



The civic-minded bank

2018 business and corporate
social responsibility report



In an increasingly digital world,
a civic-minded, approachable and
innovative bancassurance group
is more relevant than ever before to
meet individual aspirations and, most
importantly, promote common action.

La Banque Postale,

a subsidiary of Le Groupe La Poste, demonstrates
this by offering a local, reliable service to as many
people as possible.

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from the executive directors

Bringing bancassurance to all
is ambitious – 12

Creating a digital omnichannel
bancassurance service
requires flexibility – 20

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Philippe Wahl
Chairman and CEO of
Le Groupe La Poste,
Chairman of the Supervisory
Board of La Banque Postale



La Banque Postale once again proved, in 2018, the soundness and originality of its model in a world that is being overwhelmed by technological, economic and social changes. In a decade it has evolved from a simple bank to become a large civic-minded bank offering a full range of banking and insurance services to the general public, local authorities and companies.

It began as a postal service and is now proud to offer access to banking as a public service. In addition, it does more than its fair share to promote banking inclusion: 40% of France's population officially classed as being in a vulnerable financial situation are customers of La Banque Postale. In doing so, it is furthering the key role Le Groupe La Poste plays in social cohesion in France.

La Banque Postale is the embodiment of diversity and modernity, offering innovative tools and digitised products and will soon be introducing mobile banking. This digital transformation is part and parcel of the Le Groupe La Poste's transformation and strategic plan: "La Poste 2020: conquering the future".

La Banque Postale is a bank for the people, demonstrating that another type of finance is possible: civic-minded finance. Under the planned merger of La Poste and la Caisse des Dépôts, announced by France's Minister for Economic Affairs and Finance on 30 August 2018, La Banque Postale would join forces with CNP Assurances to create a powerful bancassurance model playing a major role in civic-minded finance.



**La Banque Postale
is the embodiment
of diversity and
modernity.**



Rémy Weber
Chairman of the Executive
Board of La Banque Postale



**La Banque Postale
is changing but it remains
true to its commitments.**

La Banque Postale proved, in 2018, the soundness of its business model with pre-tax income of over €1 billion for the fifth consecutive year, despite a difficult economic climate. By pursuing a diversification and innovation strategy in 2018, it was able to adapt to increasingly stringent regulations, customers' legitimate demands and the arrival of new players bolstered by technological developments.

It is still in the process of building a major bancassurance group to serve the needs of all, but still manages to offer the same high level of service to its customers, be they major corporations, small companies, local authorities or associations, high-net-worth customers or those on modest incomes. It is able to offer its services across the whole country, thanks to La Poste's banking-focused postal network, and its customers very much appreciate the local access to banking it offers. But at the same time it is increasingly digitising its services with, for example, the imminent launch of Ma French Bank.

So La Banque Postale is changing but it remains true to its commitments: a public service mission that is open to all, a commitment to the environmental transition, as demonstrated by its aim to move all LBPAM assets to 100% SRI management by 2020, and finally a human presence, with the recruitment of 4,000 customer service agents and banking advisors in 2018.

La Banque Postale is a civic-minded bank. It believes there must be a human element to the digital transformation and finance must go hand-in-hand with social and environmental responsibility. These values will be at the heart of its merger with CNP Assurances as it builds a major, publicly-funded finance division to serve its customers and the regions.



Welcome to a start-up with 29,000 employees⁽¹⁾



Rémy Weber @WeberRemy

In Lille, delighted to introduce Ma French Bank, our future mobile banking service, to @LeGroupeLaPoste. They will be the first to manage it and the best ambassadors! Good luck @AliceHolzman and your team

20



After a first round of testing by customers and Group employees since late 2018, Ma French Bank will be available to the general public from summer 2019. Connected and participative, it will be a perfect fit for the lifestyle of the 18 to 35 age-group.



Rémy Weber @WeberRemy

It is the #BanqueCitoyenne: a bank for everyone, from those with modest means to high-net-worth customers!

12 29

A local bank serving all sectors of the population, La Banque Postale continues to diversify its business activities and customer base, from the wealthiest to those with modest means, throughout France.



Rémy Weber @WeberRemy

One step further towards 100% SRI asset management: @LaBanquePostale and its asset management subsidiary LBPAM yesterday signed the first international public health treaty #TobaccoFree #BanqueCitoyenne

6 10 24

La Banque Postale is actioning its commitment, announced at the second "Assises" meetings of the civic-minded bank, to become the first 100% SRI general asset manager by 2020. La Banque Postale is also the first bank in the world to announce it is carbon neutral. By offering special green loans to individuals and supporting its customers with their energy renovation projects to upgrade the energy efficiency of their buildings or transport, La Banque Postale is reaffirming its commitment to support the energy transition.



Rémy Weber @WeberRemy

@LaBanquePostale is proud to help local authorities develop services for local people #BanqueCitoyenne

2 4 18



At the 2018 trade show for town hall and local authorities, La Banque Postale, the leading lender to local authorities, presented the results of two studies run in partnership with the association of French mayors, "The municipal expenditure price index" and "Regions and finance".



Rémy Weber @WeberRemy

Taking pride of place: @Elysee #LaFranceUneChance, L'Envol, the @LaBanquePostale equal opportunities sponsorship programme. Well done Paul-Émile Nka Obiang

4 12 31



"L'Envol has been providing private tuition and helping me buy books since my first year at high school. It has also helped me to go on cultural outings and my first trips abroad. This has given me self-confidence and confidence unlocks all opportunities," said Paul-Émile Nka Obiang, who is coming to an end of his L'Envol sponsorship and entering his third year of medicine at university.



Rémy Weber @WeberRemy

Delighted with the roll-out of KKBB at a post office. The first of many: we said we'd do it and we did it! #crowdfunding for the many: team work between @LaBanquePostale, KissKissBankBank and @LeGroupeLaPoste. Best wishes to the people of Lyon

8 5 37

La Poste and La Banque Postale joined forces with the experts of the KissKissBankBank platform to introduce customers to crowdfunding at 200 events in post offices. The events will take place throughout France and continue until the end of 2019.

(1) Employees working in the banking business activities.

The business model

Trends



Digitisation



The low rate environment



A stricter regulatory environment



The emergence of new players



The energy and environmental transition

Our resources

Customers

- **10.3** million active private customers
- **365,000** legal entities and local public players as customers

Human capital

- **29,000** employees working in the bank's business activities
- **28,000** Le Groupe La Poste employees supporting banking activities in post offices
- **61%** women, **39%** men
- The École de la Banque et du Réseau (bank and network school)
- An innovative ecosystem, including Platform 58

Social capital

- Banking accessibility function
- A strong local presence
- Almost **8,100** post offices including **1,700** offices with a social focus
- Partnerships with associations

Financial capital

- **€9.7** billion equity
- CET1 ratio **11.7%**
- Leverage ratio **4.6%**
- **€186** billion in customer deposits
- Financial ratings: Fitch (A-/F1), stable and S&P (A/A-1), positive
- Non-financial ratings: Vigeo-Eiris (67/100), ISS-Oekom (B- Prime), Sustainalytics (80/100), MSCI (AA)

Natural capital

- **100%** renewable electricity purchases
- Internal carbon fund and carbon offsetting programmes

A multi-partnership development model

La Banque Postale, within the postal ecosystem, offers a network and distribution power



BANQUE ET CITOYENNE

3 business activities

Retail banking

Asset management

Insurance

Our partners contribute their business knowledge to support rapid development and diversification

Key partners
CNP Assurances, Société Générale, Caisse des Dépôts, Aegon AM, Malakoff Médéric, Groupama, etc.

Our objectives

Build the bank of tomorrow with the post office employees of today

Diversify our activities and grow our customer base

A successful digital transformation

Improve our competitiveness while upholding our labour-management agreement ("le pacte social")

Modernising our accessibility function

Cultivating our civic-minded value

Our impacts

Bringing bancassurance to all

For our customers

- **51%** of Livret A saving books have less than €150
- **€5** million micro-loans under management
- **27.1%** home loans granted to households earning less than two minimum wages
- **45** BPE areas in post offices
- **130,000** customers have received support from L'Appui (banking and budgeting advice platform)
- Plan to use digital technology to boost banking inclusion
- **100%** SRI investments under management by 2020

Training, combating inequality and improving quality of life at work

For our employees

- **85%** of employees are proud to work for La Banque Postale
- **285,000** training days
- **595** employees teleworking
- **57%** women managers

Contributing to economic and social development

For the company and the regions

- Leading lender for local authorities
- **2,843** projects funded by KKBB
- **11,741** direct jobs supported
- **€18.5** billion of loans to companies, VSBs and professionals

Contributing to the Le Groupe La Poste transformation

For La Poste, our shareholder

- **€726** million net income, Group share
- **€326** million in dividends

A major player in financing the energy transition

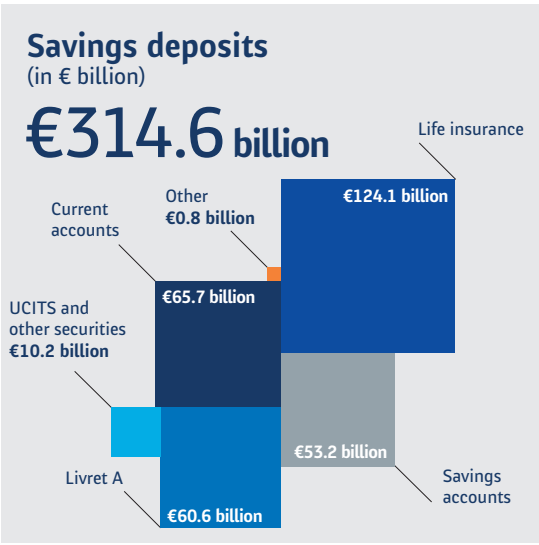
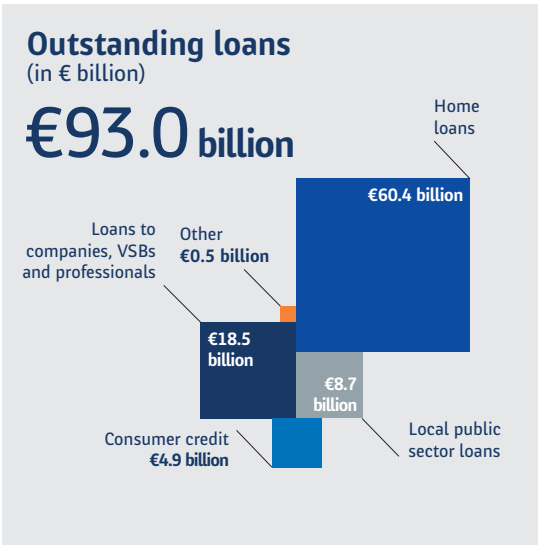
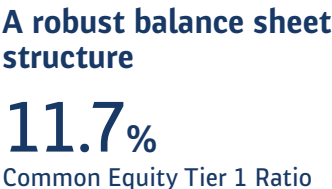
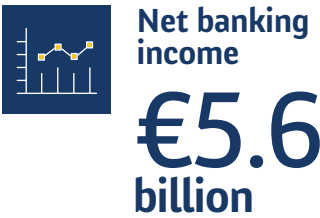
For the planet

- **62,055** t CO₂e GHG emissions offset
- **€1.4** billion invested in the energy transition

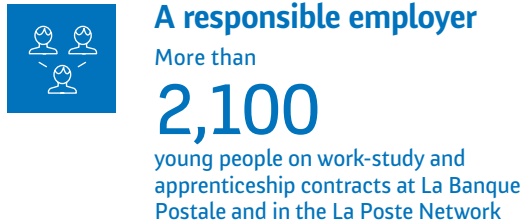
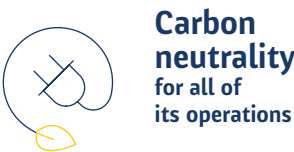
A diversified banking group



Key financial figures



Non-financial key figures



Bringing bancassurance to all is ambitious



How La Banque Postale pursues growth in all markets

Strengthening all business activities for a balanced model

In large cities, medium-sized towns and rural communities, La Banque Postale offers the same level of service to all its customers, from the wealthiest to those with more modest means, regardless of their employment or personal situation. Young people, families, active or retired people, professionals or economic players in the regions, we offer a comprehensive range of banking and insurance products and services. Its advisors, trained to meet the specific needs of every customer, offer each individual a service tailored to their lifestyle and requirements.



10.3 million
active private
customers



€10.3 billion
in home loans



45
BPE areas in
the network

Serving the needs of each individual...

For young people: the #TalentBooster programme

La Banque Postale has enhanced its #TalentBooster programme to help the 16-25s achieve their ambitions. It is inexpensive, digital and dynamic with a range of useful products: free bank account up to the age of 18 and under €3 per month for 18-25 year olds, competitive rate student loan with deferred repayment option, health insurance abroad for €40 per month and commission-free international payments with a prepaid card or the Régliss card for 12-17 year olds. La Banque Postale helps them move into their first home with home insurance for €5 a month for a studio, €8 for a two-room apartment and more extensive cover for house or flat shares. Students, apprentices and young people on work-study programmes automatically qualify for "Budget Examen" (exam) cover, which pays a flat

sum of €3,000 if they have to repeat a year of study following an accident, and also "Budget Loisirs" (leisure) cover. #TalentBooster is also more than a banking solution. It offers personalised exclusive online articles on issues which affect young people (summer jobs, student health cover, etc.) and competitions. La Banque Postale has extended its partnership with Groupe M6 to produce a greater number of inspiring portraits and testimonials with its Golden Network studio, for publication on YouTube, Instagram and Facebook. Content sharing on the social media and Golden Moustache channels has generated 14.5 million digital contacts out of a total 100 million made through 360° marketing.



Lucie B., 18 years old
"When I started my preparatory year, I opened a #TalentBooster account and took out a student loan. My advisor clearly explained to me how the loan, and the bank in general, works. I was really grateful."



An innovative diagnostic tool for one-click pension information

Always there to dispel the concerns of its customers – and people in general – La Banque Postale has made available the first pension simulator incorporating an individual account statement (*relevé individuel de situation* – RIS) on

its public website. This fast and intuitive free service enables working people to calculate the exact amount of their future pension and thereby choose how best to save in order to maintain their standard of living when they retire.

For families: free school support

While 50% of parents would be prepared to sign their children up to a school support platform, 68%⁽¹⁾ do not do this for financial reasons. Reaffirming its commitment to support the success of young people, La Banque Postale has expanded its *Famille Comprise* product to include a 12-month free subscription to Maxicours.com for customers' children. This benefit, available for customers who have a child under 18 who also holds a product, is extended to more than 1 million customers.

(1) Ipsos survey for La Banque Postale – May 2018.



Alice D., science tutor
"Maxicours offers pupils online assistance with a working method."

Covering all life accidents

La Banque Postale now offers customers up to the age of 75 cover against the consequences of personal accidents, and not just the most serious ones. With maximum compensation increased to €2 million and a new lower 5% incapacity trigger, personal accident insurance is available as individual cover (€10). Family cover (€18) automatically covers

children and grandchildren. Simple and responsible, it includes extended assistance benefits even for accidents that are not covered. The magazine *60 Millions de consommateurs* cited it as offering the best value cover for its price.



128,000
policies taken out.



56,000
building projects
financed in 2018.



... and everyone's projects

Promoting access to home ownership

In 2018, La Banque Postale opened 33 Maisons de l'habitat throughout France. Bringing together expert advisors on home loans and social housing financing, they are the first port of call for the Bank's partners (business providers, social housing associations, etc.) and the help of general advisors when putting together loan applications. The partnership with the Cr dit Social des Fonctionnaires has been rolled out to all Maisons de l'habitat. La Banque Postale financed more than 56,000 housing projects, totalling

 10.3 billion, in 2018. It helps customers of modest means access home ownership by granting social housing ownership loans and zero interest rate loans (PAS and PTZ), which accounted for over 20% of its loan production this year.

■ **Borrower insurance for outstanding capital**
La Banque Postale launched a new borrower insurance policy, the cost of which is based on the outstanding capital and not the initial capital borrowed. This lowers the total cost for most customers whilst still

offering one of the best levels of cover on the market.

■ **Property resale guarantee**
To protect its customers against a financial loss in the event of the property being sold quickly after a life event (unemployment, separation, death, work transfer, etc.), it now automatically includes a free resale guarantee in its home insurance policies. It is aimed at owner occupiers with a La Banque Postale home loan and compensates the insured party or the borrower up to  20,000 (maximum 10% of the purchase price of the property).

Special measures following the October 2018 floods in the Aude
– Zero interest loan of  100 million to the towns affected.
– Donations for the repair of local infrastructures collected via KissKissBankBank.
– La Banque Postale insurance experts were on hand to support the victims and direct them to the nearest points of contact. A dedicated phone line was also set up.



900
specialist wealth
management advisors
at La Banque Postale.

Wealth management

To offer its high-net-wealth customers value-added products and services, La Banque Postale opened 23 new BPE private management areas in the post offices of medium-sized towns in 2018, bringing their number up to 45 within the network. In doing so, it extended its wealth management advice service

beyond the areas covered by the 30 branches of its private banking subsidiary. Alongside this, the Network's 900 wealth management specialists offer additional assistance throughout France to ensure its high-net-worth customers are not treated like regular customers.

Building a better inheritance

La Banque Postale has launched Perspective Capi for its high-net-worth customers wishing to organise their inheritance. This multi-fund capitalisation policy can be accessed with sums starting at  25,000 and offers two non-exclusive management modes – self-management and management mandate – and various customisation options. It can be tailored to the customer's plans, changes in their personal circumstances and their attitude to risk. Customers can alter the spread of their investments between the management methods without charge at any time without losing their tax benefits.

Controlling the performance/risk ratio

In 2018, La Banque Postale marketed its LBP EuroMarket 90, a new investment solution linked to a life assurance or capitalisation policy, offering savers access to the performance potential of the financial markets while partially protecting the capital invested. Customers can benefit from 90% of the Euro Stoxx 50 index growth potential over an eight-year period. If the index falls, they can only lose a maximum of 10% of their capital.



 315
million on LBP
EuroMarket 90.

Close to the economic players

“Business Énergies”: supporting every challenge

Since 2011, La Banque Postale has been developing a range of comprehensive and updated services to support economic players of all sizes in all regions. It now offers additional global banking support with the launch of the Visa Platinum Business card, extension of the Chinese e-money cards (CUP), acceptance of instant transfers and its new cash management and receivables collection range. Armed with proof that its offering had reached maturity, in September 2018 La Banque Postale launched the “Business Énergies” programme linked to an

unprecedented advertising campaign aimed at company directors. The programme reaffirms La Banque Postale’s commitment to companies seeking an expert, dynamic local business partner who is there for them. A dedicated advisor is on hand to support customers on a daily basis. La Banque Postale also organises regional workshops, to help customers decode the economic climate, and sector networking events.



Partnerships serving companies

La Banque Postale supports professionals, VSBs and SMEs and medium-sized companies through partnerships with business providers and professional organisations. In 2018 we signed an agreement with the High Council of the French Institute of Chartered Accountants which fast-tracks applications from companies for loans of up to €50,000 and also with the jedeclare.com platform. In addition, it has a partnership with Réseau Entreprendre to support anyone who has bought or is developing a company. Finally, it finalised its partnership with the Paris – Île-de-France Chamber of Commerce and Industry for the funding of SMEs in the Greater Paris region.



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studies published in 2018 can be viewed at <https://www.labanquepostale.com/>.

Sharing our expertise of the regional economy

La Banque Postale partnered with the Urban Economy Chair of the ESSEC business school in Paris to run a study on “Companies’ relationship with their region”. By analysing the companies’ location criteria, it highlighted opportunities for cooperation between all the public and private economic players. The results were presented on 4 October 2018 at the national convention of the Assembly of Communities of France (AdCF) in Deauville.

In partnership with the AdCF, the Bank also ran a study on “The heritage of local authorities” which shed a light on the consequences of the increase in the extent of inter-municipal associations since 2010. 2018 also saw it run its first health sector study: “Picture and financial situation of the independent public housing establishments for dependent seniors”.

5 partnership agreements

La Banque Postale Collectivités Locales signed five partnership agreements with associations of elected representatives or regional officers:



Association des petites villes de France (APVF)



France urbaine



Assemblée des communautés de France (AdCF)



Observatoire national de l'action sociale (Odas)



Association finances-gestion-évaluation des collectivités territoriales (AFIGESE)

Creating a digital omnichannel bancassurance service **requires flexibility**



How La Banque Postale combines technology with human relations

Digitisation, combined with human interaction, is the cornerstone of the bank of tomorrow

La Banque Postale continues to help customers adapt to digital. To simplify their day-to-day life, it has put in place innovative, user-friendly and secure solutions to meet the growing need for immediacy, responsiveness and autonomy. Whether by strengthening the distance banking relationship or by moving to paperless exchanges, transactions and subscriptions, La Banque Postale has streamlined and optimised its customer path by capitalising on its digital maturity and combining technology with human contact through its post office network and 40 business centres. With excellent customer relations and expert advisors and customer service agents, the human dimension is set to be the enduring linchpin of La Banque Postale's omnichannel and digital banking.



Over **6 million** online banking users



3rd largest digital banking community in France



Over **2,500** e-loan applications from professionals and VSBs

Products, services and support at your fingertips...

Additional functions for a larger number of internet and mobile users

La Banque Postale is developing digital interfaces to create personalised services whilst guaranteeing the security and confidentiality of customer data. More than 6 million customers use online banking, and frequency of use is growing with 110 million monthly visits on average. The mobile app has been enhanced with the addition of five main functions: receipt of notifications, Certicode+ for more secure transactions,

bank statement scan, awarded the Profidéo innovation prize, the account aggregator and finally a dedicated cards area. While 4.8 million customers (3.7 million in 2017) have opted to receive online bank statements, La Banque Postale is expanding paperless communications and developing online subscriptions, primarily for consumer credit but even for life assurance.

3rd largest banking community

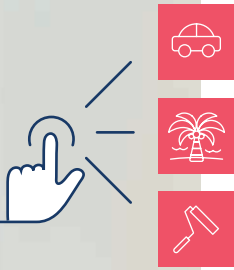
+11.3% in 2018



415,205
subscribers



50,000
subscribers



850,000
customers

€4.9 billion
consumer loans
under management

Latest generation payments

La Banque Postale has a role in the migration of payment systems and is offering new instant secure payment methods.

■ No more bank details required for payments between individuals

Paylib entre amis has now been added to the Paylib service, accessible via the Mes Paiements de La Banque Postale app. This simple free innovation is available to all 24 hours a day, seven days a week. It can be used to transfer up to €500 to another person without entering their bank details.

■ Transfers credited in 10 seconds

Via our instant payment system, the recipient's account (whether a private individual or legal entity) can be credited within 10 seconds at any time of the day or night, seven days a week.

■ Contactless for everyone

La Banque Postale bank cards have the contactless function for amounts of less than €30. The function can be deactivated at a branch, finance centre, on online banking and, since late 2018, on the mobile app.

Express loan

Since January 2018 several million customers – whose financial position the Bank knows to be stable – can access an Express Loan, La Banque Postale's 100% online consumer credit. New car, renovations, travel... for all projects up to €30,000, La Banque Postale is one of the first to offer an instant confirmed response via the customer's personal area in the bank's online banking or mobile app or an advisor. For all applications for consumer credit, the customer now receives a text progress update at each key stage of the process. And to offer a better response to temporary requirements or requests for small amounts, the revolving credit facility can also be accessed at a financial centre or online. Customer response has been good with a 6% increase in loan production in 2018.

Créa-Sol, a digital micro-loan model

In 2018, La Banque Postale became a patron of the Créa-Sol micro-finance institute. The aim is to fast-track access to this opportunity for customers in a vulnerable financial situation. Créa-Sol is taking over the operation of La Banque Postale's personal micro-loan facility, backed by a solid relationship between the social facilitators

and the regional business agents. A 100% digital micro-loan education, financing and management solution has been designed to considerably reduce the time it takes for a loan to be granted. The inaugural year of this partnership ended with Créa-Sol disbursing over 1,900 personal micro-loans by the end of 2018 compared to 300 in 2017.

...and within the click of a mouse

Digital real estate transactions

To streamline property transactions and facilitate the formalities of estate beneficiaries, La Banque Postale has entered a partnership with the High Council of French Notaries (Conseil supérieur du notariat) with a view to introducing paperless exchanges between the bank and notaries' offices. The aim is to speed up the processing time, guarantee the security and confidentiality of the contractual documents signed electronically and the traceability of personal data.

 **6,219**
notaries' offices
in France

Online energy renovation advice

Energy audit, works recommendations, subsidies and aid, financing plan, finding local eco-certified tradespeople: energy renovation is still a complex issue for individuals who want to reduce both their energy bills and their carbon footprint. Having already demonstrated its commitment to the energy transition with its green range, La Banque Postale has now launched a digital platform

offering individuals advice and support for every step of their home renovation project. It is available at labanquepostale.fr and there's also a dedicated phone line. This innovative free service received a Distribution & Marketing Innovation Awards EFMA-Accenture 2018 in the "Social and Environmental Responsibility" category.



Digital payment card management

Holders of the eight million La Banque Postale payment cards can now manage their account settings in a dedicated card area of the mobile app. Card holders can see the cards they hold and the associated services, check maximum payment and withdrawal amounts, activate/deactivate contactless

payments, payments/withdrawals by region, temporarily stop their cards, all thanks to a number of secure real-time services available 24/7.

E-health at any time of day or night

The guarantee of assistance under La Banque Postale Assurance Santé's supplementary individual health benefit has been enhanced to include a 24/7 remote consultation service. To supplement their normal healthcare route, policyholders can be put in contact with a doctor, if their own is not available, to obtain a diagnosis and possibly a prescription, or with a qualified nurse if their issue does not require a medical diagnosis.

 **2,000**
downloads of the insurance app
since its launch

Insurance at your fingertips

La Banque Postale Assurances IARD customers can now view their car and home insurance policies, send supporting documents, lodge a claim and access helpline numbers or the customer services centre in just a few clicks via the insurance mobile app on their smartphone. The app won the 2017 Participative Innovation award presented by the Bank's insurance division.

Online-only life insurance

Since February 2018, La Banque Postale has been offering an online-only life insurance product developed in partnership with CNP Assurances. Customers visiting the EasyBourse website can take out a policy and manage trades, payments and redemptions in their online area. Customers can choose how much they do themselves. EasyVie is the only policy with two possible management modes – self-management or management

mandate – and initial payments start from €1,000. A “robo-advisor”, developed by fintech company Advize, creates the customer’s profile and recommends a management method and share allocation. Customers receive text message and email alerts when their policy falls out of line with their risk profile and EasyBourse advisors can be contacted by phone or via a screen-sharing solution.

Face-to-face with e-credit

La Banque Postale now has almost 450 business customer managers in post offices. To serve our professional and VSB customers, we combine face-to-face with remote via our “Agence pros” system. The online loan application platform “e-crédit pro”, introduced last year, completes this omnichannel model and has processed over 2,500 applications. In 2018, it was expanded to include applications for up to €30,000 before taxes.

Almost
12,000
new business
customers in 2018



Paperless group health insurance

La Banque Postale has digitised its group health insurance offering through which all private sector employers – VSBs, small businesses and employer associations with between one and 49 employees – can offer

their employees supplementary group health insurance benefits. Applications can now be made online with an electronic signature: paperless from application to implementation.

Supplementary group health
insurance is now
100%
online



Specialist platforms for the local public sector

50%
of local authority
loans granted
to municipalities
with fewer than
5,000 inhabitants

In 2018 La Banque Postale, in partnership with Économie d'Énergie, launched a real estate energy renovation platform for social housing associations. It offers a preliminary audit, solutions for making the

most of energy saving certification and support for the renovation work. And, since 2013, the local funding platform has been processing applications for loans of up to €40,000 from communities with fewer than

5,000 inhabitants. In 2018, 50% of local authority loans were granted to communities with fewer than 5,000 inhabitants.

A truly local regional network

With 700 customer service agents, of whom more than 100 were hired in 2018, 32 business centres for third sector economy companies, eight business centres for the local public sector and a dedicated team for large corporations, La Banque Postale has made every effort to ensure its expertise is within easy reach of all its legal entities, both public and private customers.



100% digital

La Banque Postale certainly did not want to set up the umpteenth digital bank on the market! This is why Ma French Bank will offer something completely different.

With Ma French Bank it will only take 10 minutes to open an account remotely from your mobile, tablet or PC or in person at a post office. The 8,000 customer service agents and 2,000 post offices selected for the launch will be able to issue new customers with a bank card straight away. Regardless of how they opened their account, customers will have access to the customer service department in Lille from 8 am till 10 pm, six days a week. With no minimum deposit, Ma French Bank will offer useful, innovative services primarily to 18-35s who are permanently connected to their online community. It offers a large number of functions for day-to-day account management and real-time transaction processing: a current account of course but also a revolving credit facility and crowdfunding via KissKissBankBank...
Ma French Bank launches in summer 2019!

Promoting responsible finance is ethical



La Banque Postale is taking action for a better world

SRI places sustainable development at the heart of the economy

La Banque Postale supports sustainable development. Its subsidiary La Banque Postale Asset Management, which manages most of the funds it offers to its individual, high-net-worth and legal entity customers, has been committed to socially responsible investment (SRI) for more than twenty years. Its investment strategy goes beyond environmental, social and governance (ESG) criteria to include a stringent analysis of each company's impact on society's key challenges: demography, urbanisation, environment, climate, agriculture, food and public health.

The world's **number two** retail bank in terms of its non-financial performance⁽¹⁾

The **top** French bank in terms of non-financial performance⁽¹⁾

(1) Oekom ranking at end of 2017



Carbon neutrality



LBPAM in 2018
€115 billion
 of responsible
 investments.
 8 TEEC (Energy and
 Environmental Transition
 for the Climate),
 Finansol or CIES funds
 and 20 SRI funds

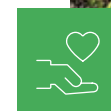
First 100% SRI generalist manager by 2020

Because sustainable finance allows the financial markets to have a positive role in the economy, La Banque Postale Asset Management, La Banque Postale's main asset management subsidiary, has committed to moving 100% of its assets under management into SRI.

La Banque Postale Asset Management (LBPAM), which launched its first ethical fund in 1997, is doing everything it can to encourage its individual and business customers to adopt SRI, and is even running an awareness campaign for institutional customers whose assets under management have not yet incorporated non-financial filters. To offer them a better service, it has also joined forces with Tocqueville Finance, a subsidiary specialising in what is known as "conviction" asset management.

The first step towards its 100% SRI objective was the launch in June 2018 of the "SRI Conviction" range. The requirement is that the companies selected have adopted the ESG criteria, which LBPAM applies through its GREaT⁽¹⁾ non-financial analysis method. Comprising four "SRI conviction" funds and two SRI-certified solidarity funds, the range covers the main asset classes, several risk levels and management styles to suit the different investment profiles of its individual customers. La Banque Postale and LBPAM have also signed the "Tobacco-Free Finance Pledge", the first international public health treaty aimed at reducing the impact of tobacco on health and the world economy.

(1) Governance, Resources, Energy and Economical Transition and Territories.



8.5 million
 free donations made by the
 Goodeed community via
 advertising budgets financed
 35 association projects in 2018.

Crowdfunding for everyone

After incorporating KissKissBankBank & Co in 2017, La Banque Postale now offers an even broader range of innovative, civic-minded digital services with its acquisition of Goodeed. Through this donation platform, individuals can donate free of charge to the solidarity projects of NGOs and associations in return for watching adverts. "The associations are looking for new ways to grow their communities and online donating is at the heart of their strategies," said Vincent Touboul-Flachaire, Chairman and Founder of Goodeed. KissKissBankBank & Co, of which Goodeed has become a subsidiary, thus has a tool through which everyone can support humanitarian associations and NGOs regardless of their means. La Banque Postale has organised 200 events with KissKissBankBank & Co in post offices throughout France since summer 2018. Finally, it offers its high-net-worth customers the opportunity to invest in a funding initiative run by Lendopolis, KissKissBankBank & Co's crowd investing platform, through which inhabitants in Guadeloupe can invest in energy transition projects.

Supporting the social economy

Through the Social Cup (France's social entrepreneurship cup), for the last four years La Banque Postale, with KissKissBankBank and MakeSense, has been inviting students and young people under 30 to create innovative economic models as part of social or environmental projects. In 2018, over 3,000 young people from different educational backgrounds or structures took up the challenge, creating 160 business start-ups.

The Social Cup winners

2015

Axel&Cie, giving
 reclaimed clothing
 a second life

2017

E-sign, instant
 translation of French
 sign language
 via a human
 hologram

2016

HumanITech,
 IT developers for
 social entrepreneurs
 and associations



2018

Möbius, recycling
 building waste into
 designer furniture

Environmental and climate projects

At the fourth Climate Finance Day in November 2018, La Banque Postale announced that all its operations are now carbon neutral (head offices, financial centres, back-offices IT divisions, etc.). In addition

to this new step in its climate change policy, it continues to commit to the "Carbon Fund". Moreover, La Banque Postale does not finance or invest in activities which have the greatest impact on the

climate such as coal or non-conventional fossil fuels (e.g.: oil sands, shale gas, deep sea drilling or Arctic drilling).

Supporting the most vulnerable people is an obvious step



La Banque Postale remains true to its founding values

Accessibility is a universal right

Supporting the most vulnerable people in society is one of La Banque Postale's fundamental values. Proud of its public service mission – access to banking through the Livret A – it is stepping up its collective action in support of people in vulnerable situations thanks to initiatives it has been running for several years with partner associations through the "Action against banking exclusion" club. Also, through the banking inclusion through digital plan, it aims to offer banking to as many people as possible. The plan has been rolled out in the regions, where it is often the only local banking product on offer. And supporting the most vulnerable people also means making every effort to provide easy access to banking services for people with disabilities.



130,000 customers have received support from L'Appui since 2013



Digital banking inclusion plan: **1,000** offices in operation by the end of 2019



1.6 million financially-vulnerable customers in France



To promote national solidarity, La Banque Postale has taken several steps to increase the purchasing power of individual customers: bank charges frozen in 2019 for all customers and a €25 ceiling on monthly incident charges for our 1.6 million customers among the 3.6 million people in France considered to be in a vulnerable financial situation⁽¹⁾.

(1) Annual banking inclusion observatory (Observatoire de l'inclusion bancaire) report, Banque de France, June 2018.

Banking for everyone

A role of public service provider with banking accessibility as one of its founding values.

Any La Banque Postale customers who so wish can have a Livret A savings account, which comes with a number of special free benefits (€1.50 minimum withdrawal and deposit, automatic approval for a withdrawal card, direct debit service for transfers and withdrawals for minimum welfare benefits and energy bills, etc.), thereby ensuring that those who do not qualify for a bank account have access to something similar to a current account. On average, the 2 million most active Livret A accounts record 60 transactions each year, with a significant number of small amounts withdrawn at our counters from the Livret A accounts with small balances. Many people who cannot use cards or are not comfortable with digital banking still

rely on cash out of necessity. While serving as a cash bank for these customers who need human interaction, La Banque Postale advises and guides as many as possible towards the use of banking services and digital services. We offer a Simplicité account as a secure budget-management tool to our 1.6 million customers in a vulnerable financial position: it comes with the benefits of a bank account (automatic approval for a payment card, direct debit service for income and withdrawals, transfers, online banking, etc.) with the lowest possible fees to help them manage their budget (maximum incident fees of €200 per year in 2019 and €20 per month from June 2019, lower fixed account fee, free alerts, etc.).

Welcoming all to the digital world

While 39% of French people say they are unable to bank online unaided⁽²⁾, in 2017 La Banque Postale launched a digital banking inclusion plan to save vulnerable people from the added difficulty of the digital divide.

■ 280 customers supported in a trial process

Thanks to a trial in Bordeaux and Saint-Denis, in partnership with the social start-up WeTechCare, more than 200 customers managed to master our mobile app in the space of a few weeks with assistance from post office employees. In addition, a further 80 customers were offered 10 to 30 hours of training in the Emmaüs Connect social spaces close to their post office.

■ 1,000 offices operating by the end of 2019

In 2019, we will continue to roll out this support in around 1,000 offices throughout France. With WeTechCare, the action against exclusion foundation (Fondation agir contre l'exclusion – Face) and the national union of multi-service information and education points (Union nationale des Pimms), it is signing up a network of digital assistants and training the post office teams to offer this support. Our commitment is threefold: to offer the digitally excluded an alternative physical or remote point of contact, support the digital transition of the most vulnerable and, for those in a less vulnerable situation, develop inclusive digital services.

(2) WeTechCare digital inclusion report – 2017.



Over **400** people – employees, association and private sector partners – gathered on 5 April 2018 for the second “Assises” meetings of the civic-minded bank, organised by La Banque Postale.

Supporting the most vulnerable people is an obvious step ■

L’Appui, supporting people in difficulty

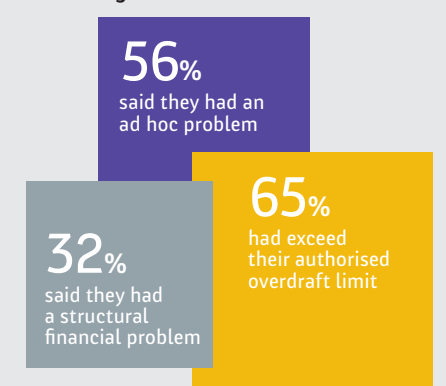
The 32 customer service agents of its banking and budgeting advice and guidance platform – L’Appui – can be reached by customers via a special non-premium telephone number. Since 2013 this service, created by La Banque Postale, has supported more than 130,000 customers with ad hoc or recurrent financial difficulties⁽³⁾. Almost 50,000 of them received a comprehensive support package. 75% of customers receiving support were happy with the service and 84% would recommend L’Appui to a friend in difficulty.

(3) Average monthly earnings of €1,300, savings of only €550.

Who calls?



Reason for calling



1 It is estimated that almost 1 million La Banque Postale customers have a hearing problem and nearly 150,000 are profoundly deaf.



Facilitating communication

500 calls a month: launched in 2017, the sign language video chat platform at labanquepostale.fr was an immediate success. From October 2018, La Banque Postale has offered enhanced accessibility support with a special after-sales service for the deaf and hard of hearing in the online banking customer space. It supports the banking needs of its customers with hearing difficulties by providing simultaneous

interpretation by qualified French sign language interpreters to facilitate their contact with remote customer service agents. It also offers them a remote written *teletypewriting* subtitle app and a “pocket interpreter” solution for face-to-face meetings.

■ **Tools for visually-impaired customers**
La Banque Postale’s blind and visually impaired customers

can receive their statements in braille or audio PDF at no extra charge. The La Banque Postale mobile app is the first banking app 100% accessible to people with visual impairment with its own graphics charter and a voice function on the secure virtual keyboard.



Energy renovation for better living

La Banque Postale and La Poste’s Services-Courrier-Colis branch are stakeholders in the energy poverty engagement charter (*Charte d’engagement dans la lutte contre la précarité énergétique*) which aims to speed up the Habiter Mieux (live better) programme launched in 2010 by France’s national

housing agency (Anah). In the period 2018-2022, the aim is to identify households, tell them what’s involved in energy renovation work, inform them of the public subsidies available and the additional financing tools, and encourage them to undertake the energy renovation project as part of a co-ownership initiative.



Up to 36 months of unpaid rent and charges insured via Visale

Opening doors to private rental

Employees on fixed-term contracts, temporary workers and young people in training, on placements and work-study courses find it difficult to access the private rental market if they cannot meet the market requirements or find a family member to act as guarantor. It also an obstacle to employment. To resolve this situation, La Banque Postale has teamed up with *Action Logement* to speed up the roll out of the Visale rental guarantee service, which has been extended to include all young people aged 30 and under and, under certain conditions, those over 31.

A special banking and digital accessibility hackathon

It was only natural that La Banque Postale should dedicate its first hackathon to accessibility. From 25 to 27 January 2018, more than 120 people – developers, officers and experts from the company and our partners (Google Cloud, Hub France IA, WeTechCare, 50 Partners and 1000mercis) – came together to work on the creation of products and services,

functions and interfaces to make the banking experience simpler and more open, transparent, instinctive and ergonomic. It was all about user-friendliness, inventiveness, solidarity and energy and after 52 hours of reflection, three teams were rewarded for the quality of their projects.



65 developers at the first La Banque Postale hackathon

Nurturing the economy of our regions is vital



How La Banque Postale supports the local economy

La Banque Postale’s legal entity business drives local development

It was the leading bank in the local public sector for the third consecutive year and continues to forge a path to business and corporate customers to offer its expertise and solutions to the different economic players in all four corners of France. The legal entity business is still growing strongly, with a comprehensive range of banking and insurance services, and each day it contributes a little more to the development of the local real economy and regional development.



Almost **365,000** legal entities and local public players as customers



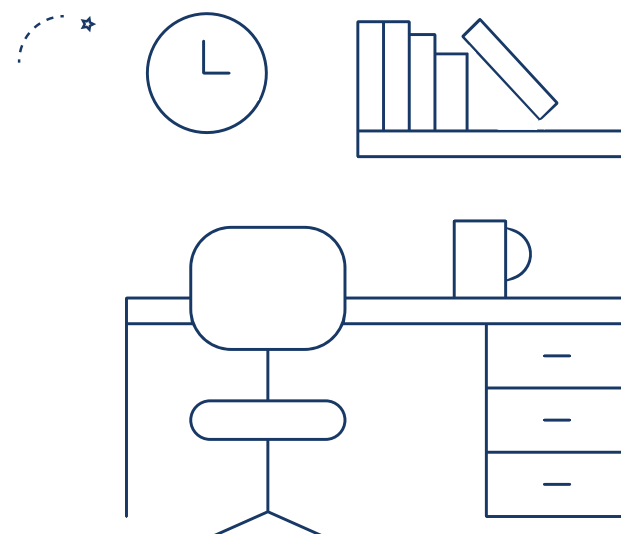
Over **€27 billion:** loans under management



€12.5 billion of commitments with major groups



Helping companies to grow



A diversified loan offering

By developing its financing and investment banking, La Banque Postale can offer companies an extended range of finance options to meet their needs, such as Euro PP (private investments in the form of business loans) and investments in syndicated loans.

Strong increase in specialised loans

La Banque Postale Crédit Entreprises offers legal entities dedicated factoring, property finance, equipment leasing and financial leasing solutions. The factoring business, which grew by 70% for companies of all sizes, reached €6.4 billion. Initially sold by brokers, it is now

increasingly sold through the network of La Banque Postale advisors. Equipment lease production grew by 45% to €603 million via all distribution channels. Property finance production maintained a steady pace with a little over €1.6 billion recorded in 2018.

After the successful launch of its property development activity in 2017, then its syndication activity in 2018, a trust activity is on the cards for 2019.



Increased support for companies

2018 saw La Banque Postale once again step up its support for companies, in terms of loans granted, and banking support in general, with a comprehensive range of payment methods. The number of electronic money transactions grew by 20%, while the production of short, medium and long-term loans to SMEs and medium-sized companies reached €6.4 billion, up 90%. La Banque Postale also

granted €1.4 billion finance for assets and projects. It is also expanding its services for SMEs and medium-sized companies with an updated range of cash management services – electronic money, flows, instant payment – which is already in place for major clients, and investment offerings developed with partners.



1,500
new companies
are customers
of La Banque Postale

Partner of major customers

A partner of major companies and institutions, La Banque Postale numbers 300 major groups among its customers, more than half of which are CAC 40 companies for which it manages over €15 billion in electronic money flows representing 350 million transactions each year. As the benchmark collection bank for insurers, mutual insurance companies, telephone operators and water and energy suppliers, it has also become one of the leading collectors for supermarkets and specialist distribution. And because it pays 40% of pensions in France, it is the leading provider of contingency insurance institutions. It has also sharply accelerated its credit business with large corporate customers, with more than €4 billion granted in operating loans, purchasing loans, asset financing and project financing. Its commitments with major corporations have reached €12.5 billion.



Partner to local authorities

Leading local public sector partner

It has built a long-term relationship with all local public sector players, based on trust, transparent products and responsibility. In 2018 it granted €13.4 billion in finance to over 3,000 local public sector players: local authorities, social housing associations, local public sector enterprises and healthcare institutions.

As such, it has positioned itself as the leading banking partner of the local public sector to which it also offers suitable legally-complaint investment channels to capitalise on their cash surpluses.



Supporting social housing associations

The historic partner of two thirds of social housing associations, La Banque Postale strengthened its position in 2018 with a 45% increase in short, medium and long-term loans under management. Its simple secure rental payment solutions have improved collection flows. Its overall Livret A balances increased by 20% to €3 billion.

Contributing to major projects

€1.4 billion
in loans, of which
€400 million in 2018



Since launching its financing activity for local public sector enterprises in 2014, La Banque Postale has granted €1.4 billion in loans, including €400 million in 2018 alone. These loans

contribute to the economic, tourism and energy development of the regions, specifically through public infrastructure projects.

Financing the social medicine sector

To meet the growing needs of the social medicine sector, La Banque Postale provides its knowledge and expertise to all healthcare players. In 2018 it granted €1.2 billion in loans to public hospitals and over €250 million medium and long-term loans to public bodies and associations who manage social medicine facilities. These loans finance the construction, purchase or development of establishments for seniors or people with disabilities and the purchase of medical equipment for healthcare establishments. In 2018, La Banque Postale took part in the national congress of Unicancer, the federation of cancer centres.

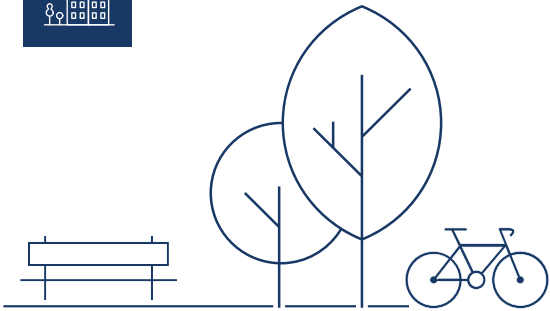


€1.2 billion
in loans to public
hospitals in 2018

Helping local public players when disaster strikes

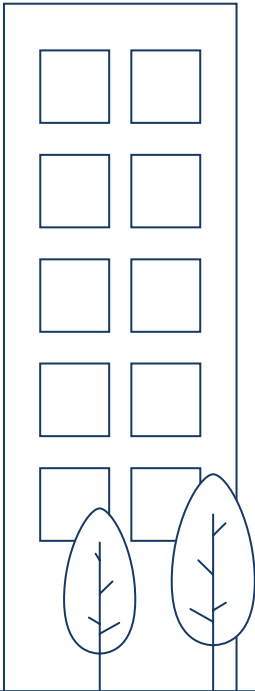
After the floods in the Aude in October 2018, La Banque Postale provided €100 million in zero-interest emergency funding to the towns affected. It also opened the funding to all prevention initiatives set up throughout France as part of aquatic area management and flood prevention (Gemapi) projects. At the end of 2108, as a contribution to the civic

solidarity effort, it once again offered €100 million in short-term zero-interest funding to the local authorities, social housing associations and public health establishments who had suffered damage to their buildings as a result of demonstrations.



A social welfare partner

With Domiserve, a major issuer of prepaid CESUs (Universal Services Cheques) and organiser of services to individuals, which became a wholly-owned subsidiary in 2017, La Banque Postale increased its civic spirited support for the disadvantaged, disabled, carers and parents. In 2018, Domiserve accounted for a total of 1,700 jobs in the services to individuals sector. It issued almost €200 million in CESUs and won more than 2,200 new contracts, including the CESU market for companies in the electricity and gas industries sector.



Improving support through dialogue

Each year La Banque Postale takes part in local public sector enterprise conferences, the national union for private not-for-profit health and welfare projects and organisations, the union for social housing and the trade show for town hall and local authorities. By engaging with local public sector players at these events, its employees can improve support for their

development, innovation, renovation, land development, tourism, city centre rehabilitation, transport and energy transition projects.

Partnering associations



Supporting major causes

In 2018, La Banque Postale website was made available to major institutions to publicise donation campaigns namely for the Téléthon, les Pièces jaunes and the French Red Cross. This created a social link between the bank's individual customers and the great causes supported by these organisations.



€170,000

collected by La Banque Postale for the French Red Cross in 2018, mainly at the time of the storms in the Aude department, and €500,000 collected for the French Muscular Dystrophy Association (AFM) via La Banque Postale online banking and email campaigns.



Number one bank for the network of non-profit associations

Through its history and civic-minded values, La Banque Postale is committed to the local social and solidarity economy, serving more than one quarter of the network of French non-profit associations. Its 35 specialist association advisors in the business centres support 5,000 management associations, to whom the

bank offers specific solutions to help them fully meet their remit. The banking partner of the largest charitable associations such as the Secours populaire, le Secours catholique, Emmaüs, Les Restos du cœur and the AFM, La Banque Postale operates closely with the mutual assistance systems for the public.

Actively engaging all our talented people is crucial



How does La Banque Postale involve its employees in its transformation process

Individual success drives collective success

La Banque Postale is unique in the French banking sector, because of its history, human values and development capacity. To achieve its growth, innovation and digitisation ambitions, its transformation strategy is employee-focused. A civic-minded bank always looking for ways to simplify its customers' lives, listening to and valuing each and every one of its employees, in order to motivate them to help it achieve its sales, operational and financial objectives. Improving the skills of and empowering its employees, who all play a part in and benefit from the Bank's transformation, is crucial.

5,900
new posts created or replacements found for existing positions



more than 1 million
training days since 2015



815
L'Envol mentors





Each year,
more than
80%
of employees attend
a training course.

Working together to achieve the Bank's goals

La Banque Postale attaches great importance to recruitment, employee mobility and training and high quality social dialogue. The Bank involves its employees in its strategic goals, because it is precisely these employees who, each day, make it a useful, successful, dynamic and engaged bank.

Diversified business activities and career paths

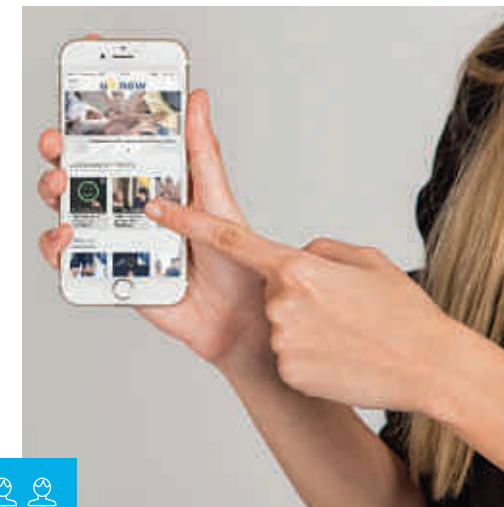
In 2018 La Banque Postale implemented a particularly ambitious recruitment and internal mobility plan. Within the Bank, its subsidiaries and the La Poste Network, 5,900 posts were filled, both new positions and replacements for existing posts. The focus was on customer service, with 2,200 customer service agents, either working remotely or based in post offices, and 1,800 private banking advisors positions. 300 business customer support positions – advisors and middle office functions, mainly to develop the leasing and factoring activities – were also filled. These recruitment and mobility initiatives also enabled it to expand its regulatory expertise and IT and digital skills.

Recognising the skills of each employee

La Banque Postale pursues its ambitious training policy to prepare its employees for the jobs of the future, based on a common skills framework for all La Banque Postale employees, Financial Services and the La Poste Network. The École de la Banque et du Réseau (bank and network school), with more than 1 million training days delivered since it was created in 2015, guarantees its employees have the knowledge and skills required for to deliver a healthy, sustainable performance.

The school offers a broad range of innovative learning methods to meet trainees' needs and expectations. Smartphone training is on general roll-out through the U[k]now app which offers mini-modules, videos, articles and advanced learning sheets on various topics to enable managers to continue to improve their banking knowledge and skills. The number of virtual classrooms is growing. These offer the benefits of group learning without the need to travel to a course. In two years, over 600 sessions have been attended virtually by more than 5,000 employees. Over-the-phone training continues with distance customer relations training sessions.

In 2019, an extensive training programme is on the cards to step up the digital assimilation of our employees. Almost 12,000 employees (sector directors, bank advisors, network and financial centre customer service agents, development officers, etc.) have already taken a course and obtained a company certificate as confirmation they have acquired the requisite skills. And because every employee has learnt from previous experience, the École de la Banque et du Réseau personalises employment pathways using approaches tailored to individuals' profiles, providing foundation training and continuous development, put together by the manager and their employee.



Our U[k]now mobile app
for managers is a great
success, with more than
1,000
active learners.

An ambitious recruitment and mobility plan

2,200
customer service
agents

5,900
new posts or replacements, including

1,800
private banking
advisors

300
business customer
posts

■ Actively engaging all our talented people is crucial



Over
100
collective agreements
signed since
La Banque Postale
was created in 2006



**Laurence, an employee
since 1999**

"I've been working for the Le Groupe La Poste for twenty years. I began as a financial advisor then moved on to become a property advisor, quality consultant and then customer manager at a post office near Lyon. Recently, I joined the La Banque Postale Internal Audit Department. Thanks to the support I've received, I was able to move between various operating positions on the ground, set myself challenges and meet these challenges in very different business activities."



584
pupils supported
since the creation
of L'Envol



For a
second
time, La Banque Postale
was awarded the Happy
Trainees 2017-2018
label, for the hosting
and managing trainees
and work-study
employees.

Civic-minded employees with L'Envol

La Banque Postale encourages its employees to devote time and energy to causes of general interest as part of its equal opportunities sponsorship programme, L'Envol. 815 La Banque Postale and Le Groupe La Poste employees became mentors to 584 talented pupils from modest urban

and rural backgrounds throughout France. In support of young people during their secondary school years, then in higher education, L'Envol HELPS them to develop self-confidence and to open up to the world. These employees offered more than 7,000 days to the programme in 2018.

To support the development of banking skills, the École de la Banque et du Réseau is implementing training leading to qualifications in partnership with the French training centre for the banking profession (CFPB). In 2018, 106 employees obtained a diploma, bringing the number up to over 1,200 since 2015.

Facilitating social dialogue

La Banque Postale understands that good social dialogue is necessary if it is to implement the many changes in its organisation calmly and without demotivating employees. In concrete terms, this is reflected in the signature of more than 100 collective agreements since its inception in 2006. Several major agreements were signed in 2018, including a methodology agreement on social dialogue, career paths, union rights and employees representation for La Banque Postale employees. For employees of the La Poste Network, a major agreement on post offices with a societal priority

and an observatory on the quality of life at work were put in place. Annual "strategy days" are now organised to bring together the trade unions and the Bank's executive directors. Their objective is to work together on future trends in customers' needs and the transformation initiatives required, with a focus on the impact of digital. La Banque Postale is one of the first companies to have set up a Unique Economic and Social Committee (CUES) in 2017, which combines the Works Committee (WC) and the Committee for Health, Safety and Working Conditions (CHSWC) under the Rebsamen Act of 2015, to discuss a more robust global vision of the Bank's operation, organisation and strategy.

Business skills for the young

Through their involvement in integrating young people into the workforce and training them, La Banque Postale and the La Poste Network had more than 2,100 work-study

employees at 31 December 2018. Under apprenticeship or occupational contracts with a level of education ranging from a one year post-secondary school course to university masters graduates, they remain for a period of one to two years. La Banque Postale was awarded the Happy Trainees 2017-2018 label. This is the second time it has received it for hosting and managing trainees and work-study employees.

Diversity, disability and equal opportunities

In 2018, under the 2017-2019 three-year agreement signed with the trade unions, La Banque Postale stepped up its commitments to offer direct and indirect employment to people with disabilities. It renewed a partnership agreement with the ESSEC business school in Paris and the Institut d'études politiques in Paris to raise awareness among students and future managers about integrating people with disabilities in the workplace. It also offered disability

awareness training to all its players, in particular through a special course for managers. On 26 April 2018, La Banque Postale took part in DUODAY, a European initiative to raise awareness of the inclusion of people with disabilities in the world of work, which is rolled out at a national level by the French Secretary of State for people with disabilities. Finding an alternative way to raise awareness about differences is the aim of the web series "Disability, let's talk about it!" launched in 2017, and with new episodes being broadcast in 2018. Aware of the issues surrounding prejudices and stereotypes, La Banque Postale is committed to combating all forms of discrimination. Signatory of an agreement on diversity, professional equality and the generation contract in 2016, it offers its employees training to improve their understanding of diversity-related issues.

Governance of La Banque Postale

↓
Governance compliant with best practices⁽¹⁾ and its public enterprise status

The Executive Board defines the strategy and operational policy of the La Banque Postale Group. It ensures that activities are coherent and convergent and ensures compliance with the legal and regulatory provisions. It regularly reports to the Supervisory Board on the Banks’ results, development projects and strategy.

The Supervisory Board exercises ongoing control over the management of the Bank through the Executive Board. It discusses the Bank’s major strategic objectives and ensures that they are implemented.

(1) Viénot and Bouton reports, and Afp/Medef Code.

Composition of the Executive Board

- Rémy Weber, Chairman.
- Marc Batave, Chief Executive Officer of commercial banking and insurance.
- Tony Blanco, General Secretary.
- Anne-Laure Bourn, Chief Executive Officer of the La Poste Network, Deputy Head of Financial Services.

Composition of the Supervisory Board

The Supervisory Board is chaired by Philippe Wahl, the Chairman and Chief Executive Officer of La Poste. It has 15 members. Six members have management positions within Le Groupe La Poste, three are independent and five others are elected by the employees, representing one third of the Board, in accordance with the provisions of the law on public sector democratisation. Lastly, a member representing the French Government was appointed by a decree of the Minister of Economic Affairs and Finance of 26 February 2018. The term of office of the members of the Supervisory Board is five years. The French Government has also appointed a Government commissioner to La Banque Postale under the general interest remit entrusted to it. The Secretary of the Economic and Social Committee (CUES) also attends Board Meetings.

Members with executive positions within the Le Groupe La Poste:

- Philippe Wahl, Chairman of the Supervisory Board of La Banque Postale, Chairman and Chief Executive Officer of Le Groupe La Poste;
- La Poste SA, represented by Philippe Bajou, General Secretary of Le Groupe La Poste and Executive Vice-President in charge of transformation;
- Yves Brassart, Vice-Chairman of the Supervisory Board of La Banque Postale, Executive Vice-President of Le Groupe La Poste, Head of Finance and Development;

- Nathalie Collin, Executive Vice-President of Le Groupe La Poste, responsible for digital and communications;
- Sophie Renaudie, Head of Group Financial Control;
- Nicolas Routier, Executive Vice-President of Le Groupe La Poste, responsible for Institutional Strategy and Regulation.

Independent members:

- Sophie Lombard, Managing Partner;
- Michel Madelain, Vice-Chairman of a ratings agency;
- Emmanuel Rondeau, Consultant.

Members representing employees:

- Sandrine Fagot-Revurat, Banking Controller for the Auvergne region, sponsored by the CFDT union;
- Thierry Freslon, Chairman of AVEA, a non-profit association of Le Groupe La Poste, sponsored by the CFDT union;
- Jean-Pierre Hakizimana, Head of Business Activity Expertise in the Operations Division, sponsored by the CGT union;
- Steeve Maigne, Quality Manager in the Compliance Division, sponsored by the SNB/CFE-CGC union;
- Thierry Viarouge, Head of Interbank Relations in the Payments Division, sponsored by the FO union.

Member representing the French Government

- Nathalie Dieryckxvischers, Manager of Holdings in the Services and Finances Equity Department of the French Government Shareholding Agency.

Government Commissioner

- Yves Ulmann, Head of the Economic and Financial Audit office Audit of financial activities at the Treasury Directorate General.

Five special committees

The Supervisory Board has set up five special committees to help it in its work:

The Accounts Committee

- Ensures the clarity of the financial information submitted by the Executive Board and assesses the appropriateness of the accounting methods adopted
- Helps to select the statutory auditors and ensures they are independent and objective

Chairman: Michel Madelain



The Risk Committee

- Gives an opinion on the appetite for risk and the associated limits
- Assesses the quality of the internal audit and risk control system

Chairman: Emmanuel Rondeau



The Appointments Committee Main duties

- Examines the profiles of members put forward to sit on the Board to ensure they meet the independence criteria
- Examines the composition of the Board, the knowledge and skills of its members and the independent member criteria
- Sets the targets for gender parity on the Board
- Examines the executive director succession plan

Chair: Sophie Lombard



The Compensation Committee

- Each year examines:
 - the principles of the compensation policy;
 - the compensation, allowances and benefits of any kind granted to the company’s corporate officers;
 - the compensation policy for employees whose activities are likely to have a material influence on the company’s risk exposure.
- Recommends changes to the policy on directors’ attendance fees
- Examines the pension and welfare schemes

Chair: Sophie Lombard



The Strategy Committee

- Examines the strategic projects and transactions of La Banque Postale and its subsidiaries and transactions requiring the prior approval of the Supervisory Board
- Monitors progress of the multi-year strategic plan

Chairman: Yves Brassart



Executive Committee

Steering body of La Banque Postale



The Management Committee

The members of the Management Committee monitor major structural projects and address the responsible development policy. Chaired by Rémy Weber, it is made up of members of the Executive Committee, together with:

- **Sarah Bouquerel**
Chief Executive Officer of La Banque Postale IARD, Deputy Head of the Insurance Division
- **Philippe Cuvelier**
Deputy Head of Information Systems of La Banque Postale and the La Poste Network
- **Delphine de Chaisemartin**
Head of Public Affairs and Financial and Institutional Communications
- **Jérôme Fischer** (from 1 March 2019)
General Inspector
- **Régis Folbaum**
Head of Payments
- **Jean-Claude Gauthier** (from 1 March 2019)
Executive Vice-President of the La Poste Network in charge of development
- **Alice Holzman**
Chief Executive Officer of Ma French Bank
- **Christophe Juguet**
Head of Management Control
- **Stéphane Magnan**
Head of Financing and Investment Management
- **Franck Oniga**
Head of Marketing
- **Jean-Marc Ribes**
Chairman of the BPE Executive Board, Head of the Wealth Management Division
- **Cécile Riffard-Brédillot**
Head of Communication and Branding
- **Dominique Rouquayrol de Boisse**
Head of Legal and Compliance
- **Julien Têtu**
Chairman of the Executive Board of La Banque Postale Financement

At 1 January 2019.

Serge Bayard Head of Social Economy and Land Development	Daniel Roy Chairman of the LBPAM Executive Board and Director of the Asset Management Division	Anne-Laure Bourn Executive Vice-President of Le Groupe La Poste in charge of the La Poste Network, member of the La Banque Postale Executive Board, Deputy Head of Financial Services	Rémy Weber Chairman of the Executive Board of La Banque Postale	Tony Blanco Member of the Executive Board, General Secretary	Marc Batave Member of the Executive Board, Chief Executive Officer of commercial banking and insurance	François Géronde Head of Group Risk
Maud Vimeux Head of Human Resources	Robert Villani Head of Operations	Florence Lustman Chief Financial Officer and Head of Public Affairs	Olivier Lévy-Barouch Head of Strategy and Innovation	Catherine Charrier-Leflaive Executive Vice-President of retail banking and insurance (from 1 March 2019)	Patrick Renouvin Head of Solutions Division	Christophe Van de Walle Head of Operations (from 1 March 2019)

La Banque Postale Communications Division.

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