



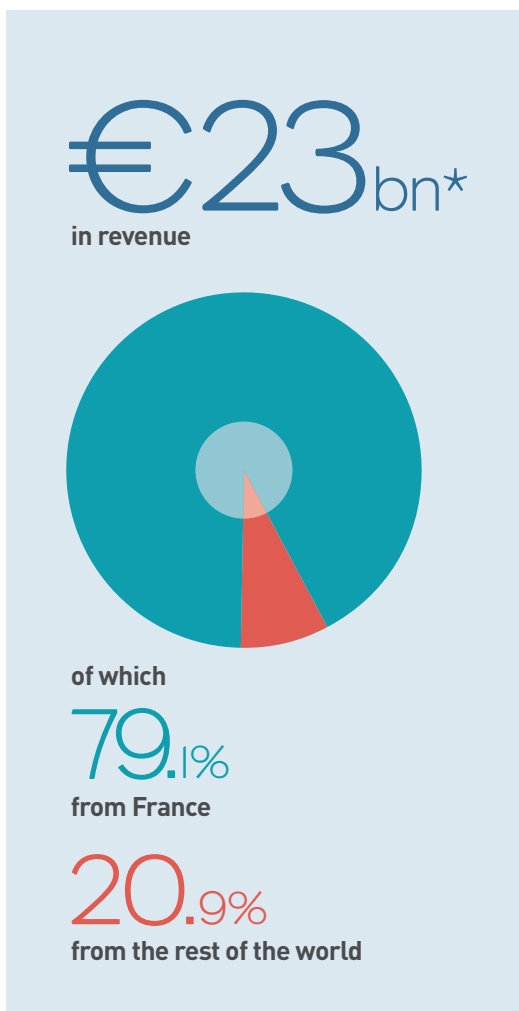
PORTRAIT OF A TRANSFORMING COMPANY



LE GROUPE LA POSTE

A group that counts

A MAJOR GROUP IN THE FRENCH ECONOMY



250,000
employees around the world

17,000
retail outlets

44
countries

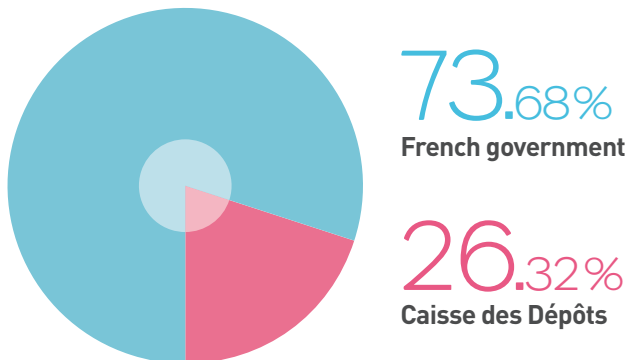
5
continents

€8bn
in purchases

* 2015 figures.

A group at everyone's service

2 PUBLIC SHAREHOLDERS



4 PUBLIC SERVICE MISSIONS

- Provide home mail delivery six days a week to all people in France.
- Provide access to banking services for all through La Banque Postale.
- Contribute to regional planning through the presence of postal services.
- Transport and deliver newspapers and magazines.

3 NEW PUBLIC INTEREST ACTIVITIES

- Be a major player in the energy transition.
- Help modernise public action.
- Offer trusted third party digital solutions.

A RESPONSIBLE GROUP

100%

of the mail and parcel services are carbon neutral

100%

of electricity used is sourced from renewable energy sources

100%

of employees attend a training course every two years

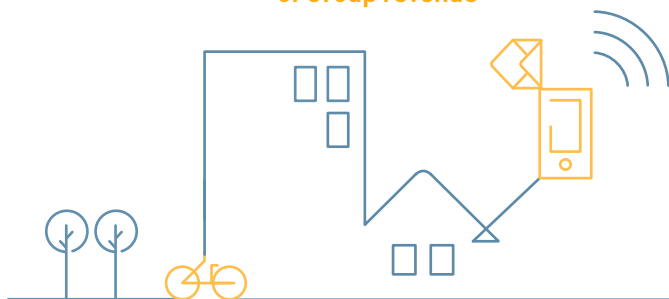
A multi-business group that will remain so

An exception in the European postal sector, Le Groupe La Poste has chosen to combine its postal, parcel and banking business units. Its Retail Network distributes the business units' products, Digital Services transforms them and the Group's real estate operator Poste Immo supports development throughout France.

_ Services-Mail-Parcels

Reinventing services for the community, this is the challenge faced by the business unit which is expanding its mail-carrier services, bolstering mail media and growing e-parcel delivery solutions.

48.6%
of Group revenue



_ Digital Services

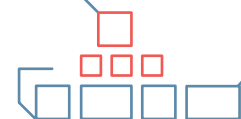
This business unit is responsible for the Group's digital transformation, from online distribution with laposte.fr to the Internet of Things and culture change for postal employees.

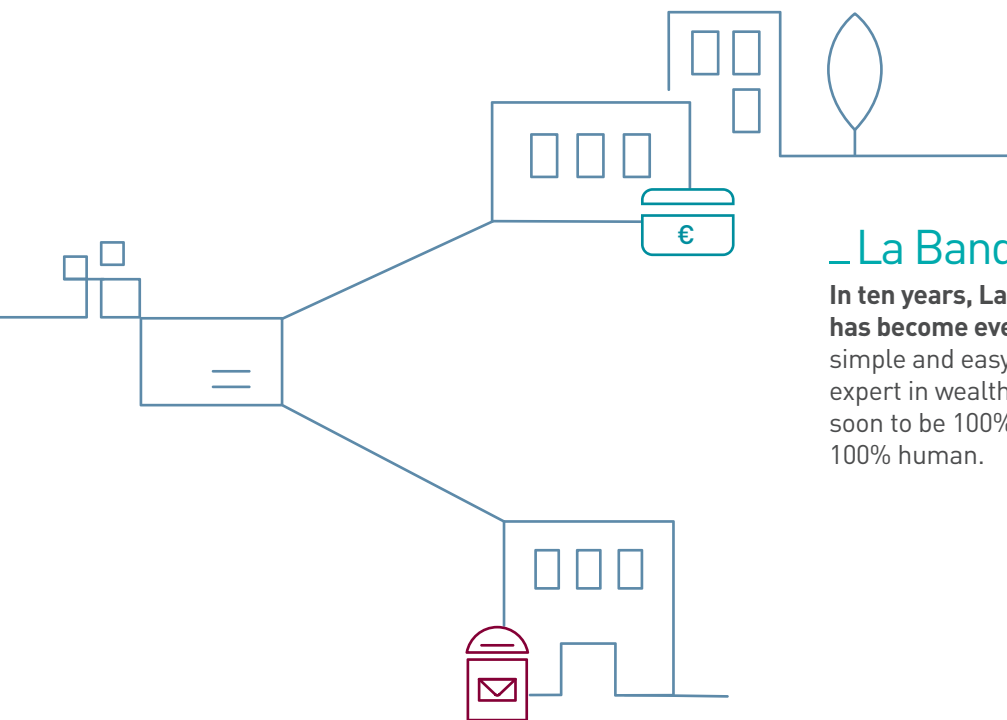
€550 million
invested in digital
projects between
2016 and 2019

_ GeoPost

Key player in express delivery around the world, GeoPost has won-over companies under the DPDgroup brand and is attracting individual customers with its Pickup points.

1 billion
parcels delivered
on five continents





_ La Banque Postale

In ten years, La Banque Postale has become everyone's bank:

simple and easy, accessible and expert in wealth management too, soon to be 100% digital and still 100% human.

10.8 million active customers

_ La Poste Network

A symbol of the ever-present postal services at the heart of the community with over 17,000 retail outlets, the La Poste Network has made banking its priority and adapts its coverage to remain France's leading network of local services.

96.7% of the French population less than 5km from an outlet

_ Post Immo

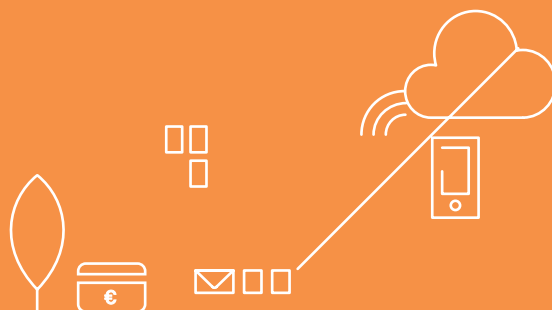
The real-estate operator manages Le Groupe La Poste's built asset portfolio, the second largest in France, as well as its transformation in an era of multi-channel contact and energy transition.

6,5 millions m², of which 57% is fully owned

A group that is actively transforming

Le Groupe La Poste has undertaken a profound transformation with its “La Poste 2020: Conquering the Future” strategic plan.

The aim: reinvent the Group while strengthening its core values.



La Poste invests in innovative markets

Online retail is booming. Banking innovations are soaring. The Express Parcels and La Banque Postale business units are speeding their development in buoyant markets.

La Poste: home of the e-parcel odyssey

— The Parcels business unit is reinventing its delivery methods to match customer use: from mobile apps to an increasingly diverse selection of pick-up points.

— The parcel network is expanding outside of France to keep up with the increasingly international dimension of shipments. As Europe's second biggest shipping company, with 3.6 million parcels delivered every day around the world, GeoPost has taken a 100% stake in DPD Russia and has become a majority shareholder in Resto In, a restaurant marketplace offering fast home delivery.

— Diversification into emerging online retail markets has started with express delivery of food products across France by Chronofresh, and with urgent urban shopping delivery through investment in Stuart.



3.6 million

parcels delivered per day by GeoPost across the world under the DPDgroup brand



La Banque scales up

— The digitisation of La Banque Postale has got underway with banking Twittoriels to answer customer questions and an online payment via voice recognition app, Talk to Pay, a world first.

— The expansion of employees' skills portfolios thanks to the École de la Banque et du Réseau (Banking and Retail Network School), and providing them with the latest generation management tools has transformed our post offices into a banking-oriented network.

— The range of banking and insurance products and services keeps expanding. Following on from solutions for local authorities, the "Bank for Pros" scheme will revolutionise professionals' dealings with the bank, with the creation of a team of customer advisers dedicated to professional customers. The team is set to grow from 100 at end 2015 to 1,000 by 2020.

4 million

professionals in France, of which 3 million are La Poste customers

A group that is actively transforming

La Poste is adapting to new habits

The digitisation of society presents La Poste with an incredible opportunity to carry out its own digital revolution to better serve customers. The Group's strategic objective for 2020 is to make La Poste the universal operator for physical and digital exchange.

La Poste goes digital

- 100% of La Poste's mail carriers are now equipped with a Facticeo device, which has streamlined customer relations and delivery rounds management.
- Clerks in 195 post offices discovered the Smarteo tablet which is improving counter customer service and advice.
- The smart computer Cap Client 3.0 has revolutionised the day-to-day work of the 10,000 Retail Network and La Banque Postale banking advisors.
- The first 100% digital office, inaugurated in Tours, promotes products and services in a dynamic way throughout the customer experience.
- A symbolic commitment, the postal employees' oath, which guarantees the confidentiality of correspondence, has been extended to all digital data.



La Poste's services go digital

- Ardoiz, a tablet specially adapted for older people, encourages the use of digital services in its post offices.
- Domino, an IoT button which lets customers send parcels from their letterbox without needing to drop it off or wrap it!
- The laposte.fr portal has created a large online shop window for all postal services and the unique customer account ensures continuity of service and customer recognition between online and physical points of contact.
- The unique database, shared by all business units, helps provide each client with highly personalised solutions.



100%

of mail carriers equipped with Facticeo

3.5 million

individual customers in the customer database by end of 2015

LA POSTE MAKES POSTAL SERVICES OMNIPRESENT

New geographical organisation is changing the French landscape. Needs and expectations vary depending on lifestyle and from city to city, and sometimes even from district to district. La Poste is adapting its outlets so that it can be there in the right place at the right time with the right solution.

— Post offices

Fully owned post offices offer all products and services in connection with their catchment areas.

— Public Service Areas

Post offices housing partner public services in rural and mountain communities.

— Municipality and inter-municipality agencies in small town halls

Managed by the municipality, they offer the most commonly-used postal services.

— La Poste Rural Contact Points

Managed by shop-owners, Rural Contact Points offer the most commonly-used postal services with extended opening hours and contribute to keeping shops open in rural areas.

— La Poste Urban Contact Points

Located in areas with high footfall, stations and supermarkets, the Urban Contact Points make most commonly-used postal services available so that city dwellers do not have to go out of their way.

— La Poste Social and Solidarity Economy (SSE) Points

Post office corners in old peoples' homes and vocational rehabilitation by labour institutions, the SSE points offer the most commonly-used postal services.

— Mail Carrier-Counter Clerk Offices

The same postal worker delivers the morning post and works behind the counter in the afternoon. An efficient solution for maintaining postal services and social unity.

— Lockers

Wall of automatic lockers installed outside or inside a post office allowing customers to collect parcels bought online from 6am to 10pm.

— Nomade, La Poste's first co-working space

A shared work space, linked to a post office, which provides open space work stations and meeting rooms with free, fast Wi-Fi, printers and much more.

Nomade, the postal co-working space



Public Service Area



Municipality and Inter-Municipality Agency in Saint-Médard (Gironde)



A group that is actively transforming

La Poste sets out to conquer new markets

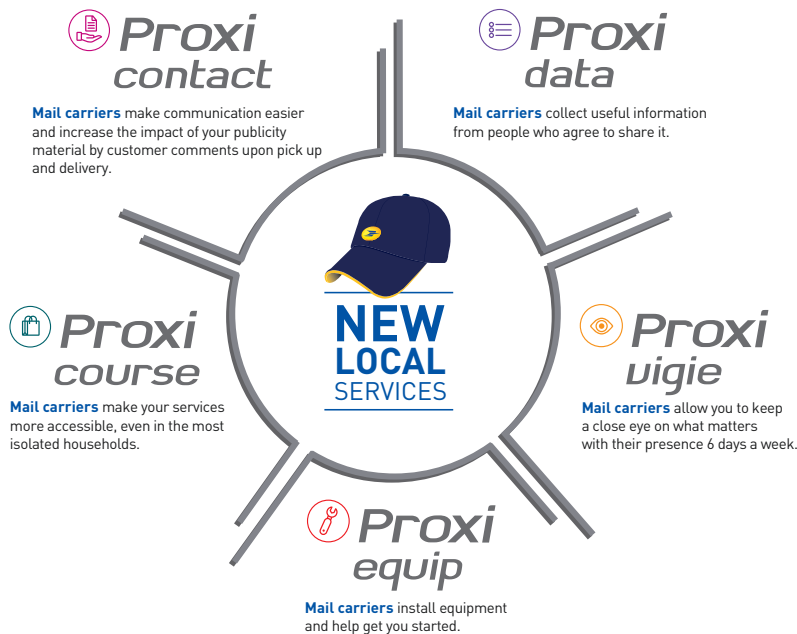
The world is changing. The way people consume is changing. To support this trend, the Group has taken a proactive stance and is developing new activities in relation with its knowledge and values.

The energy transition

The Group has been working on its own energy transition for over ten years now, experimenting with large-scale climate solutions to create innovative and useful products and services. For example, the Group has one of the largest electric vehicle fleets in the world and offers eco-friendly driving courses, eco-mobility consulting and sustainable vehicle fleet management solutions.

Digital life

Thanks to its network of sworn postal employees, La Poste has won the confidence of the French people. It is now extending this trust to the virtual world by inventing services which facilitate the digital life of as many people as possible: from the universal online master key, Digital Identity, to the intelligent digital safe, Digiposte, and a smart object hub.

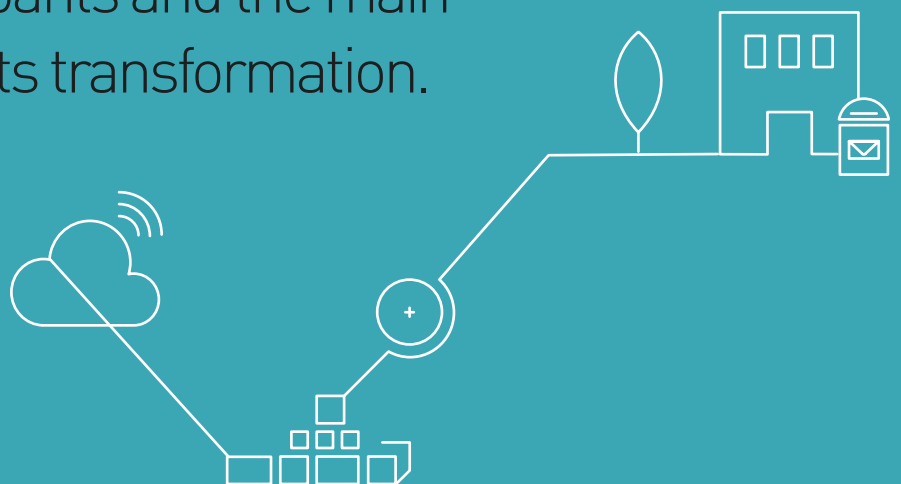


LOCAL SERVICES

Our postal employees come into contact with an average of 3.7 million French people, 6 days a week. They are well placed to offer a range of local community services. La Poste promotes recycling with its reverse logistics services for very small to medium-sized companies: it already collects paper and cardboard and will soon collect clothes and ink cartridges too.

A group that is transforming while staying true to its values

Le Groupe La Poste is using its values as a springboard for its reinvention. It remains above all a human company which supports society in crucial aspects, while making its employees the main participants and the main beneficiaries of its transformation.



Developing opportunities for all

To ensure that this transformation takes place with and for postal employees, the Group is investing massively in the future of each and every one of them by supporting their day-to-day work changes.

— An additional €450 million will be invested in training between 2015 and 2020 to foster new skills and postal workers' adaptation to the new roles appearing within the Group. The Group is committed to training 80% of staff members every year and 100% every two years.

— 11 qualification-earning career paths have been created and over 6,500 postal workers took up the chance to participate in 2015. Digital technology is at the heart of Le Groupe La Poste's transformation and as such has its own comprehensive training programme "Let's Go Digital!".



100%

of postal workers
trained in two years

— The École de la Banque et du Réseau (Banking and Retail Network School) is responsible for expanding the skills portfolios of 70,000 employees from La Banque Postale, financial services and from the La Poste Network.

— A network of 370 career development specialists are boosting internal mobility for postal employees and conversion opportunities have been set out for jobs in the social and solidarity economy and the French civil service.

— To facilitate access to work, La Poste employs large numbers of young people on part-time training contracts and apprentice contracts. In 2015, 4,481 part-time training contracts or professionalisation contracts were signed. A quarter were later hired under permanent contracts. 7,761 young people were also taken on official internships.

ALL COMMITTED TO FIGHTING CLIMATE CHANGE

The Group has made energy transition a new general interest mission.

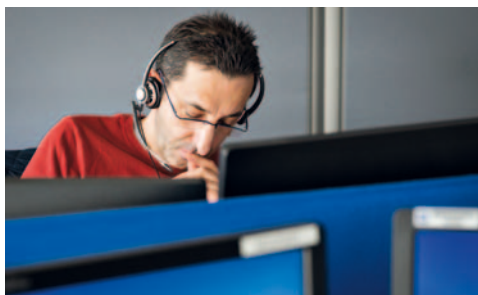
In order to incentivise individual customers to renovate their homes, La Poste has decided to make its 80,000 mail carriers ambassadors of energy renovation. Trials have already been run in the Poitou-Charentes and Vendée regions. Mail carriers have been trained to carry out preliminary eco-tests and have been very well received by residents.

The next step is to make contact with local tradespeople to start work on energy renovation.

Useful, responsible and accessible to all

At a time when Le Groupe La Poste's business units and postal employees are committed to conquering the future, the Group is remaining faithful to its key value: respect for others.

- Everyone, regardless of situation or origin, is treated with respect and consideration.
- Mediators or socio-cultural interpreters facilitate access to products and services in 250 post offices located in disadvantaged urban areas.
- In two years, 16,000 customers with financial difficulties have been supported by the 30 employees from the telephone platform, L'Appui (Support).
- Every year, 60 pupils from modest backgrounds are chosen upon entry to high school and are supported by postal employees right to the end of their higher education thanks to L'Envol (Fledglings), La Banque Postale's campus.



ALL SERVICES 100% CARBON NEUTRAL

Since 2012, the Group has offered carbon-neutral Mail, Parcels, Express and Digital Services at no extra cost. It helps its clients to promote their commitment to their own customers and offers an ever increasing range of green solutions for local authorities and individual customers.

16,000

clients in financial
difficulty supported

Boosting the local economy

Le Groupe La Poste is taking action today to face the challenges of tomorrow. It has opted for an open standpoint on innovation and supports initiatives which benefit everybody.

Alternative

— Via the online platform, Les É lanceurs (Launchers), the Group promotes new, more equitable, green and responsible ways of working. In early 2016, 180 projects competed to win the first Les É lanceurs awards.



Les É lanceurs

Inclusive

— As a member of the Alliance dynamique, the Group supports the development of the social and solidarity economy throughout France.

Circular

— Since 2012, over 3,800 customers have chosen the Recy'go services which have recycled over 20,000 tonnes of paper. Following on from paper collection, the services were expanded in 2015 to include cardboard, sensitive and confidential documents and de-archiving solutions. In 2016, the Group will start collecting mobile phones and batteries.

Collaborative

— La Banque Postale, partnered with KissKissBankBank since 2011, has already supported 77 Coup de Cœur (Crush) projects presented on the crowdfunding platform, including La Louve, Paris' first cooperative and participative supermarket.

10 tonnes

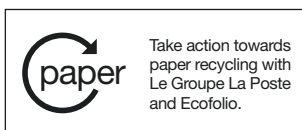
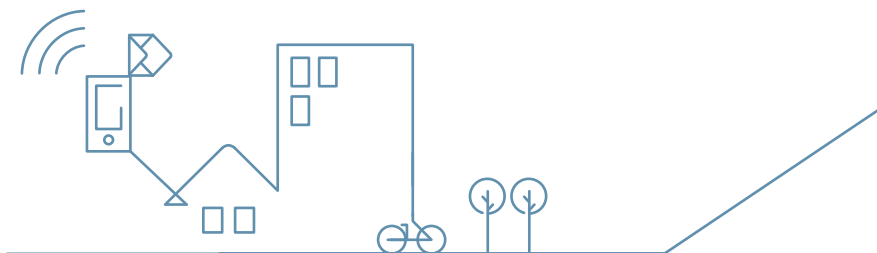
of used paper collected in 14 days during COP21

BRINGING EVERYONE TOGETHER TO COMBAT CLIMATE CHANGE

Together with local authorities, the Group is working on highly innovative solutions. Le Groupe La Poste is working with France's 15 biggest cities to promote low-impact urban logistics. To achieve this, it has reviewed all its logistics models to reduce the number of miles covered, optimise loading and the use of swap-bodies. It has also modified its vehicle fleet to include a significant proportion of low-impact vehicles including the first corporate electric vehicle fleet in the world, powered by 100% green energy. With willing stakeholders, the Group is helping develop new value chains. It is particularly committed to the paper, textile and small metal items value chains in the circular economy and is the pioneer of the French electric vehicle sector.

“In 2020, you will not recognise
La Poste, but you will
recognise its values.”

Philippe Wahl
Chairman and Chief Executive Officer
of Le Groupe La Poste



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