



2023

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

Annual Report
2023



We are developing tomorrow's public service today

Customer-centric, trustworthy, committed



7,279 million

francs in **operating income**, up by 6.1 percent year-on-year.



254 million

francs in **Group profit**, down 41 million francs year-on-year.



1,647 million

letters delivered by Swiss Post in Switzerland, down 5.6 percent compared to the previous year.



185 million

parcels delivered by Swiss Post in Switzerland, down 4.6 percent compared to the previous year.



104 billion

francs, down by 0.5 percent, represents the average level of **customer assets** at **PostFinance**.



175 million

passengers transported by PostBus, 11.9 percent more than in the previous year.



76 points

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



62.4%

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) and the **Non-Financial Report**. These documents are available in electronic format in the online version of the Business Report.

→ annualreport.swisspost.ch

175 years



**Swiss Post –
powering
a modern
Switzerland**



175
Jahre ans anni

Swiss Post in numbers

7,279 million
francs in operating
income

254 million
francs in Group
profit

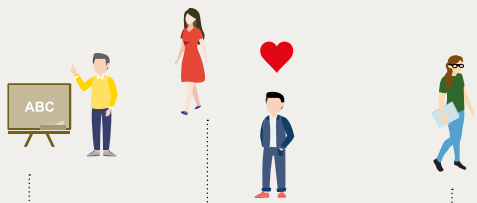
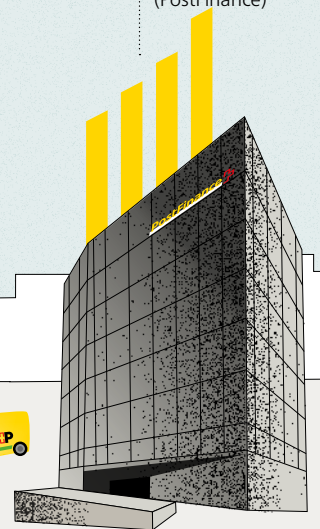
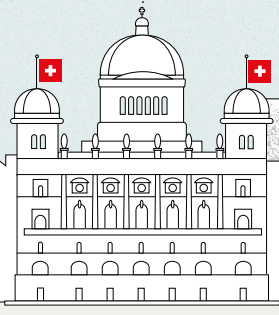
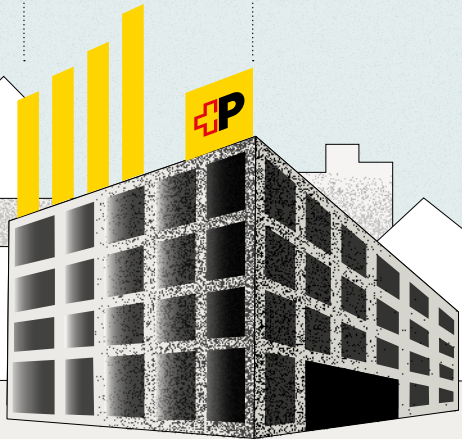
47,368
employees world-
wide, 97 percent
of whom work
in Switzerland

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

104 billion
francs in customer
assets (PostFinance)

**3,877 mil-
lion** customer
accounts
(PostFinance)

Around
48 million
francs in corporate income tax
and capital tax were paid by
Swiss Post in Switzerland



1,844
apprentices

22.5%
of management
roles are held
by women

85 points
"I see the pur-
pose of
my work"
(scale of 0-100)

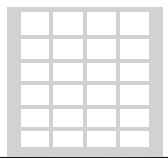
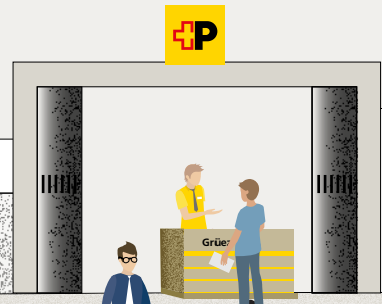
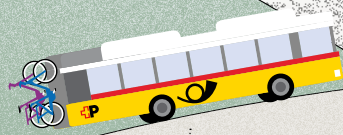
Around
46,000
people work at Swiss
Post – in all cantons, and
in 804 of the 2,136 Swiss
municipalities

More than
1,300
employees in the
Informatics/Technology
function unit

605 million
francs in
investments

Around
2.7 billion
francs are spent by Swiss
Post on goods and services
from domestic suppliers

1,986 million
customers have
access to e-finance



1,898
locations with
home service

578
municipalities are
connected to the
Swiss public transport
network only via
PostBus

2,317
Postbuses, of which
72 are powered with
electric or diesel
hybrid drives

136 million
vehicle kilometres
(PostBus)

175 million
passengers
(PostBus)

821
Postomats

2,006
branches are available for
customers in Switzerland.
769 are operated by Swiss
Post staff, and 1,237 are
operated by partners

221
business customer
points

232,044
P.O. boxes

60%

of Swiss citizens resident abroad who voted in the national elections did so electronically – via Swiss Post's e-voting system

2.3 million

consignments were sent via the ePost communication platform

100%

electricity from renewable sources

37

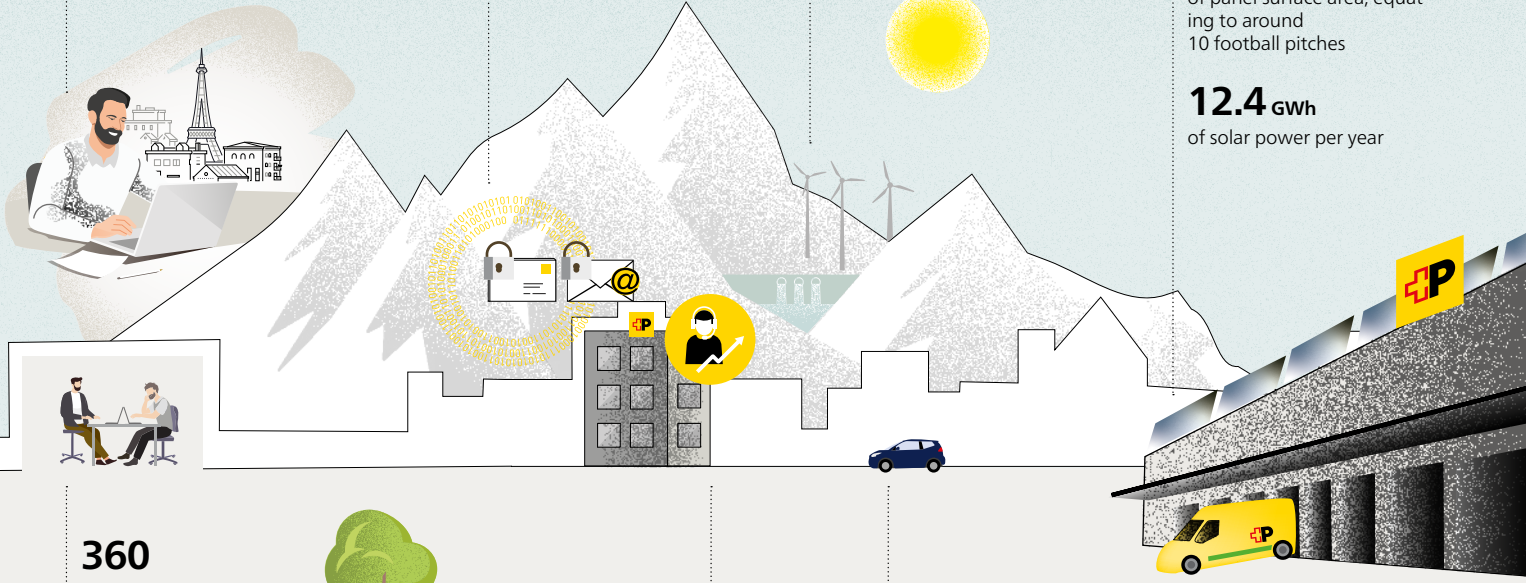
photovoltaic systems

77,700 m²

of panel surface area, equating to around 10 football pitches

12.4 GWh

of solar power per year



360

SMEs trust Swiss Post's cybersecurity solutions



More than

2 million

customer queries are handled by the Contact Center every year, including 300,000 via chatbot

More than

25,000

managed vehicles (Swiss Post and third-party business customers), including Switzerland's largest electric fleet, which comprises over 7,400 vehicles (Post Company Cars)

5,900

business customers are registered for ePost

59.6%

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

4.18 million

users rely on the SwissID login solution

100%

carbon-offset consignments

Around

4 million

households are served by Swiss Post every day

185 million

parcels

14,199

letter boxes

76 points

for customer satisfaction (scale of 0–100)

At

563

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

62.4%

of vehicles in delivery use alternative drive systems (6,917 of a total of 11,069 three- and four-wheeled vehicles are powered by electricity)

1,647 million

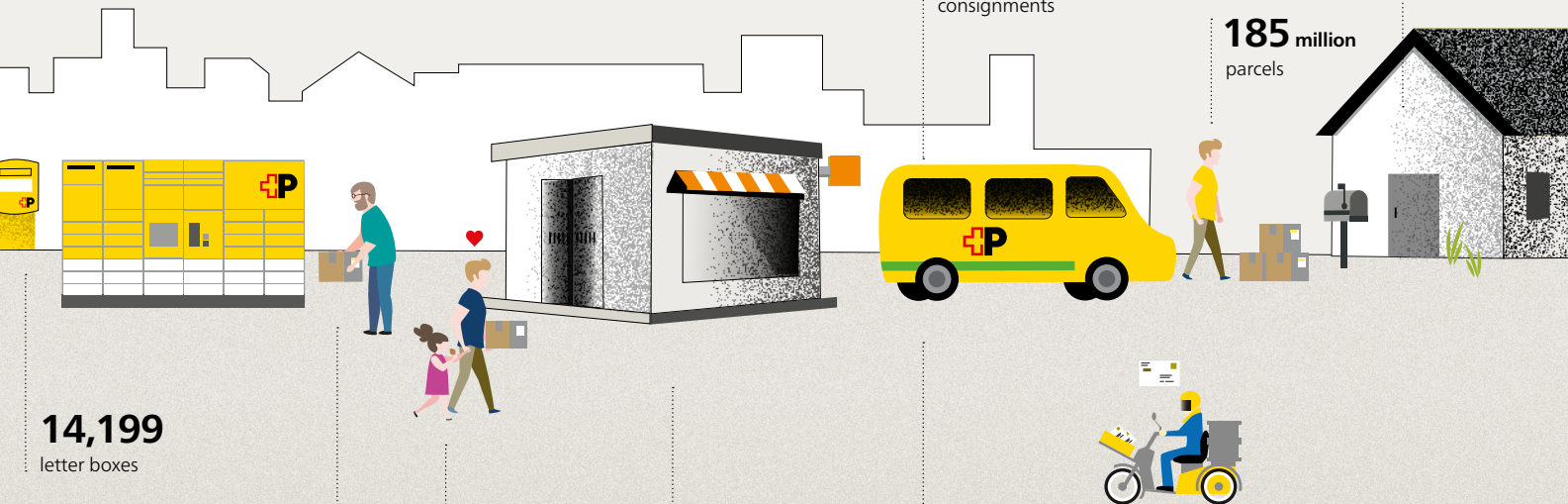
letters

1,246 million

unaddressed items

275

My Post 24 terminals



Foreword

Christian Levrat
Chairman of the Board of Directors



Roberto Cirillo
CEO



Swiss Post is changing so that it can meet its customers' needs as fully as possible.

Christian Levrat
Chairman of the Board of Directors

Dear Reader

2023 was a challenging year for us. It was heavily influenced by inflation and the subdued consumer confidence that followed, falling letter and parcel volumes and a decline in over-the-counter payments. At the same time, however, we have achieved a great deal and continued strengthening our foundations for the future. We have reached important strategic milestones in all units. Swiss Post is changing so that it can meet its customers' needs as fully as possible, both now and in the future. We want to continue providing the highest level of quality worldwide for our universal service products – in other words, our services for letters, parcels and payment transactions. The measures from the “Swiss Post of tomorrow” strategy are also having an impact on the financial result: pricing and efficiency measures, targeted acquisitions and network openings are counteracting the fall in letter and parcel volumes and decline in over-the-counter payments. However, these measures cannot fully offset the decline.

In light of the challenging operating framework, the financial result is in line with expectations. In order to remain successful in the long term, we will continue expanding wherever new needs arise and modifying or optimizing our services wherever demand falls. It is important for us to keep on evolving and pursuing our chosen path consistently. Only a strong Swiss Post can offer our customers added value and provide the best possible services. And that's exactly what we want. A relevant public service financed from our own resources and without burdening taxpayers. This is the only way we can ensure that Swiss Post remains relevant to Switzerland, its residents and the companies and organizations based here.



The measures from the “Swiss Post of tomorrow” strategy are also having an impact on the financial result.

Roberto Cirillo
CEO

Christian Levrat
Chairman of the Board of Directors

Roberto Cirillo
CEO

Key events in 2023

During the past business year, Swiss Post has invested in attractive market segments and improved efficiency, developed new solutions for changing customer requirements and made progress in sustainability. Some significant milestones are highlighted below.

3.1.2023

Swiss Post strengthens Switzerland's logistics links with neighbouring countries and integrates the transport companies Gaiser and Nolden.

→ Page 22

4.4.2023

Swiss Post invests in secure and confidential communication for its business customers by acquiring a stake in SpotMe.

→ Page 24

5.4.2023

In future, residents of Bern will be able to receive mail from the canton in their digital letter box.

→ Page 24



1.2.2023

Swiss Post reaches a key milestone in sustainable logistics with electric-only delivery in Zurich and Bern.

→ Page 23

24.3.2023

Swiss Post opens a new regional parcel center in Pratteln (Canton of Basel-Landschaft).

→ Page 22

20.4.2023

Swiss Post modernizes and simplifies its logo.

→ swisspost.ch/new-logo

7.6.2023

Swiss Post now sorts parcels in Wallisellen – with the help of cutting-edge robotics.

→ Page 22





21.6.2023

Services from the insurance company AXA are now available in 72 branches.

→ Page 26

22.6.2023

Seal of approval awarded: the Science Based Targets initiative (SBTi) validates Swiss Post's climate target.

→ Page 41



3.7.2023

Swiss Post boosts its network in the economic region of France by acquiring its former logistics partner Portmann, based in Alsace.

→ Page 22

24.7.2023

Net zero carbon target by 2040: residual carbon dioxide emissions will be removed actively from the atmosphere through forest management.

→ Page 42

6.7.2023

In agreement with the price regulator, Swiss Post increases its prices as of 1 January 2024.

→ Page 17

4.7.2023

Swiss Post expands its in-house cybersecurity competencies by adding terreActive Ltd's expertise.

→ Page 39



3.8.2023

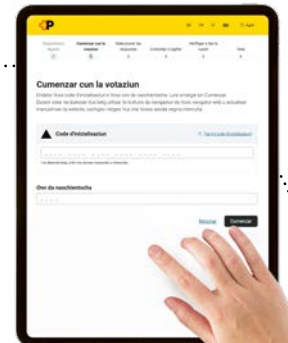
PostBus and SBB plan to test charging of electric Postbuses via rail power at Gelterkinden railway station. The pilot system will come into operation in 2025.

→ Page 29

16.8.2023

In autumn 2023, Swiss Post's e-voting system is used in elections for the first time, following further development and a successful hacker test.

→ Page 25



28.9.2023

Swiss Post digitizes the yellow letter box for SMEs.

→ [swisspost.ch/epost-smartsend](https://www.swisspost.ch/epost-smartsend)

25.9.2023

Staff at Härkingen letter center now also sort parcels.

→ Page 22

16.8.2023

PostFinance acquires a stake in the B2B mortgage marketplace Credit Exchange Ltd (CredEx). Operation of the digital mortgage brokerage platform Valuu passes to CredEx.

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Board of Directors

As at 31 December 2023

Christian Levrat
Chairman of the Board
of Directors since 2021



Bernadette Koch
Member of the Board
of Directors since 2018



Thomas Bucher
Member of the Board
of Directors since 2019



Denise Koopmans
Member of the Board
of Directors since 2019



Maria Teresa Vacalli
Member of the Board of Directors
since 2022



Antonia Wanner
Member of the Board of Directors
since 2023



Dirk Reich
Member of the Board of Directors
since 2021

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

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



Roger Schoch
General Secretary

Executive Management

As at 31 December 2023

Hansruedi Köng*
CEO of PostFinance Ltd
since 2012

Thomas Baur
Head of PostalNetwork
since 2016,
Deputy CEO

Christian Plüss
Head of Mobility
Services since 2018

Wolfgang Eger
Head of Informatics/
Technology since 2022



Johannes Cramer
Head of Logistics Services
since 2021

Nicole Burth
Head of Communication Services
since 2021

Roberto Cirillo
CEO since 2019

Alex Glanzmann
Head of Finance
since 2016, Deputy CEO

Valérie Schelker
Head of Human
Resources since 2017

+ More information
Financial Report from page 67

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

Business results

The 2023 financial year was marked by inflation and subdued consumer confidence. Operating profit (EBIT) at 323 million francs was down by 35 million francs on the previous year's figure, and in line with expectations in view of the difficult conditions. The measures from the "Swiss Post of tomorrow" strategy in their third year are having an impact and provide a solid basis for the future: pricing and efficiency measures, targeted acquisitions and network opening are counteracting the fall in letter and parcel volumes and sharp decline in over-the-counter payments. To remain successful long-term, Swiss Post will continue to focus on customer requirements and to develop its services.

7,279 million

francs

Operating income

323 million

francs

Operating profit (EBIT)

254 million

francs

Group profit

76 points

Customer satisfaction
(Scale 0-100)

175 million

passengers
(PostBus)

1,647 million

letters

185 million

parcels

104 billion

francs monthly avg.
customer assets
(PostFinance)

Interview



“We’ve achieved a great deal despite strong headwinds.”

CFO Alex Glanzmann answers questions on the 2023 results, challenges and the role of efficiency and pricing measures in strategy implementation. He explains how Swiss Post is investing and why Swiss Post customers will have two private letter boxes in future.

Interview with Alex Glanzmann

Head of Finance, Member of Executive Management

Alex Glanzmann, what’s your view on the 2023 results?

Fewer letters and parcels and the effects of inflation were the most important factors last year. With operating profit coming in at 323 million francs and profit at 254 million, the 2023 financial results are in line with our expectations. Operating income rose by 420 million francs to 7,279 million francs, mainly due to higher interest-related income at PostFinance. The additional income from strategic acquisitions only partially offset the decline in income due to lower volumes in the core business. Swiss Post’s equity position is solid. Despite strong headwinds, we’ve achieved a great deal with our strategy and strengthened our foundations for the future.

Did you expect to face so many challenges?

Yes, the situation was apparent at the start of the year. Persistently low consumer confidence resulted in fewer goods being ordered and, in turn, 4.6 percent fewer parcels being sent. Meanwhile, letter volumes fell by 5.6 percent. However, the letter business is still making a significant contribution to the result. At –18.4 percent, the decline in over-the-counter payment transactions has become more pronounced. That’s why we’re transforming our business by consistently aligning it with changing customer requirements.

What role do efficiency and pricing measures play in the implementation of the strategy?

Greater efficiency and higher prices are key levers in our strategy. We focus firstly on our own costs, such as office space, IT systems and the administration of the Group. In the current extremely challenging environment, we’ve raised various letter and parcel prices in agreement with the price regulator. I fully appreciate that price increases put extra strain on people and companies. However, Swiss Post generates around 88 percent of its income on the free market. We’re implementing efficiency and pricing measures to remain competitive and to continue providing our customers with the best possible service in future.

Does the result reflect the implementation of the strategy?

We’ve made slightly slower progress than planned. Inflation and the volatile, difficult economic situation have held back development. In addition, we evaluate each acquisition carefully: there are not that many companies and potential partners that are a good fit for Swiss Post and its strategy. The political and regulatory environment is also demanding in the area of digital services for public authorities and the healthcare sector.

Does Swiss Post take customers into account when making investments?

Every single investment is made with customer requirements in mind. In 2023, 605 million francs of investment benefited the Swiss public and economy. With around four-fifths of investment, we have upgraded and expanded our infrastructure – including the electrification of our vehicle fleet. We invested around one-fifth in digital solutions.

How do you see the future of Swiss Post?

We’re constantly expanding our services in areas where customer requirements are growing. And wherever demand disappears or changes, Swiss Post removes or updates its services. I can assure you that the yellow letter boxes are here to stay. Our customers will actually have two private letter boxes in future – one at the doorstep and the other in their pocket on their smartphone. We’re setting up the physical and digital core business of tomorrow, up to 2030 and beyond. We’re pursuing our path consistently. Swiss Post can only be successful in the long term if it is dynamic and continues to evolve.

Financial result

Stable result and major challenges

In 2023, Swiss Post generated Group profit of 254 million francs. The decline in letter, parcel and payment transaction volumes as well as the effects of inflation had a major influence on the financial result. The result is in line with expectations in view of the challenging conditions.

Facts and figures

7,279 million
francs in
operating income

323 million
francs in
operating profit (EBIT)

254 million
francs in
Group profit

-215 million
francs in
economic value added¹

10,255 million
francs in
equity

100%
**degree of internal
financing in investments**

At 323 million francs, Swiss Post's operating profit (EBIT) in 2023 is 35 million francs down on the previous year's figure. Group profit came in at 254 million francs, which is 41 million less than in 2022. Operating income stands at 7,279 million francs, up by 420 million francs year-on-year. The financial result is in line with expectations. It reflects inflation, subdued consumer confidence, falling letter and parcel volumes and a sharp decline in over-the-counter payments. Higher income at PostFinance due to the turnaround in interest rates and the implementation of the measures from the "Swiss Post of tomorrow" strategy helped to stabilize the financial result.

Efficiency measures in the Logistics Services unit curb decline in earnings

At 335 million francs, operating profit at the Logistics Services unit is 23 million francs below the previous year's level. Both parcel volumes (-4.6 percent) and letter volumes (-5.6 percent) fell year-on-year. In the advertising market, which is heavily dependent on economic conditions, the volume of promotional mailings declined last year (addressed advertising: -5.3 percent, unaddressed advertising: -6.4 percent). The efficiency measures introduced in early 2023 and constant optimization of processes led to a strong result in the fourth quarter. This significantly curbed the decline in the Logistics Services unit's result compared with 2022. To gear up for the future, Swiss Post also invested in goods and construction logistics as well as in parcel sorting facilities.

Strategic partnerships in branch network make positive contribution to result

For the first time, PostalNetwork made a positive contribution to the result through strategic partnerships with banks, insurance companies and health insurance providers. However, the decline in volumes also had a significant effect in this unit. There was a substantial fall of 18.4 percent in over-the-counter payment transactions. This means payment transactions have slumped by almost 50 percent over the past five years. Despite consistent efficiency measures, the PostalNetwork unit was unable to offset the losses. The operating result stood at -93 million francs for 2023 (2022: -71 million francs).

The Communication Services unit reaches major milestones

At the Communication Services Group unit, operating profit stood at -72 million francs (previous year: -72 million francs). Operating income was primarily increased through strategic acquisitions in the e-government, secure customer communication and cybersecurity sectors. The unit reached major milestones in further developing the e-voting solution, the electronic patient record and the ePost communication platform.

Slightly lower result for Mobility Services despite higher transport income

At Mobility Services (PostBus and Post Company Cars), the result for 2023 stands at 21 million francs, down 6 million francs year-on-year. Greater transport income due to an increase in passenger numbers at PostBus could not offset rising costs. Post Company Cars maintained the previous year's result.

¹ Economic value added includes the net costs of the universal service obligation of 268 million francs.

Turnaround in interest rates ensures better result at PostFinance

Despite a turbulent year on the national and global financial markets, PostFinance posted an operating profit of 264 million francs, which is 35 million francs higher year-on-year. After the turnaround to positive policy rates, PostFinance is making good progress from a solid position towards a gradual normalization of

the overall interest margin and a growth path. The trend towards digitization is leading to a significant decline in transactions at Swiss Post branches and is increasingly weighing on PostFinance's result in the universal service.

+ More information on the result **Financial Report** from page 27

Non-financial results

High scores for Swiss Post

Delivery quality: Swiss Post was punctual in 2023

Swiss Post adhered to all of the Confederation's regulatory quality requirements in 2023. Recipients received letters, parcels and newspapers punctually throughout the country. Swiss Post exceeded its targets both for letters (for which the Confederation requires punctuality of 97 percent) and for parcels and newspapers (which have a punctuality requirement of 95 percent).

Customer satisfaction: Swiss Post meets customer needs

Once again, customers were generally satisfied with Swiss Post in 2023. At 76 out of 100 points, the company achieved the same score as the previous year. This shows that Swiss Post is succeeding in meeting customers' needs. 13,000 private customers and 5,000 business customers from the five Group units were surveyed. As Swiss Post adapted its calculation method to the new Group structure in 2022, the current figure can be compared only with last year's score.

Employee survey: good scores

The annual employee survey indicated that employees are very satisfied with Swiss Post as an employer. At 83 out of 100 points, "My direct manager" received a particularly positive rating. Within the "My team" topic block, mutual respect, support within teams and the feedback culture were evaluated as very good.

The index "I see the purpose of my work" scored equally highly, receiving 85 points. This demonstrates that employees regard Swiss Post as an attractive employer. At Group level, the results of the employee survey have been very stable in recent years.

Climate and energy: reduction in greenhouse gas emissions

Greenhouse gas emissions in Swiss Post's own operations fell by 2.7 percent in 2023. This is primarily due to the following market and business developments: a decline in consignment volumes, outsourcing of transport services to subcontractors at newly acquired subsidiaries and electrification of the delivery fleet. Swiss Post's four-wheeled vehicles covered over 3.7 million kilometres more than in the previous year, equating to a CO₂ reduction of 6 percent per kilometre travelled. These measures were negated by the additional kilometres travelled at PostBus and a growth of 1 percent in the third-party customer vehicle business. 23 Postbuses were converted to alternative drive systems in 2023, replacing approximately 0.9 million fossil-fuel kilometres. Emissions per kilometre travelled were down by 0.6 percent.

+ More information on the non-financial results: **Non-Financial Report 2023**

Facts and figures

97.3%
of **A Mail letters**
delivered on time

95.7%
of **Priority parcels**
delivered on time

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

76 points
Index (scale 0–100)
**"I'm very satisfied with
Swiss Post overall"**

62.4%
of **vehicles** used in
delivery are equipped
with **alternative drive
systems**

Strategy

The “Swiss Post of tomorrow” strategy focuses on Swiss Post’s traditional strengths and core competencies: trustworthy transport of goods and information in the physical world and, increasingly, in the digital world.

For 175 years, Swiss Post has been powering change, time and again playing a significant role in the modernization of Switzerland. Swiss Post’s strategic goal is to safeguard its relevance for the future, aligning its range of public services with new customer requirements. To this end, it plans to develop future-proof services and grow in a targeted way in attractive market areas. It wants to strengthen its range of services through acquisitions and partnerships in logistics and communication. This requires substantial investment in infrastructure and skills – including selective investment abroad.

By embracing an entrepreneurial spirit, Swiss Post can continue guaranteeing a self-financed universal service in Switzerland. And continue bringing Switzerland together. Every moment of every day. At home, during leisure time and at work. In the countryside and in the city.



Challenges and strategic thrusts

For a strong, modern Swiss Post

Building on what already works and creating something new: by implementing the “Swiss Post of tomorrow” strategy, Swiss Post aims to continue helping to shape a modern, competitive Switzerland – and to continue offering a strong, relevant postal service in the future.

Swiss Post developed its “Swiss Post of tomorrow” strategy in a stable environment influenced by positive consumer confidence and low interest rates. At a time when a pandemic and war in Europe seemed unthinkable. A great deal has changed since then. The after-effects of COVID-19, rising energy and fuel prices and general inflation pose considerable challenges for Swiss Post. However, the presumptions on which the strategy was based have been proved correct, and some have intensified. Due to advancing digitization, letter volumes and demand for services in branches are falling, while parcel volumes are growing over the long term. This makes it all the more important to continue pursuing the strategy systematically. Swiss Post has a solid foundation, and implementation of the strategy is on track: the key building blocks for the transformation have been laid. Rising interest rates are having a positive impact on the financial services market.

Public service: for everyone, everywhere, equally

For 175 years, Swiss Post has been an institution that fosters national cohesion and provides public services on behalf of the Swiss Confederation. Balancing its three structural elements – universal service, state ownership 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 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. All business areas (apart from the subsidized area of PostBus) must achieve an industry-standard result.

Setting the strategic path for the future

By implementing its strategy, Swiss Post strives to become even more relevant in the future: a strong postal service that grows alongside the needs of the Swiss economy and public, helping it to meet the Federal Council’s strategic goals.

To achieve this, Swiss Post has established four strategic thrusts:

- Development of services, product ranges 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 the Group does

It remains crucial to advance in existing market fields and to establish and scale new ones in order to fulfil a modernized universal service obligation and future customer needs in 2030. To this end, Swiss Post is making substantial investments. It is continuing to develop its products and services in all markets (see → pages 20–31), ensuring that it remains viable for Switzerland. Our vision of powering a modern Switzerland spurs us on to play a key role in shaping a modern, competitive Switzerland. At all times, our goal is to safeguard Swiss Post’s relevance for the future.

- + More information on the strategy, environment and challenges in the **Financial Report 2023**, from page 13



A dynamic country needs an equally dynamic postal service.

Roberto Cirillo
CEO

Interview with Christian Levrat and Roberto Cirillo

“Swiss Post is and will remain there for the people”

Swiss Post has been there for the Swiss people for 175 years. However, it will only remain successful long-term by evolving. We interviewed CBD Christian Levrat and CEO Roberto Cirillo about the progress of developments.

Roberto, Swiss Post is continuing to implement its transformation. What position is Swiss Post in today in light of last year?

Roberto Cirillo: Swiss Post is doing lots well today and is moving in the right direction. However, we are seeing constant and rapid change in customer requirements. This is having a major impact on Swiss Post. Digitization is moving forward at tremendous speed. While parcel volumes are rising long-term, our traditional core business of letters and over-the-counter payments has been in sharp decline for years. That's why we're establishing the core business of the future today. We're doing that by pursuing our "Swiss Post of tomorrow" strategy whose time horizon is 2030+. On the path to the Swiss Post of tomorrow, we've achieved a huge amount over the past three years, laying a solid foundation for the future on which we will now continue to build. In specific terms, we've merged our logistics organizations to provide a future-oriented full-service offering for our customers. We've expanded our capacity significantly and are harnessing the synergies available. A good example of this is the installation of a parcel sorting machine at the Härkingen letter center. This system went into operation last September.

We've achieved growth, both domestically and internationally, in goods logistics and are now one of the major service providers in Switzerland. We've also significantly strengthened our competencies in e-commerce and online direct marketing. We can now also provide relevant cross-media solutions in the advertising market. Asendia – our joint venture with the La Poste group – has become one of the leading providers in international eCommerce logistics. We've also positioned ourselves strongly in the digital arena. ePost means our customers can now decide which mail they wish to receive in their private letter box at home and which digitally with access from anywhere in the world. Since last year, cantons including Bern, St. Gallen and Lucerne have been using our platform to send their information directly to digital mailboxes. We play a key role in the traditional, analogue-based healthcare system and have now laid the foundation for the introduction of a standard, trustworthy digital patient record. We enabled both elections and votes to be held digitally for the first time in 2023. Swiss Post is increasingly driving innovation in an ever more interconnected Switzerland. It acts as a bridge-builder between digital and analogue services for people, organizations and public authorities.



Customer requirements are changing constantly and rapidly.

Roberto Cirillo
CEO

That sounds like everything is going well and Swiss Post is on track ...

Roberto Cirillo: We are generally on track with our strategy, but we've made less progress than anticipated in some areas in the challenging market environment. For example, the opening of the network is moving forward less quickly than expected. The set-up phase and investment in the Communication Services unit, in other words digital services, is taking longer than we envisaged in 2020.

There are two main reasons for that. Firstly, the challenging economic climate and regulatory conditions. They have prevented us from providing scalable and profitable solutions quickly. For example, in e-health where regulatory provisions are very stringent and market complexity is high. Secondly, there are not that many companies on the market in the field of communication services that are a good fit for Swiss Post and its strategy – we carefully weigh up every acquisition. I strongly believe the shift towards the digital world is an indispensable part of public service because people are making greater use of the benefits of digital solutions. Public service must shape day-to-day life and make it easier for most people in the country. Because one thing is clear: public service must be modern, otherwise it isn't public service. Everyday life has become digital for people in Switzerland. That's why Swiss Post's public service must become digital too.

Christian, does Swiss Post need to work on the quality of its services?

Christian Levrat: Despite the challenges outlined by Roberto, in 2023 we still provided customers with the high-quality services they are used to in Switzerland. Our quality was recognized with the gold award from the Universal Postal Union last year. Out of postal organizations from 172 countries, we were declared the best in the world for the seventh consecutive time. This shows we provide top-quality services and can operate successfully in a challenging environment. Above all, this is thanks to the tremendous commitment of our employees. Swiss Post is a reliable partner – even in turbulent times where we are faced with climate change, geopolitical uncertainty, rapid technological changes and ever tighter household budgets. While also adopting a sustainable approach.



Swiss Post is a reliable partner.

Christian Levrat
Chairman of the Board of Directors

Interview with Christian Levrat and Roberto Cirillo

We're assuming responsibility now for the environment of tomorrow and are pursuing an ambitious climate target. In the cities of Bern and Zurich, our delivery operations have been completely electric since early 2023, the same applies in Geneva as of mid-January 2024 and other cities, such as Basel, Biel, Winterthur and Lucerne, will soon follow suit. Swiss Post is already operating Switzerland's largest fleet of electric vehicles by far.

Looking to the future, I'm confident our result will improve over the coming years. That's mainly thanks to PostFinance. With the turnaround to positive policy rates, relevant factors have already changed. Development in our core business nevertheless remains challenging. There is a decline in letters and over-the-counter transactions because demand for our traditional core business is falling. We are not yet able to sufficiently offset this decline through digital solutions, logistics and network opening. That requires an effort on our part. We've now made a start with the transformation process that's already under way. We're adapting, are there for our customers in both the physical and digital worlds and are developing new services for the Swiss public.

Roberto, how well is Swiss Post positioned for the challenges of the future?

Roberto Cirillo: Swiss Post has been there for the Swiss people for 175 years, and will continue to be. Swiss Post is and will remain there for the people. With the 2023 financial result and balance sheet, we're working extremely hard on developing the strategy for the period 2025 to 2028. The current strategy is heading in the right direction. We're adjusting it where necessary due to changing requirements. We're addressing the question of how we can develop the network to better meet customer needs. We wish to invest in the network to

deploy state-of-the-art technologies. At the same time, we also aim to increase relevance for our customers and improve efficiency. This will enable us to continue financing an extensive, Switzerland-wide branch network of Swiss Post access points in future. In our core activities, we are working intensively to put Swiss Post on a stronger footing in future with modern, forward-looking solutions. For our customers, our employees, our owner as well as for the Swiss people and economy.

Christian, as Chair of the Board of Directors, how confident are you about Swiss Post's future?

Christian Levrat: To really be able to look to the future with confidence, we need changes to regulatory conditions and the necessary room for manoeuvre. To put it simply, without fundamental reform, Swiss Post will not be able to fund its system from its own resources and without public money in future. Three years ago, Roberto said: "We don't want to become a museum." That's more valid today than ever. We want a strong Swiss Post for a strong Switzerland. And we want to remain relevant. For our customers. For our employees. For Switzerland.



We need a change to regulatory conditions.

Christian Levrat
Chairman of the Board of Directors

What would be the key changes to the regulatory requirements?

Christian Levrat: There are three main elements in my view. Firstly, it's vitally important that the new regulatory conditions reflect requirements in relation to digitization and digital life. That includes having both a physical letter box and digital mailbox and deciding which mail you wish to receive at home and which is delivered digitally with access from any location. Secondly, in my view we must ensure Swiss Post can continue developing its branch network and we can take full advantage of the opportunities presented by digitization and automation for the benefit of our customers. The third point is that the issue of payment transactions needs to be addressed. In particular, payment transactions with coins are loss-making. Here the legislator must find a solution to ensure financial viability.



Swiss Post acts as a bridge-builder between digital and analogue services.

Roberto Cirillo
CEO



Why Swiss Post is adjusting its prices

Swiss Post wants to continue providing high-quality public service for future generations and to finance this from its own resources. To do so, Swiss Post must make investments from its own resources to continue providing high-quality services in future and to be able to respond to changing customer needs. For example, this includes investment in parcel sorting and the digitization or elec-

trification and modernization of the delivery fleet.

The decline in letter volumes and over-the-counter transactions as well as inflation are creating significant additional costs, most of which Swiss Post must bear itself. In this climate, efficiency measures and price increases are unavoidable.

Digitization and public service

New expectations, new solutions: the public service of the future

Technological options are evolving apace – and so too are customers' expectations and behaviour in relation to Swiss Post. The public service of the future will be aligned to their needs.

Digitization? Yes, of course! But in-person consultations are also important to me.

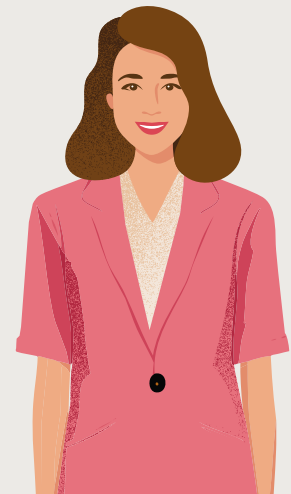


Logistics

The universal service obligation currently guarantees that people in all regions of Switzerland have the same access to Swiss Post's logistics services and pay the same price for these services. Swiss Post wants to retain this principle – and leverage the opportunities created by digitization to offer new, sustainable solutions. Thanks to digitization, customers can find out exactly when their parcels will arrive and manage their delivery options.

→ swisspost.ch/my-consignments

I want to be able to rely on secure digital services.



I want to decide for myself when I receive my parcels.



Network

Interpersonal communication is still important, even in the era of digitization. That's why Swiss Post wants to remain easily accessible in the future. It is designing its network with an eye on the future: with modern branches that it is converting into regional service centers. Third parties can offer new services on Swiss Post's premises. Swiss Post's staff are on hand and specialists can provide a personal consultation by video. In this way, they facilitate access to digital services – for example, by helping customers to set up or use an app.

→ swisspost.ch/digital-advice

Communication

Careful handling of sensitive data is part of Swiss Post's DNA. The Group also aims to develop solutions for the digital public service that are relevant to society, secure and easy to use. These cover issues such as secure digital identity, e-voting and the electronic patient record. As part of a responsible approach to digitization, Swiss Post places particular value on data protection, data security and accessibility for all.

→ swisspost.ch/digital

Mobility

Order with ease via app or phone: with on-demand services, Postbuses pick people up from wherever they are and transport them to wherever they want to go – reliably, and at their chosen time. And an added bonus: the size of the vehicle can be adapted flexibly to customers' needs. Tailored on-demand solutions are particularly ideal over the first and last mile, in sparsely populated areas and at off-peak times.

→ postbus.ch/on-demand

I would prefer to hop on board a Postbus where and when I need to.



I want to manage my finances digitally, and preferably on my smartphone.



Financial services

Nowadays, we pay invoices, invest in our retirement planning and trade digital currencies with ease via secure digital apps and services. Instead of counting out coins and notes in shops, we get out our smartphone or card. Thanks to invisible payments, the payment process will in future run entirely in the background, fully automatically. This is already the case for the PubliBike App, which checks riders in and out when the bike lock is used and automatically debits the amount owed.

→ postfinance.ch

Financing the universal service

Financing the universal service of the future sustainably

Financing is an important aspect of the design for the future universal service. The current universal service obligation generates high costs for Swiss Post: in 2022, they amounted to 260 million francs. Swiss Post finances the universal service for postal services and payment transactions from its own resources. The Confederation does not give Swiss Post any money and grants it a monopoly only on letters weighing less than 50 grams. But this residual monopoly covers just a small part of the costs, generating 69 million francs in 2022. And the monopoly is steadily losing value, because the volume of transported letters is shrinking year after year – by a total of one third since 2010. At the same time, demand for digital services is rising. As a result of these trends, the financing of the universal service is out of balance, a situation that will become more pronounced without changes to the regulatory framework.



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

Roberto Cirillo
CEO

Swiss Post wants to continue providing a contemporary public service for the Swiss population and economy: a relevant, high-quality universal service that is present in all regions of the country. And it wants to continue providing this service without state support. However, this requires the current statutory framework to be modernized and modified in line with the changing needs of the public and the economy.

Markets

Swiss Post wants to retain its status as a company that operates without state support. As a result, Swiss Post is obliged to finance its high-quality public services with profits that it generates itself. In order to continue providing relevant and competitive services for Switzerland in an increasingly digitized world, Swiss Post invests in its markets – logistics, communication, mobility and financial services – and in its network.



Swiss Post enables secure communication independent of the channel, time and place.

Nicole Burth
Head of Communication Services

Communication

Swiss Post is transferring its expertise in information transport and secure data handling to the digital sphere. As an addition to its analogue communication business, it provides people, companies, public authorities and the healthcare sector with simple and secure solutions for digital interactions.

Mobility

Swiss Post connects people in Switzerland through 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.



We develop innovative mobility solutions for our customers.

Christian Plüss
Head of Mobility Services

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.



We are *the* logistics professionals and connect Switzerland with other countries.

Johannes Cramer
Head of Logistics Services

Network

PostalNetwork builds bridges between the digital and physical worlds.

Thomas Baur
Head of PostalNetwork

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

Financial services

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, offering smart innovations and fresh financial solutions that are made for Switzerland.



We want customers to have a positive experience every time they come into contact with PostFinance.

Hansruedi Köng
CEO of PostFinance Ltd
(until February 2024)

Logistics

Swiss Post connects Switzerland, and connects Switzerland to the world. It is expanding its core competencies and range of services in order to establish itself as a comprehensive logistics partner for the goods flows of the future.



Johannes Cramer
video interview:
ar.swisspost.ch/cramer



Goods logistics

Strengthening the logistics network

Swiss Post makes targeted investments in the domestic market and neighbouring countries in order to connect its national logistics with international goods flows. In 2023, it acquired a number of companies in the logistics sector in Switzerland, including those with sites near the border.

Regional parcel centers

Investment in parcel processing

In 2023, Swiss Post brought three new regional centers (RPCs) into operation: the Pratteln RPC (Canton of Basel-Landschaft) processed up to 10,000 parcels per hour for the greater Basel area, while the Wallisellen RPC is easing the strain on sorting centers in the Zurich metropolitan area. In the Härkingen letter center, Swiss Post has integrated a pure parcel sorting plant into an existing letter center, introducing a new IT system for sorting.

→ swisspost.ch/parcel-sorting-haerkingen

Dynamic delivery routes

Planning parcel delivery more efficiently

Delivery staff are now guided from stop to stop by an app. In order to further optimize the order of mail carrier rounds in parcel delivery, the rounds are systematically planned based on the best possible route on each individual day. The parcels are delivered reliably – only the timing may vary. This principle enables Swiss Post to give its private customers more precise information about planned delivery times for their parcels.



Delivery fleet**40 million parcels delivered via electric drive**

In Zurich, Bern and Geneva, Swiss Post delivers all letters and parcels with its own electric vehicles, free from CO₂ emissions. In total, mail carriers transport around 40 million parcels a year throughout Switzerland using electric vehicles.

→ swisspost.ch/milestone-sustainable-logistics

**New transport concepts****Transporting more parcels by rail**

Thanks to new train connections, Swiss Post now transports an additional 9 million parcels by rail, saving a total of 900,000 kilometres of truck transportation and around 680 tonnes of CO₂ per year.

→ swisspost.ch/expansion-rail-transport

Health logistics**Unburdening the healthcare sector with innovative solutions**

As a logistics partner, Swiss Post eases the strain on staff at service providers such as hospitals, clinics and outpatient departments: from handling individual tasks, including procurement and legally compliant transport, to providing certified storage of medicines and preparing medicinal products in sterile conditions.

**DigitalStamp****Frank letters and parcels via the Post-App**

No stamp at hand? No problem! DigitalStamp enables customers to frank letters and parcels and create parcel labels with ease via the Post-App. Payment is made by TWINT or credit card. The pick@home service is also integrated: Swiss Post will collect pre-franked parcels, such as returns.

→ swisspost.ch/digital-stamp

Preference Center**Transparency in customer communication**

Is Swiss Post allowed to collect and reuse its customers' data? Users can decide this for themselves in Swiss Post's Preference Center. With a click of the mouse, they can easily state their interests to receive personalized recommendations and subscribe to or unsubscribe from newsletters and similar communications.

Communication

Swiss Post is transferring its expertise in information transport and secure handling of sensitive data into the digital world: with simple and secure digital services for people, companies, public authorities and the healthcare sector.



Nicole Burth
video interview:
ar.swisspost.ch/burth



Digital letter box

Receive cantonal mail digitally

Bern's cantonal administration sends around 22 million pages of physical documents by post each year. Since 2023, the Canton of Bern and Swiss Post have also been providing the population of Bern with a simple and secure digital letter box via the "BE-ePost" service. This enables Bern residents to receive their tax instalment invoices digitally in the app if preferred and to pay right away.

→ epost.ch/en

Communication platform

Closer to customers

The Lausanne-based company SpotMe, which has 120 employees, specializes in digital platforms for secure and confidential communication between companies and their customers. The technology is used to hold in-person, hybrid and virtual events, but can be used to exchange confidential information wherever high security standards are required.

→ spotme.com

SwissID

Login solution proves its worth

As of 2023, Swiss Post is concentrating on a single secure, future-proof and economically beneficial login solution: at present, more than four million customers log in easily and securely with SwissID to use the online services offered by Swiss Post and a wide range of other companies and public authorities. However, SwissID is not just the secure login and certified digital Swiss identity for online applications that require proof of identity: SwissID is also a digital identity and electronic signature in one.

→ swissid.ch

E-voting

Electronic voting and elections

As of 2023, electronic voting is available once again in Switzerland – thanks to Swiss Post's e-voting system. A fully verifiable system was used for the first time in the 2023 federal elections. Electronic voting is particularly popular among Swiss citizens living abroad, known as the "Fifth Switzerland": around 60 percent of Swiss expatriates who voted used the e-voting option. In 2023, the system was put through its paces once more. 2,650 hackers searched for vulnerabilities during a public intrusion test. Despite attempting around 55,000 attacks, nobody succeeded in infiltrating the e-voting system or the electronic ballot box.

→ swisspost.ch/e-voting

**Electronic patient record**

Convenient digital sign-up

Want to open an electronic patient record (EPR) from home without using any paper? It's now possible to do so without having to make a trip to an EPR opening point. All you need is a smartphone, an e-mail account, a biometric passport or an identity card – and your login details for SwissID. The service developed by Swiss Post is now available free of charge to the resident populations in several cantons.

→ post-sanela.ch/open

**Cybersecurity**

Better protection against cybercrime

By acquiring terreActive Ltd and its team of 90 employees, Swiss Post is continuing to strengthen its IT competencies in digital security. Along with terreActive and Hacknowledge, the Western Switzerland-based firm acquired in 2022, Swiss Post is able to provide companies and authorities with a comprehensive range of cybersecurity solutions and protect digital, confidential information and data even more effectively.

→ terreactive.ch

Network

With myriad access points being added all the time, Swiss Post is 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.



Thomas Baur
video interview:
ar.swisspost.ch/baur



Network opening

Virtual counter: partnership with the Canton of Jura

In its 17 branches in the Canton of Jura, Swiss Post helps the public to register for the canton's virtual counter and to use the 100 or so online services operated by the cantonal administration. Trained Swiss Post employees assist customers with accessing their digital tax declarations or certificates of origin, applying for fishing permits and booking their driving tests.

- swisspost.ch/cantonal-digital-services
- swisspost.ch/digital-partnership-jura

Network development

Welcome to the digital village shop

Innovative concepts and a partnership with Swiss Post are saving village shops from closure. In Surselva in the Canton of Graubünden, for example, two shops are embracing digitization. Both shops are now open around the clock. Anyone who wants to go shopping in these stores must complete a one-off registration. As customers do their shopping, they scan the products themselves and pay at the checkout via bank card, PostFinance Card, TWINT or invoice. Staff are present in the mornings, so that customers can also carry out postal transactions during this time. The wide range of postal services combined with long opening hours has already proved a recipe for success at more than 1,250 locations throughout Switzerland.

- swisspost.ch/swiss-post-in-digital-village-shop

Partnerships

Accessing insurance and banking services at the post office

AXA Switzerland offers insurance services in 72 Swiss Post branches in the cantons of Bern, Solothurn and Basel-Landschaft. For Swiss Post, this collaboration is another important step towards opening the branch network to service providers and public authorities. Based on its initial experiences, Migros Bank has also affirmed and strengthened its partnership with Swiss Post. Existing partnerships will be continually expanded.

- swisspost.ch/insurance

Clothing**A new look for staff at Swiss Post counters**

Clothing for staff in Swiss Post's branches is being redesigned for the first time in 20 years. The new collection allows for individuality and conveys a consistent image for Swiss Post. Staff members are actively involved in the development, testing comfort, functionality and care. Sustainable production and durable quality are important to Swiss Post. The clothing will be manufactured in Europe and is expected to be worn by staff in the branches from 2025.

→ swisspost.ch/branch-employees-new-look

**Inclusivity****Opportunities for people with disabilities**

As part of a pilot project, PostalNetwork is offering people with disabilities the opportunity to participate in the general labour market at 13 branches and one Contact Center location. The test phase was a success. As a result, a total of 50 people with disabilities will be offered permanent employment at PostalNetwork by the end of 2024.

→ swisspost.ch/opportunities-labour-market

**Parcel terminals****My Post 24: sending and collecting mail at terminals**

Send and receive letters and parcels around the clock, even when Swiss Post branches are closed: My Post 24 terminals have been a fixture for over 10 years, and there are now more than 270 of these popular network access options. And the new generation of terminals is even more practical: they can be used via the Post-App on your smartphone.

→ swisspost.ch/mypost24

Mobility

Swiss Post offers solutions for modern, sustainable mobility on the roads. It connects the whole of Switzerland, and its public service is the backbone of the economy and society.



Christian Plüss
video interview:
ar.swisspost.ch/pluess



Electromobility

The future of the Postbus is electric

In Graubünden, 11 electric Postbuses are now providing climate-friendly services. This shows that the technology is even suited to mountain regions – and that the quiet, comfortable buses have been a hit with passengers and drivers. The fleet of around 2,300 Postbuses will be converted systematically to electric drives: by the end of 2024, the first 100 Postbuses will be powered by electricity. By 2030, the figure will be 900. From 2028, PostBus aims to procure only fossil fuel-free buses.

→ postbus.ch/innovation

Supplier management

Business processes are becoming more digital

To ensure that its daily business processes are handled efficiently, Post Company Cars uses Yarowa, a digital platform for service provider and order management. Thanks to Yarowa, the fleet manager has been able to digitize its fleet management and claims processing, create end-to-end processes, reduce coordination workload, save on costs and become more sustainable to boot – a benefit for its business customers.

Competence Center

Pooling expertise for electrification

To ensure that Swiss Post reaches its goals of carbon neutrality in its own operations from 2030 and net zero by the end of 2040, its fleet of buses, delivery vans and trucks needs to be CO₂-free by those dates. Swiss Post is establishing the Electromobility Competence Center in order to make rapid progress. Its key focuses are energy management, charging infrastructure and charging networks, as well as development of partnerships and e-mobility solutions for third parties.

Charging points**Charging e-vehicles everywhere**

Staff members can use the Post E-Mobility App or their Post Company Cars charging card to charge their electric vehicles quickly and easily at charging stations at Swiss Post locations and more than 7,000 charging points in Switzerland and Europe. The electricity usage is recorded in detail and billed.

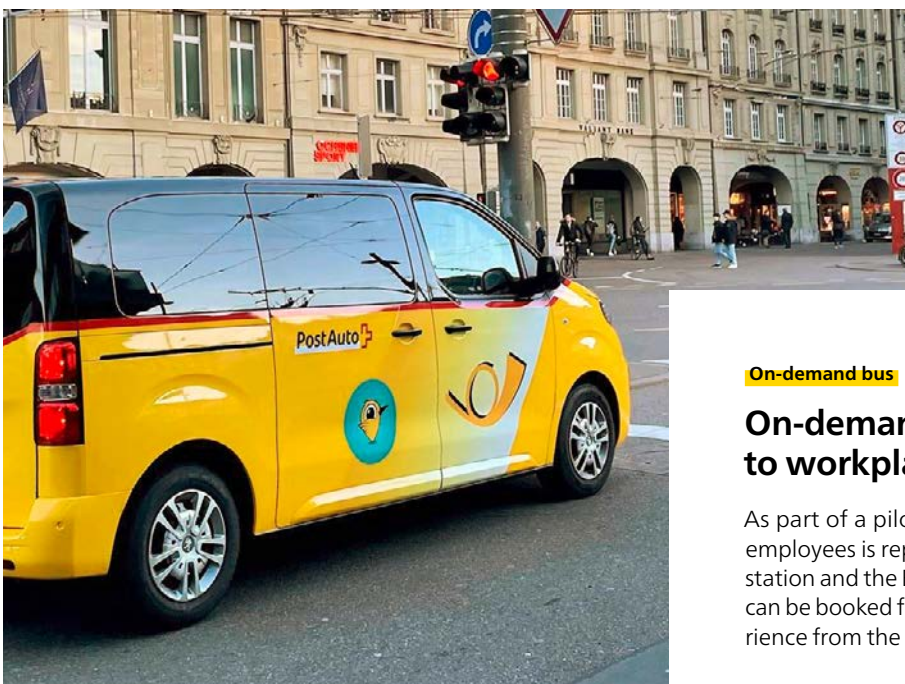
**Fleet management****Full service for Swiss SMEs**

Whether for small or large fleets: many Swiss SMEs rely on Swiss Post's all-inclusive service and modular solutions. A new electric fleet was recently handed over to insurance company ÖKK Kranken- und Unfallversicherungen AG. The vehicle fleet at laboratory medicine specialist Dr. Risch Group is now also managed by Swiss Post. Post Company Cars is Swiss Post's fleet service provider, offering financing, operations, maintenance, insurance policies, fuel/charging solutions and breakdown assistance.

→ postcompanycars.ch

Rail power**Charging buses via SBB's power network**

The power required to start a typical Swiss train composition could provide rapid charge for the batteries used in 20 electric buses, without any extra burden on the public electricity grid. So could the rail power network also be used for road-based public transport? That's what PostBus and SBB are hoping to find out: from 2025, electric buses will be charged with rail power using a test facility at Gelterkinden railway station.

**On-demand bus****On-demand bus from station to workplace**

As part of a pilot project, an on-demand bus system for Swiss Post employees is replacing the scheduled staff bus between Bern railway station and the Engehalde location. The shuttle runs on electricity and can be booked flexibly via the PubliCar App. Swiss Post is using its experience from the test to develop additional on-demand solutions.

Financial services

Innovations and smart solutions for every money-related need: that's how PostFinance is shaping the future for people in Switzerland.



Hansruedi Köng
video interview:
ar.swisspost.ch/koeng



Mortgage market

CredEx and Valuu: a strong team

PostFinance offers solutions from a single source to help customers find the right mortgage offer quickly and easily in the Swiss market. In order to continue strengthening its position, PostFinance acquired a stake in the B2B mortgage marketplace Credit Exchange (CredEx). CredEx now operates the digital mortgage brokerage platform Valuu.

Payment transactions

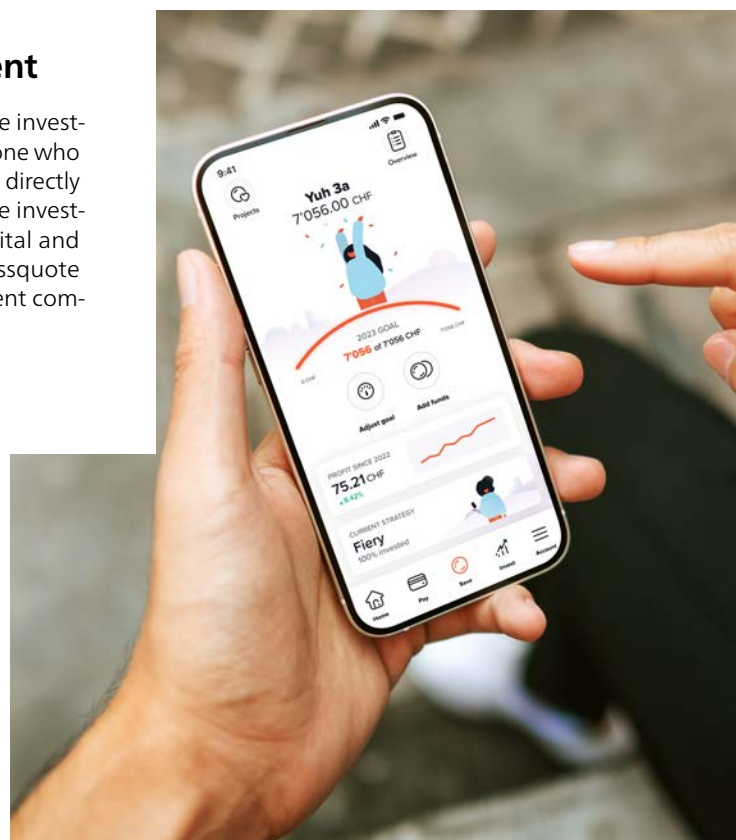
Pay more easily and securely

PostFinance is continuously developing its innovative solutions for convenient payment. The PostFinance Card combined with Debit Mastercard® can now be used to pay via Apple Pay. This enables customers to benefit from a secure payment method without having to hand over their card, press buttons or use cash. Since 2024, paying in online shops has become even easier: with PostFinance Pay, online payments can be carried out quickly and securely via the PostFinance App.

3a solutions**Yuh: straightforward investment**

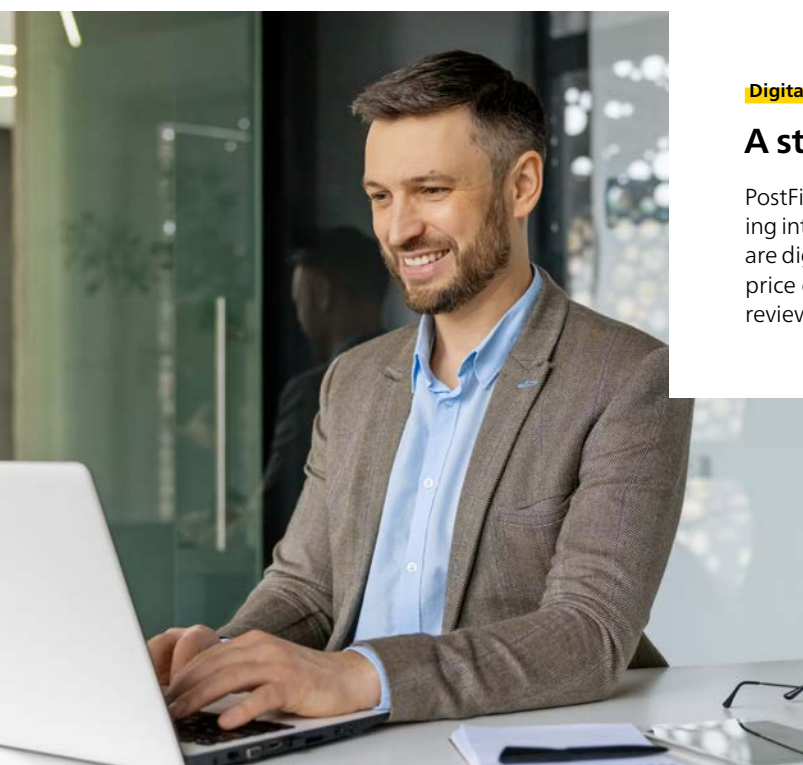
Straightforward, transparent and cost-effective investments into the 3rd pillar: as of August 2023, anyone who wants to plan for retirement can open a pillar 3a directly via the Yuh finance app and choose one of five investment strategies. Yuh is Switzerland's fully digital and mobile finance solution. PostFinance and Swissquote each hold a 50 percent stake in the independent company.

→ postfinance.ch/yuh

**Digital currencies****Trading and storing cryptos securely**

Demand for cryptocurrencies is rising steadily. As a trustworthy partner, PostFinance has offered trading and secure custody of digital currencies since the start of 2024. This allows customers to buy and sell cryptos just like other assets and to add them to traditional investment portfolios.

→ postfinance.ch/crypto

**Digital francs****A stablecoin for Switzerland**

PostFinance wants to drive the development of a digital franc and is entering into partnership with Swiss Stablecoin Ltd for this purpose. Stablecoins are digital currencies that are known for their value stability and track the price of the national currency. The practical feasibility is currently being reviewed as part of a joint viability test.



Employees

Swiss Post keeps Switzerland moving: around 46,000 employees in 100 different professions work at Swiss Post in all language regions, all cantons and 804 Swiss municipalities. With 1,844 apprentices in 19 occupational groups, Swiss Post is one of the country's largest training companies. Young people have the opportunity to launch their careers through internships and programmes for university graduates.

As an employer, Swiss Post offers an appreciative working environment and modern, fair employment conditions. It is actively committed to diversity and inclusion in all forms: anyone can forge a career at Swiss Post, no matter their gender, language or background. To ensure that it is equipped for the current and future worlds of work, Swiss Post is investing over the long term in training opportunities for its staff members – a key factor for success.

Interview with Valérie Schelker

Shaping the transformation together

During this transformational era, Swiss Post is introducing new job profiles, creating attractive workplaces in all regions and supporting its staff in their professional development. This approach ensures that staff can help Swiss Post to tackle the challenges of the future.

Valérie Schelker, as Head of Human Resources, how do you find the changes in Swiss Post's working environment?

They're exciting, challenging – and offer a wide range of new opportunities. For example, in 2023, we started training the first apprentices in our new Digital Business job profile. In Informatics, we need data ethics specialists. Intelligent software makes it easier to create texts and presentations. And our parcel carriers plan their delivery rounds dynamically via a mobile phone app. We support our staff in the transformation, but we also expect them to stay on the ball in their professional development.

How is Swiss Post guiding its employees through this transformation?

As Switzerland's third largest employer, it is our job to support and encourage our staff in their development. In Logistics Services, we've launched the "Andiamo!" programme, offering assistance with a wide range of issues, including hiring and inducting employees, further development and internal job changes. As part of our policy of opening our network to external partners, our branch staff are learning to provide customers with comprehensive advice. Many employees want to take responsibility for their own development, which makes us feel confident about the future.

Swiss Post is also systematically improving its efficiency – how do these things go together?

It's people who make Swiss Post what it is, not machines. That's why we're investing in attractive, modern employment conditions and development for our staff.

At the same time, we have to be economically efficient – just like any other company. Our task is to find a good balance. We're also looking for new solutions when it comes to

our working environment: by 2030, we want to merge today's decentralized office spaces in 40 locations into around 12 regional office hubs. We're reducing commuting times and creating attractive local workspaces. And by making better use of our office capacity, we're saving on costs and resources.

How will the changes affect Swiss Post's organization?

Very directly. Swiss Post cannot be successful in the long term unless it evolves in line with its customers' needs. Wherever demand among people and companies grows, Swiss Post expands. And wherever demand disappears or changes, Swiss Post removes or updates its services. As such, Swiss Post's working environment is constantly in motion. New profiles are being created, and different skills are required. We're supporting our staff during this transformation – in their current roles or their transition to new ones. That's also part of our social and societal responsibility. With over 100 different professions, we offer a wide variety of training and development opportunities in-house.

What unites Swiss Post's diverse working environment?

We see diversity as an enrichment and opportunity. It goes without saying that our employees in PostBus, logistics, PostFinance and development of digital solutions in the communication market face different challenges. That's why we also have individual solutions for different professional groups. But they all have a great deal in common: shared goals and values, a shared culture. That's what unites Swiss Post's diverse workforce.



We support our staff in the transformation, but we also expect them to stay on the ball in their professional development.

Valérie Schelker
Head of Human Resources

Development opportunities

Committed employees guarantee success

Employees are indispensable when it comes to implementing the “Swiss Post of tomorrow” strategy. That’s why Swiss Post supports and encourages its existing staff. And it is actively looking for new talent – supported by strong employer branding.

The working world is changing rapidly and inexorably due to digitization and automation. Job profiles are changing, and new professions requiring new skills and qualifications are being created. And these specialists are in demand: the labour market is highly competitive.

People are still irreplaceable

Fewer applications per job, more time until positions are filled – Swiss Post is also feeling the impact of the nationwide labour shortage, which is being exacerbated by the wave of retirements among the baby boomer generation. Despite all the technological changes, one thing remains constant: the heart of Swiss Post is its employees. Without them, Swiss Post could not fulfil its public service mandate.

Swiss Post is powering a modern Switzerland. Its employees, who work in more than 100 professions, keep this motor running. Mail carriers climb the steep steps to a stone cottage in a remote mountain village. Sorting center employees sort consignments by hand whenever they can’t be processed by machine. And customer advisors find a tailored solution for a business customer’s problem. Digitization and automation might be able to support and accelerate our processes and activities, but they can never replace staff members. It is people who keep everything running smoothly, and this will remain the case.

Skills for the Swiss Post of tomorrow

Ongoing digitization has already changed many job profiles, and this transformation will continue accelerating. “For Swiss Post as an employer, that’s why it’s all the more important to support staff and offer them

the necessary development opportunities at the right time,” says Valérie Schelker, Head of Human Resources. Swiss Post is committed to continuous development and targeted assistance. For this reason, it prepares leaders for their role as coaches who support their employees with progress meetings and targeted development measures. Swiss Post offers numerous options for help with this, including on-the-job development, expanded responsibilities, temporary job changes and targeted IT and language courses – or even certified leadership courses.

Creating an attractive employer brand

In order to attract and retain the best workforce, Swiss Post consciously aims to position itself as an attractive employer – both within and outside the company. Fair employment conditions, an appreciative corporate culture, supportive leaders, meaningful work content and appealing development opportunities are the most important elements in fulfilling this ambition. Swiss Post relies on credible and unique employer branding to achieve optimum positioning for its innovative future issues, diverse job and development opportunities and attractive working conditions. The central claim, “Paint the future yellow”, forms the framework for all staff recruitment and retention measures.

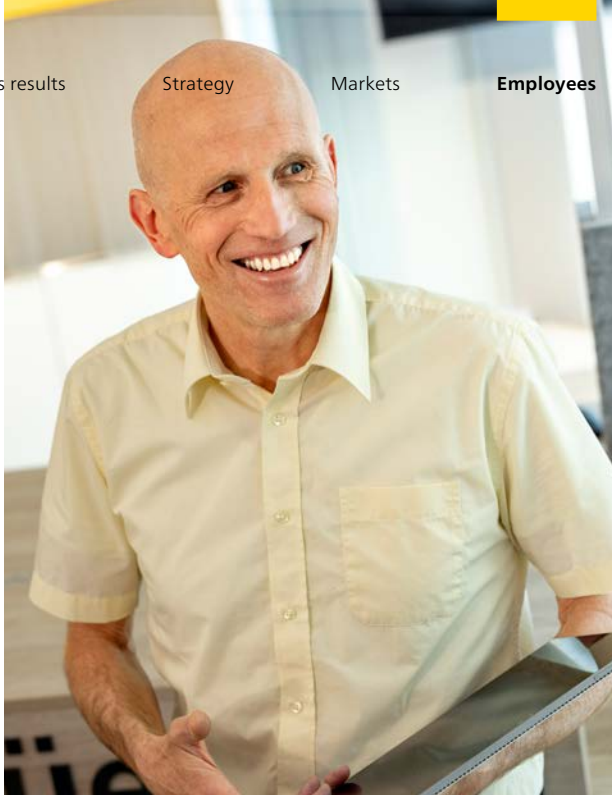
**i****Collective employment contracts (CECs)****A strong social partnership**

Swiss Post places particular value on attractive and fair employment conditions. For this reason, it has cultivated a solid social partnership with the union syndicom and staff association transfair over many years. Their joint task is to establish modern employment conditions for staff that also enable Swiss Post to be economically successful. These provisions are set out in seven collective employment contracts (CECs) that govern working life. The current CECs for Post CH Ltd and Post-Finance Ltd and the agreement for the umbrella CEC expire at the end of 2024. Negotiations for these agreements began in autumn 2023.

Industry-wide CEC for 40,000 mail carriers

The 40,000 or so employees currently working in the delivery sector supply the whole of Switzerland with parcels, letters, newspapers and advertising every day. Previously, there were no uniform minimum standards for their employment conditions. In 2023, the largest employers and organizations in the Swiss logistics market, the union syndicom and the staff association transfair completed and ratified negotiations for an industry-wide CEC for delivery in Switzerland. The Federal Council will make the final decision. If it declares the agreement generally binding, the industry-wide CEC for delivery can come into effect.

→ Non-Financial Report, page 48



What Swiss Post offers its staff

Flexible working hours and environment

Whether it's mobile or remote working, part-time employment, job sharing, sabbaticals, part-time with older age work or gradual retirement: Swiss Post helps all employees to balance their personal and professional lives. Between now and 2030, Swiss Post will develop around 12 centrally located, modern and needs-oriented "office hubs" across Switzerland, encouraging face-to-face interactions, networking, innovative strength and integration for new employees.

Boosting diversity

A career at Swiss Post should be open to anyone, no matter their gender, language, background, disability or age. Swiss Post is committed to diversity, inclusion and an appreciative, discrimination-free working environment for its staff. Regular events and training courses for leaders and employees are designed to raise awareness and promote open-minded interactions. Employees can also join various internal networks to share their experiences and thoughts.

Lifelong learning

Swiss Post helps staff to take responsibility for their own professional development. It supports lifelong learning through a varied range of options, such as certified specialist and leadership courses, informal opportunities for discussion and online learning formats. Employees can strengthen their digital skills through the "Digital Champions" programme, which offers self-learning modules, expert sessions and networking opportunities.

Equal pay for equal work

Swiss Post is committed to pay equality and transparency. For this reason, it now states starting salaries and potential salary ranges in all advertisements for CEC-based jobs – one of the first companies in Switzerland to do so. One of Swiss Post's top priorities is equal pay for different genders. As the current pay analysis shows, the unexplained pay difference in all organizational units is significantly below the Confederation's tolerance threshold of 5 percent: a very good result that Swiss Post wants to make even better.

Embedding an understanding of management

Trust, customer centricity and commitment: these values are the basis for Swiss Post's corporate culture. Through the Group-wide leadership programme "En viadi", geared especially towards the transformation, Swiss Post is embedding its new understanding of management in the company by supporting and empowering leaders. After all, leaders shape the operational framework, create an appreciative environment and challenge and promote their staff according to their strengths – which gives them a particular responsibility for effective collaboration.

Encouraging good health and motivation

Swiss Post wants its staff to be physically and mentally healthy – and to remain motivated as a result. However, absences have risen in recent years, both in Switzerland and at Swiss Post. For this reason, Swiss Post is investing in preventive measures, including training for leaders. Thanks to the StayFit platform, employees can now contact Swiss Post's social and career guidance service via an anonymous chat function (initially available only in German). A wide range of information is also available there.

→ Non-Financial Report, page 44

→ Non-Financial Report, page 44

→ Non-Financial Report, page 46

→ Non-Financial Report, page 39

Technology and innovation

Swiss Post's core business is based on a strong, modern and increasingly digitized technological landscape. Without this, punctual delivery of letters and parcels would not be possible. In order to continue providing its services to the highest quality and meeting its customers' wishes, Swiss Post is committed to expanding its competencies systematically and continuously. As part of this process, it is not just digitizing postal secrecy: by using innovative technologies such as robotic process automation, artificial intelligence (AI) and large language models, it is also making its internal processes more efficient and relieving employees of repetitive activities. At the same time, customers benefit from AI in new, practical services that are tailored precisely to their needs.

Swiss Post aims to keep the whole of Switzerland moving with trustworthy IT solutions. It is a reliable partner on the path to digital transformation, anytime and anywhere – whether at home, on the go or at work.



Interview with Wolfgang Eger

Why Swiss Post is committed to digital innovations

Trustworthy, secure services in digital communication are the key to future success – and are becoming ever more important to the public service. That's why Swiss Post's growth strategy is also a digitization strategy.

Wolfgang Eger, as Head of Informatics/Technology, what does Swiss Post's digitization mean to you?

Digitization is changing business and personal worlds fundamentally and rapidly. If you want your company to be successful, you have to be quick to identify and satisfy new digital customer requirements – so that you can remain competitive. Using and mastering technology and innovations are important success factors for the Swiss Post of tomorrow. That's why our growth strategy is also a digitization strategy. Our aim is for recipients to decide for themselves how, where and when they receive their mail. To achieve this, we need both digital solutions and hybrid solutions that connect the two worlds. This will also ensure that Swiss Post remains a significant partner to Switzerland's public service.

How is your unit Informatics/Technology driving Swiss Post's transformation?

One particular emphasis is the expansion of competencies in digital communication, focusing on simple and secure solutions. Our second emphasis is on linking these competencies very closely to our business: the embedded IT model that we use for collaboration between I/T and other business units enables us to find the right applications, try out new things, learn from experience and offer ever better, more economical digital solutions tailored even more precisely to customer requirements.

What role do issues such as the Internet of things, artificial intelligence and cybersecurity play?

These three issues in particular will play a core role in the future of IT at Swiss Post. By using robotic process automation, artificial intelligence and large language models, Swiss Post will become even faster and more efficient. However, the key issue for Swiss Post as a whole is information security, because trust is the gateway to the digital world. Swiss Post already employs more than 200 cybersecurity experts. Our investments – such as acquiring majority shareholdings in the Aargau-based cybersecurity specialist terreActive and the Vaud-based company Hacknowledge – are an important addition to our security efforts.

What are the next big challenges?

As well as maintaining the quality of our systems, the next few years will be strongly impacted by use of new technologies and solutions for digitization in all business units, while also safeguarding our high ethical security standards. Balancing implementation speed, continuous learning and adaptation, digitization of processes for staff and development of the digital customer experience is a challenge that we enjoy tackling daily.

Facts and figures

280

phishing waves aimed at customers, **40,000 viral attacks** and **8 million spam mails** are intercepted by Swiss Post every month.

800

self-developed **applications**, **700 software technologies** and **5,300 databases** are in use at Swiss Post.

60

terabytes of data are saved on Swiss Post's platforms.



Innovative digital technologies

How Swiss Post is improving its services thanks to digitization

From robots in logistics through to chatbots in customer service: thanks to innovative digital technologies, Swiss Post is making its in-house processes more efficient and relieving its employees of repetitive activities in their everyday work. Customers also benefit from AI through new, practical services.

How can we develop new services and make existing ones more customer-friendly with digitization? What can we improve and speed up in everyday life? Questions such as these shape the innovation processes in all Swiss Post units: from marketing to customer service, from customs clearance services to hospital logistics.

Versatile communication solutions based on AI

Swiss Post is launching the minimum viable product (MVP) "Text Creator with AI", which uses ChatGPT technology. Based on the user's individual needs, the product creates suggested text for letters, which can also be printed, packed and sent if required. Swiss Post is also using digitization and AI in its Contact Center. The aim is to structure the service more efficiently and respond to changing customer requirements, such as voice-to-text, chatbot, live chat and WhatsApp. What's more, queries can be answered around the clock via AI and e-mail automation. Thanks to large language models, Swiss Post is integrating a chatbot

system into its manual for customer advisors. This chatbot can answer employees' specific questions directly, saving them long searches through the manual. Swiss Post is also making progress with voice technology: a new Alexa skill enables customers to track consignments or use the "pick@home" service.

Robotic process automation in customs clearance

Robotic process automation (RPA) is automating tasks with the assistance of software robots. More than 80 RPA processes have already been introduced at Swiss Post. One example processing missing customs clearance documents: the robot initiates contact with the customer digitally, gathers the necessary information via an online form and attaches it to the consignment as a PDF. Customers who have items to declare also receive support via AI, which has been trained using over 8 million imported letter and parcel consignments. The system reports whether a consignment can be regarded as subject to duty or duty-free. For large e-commerce suppliers,



Digital Innovation Center

Technological knowledge and skills alone do not result in innovations. That's why Swiss Post has created its Digital Innovation Center. The virtual, cross-functional team supports Swiss Post's various units in developing digital solutions and acts as a bridge between the technology and business worlds.

robots can differentiate between different types of query, make decisions, analyse data, track consignments and communicate with customers – an automation solution that reduces turnaround times considerably.

Robots in hospital logistics

Swiss Post is using robots to support logistics in hospitals – including Triemli City Hospital in Zurich, where four robots work autonomously throughout the night to distribute medical consumables to the hospital's 34 floors and dispose of used materials. The robots can carry more than 450 kilos of goods and operate independently for up to 10 hours. The robots reduce the medical staff's workload considerably, ensuring they can spend more time caring for patients.

Digital customer solutions

ePost: the digital letter box

Receiving, sending, archiving and tracking post digitally, making payments and signing contracts: all of these services are available in ePost, the digital letter box. This communication platform offers simple solutions that enable private individuals to save on time and paper and guarantees companies and public authorities can send sensitive data securely.

+ epost.ch/en

Voting electronically

In 2023, the Federal Council approved Swiss Post's e-voting system. This means that eligible voters in Switzerland and abroad can cast their votes via computer, smartphone or tablet. Swiss Post's solution for cantons and municipalities is based on the latest technology and guarantees voting secrecy and complete verifiability.

+ swisspost.ch/e-voting

Communicating confidentially and securely

No one should overhear private conversations – even if they take place online. That's what Swiss Post's communication platforms for companies guarantee. Tools such as co-browsing and video calls enable employees to communicate securely with customers. Swiss Post also offers a secure solution for holding physical, hybrid and virtual events that require high security standards.

+ spotme.com

+ unblu.com

IncaMail: sharing data securely

IncaMail is Swiss Post's solution for sending confidential documents such as contracts or personal data in encrypted and verifiable form to the required recipients. Messages are sent directly from the user's usual e-mail client or business software: it's quick to implement, easy to use and fully data protection compliant.

+ swisspost.ch/incamail

Digitizing healthcare

Swiss Post believes firmly in the value of the electronic patient record (EPR) as a cornerstone of digitized healthcare. Today, the company supports six electronic patient record providers, specifically reference communities, in every linguistic region of Switzerland as a technology partner.

+ patientrecord.ch

Monitoring cybersecurity

While cyberattacks may be hard to prevent, the damage doesn't have to be: the key is to react quickly. The services from Swiss Post's cybersecurity specialists ensure that threats to companies' and public authorities' IT infrastructures are identified and reported in a very short time – enabling these organizations to take the right measures.

+ hacknowledge.ch

+ terreactive.ch

Storing and sharing files securely

Whether it's communication, data transfer or collaboration in the cloud, digital cooperation is quick, efficient and practical. But in a business context in particular, we often deal with sensitive information and have to comply with strict legal requirements. Swiss Post is the specialist for data security and offers simple, trustworthy solutions for data transfer, collaboration and storage that are aimed primarily at public authorities.

+ tresorit.ch

Trustworthy digital identity

Many online services do not work unless the user verifies their identity in front of their screen. SwissSign issues the cross-sector SwissID login and offers additional user-friendly solutions for certificates, signatures and identities that can be integrated seamlessly into existing processes and IT systems.

+ swissid.ch

Responsibility

Swiss Post fulfils its corporate responsibility by striking a balance between economic success, environmental commerce and commitment to public welfare and society. Sustainability responsible commerce has many facets – particularly at a company such as Swiss Post, which operates in such different markets. When it comes to climate and energy, Swiss Post is improving its energy efficiency and increasing its share of renewable energies. With investments in CO₂ reduction and technologies to remove residual emissions from the atmosphere, Swiss Post as a whole, including its value chain, will reach net zero from 2040. Swiss Post advocates fair working conditions and environmental measures at its suppliers. By promoting social and cultural projects, Swiss Post is giving something back to the Swiss public. One example of this is the company's commitment as the main partner to the Swiss Hiking Trail Federation.



Non-Financial Report

The Non-Financial Report, published for the first time in 2023, supplements the Financial Report and Annual Report. It focuses on social, environmental, ethical and governance aspects.

→ [Non-Financial Report 2023 \(PDF\)](#)

Climate and energy

Swiss Post takes action for a sustainable future

Swiss Post acts responsibly for society, the environment and the economy. For this reason, it is resolutely pursuing the goal of reaching net zero emissions throughout the entire company by 2040. Its main focus is on reduction measures.

As one of Switzerland's leading transport and logistics companies, Swiss Post has special leverage when it comes to protecting the environment by reducing CO₂ emissions and increasing energy efficiency. That's why Swiss Post is following an ambitious climate and energy target: from 2025, Swiss Post will deliver letters and parcels CO₂-free in the urban centers of Zurich, Bern, Basel and Geneva. It aims to be completely carbon neutral in its in-house operations from 2030. This includes switching to alternative drive systems, acquiring 100 percent of its electricity from renewable sources and phasing out fossil fuel heating. From 2040, the entire value chain and therefore the entire company will generate net zero emissions, ensuring that Swiss Post achieves its ambitious net zero target. From 2030, Swiss Post will neutralize any residual emissions that cannot be prevented. This means that, in addition to its carbon reduction activities, Swiss Post will actively remove CO₂ from the atmosphere. Swiss Post's climate target is based on the highest ambition set by the Science Based Targets initiative (SBTi) and was reviewed and validated this year – an important sign that the various activities are being implemented systematically.

Exemplary in sustainability

"Climate change is one of the greatest challenges of our time. It's our responsibility to act now," says Christian Plüss, Head of Mobility Services and Executive Management Delegate for Sustainability, summing up Swiss Post's motivation for its climate and energy target. "We are currently implementing various measures that enable us to reduce our CO₂ emissions efficiently. We have made significant investment in this." One such investment is in the infrastructure required for sustainable

sorting and delivery of letters and parcels, including energy-efficient processing centers with large photovoltaic systems on their roofs and climate-friendly vehicle fleets. In addition to the 6900 or so electric scooters for letter and parcel delivery, a growing number of electrically powered delivery vans are on the roads. Thanks to its electric vehicles alone, Swiss Post prevents around 9700 tonnes of CO₂ emissions per year.

Even the PostBus routes are gradually being converted to electromobility: by 2040 at the latest, the entire fleet of around 2,300 vehicles will be powered without fossil fuels.

"pro clima" shipping

All letters and parcels transported by Swiss Post are fully carbon offset through "pro clima" shipping. The carbon is offset by support for climate protection projects of the highest quality in Switzerland and abroad.

Facts and figures

2025

From 2025, Swiss Post will deliver letters and parcels with electric vehicles in urban centers.

2030

From 2030, Swiss Post's in-house operations will be carbon neutral.

2040

From 2040, Swiss Post and its value chain will reach net zero.

SBTi

Swiss Post's climate target is validated by the Science Based Targets initiative.



Three times more solar power from in-house systems

On roofs, façades and unused transport spaces: Swiss Post uses suitable areas on and next to its own properties to expand its photovoltaic systems. The 34 existing systems currently produce more than 11 Megawatts peak (MWp), and this will rise to 30 MWp following expansion. This solar energy could supply 6,666 households with electricity for one year. In the next few years, Swiss Post will invest

around 40 million francs in the expansion of its photovoltaic systems, supporting the electrification of its vehicle fleet and helping it to become more independent in its energy supply. Swiss Post's third largest solar power generator is currently being installed on the roof of the storage logistics center in Villmergen, covering an area of 7,540 m².

CO₂ neutralization

Removing residual emissions from the atmosphere

From 2030, any CO₂ that Swiss Post cannot prevent will be neutralized – in other words, removed from the atmosphere and stored in the long term. To achieve this, the company is currently focusing on two nature-based methods: production of biochar and sustainable forest management.



Swiss Post aims to reduce 90 percent of its CO₂ emissions, including by switching to electric vehicles. Despite this target, around 10 percent of residual emissions will remain. Swiss Post plans to remove these from the atmosphere from 2030. In order to develop methods and measures for removal and long-term capture of the residual emissions generated by Swiss Post, the company has founded the subsidiary Post CDR Ltd (Carbon Dioxide Removal).

Biochar helps Swiss Post progress

Use of biochar – for example, as a component of climate-neutral concrete – has proved itself to be an effective carbon sink. For this reason, Swiss Post is supporting the development of a project to manufacture biochar. Based in Maienfeld (Canton of Graubünden), Inkoh AG produces biochar from untreated Swiss wood timber using pyrolysis.

Sustainable forest management

Forests are another method of removing CO₂ from the atmosphere, particularly when they are managed sustainably. To ensure that the carbon locked in the wood can be stored in the long term, the felled wood has to be used in an equally long-term way, such as in construction. Swiss Post has purchased 2,400 hectares of forest in the German state of Thuringia as part of its efforts to pursue this approach.

“Manufacture of biochar and sustainable forest management combined with long-term timber usage are important first steps towards CO₂ neutralization,” says Philipp Mäder, Managing Director of Post CDR Ltd.

[▶ swisspost.ch/remove-co2](https://swisspost.ch/remove-co2)

Procurement

Fulfilling due diligence obligations

Delivery vehicles, clothing, paper and ballpoint pens: Swiss Post procures goods and services worth around 3 billion francs each year. Its suppliers are active in over 200 sectors and 40 countries. Each partnership is based on the “Supplier Code of Conduct for Responsible Procurement”, which the supplier has to accept. The Code obliges the supplier to adhere to human rights, prohibit child labour, pay fair wages and protect the environment and climate along its value chain. During a comprehensive audit, Swiss Post established

that there is no substantiated risk of child labour being used at any of its suppliers. This is also thanks to Swiss Post’s longstanding commitment to sustainable procurement of textiles, as this sector in particular presents increased risks. As a member of the independent NGO Fair Wear Foundation, Swiss Post is especially familiar with its clothing suppliers. Swiss Post is working with other goods groups to improve its knowledge of their supply chains and minimize the human rights risks.



We protect people and the environment through responsible procurement.

Alex Glanzmann
Head of Finance



Hiking

Hiking trails – connecting people and creating lasting memories

As the main partner to the Swiss Hiking Trail Federation, Swiss Post supports Switzerland's number one sport nationwide. It is committed to the unique 65,000-kilometre trail network and offers hiking activities and experiences, mainly for families.

Where do you want to go? On the website swisspost.ch/hiking, hiking fans will find ideas for excursions, events for the whole family and practical tips. And every year, Swiss Post publishes a hiking map with new routes. Animal guides such as Emma the marmot and Hans the ibex can help visitors to choose child-friendly trips.

The partnership with the Swiss Hiking Trail Federation was formed back in 2017. "We have far more in common than just the colour yellow," explains Melanie Schmid, Head of Live Communications, the team that leads Swiss Post's commitment. "Just like Swiss Post, the signposts along the hiking trails span linguistic barriers and regions, representing quality, reliability and a piece of Switzerland's identity."

Multifaceted commitment

Swiss Post also promotes family-friendly hiking trail projects that could not be carried out without financial support. It offers volunteer shifts for staff members who want to spend a day helping to maintain the trail network. And Swiss Post is also part of the

exciting event series Coop Family Hike, which offers puzzles and stories. What's more, Swiss Post ensures that hikers can travel to and from their destinations: its suggested hikes can be reached with ease by Postbus.

Commitments

Locarno Film Festival

Swiss Post has been a sponsor of the Locarno Film Festival for 22 years and is now supporting the festival's BaseCamp for young artists and film-makers. PostBus provides a free shuttle service in its role as transport partner.

swisspost.ch/locarno-festival

2 x Christmas

Giving gifts to people who don't have much: that's the idea behind "2 x Christmas". As logistics partner, Swiss Post accepted 54,050 parcels and handed them to the Swiss Red Cross (SRC) for distribution. Swiss Post volunteers spent two days helping the SRC with the sorting.

zweixweihnachten.post.ch/en

Museum of Communication

Along with Swisscom, Swiss Post is the founder of the Museum of Communication in Bern, which attracts visitors from all over Switzerland thanks to its modern concept. Entry is free for Swiss Post staff.

swisspost.ch/sponsoring

Santa Claus campaign

Every year, significantly more than 30,000 letters for Santa Claus arrive at Swiss Post. A special team of eight Swiss Post elves replies to the letters from younger and older children with a lovingly created greeting.

swisspost.ch/letters-santa-claus

Reporting

Document structure

The Swiss Post annual reporting documents for 2023 consist of:

- Swiss Post Ltd:
 - Annual Report 2023
 - Financial Report 2023 (management report, corporate governance, annual financial statements for the Group, Swiss Post Ltd and PostFinance Ltd)
 - Non-Financial Report 2023
- PostFinance Ltd:
 - Annual Report 2023
 - Report on non-financial matters 2023
 - Capital adequacy disclosure on grounds of systemic importance as at 31 December 2023
 - Capital adequacy disclosure as at 31 December 2023
 - Disclosure of climate-related financial risks for financial year 2023

These documents are available in electronic format in the online version of the Business Report at annualreport.swisspost.ch/downloads and at postfinance.ch/reporting. The Swiss Post Annual 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.

Ordering print copies

The print version of the Swiss Post Annual and Financial Reports can be ordered at swisspost.ch/order-annualreport, and the PostFinance Annual Report can be ordered in print at postfinance.ch/annualreport. Swiss Post employees may order copies through the usual channels.

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Five-year overview of key figures

		2019	2020	2021	2022	2023
Result						
Operating income	CHF million	7,168	6,548	6,877	6,859	7,279
Generated in competition	% of operating income	85.4	84.8	86.1	86.0	87.6
Of which revenue abroad ¹	% of operating income	14.8	9.5	9.1	9.9	9.8
Operating profit	CHF million	450	258	515	358	323
Generated in competition	% of operating profit	75.1	68.2	79.8	87.7	91.3
Group profit	CHF million	255	178	452	295	254
Equity	CHF million	6,834	6,906	8,918	9,884	10,255
Value generation						
Economic value added ²	CHF million	-17	-125	-8	-96	-215
Added value generated	CHF million	4,616	4,180	4,376	4,296	4,279
to employees	CHF million	3,764	3,529	3,448	3,496	3,516
to creditors	CHF million	75	50	44	66	71
to public sector	CHF million	32	28	55	37	45
to owner	CHF million	50	50	50	50	50
to company	CHF million	695	523	779	647	597
Jobs						
Headcount (excluding trainees) ³	Full-time equivalents	39,670	39,089	40,144	34,072	34,587
Trainees in Switzerland	Persons	1,894	1,863	1,860	1,839	1,844
Jobs in peripheral regions ⁴	Persons	16,073	15,655	16,660	16,224	16,244
Turnover rate (voluntary departures)	As % of average headcount	5.1	4.1	5.0	6.2	6.4
Notice given by employer for economic reasons	Full-time equivalents	78	57	85	25	43
Employment conditions and remuneration						
Employment in accordance with Swiss Post CEC	% of employees	79.6	79.6	80.3	81.0	80.3
Swiss Post CEC minimum salary ⁵	CHF per annum	47,620	47,820	50,451	50,653	52,503
Average salary for employees	CHF per annum	82,741	83,636	84,490	84,629	85,552
Average remuneration paid to members of Executive Management	CHF per annum	582,289	575,822	583,501	575,349	576,393
Salary bandwidth ⁶	Factor	7.0	6.9	6.9	6.8	6.7
Health management						
Occupational accidents	Number per 100 FTEs	6.4	6.1	7.4	7.0	7.5
Days lost due to medical reasons ^{7, 8}	Days per employee	13.3	13.3	7.7	9.4	9.8
Diversity						
Women	% of employees	45.0	44.1	43.0	42.0	41.3
Nationalities represented	Number	140	142	143	147	141
Women on Board of Directors	%	33.3	33.3	33.3	40.0	44.4
Women in Executive Management ⁹	%	12.5	12.5	25.0	25.0	25.0
Women in senior management roles	%	17.1	19.8	21.6	22.6	24.2
Women in middle and lower management roles	%	23.8	22.3	22.8	21.8	22.3
Demographics						
Average age of workforce	Years	46.1	46.0	45.8	45.8	46.1
Resource consumption¹⁰						
Energy consumption	GWh	1,538	1,495	2,063	2,098	2,058
Energy consumption within Swiss Post	GWh	875	850	1,092	1,085	1,060
Renewable share	%	20.2	20.1	16.2	16.1	16.6
Energy consumption outside Swiss Post	GWh	663	645	971	1,013	998
Carbon footprint (Scope 1–3)¹⁰						
Carbon footprint (Scope 1 & 2) (own operations)	t CO ₂ equivalent	191,014	185,794	249,034	247,987	241,221
Carbon footprint (Scope 3) (remaining value chain)	t CO ₂ equivalent	248,132	242,573	1,943,364	1,958,481	1,860,903

1 Definition of "abroad" in accordance with Notes to the 2023 Group annual financial statements, Note 6.6, Geographical information.

2 The net costs of 268 million francs for the universal service obligation (2022: 260 million francs; 2021: 257 million francs; 2020: 231 million francs; 2019: 281 million francs) are included in economic value added. For the definition of the net costs see the Financial Report, page 18.

3 The figures up to and including 2021 include the headcount from the sold business unit Swiss Post Solutions.

4 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 ordinance on regional policy. The figures from 2019 to 2020 are not comparable with the figures from 2021 and 2022.

5 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.

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

7 The continuation of the employment relationship for employees with long-term absences varies according to the company and sector. In order to make a comparison possible with the data used by the Swiss Federal Statistical Office (SFSO) and other companies in Switzerland, this calculation takes account of the absences of full-time employees for a period up to a maximum of six months.

8 The figures from 2021 and 2022 have been adjusted in line with the definition in footnote 7. The figures from 2019 and 2020 are not comparable with the years 2021 to 2023.

9 The figures from 2019 to 2022 have been adjusted.

10 The base year 2021 and the year 2022 are 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 climate targets. The figures from 2019 and 2020 are not comparable with the years 2021 to 2023.

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