



Matteo Del Fante

CEO and General Manager Poste Italiane

Posteitaliane

Posteitaliane

milkman



sender

Innovation Workshop

London, January 24th 2020

Posteitaliane

tink

moneyfarm



Melany Libraro

Head of Customer Experience Transformation Poste Italiane

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Posteitaliane

20.1 m
registered online users

130,000+
employees

1.4 m post office
visitors per day

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1.9 m online
visitors per day

€ 540 billion
TFAs

3.9 m
PosteID users

35 million
customers

28.4 million
apps downloaded

12,800+
post offices



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CLOUD

Computing

DATA

Management
and CRM

API's

Application
Programming Interfaces

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Customer Centricity

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Voice of the customer

Customer insight & AI
CRM

Customer experience improvement & innovation
Customer Value Management

Retention Loyalty

Business Results

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Partnership

Scout potential partners to meet specific needs

Identify clear pathway to success through testing

Explore possible capital investment

Business Unit Level

Group Level

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Posteitaliane

Scout potential partners to meet specific needs

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Business Unit Level

Group Level

Partnership

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milkman
Italian JV



tink
Shareholding

Posteitaliane

sennder
Italian JV

moneyfarm
Shareholding



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maximise saturation and
service levels in long-haul
road transportation



David Nothacker

Co-founder and Managing Director Sennder

Posteitaliane

Posteitaliane

sennder

EUROPE'S LEADING

DIGITAL ROAD

FREIGHT FORWARDER

TRUCKING
FOR

Posteitaliane

amazon

zalando



Coca-Cola



POSTE ITALIANE | INNOVATION WORKSHOP

London | January 24th, 2020

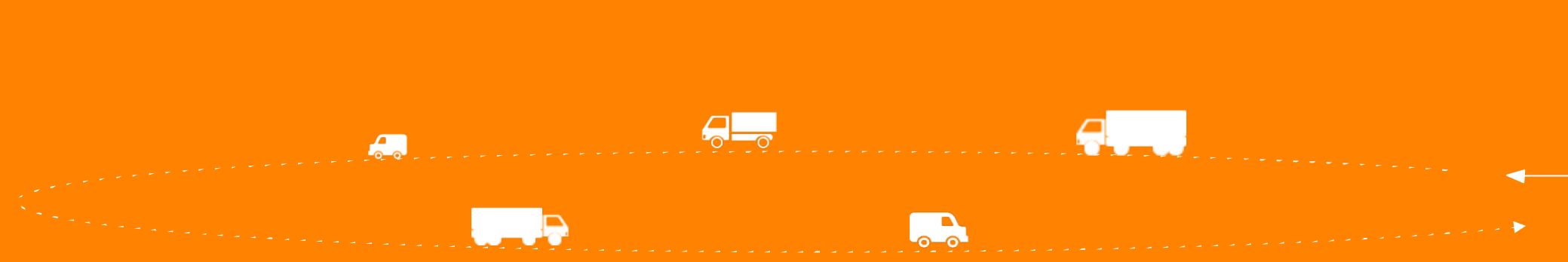
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BUSINESS MODEL

CONNECTING ENTERPRISE SHIPPERS WITH SMALL CARRIERS

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TRUCK DISPATCHING IN THE 1980s

MANUAL PROCESS: VIA FAX AND PHONE

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Source: sender

TRUCK DISPATCHING IN 2020

NOT MUCH HAS CHANGED



Source: sender



BOOKING

FAX



TRACKING

PHONE CALLS



DOCUMENTATION

PAPER BASED

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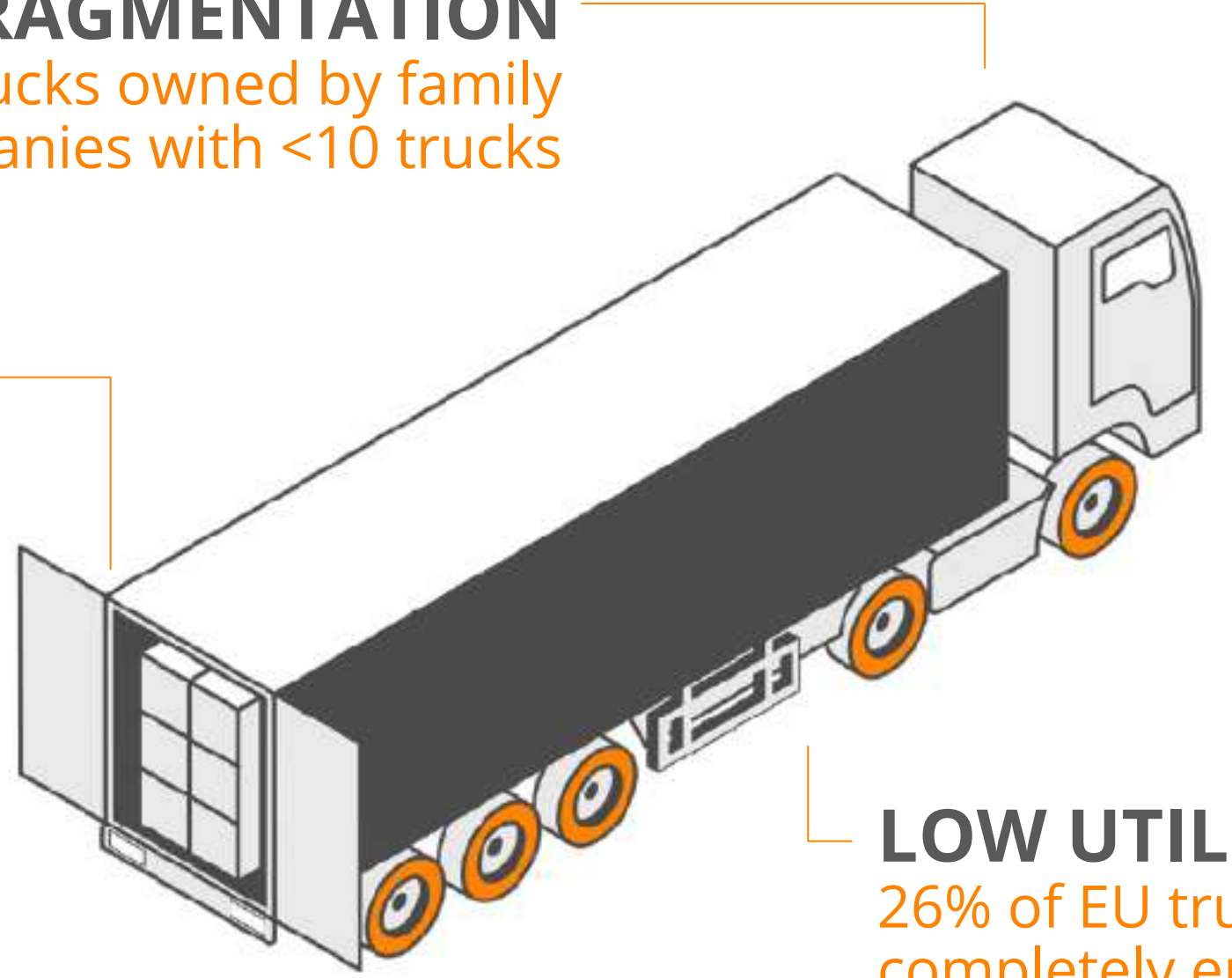
MARKET INEFFICIENCIES

FRAGMENTATION, SUBCONTRACTING & LOW TRANSPARENCY

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HIGH FRAGMENTATION
70% of trucks owned by family operated companies with <10 trucks

MULTILAYER SUBCONTRACTING
2 to 5 middlemen between shipper and carrier



LOW UTILIZATION
26% of EU trucks conducting completely empty rides

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OUR VALUE PROPOSITION

LEVERAGING TECH TO MAXIMIZE EFFICIENCY, OPTIMIZE & UPSELL

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1

CUTTING THE
MIDDLEMEN

+ INCREASING
TRANSPARENCY

2

MAXIMIZING
LOADING
EFFICIENCY

+ CAPITALISING ON
PRICE DISCRIMINATION

3

CROSS-SELLING
SERVICES

INCL. FUEL CARDS,
INVOICE FACTORING,
INSURANCE & MORE

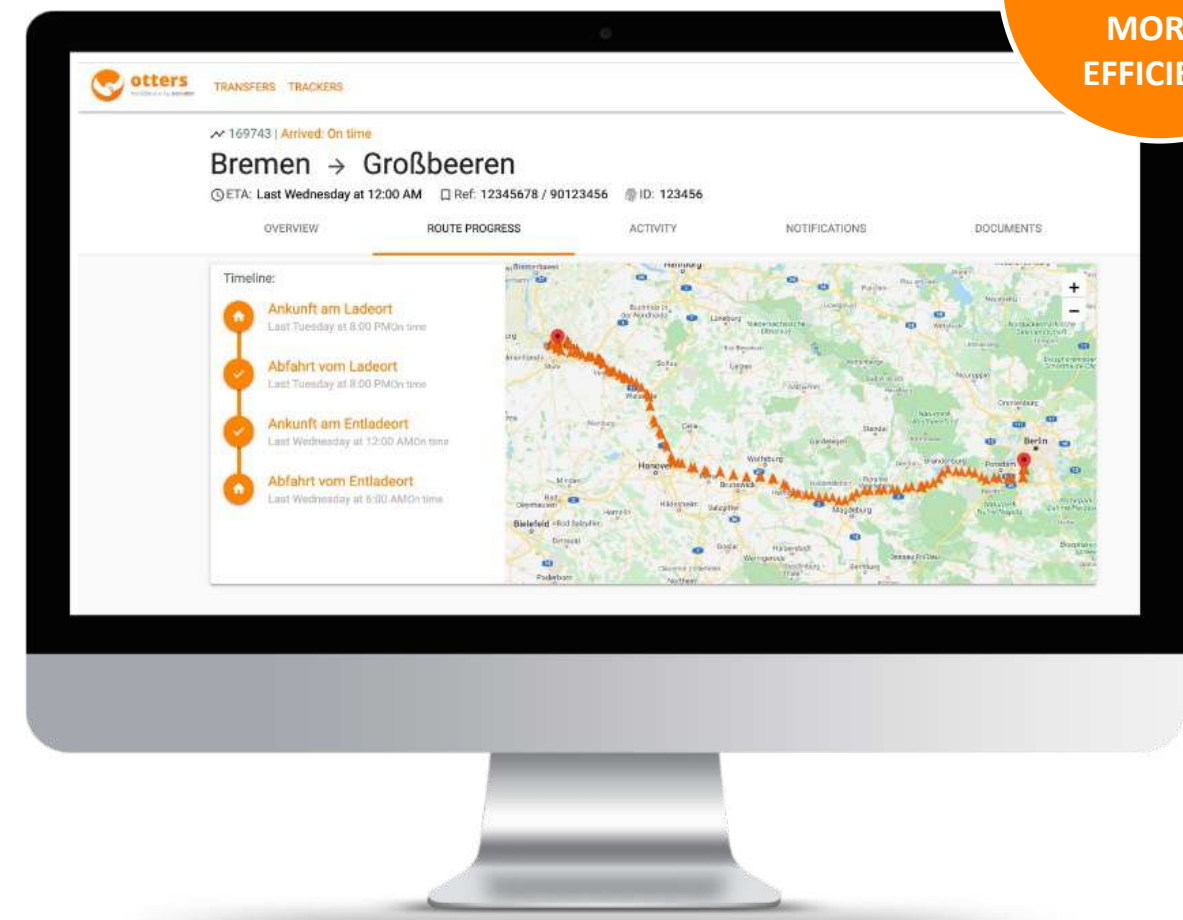
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OUR PROPRIETARY PLATFORMS

3 DIGITAL PLATFORMS LEAD TO MAJOR EFFICIENCY INCREASES

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3x
MORE
EFFICIENT

- 1** DIGITALIZATION
100% of carriers can receive self-billing invoices
- 2** AUTOMATION
78% of orders are automatically registered
- 3** TRANSPARENCY
53% of transports are GPS tracked

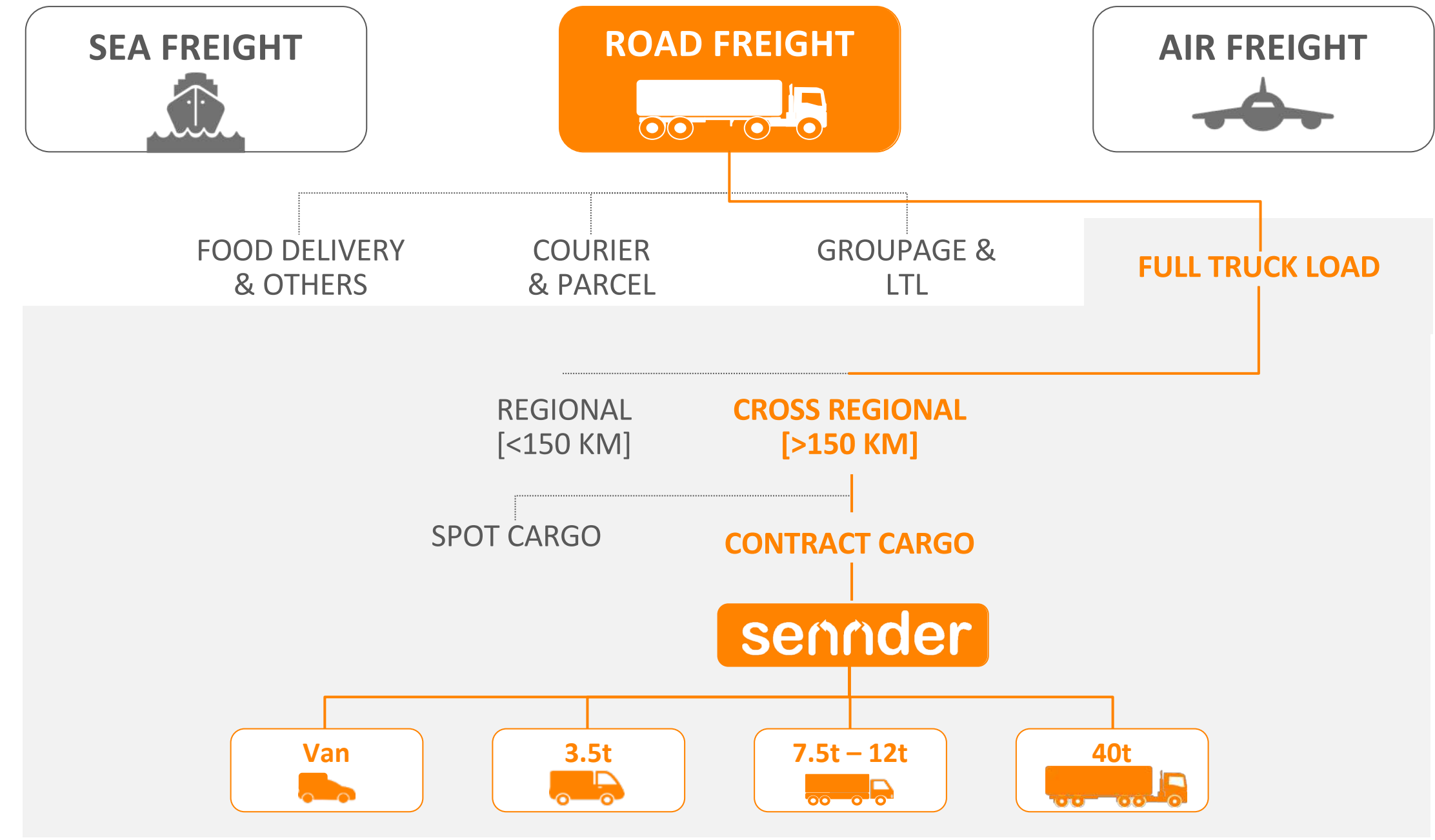


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OUR FOCUS

CLEAR FOCUS ON X-REGIONAL, CONTRACT, FTL

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- FULL TRUCK LOAD [FTL]
- CROSS REGIONAL
- CONTRACT CARGO

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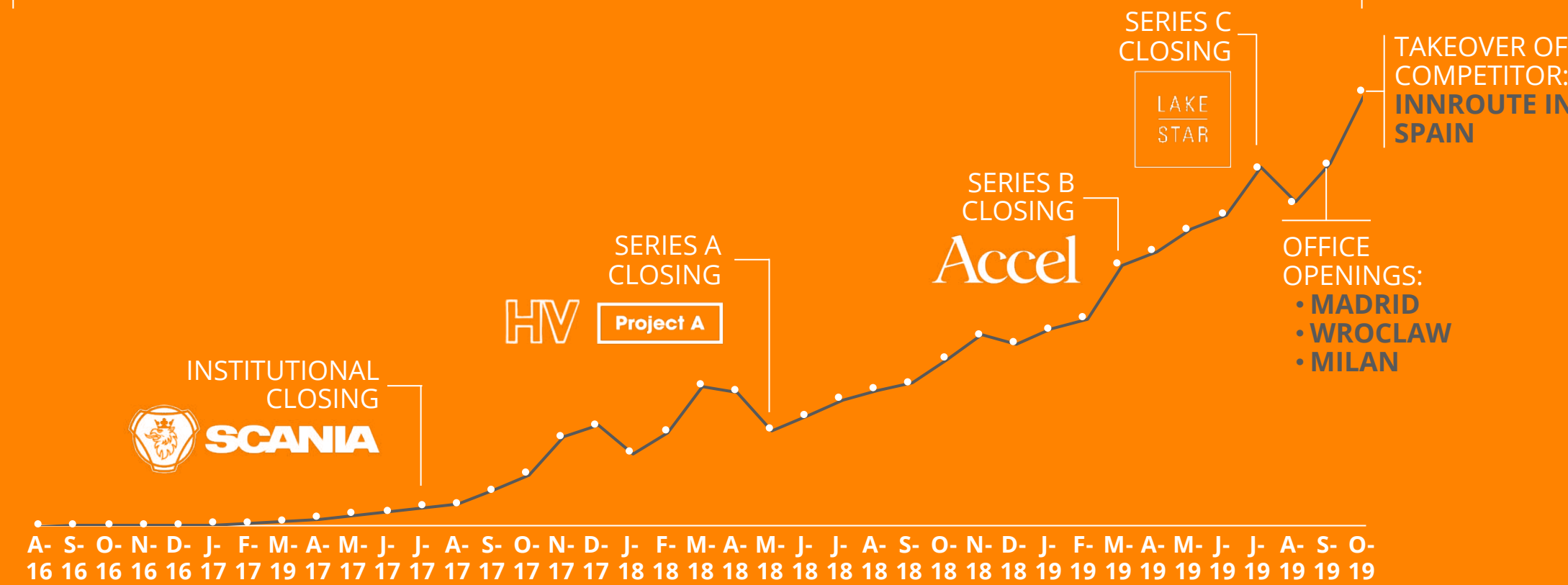
GROWTH

NINE-DIGIT REVENUE TODAY, TARGETING €1 BN BY 2024

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REVENUE, AUG. 16 – OCT. 19, [€]

22% MoM Growth



GROSS REVENUE

€1BN

BY 2024

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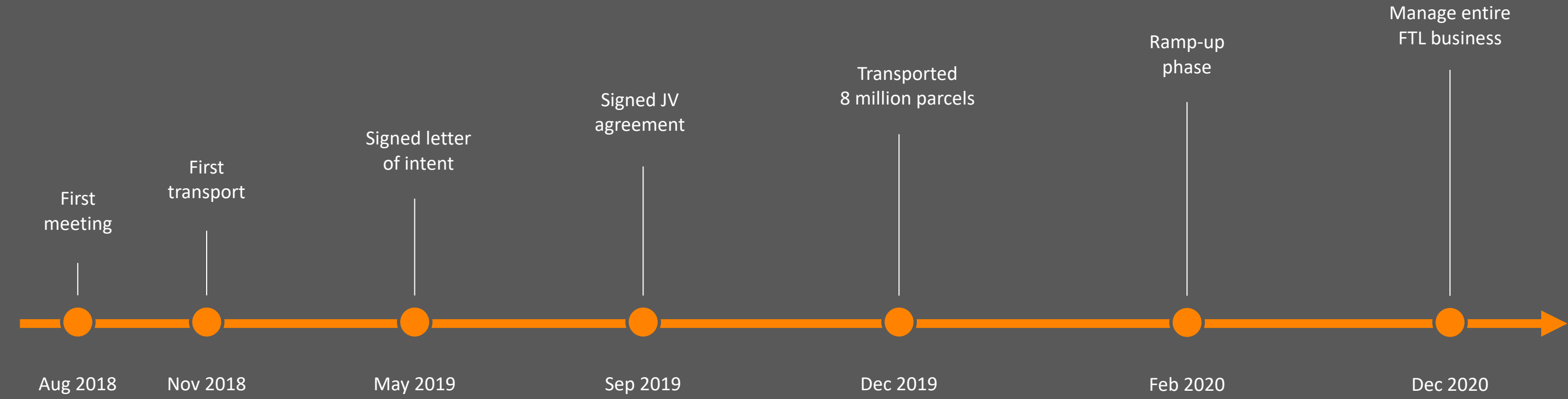
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JV WITH POSTE ITALIANE

3 STEPS TO BECOME #1 ITALIAN ROAD FREIGHT FORWARDER

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STARTING

TESTING

RUNNING

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STARTING PHASE

FINDING THE RIGHT FIT TO OPTIMIZE POSTE'S FTL BUSINESS

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PAIN POINTS

FLEXIBILITY
Responding flexibly to highly variable demand

EFFICIENCY
Running efficient operations in a competitive segment

TRACEABILITY
Providing visibility internally and for customers

CAPACITY
Access to a fleet of 7,500 trucks

TECH LEADERSHIP
In-house developed tech platforms

OPERATIONAL EXCELLENCE
Best practices from digital operations in Europe

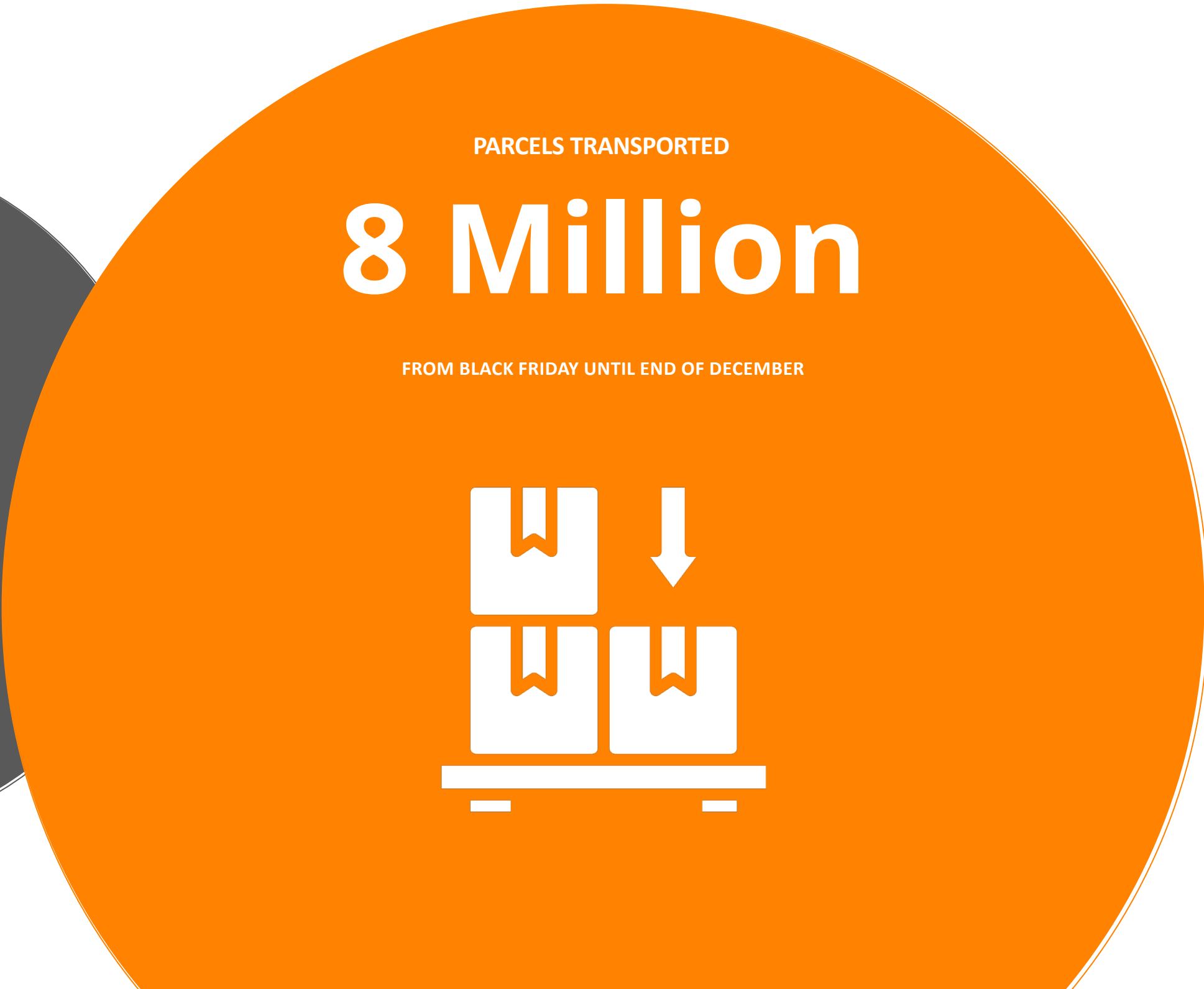
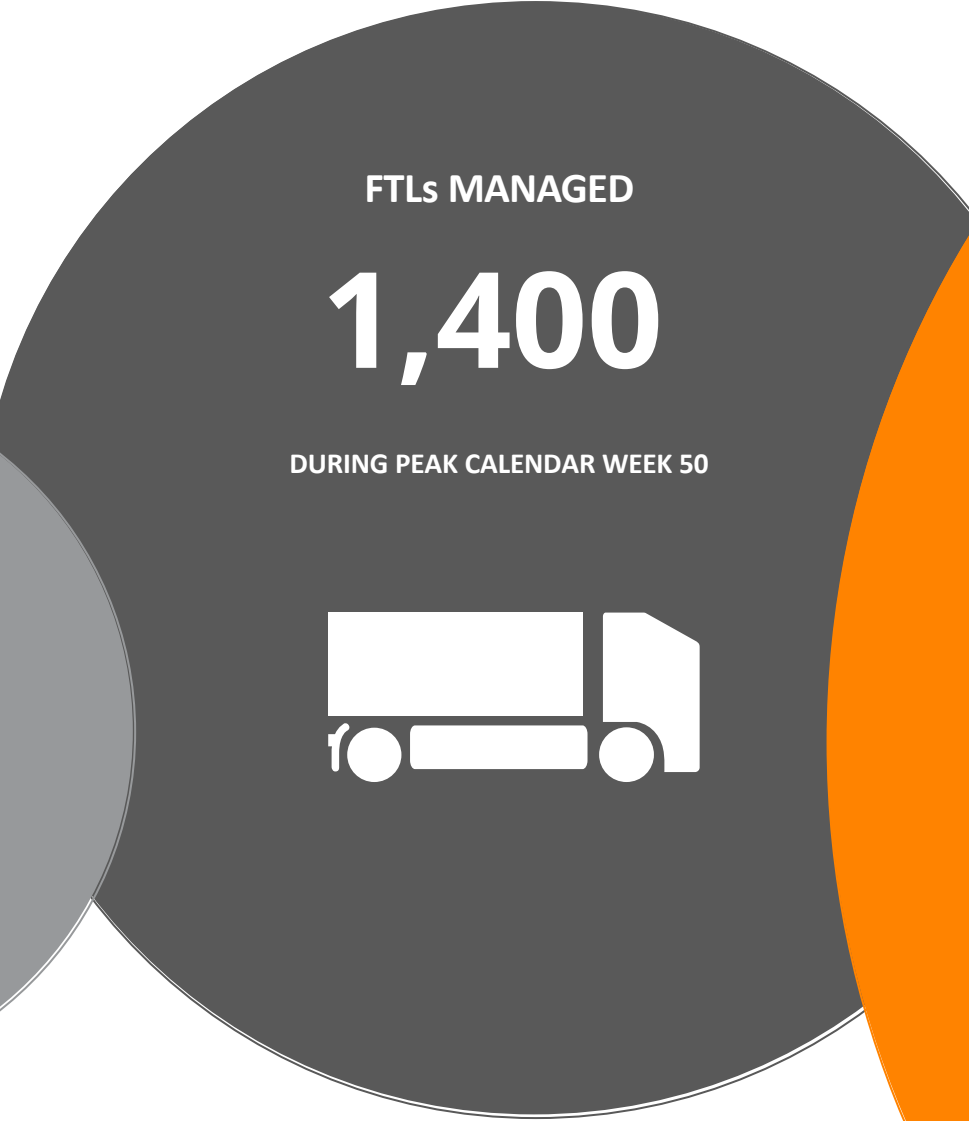
VALUE PROPOSITION

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TESTING PHASE

SETTING UP OPERATIONS AND EXCEEDING INITIAL FORECASTS

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RUNNING PHASE

LEVERAGING POSTE'S BUSINESS AND SENNDER'S TECH



EXPECTED LAUNCH



FEB 2020

€100M
TRANSPORT VOLUME
PER YEAR

6%
COST REDUCTION
DRIVEN BY
TECHNOLOGY

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improve e-commerce
customer experience
with convenient
delivery options



Antonio Perini

CEO Milkman

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Milkman

Home Delivery. When you're Home.



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Looking at Last-Mile as the Future of Retail with

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A novel Home Delivery service should gain Shops' and Shoppers' Love

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Reasons for buying online

PROs

Large Choice
Convenience
Open 24/7
Good Prices

Questions when buying online

CONs

Delayed gratification
Can't Touch, can't Try
Cost of Shipping
Return Policy?

Respect the Value Prop upstream offering **Choice**, **Control** and **Convenience**

Transform such questions into new **Business Opportunities**



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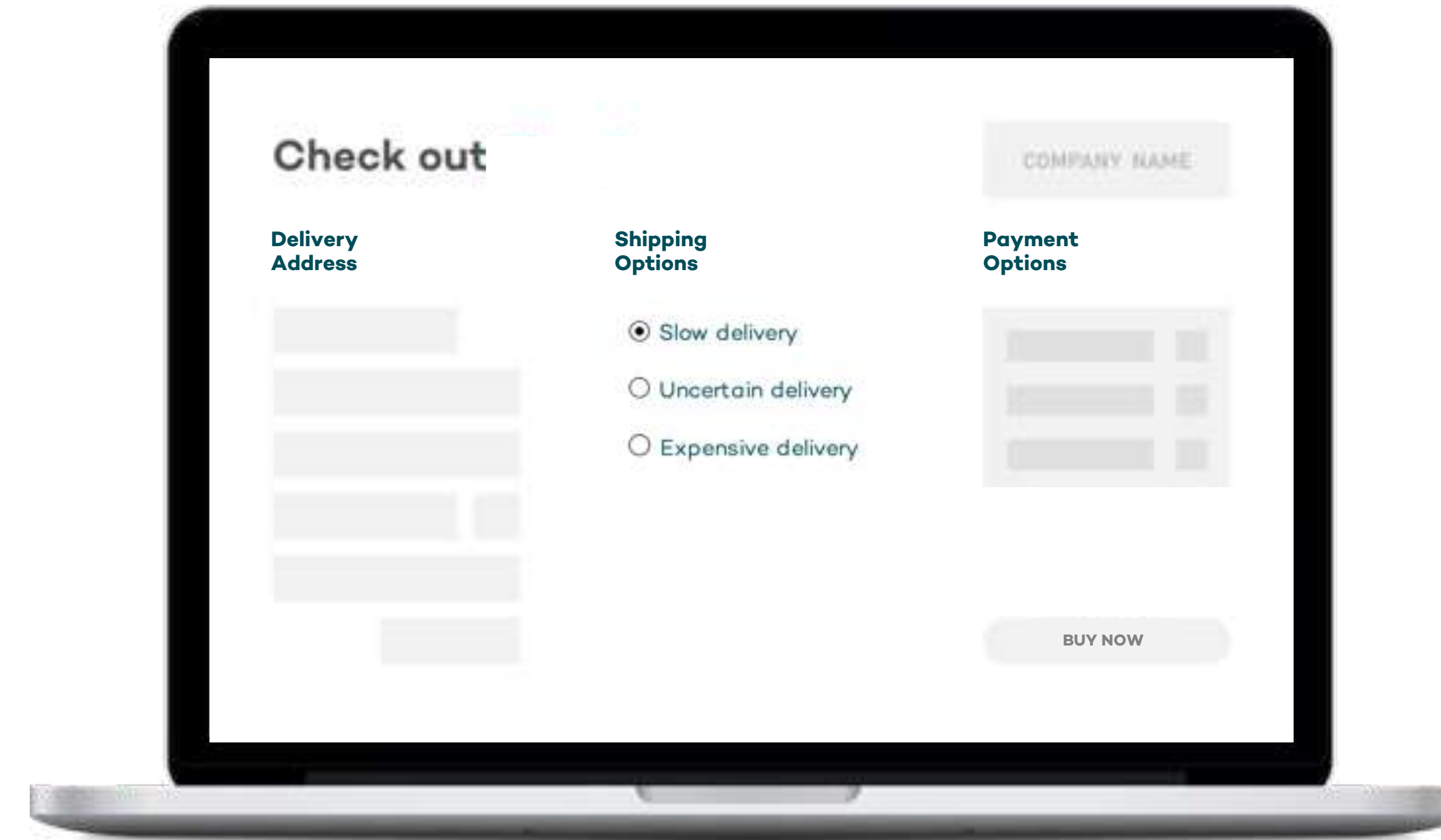
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How to make Customer Journey better? The Purchase Decision

milkman



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What Shoppers think...

- I would love to have it today!
- I do not know where I will be tomorrow
- I am on a business trip now
- I need to ask my family if anyone's home

That's where Milkman can help!

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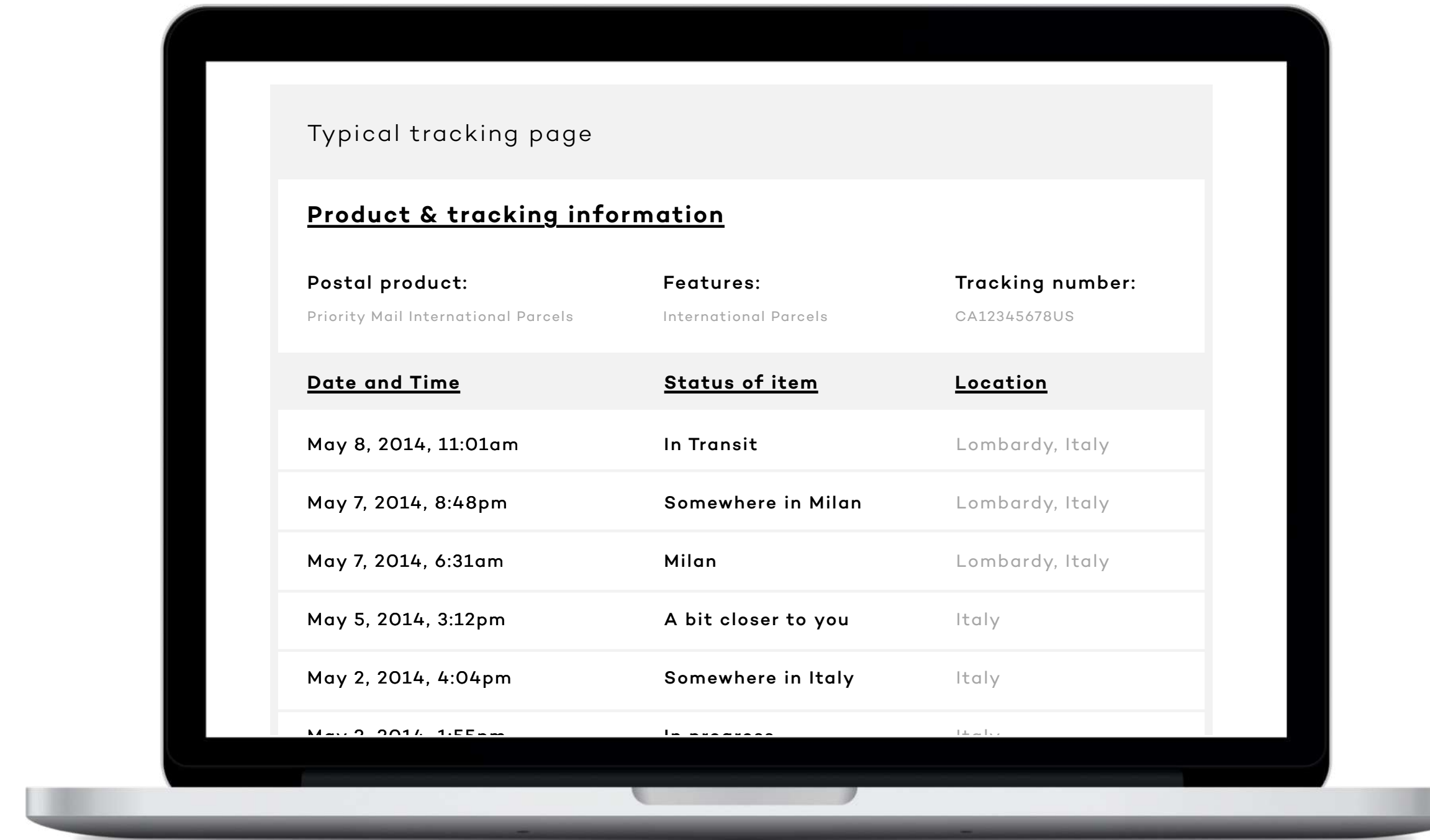


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What Shoppers think...

- At what time does the courier arrive?
- I need more relevant information
- I do not understand the logistics jargon
- How can I convey new needs?
- “The Shower and the Murphy’s Law”

Milkman tells you when!



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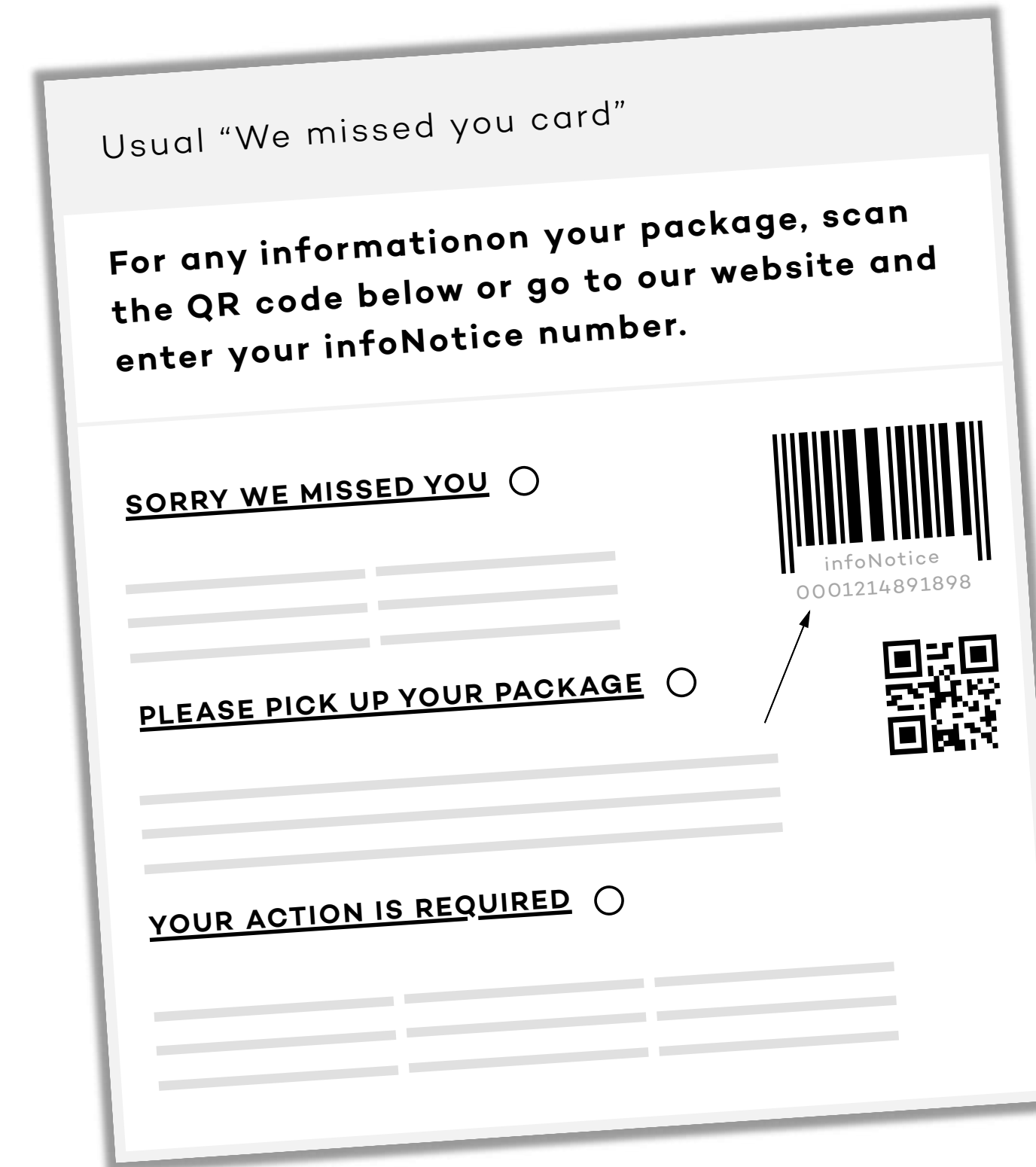
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How to make the Customer Journey better

milkman



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What Shoppers think...

- Oh, I knew I wouldn't be here, this morning!
- If they just asked me... if they just told me...!
- And now?
- Ehy, I was actually home!!
- Why using paper if I have a smartphone?

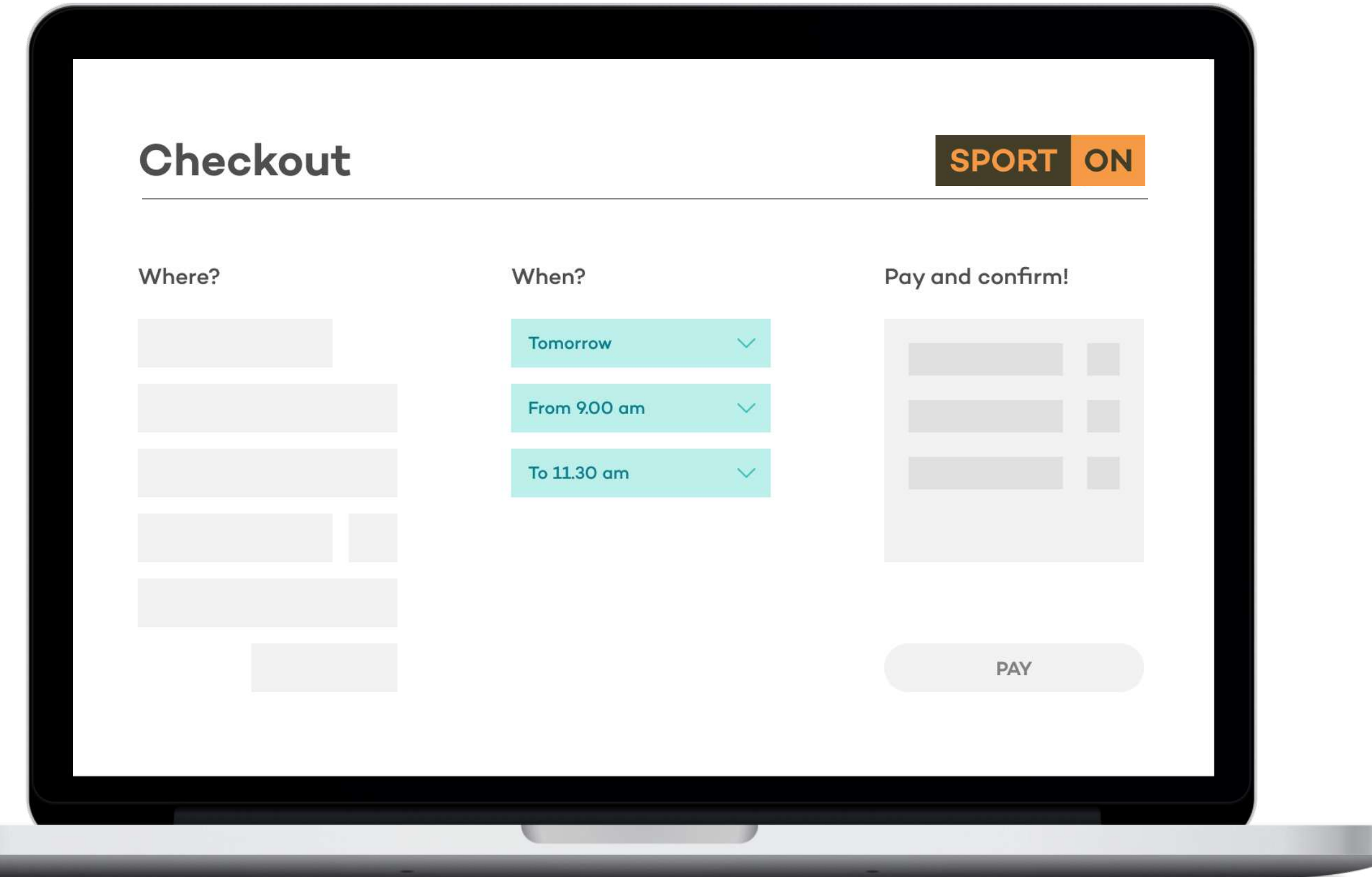
Protect you from this to happen!

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The Milkman Flex-Slots fit better into any Shopper's busy life and are more cost-effective!

In one single interaction pattern you can offer:

- Same-Day Deliveries
- Appointments (up to 30min!)
- Evening Deliveries

We had to introduce **Revenue Management** in Logistics: personalised ranges of options to minimize mismatch between Demand and Capacity.

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Choice, Control, Convenience: improving the Expecting Experience

milkman



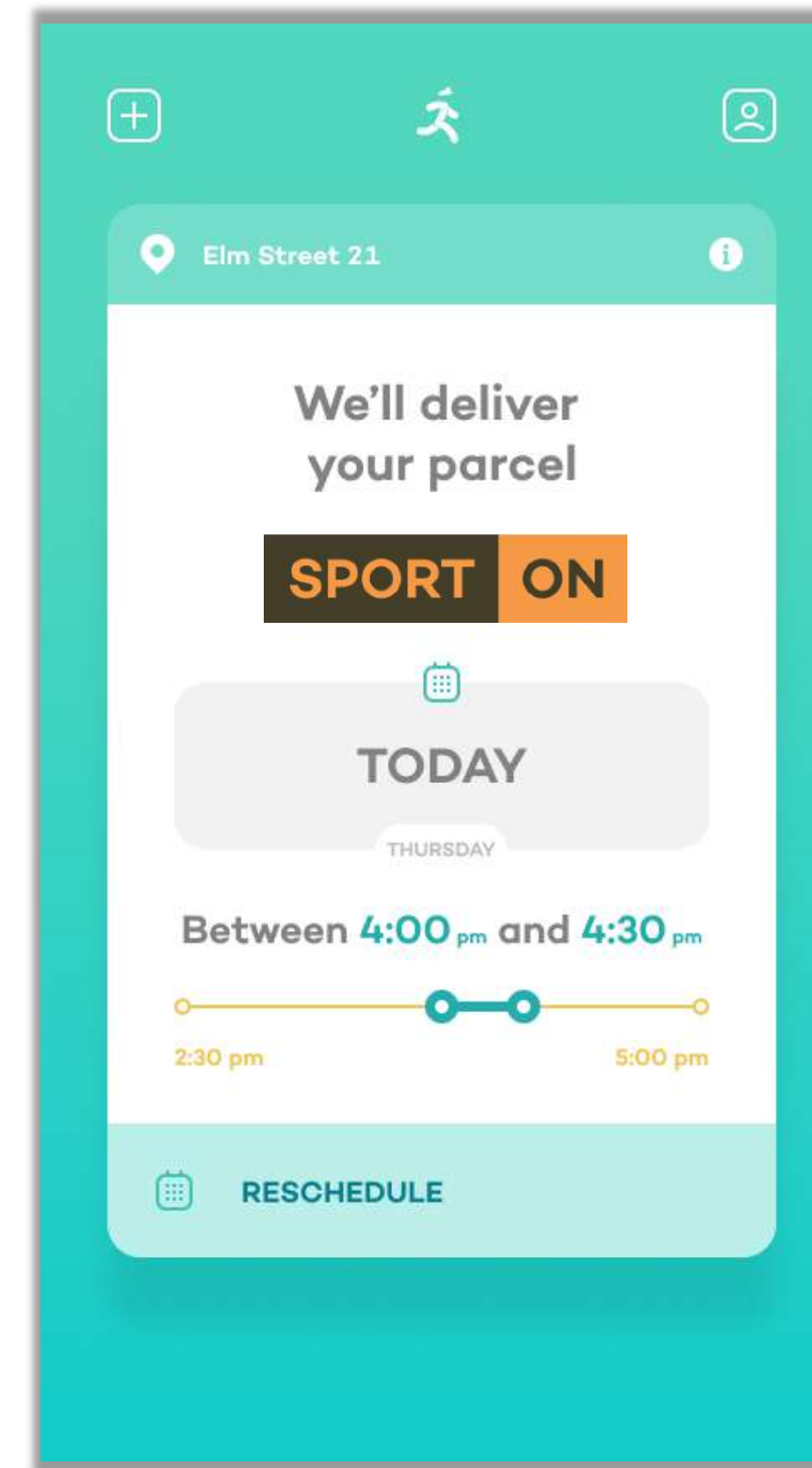
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Make it a pleasant expecting experience, increase security and reduce repeat deliveries

Real-time updates of the ETA predict the arrival time with a 30-min precision, no matter how wide the original slot.

The last notification alerts of the upcoming arrival and the web tracking page shows the driver's photo and live map.

Rescheduling is available till the very last-minute!



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Choice, Control, Convenience: improving the Expecting Experience

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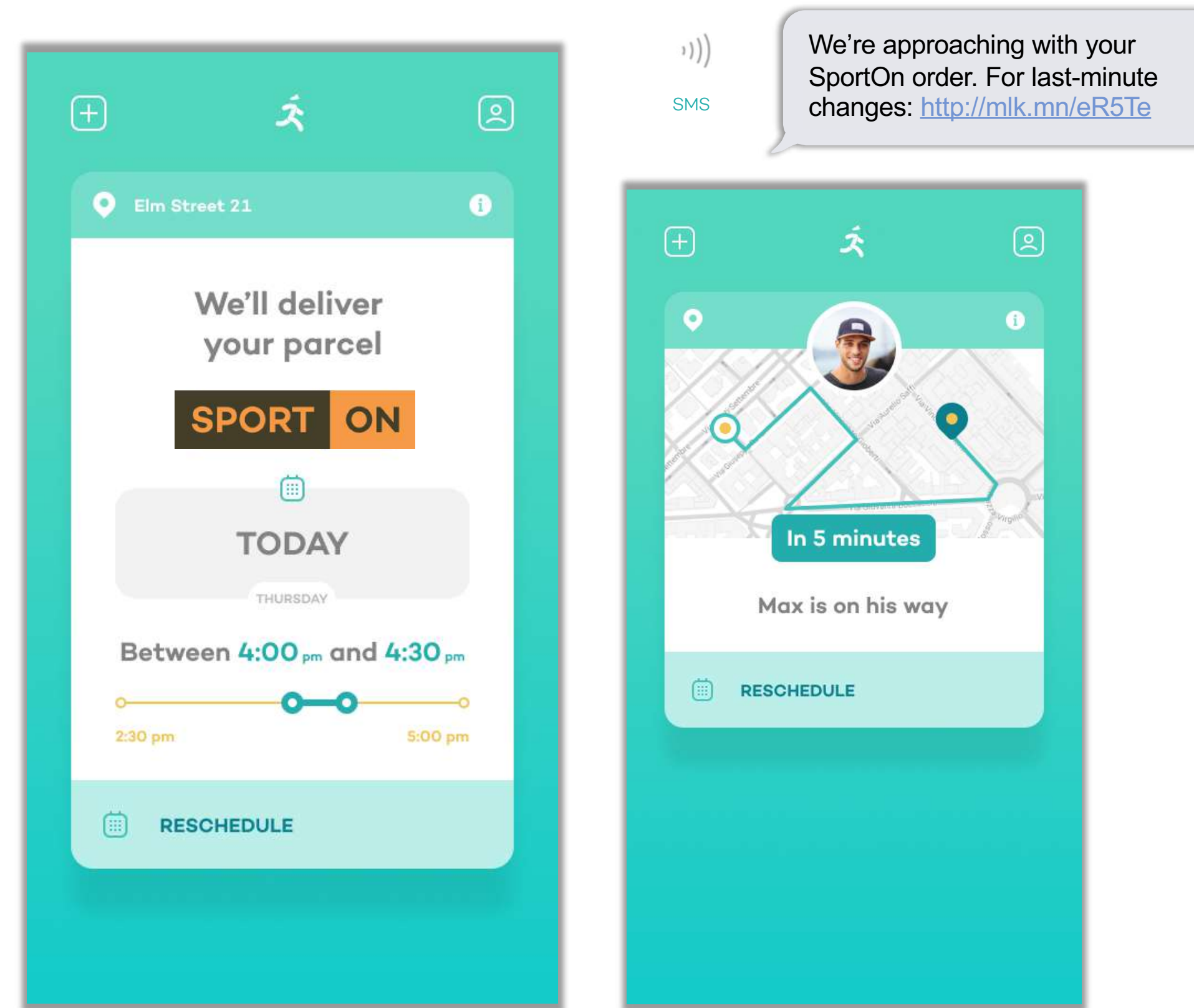
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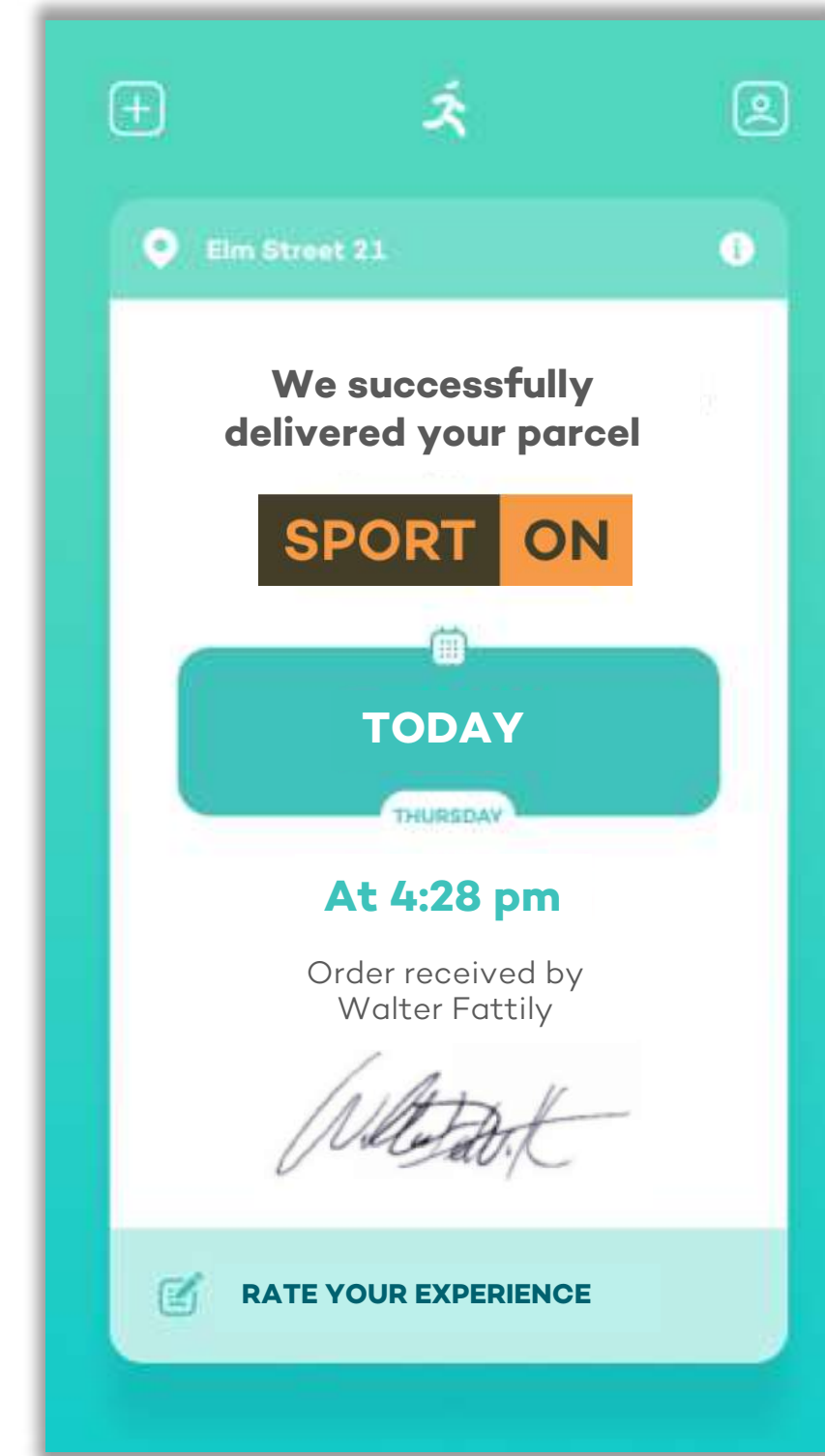
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Build Trust for Life.

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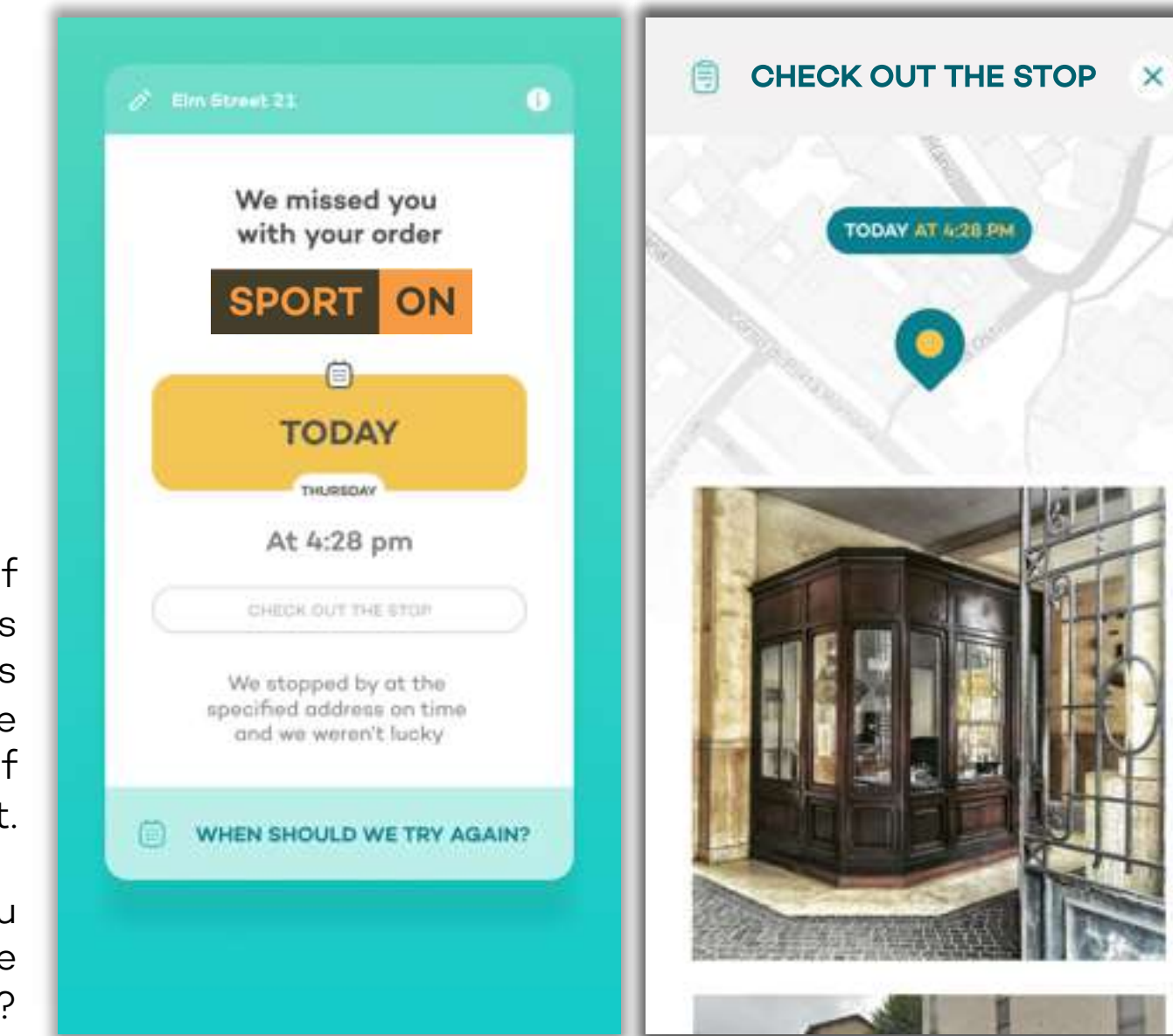


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Reward great Drivers!

With transparency comes trust. And trust turns the casual Customer into a lifetime-value asset.



And in case of Customer's Absence it's possible to see pics as proof of the attempt.

When are you going to be available next?

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Milkman developed an innovative and scalable Technology Platform while Poste Italiane owns market, density, capillarity and a large logistics infrastructure.

So when we were contacted by the Open Innovation team, we immediately saw the synergy and scale. We went live in no time and already fulfilled more than **40 thousands scheduled deliveries** for Amazon, one of most important customers of Poste Italiane, and in particular:

Milano	18,500 orders
Roma	15,500 orders
Torino	5,800 orders

The plan is to roll out all the most important cities in Italy.

Choose a timeslot Chiudi

Available Selected Not available

<< 22-1-2020 - 28-1-2020 >>

	Mer 22	Gio 23	Ven 24	Sab 25	Dom 26	Lun 27	Mar 28
9:00 - 13:00	EUR 4,49	EUR 4,49	EUR 4,49			EUR 4,49	EUR 4,49
14:00 - 18:00	EUR 4,49	EUR 4,49	EUR 4,49			EUR 4,49	EUR 4,49
19:00 - 22:00	EUR 4,49	EUR 4,49	EUR 4,49			EUR 4,49	EUR 4,49

Amazon Experience offering Premium Scheduled Deliveries

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milkman



Posteitaliane



ZARA



WESTWING

Milkman developed an innovative and scalable Technology Platform while Poste Italiane owns market, density, capillarity and a large logistics infrastructure.

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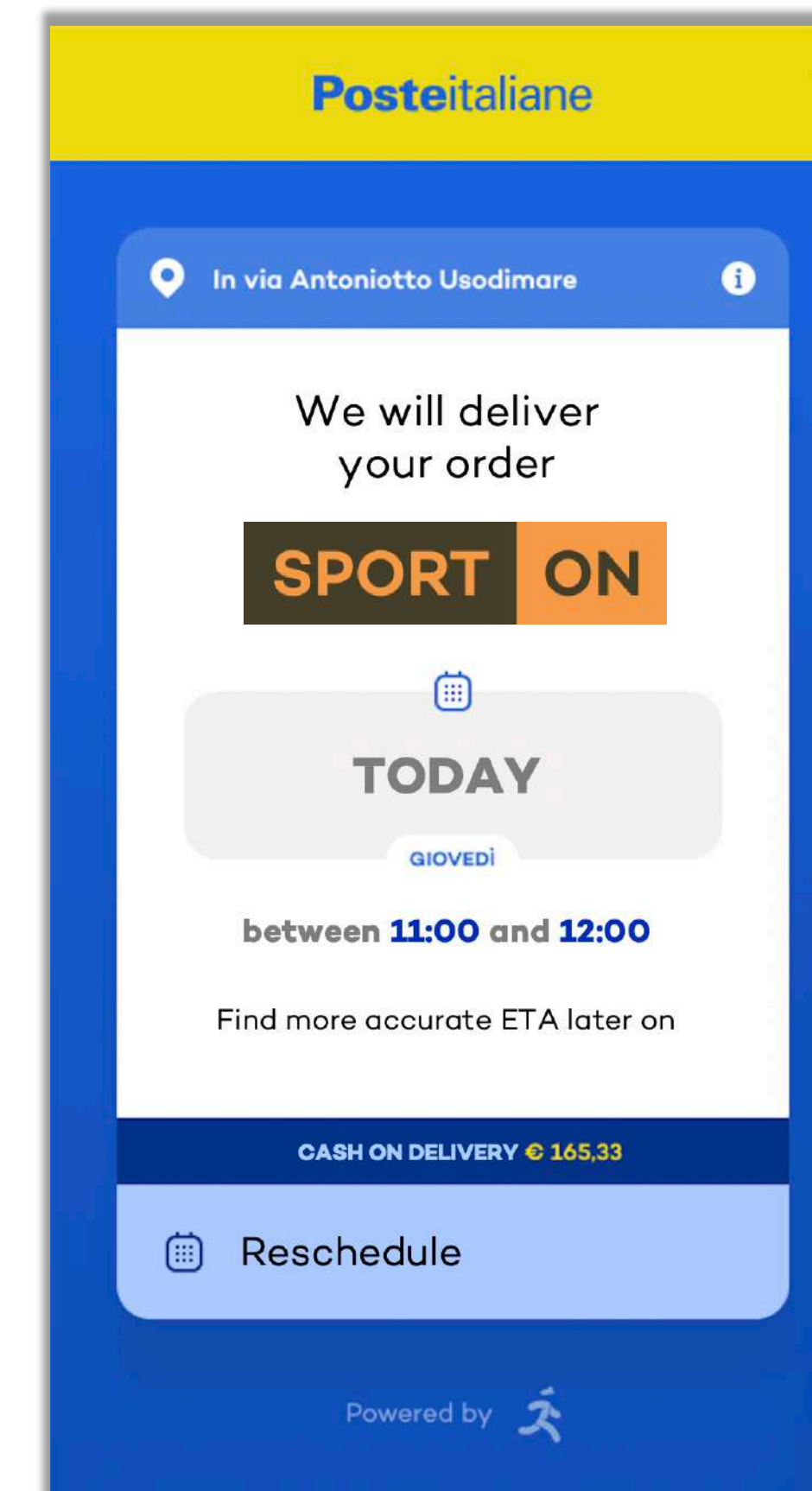
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Available Selected Not available

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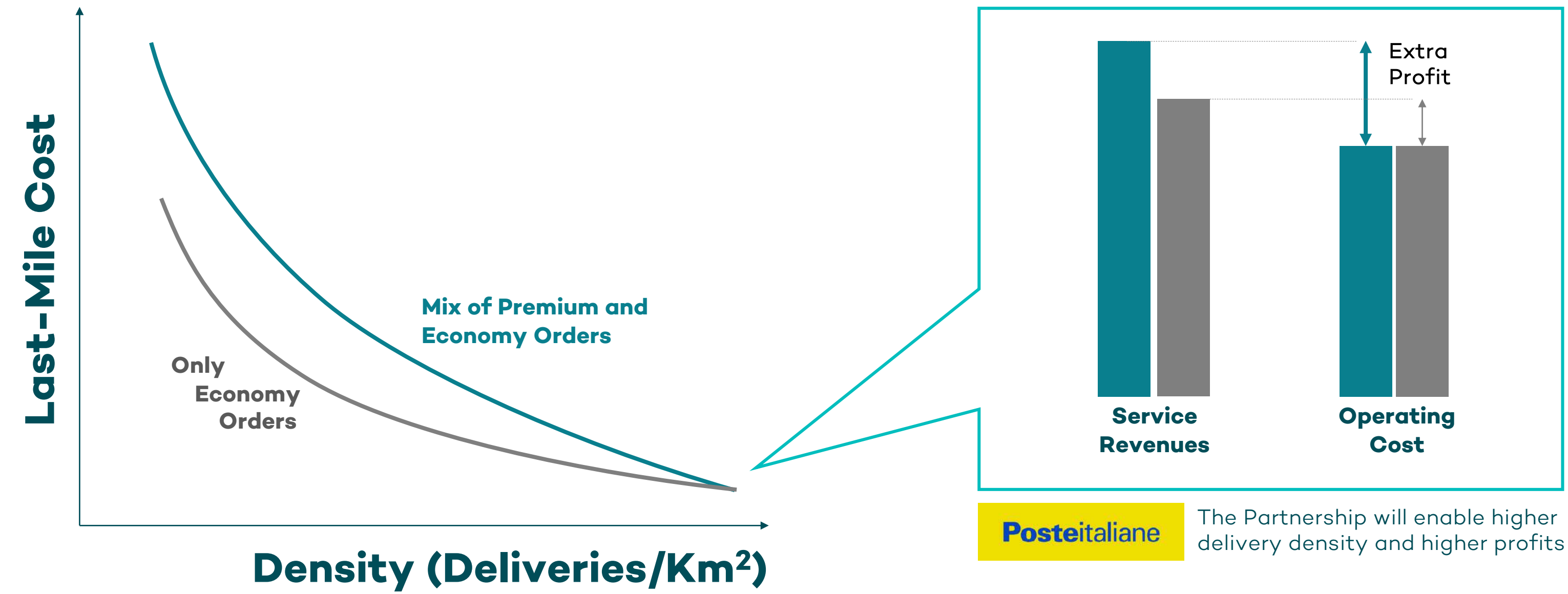
Amazon Experience offering Premium Scheduled Deliveries



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Service Differentiation and Extra-Profits

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Posteitaliane The Partnership will enable higher delivery density and higher profits

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Partnering with Poste Italiane

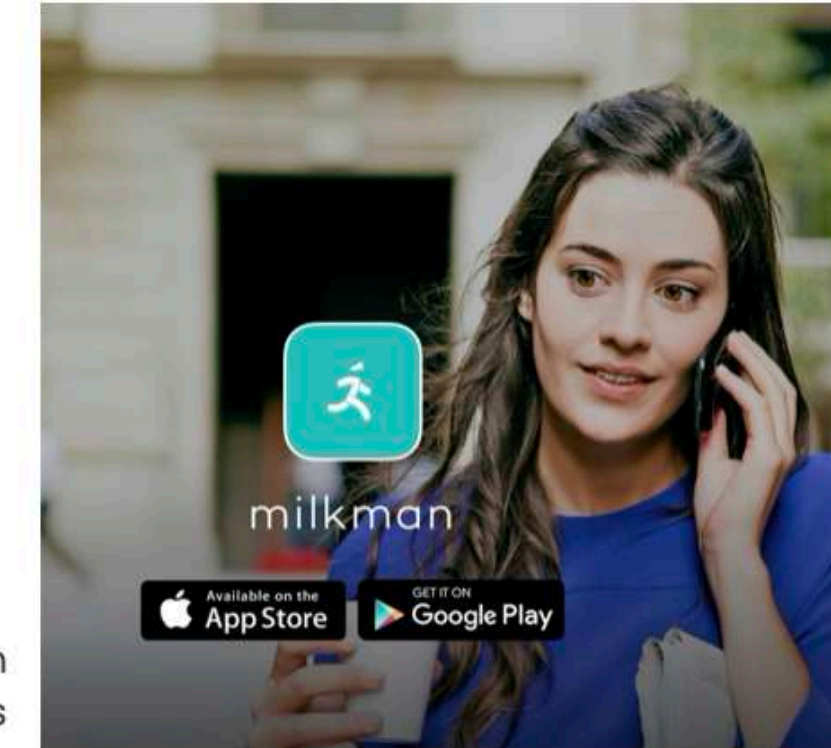
The «open innovation» attitude of Poste Italiane and the 20M+ Registered Online Users will make it easy to experiment at scale



Upselling Services



Immediate Returns



Reception Services



Commodities,
Over the counter

Last-Mile is going to play a big role in the Future of Retail.
Poste Italiane and Milkman are the present and future of Last-Mile in Italy!

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Milkman

Thanks!



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Looking at Last-Mile as the Future of Retail with

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moneyfarm

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deliver a fully
integrated digital
wealth management
solution

postemoney
INVESTIMENTI





Paolo Galvani

Co-founder and Chairman Moneyfarm

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Posteitaliane



Wealth management made easy

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Moneyfarm at a glance

40k+
Active
Customers

€1bn
Assets under
Management

[100]%+
'16-'19
AuM CAGR

~€115m
raised to date

115
total
headcount

3
countries

Posteitaliane

Founders



Paolo Galvani
Co-Founder
and Chairman



Giovanni Daprà
Co-Founder
and CEO

PRESTIAMOCI

Morgan Stanley

Deutsche Bank Sella SGR

Deutsche Bank

Our investors



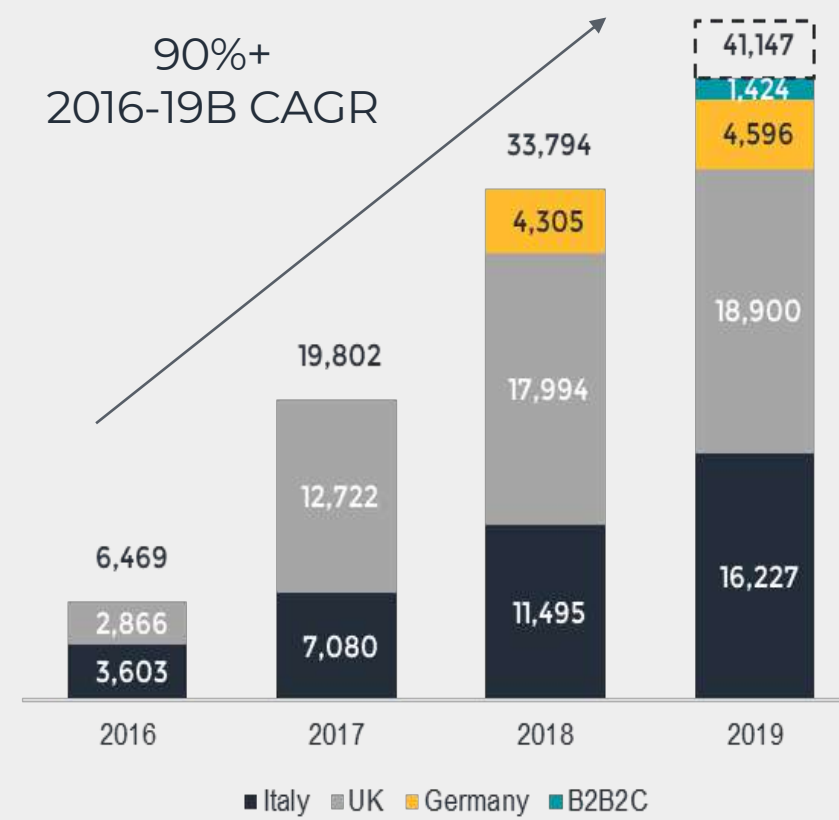
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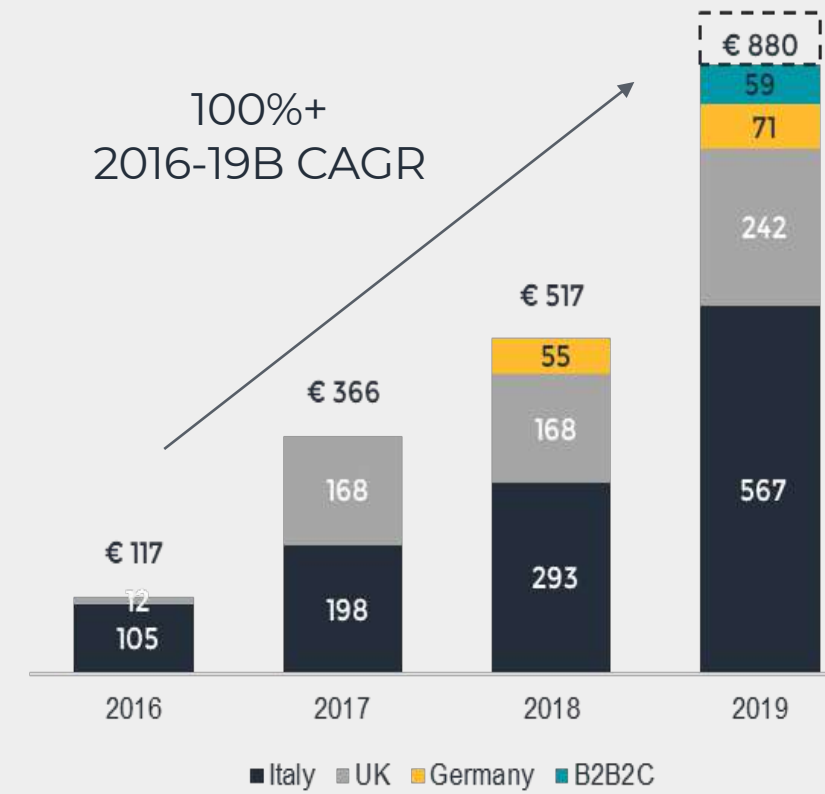
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We are building the leading digital wealth manager

Number of active customers⁽¹⁾



Assets under Management (€m)



- 1 Simple, transparent, flexible digital platform
- 2 Personalised advice
- 3 Institutional level investment process
- 4 Hybrid service model
- 5 Scalable platform
- 6 Wide product offering

Note: 2019 figures are as of November YTD
 (1) Active customer defined as [TBU]



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Single API allows Poste a seamless access to our comprehensive platform



- We fully own the technology stack down to the custodian layer
- This allows us to seamlessly expand in new markets vs. other players

Custodian banks

Sella

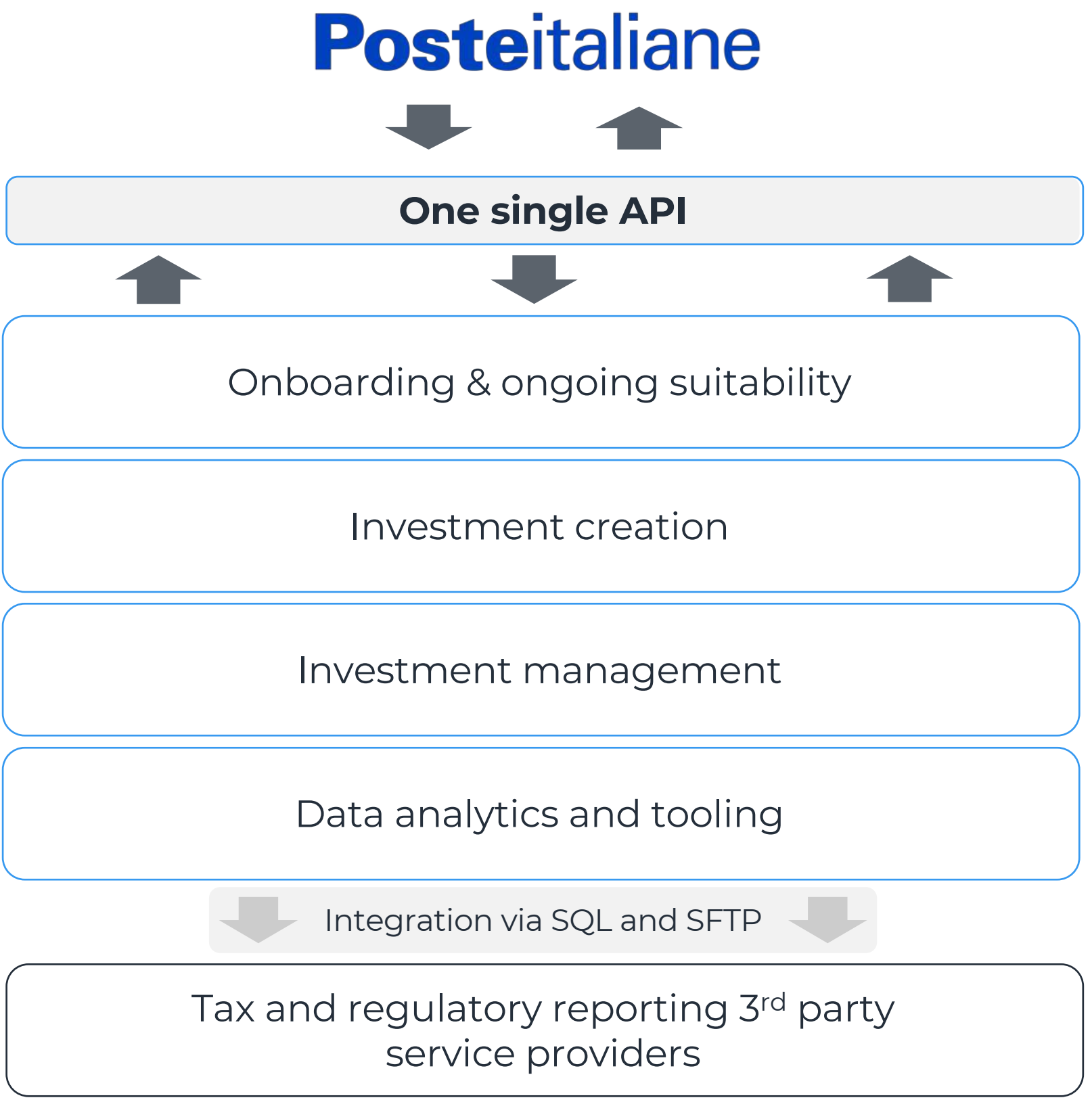
SAXO BANK

Transactional banks

Sella

BARCLAYS

Integration via FIX and SFTP



Integration via REST and SOAP

3rd party service providers⁽¹⁾

salesforce

GOCARDLESS

+ a b l e a u

ORACLE NETSUITE

Optimizely

(1) Selected providers shown



Rigorous investment process generates optimal outcomes

Investment philosophy

1

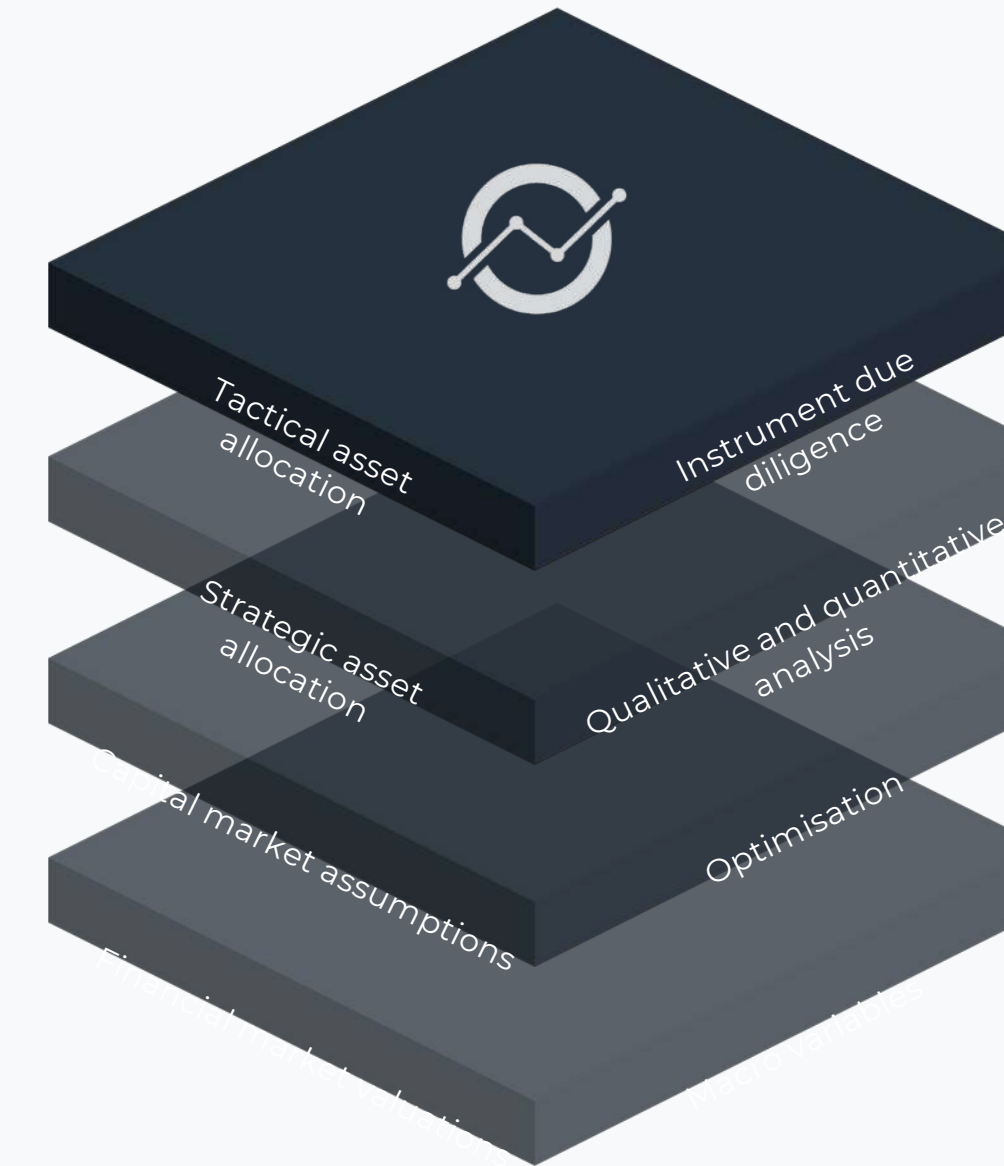
Asset allocation is a key driver of portfolio performance and cost is a key driver of long term customer outcome

2

Postemoney Investimenti and Moneyfarm has a common investment philosophy and the partnership will foster such a vision

3

This is even more relevant in the context of Poste's increasing focus on asset allocation



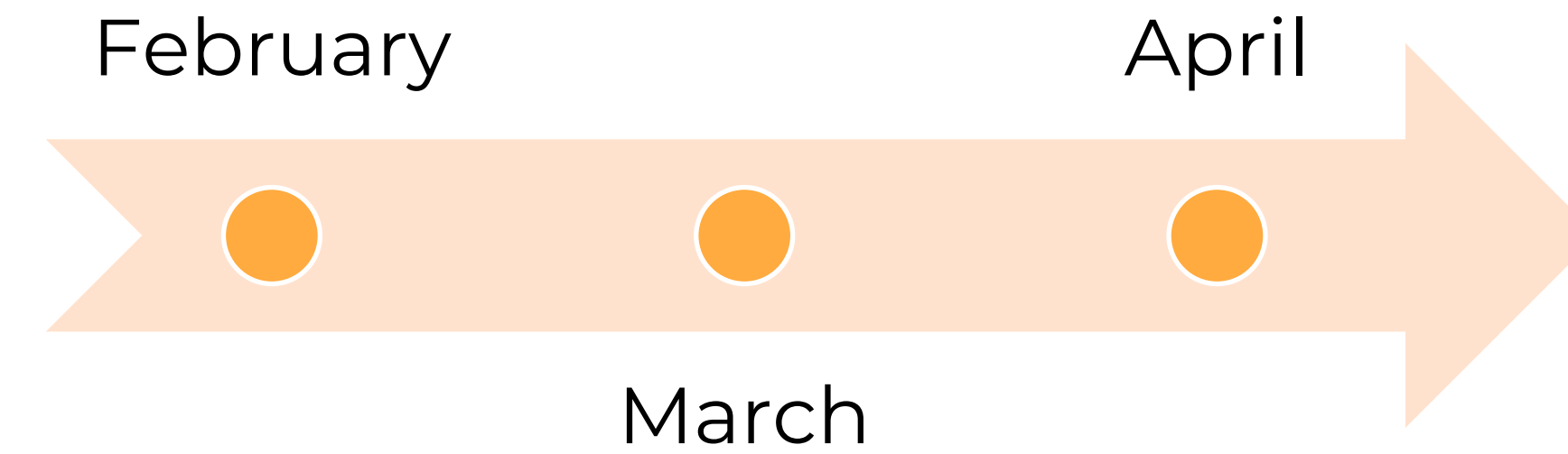
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Governance and future strategy

- 1 The investment strategy is shared between Moneyfarm and Poste Italiane on a weekly basis via video call
- 2 The commercial plan started in December 2019, focused on customers operating on the BancoPosta platform. As of January 21, 2020 the entire Postemoney Investimenti platform will be live on the poste.it website

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February

- Start Prospects engagement
- Widen the engagement with the current Poste customer base which doesn't use the Advisory in post offices

April

- Additional services to be released

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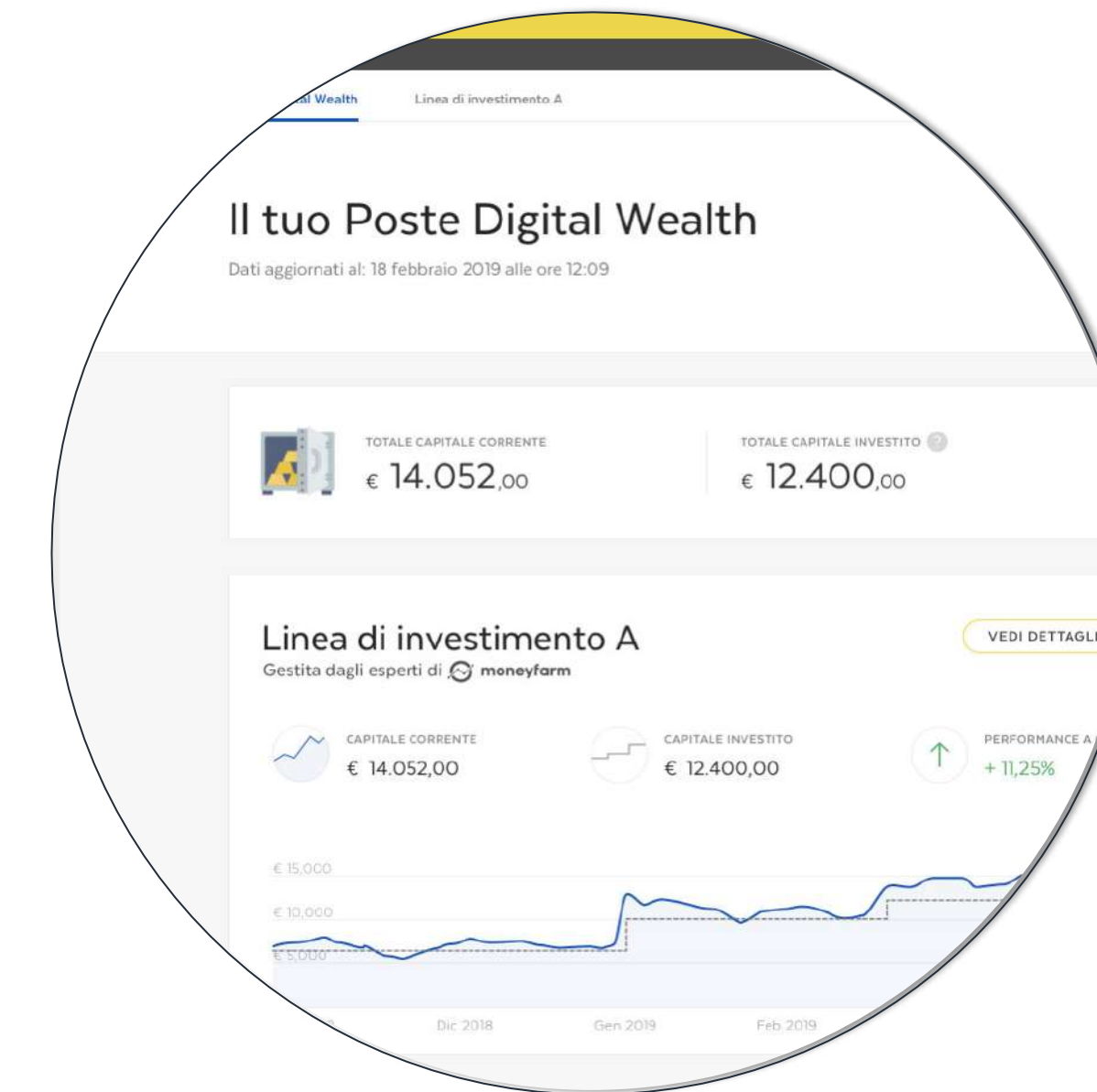
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Governance and future strategy

- 1 Moneyfarm and Poste's vision match perfectly
- 2 Poste is benefiting from Moneyfarm's 10 year experience in ETF based asset management
- 3 Poste handles the customer journey with Moneyfarm's support
- 4 The asset management activity is autonomously done by Moneyfarm according to the volatility thresholds shared with the Banco Posta's Risk Management
- 5 Poste Italianae brings strong brand reputation and leadership in digital channels
- 6 Poste's reputation and Moneyfarm's simple user experience make two complementary worlds together
- 7 Poste has one member in the Moneyfarm board in order to take part to the company strategical development analysis



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Marco Siracusano

CEO Postepay

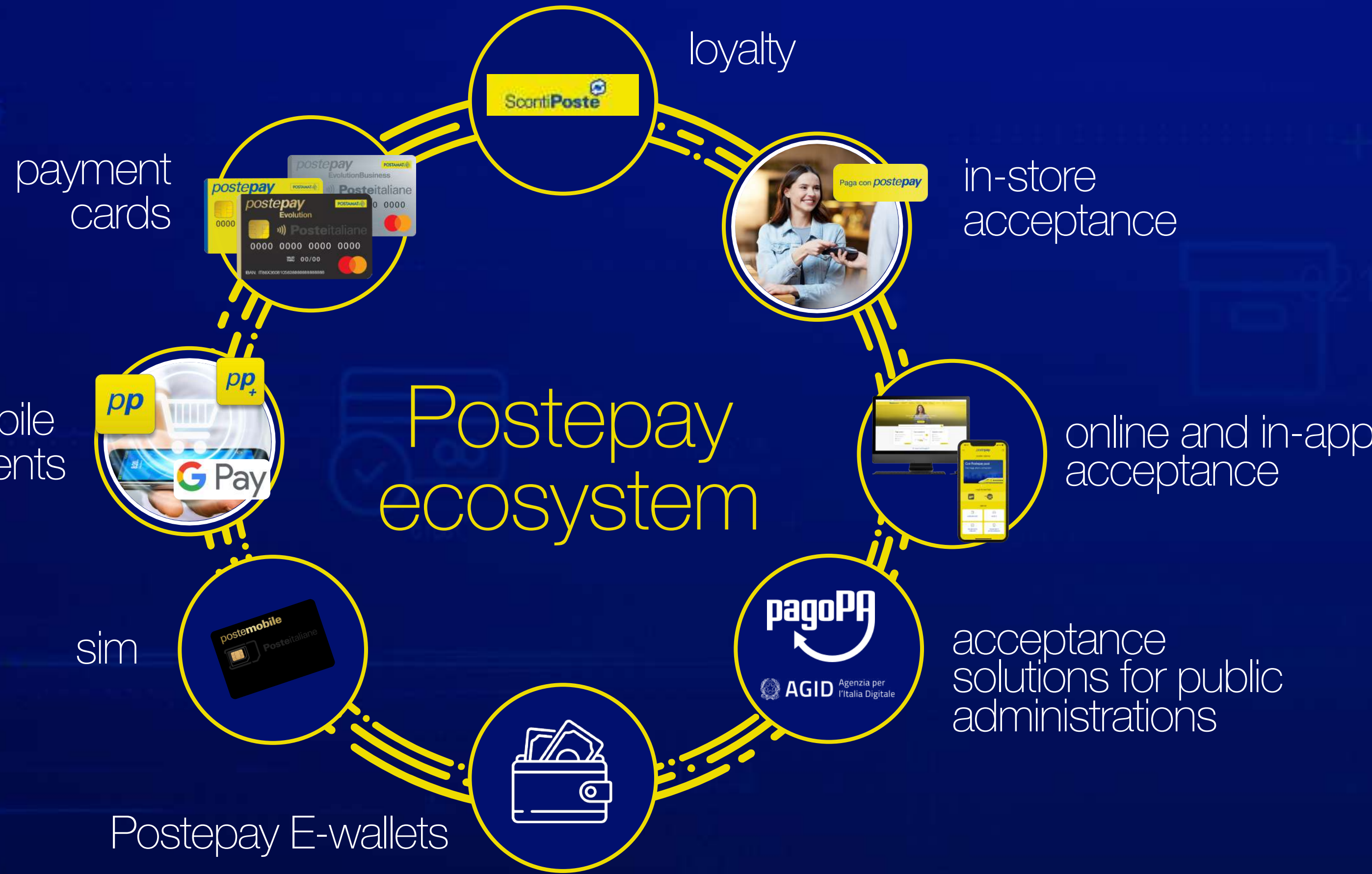
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TECHNOLOGY

081



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PostePay
from being leader
in the consumer
segment to be an
innovator in vendor
services



01081

IDEA

SOCIAL



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Postepay ecosystem

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+ 45.4 %

Apps
downloaded

+ 5.5 %

Cards stock

+ 88.0 %

E-wallets

Data refers to 9M19 year-on-year growth

Codice Postepay

domestic over the top offering
platforms and services to all
customers no matter
who they bank with

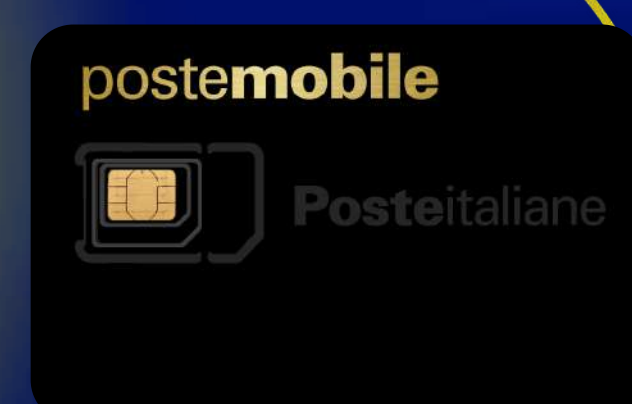
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payments innovation

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Postepay
Connect



Codice
Postepay



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Codice Postepay

- **easy** and **secure** mobile payments
- access to **28m** customers via Poste's apps
- **direct credit** to any bank account
- **geo-localization optionality** to identify partner stores and loyalty
- **engagement programs** including discounts and cash back
- **compelling offer** for Italian small merchants

Addressable market

2.3 million
merchants

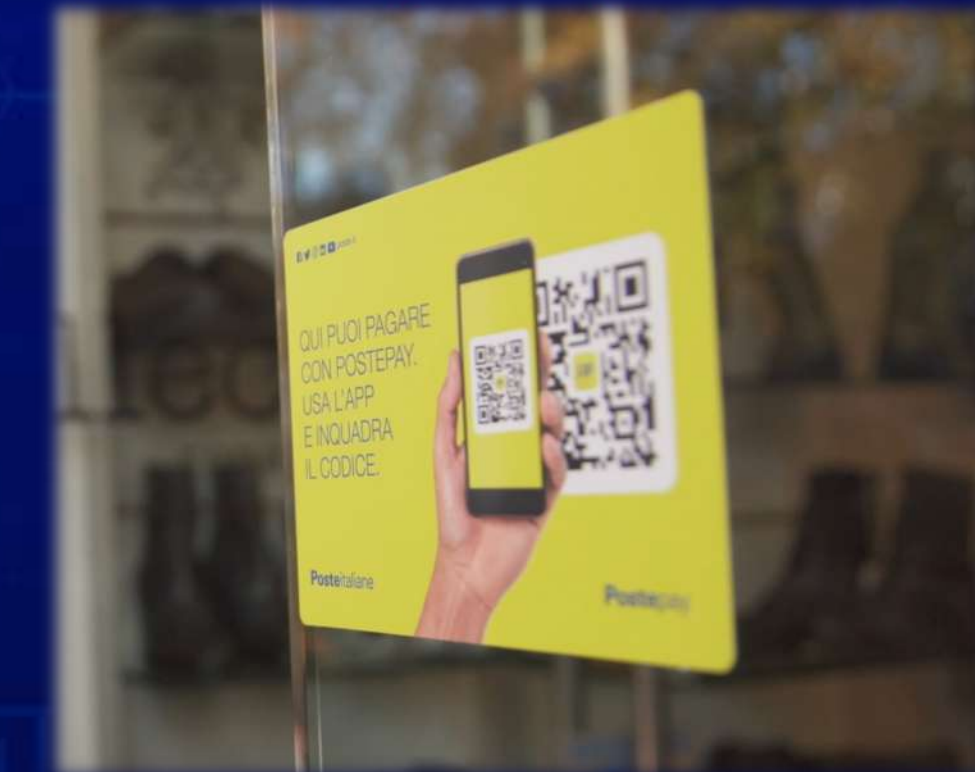
1.1 m
without Pos

1.2 m
with Pos

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trial in Rome



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5 million
customers
with active e-wallets

12 million
customers without
active e-wallets

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tink

accelerate open banking opportunities
in a shifting landscape



Daniel Kjellén

Founder and CEO Tink

Posteitaliane

Posteitaliane

tink

Tink

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Daniel Kjellén
Co-founder and CEO

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Open Banking

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+ 04869

+ 04869

Introduction

New technology is driving a financial revolution...

Banks have monopolised consumer financial data and infrastructure

Banking market has been static with limited innovation



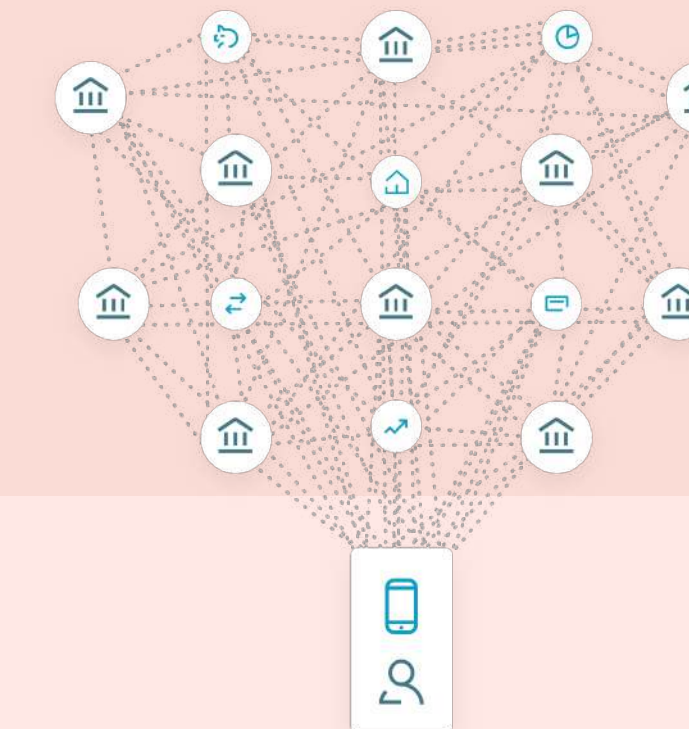
Technology unlocks infrastructure monopoly

New regulation provide framework and direction

Completely new infrastructure in the financial industry

The open banking infrastructure has democratised financial services

On-going financial revolution where any business can create great financial products



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Introduction

...empowering consumers and creating new opportunities

Consumers will have the power – creating **significant opportunities** for both fast-moving incumbents and new entrants



Incumbent Large Banks

- Improve usage of customer data.
- Aggregation crucial to stay relevant.
- Primary objective to defend market shares.



Niche FIs

- Significant potential upside through aggregating data.
- Primary objective to become more relevant and increase share-of-wallet.



Fintechs / Developers

- Development of legacy-free and data-driven products.
- Leverage international presence.

The future of banking: digital, data-driven, transparent and bank-agnostic

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+ 04869

+ 04869

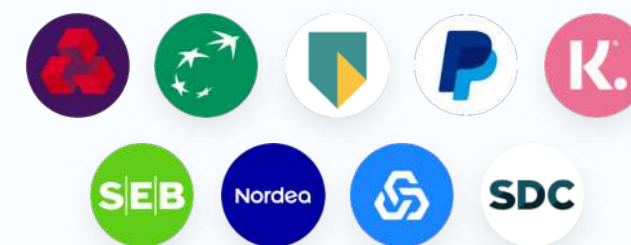
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250 Employees across Europe

Local offices in

- Sweden
- Finland
- Denmark
- United Kingdom
- Poland
- Netherlands
- Spain
- France
- Italy



Trusted by the industry leaders

- NatWest
- BNP Paribas Fortis
- ABN AMRO
- PayPal
- Klarna
- SEB
- Caixa Geral de Depósitos
- Nordea

Industry Authority

Member of EU, Berlin Group & Open Banking advisory boards

- ISO/IEC 27001 Certified
- PSD2 Licensed

3,000 +
Platform users



€ 80m +
Funding from
SEB



2,500 + banks & FIs connected

We're connected for access to all types of accounts, from banks, neo-banks, credit cards and more, and bring them together for you via a single, beautiful API.



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Introduction

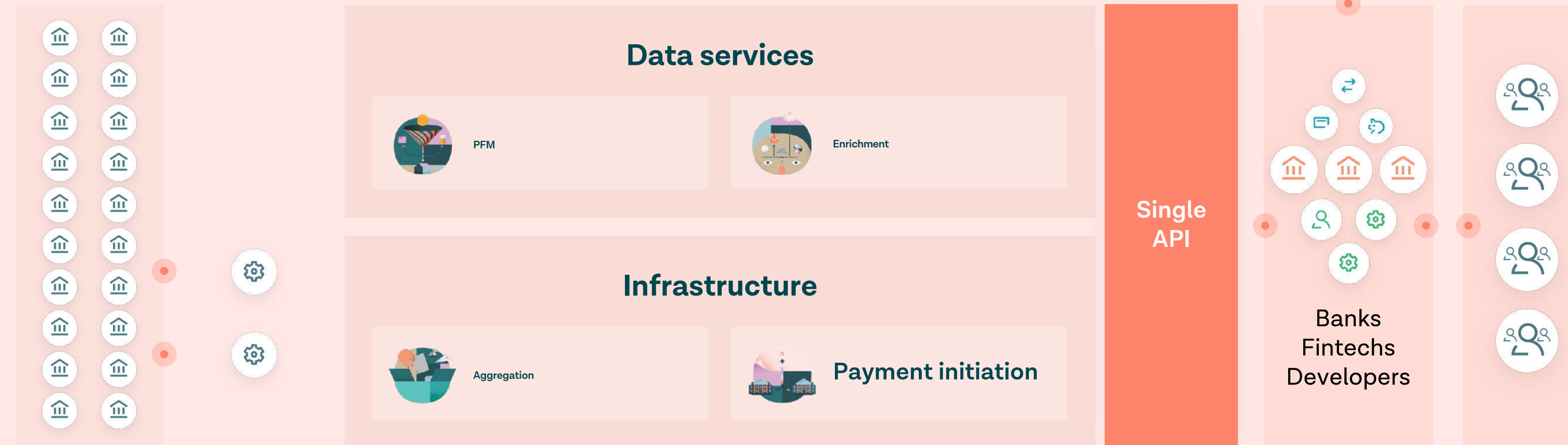
The Platform-as-a-Service for Financial Services

Financial Institutions

Tink

Customers

Consumers



Proprietary reverse-engineered API framework

Cloud-based Platform-as-a-Service

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Poste Partnership

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Poste Partnership

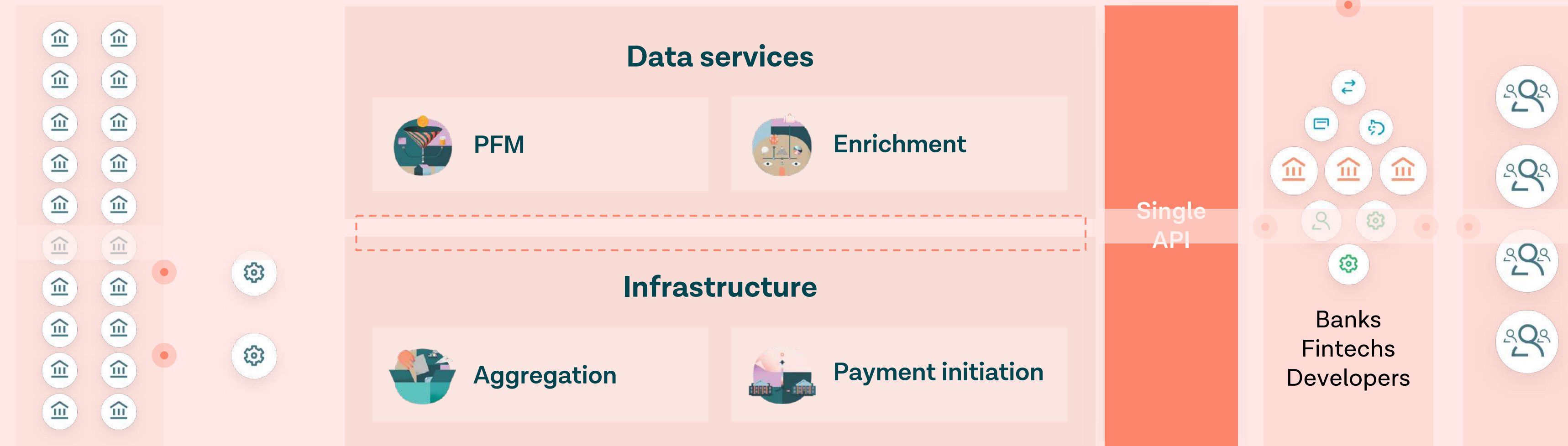
Products within the Poste Partnership

Financial Institutions

Tink

Customers

Consumers



Proprietary reverse-engineered API framework

Cloud-based Platform-as-a-Service

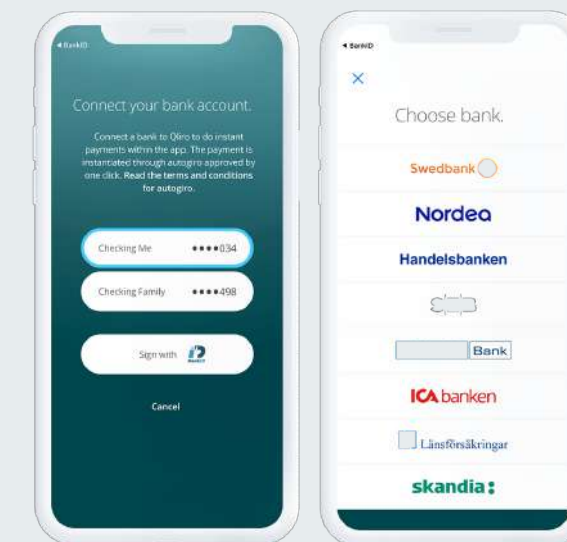
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Examples of future implementations with Poste

1. Onboard Instantly



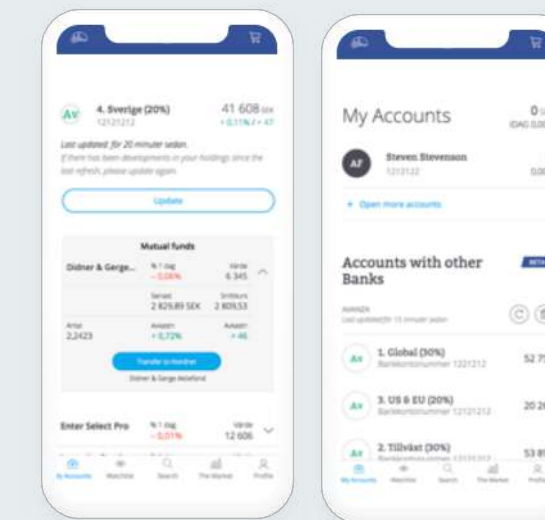
- Instant, digital on-boarding.
- Leveraging information from the user's bank.

2. Increase Engagement



- Intelligent and personalised user experience.
- Enriched information and data-driven financial management tools.

3. Target Intelligently



- Complete financial profile.
- Better credit scoring, pricing and targeting.

4. Transfer Funds



- Transfer assets from other banks with minimal friction and without leaving the app.

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Collaboration and knowledge sharing with full access to our teams..



Hackathons

Hackathons with **mixed developer teams** to generate ideas and solutions and kickstart development jointly

Workshops

Co-headed workshops covering a range of topics, incl. idea generation, customer experience, solution design, etc

UX design

Utilize our UX expertise and co-develop your user experience together with our **Design and UX teams**

Consumer research

Utilize our off-the-shelf consumer research or co-create tailor made research with the help from our in-house **research experts**

Product roadmap

Work on our future product roadmap together with our **Product teams** and impact priorities and features to come

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... with potential for joint development



Co-envisioning

Tink to act as a key “point of observation” of all **key trends** developing in Europe, in order to use the relevant insight to **jointly develop new solutions** and integrate them with the services provided to Poste

Co-working

Start a **collaboration programme** for the adoption of new technologies, including co-working/training sessions for Poste’s product developers and operations (i.e. half-yearly sessions)

Co-design

Involve Tink in **co-designing solutions** enabled by Tink’s technology, leveraging on Tink’s consolidated international experience

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Thank you

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Wide reaching network

Large
customer base

Delivering
innovation to all

Trusted brand

Open IT platform

Anticipating customer needs

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Q & A



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