Matteo Del Fante

CEO and General Manager Poste Italiane

Posteitaliane

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milkman
sennder
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Posteitaliane
tink
moneyfarm

Melany Libraro

Head of Customer Experience Transformation Poste Italiane

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cisco
vodafone
skype
Google
subito

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130,000+ employees

1.4 m post office visitors per day

20.1 m registered online users

35 million customers

1.9 m online visitors per day

€ 540 billion TFAs

12,800+ post offices

3.9 m PosteID users

28.4 million apps downloaded

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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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Partnership

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Group Level

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maximise saturation and service levels in long-haul road transportation

David Nothacker

Co-founder and Managing Director Sennder

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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

Source: sennder

sennder

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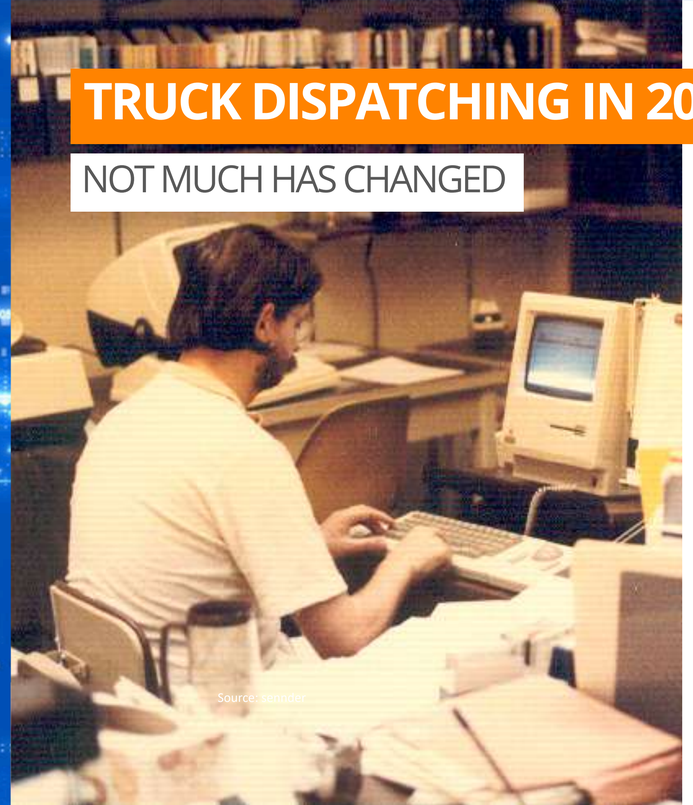
TRUCK DISPATCHING IN 2020

NOT MUCH HAS CHANGED



Source: sennder

sennder

BOOKING
FAX

TRACKING
PHONE CALLS

DOCUMENTATION
PAPER BASED

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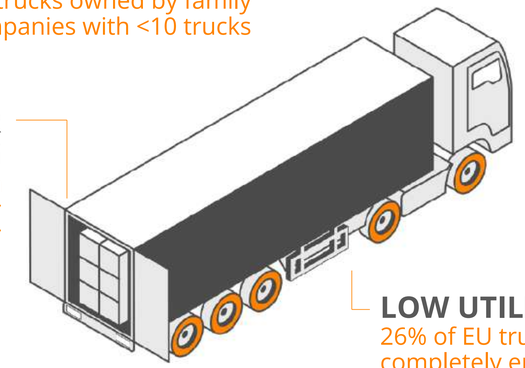
MARKET INEFFICIENCIES

FRAGMENTATION, SUBCONTRACTING & LOW TRANSPARENCY

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

1

CUTTING THE MIDDLEMEN

+ INCREASING TRANSPARENCY

2

MAXIMIZING LOADING EFFIENCY

+ CAPITALISING ON PRICE DISCRIMINATION

3

CROSS-SELLING SERVICES

INCL. FUEL CARDS, INVOICE FACTORING, INSURANCE & MORE

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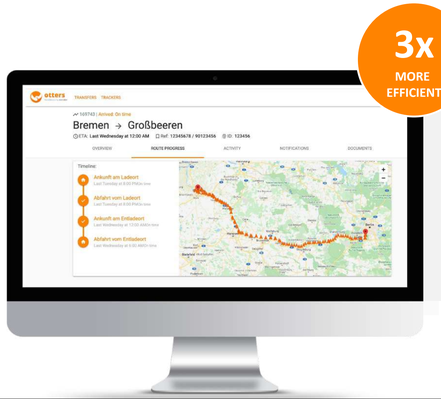
OUR PROPRIETARY PLATFORMS

3 DIGITAL PLATFORMS LEAD TO MAJOR EFFICIENCY INCREASES



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

octopus
INTERNAL TMS

orcas
CARRIER PORTAL

otters
CUSTOMER PLATFORM

Source: sennder (December 2019)

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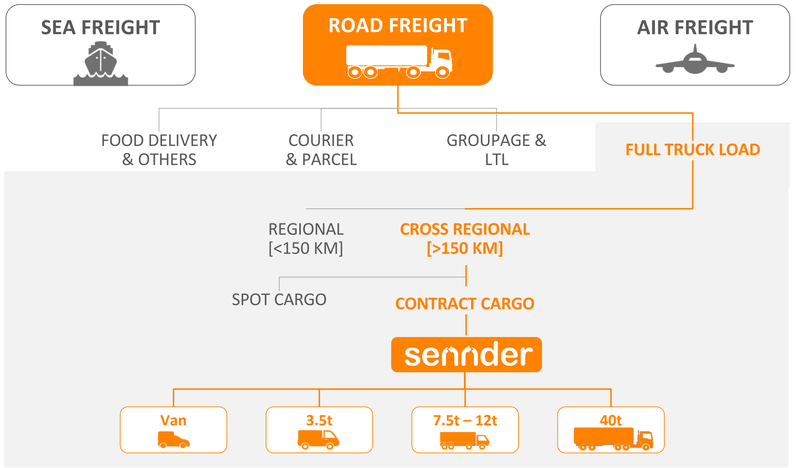
OUR FOCUS

CLEAR FOCUS ON X-REGIONAL, CONTRACT, FTL



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

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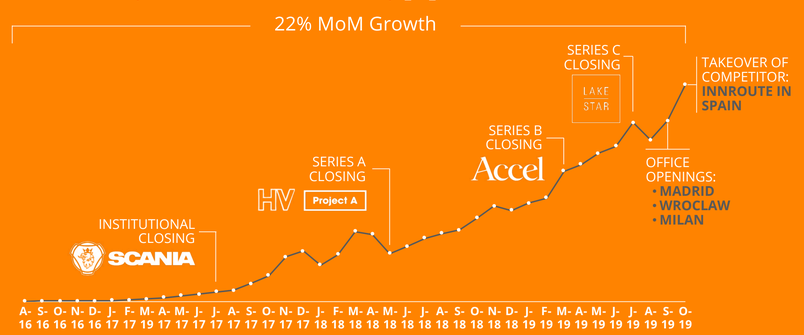
GROWTH

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

REVENUE, AUG. 16 – OCT. 19, [€]



Posteitaliane amazon zalando Coca-Cola

Source: sennder

GROSS REVENUE

€1BN

BY 2024

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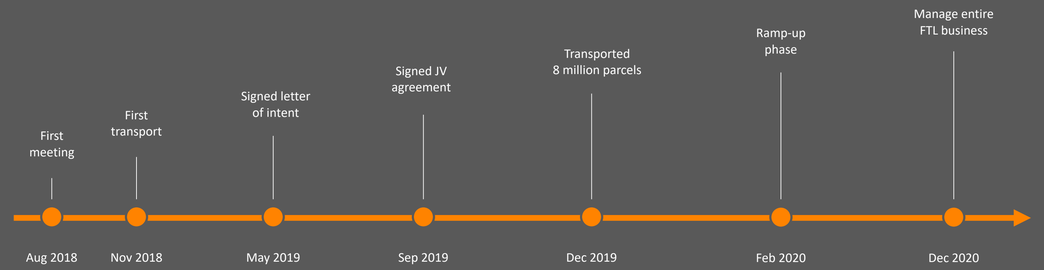
JV WITH POSTE ITALIANE

3 STEPS TO BECOME #1 ITALIAN ROAD FREIGHT FORWARDER



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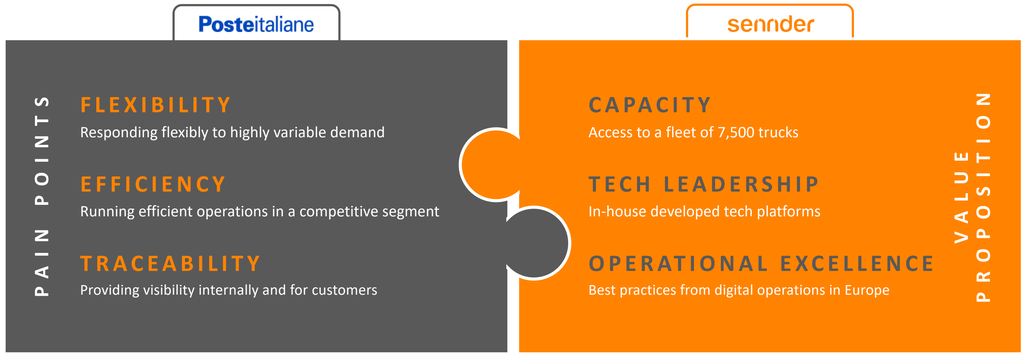
STARTING PHASE

FINDING THE RIGHT FIT TO OPTIMIZE POSTE'S FTL BUSINESS



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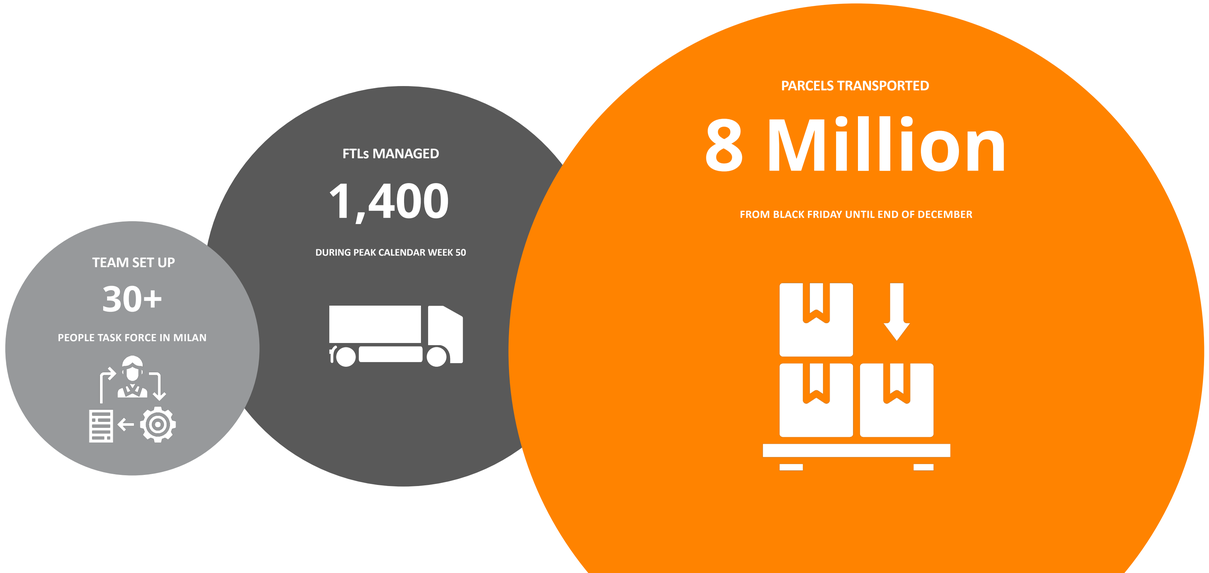
TESTING PHASE

SETTING UP OPERATIONS AND EXCEEDING INITIAL FORECASTS



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RUNNING PHASE

LEVERAGING POSTE'S BUSINESS AND SENNDER'S TECH

€100M
TRANSPORT VOLUME PER YEAR

EXPECTED LAUNCH

FEB 2020

6%
COST REDUCTION DRIVEN BY TECHNOLOGY

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improve e-commerce customer experience with convenient delivery options

Antonio Perini

CEO Milkman

Posteitaliane

Milkman

Home Delivery. When you're Home.

milkman

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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

milkman

Reasons for buying online **PROs**

- Large Choice
- Convenience
- Open 24/7
- Good Prices

Questions when buying online **CONs**

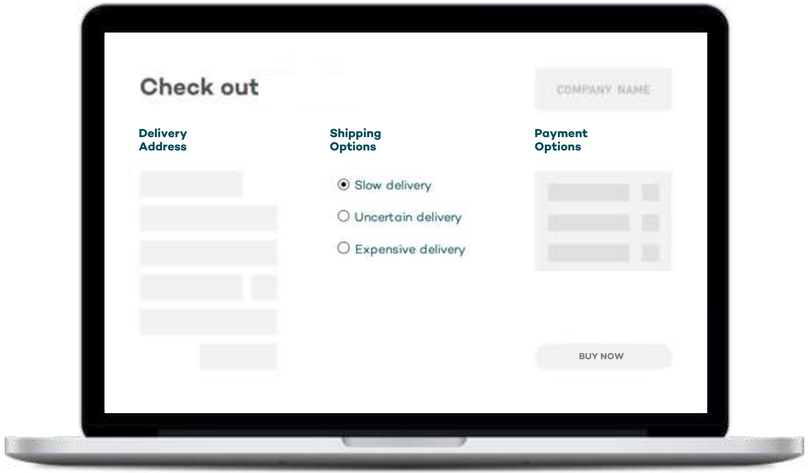
- Delayed gratification
- Can't Touch, can't Try
- Cost of Shipping
- Return Policy?

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

Transform such questions into new **Business Opportunities**

How to make Customer Journey better? The Purchase Decision

milkman



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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How to make the Customer Journey better: the Expecting Experience

milkman

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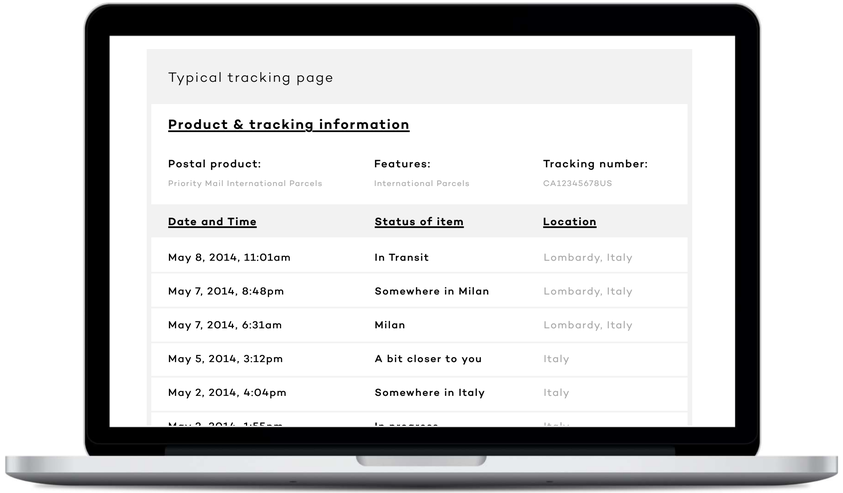
What Shoppers think...

- 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!



How to make the Customer Journey better

milkman

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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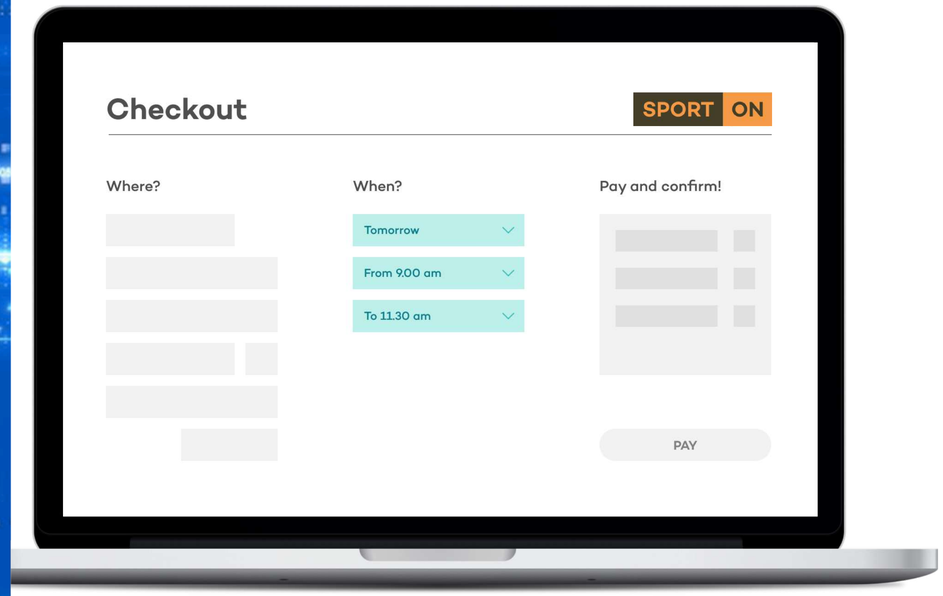
Milkman Solution: Flex Slots on Checkout

milkman



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

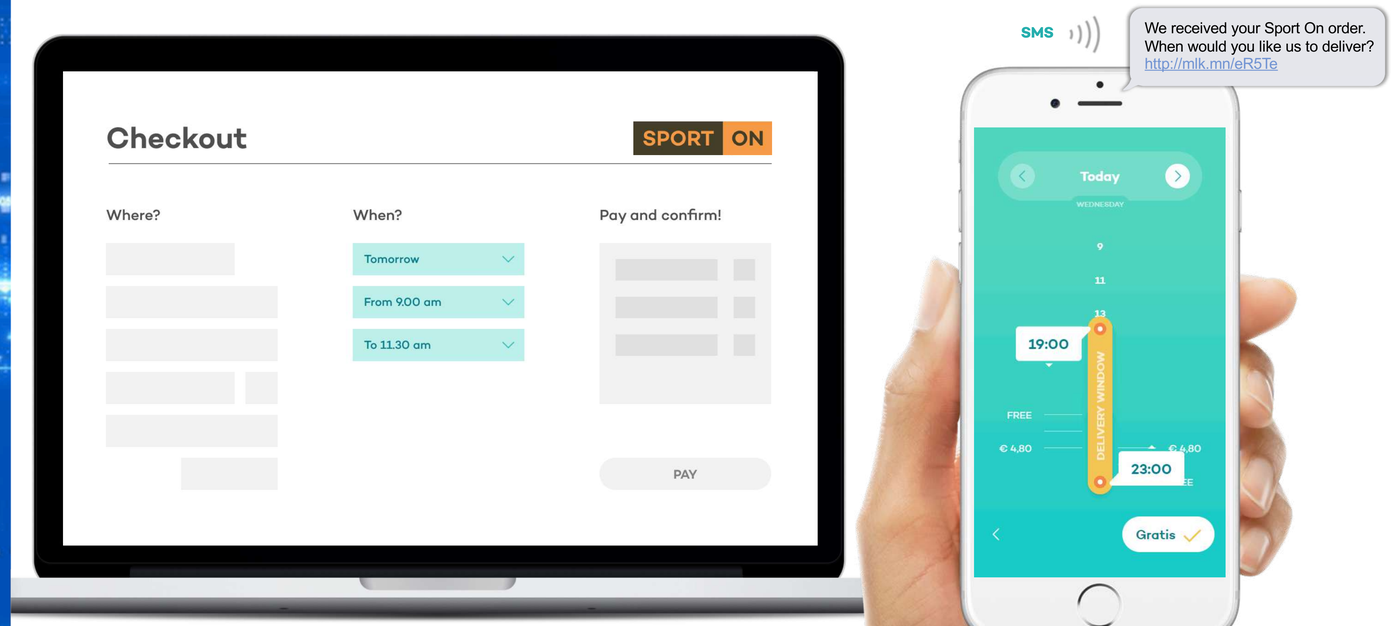
In one single interaction pattern you can offer:

- 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.

Milkman Solution: Flex Slots on Checkout or on Tracking Page

milkman



Choice, Control, Convenience: improving the Expecting Experience

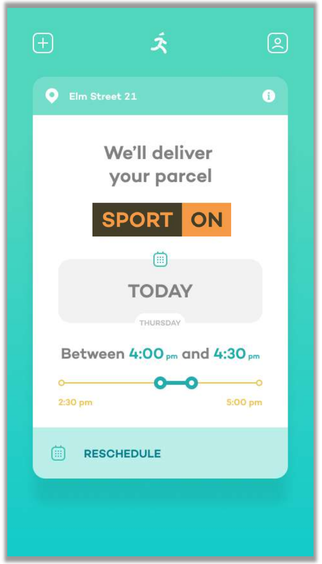
milkman

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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milkman

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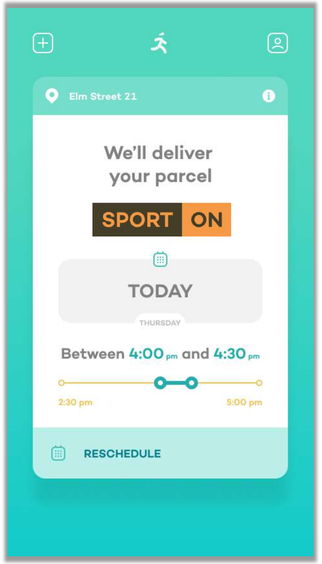

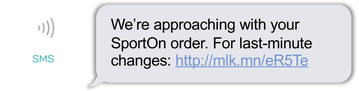

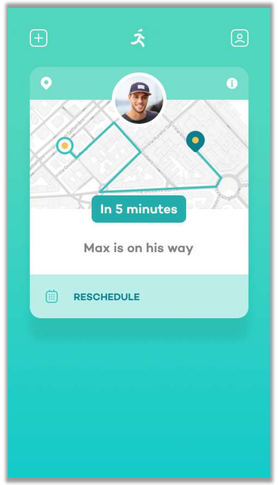

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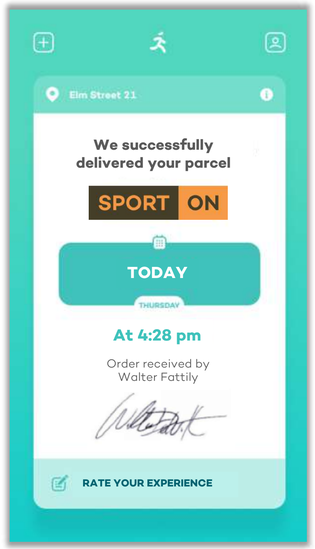
Build Trust for Life.

milkman

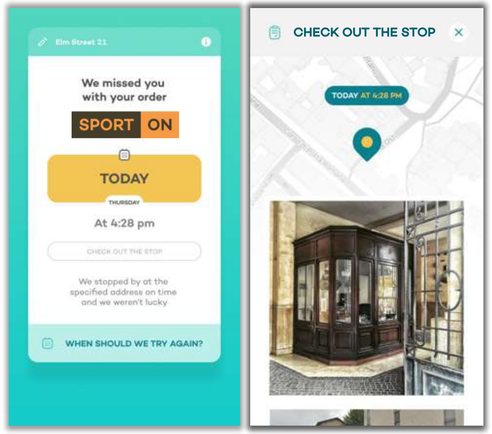


Reward great Drivers!

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

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 sinergy 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.

	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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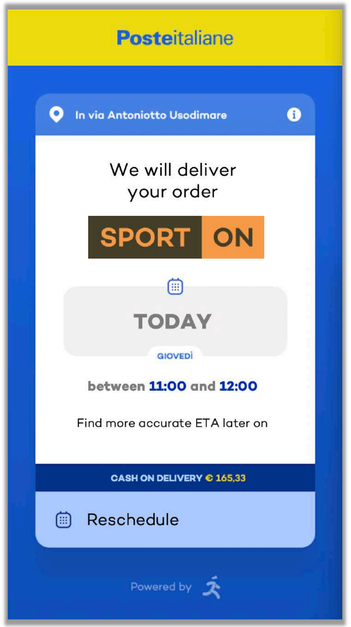
Amazon Experience offering Premium Scheduled Deliveries



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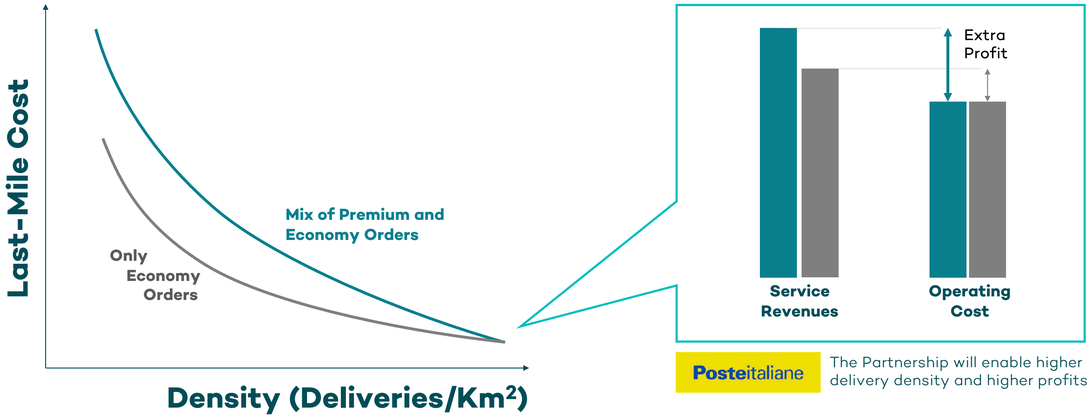
Service Differentiation and Extra-Profits



Posteitaliane The Partnership will enable higher delivery density and higher profits

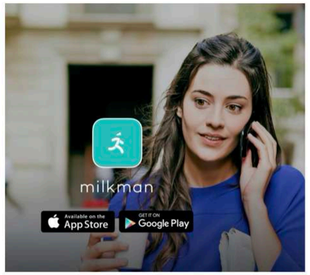
Partnering with Poste Italiane

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!

milkman

Looking at Last-Mile as the Future of Retail with

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deliver a fully integrated digital wealth management solution

Paolo Galvani

Co-founder and Chairman Moneyfarm

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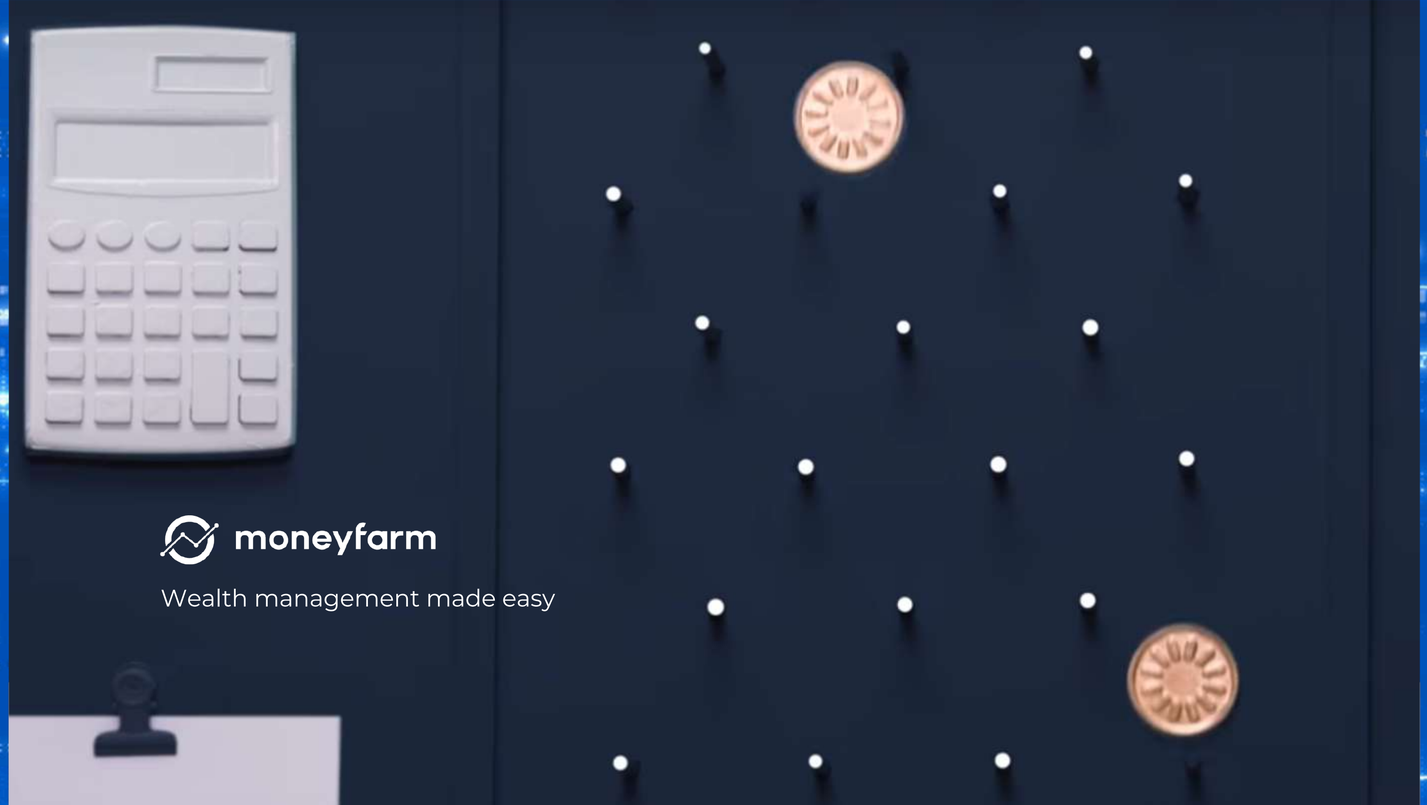

moneyfarm

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

Founders

Paolo Galvani
Co-Founder and Chairman

Giovanni Daprà
Co-Founder and CEO

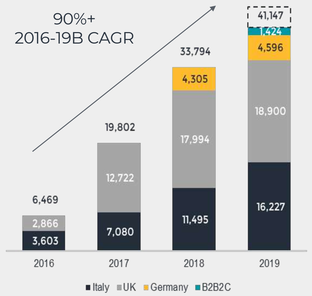
PRESTIAMOCI
Morgan Stanley
Deutsche Bank
Sella SGR
Deutsche Bank

Our investors

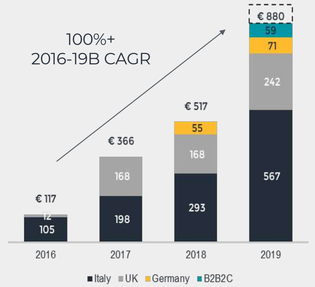
United Ventures
Cabot Square Capital
Allianz
Posteitaliane

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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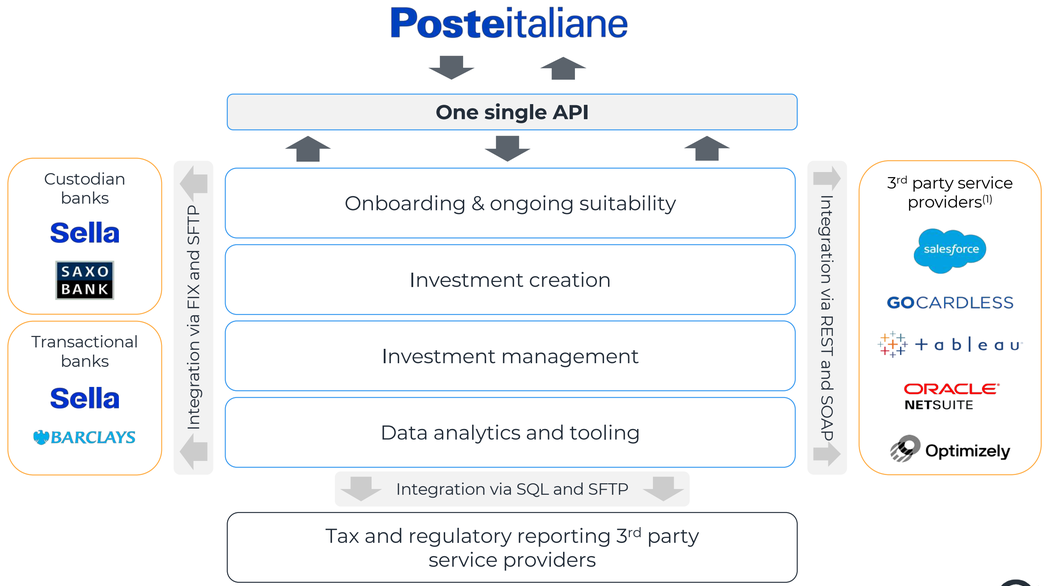
Single API allows Poste a seamless access to our comprehensive platform

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



(1) Selected providers shown

Rigorous investment process generates optimal outcomes

Investment philosophy

1

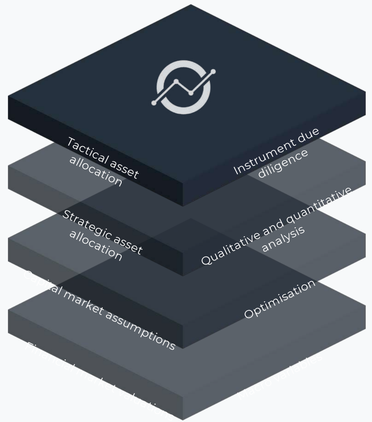
Asset allocation is a key driver of portfolio performance and cost is a key driver of long term customer outcome

2

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

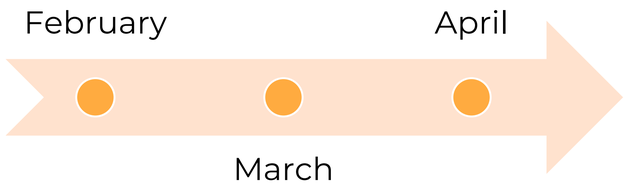
3

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



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



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

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 Italiane 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

Marco Siracusano

CEO Postepay

Posteitaliane

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PostePay

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

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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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accelerate open banking opportunities in a shifting landscape

Daniel Kjellén

Founder and CEO Tink

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Tink

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Daniel Kjellén

Co-founder and CEO

Tink

Open Banking

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

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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Tink

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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

INSIGHT VENTURE PARTNERS

SEB

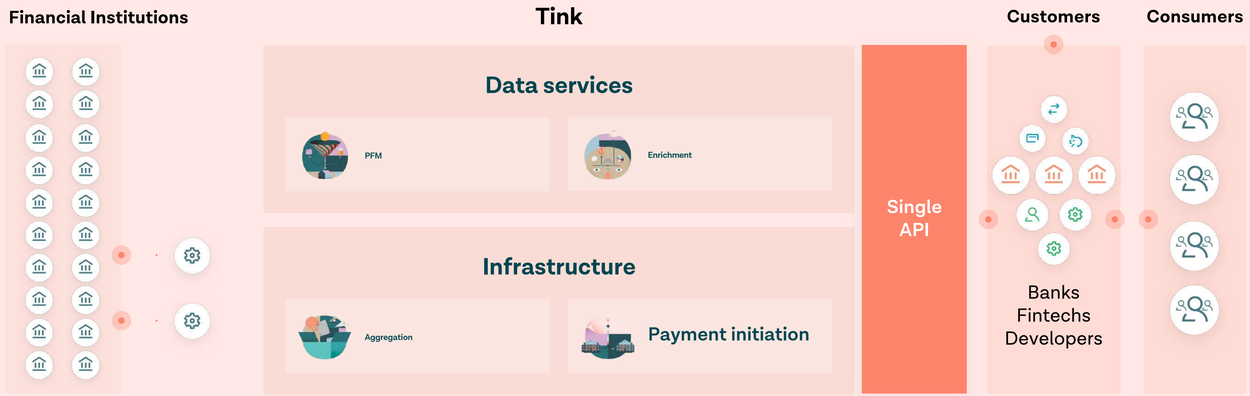
HEARTCORE

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.

Introduction

The Platform-as-a-Service for Financial Services

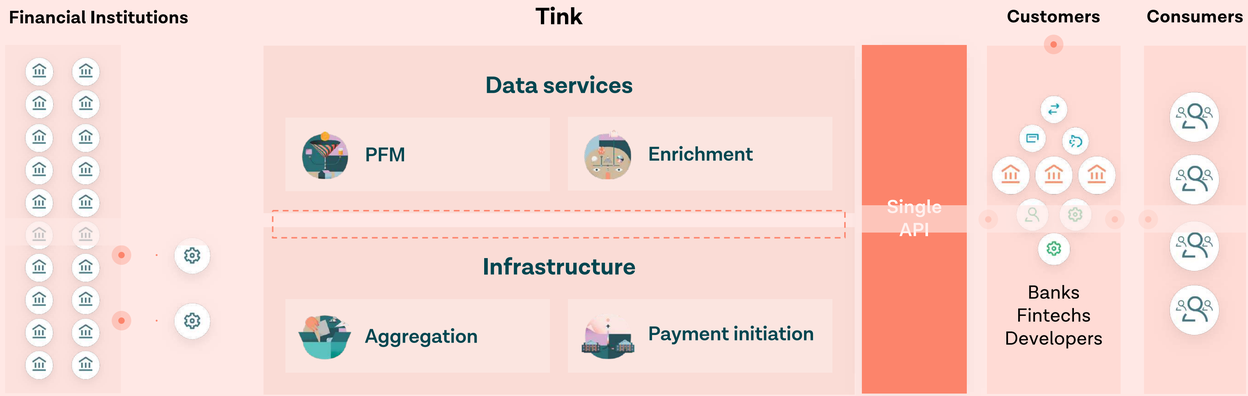


Tink

Poste Partnership

Poste Partnership

Products within the Poste Partnership



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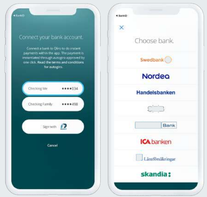
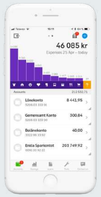
Examples of future implementations with Poste

1. Onboard Instantly



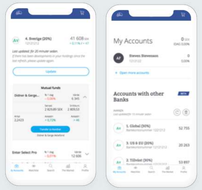
- Instant, digital on-boarding.
- Leveraging information from the user's bank.

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.

Poste Partnership

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

Poste Partnership

… 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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