the progress of the process;
  - providing insurance of the right to information;
  - performing personal investigation, with the help of experts if necessary (internal or external investigation).
4. Close report:
  - informing the whistleblower of the conclusions and actions taken regarding the report, as well as follow-up;
  - producing statistics for the annual report with monitoring indicators;
  - data management: destroying personal data or archiving after anonymisation.

To process an alert, ethics officers can call on experts (HR, for example, for cases of harassment). These experts must also sign a commitment letter guaranteeing the respect of confidentiality.

A monthly Committee of ethics officers from business lines and first-tier subsidiaries allows for discussions on the developments of procedures and projects to be undertaken within the function. Twice a year, plenary sessions are held with all the divisions: functional departments and subsidiaries, including second-tier subsidiaries.

### Assessment of awareness of the system

For the past ten years, La Poste has commissioned an annual ethical climate survey from a polling institute (Ipsos in 2023). This year, 13,000 employees of La Poste and 7,000 from its subsidiaries were contacted and 3,113 responded. Awareness of the whistleblowing system is therefore growing steadily. 75% of those surveyed responded positively to the question: "In your company, are you aware that there is a whistleblowing system that allows you to seek advice on ethical or compliance matters, or report an

incident in case of breach of the company's Code of Conduct?" (versus 70% in 2021 and 74% in 2022). In 2022, the same question was asked by Ipsos to all French companies, and the national average rate of positive responses was 66%.

The results of the annual surveys are shared with the ethics officers and senior experts, enabling the definition of actions to be taken in terms of communication, for example. These results are also disseminated through internal communication channels and, in some cases, through display in the establishments. These articles and posters also provide the address of the whistleblowing system and allow scanning a QR code to access it.

To enhance awareness of the system, an internal communication campaign has been launched to inform employees of the importance of using it when necessary. The whistleblowing system is also accessible via a smartphone application dedicated to compliance available to all postal workers (*m@conformité*).

### Geopost and CNP Assurances whistleblowing systems

Some group subsidiaries have separate whistleblowing systems. This is the case of Geopost and CNP Assurances, which have deployed a common system for most of their subsidiaries.

CNP Assurances has strengthened the system in compliance with legal requirements. To facilitate the identification of alerts made by individuals outside the company, the existing internal whistleblowing system ([www.cnp.integrityline.com](http://www.cnp.integrityline.com)) has been supplemented by an additional platform accessible via the following URL: [www.externalgroupcnpintegrityline.com](http://www.externalgroupcnpintegrityline.com). This system is available to the CNP Assurances group (French and foreign subsidiaries).

These platforms are accessible 24/7 guaranteeing the confidentiality of the employees' reporting with a high level of security (encrypted data, service provider with no access to decryption keys or to the content of the whistleblowing). Reports can be made in the six languages of the CNP Assurances group (French, English, Spanish, Italian, Greek and Portuguese).

The documentation (group Code of Conduct, specific clauses in agreements/contracts, internal rules of procedure) has been updated, as well as the procedure for processing alerts, which was presented to the employee representative bodies in December 2023.

The communication of the existence of a whistleblowing system for individuals outside the company was carried out through a circular letter sent to third parties (suppliers, subcontractors) in business relations in late February 2024 and by including a new "duty of care" clause in the agreements and contracts of all new third parties as they are renewed.

The ethics officer (Compliance Director) and the head of the ethics and compliance unit of the CNP Assurances group are responsible for the processing of these alerts. They have signed a commitment letter to abide by the Code of Ethics.

### Alerts received in 2023

In all, the group recorded 1,003 reports in 2023.

22.43% of alerts concerned one of the duty of care topics:

- Harassment: 8.97%;
- Occupational health and safety: 6.18%;
- Discrimination: 3.89%;
- Violation of equal treatment: 2.99%;
- Human rights and fundamental freedoms: 0.30%;
- Harm to the environment: 0.10%.

Of the 1,003 reports received, 142 were requests for advice (around 14%) and 851 were alerts (around 86%).

## 7.2.5 Training and awareness-raising

La Poste Groupe offers its employees a specific e-learning training module on the duty of care. Since 2022, 5,045 employees have been trained.

In addition, La Poste is raising employee awareness of certain risks related to the duty of care through other training modules, for example: recruiting without discrimination, preventing and managing rude behaviour, committing to workplace gender equality and combating sexism, preventing accident risks.

For environmental risks, La Poste regularly conducts awareness-raising activities on climate issues through the Climate Fresk tool, which helps to better understand climate change. La Poste has added a set of cards dedicated to the actions of the group and the business lines, designed and validated by the Climate Fresk, which present its different businesses that emit CO<sub>2</sub> (logistics, building, banking and digital), the impacts of global warming on its activities and the measures currently deployed. 14,000 postal workers were trained through this initiative at the end of 2023.

In addition, the company's Compliance, Human Resources, Social Commitment and Purchasing intranets contain information on the duty of care and the actions carried out.

For biodiversity, the group introduced and made available an e-learning module on biodiversity for employees allowing them to learn about biodiversity, how businesses affect and rely on it, and what companies can do to preserve and enhance this natural capital. At La Banque Postale, other employees have benefited from training dedicated to biodiversity applied to the finance sector, in order to better understand the risks associated with banking activities. Moreover, the biodiversity experts have undergone Global Biodiversity Score training that allows them to carry out a biodiversity footprint assessment independently.

Within Geopost, in 2023, 37 individuals from the compliance teams of Geopost's subsidiaries participated in a training session on issues related to due care and their role in implementing the compliance programme concerning these matters.

## 7.2.6 Implementation review

### Internal control system: self-assessment

Each year, La Poste Groupe entities are assessed on the maturity of their system through a self-assessment questionnaire. To ensure coverage of the elements required by law, the questionnaire covers the five pillars that should be subject to measures and actions. Each entity assesses maturity according to four levels ("non-existent", "in progress", "operational" or "efficient"). The answers are declarative. However, respondent entities must systematically attach documents justifying the selected response level when it is "operational" or "efficient".

The results are consolidated and analysed for consistency to derive an overall maturity rate for each entity and to identify the remaining areas for improvement.

As part of the continuous improvement to enhance the efficiency of the process, the 2023 version resulted in the strengthening of the operational criteria for self-assessment and the list of supporting documents to be provided, as well as the proposal of monitoring indicators to support entities in managing their continuous improvement initiatives.

Lastly, in 2023, the replacement of the self-assessment questionnaire by a level 2 internal control questionnaire was initiated and will be finalised for the 2024 campaign. This development will further enhance the quality and objectivity of the control process.

### Summary of social indicators<sup>(1)</sup>

	2023	2022	2021
<b>NUMBER OF EMPLOYEES</b>			
Total headcount at 31 December (individuals)	232,726	238,033	244,980
Percentage of women	52.6%	52.7%	52.7%
Gender equality index	94/100	94/100	94/100
<b>HEALTH AND SAFETY CONDITIONS</b>			
Frequency of workplace accidents with time off	18.33%	19.12%	21.44%
Severity of workplace accidents with time off	1.63%	1.64%	1.65%

(1) Scope of figures: La Poste Groupe in France, i.e., La Poste SA and its French subsidiaries.

## Summary of environmental indicators

Energy consumption and carbon footprint	2023	2022	2021
Energy consumption (in GWh)	8,345	8,783	9,137
Carbon footprint <sup>(a)</sup> (in tCO <sub>2</sub> e/q)	5,624,945	2,392,988	2,681,992
Intensity (greenhouse gases/consolidated operating revenue) (in tCO <sub>2</sub> e/q/€m operating revenue)	165.3	68.6	80.5
Fleet of electric vehicles <sup>(b)</sup>	22,810	19,402	17,058

(a) Since 2023, the group's measurement has been exhaustive (in particular including scope 3 as a whole across the 15 categories) and has been reviewed by the OTI.

(b) Including light commercial vehicles, Stabys; excluding electric bicycles, trolleys and handling vehicles.

Emission of air pollutants	2023	2022	2021
Nitrogen oxide (NOx) emissions (in tonnes)	56.7	65.4	72.9
Particulate matter (PM) emissions (in tonnes)	3.2	3.5	3.5
Percentage of kilometres travelled by the fleet managed by Véhiposte	64	71	74

Scope: vehicle fleet managed by Véhiposte.

\* Since 2023, the group's measurement has been exhaustive and has been validated by the Statutory Auditors, in particular the measurement of scope 3 as a whole has been completed across the 15 categories.

## Summary of supplier and subcontractor indicators

Categories of risk	Indicators	2023	2022	2021
First-tier suppliers' and subcontractors' failure to comply with requirements on human rights and fundamental freedoms, health and safety or the environment.	Coverage rate of duty of care clauses (contracts of the group's Purchasing Department)	100%	100%	100%
	Rate of signature of responsible and ethical purchasing commitments of the purchasing division	100%	100%	100%
	Number of hours of responsible purchasing training provided	144	394	-
	Number of suppliers informed of the assessment system	2,887	2,108	1,773
	Of which delivery and logistics suppliers	536	480	
	Number of self-assessments carried out	652	462	270
	Of which delivery and logistics suppliers	87	83	29
	Percentage of audited suppliers and subcontractors (documentary audits)	179	146	73
	Of which delivery and logistics suppliers	81	78	
	Percentage of audited suppliers and subcontractors (on-site audits)	16	8	2
Of which delivery and logistics suppliers	13	5	N/A	

In total, at the end of 2023, 2,887 suppliers were asked to respond to a self-assessment:

- 652 suppliers responded to the self-assessment, including 83 through the questionnaire specific to the transport, delivery and logistics sector (campaign launched in October 2021); 179 suppliers were subject to a documentary check;
- 13 audits were carried out.

## 2024 business outlook

### Logistics and services activities

#### Human rights and fundamental freedoms

In 2024, La Poste will roll out new measures in favour of workplace gender equality, disability and family caregivers, and will participate in the survey of *L'Autre Cercle* to assess the inclusion of LGBT+ employees in the company. There will also be workshops on discrimination organised for managers.

At Geopost, the actions in 2024 will focus particularly on:

- the continued deployment of La Poste Groupe's human rights policy, as well as the reinforcement and monitoring of training and awareness-raising initiatives. Geopost will continue to monitor the measures and indicators of its overview on diversity, equity and inclusion;
- the international expansion of La Poste's *UN.E. Gender-balance Network* and the launch of a "Geopost diversity community";
- activities aimed at raising disability awareness;
- annual measurement of employee satisfaction with questions on diversity (e.g., ethics and respect for individuals);
- the publication of a worldwide comparative report on the topics covered by its diversity programme.

#### Health and safety

##### Accident prevention

La Poste will deploy new awareness-raising activities on the prevention of addictive behaviours among managers through the organisation of a one-day training session. Employees will also be able to receive dedicated awareness-raising training.

##### Rude behaviour and harassment prevention

A new psychological support system for postal workers who are victims of workplace aggression will be set up with France Victimes. An e-learning training on the legal and financial protection of victims of aggression will be rolled out to the local HR managers of the Services-Mail-Parcels business line. Meanwhile, the Retail Customers & Digital Services business line will launch a communication plan to prevent acts of sexual harassment, which will be accompanied by training for members of the Executive Committee and the HR Department.

With regard to Geopost, the social dialogue commitments under the UNI agreement and the group's French and European Committees will focus on preventive measures for employees working in the business lines, and on strengthening accident prevention by deploying the Human Resources Departments' "Health & Safety" working groups.

#### Environment

La Poste will implement new actions to reduce greenhouse gas emissions. The Services-Mail-Parcels business line will develop a climate change adaptation plan based on a study carried out in 2023 on the exposure of its sites to climate risks by 2030 and 2050. For the Stamp and Fiduciary Value Printing Press site of the Retail Customers & Digital Services business line, actions will focus on setting up a register to monitor training for on-call employees, improving access to instructions in the event of an incident, and an annual analysis of atmospheric emissions by an external body.

Geopost will be working on measures to reduce GHG emissions related to its transport activities and buildings.

### Banking and insurance activities

#### Human rights and fundamental freedoms

La Banque Postale will finalise and implement its human rights policy for its financing and investment activities. A dedicated

training will be implemented. The new exclusions set out in La Banque Postale's Financing and Responsible Investment Charter will be applied. In addition, La Banque Postale will sign the Charter of *L'Autre Cercle* to strengthen its actions in favour of the rights of LGBT+ employees. It will deploy and lead a group of LGBT+ role-models (advisors) to provide guidance and facilitate the inclusion of people from diverse backgrounds. A mentoring programme will be conducted between junior and senior employees.

CNP Assurances will sign the LGBT+ Commitment Charter of *L'Autre Cercle* and will ensure equal rights for all its employees. It will roll out a multi-annual action plan including awareness-raising initiatives (e.g., conferences, guides) and an e-learning training module accessible to employees.

#### Health and safety

La Banque Postale will implement the action plan provided for in the quality of life and working conditions (QLWC) agreement within the La Banque Postale Economic and Social Unit (UES), which contains actions to prevent occupational risks (physical and mental health and safety of employees).

CNP Assurances will implement the commitments set out in its new QLWC agreement on health and working conditions (e.g., preventive action against sedentary lifestyles, visual fatigue and musculoskeletal disorders) and will strengthen the right to disconnect through the use of tools.

#### Environment

La Banque Postale will broaden the scope for measuring its GHG emissions and will define a transition plan. It will improve its assessment and management of the impact of financing operations on biodiversity and will publish its first Taskforce on Nature-related Financial Disclosures (TNFD) report in line with the latest regulations in force (CSRD). La Banque Postale will also implement a commitment strategy with its customers or prospects identified as being at risk of deforestation.

Meanwhile, on biodiversity and climate change, CNP Assurances will engage in dialogue with companies and asset management firms to encourage the adoption of a strategy aligned with a scenario of limiting global warming to 1.5°C and with international agreements on biodiversity. CNP Assurances will publish science-based targets to increase positive and reduce negative impacts on biodiversity. The company will measure the biodiversity of 100% of woodland assets and will devote 3% of woodland to areas of older growth and natural growth by the end of 2025.

### Supplier and subcontractor activities

La Poste Groupe will continue all its actions regarding supplier and subcontractor activities. For example, the supplier e-conformity system will be rolled out across all purchasing categories. The consolidation of subsidiaries will continue.

With regard to La Poste's purchasing activities, which include the Services-Mail-Parcels and Retail Customer & Digital Services business lines, La Banque Postale and La Poste Immobilier, work will be undertaken to strengthen the risk management system across all purchasing categories, develop the risk management systems specific to priority purchasing categories regarding the duty of care, and continue training and raising awareness of the duty of care among operational staff. Furthermore, one or more service providers will be selected to carry out documentary checks and on-site audits.

For some of La Banque Postale's specific purchases, the Purchasing Department will use the group tool, incorporating the EcoVadis scoring method and scorecards.

## 7.3 REVIEW OF THE PARENT COMPANY FINANCIAL STATEMENTS

La Poste's parent company financial statements are prepared in accordance with French generally accepted accounting principles (GAAP) and the provisions of the French General Chart of Accounts.

### Operating loss

(in € millions)	31/12/2023	31/12/2022 restated*	(in €m)	Change (as a %)
<b>Operating revenue</b>	<b>13,077</b>	<b>13,479</b>	<b>-401</b>	<b>-3.0</b>
<b>Operating expenses</b>	<b>(14,581)</b>	<b>(14,488)</b>	<b>-93</b>	<b>+0.6</b>
<b>Operating loss</b>	<b>(1,504)</b>	<b>(1,009)</b>	<b>-495</b>	<b>+49.0</b>
Net financial income	704	1,758	-1,054	-60.0
Non-recurring items	(13)	(8)	-5	+64.1
Income tax	517	230	+287	n.m.
<b>NET PROFIT/(LOSS)</b>	<b>(296)</b>	<b>971</b>	<b>-1,266</b>	<b>N.M.</b>

\* Following the change in accounting treatment of impairments of intangible assets and property, plant and equipment, impairment losses have been reclassified from non-recurring items to operating expense for €540 million, of which €509 million concerns the Mail CGU.

La Poste's operating revenue primarily consists of:

- revenue from the Services-Mail-Parcels business line's Mail and Parcels business;
- Retail Customers & Digital Services revenue;
- revenue from the Retail Network activity, corresponding mainly to invoices to La Banque Postale, as well as commission received on third-party sales (excluding Mail and Parcels) at post office counters;

- invoicing of shared resources (personnel expenses for the financial centres and the banking advisory hotline) to La Banque Postale.

Operating revenue amounted to €13.1 billion in 2023, down by 3% compared to 2022.

Operating expenses amounted to €14.6 billion in 2023, up by €93 million or 0.6%, mainly due to the increase in other external expenses.

### Net financial income

(in € millions)	31/12/2023	31/12/2022	(in €m)	Change (as a %)
Net gain on foreign currency	0	1	-1	n.m.
Net loss on loans and borrowings	(14)	4	-17	n.m.
Income from equity investments	684	1,867	-1,182	-63.3
Other financial income and expenses	34	(114)	+147	n.m.
<b>NET FINANCIAL INCOME</b>	<b>704</b>	<b>1,758</b>	<b>-1,054</b>	<b>-60.0</b>

Dividends (income from equity investments) received from subsidiaries amounted to €684 million, including €40 million from Poste Immobilier and €63 million from Geopost (compared to €30 million and €288 million, respectively, in 2022). La Banque Postale paid out €576 million in dividends in 2023, compared to €1,542 million in 2022, representing a decrease of €966 million.

Net income on loans and borrowings amounted to a negative €14 million in 2023, compared with a loss of €4 million in 2022, i.e., a decrease of €17 million.

Net financial income, which amounted to €704 million in 2023, decreased by €1,054 million year on year.

### Net loss

Loss before tax amounted to €813 million, a decrease of €1,553 million compared to 2022.

Tax income increased by €287 million to €517 million. The increase was mainly due to the inclusion of CNP Assurances in the tax group in 2023.

La Poste's net loss amounted to €296 million, an decrease of €1,266 million.

## Five-year financial summary

	2023	2022	2021	2020	2019
<b>Financial position at 31/12/N</b>					
Share capital (in millions of euros)	5,858	5,620	5,365	5,365	3,800
Number of shares (in millions)	2,929	2,810	2,682	2,682	950
<b>Earnings for the year (in €m)</b>					
Revenue before tax	10,140	10,585	11,134	10,663	11,317
Profit/(loss) before income tax, depreciation, amortisation and provisions	(299)	1,457	364	(751)	9
Income tax	517	230	205	225	325
Profit/(loss) after income tax, depreciation, amortisation and provisions	(296)	971	753	(1,546)	(83)
Dividend	421	724	0	0	200
<b>Earnings per share (in €/share)</b>					
Earnings per share before income tax, depreciation, amortisation and provisions	(0.10)	0.52	0.14	(0.28)	0.01
Profit/(loss) after income tax, depreciation, amortisation and provisions	(0.10)	0.35	0.28	(0.58)	(0.09)
Dividend	0.14	0.26	0.00	0.00	0.21
<b>Employee data</b>					
Number of employees (full-time equivalent/year)	142,504	148,091	158,389	169,585	182,183
Wages and salaries	5,532	5,484	5,742	5,938	6,247
Payroll taxes	1,322	1,306	1,353	1,347	1,427

## Balance sheet

<b>Assets (in € millions)</b>	31/12/2023	31/12/2022
Non-current assets	18,988	17,960
Current assets	3,634	3,071
Cash and cash equivalents	3,311	4,608
<b>TOTAL</b>	<b>25,933</b>	<b>25,639</b>
<b>Equity and liabilities (in € millions)</b>		
Equity	7,499	7,901
Other equity	750	750
Provisions	1,789	1,670
Debt	11,890	11,401
Current liabilities	4,005	3,917
<b>TOTAL</b>	<b>25,933</b>	<b>25,639</b>

### Assets

The main change in non-current assets was due to "intercompany" loans, which represented a net increase of €746 million compared to 31 December 2022, in particular with regard to Docaposte (+€318 million), Geopost (+€163 million), Véhiposte (+€93 million) and Asendia (+€83 million).

Cash and cash equivalents (cash and marketable securities) amounted to €3,311 million at 31 December 2023, down by €1,296 million.

### Equity and liabilities

Equity amounted to €8,249 million at 31 December 2023, a net decrease of €403 million compared to end-2022, reflecting net loss of €296 million for the year, dividend payments of €421 million, and the increase in capital and contribution premium of €316 million.

Provisions for contingencies and losses amounted to €1,789 million, and debt stood at €11,890 million. Current liabilities amounted to €4,005 million.

The change in debt was mainly due to repayments and new issues during the year (€1,850 million in new borrowings).

## Other information

### Payment term indicators

Under Article L. 441-6-1, paragraph 1 of the French Commercial Code (*Code de commerce*), La Poste SA has been required since 2017 to disclose information on its supplier and customer payment terms in accordance with Article D. 441-4 of the French Commercial Code. La Poste SA has opted to present unpaid invoices received and issued at the end of the reporting period and in arrears according to the summary table provided in Article D. 441-4, paragraph 1 of the French Commercial Code.

The following principles are used:

- no invoice is excluded from the calculation of the indicators. Consequently, disputed or doubtful invoices are included – mainly within “91 days or more” – as well as invoices with group companies;

- credit notes received are considered as means of payment and as such are recorded in the same overdue category as the invoices to which they refer. Otherwise, credit notes are recorded within “0 days”;
- as the French service provider responsible for the universal postal service, La Poste SA is partially subject to VAT. Consequently, the amount of invoices is presented including tax, the amount of purchase is presented excluding non-deductible tax and the amount of sales is presented excluding tax;
- non-current asset suppliers are not included in the percentage of total purchases over the period.

Year ended 31 Dec. 2023	Article D. 441 I.-1°: Invoices received and past due at the end of the period						Article D. 441 I.-2°: Invoices issued and past due at the end of the period					
	More than 0 days (indicative)	1 to 30 days	31 to 60 days	61 to 90 days	More than 91 (1 day or more) days	Total	More than 0 days (indicative)	1 to 30 days	31 to 60 days	61 to 90 days	More than 91 (1 day or more) days	Total
<b>(A) BREAKDOWN OF PAST DUE PAYMENTS</b>												
Number of invoices (in thousands)	102					12	394					150
Total amount of invoices (in € millions, incl. taxes)	344	5	1	2	5	12	636	44	5	7	60	115
Percentage of total purchases for the period (excl. non-deductible taxes)	5.2%	0.1%	0.0%	0.0%	0.1%	0.2%						
Percentage of revenue for the period (excl. taxes)							5.24%	0.36%	0.04%	0.06%	0.49%	0.95%
<b>(B) INVOICES EXCLUDED FROM (A) RELATING TO DISPUTED OR UNRECOGNIZED PAYABLES AND RECEIVABLES</b>												
Number of invoices excluded (in thousands)						0						0
Total amount of invoices excluded (in € millions, incl. taxes)						0						0
<b>(C) REFERENCE PAYMENT TERMS USED (CONTRACTUAL OR STATUTORY PURSUANT TO ARTICLE L. 441-6 OR L. 443-1 OF THE FRENCH COMMERCIAL CODE)</b>												
Payment terms used to calculate past due payments	X Contractual terms: La Poste shall apply the terms set out in the contracts with its suppliers. In most contracts: 60 days after the date of issue of the invoice.						X Contractual terms: La Poste shall apply the terms set out in the contracts with its customers or in its general terms and conditions of sale. At the latest: 60 days after the date of issue of the invoice.					
	o Statutory terms:						o Statutory terms:					

### Sumptuary expenses and add-back of overheads

In accordance with the provisions of Articles 223 *quater* and 223 *quinquies* of the French Tax Code (*Code général des impôts*), the financial statements for 2023 show a total of €1,250,465 in expenses not deductible from taxable profit – so-called “sumptuary” expenses, as listed in Article 39-4 of the said Code – versus €1,047,124 in 2022, corresponding to non-deductible lease payments (depreciation of the portion of the purchase price of passenger vehicles exceeding a certain ceiling).

## 7.4 STATUTORY AUDITORS

### Principal Statutory Auditors

#### Mazars Audit

Represented by Charles De Boisriou and Gonzague Senlis

Tour Exaltis  
61 rue Henri Regnault  
92400 Courbevoie, France

Mazars Audit was appointed by the Combined General Meeting of 8 June 2021.

Mazars Audit is a member of the Versailles Regional Association of Statutory Auditors.

#### KPMG Audit

Department of KPMG SA

Represented by Stéphanie Millet and Xavier de Coninck

Tour Eqho  
2, avenue Gambetta  
CS 60055

92066 Paris-La Défense Cedex, France

KPMG SA was reappointed by the Combined General Meeting of 8 June 2021.

KPMG SA is a member of the Versailles Regional Association of Statutory Auditors.

## 7.5 PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT

Mr Philippe Wahl

Chairman and Chief Executive Officer

### Declaration by the person responsible for the Universal Registration Document

I hereby declare that, to the best of my knowledge, the information contained in this Universal Registration Document is in accordance with the facts and that the registration document makes no omission likely to affect its import.

I further declare that, to my knowledge, the financial statements have been prepared in accordance with the relevant accounting standards and give a true and fair view of the assets and liabilities, financial position and result of the Company and all of the companies included in the consolidation, and that the management report, the items of which are identified in the cross-reference table found at the end of this Universal Registration Document, gives a true and fair view of the business, results and financial position of the Company and all of the companies included in the consolidation, and describes the main risks and uncertainties they face.

Paris, 4 April 2024

Chairman and Chief Executive Officer

Philippe Wahl



## GLOSSARY

**ACP:** *Agence colis postaux* – postal parcels branch.

**Addressed mail:** Type of targeted mail that includes a specific recipient and address (as opposed to unaddressed mail).

**Advertising mail:** Mail that promotes a brand, its products or its services (may be addressed or unaddressed).

**Arcep:** French regulatory body for the electronic communications and postal sectors. This independent French administrative authority works to ensure that the postal market remains open and operational. It issues authorisations to operate postal activities, opinions on rates and universal service quality objectives, and approves universal service rates.

**Business mail:** Mail whose purpose is to manage and cultivate a brand or company relationship with customers.

**Career development counselling:** Personalised support system offered to any working person wishing to take stock of their career. This counselling, provided free of charge, helps to explore a more formal career development plan.

**CHSCT:** *Comité d'hygiène, de sécurité et des conditions de travail* – Health, Safety and Working Conditions Committee.

**Cecogram (items for the blind):** Mail or parcels containing documents sent or received by visually-impaired people or by organisations that assist them (non-profits, specialised educational institutions, etc.). In France, the universal postal service includes mailing items for the blind free of charge.

**Circular economy:** The purpose of the circular economy is to move from a model aimed at reducing impacts to a model aimed at creating value at a social, economic and environmental level (new design, production and consumption methods, prolonging duration of use, encouraging usership over ownership, reusing and recycling components).

**Cogas:** *Conseil d'orientation et de gestion des activités sociales* – French works council. It implements the group employment policy, allocates the budget and monitors its implementation in conjunction with trade unions.

**Collaborative economy:** Refers to a business model where usership takes precedence over ownership (sharing, exchange, barter, sale or rental). It is a practice strongly linked to the rise of online trading.

**Courier delivery:** Delivery of printed news media to a subscriber's home or workplace via a dedicated paper route, unlike postal delivery. Courier delivery also refers to the home delivery service for meals, shopping, and medicines.

**CSNP:** *Commission supérieure du numérique et des postes* – The French High Commission for Digital and Postal Services. This body is responsible for monitoring postal and electronic communications (fixed lines, mobile telephone services and internet). In this capacity, it assesses the impact of new technologies on La Poste's daily and future activities. It ensures there is a suitable balance between the postal and electronic communications sectors. It reports annually to Parliament and the Prime Minister and works with the government.

**CSR:** Corporate Social Responsibility – A concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis (European Commission definition).

**Delivery times:** The number of business days between when goods are received by the carrier and when they are delivered to the end-customer.

**E-bike:** Electric bicycle.

**Employment footprint:** Assessment of the number of jobs supported by a company's activity. The employment footprint includes direct employment (employees of the company), indirect employment (jobs created by suppliers and subcontractors through the company's purchases), as well as induced employment (jobs supported by the consumption of direct and indirect jobs, as well as jobs supported by the taxes paid by the company).

**EPIC:** *Établissement public à caractère industriel et commercial* – A French corporate structure for an entity governed by public law that manages a public service activity. EPICs produce and market goods and services. They are based on private law and their staff are subject to labour laws.

**ESG:** Environmental, Social and Governance. This international acronym is used by the financial community to designate the environmental, social and governance criteria that generally constitute the three pillars of non-financial analysis. These criteria can be used to assess companies' responsibility towards the environment and their stakeholders (employees, suppliers, customers, etc.).

**GDPR:** General Data Protection Regulation.

**GHG Protocol:** International protocol establishing a framework for measuring, accounting for and managing greenhouse gas emissions from private and public sector operations, developed by the World Business Council for Sustainable Development (WBCSD). The objectives of the GHG Protocol are to:

- develop internationally accepted calculation and reporting standards,
- improve the relevance and transparency of GHG accounting and reporting,
- prepare a true and accurate inventory of GHG emissions (organisations, cities, products), – simplify and reduce the cost of the inventory,
- provide business information to build an effective strategy to manage and reduce GHG emissions,
- provide information to facilitate participation in voluntary or mandatory GHG projects;

along 3 scopes:

- scope 1: indirect emissions,
- scope 2: indirect energy-related emissions (electricity, steam, heat and cooling),
- scope 3: other indirect emissions and the World Resources Institute (WRI).

**Hub:** Processing and distribution centre for a region. The hub network mimics a spider's web: all the express post collected during the day is consolidated at a hub, which is usually located close to an airport, train station or multimodal platform, before being redirected to local storage warehouses or destination centres, or to other hubs.

**IARD:** *Incendie, accidents et risques divers* – Fire, accident and miscellaneous risks. French abbreviation used to refer to property and casualty insurance, as opposed to personal insurance.

**Incubator:** Organisation that aids and supports business creation. Its primary function is to help individuals with an innovative project turn it into a company. Incubators mainly support projects associated with a technological innovation. They help project leaders draw up business plans, file patents, etc. They also provide premises, offices, and networking support.

**Integrated operator:** Global transport companies that operate along the entire shipping chain: airline company (cargo fleets), customs agent, cargo agent and road carrier.

**IoT:** Internet of Things – The interconnection between the internet and physical objects, places and environments. This term designates a growing number of devices that are connected to the internet and that therefore permit communication between physical property and the digital realm. These types of connections make it possible to gather new networks and, accordingly, new knowledge and types of expertise.

**IPC:** International Post Corporation – A cooperative association of national postal services from Europe, North America and Asia Pacific. Its mission is to improve international service levels, conduct studies and research in the area of postal services and encourage discussion forums on postal issues.

**La Poste Relais outlets (rural/urban):** A La Poste outlet managed by a retailer that offers most postal services during extended business hours. This type of outlet helps keep shops in rural areas open. In urban areas, they are located in high-traffic locations such as train stations and supermarkets. La Poste Relais outlets make the most used postal services accessible to a large number of citizens.

**Last mile:** Last link in the logistics chain for a delivery. This phase refers to shipping to companies as well as home delivery to individuals.

**Local La Poste Groupe outlets:** Service points managed in partnership with a municipality or association of municipalities. Postal services are provided in exchange for compensation.

**MVNO:** Mobile Virtual Network Operator – a network operator that uses the network infrastructure of other operators to provide a range of services and technical solutions to customers under its own brand (because it lacks its own infrastructure).

**ONPP:** *Observatoire National de la Présence Postale* – French National Observatory of Postal Coverage. It monitors equalisation funds and implementation of local postal coverage agreements. It consists of representatives of the French State, the Association of French Mayors, the CSNP (formerly CSSPPCE) and La Poste Groupe.

**PDC:** *Plateforme de distribution du courrier* – mail delivery platform.

**Pending mail:** Postal items awaiting pick-up at contact points.

**Personal micro-credit:** Loans for consumers who wish to complete a project (excluding start-up), but who do not have access to traditional bank credit.

**PFC:** *Plateforme Colissimo* – Colissimo parcels centre.

**PIC:** *Plateforme industrielle courrier* – mail hub.

**Pickup point:** Automated locker service for parcel pick up and drop off (lockers located outside are accessible 24/7). As soon as a parcel is available, a text message and/or email is automatically sent to the recipient including a collection code. Recipients have three business days to pick up their parcel.

**PM10:** Particles with a diameter of less than 10 µm.

**PM2.5:** Fine particles are solid entities with a diameter of less than 2.5 µm. Like any particle, they are composed of a mixture of various chemical compounds (mostly originating from wood heating, road traffic and building site activities, or formed by chemical reactions from gases in the atmosphere).

**Postal carrier-counter clerk:** A postal carrier who carries out all services related to their carrier duties (mail delivery, local services) in addition to providing services at post office counters. Postal carrier-counter clerks handle all La Poste service offerings (mail, parcels, Chronopost, La Banque Postale group and La Poste Mobile pre-paid mobile phone cards).

**Postal delivery:** Transport and delivery of printed news media through La Poste's traditional circuit.

**Postal workers:** Refers to all group employees.

**PPDC:** *Plateforme de préparation et distribution du courrier* – Mail processing and distribution centres.

**Printed advertising/unaddressed advertising:** Advertising delivered to letterboxes. Type of mail that does not include a specific recipient and address (as opposed to addressed mail).

**Public service missions:** Activity carried out under the control of a public authority, i.e., the French State, with the aim of satisfying a need in the general interest. La Poste Groupe is tasked with four public service missions entrusted to it by the French State under the French law of 2 July 1990, which shape its identity: providing universal postal service, contributing to regional planning and development, ensuring access to banking services and handling the transport and distribution of the press.

**Public service agreement:** The public service agreement between La Poste Groupe and the French State sets out the framework and the methods applicable to the public service missions entrusted to La Poste Groupe (delivery of mail/parcels six days out of seven to all French homes, accessible banking via the La Banque Postale group, contribution to regional planning through its postal coverage, transport and press delivery).

**Rate of hires with BOE status:** Beneficiary of the obligation to employ disabled workers: The obligation to employ disabled workers is a mechanism aimed at encouraging private and public employers to hire disabled workers.

**Responsible purchasing:** "Responsible purchasing is the purchase of goods or services which, throughout the procurement process, integrates social, environmental and economic responsibility, based on the principles of sustainable development, promoting fair trade and ensuring optimum transparency" (source: Afnor).

**Reverse logistics:** Reverse logistics, or return logistics: refers to the management of flows from the consumer to the manufacturer (after-sale services, collection of recycling waste, unsold goods management, etc.).

**Rural area:** A municipality with fewer than 2,000 inhabitants.

**Scanning:** The process of scanning the tracking number of a parcel from its drop off at the post office to its delivery (a parcel is scanned an average of four times during handling and shipment). With the tracking number, customers can see where their package is at all times.

**Service point:** General term for all types of postal service points, ranging from post offices, France Services labelled post offices, public service outlets, local postal agencies, La Poste Relais outlets (in shops or at an SSE partner location in a rural or urban area), services provided by postal carrier-counter clerks, co-working spaces and any other forms of resource pooling that aim to share resources between La Poste and other public or private partners and approved by the ONPP.

**Shipper:** Term used in the express sector to refer to the ordering customer who pays for the transport.

**Silver economy:** Economy that serves senior citizens. It is intended to support a population with a growing life expectancy and new needs – particularly in the leisure, transport, food, safety, healthcare, household, shared housing, insurance, telephone assistance, internet and sports sectors.

**Single-piece mail:** Items posted and handled individually, as opposed to bulk mail. Synonym of individual mail.

**Social economy:** A group of companies organised in the form of cooperatives, mutual companies, non-profit organisations or foundations whose internal functioning and business principles are based on solidarity and social benefits.

**SRI:** Socially responsible investment.

**TCFD:** Task Force on Climate-related Financial Disclosures, which was established at the request of the G20 leaders. Its aim is to encourage companies and organisations to provide transparent information about climate-related financial risks to enable investors to take it into account in their decisions.

**Tracking:** Service provided by express or rapid transportation carriers involving the computerised monitoring of an item's progress from collection to delivery. Transport companies try to offer as many tracking points as possible (usually at each reload). Electronic handsets are used by drivers and delivery people to communicate information on final delivery.

**ULA:** Urban logistics area – An area intended for the distribution and collection of parcels and express deliveries weighing up to 30 kilograms in urban areas.

**Urby:** Network of local shared centres for storing goods set up by La Poste in cities to pool deliveries and avoid the circulation of poorly loaded trucks in cities. These shared centres offer services to shopkeepers and retailers in city centres: home delivery for their customers, return-to-sender management, collection of recycling waste, etc. Urby is a subsidiary of Geopost.

**Value chain:** Complete sequence of activities or actors that provide or receive value in the form of products and services (ISO 26000).

## CROSS-REFERENCE TABLES

### Management report cross-reference table

This Universal Registration Document includes all of the items presented in the Board of Directors' management report on the 2023 financial year in accordance with Articles L. 225-100-1 *et seq.* of the French Commercial Code. The management report comprises the sections of the Universal Registration Document identified in the table below:

Required item	Reference text	Sections of the Universal Registration Document	Pages
<b>I. Review of the financial position and results</b>			
Analysis of the change in business, results and financial position of the Company and the group over the year just ended	L. 225-100-1, L. 232-1 and L. 233-26 of the French Commercial Code	Chapter 3 and Section 7.3	123-151 494-496
Results of the subsidiaries and controlled entities by business line	L. 233-6 of the French Commercial Code	Section 3.2.2	134-141
Research and development activities	L. 232-1 and L. 233-26 of the French Commercial Code	Note 9 to the parent company financial statements	436
Description of the main risks and uncertainties	L. 225-100-1 of the French Commercial Code	Section 2.1	100-113
Indications on the financial risks related to the effects of climate change and presentation of the measures taken by the Company to reduce them	L. 22-10-35 of the French Commercial Code	Section 2.1.2, Risk "Adaptation to environmental and societal challenges"	111
Group policy in terms of financial risk management and exposure to price, credit, liquidity and cash risk	L. 225-100-1 of the French Commercial Code	Note 34 to the consolidated financial statements	328-358
Reintegration of overhead expenses and sumptuary expenses	French Tax Code Article 39.4 and 223 <i>quater</i> , Article 39.5 and 223 <i>quinquies</i>	Section 7.3	496
Information on payment terms for customers and suppliers	L. 441-14 of the French Commercial Code	Section 7.3	496
Five-year financial summary	R. 225-102 of the French Commercial Code	Section 7.3	494-496
Foreseeable Company and group trends and outlooks	L. 232-1 and L. 233-26 of the French Commercial Code	Section 3.4	150
Significant events after the end of the reporting period	L. 232-1 and L. 233-26 of the French Commercial Code	Section 3.4 Note 43 to the consolidated financial statements	150 399
Main characteristics of the internal control and risk management procedures relating to the preparation and processing of accounting and financial information	L. 22-10-35 of the French Commercial Code	Section 2.2	114
<b>II. Non-financial performance statement</b>		See cross-reference table	503
<b>III. Duty of care plan</b>		L. 225-102-4 of the French Commercial Code	Section 7.2 464-493
<b>IV. Legal and shareholding information</b>			
Employee shareholding at the last day of the financial year	L. 225-102 of the French Commercial Code	N/A	
Identity of shareholders owning over 5%; shares held by the issuer	L. 233-13 of the French Commercial Code	Section 7.1.1 § "Major Shareholders"	462
Information on share buybacks	L. 225-211 of the French Commercial Code	N/A	
Amount of dividends distributed over the last three financial years	243 <i>bis</i> of the French Tax Code	Section 7.1.1 § "Dividend Policy"	462
Acquisition of equity stakes or controlling stakes in companies with registered headquarters in France	L. 233-6 of the French Commercial Code	Section 3.1.3 and Notes 16 and 17 to the consolidated financial statements	128-130 300-301
<b>V. Corporate governance report</b>		See cross-reference table	502
<b>VI. Miscellaneous</b>			
Information on loans granted to other companies	L. 511-6 and R. 511-2-1-3 of the French Monetary and Financial Code	N/A	
List of branches	L. 232-1 of the French Commercial Code	Section 7.1.2, § "Information about the Company"	463

## Corporate governance report cross-reference table

In accordance with the provisions of Articles L. 225-37 paragraph 6, L. 225-68 and L. 226-10-1 paragraph 1, the corporate governance report is included in the management report in application of the provisions of Article L. 225-37 paragraph 6 of the French Commercial Code.

The Statutory Auditors' report on the Board of Directors' corporate governance report is included in their report on the annual financial statements.

This report consists of the following items:

Required item	Reference text	Sections of the Universal Registration Document	Pages
List of all terms of office and functions exercised in any company by each director during the financial year	L. 225-37-4-1 <sup>o</sup> of the French Commercial Code	Section 5.1.1	222-236
Agreements between an executive officer or a significant shareholder and a subsidiary	L. 225-37-4-2 <sup>o</sup> of the French Commercial Code	N/A	
Summary table of delegations granted by the General Meeting that are still valid regarding capital increases	L. 225-37-4-3 of the French Commercial Code	Section 5.2.1	243
Executive Management procedures	L. 225-37-4-4 of the French Commercial Code	Section 5.1.2	237
Limitations placed on the powers of the Chief Executive Officer by the Board of Directors	L. 22-10-10-3 <sup>o</sup> of the French Commercial Code	Section 5.1.2	237
Composition of the Board of Directors, preparation and organisation of its work	L. 22-10-10-1 <sup>o</sup> of the French Commercial Code	Section 5.1.1 and 5.2	222-236 243-246
Application of the principle of balanced representation of women and men on the Board of Directors	L. 22-10-10-2 <sup>o</sup> of the French Commercial Code	Section 5.1.1	222
Reference to a corporate governance code and application of the comply or explain principle	L. 22-10-10-4 <sup>o</sup> of the French Commercial Code	Section 5.3	247-248
Specific procedures relating to shareholder participation in General Meetings	L. 22-10-10-5 <sup>o</sup> of the French Commercial Code	Section 7.1.2	464
Procedure for evaluating current agreements - Implementation	L. 22-10-10-6 of the French Commercial Code	N/A	
Information likely to have an impact in the event of a tender or exchange offer	L. 22-10-11 of the French Commercial Code	Section 7.1.1	462
Description of the diversity policy applied to members of the Board of Directors with regard to criteria such as age, gender or qualifications and professional experience, as well as a description of the aims of this policy, and its implementation and results obtained during the financial year just ended	R. 22-10-29, paragraphs 2 and 3 of the French Commercial Code	Section 5.1.1	222-236

## Non-financial performance statement cross-reference table

Required item	Reference text	Sections of the Universal Registration Document	Pages
Business (or commercial) model	Articles L. 225-102-1 and R. 225-105-I of the French Commercial Code	Integrated Report	2-39
Description of the main risks related to the activity of the Company or group, including, where relevant and proportionate, the risks generated by business relations, products or services	Articles L. 225-102-1 and R. 225-105-I-1° of the French Commercial Code	§ "Summary CNFS table", "Identifying risks"	154-157
Information on the way in which the Company or group takes into account the social and environmental consequences of its activity, and the effects of this activity with regard to respect for human rights and the fight against corruption (description of the policies applied and reasonable diligence procedures implemented to prevent, identify and mitigate the main risks related to the activity of the Company or group)	Articles L. 225-102-1-III, R. 225-104 and R. 225-105-I-2° of the French Commercial Code	Sections 2.3.2, 4.1, 4.2, 4.3, 4.4, 4.5	118-120 157-209
Results of the policies applied by the Company or the group, including key performance indicators	Articles L. 225-102-1 and R. 225-105-I-3° of the French Commercial Code	Sections 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5, 4.3, 4.3.6, 4.4.1, 4.4.3, 4.4.4, 4.4.5,	163-207
Employee information (employment, work organisation, health and safety, labour relations, training, equal opportunities)	Articles L. 225-102-1 and R. 225-105-II-A-1° of the French Commercial Code	Section 4.3	183-195
Environmental information (general policy on the environment, pollution, circular economy, climate change)	Articles L. 225-102-1 and R. 225-105-II-A-2° of the French Commercial Code	Section 4.2	163-182
Societal information (societal commitments for sustainable development, subcontracting and suppliers, fair commercial practices)	Articles L. 225-102-1 and R. 225-105-II-A-3° of the French Commercial Code	Section 4.4	196-207
Information on the fight against corruption	Articles L. 225-102-1 and R. 225-105-II-B-1° of the French Commercial Code	Section 2.3.2	118-120
Information on measures to promote human rights	Articles L. 225-102-1 and R. 225-105-II-B-2° of the French Commercial Code	Section 7.2	464-493
Specific information for companies operating at least one site as set out in Article L. 515-36 of the French Environmental Code	L. 225-102-2 of the French Commercial Code	N/A	
Statement by the independent third party on the information presented in the non-financial performance statement	Articles L. 225-102-1-III and R. 225-105-2 of the French Commercial Code	Section 4.7	218-220

## Annual financial report cross-reference table

This Universal Registration Document includes all items from the financial report referred to under Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulations of the AMF:

	Sections of the Universal Registration Document	Pages
<b>Management report</b>	See the cross-reference table below	501
<b>Financial statements</b>		
• Parent company financial statements	Section 6.3	420-453
• Statutory Auditors' Report on the Financial Statements	Section 6.4	454-457
• Consolidated financial statements	Section 6.1	254-412
• Statutory auditors' report on the consolidated financial statements	Section 6.2	413-419

## Universal Registration Document cross-reference table

This Universal Registration Document includes all of the items required under Annexes I and II of the Delegated Regulation (EU) No. 2019/980, as presented in the table below:

Sections of Regulation No. 2019/980		Sections of the Universal Registration Document	Pages
<b>Chapter 1</b>	<b>Persons responsible, third party information, experts' reports and competent authority approval</b>		
	1.1 & 1.2 Identification and declaration of the persons responsible	Section 7.5	497
	1.3 & 1.4 Statement by experts and third party information	N/A	
	1.5 Competent authority approval	N/A	
<b>Chapter 2</b>	<b>Statutory Auditors</b>	<b>Section 7.4</b>	497
<b>Chapter 3</b>	<b>Risk factors</b>	<b>Section 2.1</b>	100
<b>Chapter 4</b>	<b>Information about the issuer</b>	<b>Section 7.1.2</b>	462
<b>Chapter 5</b>	<b>Business overview</b>		
	5.1 Principal activities	Integrated Report Chapter 1	8 41-98
	5.2 Principal markets	Sections 1.1, 1.2, 1.3, 1.4, 1.5	41-91
	5.3 The important events in the development of the issuer's business	Sections 1.1, 1.2, 1.3, 1.4, 1.5 Section 3.1	41-91 124-130
	5.4 Strategy and objectives	Integrated Report	2-3 10-25
	5.5 Dependence on patents or licences, industrial, commercial or financial contracts or new manufacturing processes	N/A	
	5.6 Competitive position	Sections 1.1, 1.2, 1.3, 1.4, 1.5	41-91
	5.7 Investments	Section 3.3.1	145
<b>Chapter 6</b>	<b>Organisational structure</b>	<b>Chapter 1, "Simplified organisational chart"</b>	42-43
<b>Chapter 7</b>	<b>Operating and financial review</b>	<b>Chapter 3</b>	124-150
<b>Section 8</b>	<b>Capital resources</b>	<b>Sections 3.3.2, 3.3.3</b>	146-149
<b>Section 9</b>	<b>Regulatory environment</b>	<b>Sections 1.1.2, 1.2.2, 1.3.2, 1.6 and 2.3</b>	53-55, 68, 78-80, 92-98, 117-120
<b>Chapter 10</b>	<b>Trend information</b>	<b>Section 3.4</b>	150
<b>Chapter 11</b>	<b>Profit forecasts or estimates</b>	<b>N/A</b>	
<b>Chapter 12</b>	<b>Administrative, management and supervisory bodies and senior management</b>		
	12.1 Members of the administrative, management or supervisory bodies	Integrated Report Section 5.1	32-33 222-242
	12.2 Administrative, management and supervisory bodies and senior management conflicts of interests	Section 5.1.4	242
<b>Chapter 13</b>	<b>Remuneration and benefits</b>		
	13.1 Remuneration paid	Section 5.4	249-251
	13.2 Total amounts set aside or accrued	Section 5.4	249-251
<b>Chapter 14</b>	<b>Board practices</b>		
	14.1 Date of expiration of the current term of office	Section 5.1	222-242
	14.2 Service contracts	Section 5.4.2	250
	14.3 Information about the issuer's audit committee and remuneration committee	Section 5.2.3	244-245
	14.4 Compliance with the corporate governance regime(s) applicable to the issuer	Section 5.3	247-248
	14.5 Potential material impacts on the corporate governance	Section 5.2	243-246
<b>Chapter 15</b>	<b>Employees</b>	<b>Section 4.3</b>	183-195

Sections of Regulation No. 2019/980		Sections of the Universal Registration Document	Pages
Chapter 16	Major shareholders	Section 7.1.1	462
Chapter 17	Related party transactions	Section 6.1 Note 42 to the consolidated financial statements	398
Chapter 18	<b>Financial information concerning the issuer's assets and liabilities, financial position and profits and losses</b>		
	18.1 Historical financial information	Sections 6.1 and 6.3	254-412, 420-453
	18.2 Interim and other financial information	N/A	
	18.3 Auditing of historical annual financial information	Sections 6.2 and 6.4	413-419, 454-457
	18.4 Pro forma financial information	N/A	
	18.5 Dividend policy	Section 7.1.1	462
	18.6 Legal and arbitration proceedings	Section 2.4	121
Chapter 19	Additional information	Section 7.1.2, § "Information about the Company"	463
Chapter 20	Material contracts (other than contracts entered into in the ordinary course of business)	Section 7.1.3	464
Chapter 21	Documents available	Section 7.1.2, § "Information about the Company"	464 463

The following information is incorporated by reference in the Universal Registration Document, in accordance with Article 19 of Regulation (EU) 2017/1129 of the European Parliament and of the Council of 14 June 2017:

- for 2021: the consolidated financial statements for the year ending 31 December 2021 and the related Statutory Auditors' report, the parent company financial statements and the related Statutory Auditors' report, and the management report available in the Universal Registration Document filed with the AMF on 21 March 2022 under no. D.22-0128 and accessible under the following link:

[French Financial Markets Authority \(AMF\) – La Poste Groupe – 2021 Universal Registration Document](#)

- for 2022: the consolidated financial statements for the year ending 31 December 2022 and the related Statutory Auditors' report, the parent company financial statements and the related Statutory Auditors' report, and the management report available in the Universal Registration Document filed with the AMF on 23 March 2023 under no. D.23-0139 and accessible under the following link:

[French Financial Markets Authority \(AMF\) – La Poste Groupe – 2022 Universal Registration Document](#)

- for 2023: Chapter 1 (Presentation of La Banque Postale) and Chapter 6.8 (Environmental, social and governance (ESG) risks) of the La Banque Postale 2023 Universal Registration Document filed with the French Financial Markets Authority on 26 March 2024 under no. D.24-0178 and accessible under the following link:

[French Financial Markets Authority \(AMF\) – La Banque Postale – 2023 Universal Registration Document](#)







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