

ANNUAL REVIEW

2005

FACILITATING THE DEVELOPMENT AND IMPROVEMENT of postal services

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AN POST  
Ireland



DEPARTMENT OF  
POSTAL SERVICES  
Cyprus



HELLENIC POST ELTA  
Greece



POST DANMARK A/S  
Denmark



SWISS POST  
Switzerland



AUSTRALIA POST  
Australia



DE POST / LA POSTE  
Belgium



HUNGARIAN POST OFFICE LTD  
Hungary



POSTE ITALIANE SPA  
Italy



TNT NV  
The Netherlands



CANADA POST  
Canada



DEUTSCHE POST AG  
Germany



ICELAND POST  
Iceland



POSTEN AB  
Sweden



UNITED STATES  
POSTAL SERVICE  
USA



CORREOS Y TELEGRAFOS  
Spain



FINLAND POST CORPORATION  
Finland



NORWAY POST  
Norway



POSTES ET  
TELECOMMUNICATIONS  
Luxembourg



CTT CORREIOS DE PORTUGAL SA  
Portugal



GROUPE LA POSTE  
France



ÖSTERREICHISCHE POST AG  
Austria



ROYAL MAIL GROUP PLC  
United Kingdom

# MESSAGE FROM THE CHAIRMAN

Routes to value creation

**“I BELIEVE WE HAVE IN PLACE STRATEGIES FOR OUR BUSINESSES THAT ALLOW US TO LOOK FORWARD WITH OPTIMISM TO THE CONSIDERABLE CHALLENGES AHEAD.”**

This is my last message as chairman of the IPC Board. By the time this Annual Review is published in January, I will have handed over my chairman's baton to Jean-Paul Bailly, chairman and chief executive officer (CEO) of Groupe La Poste, France, and one of my fellow board members.

I have been privileged to serve the international postal community as IPC chairman for the past 10 years, a period during which everyone employed by, or associated with IPC member Postal operators, has witnessed change, turbulence, uncertainty... and hope. The pace of the journey has been a little different for each of us, and we have taken different routes, but for all of us the impact of globalisation on our international services, the emergence of faster and ubiquitous forms of electronic communication, and the actions of regulators to reshape postal markets, have been key drivers for change in our sector. The picture is much clearer now, and I believe we all have strategies in place for our businesses that allow us to look forward with optimism to the considerable challenges that lie ahead.

IPC members are ready to embrace the challenges of greater liberalisation which, in Europe, will reduce further or indeed eliminate the postal monopoly in our domestic markets. More restructuring is needed, and further cost efficiencies must be achieved, but all our member Postal operators are now a long way — if not all the way — along the road to fully commercial, competitive operations focused on creating value both for the customer and our organisations.

In the 10 years of my chairmanship, IPC has travelled alongside its members. Its systems have connected us and allowed us to communicate effectively; its monitoring and measurement have thrown a light on our service quality, and the forum it provides us at both CEO and operational levels has facilitated our upgrading of the international letter service to the consistently high performance we now achieve.

Through IPC we found a way to overhaul our traditional methods of doing business and developed the REIMS agreement,

which links our payments for delivering international mail directly to the quality of service we provide.

On behalf of all member Postal operators, I would like to thank the management and staff of IPC for their professionalism, responsiveness to our needs and skill in providing services that underpin our value creation initiatives. My special thanks go to Georges Clermont, who has used his considerable talent and experience of the postal sector to steer IPC through six years of structural upheaval in the postal marketplace. Georges's knowledge and understanding have kept IPC's work relevant to our needs; his skills as a manager have ensured that IPC's services are delivered to us cost-effectively.

I would like to thank Klaus Zumwinkel, CEO of Deutsche Post, for acting as vice-chairman of the IPC board, and to welcome John E. Potter, Postmaster General of the United States and CEO of the US Postal Service to the role. Welcome also to new leaders in our community of Postal operators: Dag Mejdell, who joins Norway Post as CEO in January 2006, Luís Filipe Nazaré, chairman and CEO of CTT - Correios de Portugal, Andreas Taprantzis, CEO of Hellenic Post – ELTA, and, of course, Moya Greene, president and CEO of Canada Post, who has also joined the IPC board. I know that these, and the whole Shareholder team, will support Jean-Paul Bailly as he moves IPC forward to continue serving members' needs.

**HELGE ISRAELSEN**

Chairman of the IPC Board  
Chief Executive Officer,  
Post Danmark A/S



## MESSAGE FROM THE NEW CHAIRMAN

page 2

Continuing the good work

- 2005 I P C ANNUAL REVIEW -

**“IPC IS A MODEL FOR THE RIGHT WAY TO RESPOND TO CHANGING CUSTOMER NEEDS IN AN EVOLVING MARKETPLACE.”**

It is with great pleasure that I have accepted the position of chairman of the IPC Board. Soon after I joined the postal community three years ago as chairman and chief executive of Group La Poste, I came to appreciate IPC for the opportunities it offers its members to work together.

IPC's systems have created an infrastructure for monitoring the progress of international mail on its journey from posting to delivery. Its technology provides the cross-border links we need to sustain and improve our quality of service.

As the postal marketplace has been evolving and restructuring, we have learnt new ways to be competitive. In response to our development, IPC has supplied and monitored high performing international transport and processing networks and has therefore facilitated our desire to differentiate our services and meet customer needs better. We can see an example of this at work in the E-Parcel network which allows Postal operators to offer added value products confident of their traceability and delivery on time.

I am committed to continuing the work done by Helge Israelsen during his time as chairman of the board. Helge has played a very large part in shaping IPC during a crucial period of development. In his time as chairman, the REIMS II Agreement has come to life and matured, Radio Frequency Identification (RFID) monitoring has expanded to give us greater insight into the processing pipeline, and CAPE has developed new functionality to monitor the IPC Universal Tray pool and Sprinter transport network.

IPC is a valuable resource. The services it has offered its members to date have shown that it is sensitive to our needs and capable of satisfying them. Its flexibility is a model for the right way to respond to changing customer needs in an evolving market.

I look forward to working with Georges Clermont and the new president and chief executive officer and to leading the IPC board.

**JEAN-PAUL BAILLY**

Chairman of the IPC Board (2006)

Chief Executive Officer,

Groupe La Poste



# CHIEF EXECUTIVE OFFICER'S REPORT

Consistency of service

**“IPC MEMBERS HAVE CONSISTENTLY ACHIEVED OVERALL QUALITY OF SERVICE FOR INTERNATIONAL LETTERS ABOVE 93 PER CENT.”**

Like Helge Israelsen, our current board chairman, this is my last IPC Annual Review. After more than six years my tenure as president and chief executive officer (CEO) will end in May.

Throughout my career at Canada Post I was closely involved with IPC's activities. I sat on the Board from 1993 to 1999 when president and CEO of Canada Post and I was both pleased and honoured, therefore, to serve IPC's members as president and CEO and continue the work that had been so ably started by my predecessors, Gerard Harvey and Yves Cousquer.

I like to think that we can point to good successes in the past six years. Supported by expert help from members, we were able to negotiate a new exemption from the European Commission for the REIMS terminal dues agreement. This achievement has given stability in our REIMS members' remuneration, but perhaps more important, the quality of service targets of the agreement have underpinned the members' efforts to raise and maintain their international letter delivery performance. Performance within Europe has consistently been above 93 per cent since 2001.

Quality of service within North America and between North America and Europe has shown dramatic improvements during the last years. Today, we can look at consistency of service which is paramount to our customers.

Our performance centre has facilitated quality of service improvement by monitoring data from our technical infrastructures — UNEX, Radio Frequency Identification (RFID) monitoring and CAPE — and alerting members to dips in service quality. Our Certificate of Excellence in the management and handling of international mail provides a benchmark for best practice in office of exchange operations.

In 2000, Postal operators from countries then due to accede to the European Union (EU) joined a simplified version of UNEX called UNEX Lite. They are now integrated into the new UNEX 2005 system and are engaged in service-based terminal dues remuneration through REIMS East. Expansion of UNEX and REIMS to new EU member states allows our members to interface with

central and east European Postal operators on international letter mail delivery in the same way as they do with each other.

The year 2005 unfortunately has been marred by problems relating to the introduction of UNEX 2005. The problems encountered with the implementation of a new system were not new: they had been experienced when Research International took up the running of the system in 1998. The Board decided in November to return to the traditional approach that the latter had developed over the last years and we would expect the system to be up and running and providing satisfactory results by mid 2006.

Substantial changes were also brought to our Marketing Services in the last years: we endeavoured to meet members' needs rather than they having to fit their programmes to our research. Some new customized approaches have been developed and received very positive response from the members.

We have expanded our membership during my term as president and CEO, welcoming back an IPC founder member, Australia Post, and greeting a new associate member, Magyar Posta of Hungary. Both Postal operators play an active part in our activities.

I would like to thank all of the members' staff who have contributed to the progress of IPC and its mission. In particular, I use this opportunity to thank Helge Israelsen for his support and understanding and continuous help during these six years. His masterful conduct of meetings of the Board or REIMS CEOs has rendered possible some solutions that had been thought unrealistic even to consider. I can say that he was always available for discussion or review of issues concerning the internal or external governance of IPC.

Again, I thank you all for having given me the opportunity to serve you.

**GEORGES CLERMONT**

President and  
Chief Executive Officer  
International Post Corporation

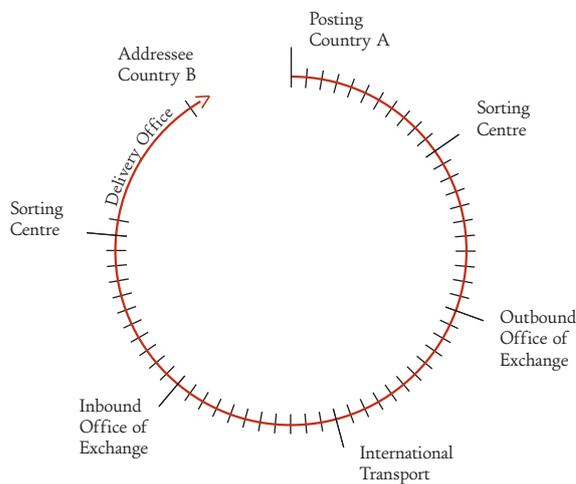


Postal operators in UNEX 2005

An Post	Ireland	Lietuvos Paštas	Lithuania
Australia Post	Australia	Magyar Posta	Hungary
Canada Post	Canada	Maltapost	Malta
Česká Pošta	Czech Republic	Norway Post	Norway
Correios do Brasil	Brazil	New Zealand Post	New Zealand
	(receiving country only)	Österreichische Post	Austria
Correos y Telégrafos	Spain	Poczta Polska	Poland
CTT Correios de Portugal	Portugal	Pošta Româna	Romania
De Post/La Poste	Belgium	Posta Slovenije	Slovenia
Department of Postal Services	Cyprus	Post Danmark	Denmark
Deutsche Post	Germany	Postes et Télécommunications	Luxembourg
Eesti Post	Estonia	Poste Italiane	Italy
Finland Post Corporation	Finland	Posten AB	Sweden
Hellenic Post - ELTA	Greece	Royal Mail	United Kingdom
Iceland Post	Iceland	Slovenská Pošta	Slovak Republic
Israel Postal Authority	Israel	Swiss Post	Switzerland
Japan Post	Japan	TNT	Netherlands
La Poste	France	United States Postal Service	United States of America
Latvijas Pasts	Latvia		

36 COUNTRIES COVERED BY UNEX

UNEX external end-to-end measurement embraces separate programmes involving a total of 36 Postal operators. The country-to-country system monitors international first class letters in Europe. The city system covers international mail travelling between Europe, North America and Australia. As part of the Universal Postal Union (UPU) terminal dues project for industrialised countries, UNEX monitors international mail between IPC members (excluding the Cyprus Department of Postal Services and Magyar Posta of Hungary) plus the Postal operators of Israel, Japan and New Zealand.



- 600 country-to-country mailstreams covering urban and rural areas
- 36 countries worldwide
- 450,000 test letters a year
- First published results from new EU member states
- Fully diagnostic system
- Enhanced operational information

RFID MONITORING

Radio frequency identification (RFID) transponders inserted into test letters are activated as they pass through antennae in gates installed at offices of exchange to provide a diagnostic tool for international mail processing performance.

RFID monitoring gives IPC members operational information on the movement of mail through the stages of processing. It also provides data from which terminal dues payments can be calculated under the REIMS agreement.

UNEX 2005 HIGHLIGHTS

Contract renewal in 2005 gave an opportunity to update the UNEX design significantly.

# QUALITY OF SERVICE

## End-to-end performance measurement

“IPC IS DEDICATED TO PROVIDING INFORMATION THAT HELPS ITS MEMBER POSTAL OPERATORS IMPROVE THEIR QUALITY OF SERVICE.”

### UNEX end-to-end measurement

UNEX end-to-end quality of service monitoring provides continuous measurement of Postal operators' performance for international mail delivery. It is based on statistically accurate samples of test letters travelling anonymously along international mailstreams. An independent, external contractor works with panellists to record the posting and delivery times of test letters and to provide accurate results for Postal operators' quality of service performance.

The UNEX country-to-country system in Europe covers both urban and rural areas. Since its launch in 1994, it has

tracked a 24 percentage point increase in overall delivery performance achieved by IPC's European members. UNEX also monitors mail travelling from city-to-city between Europe, Australia and North America. In 2000 Postal operators from countries then due to accede to the European Union (EU) joined a simplified version of UNEX called UNEX Lite. In 2005, UNEX was expanded to support quality of service measurement for the Universal Postal Union (UPU) Industrial Country-to-Industrial Country terminal dues process.

### UNEX 2005

Contract renewal in 2005 gave an opportunity to update the UNEX design significantly and to integrate UNEX Lite and other Postal operators into the main system.

UNEX 2005 covers about 600 country-to-country mailstreams between 36 countries, double the number in the previous contract. We designed the new system to make wider use of radio frequency identification (RFID) in order to provide the optimum diagnostic model for operational performance monitoring. We increased the number of test letters carrying RFID transponders to approximately 350,000 a year. In addition, to maintain statistical accuracy for end-to-end quality of service measurement, we topped up the diagnostic model with a further 100,000 test letters and specified minimum volumes on each mailstream as well as a specific mix of mail characteristics, such as manual and machine addressing, metered and stamped postage, and envelopes of different sizes.

The wider geographic coverage of the new UNEX system presented big challenges in terms of both building samples of test letters with specified characteristics and of appointing and managing panels in each of the countries involved.

We selected a market leader in postal quality of service monitoring as UNEX 2005 contractor; IBM Consulting, following

a call for tender that sought the best price for a robust operation founded on supplier expertise.

IBM's contract tender was based on centralised panel management via the internet. The challenge of implementing a significant change in design, that required panellists in each country to fulfil and report results accurately from precise quotas of test letters, proved more difficult in a centralised system that lacked personal contact. After some months of increasingly difficult implementation, the IPC Board decided on a phased transfer back to Research International, the previous UNEX contractor. This transfer will occur in 2006.

Research International's core business is fully aligned with UNEX panel requirements. As a market research specialist, the company has expertise in creating and motivating panels. Its presence in each country means that it recruits and manages panellists locally. A local presence also ensures that knowledge of country-specific mailing practices is channelled back to Research International's panel-building process.

IBM and Research International are committed to a seamless transition in 2006. We are confident both suppliers will cooperate successfully and that we will have the quality data required by Postal operators throughout the transition period.

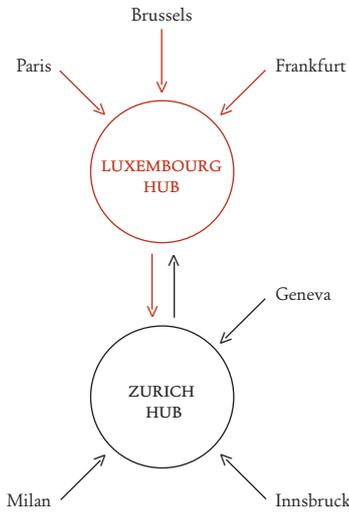
### RFID monitoring

IPC has pledged to continue monitoring the progress of new radio frequency identification (RFID) technology and to conduct tests where appropriate. A review of alternative technologies in 2005 found that a proven alternative to the technology we currently employ is not yet available.

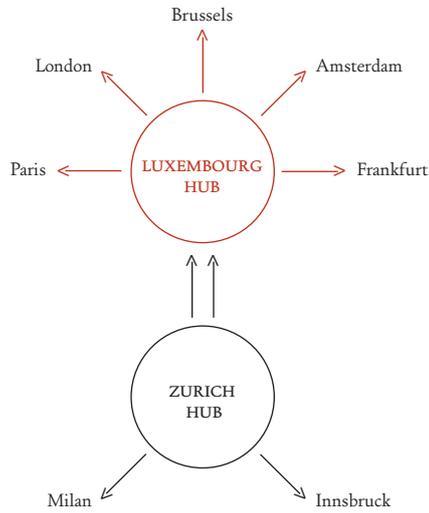
Our RFID quality of service monitoring network spans 203 sites in 47 countries. It provides data for both operations

management and terminal dues purposes. A study by consultants Booz Allen Hamilton estimated it would be at least three years before low-priced, passive transponders reach maturity. Even then, a move to a lower-priced transponder must be balanced against the cost of replacing a significant investment in monitoring installations worldwide.

**NIGHTLY ARRIVALS**  
at Zurich and Luxembourg hubs



**NIGHTLY DEPARTURES**  
from Zurich and Luxembourg hubs



**THE SPRINTER TRANSPORT NETWORK**

The Sprinter network covers 40 links between offices of exchange in nine countries. The transport service and hub operation is provided under contract by German company C&G Logistics, which uses a dedicated fleet of 20 light goods vehicles.

**INBOUND**

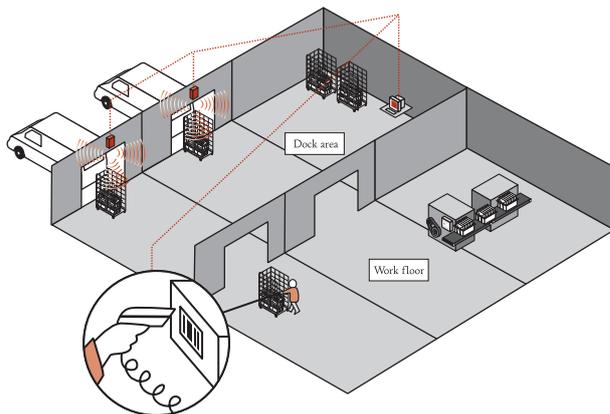
**OUTBOUND**



**IPC MEMBERS IN THE SPRINTER ROAD TRANSPORT NETWORK**

**CONTROL AND MONITORING**

The Sprinter network leverages CAPE and radio frequency identification (RFID) monitoring to control its operations and monitor efficiency.



# OPERATIONS AND TECHNICAL INFRASTRUCTURE SERVICES

## Upgrading the International Mail Service

“THE SPRINTER ROAD TRANSPORT NETWORK FOR PRIORITY LETTERS REPRESENTS A NEW TYPE OF COOPERATION BETWEEN POSTAL OPERATORS.”

IPC has leveraged its existing technology infrastructures to control and monitor the efficiency of a time-sensitive international transport operation developed for a group of nine members in Europe. The Sprinter network joins the IPC Universal Mail Tray pool as the second distinctly operational system devised to optimise quality of service for international letters.

### Sprinter network brings transport efficiency

In September 2005 we launched an international road transport network for priority letters in the first cooperative effort of its kind between Postal operators.

The task of securing efficient air transport for priority international letters has become increasingly difficult as airlines put into service smaller aircraft with less capacity to carry mail.

Together with nine IPC members, we developed the Sprinter network, a centrally controlled European linehaul road network that transports priority mail to inbound offices of exchange before the current critical cut-off times (CCTs) established to achieve on-time delivery.

On behalf of our members, we have signed a contract with a logistics company for the supply of dedicated international transport services. The operation uses light goods vehicles

to carry mail despatches to and from hubs in Luxembourg and Zurich. At the hubs, located within existing postal facilities, mail is consolidated for onward transport via the Sprinter network.

The time-sensitive road transport operation matches air transit times but is less affected by adverse weather and is more tightly under our control.

Initially, the Sprinter network is transporting priority letters outbound from seven countries and inbound to nine. It operates to maximum cost-effectiveness by carrying fixed volume allocations from each participating Postal operator based on vehicle capacity. Additional volumes continue to be transported by air.

We hope more IPC members will join the network in future and we are studying the operational processes required for Postal operators outside Europe to fly their mail directly into Sprinter hubs for onward distribution.

### New applications for IPC technology infrastructures

The Sprinter network leverages two of our existing technology infrastructures to control its operations and monitor efficiency: CAPE and radio frequency identification (RFID) monitoring. For virtually no additional investment, we are able to monitor the performance of our transport contractor and provide Sprinter partners with integrated management reporting.

The CAPE system traces mail receptacles (bags and trays) through their journeys between countries. It covers all IPC members, plus Postal operators in central and Eastern Europe, and in other parts of the world if they have significant mail flows with our members.

Postal operators exchange EDI messages, and at each stage along the route between outbound and inbound offices of exchange they scan barcodes on mail receptacles. The CAPE system pre-advises Postal operators of inbound mail volumes

and confirms to despatching Postal operators that their outbound mail has been received. Thus, they know how much mail to expect, and, once despatches arrive, they can identify and trace any missing receptacles.

Mail carried on the Sprinter network is monitored through CAPE. Our members scan receptacles on to vans, in and out of the two hubs, and at their destination office of exchange.

We use RFID technology to monitor the efficiency of the Sprinter transport service and ensure that vehicles keep to their time-sensitive schedules. A beacon RFID transponder fitted at the back of each vehicle transmits to an antenna at loading bays in the network to register arrival and departure times. We have integrated this transponder data into our CAPE\*Vision reporting tool to provide Sprinter partners with analysis of CAPE and RFID monitoring in the same report.

From FRANKFURT/M		Par Avion		CN35	
Deutsche Post		Mailstream		UN-P	
Mail No 1153		To		SYDNEY	
Date 2004-11-10		Australien		Australien	
Receptacle 002	Items	Australien Postal Corporation			
Gross Kg 5,3	Net Kg				
Seal No 58275175		*DEFRAA AUSYDA AUN4 1153 002 30 0053* <7Y#>			
Producer JICDEA-IPZ123.347		Via SQ 0325, SIN	Conveyance SQ 0221		Offload SYD

THE S47 RECEPTACLE LABEL

The new S47 standard for a receptacle (bag or tray) label. It is vital for good quality of service that a receptacle's destination is clearly marked. The bar-code must be readable, in the right place and include all the information needed.

OFFICES OF EXCHANGE HOLDING  
THE CERTIFICATE OF EXCELLENCE IN 2005

- Amsterdam
- Brussels
- Chicago
- Copenhagen
- CPH (Sweden)
- Frankfurt
- Innsbruck
- Lisbon
- Milan
- Stockholm Arlanda
- Vancouver
- Vienna
- Zurich

Our Certificate of Excellence recognises offices of exchange (OE) which achieve the highest level of performance for international letter mail management and processing (left). The certificate is only awarded after an OE has passed our certification audit following its own successful self-assessment against our criteria for excellence.

# OPERATIONS AND TECHNICAL INFRASTRUCTURE SERVICES

## Upgrading the International Mail Service

**“OUR DAY-TO-DAY OPERATIONS MONITORING AND PERFORMANCE REPORTING TOOLS HELP OUR MEMBERS MEET THEIR QUALITY OF SERVICE TARGETS.”**

Our Upgrading the International Letter Service project provides a forum in which members work together for continuous improvement in international letter quality of service. Our performance centre monitors international mail movements day by day and provides a communications channel for operations management.

### Upgrading the international mail service

The upgrading project for international priority letters is governed by senior operations managers from IPC member Postal operators. Each year, members agree individual outbound and inbound performance targets and produce action plans setting out how they will achieve them. We monitor performance against targets and report monthly to the Operations Upgrading Committee.

Our performance centre provides an information hub for upgrading activities. It uses our tracking and quality of service measurement data to monitor progress against key indicators on end-to-end links as mail travels through each segment of

the processing pipeline from posting to delivery.

During 2005 we worked to establish outbound and inbound targets with Postal operators participating in the UNEX city-to-city system: our members in North America and Australia.

We also worked during the year with Česká Pošta (Czech Republic), Poczta Polska (Poland) and Slovenská Pošta (Slovak Republic) to help them develop and implement quality of service improvement programmes. With these non-member Postal operators, we provided guidance on target setting and the development of action plans.

### IPC Universal Tray Pool management

The IPC Universal Tray pool was the first mail operations project undertaken by us (the Sprinter mail transport network described on page 7 is the second).

Since 2001 we have been managing and monitoring the common pool of universal mail trays travelling between our members. The tray carries small letters and flats (C4, C5, and C6) and increases international mail processing efficiency by protecting mail better for machine sorting.

The pool, comprising some 450,000 trays, operates across individual routes inbound to each country. Surpluses of empty trays are redistributed according to need via a transport network. Our performance centre uses CAPE\*Vision tray management functions to control stock levels and repatriation movements. This ensures

that all Postal operators in the scheme have an adequate but not excessive supply of trays at all times.

During 2005, Magyar Posta of Hungary joined the pool and we began talks with non-member Postal operators in the REIMS East terminal dues system.

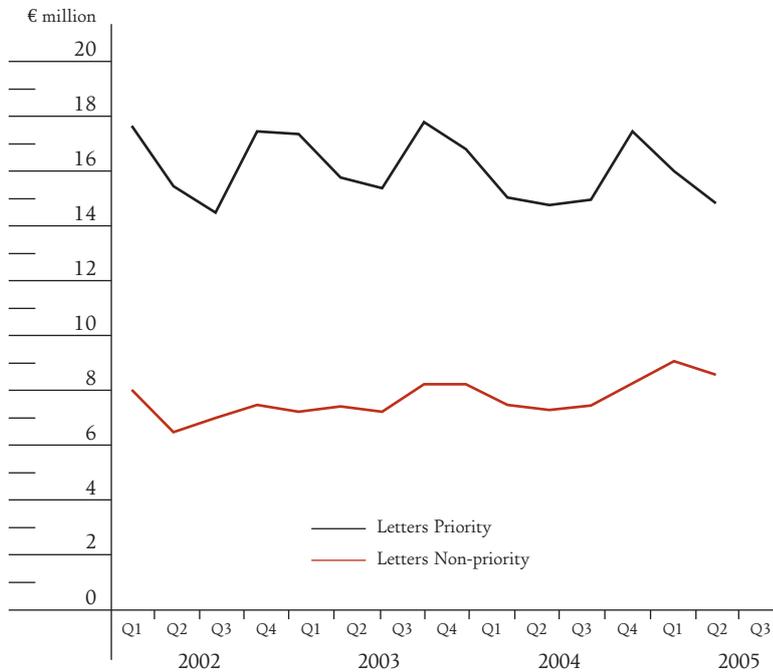
The universal tray was designed to have considerable functionality: it is robust; it stacks safely, nests without sticking and is comfortable to handle. After four-and-a-half years of operation, not one tray has yet been replaced owing to wear and tear. With an original life-cycle of three years, the tray has proved more enduring than forecast and is therefore even more cost-effective than predicted.

### An updated standard receptacle label

We constantly review operational needs so that mail can move smoothly through the international system and quality of service can continue to improve. In 2005, we identified a need for a clearer receptacle (bag or tray) label and contributed to the

development of an updated standard (S47). This has been accepted by the Universal Postal Union (UPU) Standards Board as available to Postal operators for testing.

Total Market Value for Priority and Non-Priority Outbound Letters



- |                  |                       |
|------------------|-----------------------|
| — Bulgaria       | — Poland              |
| — Croatia        | — Romania             |
| — Czech Republic | — Serbia & Montenegro |
| — Estonia        | — Slovakia            |
| — Hungary        | — Slovenia            |
| — Latvia         | — Russia              |
| — Lithuania      | — Ukraine             |

**POSTAL OPERATORS PARTICIPATING IN THE MARKET AUDIT PROGRAMME**

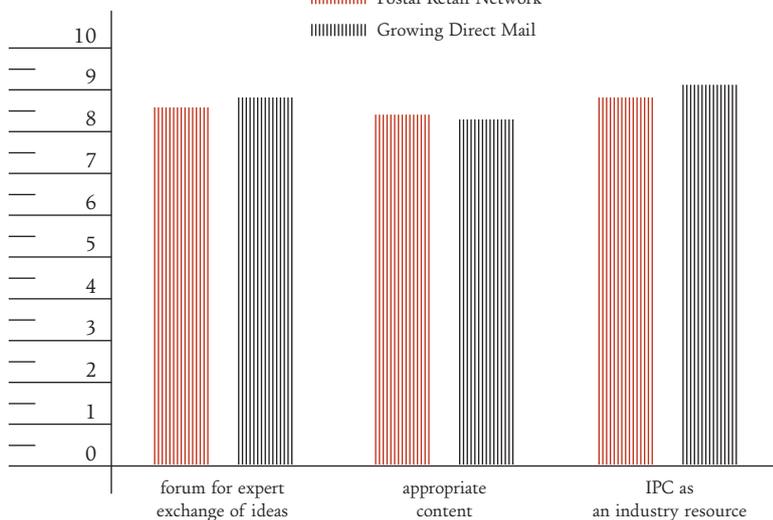
Market Audit provides continuous, quality information on true market shares for international outbound letters. It combines data on sales revenue, volume and weight for both priority and non-priority letters despatched from the Postal operators doing business in a country to determine the total size of the market.

Shown left is an example of a report received by participating members.

**MARKET SCREENING IN CENTRAL AND EASTERN EUROPE**

IPC members can choose to receive our research data on up to 14 national postal markets in central and eastern Europe.

Postal Retail Network  
Growing Direct Mail



**SENIOR POSTAL EXECUTIVE SEMINARS**

Senior executives attending our seminars in 2005 gave high satisfaction scores on a scale of one to 10 in their assessment forms.

# MARKETING SERVICES

Intelligence, research and strategic analysis

“WE HAVE CREATED A FLEXIBLE, RESPONSIVE RESEARCH FACILITY FOR INTERNATIONAL MAIL BY LISTENING TO OUR MEMBERS AND RESPONDING WITH CUSTOMISED SOLUTIONS.”

Our marketing services function is dedicated to optimising the benefits to be gained from bringing together groups of members to cooperate in market research studies. We are creating value for Postal operators by providing a lower-cost option for research across different national markets. Our seminar programme for senior executives provides members with a forum for experience-sharing on issues of strategic importance to the postal business.

## Market Audit

We implemented our ground-breaking Market Audit programme in 16 national markets during 2005 in partnership with 16 members and the Postal operator, Spring, to create a cost-effective way to assess accurately the international letters market. For the first time, Postal operators have cooperated to share real data each quarter on the revenue and volume of their outbound international letters in different national markets.

By coming together in the Market Audit programme, IPC members can track their market share in increasingly competitive

markets for international mail business. The programme is based on strict confidentiality. Our independent research company, Ci-Research, collects and analyses data supplied by each participant under unique reference codes.

Market Audit participants receive quarterly reports giving total market size by volume, weight and revenue and their own share. IPC has an agreement from members to receive information on total market size but we do not have access to input data.

## Postal opportunities in central and eastern Europe

An initiative in 2005 has been our development of a Market Screening programme in 14 central and east European countries. The research is being carried out on behalf of groups of IPC members that have committed to co-funding arrangements.

Our objectives are to help members quantify potential in each market, to identify which operators are already present and their market shares, and to determine how outbound traffic breaks down by destination country.

The project is due to be completed by March 2006. It involves 10-minute telephone interviews with postal customers conducted by mother-tongue speakers based in each of the countries covered.

We have appointed Hungarian market research company IPSOS to coordinate the research, which will cover domestic and international letters, parcels and express services.

## Face-to-face interviews with consolidators

We planned two qualitative research studies into the needs and opinions of international bulk mail consolidators in the United Kingdom and the United States during the year; the research will be conducted early in 2006.

In-depth face-to-face interviews with managing directors/vice presidents will identify and prioritise consolidators' needs, determine their opinions of Postal operators and establish the key challenges for the future.

## Senior postal executive seminars

Our senior postal executive seminars provide a unique forum where members' experts can gain strategic insights from their counterparts at other Postal operators. We held two in 2005.

Senior retail executives from 16 members attended the “Postal Retail Network” seminar in Lisbon in April. They discussed customer segmentation and satisfaction, product strategies, network access and measures of success.

In September, senior executives from 17 members with

responsibility for direct mail attended our “Growing Direct Mail” seminar in Brussels. This covered trends in advertising and direct mail and customer requirements from promotional media. Delegates gave presentations on the value chain and opportunities for addressed and unaddressed direct mail.

We intend to offer members further opportunities to share knowledge and experience at seminars on two different strategic topics next year.

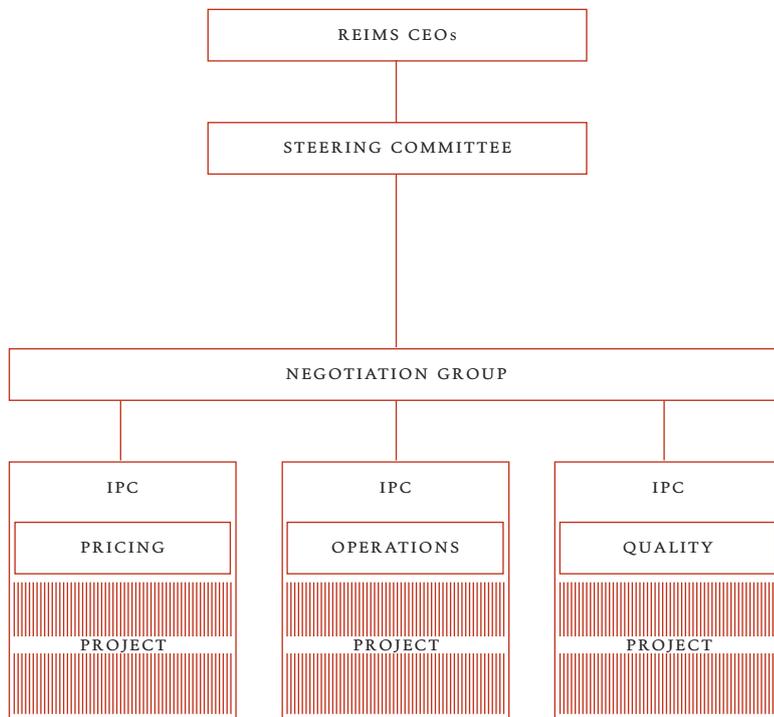
Česká Pošta	—————	Czech Republic	Latvijas Pasts	—————	Latvia
An Post	—————	Ireland	Lietuvos Paštas	—————	Lithuania
Correos y Telégrafos	—————	Spain	Magyar Posta	—————	Hungary
CTT Correios de Portugal	—————	Portugal	Norway Post	—————	Norway
De Post / La Poste	—————	Belgium	Österreichische Post	—————	Austria
Deutsche Post	—————	Germany	Poczta Polska	—————	Poland
Eesti Post	—————	Estonia	Pošt Danmark	—————	Denmark
Postes & Télécommunications	—————	Luxembourg	Posta Slovenije	—————	Slovenia
Finland Post Corporation	—————	Finland	Poste Italiane	—————	Italy
Hellenic Post ELTA	—————	Greece	Posten AB	—————	Sweden
Iceland Post	—————	Iceland	Slovenská Pošta	—————	Slovakia
La Poste	—————	France	Swiss Post	—————	Switzerland

**REIMS EAST PARTICIPANTS**

Postal operators in the enlarged EU are paying and receiving terminal dues within the REIMS East system which mirrors the main REIMS II system but embodies transitional arrangements for central and east European Postal operators' quality of service targets.

**DEVELOPMENT OF REIMS III**

With our members, we have devised a decision-making structure for the development of a new REIMS agreement. Working groups of members' experts deliberate on the technical implications of steering committee proposals. Their findings are then fed through the negotiation group which puts new proposals forward to the steering committee.



# REGULATORY SERVICES

## REIMS terminal dues and regulatory information

**“WE ARE ADMINISTERING REIMS EAST FOR CENTRAL AND EAST EUROPEAN POSTAL OPERATORS AND HAVE LAUNCHED OUR PROJECT TO DEVELOP A REIMS III AGREEMENT.”**

The REIMS terminal dues system in Europe was developed by our members to link quality of service incentives for on-time delivery of international mail to cost-based terminal dues payments. The current REIMS II Agreement embraces 16 IPC members.

### REIMS East

Postal operators from eight of the 10 new European Union (EU) member states have signed the REIMS East agreement, effective from January 2005, following the completion of negotiations in 2004. A ninth member state, the Department of Postal Services in Cyprus, is evaluating possible participation and has signed a letter of intent.

IPC trained all the REIMS East members from central and eastern Europe in the new procedures required. We talked

with operations personnel on visits to each country and held workshops at IPC's offices in Brussels.

The agreement mirrors REIMS II but includes special transitional arrangements. It gives Postal operators in central and eastern Europe seven years to meet REIMS II quality of service targets. Meanwhile, they are targeted to deliver 85 to 90 per cent of international mail the day after it arrives at their offices of exchange.

### REIMS III

The project to negotiate a REIMS III agreement is underway. This will replace REIMS II in 2007 after the current exemption from EU competition law expires. The aim of the project is to continue the cost and quality basis for REIMS but to agree a system that will reflect changes which have taken place in the postal market since the first REIMS agreement was negotiated 10 years ago.

The new agreement will need to reflect the commercial,

business-oriented approach required of Postal operators in a largely liberalised European postal market.

Three working groups of members' experts are deliberating on the technical implications of pricing, operations and quality of service. Their remit embraces customer demands, the competitive/liberalised environment in postal markets, mail substitution and volume decline, the universal service, and EU and domestic regulation.

### Regulatory Services

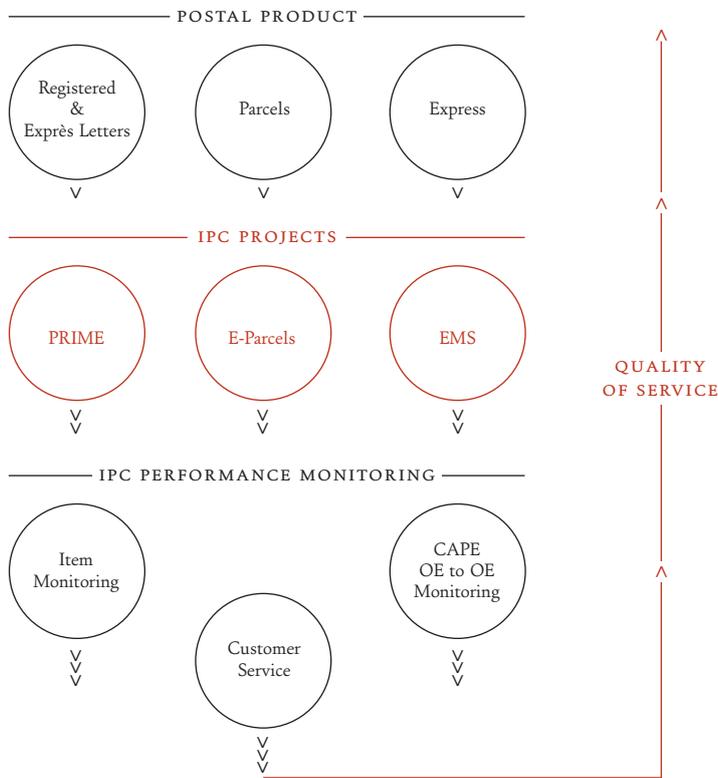
During 2005 we have built a stronger relationship with the European Commission and have monitored regulatory developments within the EU and worldwide.

In May, we distributed an issue of our ad hoc publication, CEO Alert, explaining the principles of a new postal law in France. This initiative followed a meeting of our members' regulatory experts in April at which the French measure was discussed. The meeting heard a presentation by Jörg Reinbothe of the European Commission explaining development work on a proposal for a new postal services directive and the studies being undertaken to feed into that process. Mr Reinbothe also outlined the Commission's activities with regard to monitoring

implementation of EU postal legislation in member states.

During the year we reviewed implementation of EU law and we undertook to compare aspects of our members' different postal regulatory environments. Issues covered by our studies included licence fees charged to universal service providers, financing arrangements for the universal service and financing of national regulatory bodies.

The results of the Universal Service Obligation (USO) project were presented in January to the IPC Shareholders. The findings showed that there was a common core to our members' vision of the USO.



**MONITORING POSTAL PRODUCTS**

Our item monitoring combines with CAPE to keep track of barcoded postal products end to end from posting to delivery. Our Internet-based customer inquiry system provides Postal operators with a customer service tool.

Item Monitoring end-to-end performance  
 110 Postal operators  
 80Mn records a year

CAPE OE to OE performance  
 (includes letters)  
 55 Postal operators  
 30Mn records a year

Customer Service Inquiry performance  
 110 Postal operators  
 0.5Mn records a year



**THE E-PARCEL NETWORK**

The E-Parcel network covers 19 European countries. Hellenic Post – ELTA joined in 2005 and De Post/ La Poste of Belgium is now participating in E-Parcel operations in place of ABX Logistics.

# PRODUCT RELATED SERVICES

Premium letters, parcels and express

**“OUR TRACKING AND PERFORMANCE MONITORING SYSTEMS APPLY TO A WHOLE RANGE OF POSTAL PRODUCTS GIVING POSTAL OPERATORS UNIFORM PROCEDURES FOR MANAGING THEIR QUALITY OF SERVICE.”**

IPC provides performance monitoring and reporting services for individually barcoded letters, parcels and express packages. Our technical infrastructure supports groups of Postal operators seeking to cooperate closely in order to provide high quality of service for these international products.

## The technical infrastructure

We monitor Postal operators' performance in their processing and delivery of international products and their response to inquiries on the whereabouts of items. From the monitoring data we capture, we produce a range of management reports, including payment reports for groups of Postal operators that compensate each other for delivery on the basis of quality of service achieved.

Item Monitoring analyses the movement of individual items from posting to delivery by way of data captured from barcode scanning at key stages in the international processing journey. This data is formatted into an EDI tracking message which is exchanged between the sending and delivering Postal operators.

The Item Monitoring system links to CAPE. This monitors despatches via receptacle (bag and tray) scanning and EDI messages

which pre-advise receiving Postal operators of volumes en route, and confirm receipt back to the sender. CAPE users have access to our central system over the internet. This allows them to share a single, continually updated version of our CAPE\*Vision software which contains CAPE monitoring data. The IPC Performance Centre uses CAPE\*Vision to monitor quality of service day-by-day, route-by-route and to construct management reports for users.

The IPC Customer Service System links 200 customer service call centres via the internet so that Postal operators' customer service agents in different countries are able to communicate efficiently. The system embraces formalised workflow procedures with agreed response targets based on the complexity of the inquiry. We monitor response efficiency and provide users with performance reports.

## Premium international products

Groups of Postal operators have come together to provide consistent, high-quality services for international letter, parcels and express products. Each of these groups is served by an IPC project and the range of services provided by the project varies according to the needs of the Postal operators concerned.

Our PRIME project supports initiatives by 21 Postal operators to enhance international registered and express letters. Barcodes have been developed for both of these value-added products to provide item tracking from posting to delivery.

The E-Parcel Group comprises 19 European Postal operators, who deliver their priority parcel products through an integrated network supported by track and trace, performance monitoring, integrated customer service and performance-based payment for delivery.

During 2005, the United States Postal Service has linked into part of the E-Parcel network by sending its air parcels to

selected group members for final delivery. This move increased significantly the volume of parcels moving through the network, and consequently the volume of tracking data handled by IPC.

The Universal Postal Union's EMS Cooperative uses our tracking and customer service systems to facilitate processing and delivery of EMS express items despatched by its 100-plus member Postal operators. We have developed special online tools for measuring the performance of international transport for those EMS operators that do not have access to the CAPE system.

Finally, our product-related performance monitoring and reporting services are used by the postal group in the Asia/Pacific region whose members work together to enhance quality of service for EMS (this group includes IPC members Australia Post and the United States Postal Service).

# IPC MEMBERS

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## AN POST

Ireland



**DONAL CURTIN**  
Chief Executive

## CTT-CORREIOS DE PORTUGAL SA

Portugal



**LUÍS FILIPE NAZARÉ**  
Chairman and  
Chief Executive Officer

## FINLAND POST CORPORATION

Finland



**JUKKA ALHO**  
President and  
Chief Executive Officer

## AUSTRALIA POST

Australia



**GRAEME T. JOHN**  
Managing Director

## DEPARTMENT OF POSTAL SERVICES

Cyprus



**VASSOS VASSILIOU**  
Director

## GROUPE LA POSTE

France



**JEAN-PAUL BAILLY**  
Chairman and  
Chief Executive Officer  
Member of the IPC Board

## CANADA POST

Canada



**MOYA GREENE**  
President and  
Chief Executive Officer  
Member of the IPC Board

## DE POST/LA POSTE

Belgium



**JOHNNY THIJS**  
Chief Executive Officer  
Member of the IPC Board

## HELLENIC POST - ELTA

Greece



**ANDREAS TAPRANTZIS**  
Chief Executive Officer

## CORREOS Y TELÉGRAFOS

Spain



**JOSÉ DAMIÁN  
SANTIAGO MARTÍN**  
President  
Member of the IPC Board

## DEUTSCHE POST AG

Germany



**KLAUS ZUMWINKEL**  
Chief Executive Officer  
Vice Chairman of the IPC Board

## ICELAND POST

Iceland



**INGIMUNDUR  
SIGURPALSSON**  
General Manager and  
Chief Executive Officer

**MAGYAR POSTA RT**

Hungary



**PÁL SZABÓ**

Chief Executive Officer

**POSTE ITALIANE SPA**

Italy



**MASSIMO SARMI**

Chief Executive Officer  
and Managing Director  
Member of the IPC Board

**SWISS POST**

Switzerland



**ULRICH GYGI**

Chief Executive Officer

**NORWAY POST**

Norway



**KLAUS-ANDERS NYSTEEN**

Acting Chief Executive Officer

**POSTEN AB**

Sweden



**ERIK OLSSON**

President and  
Chief Executive Officer

**TNT NV**

Netherlands



**M PETER BAKKER**

Chief Executive Officer  
Member of the IPC Board

**ÖSTERREICHISCHE POST AG**

Austria



**ANTON WAISS**

Chief Executive Officer

**POSTES ET TÉLÉCOMMUNICATIONS**

Luxembourg



**MARCEL GROSS**

Director General

**UNITED STATES POSTAL SERVICE**

United States of America



**JOHN E. POTTER**

Postmaster General and  
Chief Executive Officer  
Member of the IPC Board

**POST DANMARK A/S**

Denmark



**HELGE ISRAELSEN**

Chief Executive Officer  
Chairman of the IPC Board

**ROYAL MAIL GROUP PLC**

United Kingdom



**ADAM CROZIER**

Chief Executive  
Member of the IPC Board

# PROJECT PARTICIPANTS

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## AN POST

**GARETT BRIDGEMAN** Market Audit, Marketing Services  
**MYLES BURKE** PRIME, Terminal dues - Reims  
**LIAM CULLEN** Terminal dues - Reims  
**PHILIP DOYLE** CAPE, PRIME  
**BRIAN FAY** Terminal dues - Reims  
**COLM FARRELLY** Terminal dues - Reims  
**EDDIE HICKEY** RFID monitoring  
**JOHN HOGAN** EPG, Terminal dues-REIMS, UNEX, Upgrading  
**AIDEN HUGHES** EPG, PRIME  
**ALEX JACKSON** EMS, EPG  
**JEAN MCCARTHY** CAPE  
**NIAL MC GRANE** UNEX  
**DIARMUND O'CONGHAILE** Regulatory Services, Terminal dues-REIMS  
**LIAM O'SULLIVAN** Upgrading  
**PATRICIA O'KEEFE** Market Audit, Marketing Services  
**DAMIAN O'TOOLE** EPG, PRIME  
**SEAN O'TOOLE** EMS, EPG

## AUSTRALIA POST

**SAM CURRO** Customs  
**CHRISTOPHER GROSSER** Customs, Regulatory Services  
**PHIL LONG** CAPE  
**PAULINE MAU** Regulatory Services  
**JIM MARSHALL** Upgrading  
**MICHAEL MCCLOSKEY** Regulatory Services  
**NORM MCMULLEN** EMS  
**ALAN SMITH** RFID monitoring, UNEX  
**DEBBIE SPRING** Customs, EMS, Upgrading  
**JUDITH WELSH** Regulatory Services

## CANADA POST

**DAVID EAGLES** PRIME  
**BRIAN GAUDETTE** CAPE  
**LADAS GIRIUNAS** RFID monitoring, UNEX  
**LARRY JAMES** Customs  
**FRED JOHNS** UNEX, Upgrading  
**JOANNE MCNEISH** Marketing Services  
**PETER O'NEILL** Customs  
**JULIE PLOUFFE** Market Audit  
**GERARD POWER** Regulatory Services  
**CAROL WEATHERALL** PRIME

## CORREOS Y TELÉGRAFOS

**ANDRES ARGENTE** Terminal dues - Reims  
**ANTONIO BAUTISTA** PRIME  
**JUAN RAMÓN DE LAS HERAS FERNÁNDEZ** RFID Monitoring,  
Terminal dues - Reims, UNEX, Upgrading,  
**ELENA FERNANDEZ** Regulatory Services  
**GABRIEL GARCIA** Terminal dues - Reims  
**DARIO MARTIN POZUELO** Terminal dues - Reims  
**JOAQUÍN MARTINEZ PÉREZ** EPG, PRIME  
**MIGUEL MAYORGA** EPG  
**FRANCISCO JAVIER MIRANDA LASHERAS** Terminal dues - Reims  
**CARLOS ROSA MAURETA** Terminal dues - Reims, Upgrading  
**MANUEL SAMANIEGO** CAPE  
**REYES SANTANA** Terminal dues - Reims  
**CARLOS SETIÉN** EPG, PRIME  
**VERONIKA SÖNTGERATH** Marketing Services, Market Audit

## CTT-CORREIOS DE PORTUGAL SA

**PEDRO ABREU** Market Audit, Marketing Services  
**CARLA ALFACE** Terminal dues - Reims  
**NUNO CLÉRIGO** Terminal dues - Reims  
**MIGUEL GOMES FILIPE** EMS, EPG  
**ISABEL INACIO** PRIME  
**ANABELA P. MARIÑO** PRIME  
**CARLA MOSRA** EPG  
**PEDRO NAMORA** Terminal dues - Reims  
**ARLINDO OLIVEIRA** Terminal dues - Reims, UNEX  
**LUIS PAULO** RFID monitoring, Terminal dues - Reims, UNEX  
**JOSÉ PESSOA** CAPE, PRIME  
**ARTUR PINTO** Terminal dues - Reims  
**ANTONIA RATO** Regulatory Services  
**CÉLIA RODRIGUES** EPG  
**MARIA JOÃO SANTOS** Terminal dues - Reims, PRIME  
**MARIA TERESA SANTOS CALADO SERRA** Regulatory Services  
**NUNO MADUREIRA SIMOËS** EPG  
**JORGE SOUSA VARELA** EMS  
**ANTONIO STOCK DA CUNHA** Upgrading

## DEPARTMENT OF POSTAL SERVICES CYPRUS

**MILITSA KASTELLANI-GEORGIU** Regulatory Services  
**MARIA MAVROMMATI** EMS, Marketing Services  
**SOFRONIS TSIARTAS** RFID monitoring, UNEX  
**VASSOS VASSILIOU** UNEX

## DE POST / LA POSTE

**MICHEL D'ALESSANDRO** EMS, EPG, Marketing Services  
**ALAIN CORNEZ** Terminal dues - Reims, UNEX  
**BERNARD DAMIENS** Regulatory Services  
**JEAN-PAUL DECRAECKER** Terminal dues - Reims  
**ANN DE FOER** PRIME  
**AURÉLIE DELESPIERRE** Market Audit, Marketing Services  
**LUC DE MUNCK** PRIME  
**NADINE DEVISCH** EPG  
**BERNARD JANDRIN** EMS  
**PATRICK KAERTS** RFID monitoring  
**MARC PAINGT** International Direct Mail, Terminal dues - Reims  
**PETER SMET** CAPE, PRIME  
**PETER SOMERS** Terminal dues - Reims, Upgrading  
**JAN VAN GESTEL** PRIME, Terminal dues - Reims, UNEX, Upgrading  
**BOB VANUYTRECHT** RFID monitoring, Terminal dues - Reims  
**URBAN VERELST** EPG  
**LINDA VINCKX** PRIME

## DEUTSCHE POST AG

**EMMANUEL ARINTZIS** Terminal dues - Reims  
**THOMAS BALDRY** Terminal dues - Reims  
**JOHANN BAUMANN** EPG  
**FRANCK BETTGENHÄUSER** Upgrading  
**SANDRA BOHNEN** PRIME  
**GREGOR BUNGARDT** PRIME  
**ARAGONES EVA** Terminal dues - Reims  
**REINHARD FISCHER** Customs  
**SANDRA FISCHER** Customs  
**DIETMAR FRICKE** Market Audit, Marketing Services  
**CARSTEN FÜRST** Terminal dues - Reims  
**WOLFGANG HÄNSEL** CAPE  
**URICH HANSMANN** EPG  
**LUDWIG HEMPEL** PRIME  
**MARKUS KLAPPERICH** EPG  
**BERNHARD KOCH** Terminal dues - Reims  
**JUTTA KOCH** PRIME  
**ROMAN KOPE** Customs  
**KAI KYSELA** EPG  
**ROLAND LEHRECKE** RFID monitoring, UNEX  
**ANTJE LÜDDE** Terminal dues - Reims  
**WALTER MASCHKE** Regulatory Services  
**WOLFGANG PICKAVE** Regulatory Services  
**HEINZ-PETER POHL** Terminal dues - Reims  
**PETER ROSSA** Terminal dues - Reims  
**CHRISTIAN SCHELTER** RFID monitoring, Terminal dues - Reims, UNEX  
**JÜRGEN SCHLACK** Terminal dues - Reims  
**UDO THIELKER** UNEX  
**GUDRUN WALTER** PRIME

## FINLAND POST CORPORATION

**PETRI AALTONEN** Regulatory Services  
**JÖRN ALLARDT** PRIME, Terminal dues - Reims  
**KEUJO ELOMAA** EMS  
**HANNELE HALLULI** PRIME  
**ILKKA HALLANORO** EPG  
**TOM HEINO** PRIME  
**JYRKI JAAKKOLA** Terminal dues - Reims  
**ANNE-MARJA KALTER** Regulatory Services  
**JUHA KOSKINEN** EPG  
**TUULA KUPARINEN** EPG  
**HANNU KYRÖ** Marketing Services  
**PEKKA LESKINEN** Regulatory Services  
**JARIGRÖN LUND** Customs  
**KAI PERÄSALO** PRIME, RFID monitoring, Terminal dues - Reims, UNEX  
**MARIKA PEUHKURI-GRÖN** International Direct Mail  
**JARI RITVANEN** PRIME, EPG  
**PANU SAARIKURU** Customs, CAPE  
**TOM SÄLLSTRÖM** EMS, EPG  
**CARL-GEORG TRÄSKMAN** Upgrading  
**OLLI TUURIHALME** PRIME  
**ULLA VAINIO** Terminal dues - Reims

## GROUPE LA POSTE

ALEXIS ANTOSZKIEWICZ Terminal dues - Reims  
SOPHIE BIEHLER Terminal dues - Reims  
AZIZ BOUABID RFID monitoring  
CHRISTÈLE BRESSOT Terminal dues - Reims  
THIERRY DUVERGER EPG  
INGRID FLEURY EPG  
JEAN-CLAUDE FOURNIER EPG  
YVES GUILLOUX PRIME  
JEFF HENSEN PRIME  
DIDIER KLING Terminal dues - Reims, UNEX  
LAURENCE LARROQUE PRIME  
DELPHINE LE LIBOUX UNEX  
GILLES MAINDRAULT Terminal dues - Reims  
DAVID MEYNIER PRIME, Terminal dues - Reims  
VINCENT ORTEGA CAPE, PRIME  
JEAN-MARC POIRAUDEAU Upgrading  
ALAIN ROLL Upgrading  
JACQUES ROLLAND EPG  
BERNARD ROY Regulatory Services  
STEFAN TOBIAS Terminal dues - Reims  
MARC WAUTIER Upgrading  
ISABELLE WREFORD-HOWARD Terminal dues - Reims  
YAN YIN ZHUANG Marketing Services, Market Audit

## HELLENIC POST – ELTA

NICHOLAS ALEPOUS CAPE  
XENOPHON CHATZITHANASSIS Marketing Services, Terminal dues - Reims  
THALIA EMIRI Regulatory Services  
GEORGE GOUHAS Terminal dues - Reims, Upgrading  
KIKI KARTSONAKI Marketing Services, Terminal dues - Reims  
SOFIA MELAMBIANAKI Terminal dues - Reims  
EMMANUEL NIKOLIDAKIS RFID monitoring, UNEX  
LEONIDAS PARASKEVOPOULOS Terminal dues - Reims  
JULIE PARTHENI EMS  
PETROS D. SELEKOS Regulatory Services  
ANDREAS TAPRANTZIS Upgrading  
THEODOR TOUNTAS Terminal dues - Reims  
PANTELIS VAXEVANIS Terminal dues - Reims, UNEX

## ICELAND POST

KJARTAN FLOSASON EPG  
SIGRIDUR JÓNSDÓTTIR PRIME, RFID monitoring, Terminal dues - Reims, UNEX  
ASKELL JONSSON Terminal dues - Reims  
KRISTÍN BJÖRG KRISTJÁNSDÓTTIR EPG, Regulatory Services, Terminal dues - Reims  
ELINBJÖRG KRISTJÁNSDÓTTIR PRIME  
KRISTIN SIGURDARDÓTTIR EPG  
SIGURD NJAARDVIK THORLEIFSSON CAPE  
AGNAR THORLAKSSON EPG  
OLAFUR THORSTEINSSON PRIME, RFID monitoring  
TRYGGVI THORSTEINSSON Upgrading

## MAGYAR POSTA RT

ANIKO CSERVENKA PRIME, Upgrading  
AGNES CSIRSZKA UNEX  
LEVENTE LÁSZLO Marketing Services, Terminal dues-Reims  
DANUTA KONTRA PRIME  
MARIA MATHENE KOVACS EMS  
TIBOR RAPAI EMS, CAPE, RFID monitoring  
PETER SÜMEGI Regulatory Services  
BOTOND SZEBENY Marketing Services, Terminal dues - Reims, UNEX, Upgrading  
ANNA VARGA BOTOS CAPE

## NORWAY POST

SISSEL-ELIN BAKKEBY Terminal dues - Reims  
KRISTIN BERGUM Regulatory Services  
STIG BROX Terminal dues - Reims  
JÖRGEN GILL PRIME  
JÖRN ARE GRANERUD Terminal dues - Reims, Upgrading  
EINAR HESTDAL EPG  
LEIF LEIKNES CAPE, PRIME  
ARILD LILAND Marketing Services  
KJETIL LISLAND Market Audit  
ROY LUND CAPE  
LILL MARGARETH OLSEN PRIME  
INGEMAR PERSSON EPG  
STEIN OTTO RØRMARK RFID monitoring, Terminal dues - Reims, UNEX  
BODIL RØRNES Terminal dues - Reims  
CARSTEN STANG Terminal dues - Reims  
KNUD THORUP EPG

## ÖSTERREICHISCHE POST AG

ANTON BLIEM RFID monitoring, Terminal dues - Reims, UNEX  
ALFRED BRUNNER PRIME, Terminal dues - Reims  
BERNHARD BUKOVIC PRIME, Regulatory Services, Terminal dues - Reims  
EWALD EDER RFID monitoring, Terminal dues - Reims, UNEX, Upgrading  
GERHARD ENGLEDER Upgrading  
GABRIELE FLANDORFER Terminal dues - Reims  
THOMAS GREILINGER PRIME, Terminal dues - Reims  
ALFRED HASENKOPF PRIME  
PETER KOPPE Market Audit, Marketing Services  
IGOR SUBOW Terminal dues - Reims  
JOHANNA TAXERER Terminal dues - Reims

## POST DANMARK A/S

JOHNNY ANDERSEN Terminal dues - Reims, PRIME  
BJARNE BENTSEN RFID monitoring, Terminal dues - Reims, UNEX  
CHRISTIAN BRUUN UNEX  
KARIN DAU RASMUSSEN Terminal dues - Reims  
HENRIK FLUGT EPG  
HELMUTH HANSEN International Direct Mail, PRIME, Terminal dues - Reims  
PETER HATLÖ Market Audit, Marketing Services  
GITTE HEGNER CAPE, EPG, PRIME  
MOGENS NORSKOV PRIME CS  
EVA OLSEN Terminal dues - Reims  
KNUD B. PEDERSEN Upgrading  
INGEMAR PERSSON EPG  
INGRID SØRENSEN Upgrading  
TROELS THOMSEN Regulatory Services

## POSTE ITALIANE SPA

MAURO ABBATE Upgrading, Terminal dues - Reims  
STEFANO BOARETTO EPG  
GIOVANNI BRARDINONI PRIME  
MARGHERITA BUFARDECI Regulatory Services  
BRUNA CACCIAPUOTI PRIME  
FRANCESCA CORATELLA Regulatory Services, Terminal dues - Reims  
PIERREMILIO DE ANGELIS UNEX  
VITO DE FEO Terminal dues - Reims  
VALENTINA DEL MONTE UNEX  
MICELE DELLE FAVE Terminal dues - Reims  
ALESSANDRA FORESTI EPG  
CARMAN FRACASSI Terminal dues - Reims  
PAOLO GARGANESE UNEX  
ANNA LANFRANCO CAPE, RFID monitoring, Terminal dues - Reims  
CINZIA NERI Terminal dues - Reims  
TIZIANA PALMIERI Marketing Services, Market Audit, PRIME, Terminal dues - Reims  
ANNA RITA DE FILIPIS Terminal dues - Reims  
ALESSANDRA RUFO Terminal dues - Reims  
RICCARDO SCIOLTI Upgrading  
MARION SZALLER CAPE, EMS, EPG  
PAOLO VIRGILI Terminal dues - Reims

## POSTEN AB

FREDRIK ANDERSSON Market Audit, Marketing Services, Terminal dues - Reims  
BENGT AGEMARK Terminal dues - Reims  
INGEMAR BJÖRKÅNG EPG  
MARTIN BJUREFORS Upgrading  
LENNART BRUNZELL RFID monitoring  
PEDER CARLSON Terminal dues - Reims  
PETER DAHLÉN Upgrading  
INGVAR GUSTAVSSON EPG  
TOMAS ISACSSON EPG  
KJELL JÖNSSON PRIME  
JAN-ERIK LEISTEDT EPG, PRIME, Terminal dues - Reims  
HÅKAN LUNDQVIST Terminal dues - Reims  
PER RIZELL PRIME  
INGER RYDELIUS Terminal dues - Reims, UNEX  
INGMAR BERTIL SÖDERSTRÖM PRIME  
LARS-ERIK TORSTENSON CAPE, EPG, PRIME  
LARS VESTERLUND Upgrading  
CHRISTINA VON SCHEDVIN Terminal dues - Reims  
STURE WALLANDER Regulatory Services

## POSTES ET TÉLÉCOMMUNICATIONS LUXEMBOURG

FRANCIS COX Terminal dues - Reims  
 VICKY ERSFELD-MENNÉ Terminal dues - Reims  
 EMILE ESPEN Regulatory Services, Terminal dues - Reims  
 COLETTE GOERGEN EPG  
 GASTON GRANDGENET CAPE, PRIME  
 JOSEPH HOFFMANN EPG, PRIME, Upgrading  
 GERMAIN KAISER RFID monitoring, UNEX, Terminal dues - Reims  
 JOS ROEDER Marketing Services, Terminal dues - Reims  
 ROBERT ROSA Marketing Audit, Marketing Services  
 PHILIPPE SCHAACK Terminal dues - Reims, UNEX  
 JEAN-MARIE SCHANK Regulatory Services, Terminal dues - Reims  
 ROLAND SCHILTZ PRIME

## ROYAL MAIL GROUP PLC

STEPHEN BAMBRIDGE UNEX  
 DAVID BARNES Terminal dues - Reims, UNEX  
 DAVID BREEZE EPG  
 MURRAY BUCHANAN Terminal dues - Reims  
 DIANE BURDON Terminal dues - Reims  
 MARK BUTTERFIELD Customs  
 CLIVE COHEN Market Audit, Marketing Services  
 JAMES COX EPG  
 BOB DART Customs  
 JOHN DUNCAN Regulatory Services  
 NICK GLYNN CAPE, Customs, EMS, PRIME  
 GLENN HODSON EMS  
 ROBERT LANGTON Terminal dues - Reims  
 DIANE MCELVANEY Terminal dues - Reims  
 CARL-GEROLD MENDE Terminal dues - Reims  
 LEE MURRAY EPG  
 ANDY PICKERING Upgrading  
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