



Annual Report 2013

SWISS POST 

Business activities

Communication market Letters, newspapers, promotional mailings, document management and postal-related business process outsourcing solutions in Switzerland and internationally

Logistics market Parcels, express services and logistics solutions within Switzerland and abroad

Retail financial market Payments, savings, investments, retirement planning and financing in Switzerland as well as international payment transactions

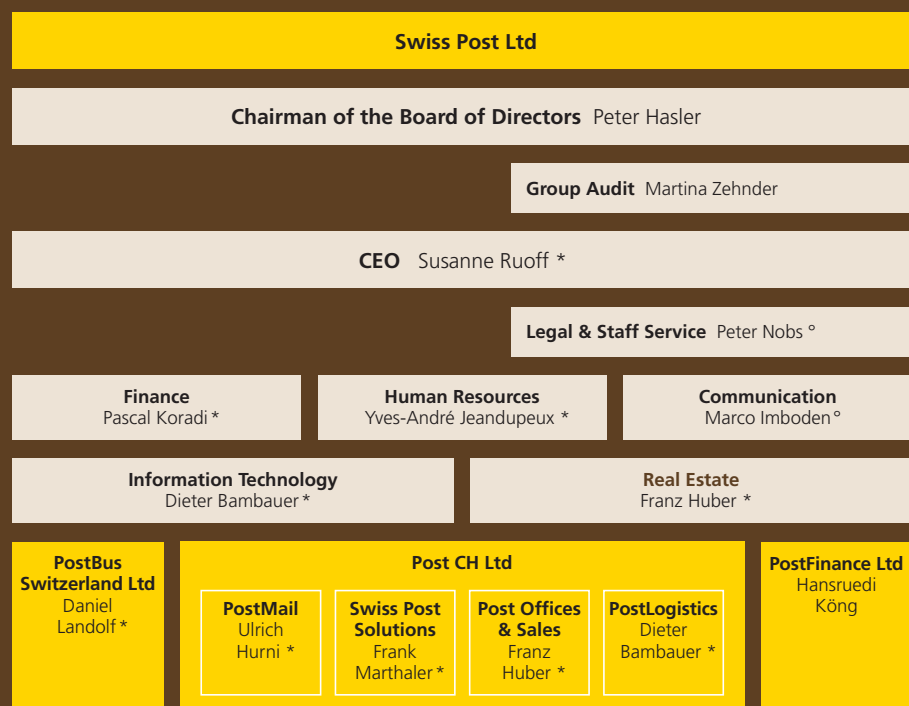
Passenger transport market Regional, municipal and urban transport plus system services in Switzerland and in selected countries abroad

Our performance in 2013

Key figure		2013	Strategic goal
Operating income ¹	CHF million	8,575	
Operating profit ¹	CHF million	911	700–800
Group profit ¹	CHF million	626	
Equity	CHF million	5,637	
Degree of internal financing – investments	Percent	100	
Addressed letters	In millions	2,245	
Parcels	In millions	114	
∅ PostFinance customer deposits	CHF billion	106.5	
PostBus passengers (Switzerland)	Number in millions	139	
Customer satisfaction	Index (scale of 0–100)	80	≥ 75
Headcount	Full-time equivalents	44,105	
Employee commitment	Index (scale of 0–100)	82	> 80
CO ₂ savings made per year	t CO ₂ equivalent	18,500	15,000

* As at end-2013

Organization chart



* Member of Executive Management ° Member of Extended Executive Management

Brands



Communication market

PostMail offers business customers high-quality products and tailored solutions for letters, newspapers and promotional mailings, from acceptance right through to delivery. This range is complemented by its electronic services.

Swiss Post Solutions manages paper based business processes with document processing solutions for its business customers, and provides support for the transition from the physical to the digital world.

Post Offices & Sales offers products, services and tailored advice to private customers and SMEs. It has 1,662 post offices, 569 postal agencies and 1,269 home delivery services throughout Switzerland.

Key figure		2013
Operating income ¹	CHF million	2,959
Operating profit ¹	CHF million	324
Addressed letters – business customers	In millions	1,905
Unaddressed items	In millions	1,934
Newspapers	In millions	1,276
Headcount	Full-time equivalents	17,212
<hr/>		
Operating income ¹	CHF million	616
Operating profit ¹	CHF million	5
Area of activity	Number of countries	24
Headcount	Full-time equivalents	6,798
<hr/>		
Operating income ¹	CHF million	1,697
Operating profit ¹	CHF million	91
Letters – private customers	In millions	340
Parcels – private customers ²	In millions	10
Inpayments	In millions	177
Headcount	Full-time equivalents	6,591

Logistics market

PostLogistics offers business customers both standardized and customized logistics solutions for sending parcels, express items and courier consignments, as well as goods transportation and warehousing logistics.

Key figure		2013
Operating income ¹	CHF million	1,581
Operating profit ¹	CHF million	133
Parcels – business customers ²	In millions	105
Express items	In millions	2
Headcount	Full-time equivalents	5,426

Retail financial market

PostFinance enables its customers to manage their own finances thanks to simple, clear and inexpensive products and services for payments, savings, investments, retirement planning and financing.

Key figure		2013
Operating income ¹	CHF million	1,646
Earnings before tax ¹	CHF million	856
Customer accounts	In millions	4.63
Inflow of new money	CHF million	4,256
∅ Customer deposits	CHF million	106,542
Headcount	Full-time equivalents	3,439

Passenger transport market

PostBus operates a network of 848 PostBus routes within Switzerland, covering 11,548 kilometres and 14,481 stops. The leading Swiss company in regional passenger transport is developing an increasingly strong presence in cities and conurbations alike.

Key figure		2013
Operating income ¹	CHF million	812
Operating profit ¹	CHF million	28
Domestic passengers	In millions	139
Vehicle kilometres	In millions of km	134
Vehicles	Number	2,842
Headcount	Full-time equivalents	2,487

¹ Normalized figure. See the section "One-off items and normalization" on page 9.
² 114 million parcels were sent in total by business and private customers in 2013.

We move people, goods, money and information

in a reliable, value-enhancing and sustainable way.



8,575 million

Operating income¹ was slightly below the previous year.



626 million

Group profit¹ fell by around 19 percent year-on-year.



80 points

Customer satisfaction remains high.



61,593

employees, including 7,182 abroad, help to shape Swiss Post by offering their ideas.



82 points

The index figure for **employee commitment** is a testament to motivated and committed employees.



18,500 t

With the **CO₂ emissions saved** up to 2013, Swiss Post exceeded its target by 3,500 tonnes.

¹ Normalized figure. See the section "One-off items and normalization" on page 9.

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Physical or digital

In the future, recipients will be able to decide for themselves whether they want to receive their mail physically or electronically.

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Flexibility thanks to new services

Customers decide where and how they receive or drop off parcels.



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Online and mobile

PostFinance provides easy access to electronic services.

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Optimization of passenger transport

PostBus provides system services to transport operators.



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Five-year overview

This Annual Report is supplemented by a separate **Financial Report** (management report, corporate governance and annual financial statements), a comprehensive **table of figures** and a **GRI index**. Information on reference sources is provided on page 58.



FOREWORD

by Peter Hasler, Chairman of the Board of Directors,
and Susanne Ruoff, CEO

” —

The conversion to a public limited company has given Swiss Post a modern structure. Swiss Post's mandate from the Confederation remains, of course, in place.

Dear Reader

Last year will go down in the history of Swiss Post: in 2013, Swiss Post ceased to be a federal public institution and became a public limited company with special legal status. The Confederation remains the full owner – but now in the role of shareholder.

At the same time, PostFinance was demerged into a public limited company under private law, subject to regulation by FINMA. PostFinance now has a banking licence and a regulator that reflects its true importance as one of Switzerland's leading retail financial institutions.

The three subsidiaries, Post CH Ltd, PostFinance Ltd and PostBus Switzerland Ltd now do business under the umbrella of the parent, Swiss Post Ltd. Post CH Ltd operates in the communication and logistics markets. It consists of four units: PostMail, PostLogistics, Swiss Post Solutions and Post Offices & Sales.

Swiss Post continues to be supervised by various federal authorities. As a result of the comprehensive revision of postal legislation, the supervision has been extended and differentiated to reflect Swiss Post's activities and responsibilities.

The conversion to a public limited company has given Swiss Post a modern structure. Swiss Post's mandate from the Confederation remains, of course, in place. However, Swiss Post is now obliged to fulfil its universal service obligation in two areas: postal services and payment transactions. This means that Swiss Post can organize its services more flexibly for its customers. After all, how the universal service obligation is met should not be set in stone, but should be shaped according to the behaviour of customers.

The challenges facing Swiss Post are many and varied. Given increasing digitization and new requirements on the part of our customers, our company needs to remain agile. In a mobile and highly networked society, people have got used to accessing information, ordering goods and using services whenever and wherever they want. By the same token, the post office network is less busy than before. With this in mind, Swiss Post's many innovations focus on the interface between the physical and digital worlds. Swiss Post today has already started shaping the universal service of tomorrow. You can find out how in our Annual Report.

Swiss Post is in good shape with solid foundations and is well equipped to meet the challenges of the future. It closed the year 2013 with Group profit normalized to take account of one-off items in accordance with IFRS of 626 million francs. We would like to thank our customers for the confidence they have shown in us. We will work hard to continue providing high-quality services. On behalf of the Board of Directors and Executive Management, we would also like to say a big thank you to all of Swiss Post's managers and employees for this good result.



Peter Hasler
Chairman of the
Board of Directors



Susanne Ruoff
CEO



The main focus in everything we do must be on our customers.

INTERVIEW

with Susanne Ruoff, CEO

Last year, Swiss Post ceased to be a federal public institution and is now a public limited company. Ms Ruoff, what does this mean for the universal service?

Susanne Ruoff: The Confederation now requires Swiss Post to fulfil universal service obligations for postal services and payment transactions. We do both to a high level of quality and using our own resources. We continue to offer Swiss residents the densest network of access points in Europe, particularly of our own post offices, and at least one letter box in every town and village. We deliver letters and magazines six days a week instead of the required five, exceeding the requirements set down by lawmakers.

What about the quality of services?

Last year, 97.6 percent of A Mail letters were delivered on time. The rate for B Mail was even higher, at 98.8 percent of all letters. For parcels, we achieved similarly high results.

In its first activity report, PostCom, the new Federal Postal Services Commission, highlighted the very high quality of services provided by Swiss Post, citing the public's satisfaction with the services provided. This is borne out by the results of our customer survey, in which we received a total of 80 out of a possible 100 points, up on the previous year's figure of 79 points. In the parcels market, we've been faring well against strong competition for years thanks to the quality of our services. As shown by a study of price trends and quality among 15 European postal service providers, Swiss Post is also very well positioned with its prices. In other words, the Swiss public benefit from top quality services at affordable prices.

Has Swiss Post developed new products and services for its customers?

It is safe to assume that our customers are interested in the expansion of our services

in the growing e-commerce market where we are offering them new, innovative products along the entire value chain. We are also developing an electronic letters platform. This reflects our vision of a future in which every resident of Switzerland can decide whether they want to receive their mail as a physical letter on paper or in electronic form on their computer, tablet or mobile phone. Our staff have been testing this product since the end of last year, allowing us to gather useful experience. By doing so, we are responding to rapid changes in how our customers are communicating.

How exactly have customers' habits changed?

The change in customer habits goes hand in hand with the technological development that has permeated every area of life and the economy. A growing number of our customers are permanently online, communicate using electronic channels, and want to be able to use services immediately, wherever they are. They cultivate a mobile lifestyle that is expressed in many ways, including new work practices. It is important to them to have a high degree of self-determination and individuality.

What does this change in customer behaviour mean for Swiss Post?

It means for instance that we need to adapt the universal services we provide to these new requirements. One thing we have done in recent years is to expand our range of agencies with longer opening hours, helping us achieve significantly higher marks in the 2013 customer survey. As a result of the changes in customer behaviour, however, our letter volumes continue to decline by 1 to 2 percent per year, and the number of over-the-counter inpayments is also falling. PostFinance's electronic and mobile services, on the other hand, are enjoying increasing popularity, and we are benefiting from the boom in online business, which is generating continually rising parcel volumes. Our strategy is to defend our core business and create new growth opportunities wherever possible.

How are you specifically implementing your strategy?

In e-commerce in particular, we have a unique set of skills that we can use to develop our business. As a diversified company, we offer all-in solutions to companies looking to get into online trading. For instance, these solutions might include the

direct marketing of a service, a webshop, payment, picking, and of course delivery of the goods and the management of returns. With these services, we allow our customers to focus on their core business. For the recipients of the ordered goods, we make the parcels intelligent. They can choose online where and when they want to receive their parcels: at home, in the office, at one of our new parcel terminals, at a PickPost point at a railway station or petrol station, or at one of our post offices.

Electronic letter boxes, e-commerce: will Swiss Post exclusively provide online services in a few years' time?

The physical delivery of letters and parcels is and will remain our core business. But we are supplementing this core business with new electronic services. These include document lifecycle management, in which we take care of complete communication processes for our business customers – from the digitization of incoming mail to its management and archiving through to the physical or electronic delivery of documents. We want to turn Swiss Post into an information hub between the physical and digital worlds. Or to put it another way: Swiss Post





We are also developing innovative services in new business areas – although they do always complement our core competencies.



creates contemporary services for today's information society with enhanced physical, hybrid and electronic services.

Is Swiss Post also venturing into new markets outside its core business?

We are also developing innovative services in new business areas – although they do always complement our core competencies. One example of this is the electronic patient record *vivates*, which is already being used or tested in the cantons of Geneva, Vaud and Ticino. *vivates* is another information hub – for patients, doctors, nurses and other stakeholders in the health sector. Solutions like these draw upon Swiss Post's expertise as a secure and reliable bearer of information and on its formidable technical know-how.

Do PostFinance and PostBus also rely on digital services?

PostFinance's electronic services make it extremely easy for its customers to manage their money. It was the first bank to allow its customers secure mobile login to e-banking using a smartphone with a special SIM card. In a pioneering move, PostBus now provides its passengers with free Internet access during their journey.

This all sounds very technical. Are the customers as people no longer important?

Not at all. Behind every technical solution are the needs of people, by which I mean our customers. The main focus in everything

we do must be on our customers. Incidentally, this is one of my key messages to our employees.

What does your requirement for customer focus specifically mean?

Employees who are in direct contact with the customer are vital: PostBus drivers, delivery personnel, salespeople in the post offices, PostFinance advisors, customer service and our webmasters. Put together, all of these people have about one million personal customer contacts every day. That represents a huge opportunity to leave a lasting positive image of Swiss Post and to develop a sense of customer requirements. Feedback is taken very seriously. But for me, customer focus also means working directly with business customers to develop new company-wide solutions. In this area, we have initiated a number of innovative projects.

You want to encourage employees more strongly in general. Why?

Our 62,000 or so employees come from 140 nations, work in more than 100 different professions, are of different ages, have the most diverse experiences and have learned to meet challenges in many different ways. They are also, as our annual surveys show, highly motivated. We want to tap into this enormous potential to develop new services and to work more efficiently. Our new leadership principles, the key aspects of which are personal responsibility, flexibility for the entire company and trust in people, help us to do this.

Does the conversion of Swiss Post into a public limited company have implications for its employees?

The new postal legislation requires Swiss Post to negotiate a new collective employment contract with the unions within two years. It is very important to me to ensure that both the interests of the company and the concerns of employees are respected in that contract. The new collective employment contract is intended to create a framework in which Swiss Post can remain competitive in the long term. After all, there is no better way to secure attractive, long-term jobs than with a competitive, successful company. This requires flexibility. The success of Swiss Post is based on the day-to-day efforts and huge commitment to service from our employees. For that, I would like to thank them sincerely.

Business performance

With a Group profit of 626 million francs, Swiss Post achieved a solid annual result in its first year as a public limited company. The decline in profits is due to Swiss Post in its new legal form being fully taxed for the first time → [Page 9](#). Swiss Post sets its priorities in the form of six strategic goals, and determines how it intends to meet its challenges and achieve its targets → [Page 10](#). Trends in the four markets varied, but all contributed to the good result → [Page 11](#).



626 million

Group profit¹ fell by around 19 percent year-on-year.



80 points

Customer satisfaction remains high.



2,245 million

addressed letters were posted in Switzerland in 2013.



106.5 billion

represents the level of **average customer deposits** held by PostFinance.



114 million

parcels were delivered in Switzerland in 2013.



139 million

passengers were transported by PostBus in 2013.

¹ Normalized figure. See the section "One-off items and normalization" on page 9.

Group

In line with the Federal Council's financial targets, Swiss Post is expected to maintain and increase the company's value and to achieve industry-standard returns in all business areas. Its chosen strategy for doing so has five strategic thrusts: provide high-quality services, ensure competitive prices, secure sustainable and profitable growth through new solutions, cut costs in a socially responsible manner, and optimally exploit the prevailing conditions in the business environment.

Group		2013
Operating income ¹	CHF million	8,575
Group profit ¹	CHF million	626
Equity ²	CHF million	5,637
Economic value added ¹	CHF million	135
Headcount	Full-time equivalents	44,105

¹ Normalized figure. See the section "One-off items and normalization" on page 9.
² As at 31 December 2013



Owner's targets
achieved

KEY FIGURES

Operating income¹

8.6 bn

Stable earnings situation

Group profit¹

626 m

A fall of 19 percent

Economic value added¹

135 m

Reduced by tax burden

Equity

5.6 bn

Solidly financed

¹ Normalized figure. See the section "One-off items and normalization" on this page.

RESULT

Solid annual result in the first year as a public limited company

In the first year following its conversion to a public limited company, Swiss Post generated Group profit normalized to take account of one-off items of 626 million francs. All four markets contributed to the good result.

Since 2013, Swiss Post has been a public limited company wholly owned by the Swiss Confederation. In the first year following its conversion, the company generated Group profit normalized to take account of one-off items of 626 million francs (down 19 percent on the previous year: 772 million francs). The decline of 146 million francs is due to Swiss Post being fully taxed for the first time as a result of its new legal structure. At 8,575 million francs, normalized operating income was virtually unchanged from the previous year (8,576 million). Thanks to good cost management, which produced a reduction in operating expenses, the normalized operating profit (EBIT) rose to 911 million francs (previous year: 860 million francs). The operating profit margin (EBIT return) increased to 10.6 percent (previous year: 10.0 percent). Investments amounted to 453 million francs (previous year: 443 million) and were financed as before entirely from the company's own resources. Total assets grew moderately to 120.4 billion francs (previous year: 120.1 billion).

Swiss Post continues to require sound results throughout all Group units in order to ensure a high-quality universal service in the long term. At the General Meeting, the Board of Directors will propose paying a dividend of 180 million francs to the Confederation. As at 31 December 2013, total equity stood at 5.6 billion francs (before appropriation of profit).

Good results in all four markets

Swiss Post achieved good results in all four markets, with trends varying from market to market. The results of the individual Group units were influenced by the transition to charging

for internal services. From 2013, all internal services are charged at market prices or full cost, replacing the partial cost rate linked to use of the post office network. Consequently, PostFinance, PostLogistics and PostMail make higher internal payments for services.

Growing challenges

The challenges facing Swiss Post are many and varied. Swiss Post will meet these challenges by following a strategy of long-term, gradual growth, by further optimizing costs in a socially responsible manner, and by pursuing market-driven pricing policies. Swiss Post intends to continue providing its customers with first-class services in all four markets. Strategically, it is focusing on the changes in customer behaviour and the new dynamics driven by technological change. As an integrated systems service provider, Swiss Post offers all-in solutions, reinforces and expands its core business with digital products, and generates growth with innovative services – including in new business areas.



One-off items and normalization

Swiss Post Ltd's (Group) financial result includes three one-off items in 2013. These did not lead to any adjustment of the previous year's figures. The one-off items and their financial impact are explained in detail on page 30 of the Financial Report. The non-consideration (normalization) of the three one-off items allows comparison with the previous year and provides an accurate representation of the current operating business performance.

GROUP STRATEGY

Strategic thrusts and goals

Swiss Post sets its priorities in the form of six **strategic goals**, and determines how it intends to meet the challenges of its operating environment and achieve its top-level targets.

We create added value for:

Our owner



Finance

Annual profit of
700 to 800 million francs



Market position

Leading market position
in Switzerland

Our customers



Customer satisfaction

at least 75 points (scale of 0–100)

Switzerland



Universal service

Regulatory audit certification



Sustainability

15,000 tonne reduction in annual
CO₂ emissions by the end of 2013

Our employees



Employee commitment

at least 80 points (scale of 0–100)

Swiss Post's intention is to use its existing regulatory framework to maximum effect. In order to achieve its strategic goals, it is pursuing four **strategic thrusts**.



RESULT SUMMARY BY MARKET

Good results in all four markets

Swiss Post achieved good results in all four markets, but the trends varied from market to market. Normalized operating income rose in all four markets in 2013. The passenger transport market reported the sharpest increase, with more than 4 percent.

Communication market

In the communication market, Swiss Post with its three Group units (PostMail, Swiss Post Solutions, Post Offices & Sales) generated a normalized operating profit (EBIT) of 238 million francs (previous year: 42 million francs). The volume of addressed letters fell by 2 percent. By contrast, the volume of unaddressed items increased by around 1.7 percent as a result of acquisitions.

Logistics market

In the logistics market, PostLogistics reported a normalized operating profit (EBIT) of 133 million francs (previous year: 149 million). Operating income rose to 1,581 million francs (previous year: 1,535 million). Parcel volumes increased by more than 3 percent year-on-year. However, the additional sales could not offset additional expenses caused primarily by higher internal payments for services.

Retail financial market

In the retail financial market, PostFinance generated a normalized operating profit (EBIT) of 537 million francs (down 86 million on the previous year). The decrease is primarily due to higher internal payments for services and lower net interest income due to reduced margins. PostFinance was however able to reverse previously incurred impairment charges, contributing

59 million francs to the result. With cash inflows of almost 4.3 billion francs, PostFinance again received a significant amount of new money, albeit to a lesser extent than in the previous year (9.2 billion). As banks now have to underlay their deposits at PostFinance with equity, there were cash outflows in the interbank sector. Overall, customer assets rose to over 112 billion francs (previous year: 104 billion). At year's end, 2.9 million customers had placed their trust in PostFinance.

Passenger transport market

In the passenger transport market, PostBus generated a normalized operating profit (EBIT) of 28 million francs (previous year: 35 million). Operating income rose to 812 million francs (previous year: 778 million), due to the expansion and increased frequency of services. However, this increase could not offset the additional expenses caused by the expansion of services, and by a higher headcount and increased project costs.



Satisfied customers

Customers are satisfied with Swiss Post. At 80 out of 100 points, the customer satisfaction index is one point higher than the previous year. The alternative postal agencies and home delivery service are increasingly appreciated. Delivery quality and delivery staff again achieved high scores.

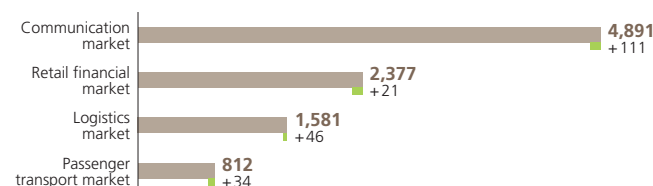


Swiss Post delivers on time

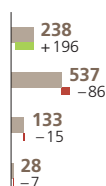
In 2013, Swiss Post delivered 97.6 percent of all A Mail letters and 97.3 percent of all Priority parcels on time. With a total volume of just over 2.2 billion addressed letters and 114 million parcels, that's an impressive performance.

Stable normalized operating income – different expense trends from market to market

Operating income¹ (before consolidation)
2013 showing change from previous year
CHF million



Operating profit¹
2013 showing change from previous year
CHF million



¹ Normalized figures. See the section "One-off items and normalization" on page 9.

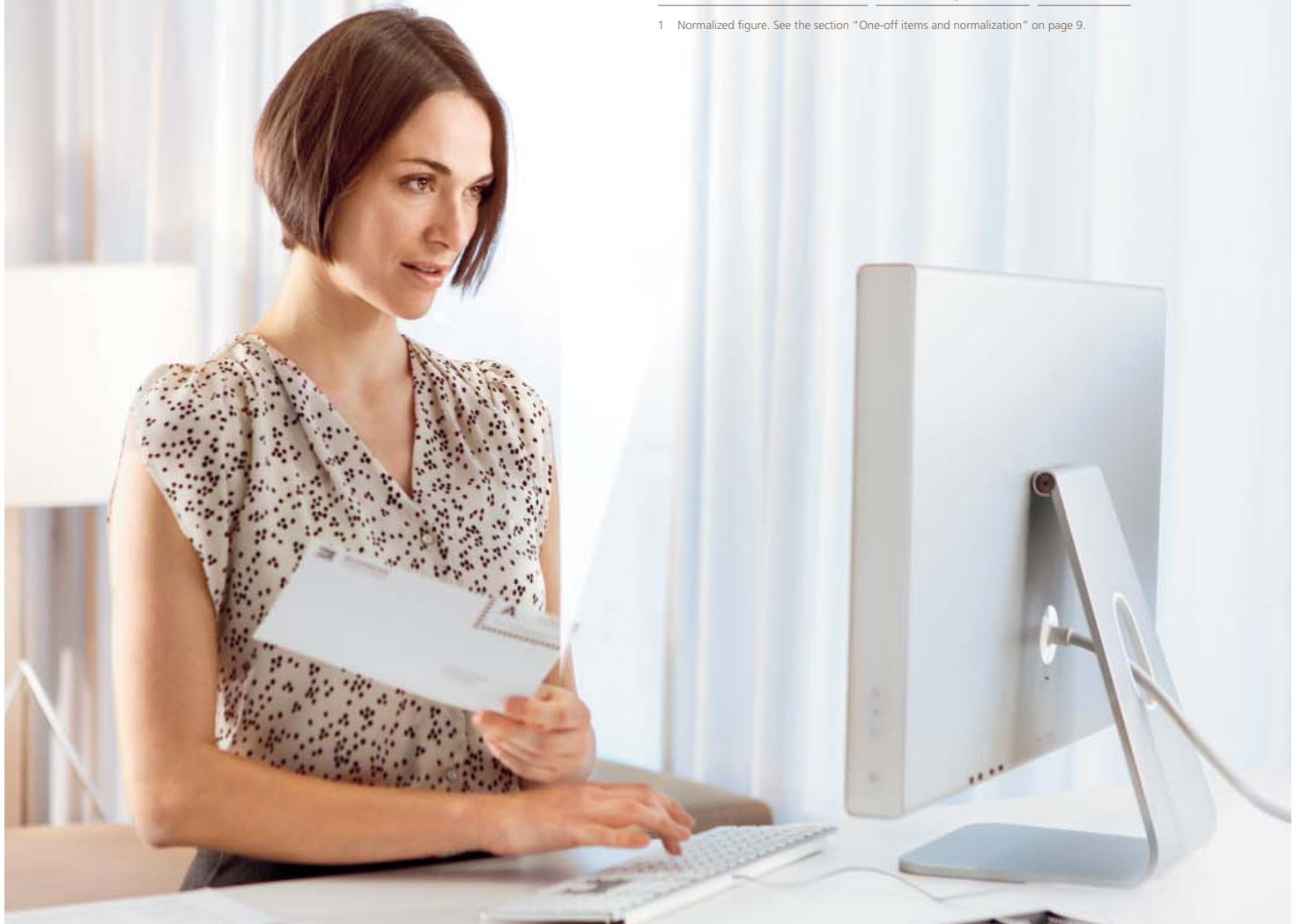
Scale: 100 million francs = 1.25 mm

Communication market

Customer behaviour and needs are changing. Swiss Post has taken account of such changes – with a wide range of services and an extended choice of access points. It is a multi-channel specialist, safely and reliably shipping consignments such as letters, promotional mailings, newspapers and confidential documents – either physically or digitally, as required. Swiss Post also digitizes documents such as incoming post for public authorities and companies, and can handle entire paper-based business processes where needed.

Communication market		2013
Operating income ¹	CHF million	4,891
Abroad ¹	CHF million	771
Operating profit ¹	CHF million	238
Abroad ¹	CHF million	12
Addressed letters	In millions	2,245
Unaddressed items	In millions	1,936
Newspapers	In millions	1,276
Headcount	Full-time equivalents	30,601

¹ Normalized figure. See the section "One-off items and normalization" on page 9.



PHYSICAL AND DIGITAL

Growth opportunities in the physical core business and with digital services

In Switzerland today, the letter remains an important means of communication, with letter volumes declining relatively slowly in comparison with other countries. Swiss Post is also expanding its digital services: in the future, recipients will be able to decide for themselves whether they want to receive their mail physically or electronically.

” —
Given their appeal to recipients, physical consignments will remain an important pillar of Swiss Post's business in future.

Ulrich Hurni,
Head of PostMail

Never before has there been as much mobile communication as today: e-mail, chat, mobile phone calls, text messages, Twitter, blogs – the channels are many and varied, and the devices are getting more powerful all the time. And in the midst of this digital world, one physical channel is holding its own: the letter. In 2013 alone, Swiss Post delivered 2.2 billion addressed letters, with a relatively small decline in volume of 2 percent. By way of comparison, the Netherlands recorded a decline of about 11 percent. Ulrich Hurni, Head of PostMail, feels certain that the logistics of physical letters, newspapers and promotional mailings has a future: “Given their appeal to recipients, physical consignments will remain an important pillar of Swiss Post's business in future.”

It's up to the recipient to choose

Swiss Post is aware of how rapidly digital communication is advancing. It remains innovative, continually providing new services to keep pace with the changing needs of customers. The company's latest service is called ePostOffice: in the future, recipients will be able to use this online platform to specify the mail they want to receive digitally and the mail they want to receive physically. For instance, they might want to have health insurance bills sent to their com-

puter, tablet or smartphone, but still want bank statements sent to their letter box. The senders' mail is submitted in purely digital form. The online platform is currently being tested internally and will be gradually developed to full capacity at Swiss Post.

Hybrid and digital

“We want to accommodate customer needs at an early stage. That's why we're continuously developing our range of hybrid and digital solutions”, says Frank Marthaler, Head of Swiss Post Solutions. These include solutions for printing and sending digitally processed data from major customers and automated integration of secure electronic mailings. Digitization solutions for receiving physical postal consignments are available to business customers. For years, Swiss Post has been one of the leading companies in the field of digital document solutions for business customers. With IncaMail, Swiss Post has developed a solution for sending e-mails securely, and with SuisseID has laid the foundation for secure identification on the Internet and electronic signing of legally valid contracts. As Frank Marthaler notes: “These solutions don't just keep us at the cutting edge – we are also creating growth opportunities around Swiss Post's core business.”



Market/volume trends

Performance between products in the communication market varied. The number of addressed letters handled by PostMail and Post Offices & Sales in 2013 was 2 percent lower year-on-year. Unaddressed mail on the other hand increased by about 1.7 percent year-on-year as a result of acquisitions. Newspaper de-

livery volumes saw negative performance (– 3.2 percent) due to changes in customer behaviour. Post Offices & Sales recorded a downturn in the logistics products letters and parcels. Import and export volumes (mail) fell 6.2 percent year-on-year. At Swiss Post Solutions, income from services provided increased year-on-year.

MOBILE SERVICES

For sports and leisure lovers and those on the move

With digital stamps and various new features for the app, Swiss Post is expanding its mobile services for private customers. For instance, if you want to calculate the price of a postal item, you can do it easily with the Post-App. And the PostShop is now also accessible on your smartphone.

” —
The Post-App is a success story: it has been downloaded 465,000 times.

Switzerland is mobile: almost 60 percent of mobile phone users own a smartphone. Swiss Post is ready for the mobile generation and continually expanding its mobile services. The SMS postage stamp is one of our latest achievements. If you do not have a stamp to hand, you can request a code by SMS or from the Post-App, and then note it on your letter. This simple way to frank an A Mail letter costs the usual face value of 1 Swiss franc, plus 20 centimes per SMS. Since the launch of the pilot phase in autumn 2013, several thousand letters have been sent with SMS stamps. No registration is required for SMS postage stamps and they are available around the clock.

→ QR code

Post-App continually upgraded

The Post-App for smartphones is also being continually upgraded. One new feature of the app is the mail calculator: just enter your destination, format, weight and required arrival date, and the price of your consignment is displayed. This

service is a practical supplement to Track & Trace, which allows customers to check where their consignments are at all times.

Besides the location search for post offices, Postomats and PickPost points, users of the app can now also call up letter boxes. In the details view, you can even see if a letter box is still to be emptied on the same day. In the event of a missed delivery, you can use the scan function for collection notes to quickly and easily select other services.

App a big hit

The Post-App is a success story: it has been downloaded 465,000 times. But the app is a hit in another way too: when you're ready to hit the road for a training session, you can now plan and monitor your workout with the Post-App on your iPhone. The integrated running function provides tips for your workout and up-to-date information on running events.

→ QR code

Shopping from home

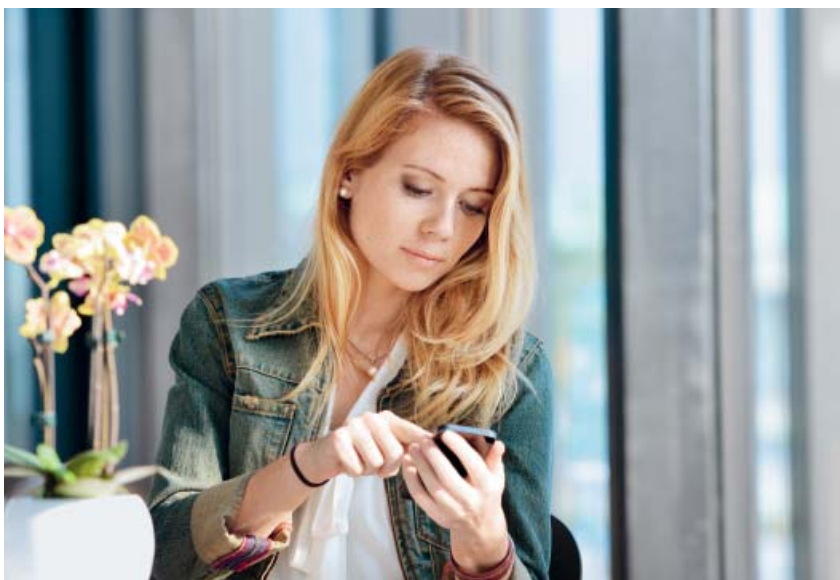
From laptops and gift cards to penknives: at postshop.ch, you will find a wide range of useful products for the home and on the go. Delivery is free throughout Switzerland and Liechtenstein. Even handier: postshop.ch is also available for your smartphone. And for the blind and visually impaired, there's an accessible mobile version of postshop.ch.



SMS postage stamp
[film]



Post-App
[download]





Hand in hand, around 800 people supported the UNICEF campaign in a human chain. (Photo © UNICEF)

REFERRAL MARKETING

Mobilizing people with the referral card

With Swiss Post's referral card, UNICEF mobilized people to spread the word about their campaign and participate in a human chain.

Thousands of people contributed to the campaign run by UNICEF Switzerland, joining together in a protest to combat violence against girls worldwide. They donated to the UNICEF song "Echo" and took part in the human chain in Zurich in December. Hand in hand, they protested against the unnecessary deaths of girls in many parts of the world. The campaign and the occasion, organized by UNICEF Switzerland, were a success. The mobilization of friends and acquaintances succeeded in part thanks to Swiss Post's referral card.

"Dear Godfather, Please help us so that no more girls have to die just because they are girls. Love from Lena". The referral card from UNICEF Switzerland, handwritten by Lena and distributed free of charge, is persuasive: her godfather is touched, he downloads the UNICEF song and wants to join the human chain with his goddaughter. Like Max, many other recipients regard the personal recommendation as particularly authentic and credible. "To publicize the campaign and mobilize people, we sent 200,000 mailings with an enclosed referral card. The distribution of the card helped to ensure that over a thousand people donated to the UNICEF song and that around 800 people took part in the human chain", says Elisabeth Karagiannis, Head of Communication at UNICEF Switzerland.

The physical counterpart to the "Like" button

The referral card is a postcard to be sent on to others. Companies send them to their customers, while NPOs such as UNICEF Switzerland send them to their members. The recipients in

turn forward the card to their friends and acquaintances. The referral card can be seen as a physical counterpart to the "Like" button on social networks such as Facebook.

Thanks to the dynamic data matrix code in the postal prepayment impression, every single card can be identified. This allows the customer to keep track of how many cards were actually sent on and only pay the postage for those cards.

→ www.swisspost.ch/referral-card

PROMOTIONAL MAILINGS

Letters work

Letters are timeless and indispensable: they arouse interest, stick in the memory and inspire readers to act. This is borne out by the latest studies on promotional letters conducted by the market research institute GfK Switzerland. It examined promotional mailings sent by the companies ÖKK, Hotelplan and Nescafé Dolce Gusto. The studies show that a promotional letter tends to be memorable, that it arouses interest in buying, and that it has a positive impact on the reputation and image of the company. During the telephone survey, for example, the recipients of the ÖKK mailing were able to immediately name the insurer four times more often than the respondents in the control group, who had not received the mailing. A single promotional letter was enough to achieve this result.

→ www.post.ch/wirkung
(only available in German, French or Italian)



Successful internationally

Since 2012, Swiss Post and France's La Poste have been conducting their cross-border activities in the mail sector as equal partners in the joint venture Asendia. The new joint venture has been successful from the outset, generating turnover of 452 million euros in 2013. In spring 2013, Asendia took over the international mail business of Pitney Bowes UK, a company with 50 employees.



With IncaMail, documents can be quickly and easily encrypted for electronic dispatch.

” —
IncaMail also has the advantage of being very simple to use, so no training is needed.

Herbert Beuchat,
CFO at Manpower

INCAMAIL: FOR CONFIDENTIAL INFORMATION BY E-MAIL

Manpower sends electronic payslips

With IncaMail, companies can send confidential information quickly, easily and securely by e-mail. Since 2012, employees of Manpower, the recruitment agency, have received their payslips electronically.

A payslip always makes you feel good, whether it's on paper or in digital form for download on the intranet. Since 2012, the recruitment agency Manpower has been sending its payroll documents to internal and external staff electronically by IncaMail, Swiss Post's platform for the verifiable exchange of e-mails.

For Manpower, there are a number of reasons why IncaMail is the right solution: it's simple and fast, environmentally friendly, secure and attractive in terms of costs. And: "Our younger employees in particular also appreciate the innovative nature of IncaMail", says Herbert Beuchat, CFO at Manpower.

With IncaMail, companies can send confidential items such as payroll documents directly to the private e-mail addresses of their employees. They can skip time-consuming work like print-

ing, filling envelopes and franking, save time and money, and help protect the environment while doing so. Thanks to the patented SAFE technology, sensitive e-mails are encrypted and transmitted verifiably.

"IncaMail also has the advantage of being very simple, so no training is needed", explains Herbert Beuchat. Employees don't need any special software to use IncaMail. The application can be easily integrated into the existing mail client, and it is also available as a web application.

DIRECT MARKETING

Custom advertising

Want to get advertising that's actually interesting? A new service makes it possible. If you want to receive additional information and offers in the future that are tailored to your interests and preferences, you can register online and choose from more than 20 categories from "Lifestyle & living" to "Technology & multimedia". Working on behalf of advertising companies, Swiss Post puts together, addresses and sends mailings that match the interests of their recipients. The data is treated strictly confidentially. The advertisers are not notified about (potential) customers until a potential customer gets in touch with them, for example by placing an order. "Custom advertising" works with three channels: customers decide whether they want to receive the advertising at home in their letter box, as e-mail or as a text message.

→ www.post.ch/werbung-nach-wunsch
(only available in German or French)



SUISSEID IDENTIFICATION SYSTEM

New feature for Swissquote online trading

Those with an account at the online bank Swissquote benefit from Swiss Post's secure identification system SuisseID, which gives more than 200,000 customers access to trading on all of the world's major stock exchanges.

A Swissquote customer used to work as a financial advisor. Today he is retired, but still interested in the financial markets. He knows the key trends and trades worldwide on the stock exchanges – using his bank's website from the comfort of his own home. This is possible thanks to SuisseID, with Swiss Post's electronic proof of identity tool now used by the Swiss online broker Swissquote Bank Ltd for secure customer login and transaction confirmations in online trading.

“A simple and secure solution”

“To meet the growing needs of our customers, we were looking for a simple and secure solution for our online trading login, and a solution that also makes it easier to open an account”, says Giuseppe Tafuro, Director and Branch Manager at Swissquote. The online bank benefits from more efficient processes while incurring no development or operating costs for its own electronic identification system. The solution is standardized, does not require a dedicated server and could be easily integrated into Swissquote's IT infrastructure.

” —
 With SuisseID, users can easily access all applications.

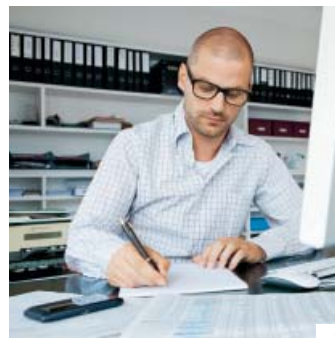
Digital signatures

Swiss Post's SuisseID service package also includes a signature service, enabling electronic documents to be easily and legally signed by one or more people, and a mobile service for the use of SuisseID on mobile devices. First introduced in 2010, SuisseID is now used in some 240 online applications by end customers and companies. Examples include electronic legal transactions between lawyers and courts, for business processes within companies, and by customers of the Ticketcorner and Swisslos platforms. SuisseID is enjoying growing popularity among users.

SERVICES EXPANDED

Document solutions for banks and insurance companies

Swiss Post is positioning itself more strongly with Swiss banks and insurance companies. With the acquisition of software company Scalaris AG, which operates in Switzerland and Germany, the Group unit Swiss Post Solutions is expanding its range of digital document solutions for large enterprises such as financial service providers. In Germany, Swiss Post Solutions benefits from the strong market position held by Scalaris. The software company is a leading provider of high-performance scanning platforms and software solutions for document processing.



1



2

1 – With SuisseID, customers can easily trade on all major stock exchanges from the comfort of their home.

2 – SuisseID provides a simple and secure login for online trading.



Swiss Post scans incoming mail for its customers and forwards it to the right location.

” —
We are very happy with the close local and global relations that we have with Swiss Post Solutions.

Ben Platts,
Head of Document Logistics,
Zurich Insurance Group

ZURICH INSURANCE GROUP

Managing documents more efficiently

In 2008, Swiss Post Solutions took over document management for Zurich Insurance Group in Switzerland, Austria, the United Kingdom and Spain.

Having outsourced document management to Swiss Post Solutions, the insurance company can concentrate on its core business – safe in the knowledge that millions of customer and business documents will arrive safely, be managed and archived.

The partnership is paying off: it is creating lasting economic benefits and promoting the digitization of business processes. Zurich benefits from greater flexibility in its customer service and can hold its ground amid increasing competition on the markets.

Swiss Post Solutions has created a digital hub for Zurich, ensuring that the documents scanned in locally by Swiss Post Solutions are passed on to Zurich's central data processing systems. The hub delivers digital documents and data to Zurich, providing the insurance company with applications that can be used by its staff to view and process the documents, work on e-mails and manage physical files and sent print documents.

The hub currently serves Switzerland, the UK, Spain and Austria, but is accessible from all Zurich locations. This solution makes it possible to extend standardized processes to any number

of locations in order to cover local business needs, while at the same time meeting compliance and security requirements.

Swiss Post Solutions has migrated the Zurich locations to a state-of-the-art solution, and set up standardized workflows to optimize processes. Zurich has benefited from improved reporting that is uniform in all countries. This in turn has brought processing volumes and cost aspects to the fore, allowing further process optimization and cost savings.

JERSEY ELECTRICITY

Paperless and fast

“£12 off your electricity with electronic bills and Direct Debit”. This is how Jersey Electricity in the British Channel Islands promotes electronic invoicing on its website: if you receive and pay your bills using electronic billing, you not only save twelve pounds a year, you also save time. Customers receive their bill via the portal operated by Swiss Post Solutions and can pay directly on Jersey Electricity's website with just a few clicks. This means that they always have an overview of their open and paid bills. They can also still receive printed bills or get billed by e-mail.

This electronic billing solution by Swiss Post Solutions can be integrated into any company's website. It works on all devices and all common payment methods are supported.

NETWORK DEVELOPMENT

Staying flexible

Post offices are evolving with changing customer habits. But one thing remains the same: the postal services that customers want must be available near their premises – to offer a personal and flexible service.

Since 2001, quite a lot has changed in Swiss Post's sales network: the company has transformed various traditional post offices in rural areas into postal agencies and introduced home delivery services, while modern, more cost-effective access points for private and business customers have been designed and rolled out.

Rubbing shoulders with customers

The latest generation of post offices focus on customer contact with no armoured glass or cold granite. Instead, they feature open and modern counters where postal employees provide all of the services associated with a traditional post office. Such formats can be easily integrated into existing facilities such as shopping centres. The main focus is on dropping off letters and parcels, and on payments with or without cash. The big advantages of this new form of post office are that little space is needed and there are no construction safety requirements.

Small, but impressive!

To ensure that cash payments made at the counter are secure, Swiss Post uses the SecureCube, an intelligent inpayment terminal with an integrated banknote reader, money counter and safe. Franz Horn, Head of Network Design, is impressed by the safe: "The SecureCube is an essential part of the new post office format, because it saves a huge amount of space and meets the highest security standards."

Interactive product display units

The display units in the larger post offices are really eye-catching. When you pick up a mobile phone displayed in a unit, a screen automati-

cally displays information about the device and the contracts available for it. If you pick up a second phone, the screen splits in two to allow the devices to be compared directly. 89 post offices now have these interactive display units.

Offering everything for less

Customer habits are constantly changing and competition is growing. This means that new, modern solutions are always needed. Franz Horn on the subject of development: "We need to remain flexible and innovative. That is the only way we can continue to offer all services to the public with a focus on customers."

STAMPS

Faces, helmets and real gold

Flowers, birds and fallen heroes adorn numerous Swiss postage stamps. But a stamp showing the 111 faces of real living people like you and me is something of a novelty. In an online game, 5,000 Swiss men and women submitted their own photo and competed to be among the winners included on the Faces of Switzerland stamp.

A stamp made of real gold? Yes, this was another stamp launched by Swiss Post in 2013: the gold-leaf Vreneli stamp really does feature the precious metal. Embossed and shaped like a coin, the stamp has the appearance of a real coin. Precious metals were also the focus of this year's commemorative stamp: Swiss Post issued a special stamp as a tribute to the national ice hockey team for winning the silver medal at the 2013 World Championship.



1 – With open counters and no armoured glass, Swiss Post is reaching out to its customers.



We must remain flexible and innovative.

Franz Horn,
Head of Network Design



2 – Real gold leaf was used for the Vreneli. The embossing gives the stamp the appearance of a real coin.



3 – An online competition led to the appearance of 111 portraits of Swiss men and women on the postage stamp.

Logistics market

Competent and reliable partners are key to achieving business success, particularly in logistics. At Swiss Post, a leading logistics provider, customers are in good hands and enjoy major advantages. Shippers simplify their business processes with us, save resources and strengthen relationships with their customers. Swiss Post offers forward-looking products and services that make receiving consignments easy and convenient. Swiss Post has just what its customers need: from a simple basic service with or without extras to efficient standard solutions and complex logistics solutions.

Logistics market		2013
Operating income ¹	CHF million	1,581
Abroad ¹	CHF million	163
Operating profit ¹	CHF million	133
Abroad ¹	CHF million	14
Parcels	In millions	114
Express items	In millions	2
Headcount	Full-time equivalents	5,426

¹ Normalized figure. See the section "One-off items and normalization" on page 9.



DISTANCE AND ONLINE SELLING

YellowCube: takes care of the entire logistics chain

The things that count in distance and online selling are speed, error-free picking, efficient returns management and low warehousing costs. Swiss Post's YellowCube logistics solution makes all this possible.



E-commerce is booming

Online retailing is growing dramatically. The market volume currently amounts to 6.25 billion Swiss francs. This trend is affecting Swiss Post too: in 2013, the company delivered over 114 million parcels. That is 3 percent more than in the previous year.



Autostore system
[film]

Chlorine-free printer paper, golden paper clips, shampoo for coloured hair or your favourite perfume – order it online today and Swiss Post will deliver it tomorrow. Now Swiss Post not only delivers goods from mail order companies, it can also store, pick and individually package them on their behalf, and print the shipping documents.

The solution

This is possible thanks to the YellowCube logistics solution. The centrepiece of YellowCube is a highly automated storage and picking facility. The service covers the entire logistics chain, from storage and nesting to packaging and the re-storage of returns. Here's how it works: shortly after Ms Jones places her online order for office supplies, robots collect the goods from the storage and picking system and bring them to the warehouse employees. The ordered goods are then labelled, packaged and shipped as a parcel, small consignment or letter. The next day, the office supplies are delivered to Ms Jones. If she doesn't want to keep the items, Ms Jones simply sends them directly back to Swiss Post. Swiss Post checks the return shipment and stores it again in the YellowCube system.

More time for your core business

YellowCube fills the last gap in Swiss Post's e-commerce solution. It is designed for mail order companies who use the Internet as a sales channel and are looking for an external solution for their logistics. Patrick Stucki, Head of YellowCube, sees only benefits: "YellowCube takes care of the entire logistics chain for online retailers. They receive competitive logistics facilities and can achieve economies of scale. They also save on storage and personnel costs, and don't have to worry about the processing of returns. Ultimately, all of this gives them more time to concentrate on their core business." And there's another advantage: YellowCube stores return shipments back into the system very quickly, so the products are immediately available for the next order.

In April 2014, Swiss Post is starting operations at the first YellowCube storage and picking facility at Oftringen near the Härkingen parcel centre.

→ QR code



Market/volume trends

The logistics sector continues to be characterized by increasing competition and price pressure, both nationally and internationally. Customers are price-sensitive and have high expectations as regards quality. As a result of deregulation and changing customer needs, there is increasing overlap between the courier,

express and parcels segments and traditional dispatch. Parcel volumes increased year-on-year, both domestically (+ 2.8 percent) and in terms of imports and exports (+ 12.5 percent). This is due to the increase in online business and the integration of Swiss Post International import and export activities.

RECIPIENT SERVICES

“These services make life easier”

Want to have the registered letter you missed forwarded to the office? Decide for yourself when you want to take delivery of a parcel, or drop off parcels at a terminal at any time? With a range of new services, Swiss Post gives you plenty of flexibility.



With parcel terminals, customers can collect, drop off or return their parcels 24 hours a day.

Online shopping is convenient and popular. To meet the new needs and habits of a mobile society, Swiss Post is continually expanding its services for recipient customers. “With our new services, recipients can specify where and when they want to take delivery of their parcels and registered letters”, says Stefan Luginbühl, Head of Parcels & Express.

Drop off parcels around the clock...

With the My Post 24 parcel terminals, customers can collect, drop off or return their parcels 24 hours a day. You can drop off a parcel at a terminal at any time, and it couldn't be easier. All you need is to register once free of charge. At the terminal, a program takes you through the process: select “Drop off a parcel”, frank the parcel and place it in the open compartment, then make a cashless payment with any major credit card or the PostFinance Card. Done!

...and pick them up

Picking up a parcel is just as easy. When ordering – whether in Switzerland or abroad – the recipient specifies the parcel terminal where they want to pick up the parcel as the delivery address. A free, one-off registration is all that is required. As soon as the parcel arrives at the terminal, the recipient receives an e-mail or text message and a code for picking up the parcel. You can make a cashless payment to settle any customs duties or shipping costs directly at the terminal. “By the end of 2014, we aim to bring 40 parcel terminals on stream. These will mainly

be found in central locations in cities, easily accessible shopping centres, train stations, universities and modern housing estates”, says Krystian Lasek, Head of Business & Process Development. In the next few years, the construction of a nationwide network is planned.

Receive parcels in the evenings and on Saturdays

If you're often out during the daytime, you risk missing your parcel deliveries as things stand today. That's why Swiss Post is expanding its range of services and delivering parcels when the recipient is at home: in the evening between 5 p.m. and 8 p.m. and on Saturday during the day. Recipients can choose to be informed of the imminent delivery by SMS or e-mail. E-shop operators can add the new evening and Saturday delivery value-added services directly to their ordering system, and can choose whether their customers receive the goods the same day or on the following day.

Swiss Post collects returns from your home: pick@home

The trousers you ordered don't fit and you want to send them back to the mail order company? With pick@home, online customers can place an order for Swiss Post to pick up their return shipments at home, from a neighbour or at work. Mail order companies can offer their customers this easy way to deal with returns when they make their online orders by integrating pick@home in their e-shop. The only thing the



By the end of 2014, Swiss Post aims to bring 40 parcel terminals on stream.



Customers now decide online where and when they want to receive their missed parcels.

Stefan Luginbühl,
Head of Parcels & Express

recipient customer needs is a free Login Swiss Post profile. The collection address, pick-up date and type of handover (personal or not) can be registered immediately. The parcel carrier collects the consignment on the specified date during the regular delivery round.

Monitor missed consignments

Everyone knows the situation: you open your letter box, only to find a collection note for a parcel or registered letter you have missed. Swiss Post now offers its customers the option to specify online when and where they want to receive their missed parcels and registered letters. On the Swiss Post website, you can extend the collection period, arrange for a second attempted delivery or have the consignments forwarded to your office address, the post office near your workplace or to a PickPost point. You can also authorize someone else electronically – free of charge – to pick up the items against a signature.

By computer or smartphone

To use the new online service, the customer simply enters the number printed on the note under “Collection note” on the Swiss Post website, and then selects the service they require. It is even easier using a smartphone: install the free Post-App and use it to scan the QR code printed on the collection note to go straight to the available services.



1



2

1 _
With pick@home, online customers can have their return shipments picked up from an address of their choice.

2 _
Customers can now specify online where and when they want to pick up missed parcels or registered letters.

VICTORINOX FRAGRANCES

A partner for the entire e-commerce process

For its international e-commerce perfume business, the traditional Swiss company Victorinox relies on Swiss Post's expertise. With the support of Swiss Post, Victorinox Fragrances is looking to tap into international markets.

” —
We were looking for a solution for the entire e-commerce process from payments to distribution.

Matthias Seyfang,
CEO Victorinox Fragrances

If you've ever packed a backpack or chopped raw vegetables at home, you're probably familiar with Victorinox. But the Swiss company doesn't only make knives. Under the brand "Swiss Army Collection", the knife manufacturer has also been selling its own perfume collections via an online shop since 2009. In terms of international business, there are some special hurdles to overcome because perfumes are considered as dangerous goods for the purposes of transport, requiring specific expertise. Victorinox was looking for a partner with this kind of know-how, and one who would also take care of fiscal representation abroad.

From payments to distribution

Matthias Seyfang, Victorinox Fragrances CEO: "Swiss Post meets all our requirements. For us, it was important to find a seasoned partner who

could handle the entire e-commerce process from payments to distribution." Swiss Post's e-commerce solution covers all aspects of logistics for Victorinox perfumes: entering and processing orders, triggering payments, managing customer data, storage and shipping. A special IT solution ensures that customer data is fed fully automatically and in real time into the customer's system. On behalf of Victorinox, Swiss Post's Customer Service answers online customers' questions in six languages.

Tapping into global markets

The e-commerce solution for Victorinox has been up and running since October 2011. According to Matthias Seyfang, the smooth services provided by Swiss Post have led to very positive customer feedback and an encouraging number of new orders. "We are confident that with Swiss Post we can achieve our goal, namely selling our range of perfumes worldwide online." Given the ideal conditions, Victorinox Fragrances intends to look into expanding its online channel, with a view to moving into the Chinese, Brazilian and Indian markets.

→ QR code



E-commerce
[film]

” —

We knew right from the start that we needed someone who's at home with logistics.

Thomas Helbling,
Project Manager at Rheumaliga



” —

After the conversion, the two systems will handle 25 percent more parcels.

Stefan Luginbühl,
Head of Parcels & Express

RHEUMALIGA SCHWEIZ

“At home with logistics”

To run a mail order business, small and medium-sized companies in particular need a good partner. For Rheumaliga Schweiz, a Swiss non-profit organization for those suffering from rheumatism, Swiss Post takes care of every aspect of online business.

From ergonomic secateurs to electric tin openers, the Rheumaliga Schweiz online shop features many practical aids for daily living for people with physical disabilities. The organization decided to place their entire e-commerce business, from A to Z, in the hands of Swiss Post.

“Swiss Post was the one for us”

E-commerce is very complex, especially payments and storage management. “We knew right from the start that we needed someone who's at home with logistics, and who could offer us an all-in solution from a single source,

with no interfaces. That's when we knew that Swiss Post was the one for us”, says Thomas Helbling, Project Manager at Rheumaliga. Swiss Post organized all aspects of logistics for Rheumaliga, from goods receipt and picking and packaging through to outbound goods. Previously, Swiss Post had already set up the e-shop and integrated PostFinance's practical payment system.

EXPANSION OF SORTING SYSTEMS

“Open heart surgery”

Swiss Post is investing in the expansion of its parcel sorting systems and gearing up for continually rising parcel volumes. In autumn 2013, work began on a second sorting system at the Härkingen parcel centre. Franz Lingg, head of the Härkingen centre, likens the upgrade to “open heart surgery”, because operations are running normally during the conversion until the summer of 2014. A new system is being created, a kind of double-decker, in which the two systems are interconnected. After the conversion, the two systems should be able to handle 25 percent more parcels. An identical expansion is planned for the Frauenfeld parcel centre. “So far, we have been able to absorb the volume increase with organizational measures”, says Stefan Luginbühl, Head of Parcels & Express. “But with today's capacities, we will reach the limit by 2015 at the latest.” With the expansion of the sorting systems, Swiss Post is also looking to enhance its ability to meet customer requirements for next-day delivery.

CUSTOMS CLEARANCE SERVICES

Ensuring that nothing gets stuck in customs

Customs clearance requires a lot of know-how: How are goods declared? What duties are incurred? How is VAT charged? How are returns managed? And what are the rules for re-importation? Hurdles like these often make small and medium-sized enterprises reluctant to deliver abroad. If you are looking to export goods within the EU at optimum cost, you need to take account of the customs clearance solution in addition to the parcel price. Swiss Post's specialists provide support and advice on all matters relating to the clearance of consignments for import and export, and take care of all customs formalities. This saves time and money.

Retail financial market

PostFinance is one of Switzerland's leading financial institutions and, as number one for payment transactions, ensures a seamless flow of liquidity. It is the ideal partner for anyone who manages their own finances. Whether in payments, savings, investments, retirement planning or financing – PostFinance provides its private and business customers with straightforward products at attractive conditions. PostFinance offers large business customers tailored solutions along the entire value chain.

Retail financial market		2013
Operating income ¹	CHF million	1,646
Earnings before tax ¹	CHF million	856
Customer accounts	In thousands	4,628
Inflow of new money	CHF million	4,256
Ø Customer deposits	CHF million	106,542
Headcount	Full-time equivalents	3,432

¹ Normalized figure. See "One-off items and normalization" on page 9.



STRATEGY AND OBJECTIVES

For all your daily financial needs

PostFinance is equally committed to all of its customers: the young and the elderly, customers with large and with small assets, young entrepreneurs and established companies. It supports its customers, whatever their personal concerns, treating all as equals – honestly, fairly and in partnership.



We keep our promises, and we act fast and authoritatively.

Peter Lacher,
Head of Operations at PostFinance

Whether in payments, savings, investments, retirement planning or financing – PostFinance offers its customers everything to meet their daily financial needs, including straightforward, transparent products at attractive conditions and with easy contact. PostFinance is the ideal partner for all customers who want to manage their own finances.

Honestly, fairly and in partnership

Whatever the requirements of our customers or their financial situation, PostFinance always meets them on their level. Our employees speak their language and understand what they need. PostFinance treats all matters quickly, authoritatively and in an uncomplicated manner, helping customers to achieve their private and business objectives.

PostFinance advises business customers in person at their premises, taking the pressure off with a comprehensive range of services for payment transactions and cash management. For major customers, PostFinance develops individ-

ual solutions based on their value chain. Together with other Swiss Post units, PostFinance aims to increase the support it provides to major companies in the efficient use of their capital (working capital management, see page 30).

There for its customers

PostFinance is there for its customers 24 hours a day, seven days a week. Simple financial transactions can be made using the digital contact points, the Contact Center and post offices. PostFinance offers more comprehensive consultations at 44 branches. It also advises business customers in person at their premises.

Outlook

PostFinance aims to remain number one for payment transactions and continue its growth. To ensure that its customers can take care of their financial transactions even more easily and at any time of the night or day, PostFinance is consistently expanding its digital services and products and developing new services along the customer's value chain.



Market/volume trends

PostFinance again recorded an inflow of average customer deposits year-on-year. Swiss Post's financial arm continues to enjoy the trust of customers who manage their own finances and who appreciate a simple and inexpensive range of services. Average customer deposits in 2013 totalled 106,542 million francs. This represents an increase of around 7 percent year-on-year.

DIGITAL SERVICES

Money management – simple, online and mobile

Smartphones and tablets are everywhere: in Switzerland, more and more people use mobile devices. With this in mind, PostFinance is focusing on easy access to electronic services and continually expanding its app.



Our digital services must be so good that customers will choose to make PostFinance their main bank.

Thierry Kneissler,
Head of Corporate Center,
PostFinance

Access e-finance on your mobile, scan inpayment slips and trigger the payment. Quickly check your account balance while on the move, transfer small amounts or top up your talktime credit. You can do all this and much more with the PostFinance App for iPhone and Android, and now also for the iPad.

→ QR code

Buy iTunes vouchers via the app

Customers can now top up their iTunes credit anytime and anywhere with the PostFinance App. The amount is debited directly from customers' own postal accounts. To use this service you need a private account, an iTunes account, the PostFinance App installed on your mobile device, and to register once only for the PostFinance Mobile fast service.

E-finance: log in directly with your mobile

Need to make a quick payment at the office, but forgot the card reader at home? It's no

longer a problem as you can now log in from your mobile phone. Working together with Swisscom, PostFinance has developed a secure and simple login without a card reader for when you're on the go. This is possible thanks to a new SIM card with Swisscom Mobile ID. The secret key is stored encoded on the SIM card and protected by a personal PIN. The data transmitted between your phone and the server is also encrypted.

→ www.postfinance.ch/e-finance

Your finances under control with e-cockpit

E-cockpit gives e-finance users a more detailed insight into their income and expenses. The system divides income and expenses into categories such as leisure, rent, food, car, etc., and presents it clearly. It can also be used to easily create budgets or set savings goals. If a goal is reached or exceeded, the user can be notified by SMS or e-mail.

→ www.postfinance.ch/e-cockpit

Play the stock markets

With mobile e-trading, customers can trade on the world's major stock exchanges anytime and anywhere, and track prices on the SIX Swiss Exchange and Scoach in real time, so they're always up to date with the situation on the markets and can buy or sell securities. The Watchlist and Alarming functions can be used to track specific securities.

→ www.postfinance.ch/e-trading

Benefit for free

With the exception of login with the PostFinance ID displaycard and the use of Swisscom Mobile ID, the digital services in the app and on the Internet are free.



Mobile app
[download]



The new uniform slip has a QR code. This is better suited to smartphones than the current code line.



ISO 20022

refers to the international standard for electronic data exchange in the financial industry. It defines a uniform data format.

SEPA

stands for Single Euro Payments Area. Switzerland and over 30 other countries are members.

IBAN

stands for International Bank Account Number and is the international standard for presenting account numbers.

MIGRATION OF PAYMENT TRANSACTIONS

Harmonizing payment transactions in Switzerland

Payment transactions in Switzerland will be standardized over the next few years. As the number one for Swiss payment transactions, PostFinance is actively helping to shape the financial market.

Payment transactions are the core business of PostFinance – the centrepiece. PostFinance invests a lot of effort in providing reliable products at attractive conditions.

As a leading provider, PostFinance actively helps to design the structure of payment transactions in Switzerland. Today, there are around ten procedures and standards for credit transfers and direct debits in Switzerland, and at least seven different slip types. By 2018, these formats are to be converted in Switzerland to ISO 20022, and greatly simplified at the same time.

Uniform slip with QR code

In 2018, the new uniform slip will be launched and today's red and orange inpayment slips will become a thing of the past. By 2020 at the latest, there will be only one slip in circulation. This slip will include a QR code with all necessary information. The QR code will be more easily readable than the current code line and suitable for reading devices and smartphones. The QR code also includes all important payment information, such as recipient details and amount.

IBAN to replace postal account number

The procedure for credit transfers will be adapted to the SEPA rules and will be compulsory for all payment service providers in Switzerland. The IBAN will be the sole primary identification feature. The current postal account number will no longer be used.

Procedures for direct debit to be unified

As of autumn 2018, current procedures for direct debits will be migrated. For the harmonization, PostFinance is using the European standard as a guideline (SEPA Direct Debit in euros, standard ISO 20022). It will migrate the current Debit Direct to a solution for Swiss francs adjusted in line with these regulations.

Save time and reduce costs

Companies benefit from the standardized interfaces, formats, and the new uniform slip, and can further simplify and automate their payment transactions in Switzerland and abroad. ISO 20022 will lead to better data quality, lower error rates and reduce costs.



As a leading provider, PostFinance is actively helping to shape payment transactions in Switzerland.

Enrico Lardelli,
Head of Information Technology at PostFinance

WORKING CAPITAL MANAGEMENT

More financial freedom thanks to working capital management

Many large companies tie up too much capital in work processes. With working capital management (WCM), PostFinance helps companies to create financial flexibility by taking account of process-related and logistical aspects.



CONCORDIA

As part of the optimization of debtor-side payment transactions for CONCORDIA, Swiss Post replaced paper-based notifications with electronic delivery of documents. Individual solutions such as an e-archive with document splitting and cash pooling were also put into place.

Too many goods in stock. Not issuing invoices until weeks after the service has been provided. Paying receivables too soon. Companies can quickly tie up anything up to a third more capital in work processes or products than is actually necessary. This is where PostFinance's integrated approach to working capital management comes in: it guides company decisions, processes and practices to ensure that as little non-interest bearing capital as possible is tied up in current assets. Warehouses should not have excess stocks, customers should receive their invoices quickly, and liabilities with suppliers should be paid when the time is right. This allows companies to improve their liquidity and optimize cash flow. They also save money because improved processes save time. And, they can use the freed-up capital for major new investments.

Here's how it works. A specialized Group-wide team of consultants analyses all areas of the business, such as accounts payable and receivable management, transport and inventory

management and cash management, at the customer's premises. Using a tool developed jointly with the University of St. Gallen, key figures and processes are compared with those of relevant competitors. The solutions are modular: customers can completely outsource single or comprehensive process steps in their value chain to PostFinance and other Swiss Post units, from purchasing to transport, storage, financing, delivery, invoicing, payment processing and document and dialogue solutions.

→ QR code

Wander AG

In 2013, as part of a PostFinance initiative, Swiss Post conducted a comprehensive analysis for the food manufacturer Wander AG. Based on the benchmarks and analyses of the essential WCM drivers and processes, potential areas for optimization were identified. The options for action to optimize working capital and the related processes were discussed with the company and offered in a tailored solution package.



With our WCM solutions, companies improve their liquidity and optimize cash flow.

Adrian Brönnimann,
Head of Individual Customers at PostFinance



Working capital management
[film]

NEW LEGAL STATUS

PostFinance Ltd under banking supervision

As a public limited company, PostFinance remains under the ownership of Swiss Post, which in turn is owned by the Swiss Confederation. PostFinance continues to fulfil its universal service obligation with services in payment transactions. Its lending business remains subject to restrictions.

Since June 2013, PostFinance has been a public limited company under private law. The conversion was necessary to meet the requirements of the Swiss Financial Market Supervisory Authority (FINMA) and to receive the banking licence. PostFinance Ltd remains wholly owned by Swiss Post Ltd, and its sole indirect owner is therefore still the Swiss Confederation.

PostFinance remains PostFinance

Despite its new legal form, PostFinance continues to provide the universal service for payment transactions in accordance with the new Postal Services Act. PostFinance is the market leader for payments in Switzerland.

PostFinance continues to pursue a very cautious investment policy, investing the money entrusted to it prudently in long-term investments. There is a limited government guarantee for customer deposits until 30 September 2017. Beyond that, assets of up to 100,000 francs per customer are protected under the statutory depositor protection scheme, as is the case with other banks.

Lending continues with partnerships

From a financial market regulatory standpoint, the banking licence allows PostFinance to offer the same services as the other banks. In the lending business, however, it continues to rely on partnerships with other financial institutions, because the postal legislation does not allow it to grant loans and mortgages to third parties independently. Nevertheless, around 2.6 million private customers and over 300,000 business customers in Switzerland entrust their money to PostFinance.

EQUITY BASE

Well capitalized

FINMA classifies PostFinance as a "very significant market participant" in bank category 2. Financial institutions in this category must have an equity ratio of between 13.6 and 14.4 percent. With a ratio of 20.7 percent, PostFinance Ltd complies with the strict requirements of Basel III, in terms of both the amount and the composition of the equity.

” —
PostFinance
will remain
secure in
future.

Hansruedi Köng,
Chief Executive Officer of
PostFinance

” —
The rating agency
Standard & Poor's
gave PostFinance
an excellent AA+
rating in 2013.

Kurt Fuchs,
Head of Finance at PostFinance

Passenger transport market

PostBus aims to maintain and strengthen its leading market position in public bus transport in Switzerland. We want to expand our presence in local and urban transport by winning local bus tenders and with our bike sharing scheme PubliBike. Or by developing our system services: we manage and operate IT-based systems for ticket sales in vehicles and automated passenger counting. Internationally, we want to grow in clearly defined niche areas and build up additional sources of earnings.

Public passenger transport market		2013
Operating income ¹	CHF million	812
Abroad ¹	CHF million	97
Operating profit ¹	CHF million	28
Abroad ¹	CHF million	0
Domestic passengers	In millions	139
Vehicle kilometres	In millions of km	134
Vehicles ²	Number	2,842
Headcount	Full-time equivalents	2,487

¹ Normalized figure. See the section "One-off items and normalization" on page 9.

² Vehicles now including France and Liechtenstein



SYSTEM SERVICES

Improving public transport

Passenger control, real-time timetable information and touchscreens for drivers: in addition to its core business, PostBus offers services for other public transport providers.



We also offer our system services to other transport companies.

Daniel Landolf,
Head of PostBus

PostBus doesn't just carry passengers from A to B. The company offers much more: in a range of different areas, PostBus shares its industry knowledge and the systems it has developed with other transport companies. For example, PostBus was commissioned in eastern Switzerland to procure and implement a comprehensive, company-wide, uniform passenger information system. Passengers receive real-time information on public transport operations and connections for long-distance travel via displays at bus stops, screens on buses or their mobile phones. This allows the company to grow its size and reputation, and build on outstanding services.

Proven services

"Our services are designed to continually improve the overall public transport system", says Santiago Garcia, Head of Systems Services at PostBus. By this he means far more than just passenger information: for its partners, PostBus procures ticket sale terminals, guarantees access to a central server with timetable and tariff

information, and runs training courses. The automated passenger counting system and standardized passenger composition surveys provided by PostBus allow accurate evaluations to improve the utilization of individual routes. This data is also becoming increasingly important to the buyers, the Confederation and the cantons. PostBus also offers a complete solution for ticket checks, from simple checks to payment collection and data management for fare dodgers. PostBus is now also an official supplier of control systems for e-tickets.

Competent partner

The development and sale of systems and services are becoming increasingly important. Given its experience and broad knowledge of the industry, PostBus is in prime position to assume responsibility for system management functions and system services. "With these value-added services, we are positioning ourselves with our buyers as a competent partner across every area of public transport", says Daniel Landolf, Head of PostBus.



Market/volume trends

The national public passenger transport market is growing steadily. As the budgets of public sector organizations which act as contracting bodies for transport services are squeezed once again, the pressure on costs is set to increase, slowing a further expansion in public transport. PostBus has been operating urban bus networks and bus routes in France for a number of years.

In 2013, PostBus increased the number of kilometres covered by 4 percent, recording a total of 134 million kilometres. In addition to the expansion of services, special transport services in Switzerland contributed to this increase. PostBus carried a total of around 139 million passengers in Switzerland in 2013. This represents an increase of 4.7 percent over the previous year.

TRANSPORT PARTNERSHIPS

Through the summer with PostBus

Organizers of major events are faced with the logistical challenge of getting large numbers of people to the event on time via public transport. PostBus is the ideal partner during peak periods.

” —
Thanks to considerable experience, PostBus can transport passengers at peak times smoothly.

Silvio Gely,
Head of PostBus, Berne region

What do Swiss wrestling festival visitors, Gigathlon competitors and techno fans have in common? They all benefited in 2013 from reliable PostBus shuttle services to get safely to their events on time.

Big operation for Swiss wrestling fans

With 300,000 visitors, the Swiss wrestling and alpine festival in Burgdorf in the canton of Berne is one of Switzerland's biggest annual sporting events. To cope with such a huge influx of visitors, the organizers turned to PostBus. With 32 Postbuses, a total of 89 drivers took 60,000 festival visitors around the clock from the train station and car parks to the festival grounds in Burgdorf and back around the clock. Silvio Gely, Head of PostBus, Berne region: "Thanks to our experience from past wrestling and alpine festivals, we were able to plan our efforts in plenty of time to guarantee that the passengers were transported smoothly."

On the road for sport and music

Across Switzerland on inline skates, by bike or on foot – and sometimes also on a Postbus: The

60,000 festival visitors were carried around the clock from the train station and car parks to the festival grounds in Burgdorf and back.

6,000 competitors at this year's Swiss Olympic Gigathlon were offered shuttle rides with Postbuses at the start and finish of the stages. At the stage destinations Chur, Ennetburgen, Berne and Lausanne, stationary Postbuses were made available as free, always-on Internet hotspots.

Over 5,000 visitors travelled by public transport to the Summer Never Ends Festival in Rona in the canton of Graubünden. A clear case for PostBus: with around 80 journeys, PostBus, Graubünden region took the music fans from Tiefencastel to the festival grounds at Rona, and back again on Sunday.

REPLACING THE TRAIN

When the trains can't cope

Whether it's tunnel renovation, a breakdown or track work: when the trains stop running, a Postbus takes over and brings the passengers safely to their destination. On 90 routes in 2013. "Thanks to our logistical capabilities and numerous partner companies, we can step in very quickly when a railway bottleneck occurs", says André Burri, Head of Market West at PostBus.

4,200 journeys and an ice cream

Instead of going through the mountain, enjoy the views from the pass. That was the motto during the renovation of the Ricken Tunnel between Wattwil and Uznach in the canton of St. Gallen. On behalf of Swiss Federal Railways and the Swiss South Eastern Railway, PostBus drivers chauffeured about 80,000 passengers in 4,200 journeys over the Ricken Pass. Much to the satisfaction of the passengers, as shown by the reaction of one elderly lady: as a thank you, she sent PostBus an envelope with 100 francs, and each of the drivers enjoyed an ice cream.



FUEL CELL POSTBUS

Expertise recognized around the world

PostBus is the first transport company in Switzerland to carry its passengers in fuel cell buses. Project manager Nikoletta Seraidou is involved with new vehicle technologies around Europe.

At least once a week, the engineer Nikoletta Seraidou visits Brugg in the canton of Aargau. On guided tours, she shows schoolchildren, students, politicians and journalists what she has helped to build here: the hydrogen filling station, the garage and the five fuel cell Postbuses that have been part of the PostBus fleet for two years and that carry passengers in and around Brugg.

The pioneering project, which she is in charge of for PostBus, is not just a theory on the drawing board, it is right there in front of you. From a technical standpoint, the five vehicles are somewhat exotic. But the passengers and the drivers have no fear. "For passengers, it's simply a Postbus that takes them from A to B", says Nikoletta Seraidou. So, three years after the start of the project, her mission is already fulfilled: she is working to facilitate access to the technology for non-specialists. Her credo: we want to take a first step towards making ourselves somewhat less dependent on fossil fuels by generating energy from hydrogen – and remain mobile at the same time.

WIFI IN POSTBUS VEHICLES

The mobile hotspot

Chat, download music or just read the newspapers online – a stable Internet connection when you're on the road is convenient, but by no means the norm. With PostBus, things are different. 70 percent of PostBus routes, or 1,300 vehicles, are equipped with free WiFi. And there's huge interest in Internet access: every day, an average of 13,000 devices log in to on-board hotspots, and more than 300,000 devices are already registered for the service throughout Switzerland.

The 36-year-old is a German of Greek origin, and in addition to Switzerland, she has also lived and worked in Austria. Her geographical mobility stands her in good stead for the project, because PostBus is working with specialists in several European countries to develop fuel cell buses. If a technical problem crops up, Nikoletta Seraidou can't just go to the office next door at the headquarters in Berne, because for some questions there are only a few people across Europe working on the same development. Instead, she picks up the phone and calls, for instance, her colleague in Oslo, who also operates fuel cell vehicles. Some months, she makes several trips abroad to give talks to expert committees. As a woman, she is no longer an exception in her profession these days: four of the five European fuel cell projects are headed by women.



” —
For our passengers, it's simply a Postbus that takes them from A to B.

Nikoletta Seraidou,
Project Manager

With free WiFi, PostBus passengers can now surf the Internet free of charge.



PUBLIBIKE

“Ideal for companies like us”

With PubliBike in Berne, Swiss Post and the Swiss Federal Railways provide their employees with free rental bikes. But all of the city's residents benefit from the eight PubliBike stations. PostBus is Switzerland's largest bike sharing service provider.



Bike sharing is ideal for companies with multiple locations in a single city.

Jeannine Pilloud,
Head of the Passenger Transport
Division at SBB

Get to that meeting in the city as fast as possible, go to the old town for lunch, or go swimming in the Aare in the summer. In the city of Berne, the PubliBike network expanded from two to eight stations in 2013. Customers can borrow a total of 23 e-bikes and 15 bikes – 24 hours a day. All of Berne's stations are located directly in front of Swiss Post and SBB buildings. The bikes are really easy to borrow with a staff ID card or a PubliBike card available at reception. In months with ideal weather, up to 1,000 bikes are borrowed across Berne's entire PubliBike network.

For cities and companies

Multiple well-connected PubliBike stations bring real added value to a city. But they have great benefits for companies too. “This is exactly what bike sharing is for: short trips within the city – ideal for companies like us, with several locations and a range of partners”, says Jeannine Pilloud, Head of the Passenger Transport Division at SBB.

Expanding the e-bike share

PostBus operates PubliBike together with its partners SBB and Rent a Bike. With well over 100 stations, PubliBike is the Swiss number one in bike sharing. PubliBike is the only Swiss bike sharing provider with e-bikes in its fleet. PubliBike is planning to cater to the growing trend for e-bikes and is continually expanding the number of e-bikes available.

POSTBUS APP

Digital travel companion

Once you've got it, you'll never let it go. With the PostBus App, all timetable information is always at hand – and in many places departure schedules are even available in real time. A new feature lets you save multiple addresses as favourites such as your home address. No matter where you are in your journey, the app always shows all connections to your destination. With the audio guide for well-known PostBus routes, passengers can learn about the historical and cultural background of the region.



PostBus App
[download]

With PubliBike, companies can provide their employees with free rental bikes around the clock.



Employees

Swiss Post is a company in transition. For our 61,593 employees, this calls for a great deal of willingness to change and flexibility → [Page 38](#). With modern collaboration platforms, Swiss Post is adding momentum to its culture of innovation → [Page 39](#). A wide range of training opportunities → [Page 40](#), consistent workplace health management → [Page 41](#) and diversity in practice → [Page 42](#) are the main pillars of our human resources policy.



61,593

employees, including 7,182 abroad, help to shape Swiss Post by offering their ideas.



144

nationalities ensure a diverse corporate culture at Swiss Post.



Over 100

professions can be practised at Swiss Post.



24%

of **junior and middle managers** are women. At the top management level, the figure is 9 percent.



2,024

apprentices complete their vocational training at Swiss Post. That represents 5.4 percent of the workforce as a whole.



1,516

jobs are on offer at Swiss Post in **IT** alone, making it one of the biggest employers in Switzerland in this sector.



Hannah Zaubmüller
Head of Talent

Why is Swiss Post focusing on talent management?

We want to secure employees and managers for our future needs and gain the loyalty of high-potential employees at Swiss Post.

How does Swiss Post secure the loyalty of suitable employees?

Modern employment conditions, appreciation and the opportunity to advance are very important. In this regard, Swiss Post Group and its different business units offer a huge number of career opportunities.

How is talent identified?

Managers appraise the potential of employees by using a talent matrix, which also provides an appraisal of performance. Using a profile comparison, we compare the qualifications of employees with the requirements for a position, so that strengths and the potential for improvement are identified.

WILLINGNESS TO CHANGE AND FLEXIBILITY

Actively shaping changes

Swiss Post is successful despite profound changes. It owes its success to its 60,000 employees. Swiss Post's Human Resources team helps staff meet the new challenges.

Swiss Post is a company in transition. The changes over the past few years were far-reaching: the splitting of PTT into Swiss Post and Swisscom in 1998, the increasing digitization of communications, and Swiss Post's conversion into a public limited company in 2013. The corporate culture and the way employees see themselves have also changed. "Today, our employees are faced by highly demanding customers, and not by mere users of postal services as was previously the case", says Yves-André Jeandupeux, Member of Executive Management and Head of Human Resources at Swiss Post.

The transformation has called for a great deal of willingness to change and flexibility on the part of employees. As with the company itself, the staff have been put through their paces in the past few years to ensure competitiveness in the various markets. "Progressive employment conditions and working models are a prerequisite for success. As a competent partner for the company's employees, HR has set the conditions in which staff can concentrate fully on daily business and develop." For Yves-André Jeandupeux, change should be understood as an ongoing process.

Health, performance and motivation are also points of focus on the HR agenda. Today, Swiss Post invests primarily in advanced training, workplace health management and fostering young talent.

The workplace health management programmes make a significant contribution to fostering a performance-enhancing work environment. Swiss Post now also uses systematic talent management, designed to identify and promote employees with exceptional potential. The goal is to secure their loyalty to the company and harness their strengths even more effectively.

Swiss Post owes the successful management of these changes to its dedicated employees. We are talking here about 60,000 staff – 7,000 of them working abroad – from 140 countries in more than 100 different occupations. It is essential to harness such diversity and loyalty to the company: "If we enable our employees to manage change, and help shape it with their ideas, then we will have achieved an important goal", concludes Yves-André Jeandupeux.

COLLECTIVE EMPLOYMENT CONTRACTS

Swiss Post takes its social responsibility seriously

The new postal legislation requires Swiss Post to negotiate a new collective employment contract (CEC) with the unions within two years of the conversion of Post CH Ltd and PostFinance Ltd into public limited companies. The negotiations provide an opportunity to modernize and adapt the current agreement to today's business and social needs. The negotiations should take account of the interests of both Swiss Post and its employees. Clearly, Swiss Post has its sights set on continuing to offer attractive working conditions in the future. The new employment conditions are expected to enter into force in 2015. Swiss Post Solutions Ltd and PRESTO AG have already concluded negotiations for separate collective employment contracts, and negotiations for the remaining subsidiaries will be conducted at a later stage.

COLLABORATION PLATFORMS

Lively culture of innovation

To facilitate faster implementation of ideas and improvements, Swiss Post provides collaboration platforms for its 60,000 employees, exemplifying the principle of “together, we can do it better.” Here’s how it works: if an employee has a business idea, they can record it in the CO-STAR Creator web application and invite selected colleagues to contribute. People work on the idea whenever they have time and wherever they are, and share ideas with each other. Promising projects are passed on to the next stage of the innovation process. Since 2009, over 80 new ideas at this stage in the process were reviewed, and around 25 percent were put into practice. With the “Postidea-Kampagne” web application, line managers and project managers direct questions at employees they feel may have valuable input.

Both collaboration platforms bring employees together, promoting a sense of togetherness across units, irrespective of hierarchy. “This has lent our culture of innovation added momentum. The quality of the ideas submitted has improved and the pace of implementation has increased tremendously”, points out Pierre-Yves Caboussat, Head of Innovation Management. Swiss Post promotes innovation with a budget of 1.5 per thousand of the Group’s expected turnover per year. All of the tools in the innovation management system have been well received: in 2013, staff submitted a total of 2,500 ideas, projects and innovations.

Swiss Post also encourages team spirit offline. With modern work spaces, it offers places for networking and creativity. Inspiring meeting and interaction zones, for instance, facilitate dialogue and the sharing of knowledge. These innovative approaches to interior design are being tested by Swiss Post in a range of pilot projects. The findings will be incorporated into the future headquarters.

DIGITAL LEARNING MEDIA

Tailored, hands-on, interactive

Project manager Ralph Jones is sitting quietly in the cafeteria with his tablet. It looks like private Internet surfing, but in fact it’s hard work: Mr Jones is testing his knowledge with an e-test. Over six months, he undertook a course of advanced training in leadership. After an online introduction to the topic, he attended 13.5 seminar days with colleagues. In the online follow-up, he helped in another student’s forum, discussed a task to be solved by the team in a chat session, and read some tips on implementing a project on the lecturer’s blog.

Each year, Swiss Post holds up to 300 seminars and draws up 100 learning schedules for employees and external customers. Depending on the objectives, the company schedules learning modules such as web-based training (WBT), e-tests, training films, or collaborative platforms such as chats, forums and blogs with practical exercises – and more and more frequently for mobile use as well. “We’re very flexible here. If required, we can also create customized web-based learning media with a focus on interactive elements”, says Max Gissler, Head of Digital Learning Media. The current MMB trend monitor shows that blended learning arrangements like these (a combination of e-learning and face-to-face teaching), that can be transferred directly into the professional sphere and reduce the number of classroom sessions, promise the greatest success.

E-learning has clear advantages: trainees are not fixed to a specific time or place, and they can set their study times for themselves. Thanks to the interaction platforms and seminars, they don’t have to work alone and always have someone to turn to for questions.



Swiss Post is increasingly focusing on digital learning media in its training programmes – including for mobile use.

“ —
We develop customized web-based learning media.

Max Gissler,
Head of Digital Learning Media

“ —
Thanks to the collaboration platforms, ideas are implemented much faster.

Pierre-Yves Caboussat,
Head of Innovation Management



” —
My boss shows a lot of confidence in me, because he knows that I can handle responsibility.

Melissa Clemente,
Former apprentice at a trainee-run post office

TRAINEE-RUN POST OFFICES

Apprentices run a post office

The post office in Lugano Cassarate looks just like many other post offices apart from the striking number of young employees. And they're not only working at the counters, they're also taking on management roles. Seven apprentices take care of day-to-day operations, with responsibility for everything including the office's sales targets. These future retail professionals do receive support from experienced advisors, but the decisions they make are their own.

Responsibility brings success

In the trainee-run post office, motivated apprentices receive the best possible preparation for their future working lives. They assume responsibility at an early stage, can contribute their own ideas, and learn how to achieve objectives as a team. Melissa Clemente completed her apprenticeship in Lugano Cassarate and was given the opportunity to run the post office for three months in her third year. She likes to look back on her time there: "It was an intensive apprenticeship. We each had a chance to experience all of the jobs at the post office, planned day-to-day operations, and sometimes had to thrash out difficult decisions." Melissa Clemente is convinced that the commitment paid off: "Today, my boss shows a lot of confidence in me, because he knows that I can handle responsibility."

Eight trainee-run post offices in Switzerland

In all, Post Offices & Sales operates eight trainee-run post offices in three language regions. In addition to Lugano Cassarate, there are offices in Zurich Wollishofen, Prilly, Basel Spalen, St. Gallen St. Fiden, Chêne-Bourg, Lucerne Hirschengraben, and a bilingual post office in Biel Mett. The young people apply for the trainee-run post offices in their first year of apprenticeship, where they then spend their second and third years of training. They are placed under the managers of the respective regions.

IT-DREAMJOBS.CH

Positions in IT

Whether it's the processing, encryption or archiving of data – Swiss Post offers its customers a wealth of digital solutions. It also develops applications for its own work processes, such as hand-held scanners for delivery. That's why Swiss Post offers more than 1,500 jobs in IT alone, making it one of the biggest employers in Switzerland in this sector. To continue to attract more young people to IT training in the future, Swiss Post is a principal sponsor of the IT-dreamjobs.ch campaign.

→ www.it-dreamjobs.ch

OCCUPATIONS AT SWISS POST

Multi-faceted vocational training

Every year, Swiss Post offers around 750 apprenticeships in 12 career areas. The main areas in which Swiss Post offers apprenticeships are in the retail sector, logistics, commercial roles and IT. In 2013, four apprentices started their vocational training as call center agents, a position only recently introduced. Apprentices pass through different units and frequently work in a different language region. After completion of the apprenticeship, a wide range of opportunities for further education become available.

WORKPLACE CASE MANAGEMENT

Getting back to normal with coordinated efforts

Long-term absences are stressful for employees and associated with high costs for Swiss Post. With its company case management programme, Swiss Post supports employees in finding their way out of difficult situations and back to work.



” —
Employees and Swiss Post benefit equally from the workplace case management programme.

Simone Duarte,
Head of Workplace Health Management, Post Offices & Sales

A long-time employee working in delivery rounds suffers from chronic back pain. After being cheated into debt with false promises of a cure, her marriage breaks down and she seeks refuge in alcohol. As a result of her addiction and a fall while working, she becomes unable to work for an indefinite period. Cases such as this fictional example occur more often than you might think. That is why all Swiss Post units today have a workplace case management programme, with specialist staff providing support to employees with difficulties in certain areas of their lives and helping them find their way back to work.

Agreeing goals and coordination

The case manager sits down with the person affected to discuss the situation. Together, they look for possible solutions and set goals. One important responsibility of the workplace case management programme is to integrate the individuals receiving support and the related organizations and institutions in the best possible way. In the example of the sick member of delivery staff set out above, this would involve contacting the social security institutions, clarifying issues with her health insurer and doctor, and organizing treatment for her addiction. Internally, the case manager ensures that the woman can get back to work despite her back pain by placing her temporarily in another job. Once her health stabilizes, she can then return to a delivery round.

Three units join forces

The workplace case management programme was inaugurated by Post Offices & Sales, Post-Mail and PostBus in 2013. One year after its inception, head Simone Duarte is positive about the results: “The cooperation between people in difficulties, HR advisors, managers and external bodies is very constructive.” To date, around 300 employees have been assisted by the joint case management programme at its five locations in Bellinzona, Lausanne, Olten, Berne and Zurich.

“I feel good!”: for healthy employees

How do I know if the various aspects of my life are well-balanced? What can I do to enhance my level of happiness? Who can I turn to with problems? With the “I feel good!” campaign, Swiss Post is raising awareness of mental health issues among its staff with printed and electronic information. The campaign is currently in the second of three planned years. Campaigns like “I feel good!” are not an end in themselves: satisfied, healthy and active employees make a company successful. That is why Swiss Post makes a serious investment in its workplace health management programme, which in addition to prevention also includes early detection, reintegration, occupational safety and health protection. These investments are worthwhile and have been acknowledged as such. In 2013, the company was awarded the Friendly Work Space label for the Group as a whole, a testimony to the fact that Swiss Post as an employer meets high quality standards with its health management programme.

→ www.friendlyworkspace.ch



Sabina Kazimoska
Regional Manager Occupational
Marketing Region East

Ms Kazimoska, you came to Switzerland from Macedonia as a schoolchild. Did you find it difficult to get a start in your career? I started as an intern with Swiss Post immediately after gaining my school-leaving certificate and am now, at the age of 27, a regional manager for occupational marketing. Swiss Post has always supported me in my professional development. I have never felt disadvantaged, either as a woman or because of my Macedonian roots. In fact, quite the opposite.

What in particular do you value about your employer?

The flexibility. I have just recently returned to work after extended maternity leave, and with a reduced workload of 70 percent. Swiss Post also supported me while I was studying for my Bachelor's degree in Business Administration.

Do you know of other examples?

In my role, I regularly meet young people, many of them with an immigrant background, who have made numerous unsuccessful applications for an apprenticeship. I try to give these young people encouragement.

DIVERSITY

Mixed teams: Swiss Post's trump card

Swiss Post has recognized the demographic challenges of the coming years and is focusing on mixed teams. To ensure that older employees remain productive for longer and to attract younger employees, Swiss Post is taking a wide range of measures.

The world of work in Switzerland is faced with declining birth rates and increasing life expectancy. For companies, this can lead to problems such as a disproportionate number of retirements, and the consequent loss of know-how.

Solving problems in mixed-age teams

To address these challenges, Swiss Post invests in young employees, while at the same time building on the knowledge of older ones. "In our experience, we have found that complex tasks and problems are better solved when teams are composed of younger and older employees", says Sabine Rial-Ramseier, specialist in diversity management. To attract more young people, Swiss Post relies on vocational training, which is why PostMail has increased the number of apprentices from 150 to 180 per year. Swiss Post also offers trainee positions for school-leavers, paving their way into the working world. Swiss Post now also offers advanced training in "Leadership in the generation mix" and is a member of Demographie Forum Schweiz, an association of Swiss companies dedicated to sustainable generation management, as well as the Silberfuchs network, which focuses on the situation of more mature people in the labour market.

Home care calls for flexibility

Internal surveys show that about 30 percent of employees assume caring responsibilities for family members. This care takes up a lot of time and is often difficult or impossible to plan. The same applies to childcare: "This requires a great deal of flexibility, both for employees and for the employer," according to Sabine Rial-Ramseier. Swiss Post's working time models are suited to those with caring responsibilities, ranging from annual working hours to part-time work, job sharing and teleworking. In 2013, 49 percent of employees at Swiss Post worked part-time, including more and more people in management roles. Those in need of support can approach the company's Social Service department. Work and care advisors provide support in the form of discussions, suggestions to relieve stress and other tips.

Networks for exchange

For young parents, carers of the elderly, and employees with a migrant background or from French-speaking Switzerland and Ticino, Swiss Post offers internal networks for exchange and consultation. For instance, the MOVE network ensures that a healthy work-life balance is right at the top of the agenda at Swiss Post, while MOSAICO promotes linguistic and cultural diversity.



Age structure of the workforce

Since 2000, the average age of employees at Swiss Post has increased by five years, and currently stands at 44.8 years (average in Switzerland in 2012: 41.6 years). However, the age trends vary greatly between the different business units: at Post Offices & Sales and PostBus, Swiss Post expects a further sharp increase. PostFinance, by contrast, with an average age of 39.5 years, is already below the average.

Sustainability and commitment

Swiss Post has reduced its CO₂ emissions by 18,500 tonnes, exceeding its target → [Page 44](#).

Swiss Post is seeking to improve CO₂ efficiency by at least 10 percent in future → [Page 46](#). In 2013, Swiss Post brought six new photovoltaic installations on stream, bringing the total number of systems it operates to eight → [Page 48](#). The new PostFinance headquarters were built to comply with the MINERGIE-ECO® standard → [Page 49](#).



18,500 t

of CO₂ emissions per year were cut by Swiss Post by the end of 2013, exceeding the target of 15,000 tonnes.



10%

CO₂ efficiency improvement is Swiss Post's target for the end of 2016.



2,252 million

is the number of times the "pro clima" Shipment option was used for letters, parcels and other services.



Around 1/3

of all Swiss Post vehicles use alternative drive technologies.



100%

of Swiss Post's needs are covered by electricity generated from "naturemade basic" certified renewable energy in Switzerland.



70,000

parcels were shipped free of charge by Swiss Post as part of the 2 x Christmas campaign.

REVIEW OF SUSTAINABILITY STRATEGY 2011–2013

CO₂ reduction target exceeded

Swiss Post's target was to reduce its annual CO₂ emissions by 15,000 tonnes by the end of 2013. With a reduction of more than 18,500 tonnes, this target has been surpassed.



IPC ranking: seventh place

Internationally, Swiss Post is guided by the objectives of the International Post Corporation (IPC), an association of 25 postal companies from Europe, North America and the Asia/Pacific region. It is working to reduce CO₂ emissions by 20% in absolute terms by 2020 (base year 2008). In the IPC environmental ranking, Swiss Post achieved seventh place, moving up three places over the previous year.

With its dual focus on climate protection and energy, Swiss Post has continued to implement its 2011–13 sustainability strategy in the past year. The target was to implement measures to reduce CO₂ emissions by 15,000 tonnes per year by the end of 2013 – an amount equivalent to about 4.7 million litres of diesel, or the annual greenhouse gas emissions of a Swiss municipality of 2,500 inhabitants. "To achieve our ambitious goal, we have implemented numerous measures to reduce CO₂ emissions", notes Anne Wolf, Head of Sustainability, commenting on this success.

Focus on climate protection: strategic thrusts and measures

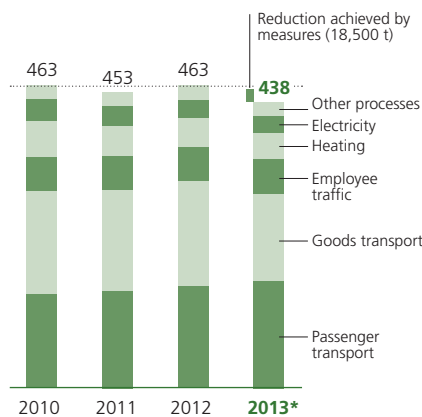
Swiss Post combines its climate protection activities under the label "pro clima – we're acting now". Since 2011, it has focused on six strategic thrusts: Swiss Post has exploited potential economic and ecological efficiencies, invested in the best available technologies and boosted the share of renewable energy sources wherever possible. It has also developed environmentally sound products, improved its own exper-

tise in sustainability and championed the cause of climate protection in general.

In order to substantially reduce its CO₂ emissions, Swiss Post has implemented a comprehensive package of measures. These included the expansion of emission-free delivery of letters with electric scooters, of which there are now more than 5,000 on Swiss roads. Swiss Post covers 100% of its electricity requirements with "naturemade basic" certified renewable energy from Switzerland. Measures to improve the utilization of vehicles and optimize distances are boosting the efficiency of our logistics. Training in eco-driving contributes to fuel savings. Potential energy savings in building services and in post offices have been identified and appropriate measures initiated. PostFinance took possession of its new headquarters, built to the MINERGIE-ECO® standard. Raising employees' awareness of sustainability is a recurring topic of internal communication, in workshops and of corporate volunteering efforts in cooperation with the WWF.

Direct and indirect greenhouse gas emissions

1,000 t CO₂ equivalents



Swiss Post's greenhouse gas performance is stable, despite the increase in parcel volumes and the growth of business at PostBus. This was achieved in part thanks to measures implemented under the 2011–2013 sustainability strategy. Without them, greenhouse gas emissions would have been 18,500 tonnes of CO₂ higher. Heat requirements were continuously reduced.

* Reduction in goods transported by air because of outsourcing of air freight to Asendia



” —
 Swiss Post has systematically implemented its sustainability strategy, with its focus on climate protection and energy.

Anne Wolf,
 Head of Sustainability

SUSTAINABILITY ACCOUNTING

Solid basis for sustainability accounting

Swiss Post's sustainability accounting complies with international standards (Greenhouse Gas Protocol, Global Reporting Initiative) and has had a solid database since 2010. Besides all of Swiss Post's business activities, it also covers the activities of subcontractors, the upstream supply chains for energy sources, and business and commuter traffic for all employees. This not only enables the units to measure their full CO₂ footprint and the pollutant emissions generated by their core services, it also allows them to derive appropriate measures for CO₂ reduction.

SUBCONTRACTOR MANAGEMENT

Eco-bonus for carriers

In 2013, Swiss Post initiated a pilot project with its subcontractors designed to save fuel. Swiss Post subcontracts a good part of its truck and van rounds out to third parties. The fuel consumption of these subcontractors makes a significant contribution to Swiss Post's CO₂ emissions. To reduce the emissions, Swiss Post provides advice to the transport companies on the benefits of an economical, and therefore environmentally sound driving style, as well as tips on the optimum use of vehicles. For partners with large order volumes, Swiss Post agrees a target value for average diesel consumption per 100 kilometres. If the target is achieved at the end of the measurement period, the carrier receives an eco-bonus. Fuel consumption will also become a criterion for awarding contracts in the future.

In 2013, the data provided by the transport companies was consolidated and analysed, and it was calculated that the private carriers can save around 76,000 litres of fuel, or 241 tonnes of CO₂ in 2014.

SUSTAINABILITY STRATEGY 2014–16

Improve CO₂ efficiency by at least 10 percent by the end of 2016

With its sustainability strategy for 2014–16, Swiss Post is aiming to achieve an increase in CO₂ efficiency of at least 10 percent by the end of 2016. New approaches to education, health and procurement are being integrated into the strategy and measures to do so are being developed.

Climate protection and energy are again top priorities in the sustainability strategy for 2014–16. “Our business activities remain energy intensive. At the same time, we need to deal with the risks of rising energy prices and increasing regulation”, says Ronny Kaufmann, Head of Public Affairs & Corporate Responsibility, explaining the continuity of the strategy. “We intend to continue leading by example with regard to the goals of the Confederation’s Energy Strategy 2050.” Swiss Post’s social commitment has now also been integrated into the sustainability strategy.

Informative: the CO₂ efficiency index

Swiss Post is aiming to improve its CO₂ efficiency by at least 10 percent by 2016 (base year 2010). This Group target is no longer defined in terms of emissions per year in tonnes, but instead in relation to the core services provided by each of the units: Swiss Post is looking to reduce greenhouse gas emissions for every consignment transported, every passenger carried, every transaction, and every heated square metre in its buildings. “Despite our CO₂ efficiency target, greenhouse gas emissions are likely to rise in absolute terms by 2016 because of the expected performance of the company”, explains Anne Wolf. “To give an example: if more people travel with Postbuses, there will be more buses on the road, and, in turn, more emissions. But Swiss Post’s goal is not that fewer people travel by Postbuses, but that they do so as energy-efficiently as possible.”

Sustainability: planned and implemented consistently

Swiss Post is consistently implementing its sustainability strategy, from planning to implementation and controlling. It is working to further reduce its energy needs by exploiting potential economic and ecological efficiencies and investing in the best available technologies. This includes the purchase of modern, energy-efficient

vehicles. The share of renewable energy used for fuel, heating buildings and electricity is being increased. Swiss Post plans to continue improving internal awareness of and expertise in sustainability. The success of the training provided in eco-driving is checked by on-board units that analyse journey data. Swiss Post will also continue to champion climate protection issues outside the Group, communicate its activities, and strengthen its position in the market and among the public as a company that does business responsibly. This is reinforced by the company’s accession to the UN Global Compact at the beginning of 2014.

Social commitment to continue

Swiss Post is integrating its existing social commitment into the sustainability strategy and increasing the number of measures designed to reinforce the company’s attractiveness as an employer and to boost its competitiveness. With measures in basic and advanced training, health management and sustainable procurement, the first social issues are being integrated into the sustainability strategy. The selection of issues is based on a materiality analysis carried out using the results of internal and external surveys of the stakeholders.

Within basic and advanced training, Swiss Post intends to keep the proportion of trainees at 5 percent (base year 2012) and continue to employ more than 2,000 apprentices. In health management, it wants to see the number of occupational accidents reduced by at least 3 percent (base year 2013). To achieve this, it is introducing an operating group solution and implementing it in cooperation with the units. Swiss Post also continues to advocate socially acceptable working conditions and environmental measures at its suppliers across the entire supply chain. To do this, Swiss Post is introducing sustainability criteria for procurement. Membership of the Fair Wear Foundation will continue.

” —
We intend to continue leading by example with regard to the goals of the Confederation’s Energy Strategy 2050.

Ronny Kaufmann,
Head of Public Affairs & Corporate Responsibility



Sustainability strategy
[PDF]



The sustainability
package
[film]

SUSTAINABLE MOBILITY

Environmentally friendly vehicles

In 2013, Swiss Post covered 22 million kilometres with 5,000 electric scooters and 129 biogas vehicles, delivering letters and parcels without using any fossil fuels. Swiss Post is continually modernizing its fleet to increase its energy efficiency and reduce environmental pollution. These investments are economically sustainable: “Although electric scooters are more expensive to buy than petrol scooters, they pay off in the long term because of their bigger load capacity and lower operating costs”, says Andreas Haruksteiner, Head of Mobility Development at Mobility Solutions Ltd. Swiss Post also tested twelve electric delivery vans on the roads in 2013. And in a pilot project at the Geneva logistics centre, a hybrid truck has been in use since July 2013 – with initial results indicating fuel savings of 20 percent.

In the passenger transport sector, Swiss Post is also focusing on environmentally friendly mobility solutions. The Postbus fleet is being upgraded on an ongoing basis with buses that make use of the most advanced engine and emissions technology, continually improving their environmental impact. Since 2010, PostBus has reduced NO_x emissions per kilometre by 6 percent and particulate matter emissions (PM10) by 30 percent. In total, PostBus uses five low-emission fuel cell buses and almost twenty hybrid buses in its public transport network.

Swiss Post continued its training programme in environmentally friendly eco-driving over the course of 2013. As part of the programme, its effectiveness was monitored by eco-coaches.

With eShare, Swiss Post is also giving companies and individuals the opportunity to use environmentally friendly electric vehicles in a car sharing programme. In the self-hire bicycle rental scheme PubliBike, run jointly by PostBus, SBB and Rent a Bike, bicycles and e-bikes are now available for hire at over 100 locations. With this mobility solution, PostBus is providing access to the “last mile” in cities and urban areas.

MOBILITY SOLUTION FOR COMPANIES

Using vehicles to capacity – or saving

Together with the MoS Move Center, Swiss Post has developed an online platform that combines vehicle scheduling and a real-time car sharing agency. The new solution integrates the data from all public transport systems in Switzerland. How does it work? To give an example: Ms Schweizer, who works for XY Ltd in Berne, needs to visit a branch office in Düringen in the canton of Fribourg in the morning. From her PC or smartphone, she calls up the online platform. Is there a company car available? Are any of my colleagues going to the same place at the same time? Or are there any convenient public transport connections? If she reserves a company car, the trip can be automatically added to the car sharing system. And her colleague John, who is going to the same place, can reserve a seat as a passenger. Through the combination of real-time updating and navigation systems, she can even make a spontaneous reservation for a vehicle that’s already on the road.

“With the MoS Move Center, companies can make the best possible use of their fleet”, explains Andreas Haruksteiner, Head of Mobility Development: “That helps to save costs and reduce CO₂ emissions. Once the times and rates of vehicle use have been identified in the introduction phase, the fleet can usually be reduced step by step.” Swiss Post is already using this mobility solution successfully – and is now offering it to other companies.

” — Investments in an energy-efficient fleet of vehicles are also economically sustainable.

Andreas Haruksteiner,
Head of Mobility Development
at Mobility Solutions Ltd

1 – Swiss Post tested twelve electric delivery vans on the roads in 2013.

2 – For letter deliveries, Swiss Post is focusing on low-emission electric scooters.



ELECTRICITY MIX FURTHER OPTIMIZED

Swiss Post invests even more in renewable energy

Swiss Post is optimizing the quality of its electricity mix and producing more and more solar power on the roofs of its building, most recently on the roof of the Dailens parcel centre, Swiss Post's largest photovoltaic installation in western Switzerland.



WWF: Swiss Post in pioneering role

A 2013 WWF study investigating how major Swiss companies contribute to future sustainable energy sourcing ("Unter Strom – der Beitrag der grössten Schweizer Unternehmen zu einer nachhaltigen Stromzukunft"), recognizes Swiss Post's pioneering role in this regard.

Since 2013, Swiss Post has not only obtained its electricity from 100 percent renewable energy sources in Switzerland, it is now also fully "naturemade basic" certified. Of this, 5 percent, or 8.3 gigawatt hours, is "naturemade star" certified green electricity produced by wind turbines on Mount Crosin in the canton of Jura and from farms, small businesses and small ecological hydroelectric power stations.

Swiss Post completes solar power plant in Dailens

In November 2013, Swiss Post completed the construction of a photovoltaic installation on the roof of the Dailens parcel centre. With a surface area of over 8,000 square metres and 4,960 panels, the installation is one of the largest in western Switzerland. It will generate up to 1,200 megawatt hours of electricity each year. That is equivalent to the electricity consumption of around 330 Swiss households over

the same period. Compared to the same amount of electricity from the Swiss grid, this solar power emits 160 tonnes less CO₂ every year.

Five more photovoltaic installations came on stream in 2013: on the roof of the Frauenfeld parcel centre and on other Swiss Post buildings in Sion, Geneva, Locarno and Giubiasco. Together with the installations in Yverdon and Zurich-Mülligen, which have been in operation since 2012, Swiss Post now operates a total of eight photovoltaic installations. Eight more installations are either planned or are under construction. On completion of all these projects, Swiss Post plans to feed a total of around 7,600 megawatt hours of solar electricity into the national grid each year by 2016. By doing so, Swiss Post is making an important contribution to implementing the Confederation's Energy Strategy 2050.

Swiss Post operates photovoltaic installations on the roofs of eight buildings. Another eight are planned.

CARBON NEUTRAL

"pro clima" – Shipment:

The energy required to sort and transport letters, parcels and goods causes CO₂ emissions. With the carbon-neutral "pro clima" mail service, Swiss Post customers can offset these emissions with a small surcharge. Swiss Post invests every contribution in selected climate protection projects with the highest standards at home and abroad. In addition to the existing wide range of services for private and business customers, "pro clima" – Shipment has also been available since 2013 for "Innight", the overnight delivery service. All addressed letters in Switzerland are already carbon neutral, as Swiss Post assumes the "pro clima" surcharges for domestic letters.





1



2

1 _
The reception area at the new headquarters is spacious and modern.

2 _
Employees enjoy zones for concentration, interaction, and regeneration.

SUSTAINABLE BUILDING

PostFinance moves into new headquarters built to the MINERGIE-ECO® standard

In April 2013, PostFinance Ltd moved into its new headquarters. The 55-metre-high tower was built to comply with the MINERGIE-ECO® standard, which is demanding in terms of stability of value, building ecology, energy consumption and the quality of the workplace.

Right next to SC Berne's ice hockey stadium, the PostFinance Arena, there is a new 13-storey building that accommodates 850 PostFinance employees with 15,000 square metres of office space. The building is joined to the stadium annex building, which houses another 450 employees. In these two buildings in Berne, which serve as its headquarters, PostFinance houses the majority of its 1,800 employees, creating synergies and savings on journey times and costs.

The PostFinance headquarters is certified in accordance with the standards of the MINERGIE® and eco-bau associations. The MINERGIE® standard is a voluntary construction standard for low-energy buildings that requires the efficient use of energy, the use of renewable energy and the reduction of environmental pollution. At PostFinance, 18 geothermal probes penetrating to a depth of 330 metres make use of the ambient heat. Three heat pumps are used for heating and hot water, two of which can also be used as air-conditioning units. Thermo-active ceiling elements regulate the temperature of the offices, make use of residual heat, and also control humidity.

The MINERGIE-ECO® standard requires excellent quality in the workplace, including optimum daylight conditions and good ventilation. At PostFinance, fresh air is supplied continuously through raised floors in the offices. Sound insulation, against outside noise and also between offices, is another criterion. This is achieved at PostFinance by sophisticated workplace design, with areas for concentration, interaction, and regeneration, and environmentally sound, durable felt soundproofing elements made from recycled PET.

→ www.swisspost.ch/imm-projects

BUILDINGS INSPECTED

Renovate and save

In the last five years, Swiss Post has cut energy consumption and costs in eight large buildings in collaboration with energo: electricity consumption has been reduced by almost 13 million kilowatt hours, heat requirements by almost 20 million kilowatt hours and water consumption by 1,000 m³. There are clear economic benefits: the energy subscription costs of 0.5 million francs compare with an energy cost reduction of 3.5 million francs.

Swiss Post is working to reduce heating, air-conditioning, electricity and water costs in all buildings. By the end of 2013, it had inspected 1,088 buildings for their energy efficiency. The measures implemented achieved substantial cost and energy savings. CO₂ emissions were also reduced by 300 tonnes in 2013.

i

The MINERGIE-ECO® standard

To obtain the MINERGIE-ECO® standard certification, requirements in the areas of comfort, energy efficiency, health and building ecology must be met. Total energy consumption must be 20 percent below the average of the best available technology, and the fossil fuel share must be below 50 percent. The stability of value of the building and the raw and finished materials used are inspected, as is the energy used for their production.



Markus Hämmerle, a lawyer at the Labour Law team at Post Offices & Sales, helps to thin out hedges on the Herzberg in the Aargau Jura Park.

SOCIAL COMMITMENT

Swiss Post does its bit to help

Swiss Post supports numerous foundations and charitable organizations, and is particularly committed to helping children and young people.

Santa Claus campaign

Playing the role of Santa Claus, Swiss Post answered 18,386 children's letters and delighted the children with a small gift.

2 x Christmas

Through the joint work of Swiss Post, the broadcaster SRG SSR and the Swiss Red Cross, people in need in Switzerland and eastern Europe received a Christmas gift. Swiss Post sent 73,000 parcels free of charge.

Pro Patria and Pro Juventute

Swiss Post supports both of these foundations with the surcharge on special stamps.

Mobile today, aid tomorrow

In support of the national mobile phone collection campaign run by Swisscom Mobile Aid, Swiss Post produced collection boxes for mobile phones and provided them to schools, communities and large companies. It also took care of the return shipments.

PARTNERSHIP WITH WWF CLIMATE SAVERS

Swiss Post employees lend a hand

As a partner of WWF Climate Savers, Swiss Post has undertaken to optimize its operations in terms of energy consumption and CO₂ emissions. It does this by continuously reducing its operational CO₂ emissions, promoting renewable energy, optimizing its services and investing in climate protection projects.

Swiss Post is also working to raise awareness of environmental issues among its employees. As part of its efforts, a 20-member team from the HR unit took part in an active nature day organized by the WWF in autumn 2013. On the Herzberg mountain in the Aargau Jura Park, they helped to thin out hedges, learning many interesting facts about the flora and fauna. Doing good work for nature and getting to know colleagues better in a relaxed environment made a positive, lasting impression on everyone involved.

→ www.swisspost.ch/partnerships-sustainability
→ www.swisspost.ch/partnerships

ACCESS FOR ALL

Swiss Post's accessible websites

For Swiss Post, ensuring accessibility to its services is an important issue. At Swiss Post's websites www.swisspost.ch, www.postbus.ch and www.postfinance.ch, people with disabilities can surf without restriction, have text read aloud, send video messages in sign language, and navigate with the keyboard, allowing them to consult timetables, make bank transfers and shop in the PostShop. Swiss Post is the first company in Switzerland to offer an accessible online shop, including for mobile devices. Swiss Post has won numerous awards for its efforts.



"Filme für die Erde" (Films for Planet Earth)

Swiss Post is a partner of the education initiative "Filme für die Erde", an organization dedicated to promoting films about the environment and sustainability, allowing Swiss Post employees to borrow a wide range of nature documentaries. A list of film titles is available on the Swiss Post intranet.

Corporate governance

Since June 2013, Swiss Post has been a public limited company with special legal status. Consistent management of the three subsidiaries, Post CH Ltd, PostFinance Ltd and PostBus Switzerland Ltd under the umbrella of the parent, Swiss Post Ltd, is required by law → [Page 52](#). The Group is supervised by four authorities → [Page 53](#). Swiss Post maintains regular contact through dialogue with its stakeholders → [Page 53](#).



45%

is the **maximum performance-related component for the remuneration** of members of Executive Management.



17.6%

of the members of Executive Management and the Board of Directors are **women**.

UNIFORM MANAGEMENT

Agree, decide consistently and implement

Uniform management of Swiss Post Ltd is required by law. The key issues facing Swiss Post Group must therefore be agreed, decided consistently and put into practice.

For holding structures, regulated cooperation across all units is of central importance. To ensure that the members of the Boards of Directors can carry out their responsibilities properly, four representatives of Swiss Post, including the CEO herself, sit on the PostFinance Board of Directors. The Chief Executive Officer of PostFinance in turn participates in the meetings of Swiss Post's Executive Management.

The Board of Directors of Swiss Post Ltd is responsible for the strategic management and oversight of the Group. Swiss Post's operations are run by Executive Management. The responsibilities associated with the universal service must be shared and met uniformly across the Group. In addition, the quality requirements of the supervisory authorities, the fulfilment of the Federal Council's strategic goals, and compliance with the Group's accounting principles are important to the entire Group. With the exception of PostFinance Ltd, the subsidiaries are man-

aged on a fiduciary basis, i.e. the official bodies act only as required in accordance with the Swiss Code of Obligations.

In addition to the organizational framework, a consistent management culture is also required: all employees with management roles base their decisions on three leadership principles.

PUBLIC LIMITED COMPANY WITH SPECIAL LEGAL STATUS

Swiss Post Ltd

Since June 2013, Swiss Post has been a public limited company with special legal status. The strategic subsidiaries, Post CH Ltd, PostFinance Ltd and PostBus Switzerland Ltd now come under the umbrella of the parent, Swiss Post Ltd. With the change in legal status, Swiss Post has obtained the modern structures and entrepreneurial freedom it needs to carry out its varied tasks. The Confederation remains the full owner – in its new role of shareholder.

At the same time, PostFinance became subject to regulation by the Swiss Financial Market Supervisory Authority (FINMA) and received its banking licence. This allows PostFinance to independently offer products for which it previously required partnerships with banks. However, in accordance with the Postal Organization Act, it still cannot issue its own loans and mortgages. It continues to work with other banks in this area.

Swiss Post continues to provide high-quality universal services, and, in doing so, makes an important contribution to a modern, efficient public service in Switzerland.



Principles of leadership and cooperation at Swiss Post Ltd

Responsibility

We are committed, results-oriented and act independently.

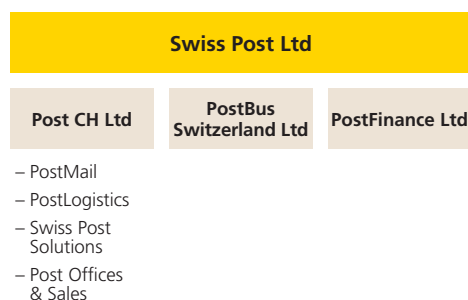
Flexibility

We are open-minded, act with foresight, see change as an opportunity and promote innovation.

Confidence

We act in a transparent manner, provide constructive feedback and promote a learning culture.

Group structure



SUPERVISION

Four authorities supervise the Group

Swiss Post Ltd and its strategic subsidiaries operate in different markets and are supervised by the relevant regulator in each sector.

As part of the comprehensive revision of postal legislation, the legislature has established a new authority, the Federal Postal Services Commission (PostCom), which oversees the universal service with postal services. It replaces the previous postal regulator (PostReg). Like other companies in its sector, PostFinance Ltd is supervised by the Swiss Financial Market Supervisory Authority (FINMA). For the monitoring of the universal service as regards payment transactions and press subsidies, the Federal Office of Communications (OFCOM) extended its responsibilities to include a section covering postal services. The Federal Office of Transport (FOT) continues to oversee PostBus Switzerland Ltd. In addition, the Competition Commission (COMCO) and the price regulator continue to be accorded supervisory functions under various laws.

DIALOGUE WITH STAKEHOLDERS

Swiss Post maintains dialogue

Swiss Post maintains regular contact with its stakeholders, supporting the opinion-forming and decision-making processes at the interface between politics, the economy and society. By doing so, Swiss Post ensures that it can achieve its business goals within the context of its social responsibility. The main stakeholders include: the owner, the supervisory authorities, parliamentarians, the cantons, business associations, social partners and the media. Swiss Post regularly talks to these stakeholders about important issues such as the quality of the universal service, pricing policy, and the development of the post office network. Swiss Post informs its stakeholders about its activities and plans in a timely and transparent manner. It conducts dialogue in face-to-face discussions and via modern information channels.

” —
Swiss Post communicates openly and transparently and maintains continuous dialogue with its stakeholders.

Marco Imboden,
Head of Communication

	Swiss Post Ltd			
	Post CH Ltd	PostFinance Ltd	Post CH Ltd / PostFinance Ltd	PostBus Switzerland Ltd
Market	– Communication – Logistics	– Retail finance	– Communication – Payment transactions	– Passenger transport
Statutory mandate	– Universal service for postal services	– Universal service for payment transactions	– Press subsidies – Universal service for payment transactions	– Regional passenger transport – Associated services
Units	– PostMail – PostLogistics – Swiss Post Solutions – Post Offices & Sales			
Supervisory authorities	PostCom	FINMA	OFCOM	FOT

COMPOSITION OF THE BOARD OF DIRECTORS AS AT 31.12.2013

The Board of Directors



Peter Hasler
Chairman of the Board of Directors



Adriano P. Vassalli
Member of the Board of Directors



Dominique Freymond
Member of the Board of Directors,
Vice-Chairman



Andreas Schläpfer
Member of the Board of Directors,
Vice-Chairman



Michel Gobet
Member of the Board of Directors,
Human Resources Representative



Philippe Milliet
Member of the Board of Directors



Nicola Thibaudeau
Member of the Board of Directors



Susanne Blank
Member of the Board of Directors,
Human Resources Representative



Marco Durrer
Member of the Board of Directors



Kerstin Büchel
General Secretary


REMUNERATION POLICY

Determination of remuneration

Corporate risk, scope of responsibility and the Ordinance on Executive Pay are taken into account by the Board of Directors when determining the remuneration due to members of Executive Management. The Federal Council determines the level of remuneration for members of the Board of Directors.

Remuneration for members of Executive Management is comprised of a fixed base salary plus a performance-related component. This may be a maximum of 45 percent of the gross annual base salary (55 percent in the case of the CEO). The variable component is determined on the basis of 20 percent for individual performance and 40 percent each for various benchmarks within the Group and the Group unit respectively. A penalty may apply depending on target attainment. At Group level, the variable component is calculated at 28 percent from economic value added and 12 percent from the proportion of very satisfied customers. At Group unit level, qualitative benchmarks and financial ratios such as EBIT (each with 20 percent weightings) form the basis for calculation. For PostFinance Ltd, return on equity is applied instead of EBIT. The payment of a third of the variable remuneration will be deferred over a three-year period.

Members of Executive Management also receive a first-class GA travelcard, a company car, a mobile phone and a monthly expense account. Swiss Post pays the insurance premiums for a risk insurance policy. Individual bonuses may be paid to reward special personal contributions.

Neither the members of Executive Management nor persons closely linked to them received any additional fees, remuneration, guarantees, advances, credits, loans or benefits in kind during the financial year.

Both the base salary and the performance component are insured for members of Executive Management up to a maximum of 336,960 francs in the Swiss Post pension fund (defined contribution plan); higher income is covered by a management insurance scheme (defined contribution plan). The employer contributes disproportionately to the contributions for employee benefits. Employment contracts are based on the Swiss Code of Obligations. Since 1 July 2010, the notice period for members of Executive Management has been six months. For members appointed before that date, the previous notice period of 12 months applies. No agreements on severance payments are in place.

” —
Remuneration for members of Executive Management is comprised of a fixed base salary plus a performance-related component.

COMPOSITION OF EXECUTIVE MANAGEMENT AS AT 31.12.2013

Executive Management



Susanne Ruoff
CEO



Pascal Koradi
Head of Finance



Frank Marthaler
Head of Swiss Post Solutions



Ulrich Hurni
Head of PostMail, Deputy CEO



Yves-André Jeandupeux
Head of Human Resources



Dieter Bambauer
Head of PostLogistics



Franz Huber
Head of Post Offices & Sales



Hansruedi Köng
CEO of PostFinance Ltd*



Daniel Landolf
Head of PostBus

* The CEO of PostFinance Ltd is not a member of Executive Management. He takes part in Executive Management meetings for the coordination of common topics.

REMUNERATION 2013

Remuneration to Board of Directors and Executive Management

The Federal Council determines the level of remuneration for members of the Board of Directors. In 2013, the nine members of the Board received remuneration (fees and fringe benefits) totalling 1,045,800 francs. The fringe benefits totalling 260,800 francs are shown in the total remuneration. In 2013, the Chairman of the Board's fee totalled 225,000 francs. The fringe benefits amounted to 27,000 francs.

In 2013, the seven members of Executive Management and the CEO received remuneration (base salaries, fringe benefits, performance-based components and severance packages) totalling 4,261,701 francs. The fringe benefits totalling 309,709 francs are shown in the total remuneration. The performance-related component effectively payable to members of Executive Management in 2014, which is based on attainment of targets in 2012 and 2013, amounts to 921,992 francs.

The base salary of the CEO totalled 530,000 francs, the additional performance-related component amounted to 189,475 francs.

” —
The Federal Council determines the level of remuneration for members of the Board of Directors.

Remuneration 2013, CHF	Total	Average
Chairman of the Board of Directors		
Fees	225,000	
Fringe benefits		
Expenses and representation allowances	22,500	
First-class GA travelcard	4,500	
Total remuneration	252,000	
Other members of the Board of Directors (8)		
Fees	560,000	70,000
Fringe benefits		
Expenses and representation allowances	60,100	7,513
Additional fringe benefits	173,700	21,713
Total remuneration	793,800	99,226
Entire Board of Directors (9)		
Fees	785,000	
Fringe benefits	260,800	
Total remuneration	1,045,800	
CEO		
Fixed base salary	530,000	
Performance-related component (payable in 2014)	189,475	
Fringe benefits		
Expenses and representation allowances	30,000	
Additional fringe benefits ¹	17,257	
Additional payments ²	0	
Total remuneration	766,732	
Other members of Executive Management (7)		
Fixed base salary	2,500,000	357,143
Performance-related component (payable in 2014)	732,517	104,645
Fringe benefits		
Expenses and representation allowances	126,400	18,057
Additional fringe benefits ¹	136,052	19,436
Additional payments ²	0	0
Total remuneration	3,494,969	499,281
All members of Executive Management (8)		
Fixed base salary and performance-related component	3,951,992	
Fringe benefits	309,709	
Total remuneration	4,261,701	

¹ Other fringe benefits include: first-class GA travelcard, company car, mobile phone and premiums for risk insurance policies.

² No agreements exist regarding possible severance payments.

ADDITIONAL INFORMATION

Reporting structure

The Swiss Post annual reporting documents for 2013 include:

- Swiss Post Annual Report
- Swiss Post Financial Report (management report, corporate governance, annual financial statements for the Group, Swiss Post Ltd and PostFinance Ltd)
- PostFinance Ltd Annual Report
- PostBus Switzerland Ltd performance report
- Table of figures (comprehensive set of key figures)
- GRI index (content in accordance with the Global Reporting Initiative requirements) including confirmation of Global Reporting Initiative Application Level

Electronic versions of these documents are available at www.swisspost.ch/annualreport. The Swiss Post Ltd Annual Report and Financial Report, the PostFinance Ltd Annual Report and the PostBus Switzerland Ltd performance report are also available in printed form.

Languages

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

Ordering

The reports can be ordered on the Internet at www.swisspost.ch/annualreport. Swiss Post employees may order copies through the usual channels.

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FIVE-YEAR OVERVIEW OF KEY FIGURES

		2013	2012	2011	2010	2009
Result						
Operating income	CHF million	8,575 ¹	8,576 ³	8,599	8,736	8,558
Generated in competition	% of operating income	85.6 ¹	84.1 ³	84.0	83.2	80.8
Generated abroad	% of operating income	12.0 ¹	12.0 ³	12.7	13.9	16.3
Operating profit	CHF million	911 ¹	860 ³	908	930	721
Generated abroad	% of operating profit	5.2 ¹	4.1 ³	5.7	2.6	4.9
Group profit	CHF million	626 ¹	772 ³	904	910	728
Equity	CHF million	5,637	3,145 ³	4,879	4,224	3,534
Value generation						
Economic value added	CHF million	135 ¹	269 ³	390	452	272
Added value generated	CHF million	5,688 ¹	5,314 ³	5,187	5,268	4,983
to employees	CHF million	4,131 ¹	4,161 ³	4,026	4,076	4,032
to creditors	CHF million	93	82 ³	14	20	14
to public sector	CHF million	94	34	13	12	9
to owner	CHF million	180	200	200	200	200
to company	CHF million	1,190	837 ³	934	960	728
Jobs						
Headcount (excluding trainees)	Full-time equivalents	44,105	44,605	44,348	45,129	44,803
abroad	%	15.4	14.8	15.0	16.1	15.6
Trainees in Switzerland	Persons	2,024	2,015	1,942	1,824	1,690
Jobs in Switzerland	Swiss Post employees per 100 employees	1.35	1.37	1.31	1.34	1.33
Jobs in peripheral regions	Persons	19,494	20,172	20,418	20,603	20,776
Turnover rate (voluntary departures)	As % of average headcount	3.6	3.7	3.9	3.5	3.1
Notice given by employer for economic reasons	Persons	180	315	95	116	99
Employment conditions and remuneration						
Employment in accordance with Swiss Post CEC	Full-time equivalents as %	62.8	62.7	64.3	65.4	66.5
Swiss Post CEC minimum salary	CHF per annum	45,047	45,047	44,823	44,379	44,071
Average salary for employees	CHF per annum	82,695	82,554	81,293	81,082	80,361
Average remuneration paid to members of Executive Management	CHF per annum	499,281	515,441	504,986	495,590	491,200
Salary bandwidth ²	Factor	6.0	6.2	6.2	6.1	6.1
Health management						
Occupational accidents	Number per 100 FTEs	6.6	7.2	6.9	7.5	6.5
Days lost to illness and accidents	Days per employee	11.6	11.0	10.8	10.5	10.4
Diversity						
Men	% of employees	51.5	51.6	52.3	52.1	51.5
Women	% of employees	48.5	48.4	47.7	47.9	48.5
Nationalities represented	Number	144	140	140	133	117
Women on Board of Directors	%	22.2	22.2	22.2	22.2	25.0
Women in Executive Management	%	12.5	11.1	0.0	0.0	0.0
Women in senior management posts	%	9.3	8.0	7.6	8.2	8.7
Women in middle and lower management roles	%	23.7	23.0	23.2	22.6	21.5
Demographics						
Average age of workforce	Years	44.8	44.7	44.4	44.2	43.4
Resource consumption						
Energy consumption	Gigajoules	3,129,091	3,193,258	3,130,465	3,217,915	3,126,170
Direct energy consumption	Gigajoules	2,625,034	2,632,423	2,559,964	2,586,296	2,492,492
Renewable share	%	0.84	1.04	1.09	1.05	0.96
Indirect energy consumption	Gigajoules	504,057	560,835	570,501	631,619	633,677
Renewable share	%	94	94	94	93	96
Carbon footprint (scope 1–3)						
Carbon footprint	t CO ₂ equivalent	438,223	463,384	452,522	462,908	450,501
CO ₂ intensity of added value	t CO ₂ equiv. per CHF million of added value	77	87	87	88	90
CO ₂ intensity of jobs	t CO ₂ equiv. per full-time equivalent	9.5	9.9	9.8	9.8	9.7

¹ Normalized figure. See the section "One-off items and normalization" on page 9.

² Factor = average remuneration paid to Members of Executive Management vs. average employee salary.

³ Figures have been adjusted (see Notes to Group annual financial statements under Note 2, Basis of accounting, Accounting changes).

A comprehensive set of key figures and accompanying notes can be found in the table of figures in the Annual Report. See page 58 for the reference sources.

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