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**We are developing
tomorrow's public
service today**

Annual Report
2022

SWISS POST 

We are developing tomorrow's public service today

Customer-centric, trustworthy, committed



6,859 million

francs in **operating income**, down by 0.3 percent year-on-year.



295 million

francs in **Group profit**, down 157 million francs on the normalized¹ prior-year figure.



1,745 million

letters delivered by Swiss Post in Switzerland. That is 3.7 percent less than in the previous year.



194 million

parcels delivered by Swiss Post in Switzerland, down 4 percent compared to the previous year.



105 billion

francs, down by 5.5 percent, represents the level of average **customer assets** at **PostFinance**.



156 million

passengers transported by PostBus, 15.5 percent more than in the previous year.



76 points

The **customer satisfaction** score stands at an impressive 76 points (scale 0–100).



Around **60%**

of **vehicles** used for **delivery** are equipped with **alternative drive systems**.

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This Annual Report is supplemented by a separate **Financial Report** (management report, corporate governance and annual financial statements), comprehensive **Business Report key figures** and a **Global Reporting Initiative Index**. Information on reference sources is provided on → page 70. These documents are available in electronic format in the online version of the Business Report at → annualreport.swisspost.ch.

¹ The figure has been adjusted (see the Financial Report 2022, Notes to the Group annual financial statements, Note 2.2, Accounting changes).

**Swiss Post –
exemplary in
sustainability
for the climate**



Swiss Post in numbers

6,859 million
francs in operating
income

295 million
francs in Group profit

250 million
francs are paid annually
by Swiss Post in taxes
and duties.

More than
1.5 billion
francs have been paid by Swiss Post
to the Confederation in the form of
dividends over the past ten years.

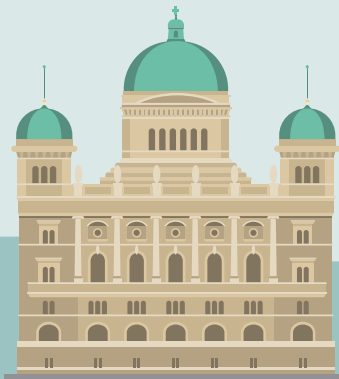
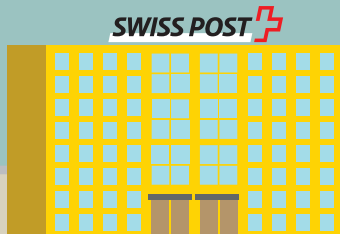
47,318
employees worldwide,
98 percent of whom
work in Switzerland

Around
46,500
people work at Swiss Post – in
all cantons, and in 833 of the
2,148 Swiss municipalities.

Approx. one in every
110
employed persons in
Switzerland works at
Swiss Post.

478 million
francs in investments

8,500
customer service
queries per day



22%
of management
roles are held by
women.

Around
1,200
full-time
equivalents in IT

Almost one in
120
francs of Swiss GDP
comes directly
or indirectly
from Swiss Post.

Around
3.1 billion
francs are spent
on goods and
services from
domestic suppliers.

1,839
apprentices

4 million
households are served
by Swiss Post every day.

85
Index (scale of 0–100)
"I see the purpose
of my work"

134 million
vehicle kilometres
(PostBus)

14,306
letter boxes

1,254
branches with
partners



2,279
vehicles (PostBus),
of which 60 use
hybrid or alternative
drive systems.

578
municipalities are
connected to the Swiss
public transport net-
work only via PostBus.

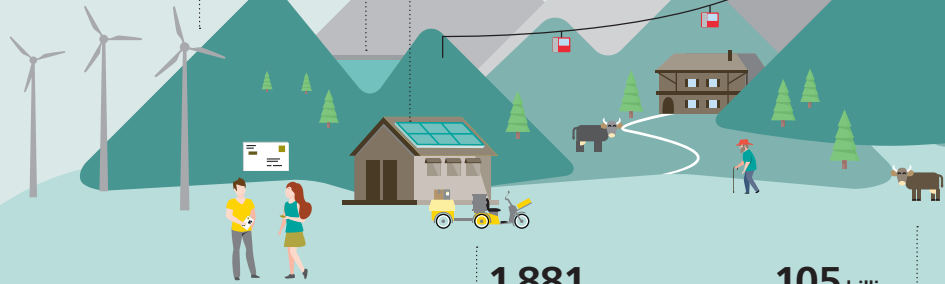
156 million
passengers
(PostBus)

210
business customer
points

Around
1 million
direct customer
contacts with
Swiss Post every
day.

100%
electricity from
renewable sources

300,000
new IncaMail users
in 2022

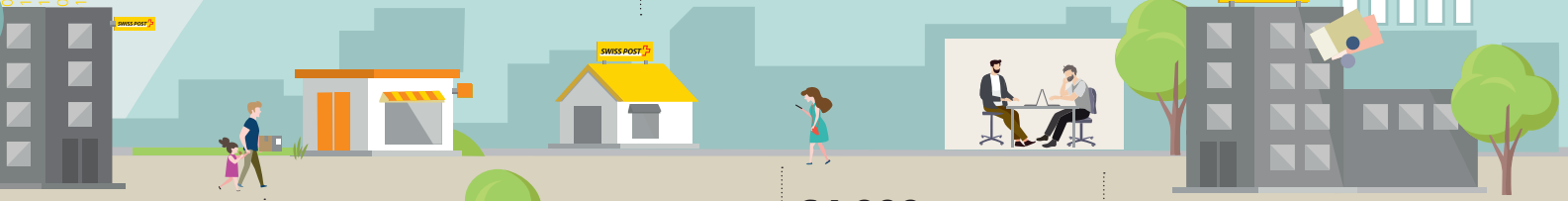


773
self-operated branches

1,881
locations with home
delivery service

105 billion
francs in customer
assets (PostFinance)

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11101000010101010101010
0111010000010101101010010
10101010101010100001010010



58.4%
of Swiss Post's own
real estate premises
are heated with
renewable energies.

At
554
My Post Service points,
parcels can be collected
and sent flexibly.

1.9 million
customers have
access to e-finance.

64,000
people are registered
for the ePost App.

3.4 million
users rely on the
SwissID login solution.

3.9 million
customer accounts
(PostFinance)

3,400
hackers attempted to crack
Swiss Post's e-voting system
in almost 70,000 attacks.



More than
25,000
internal and external
vehicles managed. Including
Switzerland's largest electric
fleet, with over 7,000 vehicles
(Post Company Cars).

Around
60%
of delivery vehicles use
alternative drive systems
(6,371 two-, three- and
four-wheeled vehicles)

1,745 million
letters

1,332 million
unaddressed items

194 million
parcels

100%
CO₂ offset
consignments



867
Postomats

248,687
P.O. Boxes

225
My Post 24
terminals

76 points
out of 100 points for
customer satisfaction

31
photovoltaic systems
67,992 m²
of panel surface

10.9 GWh
of solar power per year

Foreword



Christian Levrat
Chairman of the Board of Directors



Roberto Cirillo
CEO



**Swiss Post is and will remain
a public service company that
extends well beyond the traditional
universal service.**

— **Christian Levrat**
Chairman of the Board of Directors

Dear Reader

We have reached the midpoint of the current strategy period. It has become clear that, thanks to the Swiss Post of tomorrow strategy, we have taken the right steps, giving policymakers time to define the universal service of the future. Swiss Post is and will remain a public service company that provides Switzerland, its people and the companies and organizations based here with postal services that extend well beyond the traditional universal service. However, given the geopolitical and macroeconomic situation, we were again forced to respond to unpredictable challenges in 2022. These challenges will still be with us in 2023, and they could have a greater impact on Swiss Post and the Swiss economy as a whole. But we have shown that Swiss Post is a company the public can rely on. Each and every employee worked with a sense of responsibility and in a spirit of solidarity to ensure that the public service was provided in full for the benefit of the population and the Swiss economy.

Thanks to the good results achieved in the first two years of our strategy implementation, Swiss Post continues to be on a solid financial footing. It has begun to reduce its dependence on the rapidly shrinking letter market, and it has the ability to serve new needs in the logistics and digital communication segments. For the next two years, it will remain important to strike the right balance between investment, growth, price adjustments and efficiency improvements, in line with the strategy. We will continue to focus our investments on securing a modern infrastructure

for logistics and on strengthening our skills for the digitization of services. Whenever possible, our growth is achieved from within Swiss Post, i.e. in an organic manner. We will supplement this growth with carefully selected acquisitions and takeovers of external companies wherever it makes sense to do so. Where we invest, we do so in a targeted manner and mainly in our core markets of communication and logistics.

Through the highest quality letter and parcel services, and through Europe's densest network of postal access points, our postal services are available to the entire population, anytime and anywhere. We are right here for Switzerland. This is also shown by the study carried out by the Universal Postal Union, where we are top of the table in its development index for the sixth time in a row.

With our renewed and strengthened commitment to a sustainable and forward-looking Swiss Post, we are all working to strengthen the competitiveness of the Swiss economy and improve the quality of life for the Swiss public – and making our contribution to a modern Switzerland.

On behalf of the Board of Directors and Executive Management, we would particularly like to thank all our employees for their exceptional commitment in 2022. We would also like to thank our customers for the trust they place in us.



Swiss Post is working to strengthen competitiveness and improve the quality of life in Switzerland.

Roberto Cirillo
CEO

Christian Levrat
Chairman of the Board of Directors

Roberto Cirillo
CEO

Key events in 2022

Logistics

New parcel centers increase sorting capacity

Swiss Post has opened two new regional parcel centers in record time: one in Rümlang (Canton of Zurich) and one in Buchs (Canton of Aargau). Thanks to the new centers, parcel processing is now faster and more environmentally friendly. By 2030, Swiss Post will invest some 1.5 billion francs in its sorting and delivery infrastructure, guaranteeing a needs-based, high-quality public service for the general public and companies in Switzerland.

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Logistics

Warehousing logistics: groundbreaking ceremony in Villmergen

Swiss Post is investing around 137 million francs in its largest current construction project: with multistorey extensions, it is expanding the logistics center in Villmergen (Canton of Aargau) to 57,000 square metres and enlarging the much-in-demand and highly automated warehouse space. Swiss Post is therefore meeting the growing demand for all-round logistics solutions for business customers.

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Communication

Unblu: for secure digital customer communication

Thanks to its majority shareholding in Swiss software company unblu inc., Swiss Post can now better support Swiss businesses in their digital transformation: companies can use the Unblu platform to exchange information with customers quickly, directly and securely, and to protect sensitive information they send.

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Communication

Digitization solutions for Western Switzerland

Swiss Post is continuing to develop its range of digital solutions: by taking a majority participation in the software and service provider Groupe T2i, which is well established in Western Switzerland, it now also provides customized, simple and secure digital solutions for French-speaking authorities and companies and has supplemented its existing portfolio.

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Communication

Cybersecurity strengthened

To expand its expertise in the field of cybersecurity, Swiss Post has acquired a majority stake in Hacknowledge SA, a cybersecurity specialist. The company supports public authorities, SMEs and Swiss Post in identifying and responding to specific cyber threats at an early stage.

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Communication

Advancing digitization in healthcare with axsana

Swiss Post has acquired a 75 percent stake in axsana, an operating company for the electronic patient record (EPR), strengthening its position as a technology provider: an important step towards the healthcare system of the future. Swiss Post has also invested in "Cuore – the Swiss health platform".

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Communication

Intrusion test: no way to hack into Swiss Post's e-voting system

For four weeks, 3,400 ethical hackers put Swiss Post's e-voting system to the test. The happy outcome: nobody managed to gain access. Swiss Post plans to make the new e-voting system available for use to the first cantons in 2023.

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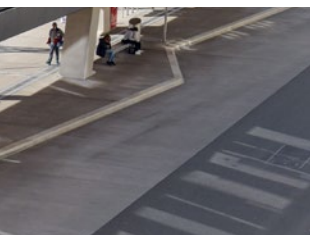


Network

First health insurers and banks move into branches

To ensure that its branches remain relevant to the Swiss public, Swiss Post is opening up its network to partners. In 2022, it reached milestones in the implementation of its strategy: health insurers Sympany and Assura, Migros Bank and Cornèr Bank as well as SwissCaution moved into branches, where they benefit from a presence at easily accessible locations and maintain personal contact with their customers.

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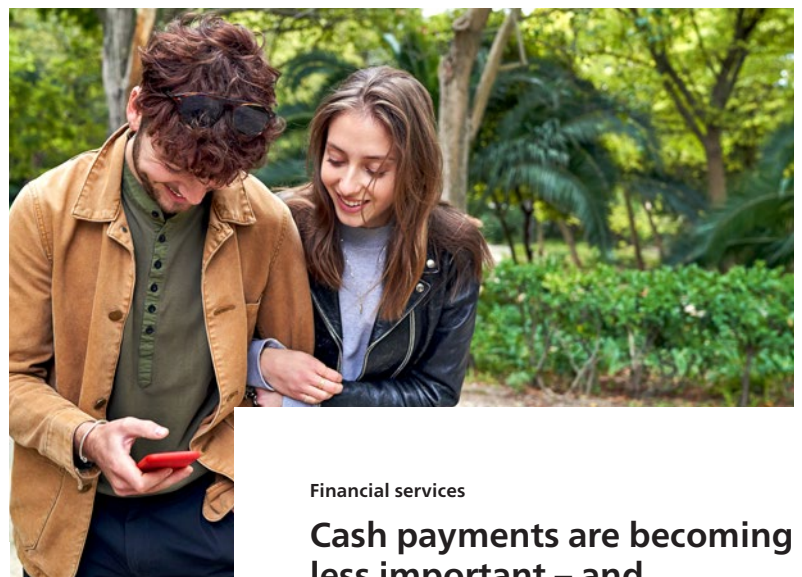


Mobility

The future belongs to the electric Postbus

The number of electric Postbuses used in scheduled public transport services is constantly rising – and Post-Bus has come a step closer to its stated goal of running its entire fleet on fossil-free fuels.

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Financial services

Cash payments are becoming less important – and PostFinance has solutions

Debit and credit cards have become the most important means of payment – and paying by mobile phone is also increasingly popular. With its new PostFinance Card combined with Debit Mastercard® and the TWINT mobile app, PostFinance is very well positioned for the change.

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Board of Directors

As at 31 December 2022



Christian Levrat
Chairman of the Board of Directors
since 2021



Thomas Bucher
Member of the Board of Directors
since 2019



Ronny Kaufmann
Member of the Board of Directors
(human resources representative)
since 2018



Bernadette Koch
Member of the Board of Directors
since 2018



Denise Koopmans
Member of the Board of Directors
since 2019



Nadja Lang
Member of the Board of Directors
since 2014



Corrado Pardini
Member of the Board of Directors
(human resources representative)
since 2020



Dirk Reich
Member of the Board of Directors
since 2021



Maria Teresa Vacalli
Member of the Board of Directors
since 2022

General Secretary



Roger Schoch

➤ More information
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Executive Management

As at 31 December 2022

Hansruedi Köng*
CEO of PostFinance Ltd
since 2012

Thomas Baur
Head of PostalNetwork since
2016, Deputy CEO

Christian Plüss
Head of PostBus
since 2018

Wolfgang Eger
Head of Informatics/
Technology since 2022



Roberto Cirillo
CEO since 2019

Johannes Cramer
Head of Logistics Services
since 2021

Nicole Burth
Head of Communication Services
since 2021

Alex Glanzmann
Head of Finance since
2016, Deputy CEO

Valérie Schelker
Head of Human
Resources since 2017

* As CEO of PostFinance Ltd, Hansruedi Köng is not a member of Executive Management, but attends Executive Management meetings as an observer.

Business results

At the midpoint of its "Swiss Post of tomorrow" strategy, Swiss Post's position at the end of 2022 is sound. The new strategy is taking effect and, despite numerous unexpected challenges, it is helping to stabilize the financial situation. At 358 million francs, operating profit for 2022 is down year-on-year, although the previous year was particularly strong and the decline is due primarily to external factors. The fallout from the pandemic, inflation and the global ramifications of the war in Ukraine are having a clear impact on Swiss Post, and this may well remain the case for some years to come. The trends in the core business continue unabated. Here, the strategy has answers.

6,859 million
francs in
operating income

295 million
francs in
Group profit

76 points
of customer
satisfaction
(scale of 0–100)

156 million
passengers
(PostBus)

1,745 million
letters

194 million
parcels

105 billion
francs monthly avg.
customer assets
(PostFinance)



Interview



Interview with Alex Glanzmann
Head of Finance, Member of Executive
Management

“Swiss Post has fared well in a challenging year.”

The highly volatile global and economic situation and related change in interest rate policy had a major impact on the 2022 result: as expected, operating profit and profit are lower than in the previous year, while operating income remains stable. Swiss Post has fared well in the face of these challenges, but conditions remain very tough.

Alex Glanzmann, what's your brief assessment of 2022?

2022 was an extraordinary year: a huge leap in inflation, a change in interest rate policy, conflict in Europe and global supply bottlenecks. The geopolitical and macroeconomic situation has had a huge effect on the result. Considering the extremely challenging conditions, we're satisfied with our performance.

Did you expect this kind of result?

Yes, it was apparent by the midpoint of the year that it would be in this range. We had an encouraging first half-year in all units. The second half of the year proved much more challenging: fewer letters and parcels, record-high fuel and energy prices and much higher production costs as a result. The Swiss National Bank's three decisions on policy rates also resulted in lower revenue in the short term. However, we welcome the return to positive interest rates. The change in interest rate policy will have a positive effect on our result in future.

What impact has inflation had?

A huge one. With annual procurement of around 3 billion francs in Switzerland, we feel the impact of inflation very directly. The sharp rises in prices for fuel and energy, but also for operating and construction materials, are directly reflected

in production costs. The cost of diesel alone rose by 25 percent last year. We bore these substantial additional costs ourselves. In 2023, we will pass them on to business customers to some extent with individual pricing. And finally, it is important to understand that inflation will continue to weigh on our accounts beyond 2022. A substantial share of the additional costs caused by inflation will have a downstream impact on our result.

How is Swiss Post dealing with these external factors?

The “Swiss Post of tomorrow” strategy provides the answer to this question. We've got four parameters available to us for achieving our set targets: development, growth, efficiency and pricing as well as sustainability. If our operating framework changes, we would obviously consider what we will focus on in particular in future and what we may need to adjust. That's part of implementation. The Swiss Post of tomorrow is heading in the right direction, which is why we'll continue focusing equally on all four parameters.

Swiss Post processed fewer parcels and letters in 2022. Why was that?

The war and rising prices depressed consumer confidence, with people ordering fewer goods online. As a result of global

supply shortages, products were not available or suffered delays in delivery. This curbed the trend in parcel volumes. But the long-term trend towards online retail is continuing. That's why we're expanding our infrastructure as planned. However, it's also clear that Swiss Post cannot simply absorb a 4 percent decline on 194 million parcels in 2022 if production costs are rising and prices are remaining the same. In letters, we still delivered an impressive 1,745 million items. But these volumes have fallen year-on-year, too. That's why we're investing in the digital solutions offered by Communication Services.

Finally, what's the future outlook?

Forecasting has rarely been as difficult as in the current global and economic situation. The challenges remain, but Swiss Post is on a sound financial footing. We can and wish to invest in needs-oriented and future-led solutions for our customers. Swiss Post's strategy and self-financed business model are based on this premise. That's our mandate and responsibility to the public, economy and our workforce.

Financial result

Strong balance sheet thanks to fitting strategy

In 2022, Swiss Post generated Group profit of 295 million francs and an operating profit (EBIT) of 358 million francs. The result is down on the previous year, which was particularly strong, but it continues to strengthen Swiss Post's balance sheet. Operating income stood at 6,859 million francs. Swiss Post's current strategy is working: the company is in a sound position and ready for a very challenging 2023.

At 358 million francs, Swiss Post's operating profit (EBIT) is 157 million francs down on the previous year's figure. Group profit for 2022 is 295 million francs, a decline of 157 million francs compared to 2021. Operating income stands at 6,859 million francs, down 18 million francs year-on-year. With the war in Ukraine in particular, the year 2022 brought a number of unexpected factors into play that had a strong impact on Swiss Post. Additional costs due to record-high inflation, lower income as a result of the turnaround in interest rates and declining letter and parcel volumes weighed on Swiss Post's business. At the same time, however, a positive free cash flow was also generated in 2022, and this flows into Swiss Post's balance sheet and increases its liquidity.

Pressure in parcel market

The highest contribution to the financial result was made by Logistics Services and PostFinance. In the logistics business, Swiss Post generated operating profit of 358 million francs last year. This means that the Logistics Services unit saw a decline of 107 million francs year-on-year. Persistently high inflation, increased fuel and energy costs and higher procurement costs led to significantly higher costs in this unit last year.

Both parcel and letter volumes each fell by around 4 percent compared to the previous year. The decline in parcel volumes is a consequence, among other factors, of highly volatile consumer confidence and global supply shortages. Over the last 10 years, letter volumes have declined by about one third overall. This trend continued – as expected – in the 2022

financial year. While the price adjustments introduced by Swiss Post in 2022 had a stabilizing effect on the result, they could not compensate financially for the decline in letter volumes.

Despite the decline in volumes in 2022, the long-term trend towards online retail continues unabated. Compared to 2019, Swiss Post carried 30 percent more parcels last year.

Interest rate environment weighs on PostFinance result

PostFinance generated operating profit of 229 million francs, down 43 million francs year-on-year. This was mainly due to a drop of 45 million francs in net interest income. The discontinuation of negative interest rates had a far stronger impact than the higher income from financial investments, which will only accrue over time. Nevertheless, PostFinance expanded its position as an investment bank in 2022, with the e-asset management volume exceeding the 1 billion franc mark for the first time. As a result of the Swiss National Bank's (SNB) historic decision to return to positive policy rates, PostFinance cancelled its customer asset fees for private and business customers with effect from 1 October and can again pay interest rates on savings and retirement savings accounts 3a. The interest rate turnaround also offers the potential for greater profitability in the future.

Several new partners in network

At –71 million francs, the operating result at PostalNetwork remained stable in 2022 (EBIT 2021: –68 million francs). The decline in tradi-

Facts and figures

6,859 million
francs in **operating income**

358 million
francs in **operating profit (EBIT)**

295 million
francs in **Group profit**

–96 million
francs in **economic value added**

9,884 million
francs in **equity**

100%
degree of internal financing in investments



Swiss Post today is fit for the future.

Alex Glanzmann
Head of Finance,
Member of Executive Management

tional over-the-counter transactions at Swiss Post branches continued last year, particularly in payment transactions, with PostalNetwork recording a decline of around 15 percent year-on-year. The losses were largely offset by the unit through consistent efficiency improvements. Swiss Post is developing its branches into regional service centers with partners, with products and services relevant to everyday life. Last year, Swiss Post entered into strategic partnerships with SwissCaution, Assura, Sympany, Migros Bank and Cornèr Bank. However, these are not yet reflected in the result.

Normalization in mobility sector

At 27 million francs in 2022, the result generated by the Mobility Services unit (PostBus and Post Company Cars) is 9 million francs higher year-on-year. At PostBus, demand continued to recover after the coronavirus crisis and reached its pre-pandemic level at year-end, leading to an increase in income from ticket sales. At the same time, however, costs also rose, for example due to inflation, producing a

balanced result at PostBus in franchised transport, overall. The result at Post Company Cars is slightly better than expected, mainly due to a higher result in third-party business with fleet management for business customers.

Communication Services under development

At Communication Services, the most recently created unit, operating profit stood at -72 million francs. Compared to the previous year, this result represents an improvement of 8 million francs. The unit remains under development. Thanks to the acquisitions made, operating income stood at around 73 million francs, which represents an increase of 35 million francs (2021: 38 million francs).

➤ More information on the result
Financial Report from page 35

Read more about the strategy:

➔ Interview with Christian Levrat and Roberto Cirillo, from page 16

➔ Swiss Post of tomorrow, from page 20

Non-financial results

High scores for Swiss Post

Letters, parcels and newspapers delivered on time

The results of the 2022 measurement of delivery times show how reliably Swiss Post performed in terms of the delivery of letters and parcels: 97.2 percent of A Mail letters arrived in recipients' letter boxes on time (previous year: 97.0 percent), while the figure for B Mail letters was 99.3 percent (previous year: 99.3 percent). Swiss Post delivered 95.7 percent of Priority parcels to households on time (previous year: 95.0 percent), with Economy parcels at 96.9 percent (previous year: 95.9 percent). The quality targets stipulated in postal legislation are 97 percent for letters and 95 percent for parcels.

At 98.8 percent, Swiss Post's newspaper deliveries in 2022 were also on time, clearly exceeding the quality target of 95 percent. The

measurement conducted was of delivery of newspapers in areas without early-morning delivery with a delivery deadline of 12:30 p.m. This measurement was a first.

In 2022, the measurement of parcel delivery times was again conducted over a period of 12 months. As a result of the pandemic, Post-Com had limited the measurement period in 2021 to eight months.

Customer satisfaction: Swiss Post's services meet customer requirements

Customers were once again satisfied with Swiss Post's services in 2022. It continues to successfully align its services with customer requirements. Survey participants gave Swiss Post an overall score of 76 points (overall satisfaction). 2022 is a baseline measurement for customer satisfaction: the results reflect the

new organizational structure based on the “Swiss Post of tomorrow” strategy. Customers gave the services in the communication and logistics business area (Logistics Services, Communication Services and PostalNetwork Group units) a score of 74 points. Within this business area, major customers are the most satisfied at 77 points. Overall satisfaction in the financial services business area (Post-Finance) received 78 points. Private customers gave the highest score in this category, at 79 points. In the passenger transport business area (PostBus), private customers are very satisfied with the services. Overall satisfaction stands at 80 points.

Employee satisfaction: employees are satisfied with Swiss Post

The employee survey conducted annually indicates that employees are very satisfied with Swiss Post as an employer. “My direct manager” and “My team” once again received particularly good scores, at 83 and 80 points respectively. The result shows that employees increasingly perceive Swiss Post as an attractive employer and their commitment is growing. The “My work” index remained unchanged compared with 2021, at 77 points. Employees now assessed how they view the future of their job at Swiss Post. While the theme received the lowest score at Group level compared with the other themes surveyed at 74 points, its score is still positive. The two strategic thematic areas concerning the Swiss Post of tomorrow, “Our Swiss Post” at 77 points and “Our corporate culture” at 77 points, improved their score by one point compared with the previous year. This means that employees have even more faith in the Group strategy.

Climate and energy: greenhouse gas emissions rose only slightly compared with 2021

There was just a minimal rise in greenhouse gas emissions in 2022, with an increase of 0.6 percent compared with the previous year. This development was influenced by two opposing factors: first, the increase in kilometres travelled in third-party customer business at Post Company Cars compared with the pandemic year led to a rise in greenhouse gas emissions in 2022; but secondly, there was a decline in CO₂ emissions due to fewer heating degree days in heat generation. The measures to increase the energy reference area heated without fossil fuels and to electrify



Swiss Post’s own delivery and business vehicle fleets remain on track and are counteracting the rise.

All relevant emissions from upstream and downstream value-creation processes were determined for the first time in 2022, and appropriate measures and objectives were defined. These measures are expected to have a clear impact on greenhouse gas performance from 2025.

+ More information on the non-financial results **Financial Report** from page 57

Facts and figures

97.2%

A Mail letters
delivered on time

95.7%

Priority parcels
delivered on time

85 points

**“I see the purpose
of my work”**
(scale 0–100)

76 points

**“I’m very satisfied with
Swiss Post overall”**
(scale 0–100)

Around 60%

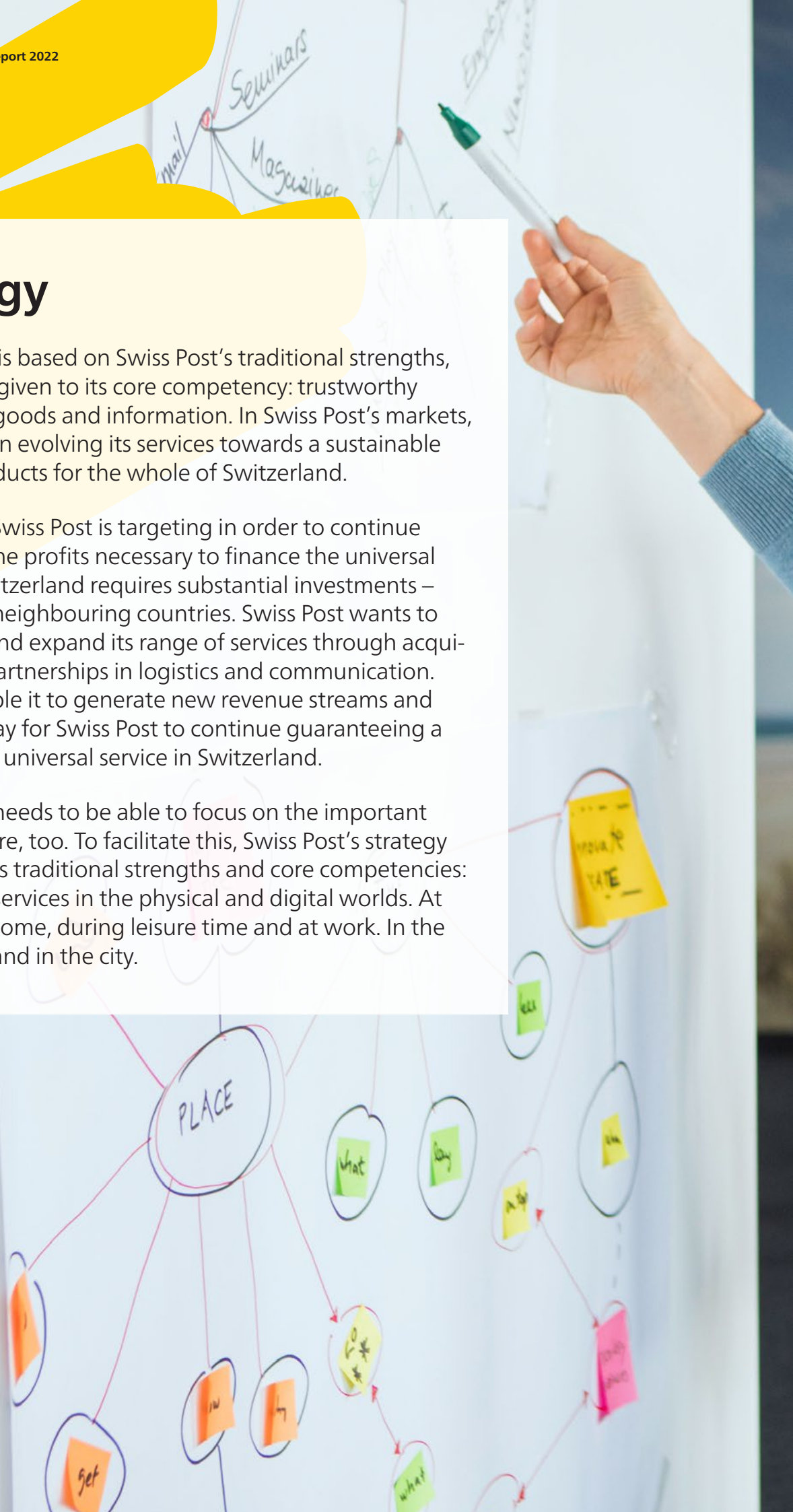
**of vehicles used in
delivery with alternative
drive systems**

Strategy

The strategy is based on Swiss Post's traditional strengths, with priority given to its core competency: trustworthy transport of goods and information. In Swiss Post's markets, the focus is on evolving its services towards a sustainable range of products for the whole of Switzerland.

The growth Swiss Post is targeting in order to continue generating the profits necessary to finance the universal service in Switzerland requires substantial investments – including in neighbouring countries. Swiss Post wants to strengthen and expand its range of services through acquisitions and partnerships in logistics and communication. This will enable it to generate new revenue streams and is the only way for Swiss Post to continue guaranteeing a self-financed universal service in Switzerland.

Switzerland needs to be able to focus on the important issues in future, too. To facilitate this, Swiss Post's strategy is based on its traditional strengths and core competencies: trustworthy services in the physical and digital worlds. At all times, at home, during leisure time and at work. In the countryside and in the city.





Interview with Christian Levrat and Roberto Cirillo

“It’s all about trustworthy transport of goods and information”

The end of 2022 marks the midpoint of the current strategy period. In a joint interview, Chairman of the Board of Directors Christian Levrat and CEO Roberto Cirillo explain where we are now and what steps we still have to take as we work towards achieving our goals.

Mr Levrat, the Swiss Post of tomorrow strategy was launched two years ago, and the current strategy period still has another two years to go. What is Swiss Post’s current situation, and what happens next?

Christian Levrat: Swiss Post will continue to develop in line with the strategy set out for the period 2021–2024. The most important options have been identified and the challenges are known: responding to the increasing digitization of our services, expanding our capacities to support our customers’ needs, accelerating the transition towards sustainability. We will probably see faster implementation of the chosen options and some sporadic adjustments, but the cornerstones of our strategy will remain the same in the future.

Mr Cirillo, are you on schedule with implementation of the strategy?

Roberto Cirillo: The implementation of our strategy is in full swing, and we are fundamentally on track. By amalgamating the parcel and letter units, constructing regional distribution centers and devising new approaches to deliveries in urban areas,

we are not only making our logistics more efficient, but – most importantly – more environmentally friendly. By 2030, we will be carbon neutral in our in-house operations. Thanks to our acquisitions of goods logistics companies in Switzerland and neighbouring countries, and Asendia’s takeover of cross-border e-commerce platform eShop-World, we are strengthening Switzerland’s infrastructure in international goods transport. We successfully sold the subsidiary SPS, which operates in the outsourcing business, allowing us to focus our investments in our core markets of logistics and (digital) communication. Through our investments in digital services, we are ensuring that we are in a position to develop the universal service of the future without the support of the taxpayer. PostBus is working to make its vehicles climate-friendly and is helping the cantons with new mobility concepts, such as the on-demand bus. And of course, Swiss Post has maintained its financially sound footing despite the turbulence of recent years. So yes, we are on track, although there are still issues here and there with the speed of implementation.



Swiss Post is making the ability to transfer sensitive data in the digital world confidentially and via a Swiss provider more and more of a reality.

Roberto Cirillo
CEO

There is more and more talk about sustainability at Swiss Post. How important is sustainability for Swiss Post?

Christian Levrat: Swiss Post has recently stepped up the pace of its sustainability goals dramatically. In large cities such as Bern, Zurich, Basel and Geneva, we now plan to deliver parcels with electric vehicles by 2025. By 2030, the aim is for Swiss Post's entire infrastructure to be carbon neutral (Scopes 1 and 2). We will no longer use any fossil-fuel energy sources, which makes a difference, given that we operate Switzerland's largest fleet of vehicles. Sustainability is not just an empty phrase for us. We want to take the lead and assume our responsibilities – as our customers are now requiring us to do. Businesses are setting the pace for us, not primarily politicians or public authorities. Major customers who send millions of parcels are asking that we deliver them in an environmentally-friendly manner.

Digitization continues to be the biggest driver of change in society and business life. What does this mean for Swiss Post and its customers?

Roberto Cirillo: New communication possibilities that have emerged as a result of digitization have also changed customer requirements. We have to respond to these changes, and we have created the Communication Services unit to do so. The electronic patient record, encrypted IncaMail, cybersecurity solutions, digital SME solutions and public authority solutions are already on the market. Our e-voting solution was delivered to the cantons at the end of 2022. Swiss Post is making the ability to transfer sensitive data in the digital world confidentially and via a Swiss provider more and more of a reality. For Swiss Post, it is hugely important to be customer-centric and to involve customers in our planning.

Closeness and cohesion are core Swiss values. What happens to the idea of closeness if Swiss Post digitizes everything?

Christian Levrat: Closeness and cohesion are also key values for Swiss Post. To ensure that no one is sidelined by the process of digitization, we have stabilized the number of our self-operated branches at around 800. By opening them up to third-party providers such as Assura, Sympany, Migros Bank and Cornèr Bank, we are creating more and more service centers in Swiss communities. Ultimately, what we are doing is making our physical contact points more valuable to our customers.



Sustainability is not just an empty phrase for us.

————— **Christian Levrat**
Chairman of the Board of Directors



Interview with Christian Levrat and Roberto Cirillo



Competition in the labour market has intensified.

Roberto Cirillo
CEO

The baby boomers are retiring. There is a labour shortage, and in particular a shortage of skilled workers. How is Swiss Post dealing with this?

Roberto Cirillo: Last year, Swiss Post HR filled around 3,800 positions, and it processes about 62,000 applications every year – not including apprentices. We are handling around 350 to 400 vacancies at any given time. Often not an easy undertaking, because the shortage of skilled workers is also becoming evident at Swiss Post. Competition in the labour market has intensified appreciably in recent years. We are now seeing it not only in professional fields like IT, technology and innovation, but also in logistics, at PostalNetwork and at PostBus. In concrete terms, Swiss Post will need to fill around 11,000 to 12,000 full-time equivalent positions by 2026. There are essentially two reasons for this: by 2026, around 4,000 employees will either reach ordinary retirement age or take early retirement. Approximately 7,500 positions will become vacant as employees leave Swiss Post voluntarily. While staff turnover at Swiss Post is comparatively low, professional mobility is generally on the increase. This means that it's all the more important for us to be able to convey what Swiss Post has to offer as an employer, both internally and externally. With more than 100 professions, we offer an exceptionally varied range of jobs and development opportunities.

How important is corporate culture for Swiss Post?

Roberto Cirillo: A strategy can be as good and innovative as possible. But if the culture within a company doesn't fit with this or acts as a hindrance, then it's difficult if not impossible to succeed with that strategy. That is why we have also developed a vision for our culture at Swiss Post. What we are now doing is embedding this new culture in the organization and in our teams. In very specific terms, we are looking to strengthen customer centricity, promote foresight and focus on the big picture at Swiss Post. We want to become bolder and encourage our staff to act independently and entrepreneurially. Well-functioning pro-

cesses – one of Swiss Post's great strengths – remain essential. Parcel and letter deliveries need to be reliable, and they must be on time. And relations between people – a sense of social and societal responsibility – also remain an important aspect of our culture.

With reference to the corporate culture: how important is the issue of compliance?

Christian Levrat: Very important! We try to see compliance as an opportunity to identify risks at an early stage and avoid damage. We want to and need to learn from mistakes. But this means not sweeping mistakes under the carpet, and instead looking at them, finding out why they happened and how they can be avoided in the future. We deliberately set the bar high on this issue. Integrity is the prerequisite for a well-functioning compliance management system. And when it comes to integrity, leaders in particular must set an example within the company.

In 2023, the Confederation celebrates its 175th anniversary. Just a few months after the modern Swiss state was founded, so too was the postal service. How important is the history of the postal service for the Swiss Post of today?

Roberto Cirillo: In essence, we are still the same company: it's all about trustworthy transport of goods and information. With the passage of time, society, the world of work and our technologies have seen massive changes. Swiss Post has always adapted the products and services it offers and always made use of the latest technologies to become more efficient and to make everyday life as easy as possible for the public. Our history makes us part of the Swiss identity. A central part of this tradition is that we are a company focused on modernization that takes care to anticipate how we can contribute to this country in the future.

What about the public service of the future?

Christian Levrat: The public service of the future will not be created in a back room at Swiss Post. Public service ensures that people living in Switzerland and the companies and organizations based here receive the same services at the same prices. Regardless of where they live or do business. This means that we have to react to social and economic changes, and ideally that we anticipate developments with a view to ensuring that the public service is also available quickly in times of change and innovation. Swiss Post is not an end in itself! We are here to bring Switzerland closer together and to support people and companies with our services.



Swiss Post is not an end in itself!

Christian Levrat
Chairman of the Board of Directors



Smart Governance

Swiss Post operates and continuously develops a governance management system. Internal regulations are part of this system – and until now, they were quite complex to navigate: in their everyday work, staff had to take their bearings from many detailed regulations governing issues such as sponsoring or anti-corruption. At Group level (excluding Group units), there were almost 1,000 pages of regulations in place. The Smart Governance project aims to streamline and simplify these internal regulations. The motto: as

many regulations as needed, as much entrepreneurial freedom as possible. The idea is for staff to act in line with principles, take on more responsibility and be able to show more personal initiative. The new internal regulations at Group level come into force in spring 2023, along with a new IT tool for improved access to internal regulations. The documents for the individual Group units will be streamlined at a later date. PostFinance operates its own governance management system.

A woman with dark, curly hair is sitting on a yellow armchair, smiling broadly. She is wearing a light blue, long-sleeved top and dark pants. She is holding a smartphone in her right hand. The background shows a living room with a patterned rug, a large potted plant, and a window with blinds.

The Swiss Post of tomorrow

Swiss Post is tackling the challenges of the future. It is focusing on what it does best: transporting goods, information and people and providing financial services. Wherever it needs to build up new competencies, it makes targeted investments, always with the goal of providing the universal postal service from its own resources. Both now and in the future.

The new strategy entered into force on 1 January 2021.

Challenges and strategic thrusts

Building on a successful model

For almost 175 years, Swiss Post has been an institution that fosters national cohesion and provides public services on behalf of the Swiss Confederation. Through its strategy, Swiss Post is responding to current challenges and creating the conditions for the company to remain relevant to Switzerland in the future.

Swiss Post's policy to date has been shaped by an unvarying "trinity" of three basic structural elements: state ownership, universal service and economic viability. In recent years, however, social and technological trends have accelerated developments on the markets, producing major changes in the environment in which Swiss Post operates. The increasing digitization of business processes is particularly disruptive, with the resulting change in customer requirements leading to a sustained decline in letter volumes and less demand for services in branches. Overall, this has not been offset by the growing parcel business. The value of the residual monopoly for letters weighing under 50 grams is falling continuously. Coupled with a prolonged period of low interest rates, this exacerbated the financial shortfall of the universal service.

Fulfilling the Federal Council's mandate

Achieving a balance between state ownership, the universal service and economic viability is becoming more challenging. This is reflected in the strategic goals set by the Federal Council for the period 2021–2024. Swiss Post is expected to offer a high standard of marketable, innovative products, services and solutions in both physical and electronic form in its core business. The Federal Council's new objectives recognize that Swiss Post is undergoing a challenging transformation, while also requiring it to establish the conditions needed to safeguard the company's value sustainably in the medium term – and to do so by 2024. In addition, all business areas (with the exception of the subsidized area of PostBus) must achieve an industry-standard result.

The Swiss Post of tomorrow

Through its "Swiss Post of tomorrow" strategy, Swiss Post aims to build on its successful model and supplement the components of state ownership, the universal service and economic viability with sustainable growth, enabling it

to meet the Federal Council's strategic goals. Swiss Post is making substantial investments in an effort to achieve this and intends to continue generating profits, which it will then invest in its ongoing development and the fulfilment of its universal service obligation.

Four strategic thrusts

The "Swiss Post of tomorrow" strategy is based on four strategic thrusts:

- Development of services, offers and infrastructure
- Efficiency of organization and processes; adjusted prices
- Growth and acquisitions in existing and related business areas
- Environmental, economic and social sustainability in everything Swiss Post does

Swiss Post is continuing to develop its products and services in all five markets (see pages 22–23), ensuring that it remains viable and relevant for Switzerland.

- + More on the environment and strategy
Financial Report pages 14–24



The Swiss Post of tomorrow is committed to a strong public service and is focusing on existing markets.

Roberto Cirillo
CEO



Supporting the UN's Sustainable Development Goals

Swiss Post is acting now – for tomorrow, for future generations, for the sustainable development of its environment and society. The 17 Sustainable Development Goals (SDGs) are the core of the UN's 2030 Agenda for Sustainable Development. They are designed to tackle the most urgent global challenges by

2030. Swiss Post focuses its efforts on six goals where it can have the greatest impact.

- + More on the SDGs
ar.swisspost.ch/sdg
- More on the corporate responsibility strategy on pages 68–69

Market strategies

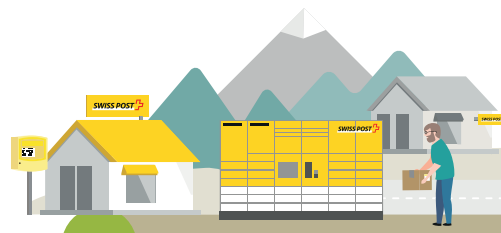
How Swiss Post connects Switzerland

Swiss Post brings me exactly what I need – when I need it, and where I need it.



Swiss Post is there when I need it.

Network



Swiss Post's branches are regional service centers for everyone. With new access points added all the time, Swiss Post is continuing to expand the service network for a modern Switzerland. At its self-operated branches, it enables partners to provide trustworthy, personal support and advice to their customers, creating proximity in an increasingly digital world. More about the benefits of the strategy:

→ Network, from page 40

Logistics



Swiss Post connects Switzerland, and connects Switzerland to the world – as a trustworthy partner for the goods flows of the future. It will maintain its core competencies in the Swiss Post of tomorrow and expand today's highly successful range of logistics services to establish itself as a comprehensive logistics service provider. More about the benefits of the strategy:

→ Logistics, from page 26

Swiss Post offers me logistics with power like never before.



Swiss Post gives me a digital boost.



Communication

Swiss Post helps me to successfully launch or meaningfully expand my digital business.



Financial services



Swiss Post is transforming its deep-rooted expertise in the secure transport of sensitive information – not only in the physical world, but also in the digital world. It provides people, companies and public authorities throughout Switzerland with intuitive digital services, as well as simple and secure handling of their data. More about the benefits of the strategy:

→ Communication, from page 34

Swiss Post connects Switzerland with modern and convenient mobility solutions on the roads. It offers affordable and sustainable mobility in every part of the country, making it the backbone of the economy and society and the embodiment of public service. More about the benefits of the strategy:

→ Mobility, from page 44

Swiss Post wants to make banking enjoyable. That's how it's shaping the future with PostFinance: by focusing on people and their differing needs. With smart innovations and fresh financial solutions – made for Switzerland. More about the benefits of the strategy:

→ Financial services, from page 48

Swiss Post lightens my workload so I can concentrate on what I do best.



Markets

As a public service company, Swiss Post wants to offer future-oriented infrastructure services in its markets – and to do so using its own resources. This means that Swiss Post must remain relevant to its customers. Its challenge, therefore, is to continually adapt all of its products and services to changing requirements and to tap into new business areas within its core competencies.

Swiss Post wants to be able to respond to current and future trends quickly, which is why it makes targeted investments in areas where its current products and services do not yet cover future requirements for a high-performance infrastructure. Swiss Post continues to evolve in its key markets: logistics, communication, mobility and financial services. To ensure that its branches remain relevant to the Swiss general public, Swiss Post is developing its network and opening it up to partners.



Logistics

Market strategy

Swiss Post intends to defend its leading position as a complete logistics service provider in both the physical and digital spheres – in Switzerland and for Switzerland. It has therefore geared its strategy specifically to the market areas in which it plans to operate and to their requirements. The approach underpinning this is to reinforce what is already in place, to grow in new areas and, in its capacity as a trustworthy partner, to connect Switzerland to the world for the goods flows of the future.

The **courier, express, parcels (CEP) and mail** services are operated by Swiss Post both nationally and internationally. The CEP market is competitive. Swiss Post offers comprehensive, high-quality and sustainable products and services. It wants to further increase convenience for senders and recipients and simplify border crossings.

Swiss Post also delivers both newspapers and addressed and unaddressed advertising. The **media and advertising market** is strongly affected by digitization. Swiss Post is securing its relevance in this market by expanding its products and services with digital solutions and by advancing into upstream and downstream business areas.

The boom in e-commerce has demonstrated the importance of **goods logistics** for postal organizations. As a result, Swiss Post is making targeted investments in the domestic market and in neighbouring countries, in an effort to dovetail its national logistics with international goods flows.

Swiss Post combines its industry know-how and logistics expertise with digital solutions to create tailor-made **industry solutions**.

2022 milestones

- New regional parcel centers start operations in Buchs and Rümlang
- Swiss Post launches the new SmallPac, VinoLog Priority and Digital-Stamp products and defines the energy and inflation surcharge
- Swiss Post launches smart import solutions for international trade
- Groundbreaking ceremony for the Villmergen logistics center takes place
- In the advertising market, Swiss Post adds programmatic advertising to its services
- Swiss Post offers industry solutions, such as sterile preparation of medical materials as part of healthcare logistics

Outlook for 2023+

- Further expansion of parcel infrastructure
- Close integration with international logistics flows through targeted acquisitions in the goods logistics sector
- Electrification of the delivery fleet in urban areas by 2024
- Consolidation of position in the advertising market



Processing of tomorrow

Breaking new ground in parcel processing

In 2022, Swiss Post opened two new regional parcel centers in record time: one in Rümliang (Canton of Zurich) and one in Buchs (Canton of Aargau). Thanks to the new centers, parcel processing is now faster and more environmentally friendly. To cope with the growing volumes, Swiss Post will also increase its sorting capacities at other locations in Switzerland by 2030.

Since May 2022, the sorting machines at the new regional parcel center (RPC) in Rümliang have been running at full steam, with around 5,000 parcels an hour whizzing along its conveyor belts and chutes. Every day in Rümliang, around 60,000 items are sorted by weight and delivery address and prepared for delivery in the greater Zurich North area. To make this possible, Swiss Post converted a logistics building in an industrial area in just 14 months, creating 60 new jobs. "By expanding our logistics network and opening new RPCs, we are moving closer to our customers. We're reducing transport distances and making parcel processing faster and more environmentally friendly," says Stefan Nolte, Head of Logistics Services Operations, explaining the importance of new parcel centers.

Innovative technologies

In Buchs, the planning and construction work for the new RPC also progressed very well, despite the difficult conditions caused by the coronavirus pandemic and the global disruptions to supply chains. Since last July, 175 staff in sorting and delivery at the center have been processing parcels for the region. Swiss Post invested 15 million francs in the conversion of a vacant warehouse – including charging stations for electric vehicles at every gate. Because the space available was a little small for a parcel center, creative solutions were required. So Swiss Post turned to innovative technologies: in a matter of seconds, the parcels are transported to a sorting machine at a height of three metres by space-saving, spiral conveyor belts.

Committed staff

"Investment in state-of-the-art technology will allow us to continue meeting our customers' requirements in the future," says Stefan Nolte. "Customers want to order online

today and receive their goods tomorrow. So we have to be able to process more and more parcels faster and faster." But the heart of any parcel center is still the staff that work there, who make sure that the sorting machines are running smoothly, that they continue to be fed with parcels and that the parcels are then delivered to doorsteps and businesses in the surrounding area as quickly as possible. Around one in every 35 employees in Buchs now works for Swiss Post. And there are more to come: in 2023, around 100 people working in letter delivery in Aarau will be moving from their current location to the RPC in Buchs. With this move, Swiss Post is creating a logistics center with letter and parcel delivery that meets the latest standards.

Investment in the public service

By 2030, Swiss Post's logistics network is expected to consist of around 15 parcel sorting locations in addition to the letter sorting locations. Swiss Post will invest some 1.5 billion francs in this expansion by 2030, guaranteeing a needs-based, high-quality public service for the general public and companies in Switzerland, and at the same time securing and creating 1,500 full-time equivalent positions in parcel services. Planning for the opening of further centers near the conurbations of Basel, Bern and Zurich is already in full swing.

Contribution to the Sustainable Development Goals

- SDG 8 Decent work and economic growth
- SDG 9 Industry, innovation and infrastructure
- SDG 11 Sustainable cities and communities

[ar.swisspost.ch/sdg](https://www.ar.swisspost.ch/sdg)



Through regional parcel processing, we take the strain off our large processing centers at peak times and reduce distances, protecting the environment.

Stefan Nolte
Head of Logistics Services Operations



Surcharges on parcel prices for major customers

In 2022, increased energy prices, fuel prices and inflation in general led to high additional costs in parcel logistics. Swiss Post bore the brunt of these additional costs itself. From 2023, it will pass on some of the costs with the introduction of moderate price adjustments. Around 3,500 major customers with individually agreed prices are affected. An inflation surcharge of 1.9 percent of the parcel price will be charged. This will be supplemented with a variable energy surcharge based on the monthly average price of diesel, petrol and electricity.

Carbon-neutral logistics

The delivery fleet is becoming increasingly climate-friendly

Electric cargo scooters and electric transporters: letters and parcels are now being delivered with new, emission-free vehicles. Delivery locations are being upgraded with e-charging stations – and city logistics hubs are reducing distances.



Swiss Post's electric fleet runs on 100% "naturemade star"-certified eco-electricity from Switzerland.

Renato Ercolani

Head of Vehicle Management at Delivery

Swiss Post uses three-wheeled electric vehicles for letter and parcel delivery. In 2022, 800 electric scooters were replaced. The latest generation of the three-wheeled electric cargo scooter has a large and distinctive charging box at the rear. It can carry a total load of up to 230 kilograms at the front and rear, with an option for an additional load carried in a trailer. This means that the vehicle is particularly suitable for mixed delivery of letters and parcels, and it is mainly used in areas where parcel volumes have increased significantly in recent years.

Today, 93 of around 450 delivery locations are already delivering letters and parcels exclusively with electric vehicles. "After Zurich, Bern, Geneva and Basel, around 70 further locations will be added by the end of 2024," says Renato Ercolani, Head of Vehicle Management at Delivery. For the procurement of these electric delivery vehicles and the charging infrastructure they require, Swiss Post works closely with its in-house fleet manager Post Company Cars and Post Real Estate Management and Services Ltd.

The move to zero-emission logistics also presents challenges for Swiss Post's partners and subcontractors: from 2040, the goal of net zero will apply within the entire value chain. Logistics company Hugelshofer, a Swiss Post



strategic transport partner, recently brought three electric transporters with a range of up to 550 kilometres into service. For Swiss Post, they are currently used to transport parcels in Eastern Switzerland and Zurich. The electric transporters are powered by electricity from the company's own solar panels.

New city logistics hub in Zurich Spreitenbach

The city logistics hubs at the Zurich Enge and Zurich Neumünster locations help to ensure emission-free deliveries. These are local hubs from which letters and parcels are delivered to households and companies. This year, another hub was added in Spreitenbach. Altogether, the three locations deliver a total of 127,000 letters and 3,550 parcels to around 65,000 households every day.

➔ More information on page 46

Contribution to the Sustainable Development Goals

- SDG 3 Good health and well-being
- SDG 7 Affordable and clean energy
- SDG 8 Decent work and economic growth
- SDG 9 Industry, innovation and infrastructure
- SDG 11 Sustainable cities and communities

➔ ar.swisspost.ch/sdg



6,000

three-wheeled scooters with trailers and 364 electric delivery vans make carbon-neutral deliveries of letters and parcels to households.

7,000 t CO₂

are saved by the 6,000 electric scooters alone each year.

30 million

parcels per year and all letters delivered by Swiss Post are carbon neutral.

10.9 GWh

of electricity is supplied by the solar plants on the roofs of processing centers each year.

100%

carbon-neutral delivery in Zurich and Bern.



Cooperation with SBB Cargo

Transporting more parcels by rail

Swiss Post wants to further increase the number of parcels transported by rail to take advantage of the environmental benefits of rail transport – but requires more frequent and faster routes to do so. In 2022, in conjunction with its strategic transport partner SBB Cargo, Swiss Post tested the use of a push-pull train between the parcel centers in Frauenfeld, Härkingen and Daillens. Thanks to its hybrid drive, the train can run directly under the parcel center terminals without the need for time-consuming shunting: a big time-saver. Today, Swiss Post operates more than 10 logistics locations with rail connections. Every day, SBB Cargo operates 45 parcel trains and 15 letter trains across Switzerland for Swiss Post – with a total of around 470 wagons. Letters and small parcels are transported in special wagons on particularly fast freight trains. Swiss Post has extended its contract with SBB Cargo until 2026.

Contribution to the Sustainable Development Goals

- SDG 3** Good health and well-being
- SDG 8** Decent work and economic growth
- SDG 9** Industry, innovation and infrastructure
- SDG 11** Sustainable cities and communities

Interview

Common values



Martin Derungs
Fulfilment Sourcing Management at IKEA

What tipped the scales in favour of working with Swiss Post?

Swiss Post offers us the standard of service we're looking for and guarantees us punctual, sustainable delivery of online orders weighing up to 30 kilograms. As a partner, it takes its social, environmental and economic responsibilities seriously – and therefore fulfils our requirements.

How important is sustainable delivery for IKEA?

Emission-free solutions are important if we are to continue to be successful as a company in the future. By 2025, we want to deliver all orders in Switzerland emission-free, and we want to become climate-positive by 2030. To achieve this, we need environmentally responsible partners.

What do IKEA and Swiss Post have in common?

We are pursuing the same goals: to convert our fleets to zero-emission vehicles and become carbon neutral. We want to provide the best service, and we invest in processes, systems and operational procedures that allow us to do that. We also both attach a great deal of importance to our codes of conduct and are committed to the environment and fair working conditions.

Healthcare logistics

Medical materials straight to the operating theatre

Procurement and storage of medical materials, processing and delivery of orders, and collection, cleaning and sterilization of used surgical instruments: Swiss Post offers hospitals, clinics and outpatient clinics a comprehensive range of services in healthcare logistics. In 2022, it expanded these services in French-speaking Switzerland.

Everything is ready in the operating theatre at the GZO hospital in Wetzikon: scalpels, scissors and forceps, swabs, compresses and sterile cloths. The medical materials needed for the upcoming operation are delivered in so-called case carts by Steriplus, a Swiss Post subsidiary. In April, Steriplus started operation of a new preparation unit for medical products in Kaltbrunn (Canton of St. Gallen). The unit not only picks the instruments and consumables required, it also cleans, disinfects, checks, packages and sterilizes the surgical instruments for hospitals, clinics and outpatient clinics after collection.

Through its solutions for healthcare logistics, Swiss Post aims to contribute to improving efficiency and curbing costs in the health-care sector. In this effort, the Medical Service Center at the Villmergen (Canton of Aargau) logistics center is an important hub. To reduce distances in French-speaking Switzerland, Swiss Post acquired MW Partners Holding SA in the Canton of Vaud, which offers comprehensive logistics services for the medical sector.

Contribution to the Sustainable Development Goals

SDG 9 Industry, innovation and infrastructure
SDG 12 Responsible consumption and production

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Circular economy

Swiss Post promotes sustainable packaging

People in Switzerland are increasingly having goods they have ordered online delivered to their home. This is convenient – but also means more packaging materials. Because Swiss Post wants to promote sustainable solutions here in the interests of the circular economy, it acquired Kickbag GmbH, a St. Gallen-based startup that has developed an innovative solution for the online retail sector: the “kickbag”, a sealable bag made of recycled PET or plastic in carbon neutral production. The kickbag can be reused up to 30 times and is already more environmentally friendly than cardboard or plastic from its second use. It is

used to return goods or it can be sent back to the retailer free of charge by simply dropping it in a yellow letter box.

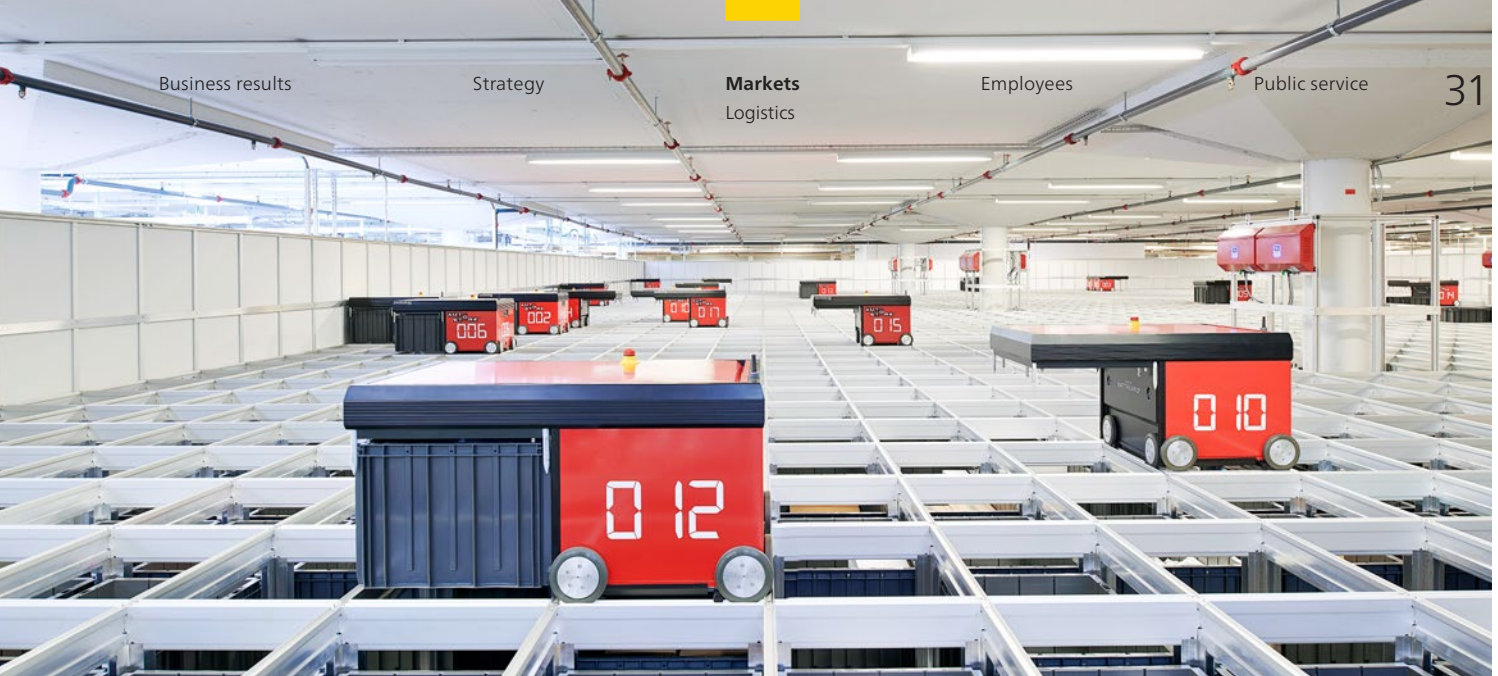
As a logistics partner, Swiss Post also supports online retailers in their efforts to develop sustainable shipping solutions with various solutions for reusable packaging.

Contribution to the Sustainable Development Goals

SDG 9 Industry, innovation and infrastructure
SDG 12 Responsible consumption and production

ar.swisspost.ch/sdg





Expansion of logistics center

Villmergen: new standards in warehouse logistics

Storage, packaging, customs clearance and shipping of goods: for more and more business customers, Swiss Post is their all-round logistics service provider. By 2025, it will expand the Villmergen location in the Canton of Aargau into its largest center for warehouse logistics. This is currently Swiss Post's most important construction project.

As the online retail sector grows, Swiss Post is delivering more parcels to doorsteps and, for business customers, storing ever-growing volumes of goods. For everything from fridges to protein shakes to dangerous substances, Swiss Post has the right solution.

Investment in growing market

"There is a shortage of suitable spaces for goods, especially goods with special characteristics, such as sensitive, small or bulky products," says André Brühlmann, Head of Logistics Center, "and the demand for comprehensive warehouse logistics services is growing steadily in all sectors." Swiss Post is therefore significantly augmenting the capacities available at the Villmergen logistics center in the Canton of Aargau: this highly-automated, temperature-controlled storage space is being expanded from 20,000 to 57,000 square metres with multistorey extensions – equivalent to almost eight football pitches. One specialization of the Villmergen logistics center is the proper storage of medical and pharmaceutical products. "Because we are certified by Swissmedic, we also number pharmaceutical companies and hospitals among our customers," explains André Brühlmann.

The groundbreaking ceremony for what will be Swiss Post's largest logistics warehouse took place in June 2022. Operations are scheduled to start in 2025. Swiss Post is investing around 137 million francs in this expansion, currently its largest construction project. This will create 100 new full-time equivalent positions – in addition to the 70 already in place. A photovoltaic system on the roof will supply more than 1,200 megawatt hours of solar electricity annually, covering most of the center's energy needs.

Contribution to the Sustainable Development Goals

SDG 7 Affordable and clean energy

[+ ar.swisspost.ch/sdg](https://ar.swisspost.ch/sdg)



Swiss Post strengthens goods logistics

Because the increases in goods flows are not focused on national borders, but on customers and production sites, Swiss Post is continuing to expand its logistics network across borders. In 2022, Swiss Post acquired or acquired a stake in the following companies: Stella Brandenberger Transporte AG, based in Pratteln (Canton of Basel-Landschaft), a company specializing in the national transportation of overseas containers. With German company Hugger GmbH, a forwarding company with a focus on goods transport by road, Swiss Post is strengthening its presence in Baden-Württemberg. Logistik

Center Villingen GmbH, based in Villingen-Schwenningen (Germany), specializes in storage services. Swiss Post has acquired shares in this company. With the company H. Bucher Internationale Transporte AG, based in Alpnach (Canton of Obwalden), it can offer its business customers additional logistics services and strengthen its network in Central Switzerland. The IT company Eoscop, based in Balsthal (Canton of Solothurn), develops specific digital applications. This enables Swiss Post to standardize and further develop its logistics processes.



E-commerce

Smart import solutions for a wider range of products

Swiss Post's new SmartGate solutions allow smaller international online shops in particular to access the Swiss market. Swiss private customers benefit from a wider range of products and from receiving their products as if they had ordered them in Switzerland.

Nico finds a cool pair of flip-flops in a German online shop, adds them to the shopping basket and enters his address in Bern. Then comes the disappointment: the flip-flops can't be delivered to Switzerland. Why are online retailers so reluctant to ship their goods to Switzerland? Among the reasons holding them back are complex export and import regulations between the EU and Switzerland and the costs of customs clearance and logistics.

Swiss Post as a one-stop shop

This is where Swiss Post comes in: with the new SmartGate import solution, it covers all steps in the logistics chain, from the EU retailer to the customer in Switzerland. This makes it easier for online retailers in the EU to enter the Swiss market. And for consumers, the shopping and delivery experience is the same as in a Swiss online shop, because they pay no import duties on receipt of their goods and can manage their consignments in the usual way with their Swiss Post login.

SmartGate makes allowance for the fact that many retailers sell their products through various channels – not only in their own online shop, but also through portals such as online marketplaces. SmartGate covers both cases, and for retailers, the work that goes into logistics is minimal. All they have to do is send their goods to a Swiss Post hub in southern Germany. From there, Swiss Post exports the goods from the EU, clears them for import into Switzerland and delivers them to the Swiss recipient. A returns solution is in the pipeline.

Solutions such as SmartGate are strategically important. Because in international e-commerce in particular, service providers like Swiss Post increasingly have to cover the entire supply chain, including both logistics services and digital services such as webshop design. Swiss Post focuses on its core competency of logistics in Switzerland and the border regions of its neighbouring countries, while digital services are provided by the joint venture Asendia.



Ten years of Asendia: a success story

Since its foundation in 2012, Asendia, the joint venture between France's La Poste and Swiss Post, has evolved into a leading global provider of e-commerce solutions – and increased its revenue fivefold. In 2021 alone, revenue was up by around 18 percent. The recipe for success: its presence in 32 locations on four continents, e-commerce expertise in key markets and delivery to more than 200 countries. In recent years, Asendia has further consolidated this position by acquiring the technology companies eShopWorld (ESW) and Scalefast, who offer digital solutions that also benefit the Swiss online retail sector.

Advertising market

Swiss Post creates advertising with impact

To help advertising customers reach their target groups easily, effectively and at any time, Swiss Post is developing a cross-media advertising ecosystem for its customers. Digital and physical channels are coordinated perfectly – and the effectiveness of their advertising accumulates.

No mustard! Snappy slogans and a sizzling sausage on yellow-purple coloured ads took the leading role in a cross-media advertising campaign flagging up a mobile phone subscription offered by St. Gallisch-Appenzellische Kraftwerke (SAK). An all-round success: SAK achieved a high penetration rate and generated a striking increase in traffic and subscriptions. The campaign was designed and implemented by Swiss Post. It now offers cross-media advertising from a single source, with advertising professionals coordinating a wide range of digital and physical channels, such as screen advertising in Postbuses, e-mail marketing and promotional letters.

Reaching people online and on the go

To ensure that campaigns reach the general public on the go and in the specific target regions, Swiss Post acquired Livesystems, the leading provider of digital advertising

spaces on public transport. The screens are also situated in Swiss Post branches, at petrol stations, in front of railway stations and in retail settings. With this acquisition, Swiss Post has supplemented its range of services with a high-reach mass medium with more than 10,000 screens in busy locations.

Swiss Post has grown organically in the online sector. It is opening up pages with high numbers of visitors, such as “My consignments” on swisspost.ch, to so-called programmatic advertising: advertising that is tailored to users’ interests. The new digital advertising space is offered to business customers, who benefit from over 3 million potential exposures a week.

Interview

Ideal cross-media mix

Why is Swiss Post stepping up its presence in the advertising market?

Swiss Post has been distributing physical advertising for decades – that is part of our core business. Our customers now increasingly want digital solutions. We are expanding these services to ensure that we continue to be a relevant player.

What is the portfolio of services like?

Advertising customers benefit from campaigns with an ideal cross-media mix that allows them to reach their target groups both on the go and at home. We combine physical

and digital channels: from mailings with product samples and the Post-App to digital advertising in local transport and shopping apps.

Does Swiss Post compete with the private sector in this field?

Swiss Post generates more than 80 percent of its revenue in competition with other companies. We want to strengthen our position in the advertising market – to generate more profit. Swiss Post has to grow to ensure that it can develop and finance the universal postal service of the future.



Oliver Egger
Managing Director of
Media & Advertising Market

Communication

Market strategy

Swiss Post assumes the role of a trustworthy, independent intermediary between the physical and digital worlds, focusing on four market areas:

With its **trust-based information services**, Swiss Post transports data in a secure, unalterable and traceable manner and ensures that the sender and recipient are authorized to receive and send the information.

Thanks to its **digital assistant services**, Swiss Post ensures that the interfaces between the physical and digital worlds function smoothly. The company helps Swiss businesses and the general public to navigate the digitized world securely and easily.

Swiss Post is expanding its position as a provider of secure and legally compliant **digital services for public authorities**, with the aim of further digitizing processes for the Confederation, cantons and municipalities and simplifying the dialogue between the population and public administrations.

Swiss Post is continuing to reinforce its leading role as a one-stop provider of **digital services in the healthcare sector** and tapping into new business areas.

2022 milestones

- Swiss Post continues to expand its competencies in the fields of cybersecurity, secure conversation platforms and solutions for public authorities
- Swiss Post's e-voting infrastructure successfully passes its public intrusion test
- Through its majority shareholding in axsana AG, Swiss Post is strengthening its role as a technology partner for the electronic patient record
- 3.4 million users rely on the SwissID login solution

Outlook for 2023+

- Expansion and reinforcement of digital competencies through targeted acquisitions, including in the field of customer communication
- Expansion of the range of simple, secure and digital solutions for companies, authorities and the healthcare sector through Swiss Post products and services, and integration of partners and their services
- Provision of an e-voting system for the Confederation and the cantons

Trust-based information services

Fast, direct and secure communication

Through its solutions and services, Swiss Post provides the public, companies, the healthcare system and public authorities in Switzerland with intuitive digital interactions, enabling simple and secure handling of their data. Thanks to its acquisition of unblu inc., Swiss Post has further expanded its digital competencies.

Sharing files in the cloud, signing documents digitally, transferring confidential data to authorities, making a customer enquiry by chat: there is a massive need for digital services, and it is growing steadily with the increasing digitization of our everyday lives. This is the case for private individuals, as it is for companies, public authorities or the healthcare sector. Items that people once sent by post are now delivered via channels such as e-mail or messenger services. For almost 175 years, Swiss Post has guarded mail secrecy in the physical world by carrying letters and parcels from A to B unopened and unread. In just the same spirit, it now wants to ensure secure, reliable transfer of data and information in the digital world.

Secure communication with customers

"To broaden our range of products and services in this field, we are continually expanding our expertise," says Nicole Burth, Head of Communication Services. "And to secure specific skills and expert knowledge, we also focus on inorganic growth – Swiss Post makes acquisitions to achieve targeted growth in precisely those areas where added value is created for customers." An example of this is the majority shareholding in Swiss software company unblu inc. acquired by Swiss Post in November 2022. The platform offered by Unblu allows companies to exchange information quickly, directly and securely with customers, and also to protect sensitive information they send. Today, this platform is primarily used by large, international financial and insurance service providers to assist in the transition from the physical to the digital world.

From letters to video and voice chats

Communication within closed user groups is above all a matter of communication between companies and their customers. "And this is carried out in many different ways," says Nicole Burth. Following its acquisition of Unblu's conversation platform, Swiss Post can now cover the entire spectrum of customer communication: examples include secure messenger services, live chat, video and voice chat, co-browsing and screen sharing. The acquisition means that Swiss Post will be able to better support and assist Swiss companies in their digital transformation in the future.

The Basel-based company, which has subsidiaries in Frankfurt (Germany), Sofia (Bulgaria), London (UK), New York (USA) and Victoria (Canada), will remain an independent company and will continue to operate as an autonomous brand after the takeover. Its approximately 100 employees will also continue to be employed by Unblu.

unblu.com

Contribution to the Sustainable Development Goals

SDG 9 Industry, innovation and infrastructure

SDG 12 Responsible consumption and production

ar.swisspost.ch/sdg



Unblu allows us to better support companies in their digital transformation.

Nicole Burth
Head of Communication Services

Video

The vision in one minute

Here's how the Communication Services unit helps to guide companies, public authorities, the healthcare sector and the Swiss public into the digital age: this one-minute video features an entertaining presentation of the team, the vision and all services, including those offered by Swiss Post subsidiaries.



E-Government

Digital solutions for public authorities and companies

In 2022, Swiss Post continued to expand its position as a provider of secure and legally compliant digital solutions for public authorities and companies. Thanks to its majority shareholding in Groupe T2i, it now also offers customized and secure digital solutions for Western Switzerland.

To simplify communication between the population and public administrations, Swiss Post offers appropriate digital solutions – whether for “My Local Services”, for protected electronic messages sent with IncaMail or, in the future, for secure electronic voting and elections via e-voting.

Digital competency for Western Switzerland

One of the ways in which Swiss Post is expanding its digital services is by securing expertise and resources through targeted close cooperation with other market participants. With its 2022 majority stake of 51 percent in Groupe T2i, a software developer and IT service provider based in Sierre (Canton of Valais), Swiss Post is supplementing the existing services it offers to include simple and secure digital solutions for French-speaking authorities and companies. Martina Müggler, Head of E-Government, is confident: “Groupe T2i is firmly established in Western Switzerland and offers

digitization solutions that form an ideal supplement to our range of services. Through our subsidiaries, we pool specialists and expertise at Swiss Post that allow us to offer cantons, municipalities and companies simple, secure and integrated online solutions.”

At the end of 2021, Swiss Post acquired a majority stake of 81.5 percent in Dialog Verwaltungs-Data AG. The company, which is headquartered in Baldegg (Canton of Lucerne), develops software and cloud solutions for public administrations in Switzerland and is a specialist in the secure and confidential digital exchange of information with authorities. Dialog’s core element is a piece of self-developed municipality software as an integrated complete solution.

Contribution to the Sustainable Development Goals

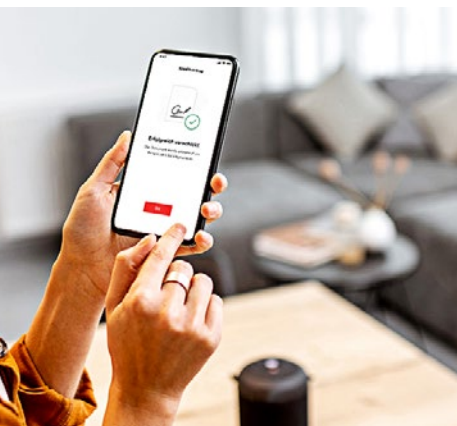
SDG 9 Industry, innovation and infrastructure
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Groupe T2i is established in Western Switzerland and offers digitization solutions that form an ideal supplement to our range of services.

Martina Müggler
Head of E-Government



Digital master key

SwissID: the secure login for online services

Managing parcels and letters, sending digital postcards or granting authorizations: with SwissID, Swiss Post is now committed to a single login solution for its online services. As a secure and simple certified login, SwissID is a practical aid in day-to-day life – comparable to a digital master key. More and more companies and public authorities are using SwissID: it already supports login to more than 200 online service applications. SwissID is replacing

the Swiss Post Customer Login, which will be discontinued in the course of 2023. 3.4 million users already rely on the SwissID login solution. SwissID is issued by SwissSign AG, which is wholly owned by Swiss Post.

swissid.ch

Contribution to the Sustainable Development Goals

SDG 9 Industry, innovation and infrastructure

ar.swisspost.ch/sdg

E-voting

Hackers put Swiss Post's e-voting system to the test

Are there any security gaps? For Swiss Post, the external opinion of independent experts is key to developing a secure e-voting system. Since 2021, experts around the world have been testing and reviewing the software and documentation. In 2022, ethical hackers were given the opportunity to attack the system.

Almost 70,000 attacks from all over the world within four weeks: at the invitation of Swiss Post, 3,400 ethical hackers – computer experts who infiltrate external systems not with any criminal intent but rather to help improve them – attempted to break into Swiss Post's e-voting system. The happy outcome: nobody succeeded.

During this public intrusion test, the hackers also had the opportunity to try out the vote casting process on the voting portal using sample voting cards. There were no security-relevant findings, but potential for streamlining the transfer of information was found. Swiss Post will make the appropriate improvements.

Examination by the Confederation

In 2021, Swiss Post opened up its systems to external experts and published the key components and documents for the beta version of its future, fully verifiable e-voting system. At the same time, the system was examined by independent specialists on behalf of the Confederation, who issued a good report for the Swiss Post system in April 2022, but also identified potential for optimization. Since implementation of the reported improvements, the system has again been independently examined.

Swiss Post plans to make the new e-voting system available for use in the first cantons in the course of 2023.

In e-voting, eligible voters receive voting or electoral materials by letter mail, as well as individual security codes for electronic voting. They can register on the e-voting platform for their canton and vote or cast a ballot online. All transferred information is anonymized and protected with end-to-end encryption. Only the cantonal electoral authorities can analyse the results. Individual voters cannot be identified at any point.



The opinion of independent experts is key to developing a secure e-voting system.

— Martina Müggler
Head of E-Government

Contribution to the Sustainable Development Goals

SDG 9 Industry, innovation and infrastructure

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Digital Health

Boost for a digitized healthcare system

Through its majority shareholding in axsana AG, Swiss Post is strengthening its role as a technology provider for the electronic patient record. In addition, it has invested in “Cuore – the Swiss health platform”. For Swiss Post, these are two more important steps in building the healthcare system of the future.

Networking and serving as a link that enables new developments: in this role, Swiss Post is driving the progress of the electronic patient record (EPR). An important milestone in this process is its majority stake of 75 percent in axsana, an operating company for the EPR. “This step will allow us to standardize processes and technology,” explains Rajesh Nair, Head of Digital Health. Swiss Post is continuously developing the EPR infrastructure to ensure that it is prepared for future use cases, such as the E-vaccination record, E-medication or connection of the EPR to mobile devices such as smartphones. The aim is to be equally beneficial to both the general public and to service providers such as hospitals, medical practices, care-at-home organizations and nursing homes.

To enable these stakeholders to work smoothly together, Swiss Post launched “Cuore – the Swiss health platform” in 2022. This secure digital platform allows service providers to access the digital services they require to simplify the day-to-day exchange of information between service providers and patients. This is where Swiss Post can contribute its core competence – the confidential and reliable transport of sensitive information.

“Digitization projects in the healthcare sector must be conceived holistically if they are to create real added value,” says Rajesh Nair. Swiss Post’s digital solutions and services give service providers the opportunity to focus more closely on their core activities – and on treatment for patients.



Digitization projects in the healthcare sector must be conceived holistically.

Rajesh Nair
Head of Digital Health

Contribution to the Sustainable Development Goals

- SDG 8 Decent work and economic growth
- SDG 9 Industry, innovation and infrastructure

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Information security

Strong competencies in cybersecurity

Digital business models, such as those being established by Swiss Post, must be trustworthy. In the effort to ensure that Swiss Post's customers can have confidence in its digital services and in its secure handling of data, cybersecurity has become a critical success factor.

One careless click on a link – and the damage can be enormous. Cybercriminals strike at the time and place where they believe their victim is poorly protected. As the digitization process continues, Swiss SMEs are also increasingly confronted with attacks and attempts at on-line blackmail.

For many years now, Swiss Post has been investing heavily in a high level of cybersecurity – for example, it broke new ground three years ago with the establishment of a comprehensive bug bounty programme. By acquiring a majority stake in Hacknowledge SA, based in Morges (Canton of Vaud), Swiss Post is expanding its strong competencies in cybersecurity, securing additional expertise with a view to minimizing risks in its own digital services. "We want to ensure that our customers, subsidiaries and partners can identify and respond to cyberthreats at an early stage," explains Daniel Gerber, Head of Digital

Enabling & Unit Development at Swiss Post. Swiss Post wants to carry over and further strengthen the trust it enjoys among Swiss people and companies in the analogue world to the digital world. It is therefore investing a great deal in the security and trustworthiness of information and data.

Hacknowledge operates independently as a subsidiary of Swiss Post. The company supports authorities, SMEs and Swiss Post partner companies and subsidiaries with simple and efficient solutions, allowing them to monitor their own IT activities, identify threats, report incidents and respond to breaches.

+ hacknowledge.com

Contribution to the Sustainable Development Goals

SDG 9 Industry, innovation and infrastructure

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We want to ensure that our customers and partners can identify and respond to cyberthreats at an early stage.

— Daniel Gerber
Head of Digital Enabling & Unit Development

Interview

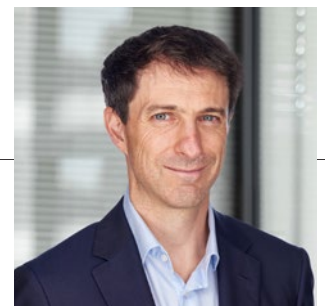
Security is a process

What made you decide to found Hacknowledge?

I founded Hacknowledge to meet the need that many companies have for a robust, comprehensive and affordable cybersecurity solution. Our solution can be scaled to the size of the company, and it's cost-efficient, easy to use and allows our customers to make the best use of their equipment.

What are your most important insights?

While our goal is to be 100 percent hack-proof, security is a process, not a state. So we are always expecting to see new forms of cyberthreat, which we have to identify at an early stage in order to be able to respond quickly and flexibly. Another important thing is not to look at the issue of cybersecurity in isolation, but holistically. It is and will remain an interplay between people, processes and technology, and that's exactly where our focus is.



Paul Such
CEO of Hacknowledge

Network

Market strategy

Swiss Post's physical presence in all regions of Switzerland reflects our view of a nationwide universal service. **Swiss Post is continuing to expand its network, which currently totals almost 4,900 access points**, with innovations such as terminals, business customer points and services at home. Swiss Post is investing some 40 million francs in modernizing over 300 self-operated branches. It is **strengthening the quality of its branches with partners** through local support from Swiss Post staff, training for partner staff and customer-friendly infrastructure.

The network will be stabilized at a figure of around 800 self-operated branches. In addition, **Swiss Post is opening its premises both to public authorities and to companies operating in the health insurance, banking, insurance and healthcare sectors**, giving these partners access to people in urban and rural areas. By taking this step, Swiss Post is establishing new service centers in all regions, with products and services that are relevant to everyday life.

2022 milestones

- Live chat and WhatsApp give customers further options for easy access to the Contact Center
- SwissCaution, Sympany, Assura, Migros Bank and Cornèr Bank become the first strategic partners to move into individual branches
- Successful pilot testing of the new generation of My Post 24 terminals in Biberist, Canton of Solothurn and the Gäbelbach district of Bern
- Market tests of network opening with Guichet Virtuel in the Canton of Jura and with entries/changes in the commercial register in Basel-Landschaft

Outlook for 2023+

- Conclusion of first strategic partnerships with insurance companies, public authorities and healthcare providers
- Further market tests for network opening with partners from various sectors
- Expansion of the new generation of My Post 24 terminals throughout Switzerland
- Hiring of people with disabilities in self-operated branches throughout Switzerland
- Wearability tests for new clothing in self-operated branches

Network opening

How Swiss Post's branches are remaining relevant

To ensure that its branches remain relevant to the Swiss general public, Swiss Post is developing its network and opening it up to partners. In 2022, it reached milestones in the implementation of its strategy, entering into its first collaborations with health insurance providers and banks.

Swiss Post is opening its premises to partners operating in the insurance, health insurance, banking and healthcare sectors and to public authorities, in an effort to develop its branches into regional service centers. With around 800 branches in easily accessible locations, Swiss Post is giving companies the opportunity to showcase their products and services, maintain personal contact with customers and make themselves known in the different regions. "We need new services and new customers in our branches," explains Thomas Baur, Head of PostalNetwork. "This is the only way we will manage to remain relevant to the general public in the face of declining customer numbers in our traditional postal operations."

Health insurers benefit from proximity to customers at branches

Health insurance provider Sympany can now be found on Swiss Post premises in eight municipalities in German-speaking and Western Switzerland. At 90 branches, Swiss Post staff arrange appointments for potential customers to have a consultation with Sympany. Insurance company Assura launched its own consultation centers at eight Swiss Post branches, where Assura staff on the premises offer advice and assistance to potential customers with questions about health insurance. At a further 104 branches throughout Switzerland, Swiss Post staff arrange appointments with Assura.

Two banks strengthen their local presence

In addition to PostFinance, Swiss Post hosts two other banks at its branch premises, Migros Bank and Cornèr Bank. Migros Bank moved into seven branches in German-speaking and Western Switzerland, where it maintains its own consultation booths. At a further

26 branches, Swiss Post staff arrange consultation appointments and pass on customer enquiries. Potential customers can buy and top up Cornèr Bank prepaid cards at 154 branches. For people interested in other financial products, the staff at an additional 20 branches will put them in touch with the Ticino-based financial institution. PostFinance's payment transaction and financial services will continue to be offered at all branches. The plan is to expand the number of locations and range of services in line with customer demand.

Basic and advanced staff training

The staff at Swiss Post's branches have proven again and again that they are flexible and able to communicate new offers to customers. Before the partners moved into the branches, customer advisors were given basic and advanced training in topics specific to sectors and partners.

Contribution to the Sustainable Development Goals

SDG 8 Decent work and economic growth
SDG 9 Industry, innovation and infrastructure

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**Regional market test**

Want to buy travelcards or tickets for regional public transport at Swiss Post branches? In cooperation with Transports publics fri-bourgeois, Swiss Post is testing in-house ticket sales at five branches until April 2023. Regional offers like this are increasingly being developed directly by staff at the branches, allowing Swiss Post to respond to regional needs and strengthen its cooperation with local companies.

Network development

Right there wherever it's needed

Swiss Post currently has around 800 self-operated branches at busy locations, where it handles more than 320,000 customer contacts per day. By 2024, Swiss Post intends to increase the number of access points from just under 4,900 to over 5,000.

A fresh look, new advice counters and expanded options such as My Post 24 terminals, where customers can drop off and collect parcels 24/7: since 2019, Swiss Post has invested around 40 million francs in modernizing its self-operated branches, where staff continue to provide information about products and services. "Face-to-face advice, support and information – that's important to Swiss Post," says Ueli Lüdi, Head of Network Management. "Despite digitization, we still have more than 320,000 customer contacts at Swiss Post every day. That's why we're maintaining and modernizing our network of around 800 branches." Around 300 of the self-operated branches have already been converted.

By 2024, Swiss Post plans to increase the number of access points from just under 4,900 to over 5,000, including additional acceptance and collection points in retail outlets, My Post 24 terminals and business customer points. At the well-established branches with partners, the services on offer are supplemented with straightforward self-service modular units – and local staff are given more extensive training to provide better support.



We want to be right where our customers need us with our access points.

Ueli Lüdi
Head of Network Management

More on the network
Financial Report pages 8–9

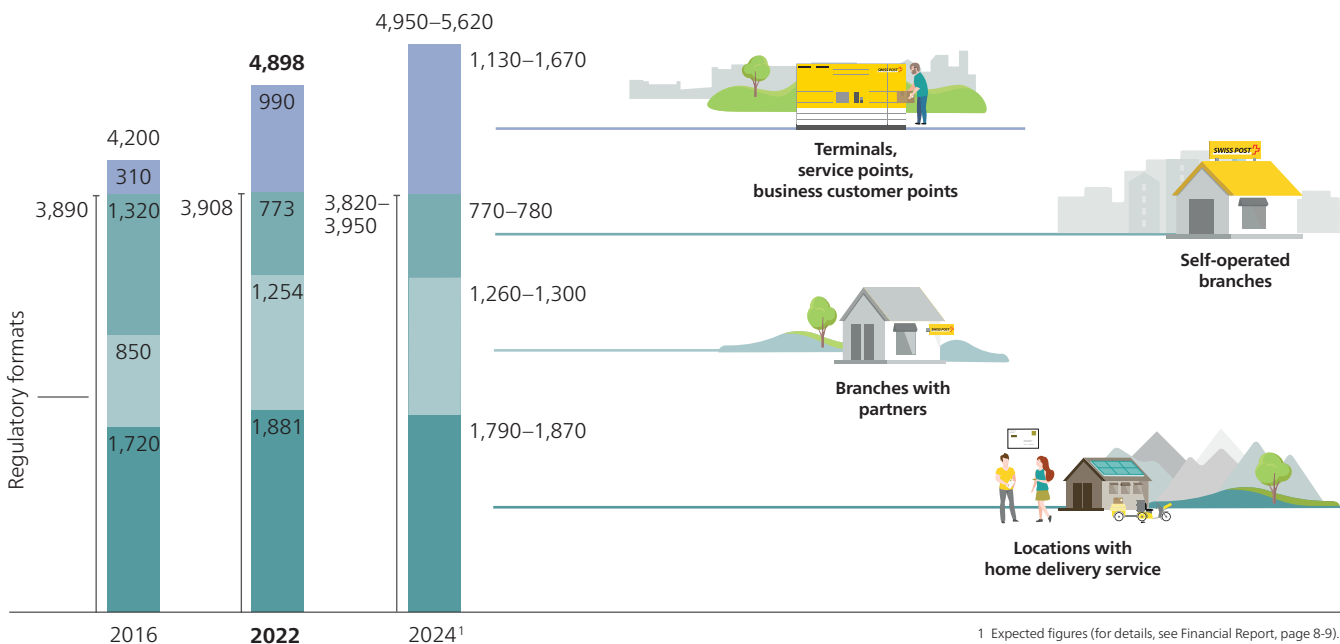
Contribution to the Sustainable Development Goals

SDG 9 Industry, innovation and infrastructure

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Number of access points

as at 31 December



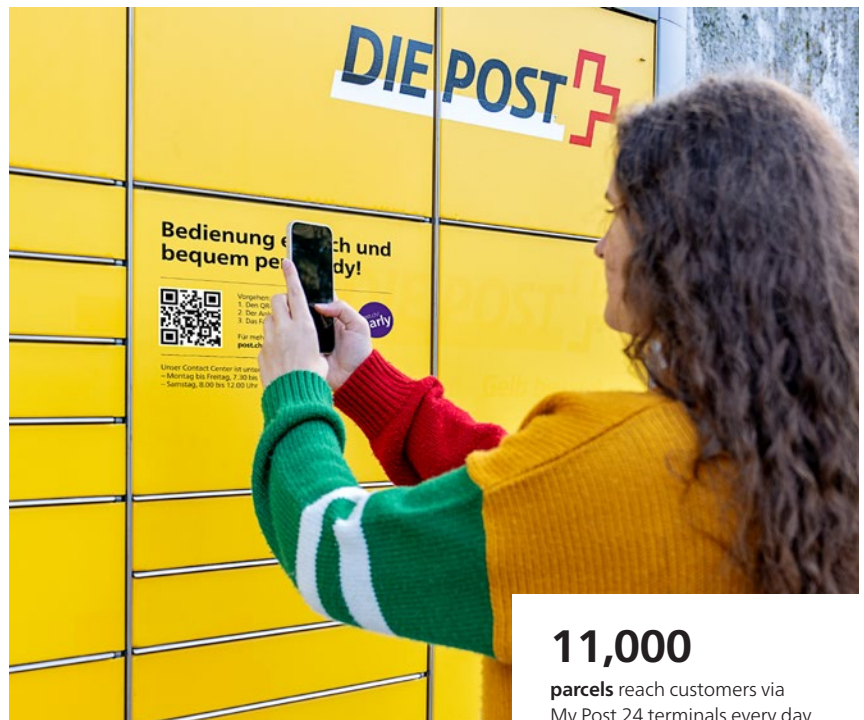
¹ Expected figures (for details, see Financial Report, page 8-9).

My Post 24 terminals

New generation of parcel terminals

Send or receive parcels yourself whenever you want: thanks to the yellow My Post 24 terminals, you can do just that. Terminal generation 2.0 is simpler and less expensive, enabling further consolidation of the network.

Receiving and sending parcels and letters via My Post 24 terminals is becoming more and more popular with customers: in 2022, almost 2 million items were posted and 1 million items collected at the 225 My Post 24 locations. Before the coronavirus pandemic, the figures were around 450,000 items posted and around 700,000 collected. Now, Swiss Post is developing terminal generation 2.0, which has an innovative approach to operation via smartphone that also enables barrier-free access for visually impaired users. The new terminals work without a great deal of technology and without a display, which makes their purchase and maintenance more sustainable and less expensive. Swiss Post is planning to bring the new parcel terminals to numerous additional locations, including a greater number in residential areas. Installation of the new generation began at the end of September. The existing My Post 24 terminals remain in place and can be used in the future via display and smartphone.

**Philately**

World premiere in crypto stamps

Swiss Post is anchoring philately more firmly in the digital world and in blockchain technologies. In August 2022, it launched Swiss Crypto Stamp 2.0, taking people by surprise with a world premiere: for the first time, the digital version of the physical stamp consists not of an image, but rather of ten short video clips. The clips are based on various physical stamp designs that create an overall visual image only when put together. Swiss Crypto

Stamp 2.0 is a homage to Switzerland and the moving image, and came to fruition in cooperation with the Locarno Film Festival. The designs were created by up-and-coming Swiss film-makers. The digital collector's item is stored in a blockchain and can be traded and exchanged on the relevant marketplaces.

🔗 swisspost.ch/crypto-stamp





Mobility

Market strategy

Swiss Post is a leading mobility provider in **road-based public passenger transport** in Switzerland. It intends to continue strengthening this position with its Postbuses, as the Swiss public transport system needs to remain attractive and meet customer requirements in future. Because half of regional passenger transport is publicly funded, Swiss Post does everything it can to ensure that the compensatory payments from the Confederation, cantons and municipalities are used as efficiently as possible.

Swiss Post supplements its services in the mobility market with Post Company Cars, Switzerland's biggest independent **full-service fleet management company**. Post Company Cars is a leader in the field of individual and sustainable mobility solutions. As a competence center for e-mobility, Post Company Cars enables its customers to switch to electric drives with ease.

2022 milestones

- First electric Postbuses provide scheduled services in Western Switzerland
- PostBus launches the Bus alpin app, a new on-demand solution for excursions
- PostBus is a transport partner at numerous major events
- Post Company Cars electrifies Swiss Post delivery fleet in the greater Zurich and Bern areas
- Post Company Cars introduces an e-charging solution for business customers and supports the switch to e-mobility
- Post Company Cars works with Repanet Suisse to offer sustainable claims management

Outlook for 2023+

- 100 electrified Postbuses in service by the end of 2024
- All Postbuses to be fossil-free by 2040
- Progress on the electrification of Swiss Post's vehicle fleets and among business customers
- Development of services in the field of Mobility as a Service

Alternative drive systems

The future belongs to the electric Postbus

Electric Postbuses are now also on the roads in Western Switzerland and Graubünden: the number of these vehicles used in scheduled public transport services has risen again – and PostBus has come a step closer to its stated goal of running its entire fleet on fossil-free fuels.

Since June 2022, public transport users in the center of Delémont have been able to enjoy comfortable travel on quiet, emission-free vehicles, and with no jerks caused by shifting gears. Why? Because the first electric Postbus in Western Switzerland has started scheduled services. The local bus service can carry 20 people and cover up to 200 kilometres on a single charge. Three solar panels on the roof generate energy to support operation of the doors, computer system, air conditioning and heating.

In the Canton of Graubünden too, the first electric buses for scheduled public transport services got the go-ahead: from spring 2023, a total of 11 battery-powered vehicles of different sizes will take to the roads on four PostBus routes between Chur and Bad Ragaz. Procurement of the fleet was initiated by PostBus, with Graubünden energy company Repower installing the charging infrastructure and the canton covering the additional costs.

“By the end of 2024, we intend to have 100 electric Postbuses in operation,” says Mark Bögli, who heads the Electric Mobility Transformation project at PostBus. “By 2040, the aim is for the entire fleet to be climate-friendly and fossil-free.” To achieve this, PostBus is committed to electromobility: electric shuttle vehicles have been operating in the municipality of Saas-Fee since 2016, there has been a 12-metre battery-powered bus on the Sarnen-Alpnach route since 2018 and an

electric bus has been in service in the Brugg region since 2021. In 2022, PostBus introduced an electric bus on various routes in Interlaken and the surrounding area. After 2028, PostBus aims to procure only fossil-fuel-free buses.

E-diesel: an interim solution

While PostBus is committed to electric buses for the future, there are vehicle types such as high-floor vehicles for which there may not be a battery-powered alternative after 2028. E-diesel could offer an interim solution in these situations. A synthetic fuel, e-diesel is produced using energy from water and carbon, not from biomass or waste materials, as is the case with biodiesel.

Contribution to the Sustainable Development Goals

- SDG 3** Good health and well-being
- SDG 7** Affordable and clean energy
- SDG 9** Industry, innovation and infrastructure
- SDG 11** Sustainable cities and communities

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We are converting more and more routes to electromobility.

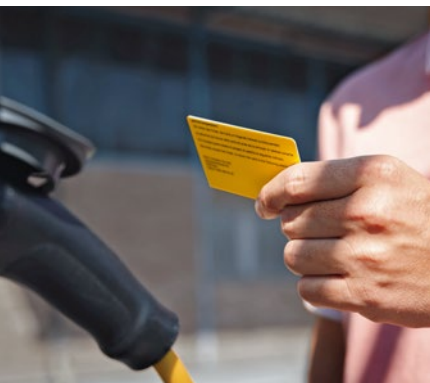
Mark Bögli
Head of Electric Mobility Transformation



First WTO service tender for the procurement of electric buses

PostBus plans to procure larger numbers of electric buses in the coming years and published its first WTO service tender for this purpose in 2022. Ten suppliers from all over the world submitted bids. The contract was awarded to two companies, one from Switzerland and one from Germany. This means that for the first time, PostBus has concluded framework agreements with two suppliers for the commission of electric low-floor buses and electric low-floor articulated buses. These agreements make it easier to procure the vehicles.

PostBus also published a tender for low-floor and high-floor diesel buses and concluded contracts for their procurement with four suppliers. There were more suppliers of electric buses than of diesel vehicles.



Fleet management

Electrification of the delivery fleet continues apace

Despite delivery bottlenecks, Post Company Cars managed to push ahead with electrifying its fleet and procure electric vehicles for delivery. With its “e-charging solution”, Swiss Post’s fleet management company also helps third parties to achieve sustainable mobility solutions.

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Repairing rather than replacing

Claims management is part of the full service offered by Post Company Cars. And in dealing with damage to vehicles, sustainability is again a consideration, which is why the fleet manager has arranged a collaboration with Repanet Suisse, the bodywork industry network. Bodywork shops that are part of the network are trained to repair damage from accidents in the most environmentally-friendly and energy-saving way possible. To avoid waste, damaged parts of the body are patched up whenever possible rather than being replaced. Repanet Suisse brings together more than 200 workshops in all parts of the country.

In 2022, Post Company Cars procured 325 electric vehicles for the delivery of letters and parcels. “A challenge,” comments Managing Director Nigel Storny. “As a result of the impact of the pandemic and the war in Ukraine, supply chains were repeatedly interrupted, and the car industry was forced to wait for chips, semiconductors and wiring harnesses. But thanks to years of trust-based cooperation with our supplier and early reservations, we received the vehicles we ordered.” These will save Swiss Post 850 tonnes of CO₂ per year.

For the full electrification of delivery in the greater Bern and Zurich areas, Post Company Cars ordered 240 electric vehicles, which were delivered in the period between November 2022 and January 2023. This means that Swiss Post has again come closer to its ambitious goal of having a carbon-neutral delivery vehicle fleet by 2030.

E-charging solution: infrastructure and fleet check for third parties

As Switzerland’s largest manufacturer-independent full-service fleet manager, Post Company Cars also offers services to third-party customers. With its “e-charging solution”, for example, Post Company Cars supports its customers in their switch to e-mobility: on behalf of Post Company Cars, BKW installs the charging infrastructure for electric vehicles on company premises and at the homes of employees. Post Company Cars operates the charging stations and ensures that all charging usage is correctly billed.

Through its e-mobility fleet check, Post Company Cars looks into which electric vehicles can be considered for the existing fleet and the need for charging infrastructure. In 2022, Post Company Cars also carried out the e-mobility fleet check for Swiss Post’s employee and management vehicles.

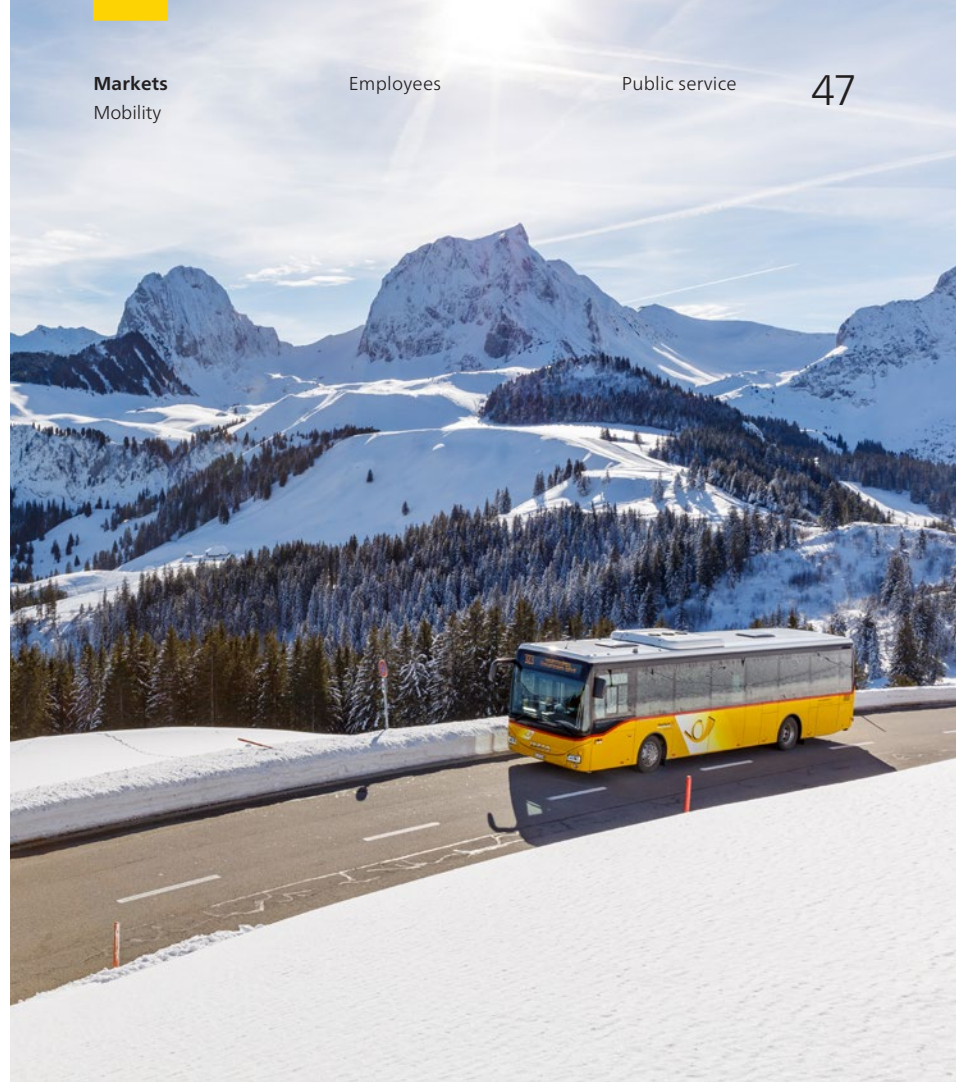
Contribution to the Sustainable Development Goals

- SDG 3** Good health and well-being
- SDG 7** Affordable and clean energy
- SDG 9** Industry, innovation and infrastructure
- SDG 11** Sustainable cities and communities

On-demand solutions**Book and pay for excursions by app**

Anyone looking to tour the Gruyère Nature Park in the summer or go hiking on the Greina plateau in the autumn can now book their trip on the Bus alpin service conveniently through an app. The new Bus alpin app makes it easy to book this on-demand service in the various regions – and make cashless payments for the tickets.

For the route operators, including PostBus, bookings made with the app are easier to manage than bookings by phone. In particular, this improves their ability to keep track of bookings and avoid empty journeys – which is more sustainable from both an economical and an environmental perspective. The app has been introduced successfully in the Greina, Gantrisch and Val-de-Charmey regions, with more to follow. The app was developed by Bus alpin, an association that promotes public transport services in the Swiss mountain regions, based on the PostBus on-demand platform.

**Contribution to the Sustainable Development Goals**

SDG 9 Industry, innovation and infrastructure
SDG 11 Sustainable cities and communities

ar.swisspost.ch/sdg

Transport partnerships**Special trips and exceptional efforts made for major events**

Whether at ESAF, the Swiss Wrestling and Alpine Festival in Pratteln, Switzerland's largest periodic sporting event, or at BuLA, the Scouts' National Jamboree in Goms: in 2022, PostBus was a reliable transport partner for numerous major events.

At ESAF, PostBus was responsible for the park-and-ride shuttle service between Kaiseraugst and the festival grounds in Pratteln. The shuttles ran around the clock for four days, in some cases every minute, operated by around 30 Swiss Post and 10 customer drivers. The biggest crowds were on Saturday and Sunday morning, when up to 7,000 visitors were taken to the festival grounds in just

two hours. PostBus also provided services at other traditional Swiss wrestling events, such as the Brünigschwinget competition and the wrestling and Alpine festivals in Engstlenalp and Schwägälp.

Another logistical challenge was presented by the BuLa National Jamboree, which, with 35,000 participants, was the largest scout camp ever assembled, and where up to 30 Postbuses provided daily services, or even more on the big days.

Contribution to the Sustainable Development Goals

SDG 11 Sustainable cities and communities

ar.swisspost.ch/sdg

Financial services

Market strategy

By pursuing its SpeedUp strategy, PostFinance is transforming itself into a diversified, innovation-driven financial service provider, focusing even more consistently on customer needs. As part of this strategy, its core business is divided into four business areas.

In **Payment Solutions**, PostFinance is the reliable partner for payment and billing solutions for retailers and invoice issuers in Switzerland.

In **Retail Banking**, PostFinance provides its private and business customers with proven solutions and advice on the smartest way to manage money – both physically and digitally.

In **Digital First Banking**, it has launched Yuh, a brand new service for “Banking & Beyond” geared entirely to the digital world, and is continually updating this solution.

In **Platform Business**, PostFinance aims to establish the leading independent Swiss comparison and sign-up platform for financing, insurance and retirement planning.

2022 milestones

- PostFinance Card combined with Debit Mastercard® is launched, allowing customers to make payments abroad
- As part of the introduction of the QR-bill, PostFinance works with the Swiss financial center to ensure a smooth changeover and support the successor products to inpayment slips
- At the end of 2022, finance app Yuh has more than 100,000 customers
- PostFinance manages more than 1 billion francs with its e-asset management service

➤ Further milestones

PostFinance Annual Report 2022

Outlook for 2023+

- Simplified payments in online shops thanks to PostFinance Pay
- Trading and safeguarding of cryptocurrencies
- 3a retirement savings products: improved overview of retirement funds and simplified purchase for customers

Interview

PostFinance welcomes interest rate turnaround and achieves stable result

In the normalized interest rate environment, PostFinance CEO Hansruedi Köng sees potential for significantly improved profitability in the medium term. With its additional payment options, the PostFinance Card launched in 2022 improves coverage of customer requirements and behaviour. And as digitization continues its advance, developments such as the QR-bill are needed, but also a sensible implementation of the universal service obligation from 2030.

Hansruedi Köng, 2022 was a turbulent year for the financial sector. How did PostFinance fare?

I'm satisfied with the result. Despite difficult market conditions, we have remained firmly on track. Thanks to the normalized interest rate environment, we were able to free our customers from the unpopular customer asset fees, the so-called negative interest rates, in October. In addition, we have continuously optimized our product range and shown that we are bold and innovative.

Since September 2022, the policy rate has again been positive. The period of negative interest rates is now behind us. What was the significance of this step towards "normality" for PostFinance?

In the medium term, the return to positive interest rates is a financial blessing for PostFinance, and we very much welcome the turn towards a positive interest rate environment – which is also in the interest of our customers. In the short term, the positive yields on investment do not yet fully offset the loss of income from negative interest rates in the interbank business. However, the gradual normalization of interest margins – combined with increased revenue in the interest differential business – will provide PostFinance with the potential to significantly improve profitability from 2024.

PostFinance has launched a new PostFinance Card combined with Debit Mastercard. How does this benefit customers?

We have been driving the development of convenient and secure cashless payment solutions for many years. The new PostFinance Card can now be used to make payments practically anywhere in Switzerland and abroad. The yellow card can also be used for online orders from domestic and international e-commerce providers from home and on the go. This is our response to customer needs and the growing tendency to replace cash with electronic payment methods.



We have been driving the development of convenient and secure cashless payment solutions for many years.

Hansruedi Köng
CEO of PostFinance Ltd

The QR-bill represents a further step in the digitization process. How is the number of face-to-face transactions over the counter developing?

The introduction of the QR-bill allows for the ongoing digitization of business processes among our business customers,

while also implementing the legal requirements aimed at combating money laundering and the financing of terrorism. This means that customers who deposit cash can be better identified. It also means that the confirmations of beneficial ownership required by law can be carried out more easily. It has long been clear to us that this technological development will accelerate the long-standing trend towards declining cash payments at the counter. This trend will continue, and the challenge of financing this expensive physical counter infrastructure will therefore also continue to grow.

Politicians are discussing the future of Swiss Post's universal service obligation and the associated mandate to provide payment transaction services. What is your vision for the universal service obligation from 2030?

The kind of universal service for payment transactions that Switzerland wants to have in the future is a political question. The Federal Council is seeking to set out concrete proposals by summer 2023. Swiss Post and PostFinance welcome this, are happy to participate in the work and are providing a basis to facilitate the political decision. I would like to see a solution that takes the needs of businesses and the general public into account, while also being technically feasible and financially viable.



Digital payment transactions

Cash payments are less important in 2022 – and PostFinance has solutions

Paying in cash? That's something many people in Switzerland are doing less and less often. Debit and credit cards have become the most important means of payment in 2022 – and paying by mobile phone is also increasingly popular. With its new PostFinance Card combined with Debit Mastercard® and the TWINT mobile app, PostFinance is very well positioned for the change.

More and more people in Switzerland are paying with cards, fewer and fewer with cash – this trend is shown in a series of studies that have been looking into the payment behaviour of the Swiss public for a number of years. In 2022, the debit card remains the most widely used payment method in Switzerland, in terms of both use and turnover. The use of cash has stabilized in second place: in point-of-sale business, such as shops or restaurants, one in three payments is still made with hard cash – particularly for smaller amounts. The popularity of mobile smartphone payments in these settings is also on the rise, although it still lags well behind debit cards, cash and credit cards. It's a different matter online, where the credit card reigns as the most widely used payment method, followed by

TWINT and debit cards, and finally payment by invoice.

More payment options worldwide with the PostFinance Card

For many years now, PostFinance has been driving the development of convenient and secure cashless payment solutions for its customers. Last year, it launched the new "PostFinance Card combined with Debit Mastercard", which can now be used to make payments practically anywhere in Switzerland and abroad. The yellow card can also be used for online orders from home and on the go. "Thanks to the addition of Debit Mastercard, the card will become much more attractive for our 2.6 million customers," says Benjamin Staeheli, Head of Payment Solutions at PostFinance.



We are proud that our yellow card combined with Debit Mastercard is becoming even more attractive. It enables our customers to benefit from virtually unlimited payment options, both online and in person.

— Benjamin Staeheli
Head of Payment Solutions at PostFinance



TWINT increasingly popular

According to the latest surveys, more than half of the Swiss general public would no longer want to be without TWINT. The Swiss payment app, originally developed by a PostFinance subsidiary, is particularly popular among 18- to 25-year-olds, who like the fact that they don't have to enter personal data when making payments and that the payments are fast and inexpensive. And it's worth noting: after cracking the 1 million mark in 2022, the PostFinance TWINT App then also went on to become the most popular TWINT app in Switzerland, with more than 1,125,000 registered PostFinance TWINT users at the end of the year. It accounts for around 21 percent of the entire TWINT ecosystem.

Contribution to the Sustainable Development Goals

- SDG 8** Decent work and economic growth
- SDG 9** Industry, innovation and infrastructure
- SDG 12** Responsible consumption and production

ar.swisspost.ch/sdg

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CO₂ calculator

Your weekly shop at the supermarket, a new vacuum cleaner, that city break in Paris: shopping for your daily needs – and treating yourself to something special once in a while – inevitably produces CO₂ emissions. Because the greatest potential available to each and every one of us lies in changing our own consumption behaviour, PostFinance has developed its own CO₂ calculator. It records all transactions a person makes with the PostFinance Card, a PostFinance credit card and TWINT anonymously. Using a defined CO₂ emission factor, the calculator then estimates the individual footprint caused by daily consumption. Users with an e-finance login can view and analyse their own data in 14 categories. After all, the better informed people are, the more effective their action can be.

News

Yuh

In May 2022, finance app Yuh turned one year old – and celebrated its birthday with 60,000 "Yuhers". The digital financial product, jointly developed by Swissquote and PostFinance, brings together the most important financial instruments in a single innovative app. Yuh is an exciting development for people who prefer to take care of everything digitally, ideally with apps on their smartphone. The special thing about Yuh: not only does it support savings plans and payments, it is a neobank that also makes it easy to get into trading. And it can be used to trade cryptocurrencies, too. In autumn 2022, Yuh moved into the vanguard, becoming the first bank to start paying interest on cash holdings as early as 1 September. At the end of 2022, the app registered more than 100,000 customers for the first time.

yuh.com

Contribution to the Sustainable Development Goals

- SDG 8** Decent work and economic growth

ar.swisspost.ch/sdg

E-asset management

PostFinance e-asset management has grown. In 2022, assets under management exceeded the 1 billion franc threshold. The service is now used by more than 20,000 customers, many of them starting with what in the investment business are considered relatively small amounts, in the knowledge that they can rely on PostFinance's investment experts to invest their money optimally in accordance with their individual investment strategy. A newly introduced feature also allows customers to use a savings plan to invest in e-asset management to benefit from the cost averaging effect.

postfinance.ch/eam

Launch of ESG funds

Saving sustainably for old age: demand among customers for financial products that can do just that is growing, and PostFinance has continued to develop its services accordingly. Since May, the four PostFinance Pension retirement funds have been strategically geared towards sustainability in accordance with environmental, social and corporate governance (ESG) criteria, with PostFinance adopting the "best in class" approach. This means that investments are made in companies delivering the best sustainability performance within their industry. For each of the investment funds, adhering to these sustainability criteria achieves a better ESG value and a lower carbon footprint compared to the benchmark index.

postfinance.ch/strategy-funds

Contribution to the Sustainable Development Goals

- SDG 7** Affordable and clean energy
- SDG 9** Industry, innovation and infrastructure
- SDG 12** Responsible consumption and production

ar.swisspost.ch/sdg

Employees

“Powering a modern Switzerland” – that is our vision for the Swiss Post of tomorrow. And it’s our employees who keep the momentum going: our “yellow world” employs some 46,500 people in all cantons, in all language regions and in 833 Swiss municipalities. Swiss Post offers its staff fair and attractive employment conditions, and it shapes the standards in the market. With 1,839 apprentices working across 19 different professions, it is one of the most important institutions in vocational training, offering young people exciting career prospects through internship places and graduate-entry programmes. In a world of work that is changing rapidly, Swiss Post supports and advises all employees and managers in their professional development through a wide range of basic and advanced training opportunities. As an employer, Swiss Post promotes diversity and inclusion in all its forms.



Interview

“We’re looking for employees who want to keep learning”

Finding skilled workers, promoting diversity and reinforcing good health: these are issues Swiss Post works particularly hard to address. Swiss Post uses its recruitment to ensure that its workforce is diverse, as Head of Human Resources Valérie Schelker explains in this interview.

Valérie Schelker, what is Swiss Post doing to tackle the shortage of skilled workers?

In 2022, we advertised almost 3,800 jobs and, not including apprentices, handled around 62,000 applications. There are around 11,000 to 12,000 new positions that need to be filled by 2026. Our approach is to communicate our “Paint the future yellow” message actively in the labour market, to show that Swiss Post offers a wide range of opportunities across more than 100 different job profiles. We hire people whose potential we believe in, even if they don’t satisfy every aspect of a particular profile. We also invest heavily in basic and advanced training for our employees, with a view to ensuring that they are prepared for the demands of today’s working world.



Employees can develop their careers at Swiss Post.

Valérie Schelker
Head of Human Resources,
Member of Executive Management

What was achieved last year in terms of diversity?

We are moving forward step by step. By 2024, all management levels, including all management roles under the CEC, should be composed of at least 30 percent women and 20 percent non-German-speaking staff. The shortlist for management positions must be balanced in relation to gender and national language, and we

formulate our job advertisements accordingly. With SmartWork, we have created the framework for time- and location-independent work practices. We are also offering growing numbers of part-time, job-sharing or top-sharing positions – all factors that promote diversity. At present, we already have around 70 pairs of managers in place at Swiss Post who share managerial responsibility.

How does Swiss Post protect and reinforce its employees’ health?

In sorting and delivery, for example, we have created around 500 new jobs in the last two years in order to spread the workload out across more people. Swiss Post offers a wide range of services for occupational health and safety protection. We work to raise awareness of both health and prevention issues, particularly among managers.

What are your priorities for 2023?

We will stay on top of the issues already mentioned. One focus will be the issue of healthy management. After all, leaders can make an enormous difference. This includes the reintegration of people into work processes after an illness or accident.



124,200

vacancies were counted by the Swiss Federal Statistical Office in the third quarter of 2022 (+26.6% year-on-year).

3,791

jobs were advertised by Swiss Post in 2022. That is 12.4 percent more than 2021.

61,861

applications were made to Swiss Post in 2022 in response to 3,791 advertised jobs. That is 12 percent fewer applications per position than in the previous year.

11,000–12,000

positions need to be filled by Swiss Post by 2026.





Skills shortage

Attracting new talent and retaining skilled workers

Fewer applications per job, more time until positions are filled: Swiss Post is also feeling the impact of the nationwide labour shortage. Because it will continue to be a challenge to find enough suitable employees, it has introduced new employer branding.

Workers urgently needed! In 2022, the number of job vacancies reached record levels in Switzerland. As the economy recovered after the years shaped by the pandemic, there was a big requirement for staff. This trend affected Swiss Post, too: "We were able to fill most positions," says Judith von Moos, Head of Recruitment at Swiss Post. "But we received fewer applications per job than in 2021. And it took us longer to fill positions." In some cases, Swiss Post was only able to fill highly specialized jobs in procurement, finance and IT with a great deal of effort, or indeed not at all.

new specific skills that are more difficult to find on the job market. That is why Swiss Post is launching various offers and initiatives designed to enable its employees to acquire new skills of this kind. For example, it has set up the "Professionally Fit" initiative in cooperation with its social partners syndicom and transfair. In workshops, employees analyse their own interests and strengths and are given support with professional development and planning their career.



The labour market is highly competitive. Swiss Post must position itself strategically as an employer in order to attract new talent. This positioning was enhanced based on the corporate strategy – the employer value proposition (EVP) was redefined, and modern and unmistakable employer branding with the claim "Paint the future yellow" was created. The EVP emphasizes the unique diversity of jobs and opportunities available at Swiss Post. The new employer branding is used in ads and campaigns or at events such as SwissSkills, the Swiss professional championships. The new identity for the internal and external labour market allows Swiss Post to aim the various employer themes at the right target groups.

"The growing shortage of labour is a trend that we also observed before 2022," adds Judith von Moos. It will continue to be a challenge for Swiss Post in the coming years, as many people in the baby boomer generation go into retirement. The labour shortage is exacerbated by the rapidly changing world of work: automation and digitization require

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IT location in Portugal opened

Swiss Post is breaking new ground: as the battle for IT specialists in Switzerland intensifies, Swiss Post is establishing its own European IT development location in Portugal, with around 120 employees in the medium term. This is in addition to its IT development locations in Bern, Neuchâtel and Bellinzona and will enable the company to continue providing people and companies in Switzerland with its high-quality logistics and digital services.

For Swiss Post, the Swiss labour market nevertheless remains key. Swiss Post is not relocating any IT jobs abroad and plans to create an expected 200 new IT jobs in Switzerland by 2030.



Vocational training

Training the specialists of tomorrow today

Swiss Post offers more than 100 job profiles and is one of the largest training companies in Switzerland. It provides young talent with varied, future-oriented courses of training. And it makes an important contribution to countering the shortage of skilled workers – including in ICT vocational training.

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Swiss Post goes TikTok

Since the middle of 2022, Swiss Post has also been on TikTok, the portal for short video clips set to music combined with the functionalities of a social network. Launched in 2016, the platform is used by almost a million people in Switzerland – most between the ages of 18 and 25. Swiss Post's content is geared towards this young target group, making it particularly suitable for showcasing Swiss Post as a training company and employer.

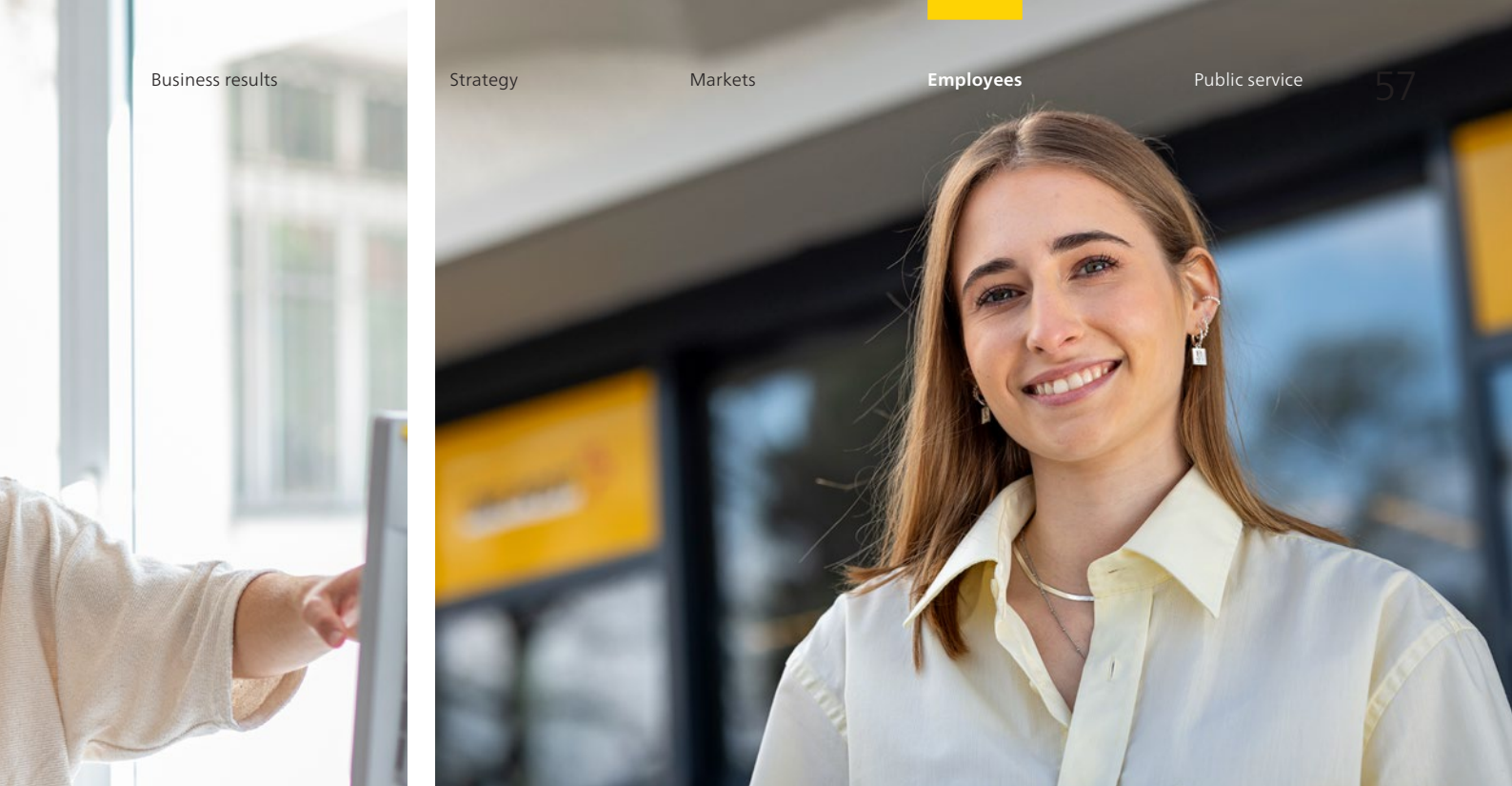
👉 [tiktok.com/@swisspost](https://www.tiktok.com/@swisspost)

From automation mechanic to logistics specialist to mediamatics technician, training in 19 different professions is available at Swiss Post. The apprenticeships are offered in all language regions – in cities, in the countryside and in mountain regions. Around 2,000 apprentices are employed by Swiss Post at any given time. And every year, another 750 or so young people start their professional careers. "For Swiss Post, training is about more than just teaching," says Bruno Schumacher, Head of Vocational Training at Swiss Post. "The youngsters are given careful guidance and empowered in many different respects. Above all, however, they learn early on to take responsibility and to play an active role in shaping their work and the working environment." This means that at Swiss Post, trainees not only acquire technical skills, but also personal skills that help prepare them for their future careers. 97 percent of these young professionals leave Swiss Post having successfully completed their diplomas. Swiss

Post is therefore fulfilling its performance promise to provide the next generation with the best opportunities on the labour market.

Co-initiator of a new ICT apprenticeship

"But we're not resting on our laurels in this respect," says Bruno Schumacher. "We are constantly refining our apprenticeships and gearing them both to young people's needs and to the labour market and Swiss Post." In 2022, for example, the four-year apprenticeship as a developer for digital business (Federal VET Diploma), the product of collaboration with partner organizations and companies, was advertised for the first time: a new training course in Switzerland that combines technology, business and people. After all, Swiss Post is also becoming more and more digital – and so too are its products and services. "By creating the new apprenticeship, we also want to do a little to counter the acute shortage of ICT specialists," says Bruno Schumacher.



Swiss Post has been investing in training in this field for several years now: for instance, by setting up two talent incubators for IT technicians – Swiss Post’s ICT Campus and PostFinance’s Competence Center for Young Professionals (CCYP).

Interactive stand at SwissSkills, the Swiss professional championships

The vital importance of the Swiss vocational training system was also evident at SwissSkills 2022, where more than 120,000 visitors – including 64,000 school students – took inspiration and interesting insights from the diverse range of 150 different job profiles on show. At the same time, the students had the opportunity to follow the national professional championships in 87 job categories during the major five-day event. Swiss Post was there with a large interactive stand, providing information on starting a career and on the 19 different apprenticeships offered by Swiss Post. Ten Swiss Post apprentices also rose to the

challenge of the competition, taking part in the Logistics Technician, IT Software Solutions for Business, Mediamatics, Web Technologies and Commercial Employee categories. Yaël Wehrli won bronze medal in the Web Technologies category, even taking first place in the Speed Challenge, and said afterwards: “I’m proud that I even qualified for SwissSkills. Being the only woman among 23 men to manage to land a place on the podium makes me even happier. I hope I was able to show visitors to the job fair that information technology isn’t just a man’s field.”



Swiss Post helps young people shape up for their career.

— **Bruno Schumacher,**
Head of Swiss Post Vocational Training



Leadership development

Leadership as a key factor in Swiss Post's transformation

People in leadership roles have a major influence on the corporate culture. To enable them to support implementation of the "Swiss Post of tomorrow" strategy, Swiss Post has launched a leadership programme specifically geared towards transformation. The first measures were implemented in 2021, and the program took off in 2022.

To implement the "Swiss Post of tomorrow" strategy successfully, Swiss Post needs to build on its strengths and continue developing its own corporate culture. This relates to leaders in particular, who have an important influence on the corporate culture in daily working life, in projects and in specialist topics, and who transfer these qualities to employees.

Since the end of 2021, a new understanding of management has been established throughout the company via a leadership programme geared specifically towards transformation. The aim of the programme, which goes by the name "En viadi" (Romansh for "on the way" or "to be on the move"), is to develop a common understanding among managers of how leadership is practised at Swiss Post, how collaboration is organized and which skills are particularly important for people in leadership roles. By the end of 2022, almost 600 leaders had successfully completed the programme. It will be continued in 2023 and rolled out to other management levels in an adapted form.

Objective

More diversity in management

To achieve a greater level of diversity in terms of gender and national languages among people in leadership roles, Swiss Post Executive Management set ambitious targets in 2022: by 2024, all management levels, including management roles under the CEC, should be composed of at least 30 percent women and 20 percent staff speaking national languages other than German. To achieve these goals, Swiss Post is appealing more specifically to women and non-German speakers in its recruitment efforts. In addition, there is also a stronger focus on attractive employment conditions, such as part-time positions, working from home or SmartWork.

Inclusiveness

Reintegration into work as a win-win situation

Whether due to illness or an accident with consequences: long-term absences are a burden for employees. Swiss Post's Case Management team helps those who are affected to find their way out of difficult life situations and back to work.

When physical or mental health problems affect employees to the extent that they are forced to stay away from the workplace for an extended period of time, the journey back to work can be difficult. This is where Swiss Post's Case Management steps in. Specialized professionals provide support and assistance to employees who have fallen ill or suffered an accident as they transition back into work. "In dialogue with those who are affected, we work closely with managers, HR advisors and external partners such as social security institutions and doctors to find the best possible path towards long-term reintegration into the work process," explains Claudia Gruber, Head of Case Management.

More absences

The number of absences due to illness and accidents has been growing at Swiss Post for several years, and more quickly since 2021. One reason for this is that our employees are getting older. The average age is almost 46 years. Older employees do not become ill more often, but they do tend to be sick for

longer. Because they make up a large proportion of the workforce, this has a strong impact on health figures. "We see this in Case Management," says Claudia Gruber. "Under the Swiss Post pension fund regulations, employees who have worked for Swiss Post for 20 years or more are entitled to work integration from the age of 50, which also means a rise in the number of people supported by Case Management. But successful work reintegration is not a question of age – and is worthwhile for everyone involved." Employees are motivated, because they can put their skills to used in an adapted area of activity. And Swiss Post can keep their know-how in the company for longer, which is more important than ever, given the shortage of skilled workers throughout Switzerland.

Contribution to the Sustainable Development Goals

SDG 3 Good health and well-being

[ar.swisspost.ch/sdg](https://www.ar.swisspost.ch/sdg)

Facts and figures

636

people were receiving support from Group Case Management (excluding PostFinance) on 31 December 2022, 19.3 percent more than a year ago.

585

people were newly registered with Case Management (excluding PostFinance) in 2022, 55 more than in 2021.

64.4%

is the **reintegration rate** (excluding PostFinance) for complex support cases (previous year: 58.7 percent).

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Collective employment contracts for Post CH Ltd and PostFinance Ltd extended until the end of 2024

The umbrella CEC agreement and the two Post CH Ltd and PostFinance Ltd company CECs will be extended by one year until the end of 2024. This was a joint decision by the social partners: Swiss Post, the trade union syndicom and the staff association transfair. It means that Swiss Post continues to offer its approximately 30,000 employees fair and stable framework conditions in economically challenging times. At the same time, individual provisions of the agreements can be adjusted over the year of the extension by mutual agreement and in line with the company's needs. The PostBus company CEC will remain in place until the end of 2024 and will be negotiated separately.

Wide-ranging commitment to a strong and modern Switzerland

Swiss Post is committed to Switzerland. This involves much more than providing a high-quality universal service for Switzerland, both now and in the future. To stay in shape for future challenges, and because a good network increases innovative strength, Swiss Post works with startups and universities. As a sponsor, Swiss Post is a partner of the Swiss Hiking Trail Federation, the Locarno Film Festival and the Swiss Red Cross, and it finances the Museum of Communication as a co-founder. In 2022, it was also a main partner of "BuLa", the Swiss Scouts' National Jamboree in Valais. Equally importantly, corporate responsibility is firmly enshrined in Swiss Post's Group strategy. Because Swiss Post aims to power a modern Switzerland and drive forward sustainable development – including for the generations to come.





pro clima
Traguardo sicuro?
Elettricità ecologica

In viaggio
senza
effetti
clima

TI-160804

Greens

Greens

Greens



Universal service of the future

Talking about the future

Switzerland has the best postal service in the world. To ensure that this remains the case, Switzerland must redefine the universal postal service of the future. In 2022, discussion about this issue intensified.

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The political debate has begun

In a report at the beginning of 2022, an expert commission led by former Council of States member Christine Egerszegi set out its ideas for the future role of Swiss Post. While Swiss Post does not agree with all of the measures proposed by the commission, most of the analyses contained in the report are in line with the analysis carried out by Swiss Post in 2019, which served as the basis for the current "Swiss Post of tomorrow" strategy (2021–2024). The political debate for the coming years is therefore now underway.

What services should Swiss Post provide as part of the universal service from 2030? This is a question that must now be discussed by all stakeholders in Switzerland: politicians, the business community and civil society. At the center of the debate is Swiss Post, its expertise and its almost 175 years of experience.

For Swiss Post, the key points with regard to the future structure of the public service are as follows:

- The public service is geared towards the current and future needs of the general public and companies in Switzerland. From 2030 onwards, it should also include physical and digital services for customers.
- Ensuring the universal service with logistics services has always been the key element of Swiss Post's public service mandate. However, in light of the changes society is

undergoing, the universal service must be developed – to meet the needs of the Swiss people and to remain financially viable. In short, to achieve the best possible social cost-benefit ratio for the universal service. The flow of information and goods must be managed efficiently and sustainably, with the focus on the requirements of customers in both rural and urban regions of Switzerland.

- Whether it's digital health or e-voting: Swiss Post operates and develops digital platforms and business ecosystems. At their core is secure and simple digital communication, not least in terms of engagement between citizens and the public sector. With its nationwide presence, Swiss Post makes an active contribution to the digital empowerment of the Swiss population.



SEF.NextGen

How does Generation Z see the public service of tomorrow?

As Swiss Post plans for the future, it is also listening to young voices – for example, it is a key partner of the SEF.NextGen camps, which last several days. This is where Generation Z has its say: young people between the ages of 18 and 24 tackle realistic challenges and look for solutions to concrete questions from the business world.

Swiss Post has its own challenge for participants at the camps. At the 2022 spring camp, it asked what they will need from the public service in 2030. And the 2022 autumn camp spoke to participants as former pupils: “What can Swiss Post do today to ensure that it remains relevant for school-age children and young people?” The goal of Swiss Post’s involvement in SEF.NextGen is to learn about the expectations of the public service of tomorrow – from a youth perspective. Because the young people of today will not only use the public service, they will also be instrumental in shaping it.



We’re interested in what young people expect from the public service of tomorrow.

— Kim Haldemann
Sponsoring Project Manager

➤ More information:
sef-nextgen.ch

With the “Swiss Post of tomorrow” strategy, Swiss Post is providing its owner and the Swiss Parliament with the time and latitude needed to define the post-2030 public service with no direct financial pressure. Swiss Post will continue to actively engage in this dialogue. For a strong Switzerland with a strong Swiss Post.

- Interview with Christian Levrat and Roberto Cirillo, pages 16–19
- “Swiss Post of tomorrow” strategy, pages 20–23
- swisspost.ch/politics

Contribution to the Sustainable Development Goals

- SDG 9** Industry, innovation and infrastructure
- SDG 11** Sustainable cities and communities
- SDG 12** Responsible consumption and production

➤ ar.swisspost.ch/sdg



Strong partner networks for Switzerland

Promoting Switzerland as a business and research location

To stay in shape for future challenges, Swiss Post works with startups and universities. This networking approach not only strengthens Swiss Post and its customers, but also Switzerland as a research and business location.

How do we reduce transport distances to ensure that prices for letter and parcel delivery stay affordable? How do we use new technological resources to protect employees in logistics from health risks? Where can we make smart use of autonomous robot vehicles? Questions like these are the focus of numerous innovation projects in all Swiss Post units, and they are used to improve existing services and develop new offers. As part of this effort, Swiss Post relies on close cooperation with external partners from the private and research sectors. Agile, specialized startups contribute knowledge, ideas and special-

ists with in-depth expertise who can focus fully on their projects because they are not tied up in day-to-day postal operations.

A win for everyone involved

These partnerships are a win-win situation for both sides, explains Thierry Golliard, Head of Open Innovation & Venturing: "For some startups in particular, Swiss Post is the first reference customer with whom they have the opportunity to test and develop their technology, product or service. In addition to the challenges that need to be tackled, we offer the experience we've built up from our core



Lorenz Wyss
Head of Innovation Management

Interview

A good network increases innovative strength

Why does Swiss Post have to be innovative?

Because the world is constantly changing, and our customers' requirements and demands are evolving. That means that we also have to keep moving, and that we have to work today on the postal services of tomorrow and beyond.

Why does Swiss Post need partners to do that?

Because a good network improves and accelerates the innovation process. It provides us with exactly the skills and resources that are lacking in-house.

Aren't all these innovation projects with external partners expensive?

It's almost always more efficient to work with the right partners than to develop the relevant skills in-house, starting from scratch in every project. But by far the most expensive thing to do would be not to undertake innovation projects. At present, Swiss Post is a successful, profitable company owned by the Confederation. We want to keep it that way in the future.



In our partner network, we are frequently successful in developing new business models.

Thierry Golliard

Head of Open Innovation & Venturing

business and the size required for scalable solutions.” For these fledgling companies, Swiss Post is a sparring partner and a reference in the market that will carry weight in their effort to acquire further customers. The startups – many from Switzerland – grow in tandem with Swiss Post and create jobs. In most cases, the collaboration remains a customer relationship. Swiss Post sometimes also invests in fast-growing technology companies. Apart from a few exceptional cases, however, it holds non-controlling interests to ensure that the startups retain their freedom and flexibility.

Support and assistance to academic standards

Swiss universities play an important role in Swiss Post’s innovation process, providing support and assistance with projects, bringing the latest international research to the table and analysing data to academic standards. This not only yields valuable insights, it also underpins the economic decisions that need to be made. And it means that Swiss Post can position itself as an appealing employer and attract talent on campus. Here again, the partnership benefits both sides, as Swiss Post provides the universities with practical research projects and third-party funding to finance their research and teaching.

In addition to startups and universities, Swiss Post’s network also includes public institutions, international postal organizations and other enterprises. “With these targeted partnerships, built up over many years, we are frequently successful in identifying, developing and testing new business models,” says Thierry Golliard. In the first instance, it is Swiss Post’s customers who benefit: in the form of new products, more options and easier access to new and improved postal services – and from the fact that in ten, twenty and thirty years’ time, Swiss Post will continue to meet the right needs.

Contribution to the Sustainable Development Goals

SDG 9 Industry, innovation and infrastructure

ar.swisspost.ch/sdg

Successes

Speech to solution

People calling the Swiss Post Contact Center no longer have to choose from a language menu with predefined options. All they need to do is say why they are calling. This system, developed by the company Spitch, converts their speech into text – and seconds later, they will be connected to the right person to help with their query.

spitch.ai

Exoskeleton for safety at work

To make lifting heavy parcels easier on the back for staff in logistics, Swiss Post is testing exoskeletons from ETH spin-off Auxivo and Dutch startup Laevo. These are support structures that take the strain off the musculoskeletal system or lend additional strength from the outside to assist with strenuous movements.

auxivo.com

laevo-exoskeletons.com

Smart luggage robot

During four months of testing, Robi, a semi-autonomous robot vehicle from startup TwinswWheel, carried holiday-makers’ luggage through the car-free resort village of Saas-Fee. This mobility lab project in collaboration with the University of Applied Sciences of Western Switzerland (HES-SO) gave Swiss Post important insights into potential future mobility services.

twinswheel.fr

hes-so.ch

mobilitylab.ch

The optimum delivery round

In conjunction with notime, a startup acquired in 2020, and ETH Zurich, Swiss Post is optimizing its delivery rounds. This project’s algorithms and planning tools use the latest scientific findings to calculate and display several of the shortest possible routes and choose the best option.

notime.ch

ethz.ch

Scouts' National Jamboree

Swiss Post supports a camp like no other

30,000 scouts and a whole lot of fun: "BuLa", the Scouts' National Jamboree held in Goms in Valais, was a huge success. True to the spirit of the camp slogan "mova", Swiss Post was also constantly on the move – and offered experiences that won't soon be forgotten.





A gigantic tent city the size of 170 football pitches: from 23 July to 6 August, around 30,000 children and young people in the scout movement set up camp in the Goms district of the Canton of Valais. They travelled from all over Switzerland to the biggest ever National Jamboree, loaded with their sleeping bags, Wellington boots and backpacks. Daytimes were spent playing games and sports outdoors, while the evenings were given over to socializing and the strumming of guitars.

Swiss Red Cross

Combating poverty in Switzerland together

Under the slogan "Combating poverty in Switzerland together", Swiss Post and the Swiss Red Cross (SRC) have entered into a three-year official partnership. This means that Swiss Post now supports the SRC in its fight against poverty all year round.

Working alongside the SRC, broadcaster SRG SSR and retailer Coop, Swiss Post has been running the charitable 2 x Christmas campaign since 1997. Donation parcels sent as part of this initiative can be shipped free of charge. The experience gained from this success story will be incorporated into the new cooperation.

+ 2xchristmas.ch

Swiss Post supported the Jamboree as a main partner. The interactive Swiss Post stand, designed to look like a giant pile of parcels and offering a photo wall, postcard studio and lounge, gave the scouts some of their most memorable moments. The Postbus-style bike rickshaws provided for exploring the "BuLavard", the campsite's central mile, were also particularly popular. Swiss Post set up a special branch with its own postcode on the campsite, and up to 2,000 food parcels were received there every day. Special cases, such as birthday surprises, were handled by Benno B-Post, a very special mail carrier who delivered the parcels on an electric scooter adorned with flags and garlands.

Historic transport order for PostBus

PostBus began preparing for the big event 36 months in advance. Over the course of two weeks, PostBus carried some 50,000 people around the Jamboree campsite. The PostBus drivers and operating staff worked under high pressure, and retirees also acted as customer drivers or reserve drivers. 29 July, which was visitors' day and the day on which the young cub scouts went home, presented a logistical challenge, with 2,000 passengers travelling on Postbuses in one direction and 9,000 in the other. 43 Postbuses were in operation on this peak day.

i

The stamp with the scent of a campfire

To mark this unique major national event, Swiss Post issued the "National Jamboree" special stamp. It depicts five young people sitting around a campfire, singing songs and telling each other stories. When you rub the stamp, it smells of smoke. A competition was held to find the design for the special stamp.



Commitments

Hiking

Hiking is the Swiss people's number one sport. Swiss Post supports Swiss Hiking Trail Federation projects as a main partner, offering activities and hiking experiences for families in particular.

+ swisspost.ch/hiking (German)

Art in the periphery

Whether in the Safiental area or the Twingi Gorge: supported by Swiss Post, the "Art in the periphery" events exhibit works by artists with a special connection to their own, often remote locations.

+ discover-art.ch

Locarno Film Festival

Tens of thousands of visitors to the annual Locarno Film Festival use the PostBus shuttle service. Swiss Post has been a sponsor of this prestigious event for 20 years.

+ swisspost.ch/locarno-festival

Museum of Communication

The Museum of Communication in Bern is the only museum in Switzerland with an interactive exhibition dedicated to communication and its history. Swiss Post and Swisscom are donors to the museum.

+ swisspost.ch/sponsoring

Corporate responsibility strategy

We're acting now for tomorrow

Socially responsible employer, responsible procurement, sustainable customer solutions, the common good, climate and energy: in terms of responsible action, these are Swiss Post's five priority areas of action.



A sustainable future for the next generation is a key concern for Swiss Post.

Christian Plüss
Head of Mobility Services

Corporate responsibility is firmly enshrined in the Group strategy. Because Swiss Post aims to power a modern Switzerland and drive forward sustainable development – including for the generations to come. For this reason, it is pursuing a corporate strategy that is responsible, climate-friendly and committed to ethical principles. The aim is to find an appropriate balance between economic success, environmental action and social responsibility, while taking account of the needs of current and future generations. In addition to its focus on climate and energy (see below), Swiss Post has defined four other priority areas of action:

Socially responsible employer

Swiss Post offers fair, attractive and financially viable employment conditions and a working environment that encourages strong individual performance and a good balance between work and other aspects of life. It promotes diversity, integrates people from all backgrounds and does not tolerate discrimination.

Common good

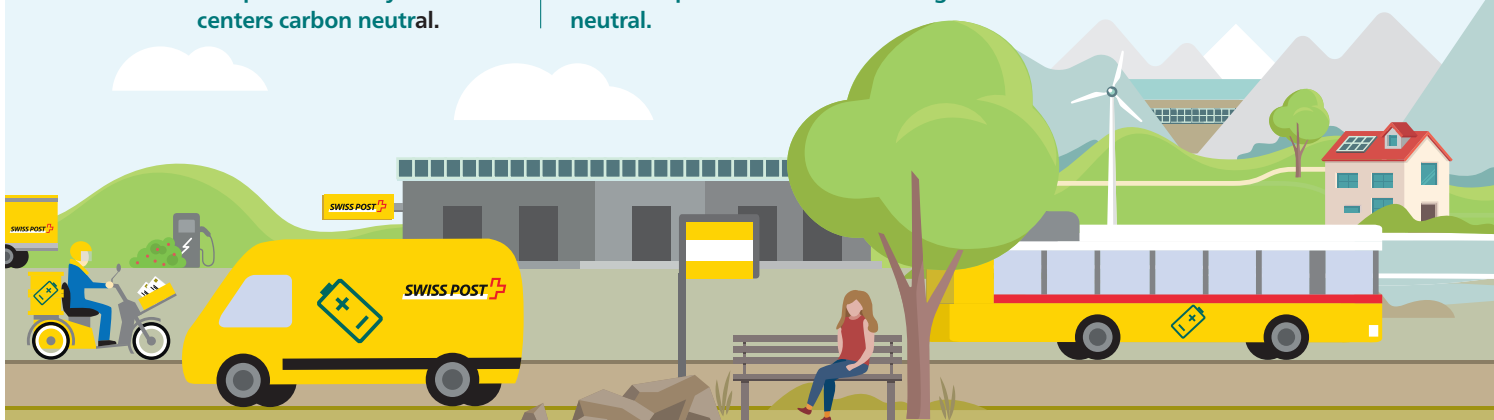
Swiss Post creates economic and social added value and contributes to the common good. It is present everywhere in Switzerland, ensures access to important services and con-

Focus on climate and energy

Our goals: From **2025**, we will make **letter and parcel delivery in urban centers carbon neutral**.

By **2030**, we will make our in-house **operations carbon neutral**.

In **2040**, we will achieve our **net zero target** across the **entire value chain**.



We show our commitment to carbon-neutral **goods and passenger transport** by converting our vehicles to alternative drives.

We build and operate sustainable buildings: by 2030, we will heat **80 percent of Swiss Post's buildings without fossil fuels**.

We harness the power of the sun, wind and water as part of our focus on **100 percent electricity from renewable Swiss energy sources**.



Our operations are resource-saving and socially responsible.

Johannes Cramer
Head of Logistics Services

nects regions and generations with one other. It continues to develop its range of public services in dialogue with the relevant stakeholders, financing these services with its own resources.

Responsible procurement

Swiss Post is committed to responsible procurement and takes its role as a pioneer in sustainability seriously. It integrates sustainability criteria into both its service tenders and procurement processes. It is careful to treat its suppliers responsibly and uses innovative approaches to ensure CO₂ reductions in the value chain.

Sustainable customer solutions

Swiss Post taps into market potential by developing and offering resource-saving and socially responsible customer solutions. With its logistics expertise, it is establishing itself as a provider of complete solutions for the implementation of a circular economy in Switzerland.

- + More on the CR strategy in the **Financial Report** on pages 25–32
- + More on Swiss Post's contribution to the Sustainable Development Goals (SDGs 3, 7, 8, 9, 11 and 12) ar.swisspost.ch/sdg
- + What responsibility means for Swiss Post swisspost.ch/commitment



"Swiss Post – Exemplary in sustainability for the climate" supplement

As a large logistics company, Swiss Post has particularly strong leverage in terms of reducing CO₂ emissions and energy consumption. We discuss this area of action in greater detail in the separate supplement attached to page 1 of this Annual Report.

- + annualreport.swisspost.ch/supplement

Interview

CR as a strategic thrust



Alexandra Hofmann
Head of Corporate Development

What is Swiss Post's understanding of the term "sustainability"?

Sustainability has a major impact on how we think and act within the Group. Sustainable development means that we take account of all dimensions, from ecology to economy to social responsibility. And that we meet our current needs without compromising future generations. This is reflected in our commitment over the last 25 years, and also in our accelerated climate and energy target.

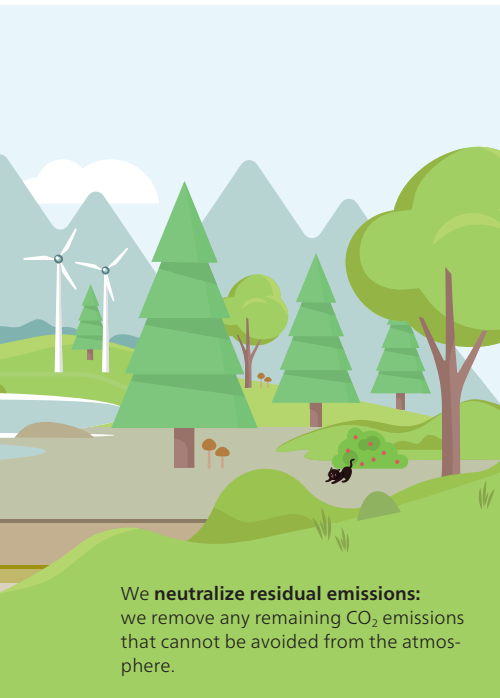
How does Swiss Post fulfil its social responsibility?

We promote cultural diversity and integration, and we attach a great deal of importance to non-discriminatory access points to ensure that people with disabilities can use our services. As an employer, we create jobs throughout Switzerland, including in remote regions. We offer just short of 2,000 apprenticeships every year. Alongside our partners, we help people in need.

How do you see sustainable development in the future?

We take our responsibility seriously and pull out all the stops. And not only within our own company. We need new ideas and approaches across our entire value chain and in all our areas of action, developed to set a good example together with our partners and customers.

We **neutralize residual emissions:** we remove any remaining CO₂ emissions that cannot be avoided from the atmosphere.



Reporting

Document structure

The Swiss Post annual reporting documents for 2022 consist of:

- Swiss Post Business Report:
 - Annual Report
 - Financial Report (management report, corporate governance, annual financial statements for the Group, Swiss Post Ltd and PostFinance Ltd)
 - Business Report key figures
 - Global Reporting Initiative Index
- PostFinance Ltd Annual Report

These documents are available in electronic format in the online version of the Business Report at annualreport.swisspost.ch/downloads. The Swiss Post Business Report, the Swiss Post Financial Report and the PostFinance Ltd Annual Report are also available in printed form.

Languages

The Swiss Post Business Report is available in English, German, French and Italian. The German version is authoritative.

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Publication details

Publisher and point of contact

Swiss Post Ltd
Wankdorffallee 4
P.O. Box
3030 Bern
Switzerland

Tel. +41 848 888 888
Media relations +41 58 341 00 00
swisspost.ch

Concept and project management

Martin Clausen and Benjamin Blaser,
Swiss Post Communication, Bern
Dr Andreas Sturm, phorbis Communications Ltd, Basel

Text

Swiss Post editorial team, Bern
Sandra Schindler, Mareike Fischer, Barbara Meier
and Beat Büchler, Klarkom AG, Bern

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printed in
switzerland

Five-year overview of key figures

		2018	2019	2020	2021	2022
Result						
Operating income	CHF million	7,254	7,168	6,548	6,877	6,859
Generated in competition	% of operating income	84.8	85.4	84.8	86.1	86.0
Generated abroad ¹	% of operating income	14.6	14.8	9.5	9.1	9.9
Operating profit	CHF million	505	450	258	515 ²	358
Generated in competition	% of operating profit	72.5	75.1	68.2	79.8	87.7
Group profit	CHF million	404	255	178	452 ^{2,3}	295
Equity	CHF million	6,759	6,834	6,906	8,918 ³	9,884
Value generation						
Economic value added	CHF million	-24	-17	-125	-8 ^{2,4}	-96
Added value generated	CHF million	4,613	4,616	4,180	4,376 ²	4,296
to employees	CHF million	3,802	3,764	3,529	3,448 ²	3,496
to creditors	CHF million	48	75	50	44	66
to public sector	CHF million	42	32	28	55	37
to owner	CHF million	200	50	50	50	50
to company	CHF million	521	695	523	779	647
Jobs						
Headcount (excluding trainees)	Full-time equivalents	39,932	39,670	32,696	33,207	34,072
Trainees in Switzerland	Persons	2,001	1,894	1,863	1,860	1,839
Jobs in peripheral regions ⁵	Persons	16,765	16,073	15,655	16,660	16,224
Turnover rate (voluntary departures)	As % of average headcount	5.5	5.1	4.1	5.0	6.2
Notice given by employer for economic reasons	Persons	152	105	73	102	32
Employment conditions and remuneration						
Employment in accordance with Swiss Post CEC	Full-time equivalents as %	85.2	86.1	85.8	86.2	86.7
Swiss Post CEC minimum salary ⁶	CHF per annum	47,620	47,620	47,820	50,451	50,653
Average salary for employees	CHF per annum	83,383	82,741	83,636	84,490	84,629
Average remuneration paid to members of Executive Management	CHF per annum	588,916	582,289	575,822	583,501	575,349
Salary bandwidth ⁷	Factor	7.1	7.0	6.9	6.9	6.8
Health management						
Occupational accidents	Number per 100 FTEs	6.0	6.4	6.1	7.4	7.0
Days lost to illness and accidents	Days per employee	13.1	13.3	13.3	14.0	15.8
Diversity						
Women	% of employees	46.3	45.0	44.1	43.0	42.0
Nationalities represented	Number	138	140	142	143	147
Women on Board of Directors	%	33.3	33.3	33.3	33.3	40.0
Women in Executive Management	%	22.9	11.1	11.1	22.2	22.2
Women in senior management roles	%	16.0	17.1	19.8	21.6	22.6
Women in middle and lower management roles	%	23.2	23.8	22.3	22.8	21.8
Demographics						
Average age of workforce	Years	46.1	46.1	46.0	45.8	45.8
Resource consumption⁸						
Energy consumption	GWh	1,479	1,538	1,495	1,778	1,800
Energy consumption within Swiss Post	GWh	902	875	850	915	917
Renewable share	%	20.4	20.2	20.1	19.1	19.1
Energy consumption outside Swiss Post	GWh	578	663	645	863	883
Carbon footprint (Scope 1 – 3)⁸						
Carbon footprint (Scope 1 & 2) (in-house operations)	t CO ₂ equivalent	212,584	191,014	185,794	201,829	202,979
Carbon footprint (Scope 3) (remaining value chain)	t CO ₂ equivalent	227,371	248,132	242,573	1,898,140	1,906,549

¹ The 2021 figure has been adjusted (see Notes to the 2022 Group annual financial statements, Note 6.6, Geographical information).

² Normalized figures for 2021, see the "One-off item in 2021" section on page 46 of the Financial Report.

³ The figures have been adjusted (see Notes to the Group annual financial statements, Note 2.2, Accounting changes).

⁴ The figure has been adjusted due to an enhancement of the calculation method. The figures from 2018 to 2020 are not comparable with the years 2021 and 2022.

⁵ The definition of rural municipalities has been adjusted in accordance with the new data collection from 2022 and retroactively adapted for 2021. It is based on the SECO's New Regional Policy (WRP). The figures from 2018 to 2020 are not comparable with the figures from 2021 and 2022.

⁶ Until 2020, the minimum salary under the Swiss Post collective employment contract for an 18-year-old employee who has not completed vocational training was reported. As of 2021, the minimum salary for remote municipalities (region D) is now reported.

⁷ Factor = average remuneration paid to Members of Executive Management vs. average employee salary.

⁸ The base year 2021 is recalculated retroactively in the event of acquisitions and disposals of subsidiaries or changes in data quality, as 2021 is used as the base year for the 2030/2040 targets. The figures from 2018 to 2020 are not comparable with the years 2021 and 2022.

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Swiss Post Ltd
Wankdorfallee 4
P.O. Box
3030 Bern
Switzerland

Tel. +41 848 888 888
swisspost.ch

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