



# The pleasure of simple solutions

Annual Report 2015

**SWISS POST** 

*Yellow in motion.*

## Business activities

**Communication market:** Letters, newspapers, small goods, promotional mailings and document solutions in Switzerland and internationally

**Logistics market:** Parcels, express services and e-commerce and logistics solutions within Switzerland and abroad

**Financial services market:** Payments, savings, investments, retirement planning and financing in Switzerland as well as international payment transactions

**Passenger transport market:** Regional, municipal and urban transport, system services and mobility solutions in Switzerland and in selected countries abroad

## Our performance in 2015

### Key figures

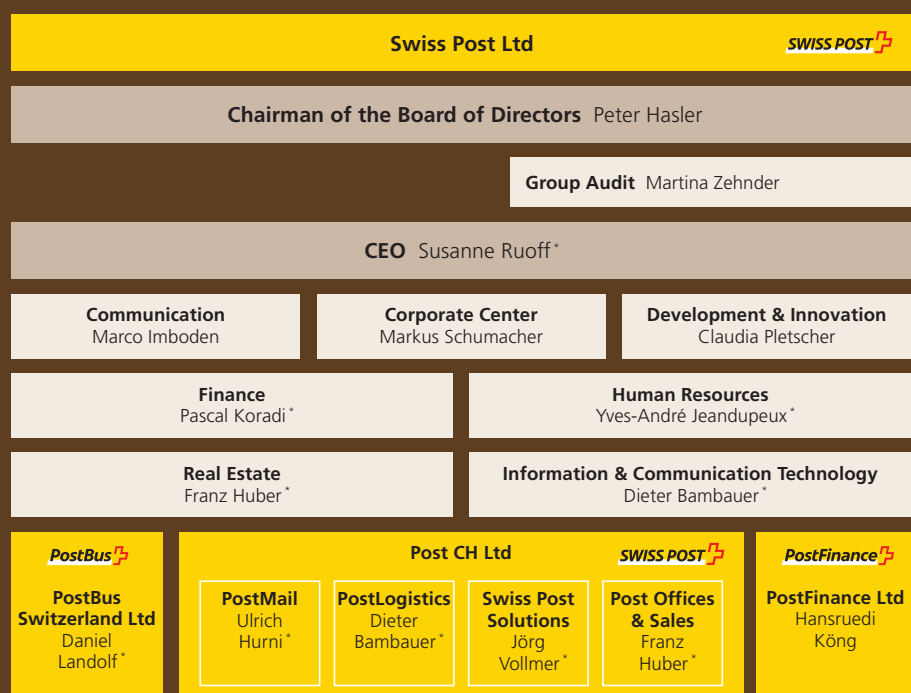
		2015	Strategic goal
Operating income	CHF million	8,224	–
Operating profit <sup>1</sup>	CHF million	823	700–900
Group profit <sup>1</sup>	CHF million	645	–
Equity	CHF million	4,385	–
Degree of internal financing – investments	Percent	100	> 100
Addressed letters	In millions	2,171.6	–
Parcels	In millions	115.2	–
Avg. PostFinance customer assets	CHF billion	114.9	–
PostBus passengers (Switzerland)	In millions	145.0	–
Customer satisfaction	Index (scale of 0–100)	80	≥ 78
Headcount	Full-time equivalents	44,131	–
Employee commitment	Index (scale of 0–100)	82	> 80
CO <sub>2</sub> efficiency improvement since 2010	Percent	13	10 <sup>2</sup>

<sup>1</sup> Normalized figures.

<sup>2</sup> Target for 2016.

## Organization chart

as at 31 December 2015



\* Member of Executive Management

## Communication market

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

**Swiss Post Solutions** is a leading provider of solutions for business process outsourcing and innovative services in document solutions.

**Post Offices & Sales** offers products, services and tailored advice to private customers and SMEs. It has 1,464 post offices, 735 postal agencies and 1,295 home delivery services throughout Switzerland.

Key figures		2015
Operating income	CHF million	2,820
Operating profit <sup>1</sup>	CHF million	358
Addressed letters – business customers	In millions	1,855
Unaddressed items	In millions	1,957
Newspapers	In millions	1,177
Headcount	Full-time equivalents	16,494

Operating income	CHF million	609
Operating profit <sup>1</sup>	CHF million	15
Area of activity	Number of countries	22
Headcount	Full-time equivalents	7,177

Operating income	CHF million	1,601
Operating profit <sup>1</sup>	CHF million	–110
Letters – private customers	In millions	317
Parcels – private customers <sup>2</sup>	In millions	9
Inpayments	In millions	174
Headcount	Full-time equivalents	6,299

## 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. In e-commerce, Swiss Post is the only provider with a complete portfolio of services.

Key figures		2015
Operating income	CHF million	1,552
Operating profit <sup>1</sup>	CHF million	145
Parcels – business customers <sup>2</sup>	In millions	106
Express items	In millions	2
Headcount	Full-time equivalents	5,219

## Financial services market

**PostFinance** is the ideal partner for anyone who manages their own finances. Whether in payments, investments, retirement planning or financing – PostFinance offers its customers simple, straightforward products with attractive conditions.

Key figures		2015
Operating income	CHF million	2,143
Operating profit <sup>1</sup>	CHF million	459
Customer accounts	In millions	4.84
Inflow of new money	CHF million	–2,766
Avg. PostFinance customer assets	CHF billion	114.9
Headcount	Full-time equivalents	3,594

## Passenger transport market

**PostBus** is the market leader in public bus transport in Switzerland. With 2,238 vehicles, PostBus carries 145 million passengers per year. In regional passenger transport, the bus company is developing an increasingly strong presence in cities and conurbations alike.

Key figures		2015
Operating income	CHF million	849
Operating profit <sup>1</sup>	CHF million	29
Domestic passengers	In millions	145
Domestic vehicle kilometres	In millions of km	142
Vehicles	Number	2,238
Headcount	Full-time equivalents	2,939

<sup>1</sup> Normalized figures.

<sup>2</sup> 115.2 million parcels were sent in total by business and private customers in 2015.



**FOREWORD**

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

**Dear Reader**

Our digitally networked world is becoming more complex and fast-paced. Our information gathering, consumption and dealings with each other are simultaneous and continuous. Time is becoming an increasingly important commodity. In this context, we are reappraising the benefits of our services for customers: they want to use their limited time efficiently, and they expect products and services to work simply and consistently.

Demanding simplicity is easy – whereas providing simplicity is not! Genuine simplicity requires customer-focused thinking and intelligent methods, which means that we need to identify new customer requirements quickly, and to focus the development of our services on those requirements. There are three main questions to be addressed: do we create added value for customers? Is the service easy to understand? Is the service intuitive to use?

With our new vision, “Simple yet systematic – Swiss Post.”, we are setting out a clear ambition for all units – to combine the physical and digital worlds for the benefit of our customers. We intend to develop additional integrated solutions based on our existing services. To give some examples: during elections and votes, the cantons and municipalities send out their information through Swiss Post. Thanks to postal voting, Swiss Post has helped to make voting easier and more convenient. Now, Swiss Post is developing a secure application for electronic voting and making it available to the cantons as an additional option. Or take the eHealth sector, where our services make an important contribution to creating a more efficient healthcare system.

Swiss Post again achieved a good result in 2015, while also fulfilling its obligation to provide a high-quality universal service. We intend to continue developing the universal service in the future, from our own funds and without government subsidies. To do that, we need the entrepreneurial freedom to operate profitably, so that we in turn can invest a portion of our revenue in infrastructure and the quality of our services. And we also depend on a policy framework that allows us to continue to provide a modern public service for a modern Switzerland into the future.

On behalf of the Board of Directors and Group Executive Management, we would like to sincerely thank the management and staff of Swiss Post for the good result. We very much appreciate the commitment of our employees and look forward to counting on their valuable expertise and enthusiasm for Swiss Post, including in the realization of our vision. We would also like to thank our customers for their business, and look forward to continuing to satisfy them with our accustomed levels of quality and to surprising them with new services.

**Peter Hasler**  
Chairman of the  
Board of Directors

**Susanne Ruoff**  
CEO

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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), comprehensive **Annual Report key figures** and a **GRI report**. Information on reference sources is provided on page 64.

” —

Our customers expect  
our services to work  
simply and consistently.

**Peter Hasler,**  
Chairman of the Board of Directors



Shopping in town



Shopping online



Out and about

## The pleasure of simple solutions

We connect the **physical** and **digital worlds**, setting new standards with our products and **integrated solutions**.

We **make it easier** for **our customers to operate** in today's complex environment, giving them greater scope to succeed.

**Simple yet systematic –**  
Swiss Post.



Increasing efficiency



Promoting growth

# Out and about

Today, Melanie has a meeting in the center of Baden. She's not in the mood for traffic and stress, so she takes the Postbus and train, where she can make good use of the journey time or just sit back and relax.



“Buying tickets, checking my account balance, managing my missed consignments – with the Swiss Post apps, I can take care of lots of Swiss Post business while I’m out and about today. Simply and reliably.”

————— Melanie,  
private customer



## 1

With the PostBus App, Melanie buys a ticket for the Postbus and the train to Baden. This works even across different transport systems. She pays for the ticket with TWINT in the PostBus App. TWINT also works at supermarket checkouts, in online shops and at vending machines. With no credit or debit card – and independently of telecom provider.





**2**

Melanie uses the free WiFi in the Postbus to read the newspaper, check her account balance with the PostFinance App and read her letters in E-Post Office.



**3**

The day before, Melanie forwarded a missed consignment with the Post-App. On the way to the office, she collects her parcel from the PickPost point at the station.



**4**

As she's finishing work, Melanie decides she'd quite like an Asian noodle dish. She quickly orders the ingredients online through SBB's SpeedyShop. Half an hour later, she picks them up from the My Post 24 terminal.



**5**

For the journey home, Melanie has found a car to share through PubliRide, so today, she is chauffeured conveniently to her front door.

# Shopping online

David prefers shopping in peace at home. Clothes, shoes, books, electronics: online, he can find everything his heart desires. And to pay, all he has to do is pull out his PostFinance credit card.



## 1

David appreciates the convenience of online shopping. With Login Post Connector, he can log in to a wide range of e-shops without having to enter his data for each individual shop. Instead of managing multiple accounts, he needs only a single username and password. He manages his data centrally in Swiss Post's online Customer Center.

“Thanks to the SMS message from Swiss Post, I know when my shoes have arrived. And I can pick them up at the My Post 24 terminal whenever it suits me. Swiss Post really does make my life easier.”

David,  
private customer



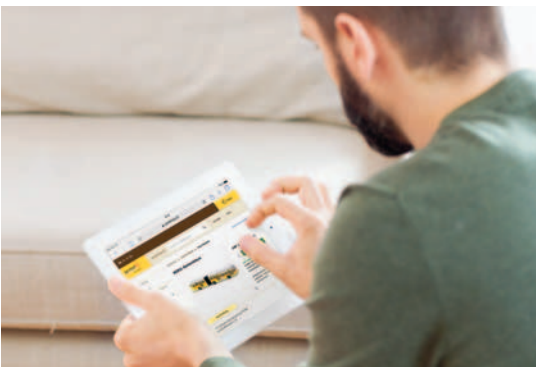
## 2

David decided to order two pair of shoes. He can go to the consignment cockpit in the Swiss Post Customer Center at any time to see which consignments are on their way to him. How nice: one pair will be delivered today, and the second order is coming tomorrow.



## 3

Fixed opening hours are not for David. So he has his parcels delivered to a My Post 24 terminal, where he can pick them up around the clock. Today, he takes not only his new shoes home, but also a registered letter.



## 4

On Sunday, it's his godchild's birthday. David quickly finds a good present on PostShop. He also uses sobu to recommend his purchase to his Facebook friends – and earns some money while shopping.



## 5

David pays for his online purchases with his PostFinance credit card. With every purchase, he benefits from cash-back with the bonus programme.

# Shopping in town

Miriam loves to go shopping in town. But she seldom carries cash. Thanks to e-cockpit, she always has her finances under control.



“Luckily queuing at the checkout will soon be a thing of the past! With the new PostFinance Card contactless function, it only takes seconds to pay.”

————— Miriam,  
private customer



**1**

Last week, Miriam found a sample in her letter box, in the form of two small jars of a new natural cosmetics line. She's very enthusiastic about the products and definitely wants to take advantage of the current promotion at the chemist's.



## 2

To get into town, Miriam likes to take the Postbus. At the bus stop, she sees that there's an event on and there's a Postbus every fifteen minutes today. Thanks to the electronic timetable display, the timetable is always bang up to date.



## 3

Miriam goes to the checkout, holds her PostFinance Card up to the payment terminal for a moment, and that's it, she's already paid. Thanks to the contactless function, the card never has to leave her hands. For amounts below 40 francs, she doesn't even need a PIN.



## 4

Miriam is mad about shopping. So it's good that thanks to e-cockpit, she always has her finances fully under control.

# Increasing efficiency

Insurance, retirement planning and assets: these are the core business of any insurance provider. As CEO of his company, Olivier Jobin wants simple and reliable processes – and to have his finances always under control.



## 1

Answer, assign, distribute and track enquiries and damage reports: Swiss Post ensures efficient document management. The customer chooses which documents to receive physically and which to receive digitally – and also which documents to archive.

“Swiss Post guarantees intelligent solutions and data security.”

————— Olivier Jobin,  
business customer



## 2

Customers choose whether they want to communicate with their insurance company digitally or physically. The company therefore relies on E-Post Business: the insurance company sends out bulk mailings exclusively in electronic form. Swiss Post delivers the mail in encrypted electronic format or on paper, as specified by the recipient.



## 3

The staff at the insurance company create their letters and invoices as usual on the computer at their desk. With just a click, they can leave the printing, envelope filling, franking and sending to Swiss Post. This is made possible by E-Post Print & Send.



## 4

With working capital management, Swiss Post helps the company to improve its liquidity. If required, Swiss Post can also take care of accounts payable and receivable management.

# Promoting growth

Anna Bernasconi wants to expand her business and start offering her products in an online shop. As managing director, she wants to focus on her core competencies and leave everything else to a specialist.



## 1

Whether with addressed or unaddressed advertising – Anna Bernasconi knows that well-designed direct marketing could surprise her customers. Swiss Post gives her advice on how to market her products effectively, ultimately delivering the creative advertising message.

“Thanks to Swiss Post, I can focus on our core business and save time and money.”

Anna Bernasconi,  
business customer





## 2

Customers attract customers – for companies, there's nothing more attractive than word-of-mouth recommendations. Swiss Post supports business customers in this, with products such as the referral card, which customers can use to recommend products and services to others. The company pays only for the cards that are actually sent.



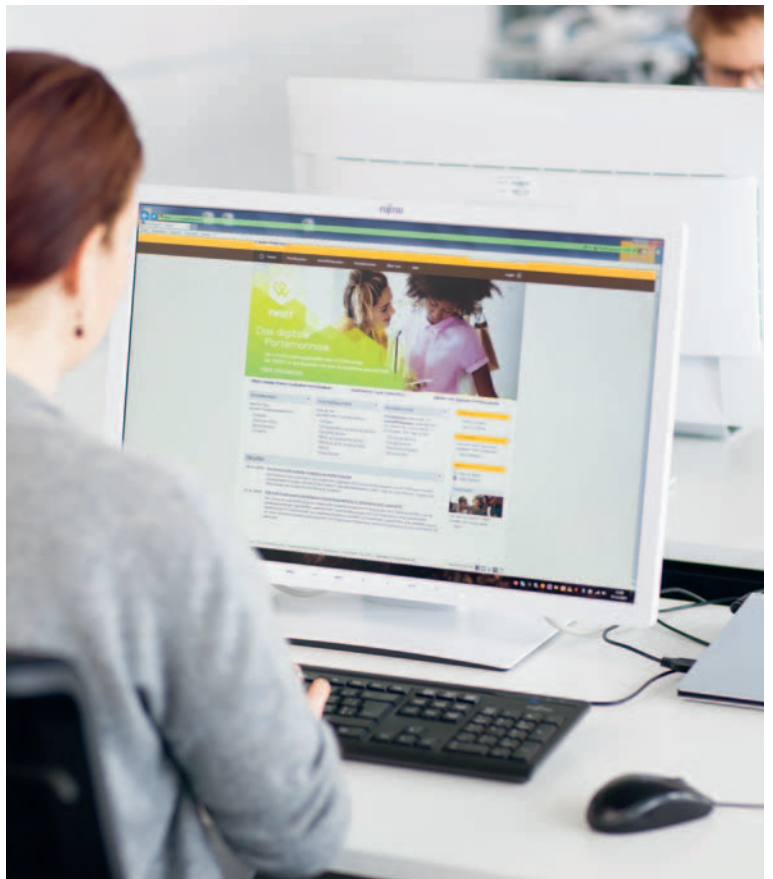
## 3

For Anna Bernasconi, Swiss Post develops an online shop appropriate to her requirements for all mobile and stationary devices, and creates an app to go with it.



## 4

Thanks to YellowCube, Swiss Post takes care of all aspects of logistics for Anna Bernasconi's online shop, including storage and picking, packaging and shipping, and returns management.



## 5

With its e-payment solutions, PostFinance offers secure payment processes and fast payment collection.



” —

We will continue to satisfy our customers with our accustomed levels of quality and to surprise them with new services.

Susanne Ruoff,  
CEO



” —

We want to make our customers' lives as easy as possible in a complex world.

INTERVIEW

with Susanne Ruoff, CEO

**Swiss Post wants to offer its customers added value and to make life easier for them. What does that mean in concrete terms?**

Swiss Post wants to be close to its customers – with the right products and services at the right time and in the right place. Customers want services they can understand quickly and use as conveniently as possible. Rather than a single solution that can do everything and that has as many functions as possible, the demand today is for simplicity and intuitive use. But we cannot expect our customers to simply tell us what their actual wishes and requirements are. That's not how it works. We have to respond to their behaviour, make allowance for changes and tailor our products and services accordingly.

**What does this customer proximity mean for the development of the post office network?**

We need to rethink our image of the post office network and understand it in a broader sense, which is why I prefer to speak more precisely in terms of access points. In addition

to the physical access points, we have also created or continued to develop a range of digital access points. I'm thinking here of the new Swiss Post website, our various apps, customer service and social media channels like Facebook and Twitter. But an important role is also played by new services such as the My Post 24 terminals, delivery of parcels in the evening and on weekends, or the electronic management of missed consignments. At the same time, we are of course also continuing to develop the traditional post offices. In future, we will focus the range of third-party products available at post offices on products that are related to Swiss Post and will discontinue other services, such as the minikiosks offering sweets. And we're also testing collection and acceptance points with new partners, for example at train stations and petrol stations, and in residential areas.

**Swiss Post has a new vision. Why is that needed?**

The vision "Simple yet systematic – Swiss Post." provides a point of orientation right



It's not what's technically possible that counts, it's what gives the customer added value.

across the Group. It is our guiding star, which will show us the way into the future in the coming years. And it's ambitious: we want to offer our customers simple solutions from a single source, strengthening our core business and combining the physical and digital worlds thanks to new solutions.

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**What does that mean for Swiss Post customers?**

We not only need to connect the digital with the physical for our customers, we also need to provide digital added value for physical products. And we don't digitize everything just because it is technically feasible. We digitize selectively, where there is a benefit to the customer.

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**Could you give an example?**

Electronic mail and mobile chat services are becoming more and more popular and are increasingly replacing the physical letter. But some documents and processes will remain physical in the future. It is at this interface that Swiss Post can assume an important role. Today, we are already digitizing physical documents, for insurance companies and banks for example, processing the data they contain and feeding it directly into the company IT systems. In services like this, I see great opportunities for Swiss Post, because we create the flexibility for our customers that allows them to concentrate on their core business. We make their lives as easy as possible in an increasingly complex world, which generates added value.

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**Far from being simple, the systems behind services like these appear to be complex. Isn't that a contradiction?**

Operating complex systems in order to offer simple services is a major challenge. It's easy to be complicated, but it's very challenging to always offer customers the simplest solution despite complex background pro-

cesses. But of course we also need to continually optimize and simplify internal processes. For example, we digitized our own extensive archive during the move to the new headquarters. This creates space, and the information can be accessed more quickly and easily.

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**And who's the bigger winner with simplicity – the customer or Swiss Post?**

With simplicity, we both win in the end. The customer gets useful, straightforward solutions, and if it's easier to approach customers or attract new customers, Swiss Post benefits from an increase in turnover. And with a consistent focus on real customer requirements and the optimization of internal processes, cost savings are also often possible.

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**Where is Swiss Post today on this path?**

The challenges are considerable, but we're making good progress. We continue to develop, and we need to keep our promise to offer our customers added value and create the flexibility that allows them to focus on their core skills. Our starting point is good, and we already have some very good initial

implementations that show what our new vision is aiming to achieve. I'm talking here for example about our comprehensive range of e-commerce services, about new services in the eHealth and electronic voting sectors, or digital and mobile banking, where we are playing a pioneering role.

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**What do you expect from your staff?**

The most important assets we have on our journey are our employees. They are in contact with our customers every day. Their commitment and motivation are crucial. And what's also clear is that in order to be able to develop innovative solutions, you have to have the courage to take risks. The courage to test new solutions and, where necessary, to discard them again. This requires a culture of openness within a company. In daily business, of course, operational excellence continues to be essential: reliability, efficiency and the highest level of quality. But we also want to take the lead in new business areas. We have to be even faster and more flexible, because as the old proverb says: who dares wins! And if nothing goes wrong, you've often either not tried hard enough or you're already too late on the market.



We are strengthening our core business and combining the physical and digital worlds thanks to new solutions.



## The benefit to the customer is the key metric.

**INTERVIEW**  
with Executive Management



In the future, we want to surprise our customers with services that are even simpler.

Ulrich Hurni, Head of PostMail



**Ulrich Hurni, one of the core messages of the vision is connecting the physical and digital worlds. What does this mean for PostMail and Swiss Post's letter business?**

Ulrich Hurni: The physical letter will continue to be important in the future. However, we do have to link the advantages of the letter

in terms of impact even more closely to the flexibility and speed of digital channels. This might be through simplified access to our established services on the Internet, new and surprising product features, or through designing integrated solutions with which we can cover the varying communication needs of our customers from a single source.

**Do you have a concrete example?**

One example is E-Post Office, the intelligent online letter box that offers recipients a central platform with which they can determine how they want to receive mail from different senders, choosing between physical or digital delivery.

**Franz Huber, what does the vision stand for from your perspective as Head of Post Offices & Sales?**

Franz Huber: For us, the central focus is on the customer. Customers today expect Swiss Post to come to them, not the other way round. In the past few years, we have developed services that are time- and location-independent. Our aim is simply to make life easier, whether it's with the My Post 24 terminals, the SMS postage stamp, mobile banking or the home delivery service.

**What does the vision of "Simple yet systematic" mean for the post office network of the future?**

A physical point of sale will still be physical in the future. But we can add value to the point of sale and flesh it out with additional content by turning it into a hub for the chain of multi-faceted services. Our understanding and development of the Swiss Post network in the future will be broader, with a wide

range of customer access points which in addition to post offices, agencies and the home delivery service, also include parcel terminals, PickPost points, PostFinance branches, letter boxes and online access.



Customers expect Swiss Post to come to them.

Franz Huber, Head of Post Offices & Sales

**Jörg Vollmer, how is Swiss Post Solutions putting the new vision into practice?**

Jörg Vollmer: For us, our common vision of "Simple yet systematic" is a very natural and integral part of our core processes. The essential point is that it puts the central focus on our customers. If they are satisfied, they will renew contracts and recommend us to others. For the 7,700 or so Swiss Post Solutions employees in more than 20 countries, this customer focus is also a compulsory benchmark from now on. In our document solutions, we also combine the physical and digital worlds.



” —  
 The vision is an integral part of our core processes.

Jörg Vollmer, Head of Swiss Post Solutions

**Linking the physical and digital worlds to each other: is that not part of day-to-day business for Swiss Post Solutions anyway?** In their core businesses, and given the digital transformation, our customers are facing enormous challenges. New possibilities such as paperless offices and the latest methods for automating business processes or data analysis can often not yet be exploited to their full potential. We can help with that! With our solutions, we connect the physical and digital worlds, making it easier for our customers to operate in a complex environment, giving them improved efficiency and greater flexibility so that they can focus more clearly on their own customers and value-generating activities.

**Dieter Bambauer, you at PostLogistics are the main drivers when it comes to e-commerce. “Simple yet systematic” – what implications does that have for your unit?**

Dieter Bambauer: A system is made up of various components that complement each other perfectly and interact flawlessly. For us, these are the products and services. Combined meaningfully, they offer customers added value: for online retailers, for example, Swiss Post offers a customer login that takes care of address management for them. Recipient customers can use it to log in to various online shops and only have to enter their login information and delivery addresses once. In 2016, Swiss Post will also launch individual management of parcels and registered letters.

**Have you not already achieved the vision in e-commerce?**

There is no reason to sit back and relax. Although e-commerce is one of the first examples to illustrate the idea of our vision,

we are also only beginning to convey the core concept to our customers and make it tangible for them. And this is exactly the ambition of this vision: to increasingly operate on the market as a provider of integrated solutions, in addition to our primary products.

**What’s the situation at PostBus, Daniel Landolf? Is it possible to make transactions and customer solutions simpler than in the past?**

Daniel Landolf: That’s the question we ask about all customer solutions! Simplicity has always been a high priority for PostBus: after all, who doesn’t want to travel from A to B as simply as possible? But behind the services, which are simple for our passengers, there are generally complex processes that we develop continually.



” —  
 We bundle products and services into integrated solutions.

Dieter Bambauer, Head of PostLogistics

**Mobility requirements are increasing steadily, passenger expectations are rising, competitive pressure is growing: how can the vision help PostBus to overcome these challenges?**

We realize that PostBus has to offer more than simply transporting people from A to B. The “product” is not in fact a single route,



” —  
 PostBus has to offer more than simply carrying people from A to B.

Daniel Landolf, Head of PostBus

it’s an entire journey that is often taken using various means of transport. The mobility chain must therefore always be considered as a whole, which is why we now also offer solutions such as the bike sharing service PubliBike or, in some regions, the mobility sharing network PubliRide. With our testing of autonomous buses, we want to find out how and where these intelligent vehicles and new forms of mobility might be used, whether in areas that are not currently served by public transport or in congested cities with a new city concept. In everything we do, we want to make it as simple as possible for our passengers, for example with the ability to purchase a bus ticket by SMS, or with e-ticket systems such as “Check in, Be out”, which calculates journeys automatically using WiFi and your smartphone.



**Hansruedi Köng, what does simplicity mean for PostFinance?**

Hansruedi Köng: We want to help our customers manage their money as easily as possible, and we want each contact with PostFinance to lead to a positive customer experience. But being simple for our customers does not automatically mean that our internal processes are also simple. That's something we need to work on.

**How do you make things simple for PostFinance customers?**

With solutions that we tailor consistently to their requirements. One example is the new e-finance, with a clearly laid out user interface that makes it more intuitive to use. Another is the Express withdrawal at Postomats, where customers can withdraw the amount they want at the touch of a button. Or TWINT, the digital wallet with which PostFinance makes payment with your smartphone possible.

**Pascal Koradi, does the vision also have implications for you as Head of Finance?**

Pascal Koradi: With the new vision, the company has redefined the strategic guiding star. The focus is ambitious: Swiss Post maintains market-based, complex systems that are easy to use and add value for its



” —  
It's not easy to be simple.

Hansruedi Köng, Chief Executive Officer, PostFinance Ltd

customers. In our role as Finance managers, it is our job to ensure the “manageability” of the Group as a whole on the path that we have chosen.

**Where do you go from here?**

The vision has been broken down into specific market-based guiding principles for the managerial units. On this basis, the Finance unit will review the strategy to be derived from those principles. In this process, the optimization of the reporting and control systems for the collection, analysis and aggregation of relevant data across the Group is a high priority.

**Yves-André Jeandupeux, one of the challenges you face as Head of Human Resources is to make employees fit for the future. Does the new vision help you with this?**

Yves-André Jeandupeux: The new working environment must be designed for and with employees to ensure that systems are available to them that allow efficient work practices and that at the same time are also motivating. A good example of this is PostConnect, our internal online collaboration platform, which simplifies exchange and collaboration. And we also deal with issues such as how to recruit and retain the

” —  
In the Finance unit, we ensure the manageability of the Group as a whole.

Pascal Koradi, Head of Finance

employees we need to implement Swiss Post's vision? What does this mean for managers? In response, we are currently developing what we call the leadership compass.

**Each of the Swiss Post units works with the principles of leadership and cooperation, with guiding principles – and with the new vision. How do you as Head of Human Resources ensure that all of these aspects are complementary?**

We certainly have the potential to simplify things further. The vision, guiding principles, strategies and policies are important tools, both for managing Swiss Post and for de-



” —  
We need to be faster and more flexible.

Yves-André Jeandupeux, Head of Human Resources

veloping its culture. We need to be faster and more flexible. This calls for qualified employees and a corporate culture that encourages innovation, but also allows for mistakes from which we can learn and be successful the next time.



# Vision and strategy

We connect the physical and digital worlds, setting new standards with our products and integrated solutions. We make it easier for our customers to operate in today's complex environment, giving them greater scope to succeed.

Swiss Post seeks to create added value for Switzerland, customers, employees and its owner by safeguarding the quality of its universal service, operating in a sustainable manner, increasing customer satisfaction and employee commitment, and meeting its owner's financial goals by achieving stable market positions.

We create added value for:

## Our owner



### Finance

Annual profit of 700 to 900 million francs

## Switzerland



### Universal service

Fulfilling our legal mandate (regulatory framework) by focusing on customers and providing consistently high quality



### Market position

Leading market positions in Switzerland and in e-commerce



### Sustainability

Improve CO<sub>2</sub> efficiency by 10 percent compared with 2010 by the end of 2016

## Our customers



### Customer satisfaction

At least 78 points (scale of 0–100)

## Our employees



### Employee commitment

At least 80 points (scale of 0–100)

OUR VISION: "SIMPLE YET SYSTEMATIC – SWISS POST"

## Offering simple solutions from a single source

Swiss Post is guided by a new Group-wide vision: "Simple yet systematic – Swiss Post." It is seeking to pool strengths, establish new standards and set itself apart from the competition, while not losing sight of its universal service obligation.

” —  
The world is becoming more complex. But we cut through the complexity, and our products create scope to succeed.

The use of modern IT systems and various communication options is now an integral part of the everyday lives of many people. At the same time, the demand for flexible, time-independent services is growing – around the clock, seven days a week, anytime, anywhere. In a world that is becoming increasingly complex with advancing digitization, customers expect Swiss Post to understand their requirements and offer them simple, tailored solutions that create a positive experience and greater scope to succeed.

### Connecting the physical and digital

Swiss Post understands that today's world is interconnected, and works to build bridges between the physical and digital worlds. Swiss Post's services are based on nationwide system infrastructures, for example in parcel and letter logistics, payment transactions or the public passenger transport network. With these systems, Swiss Post manages complex processes,

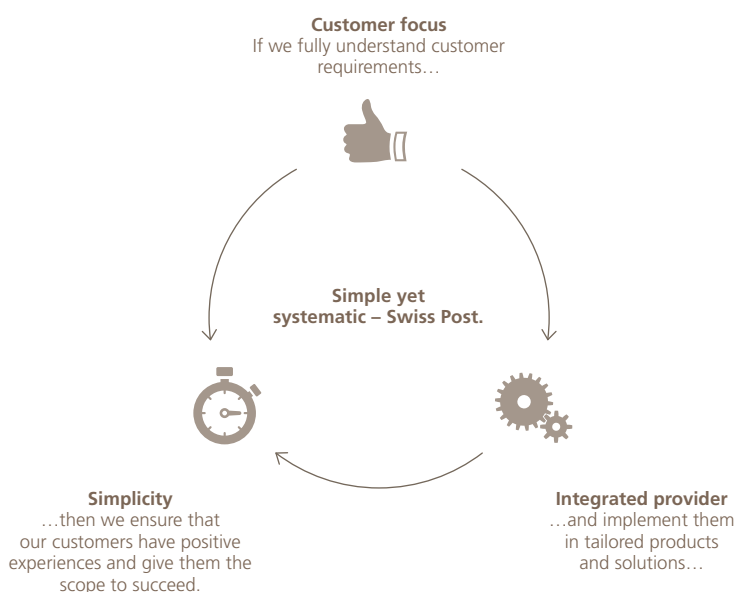
for example in e-commerce, that go unnoticed by customers, and it proves its innovative strength with the help of digital technology. Thanks to the new vision, this integrated approach will also become apparent to customers. In addition to its products, Swiss Post plans to increasingly operate on the market as a provider of integrated solutions by bringing together products and services in complete solutions that meet customer requirements. This is designed to increase the benefit to the customer and improve the customer experience.

### Easy access and use

Customers today have much higher expectations with respect to easy access to Swiss Post's services. At the same time, they also expect the services to be easy to use. That's why Swiss Post wants to evolve from a product supplier to a problem solver, enabling its customers to manage processes efficiently, while at the same time allowing them to concentrate on what is important for them. We want our products and integrated solutions to win customers over with their simplicity, real user friendliness and focus on service. Swiss Post's aim is to generate extensive customer benefit, strengthen the emotional and cooperative customer partnership and increase customer retention.

### Swiss Post is committed to the universal service

Even with the new vision, Swiss Post is not losing sight of its universal service obligation: with its market orientation and consistent focus on customer requirements, Swiss Post will continue to ensure a high-quality universal service and develop it further for the benefit of a modern economy, making its contribution to the society of tomorrow.



STRATEGIC THRUSTS

# Systematically creating added value

Swiss Post creates added value for Switzerland, its customers, its employees and its owner by operating in a sustainable manner, holding its ground in its markets and meeting its financial requirements.

With its strategic goals, Swiss Post determines how it intends to meet the challenges of its operating environment and achieve the top-level stipulations of the Federal Council. Swiss Post intends to maintain high performance levels in the provision of the universal service, customer satisfaction and employee commitment, make use of the digital transformation, and consolidate its positions in e-commerce and personal mobility. Other key benchmarks defined by Swiss Post are narrowly defined corridors for its operating profit contribution and a target value for its CO<sub>2</sub> efficiency. To meet these goals, Swiss Post is pursuing five strategic thrusts:

**Exploiting and helping shape regulatory conditions**

Since 2013, Swiss Post has been a company limited by shares subject to a special statutory regime with a holding structure. To enable each unit to continue to develop sustainably in the long term, it is crucial to make optimal use of the new regulatory conditions, particularly with a view to focusing continuously on changing customer requirements and boosting competitiveness.

**Defending and developing our core business**

Swiss Post performs services for private and business customers to a high standard. This begins during product development and can also be

seen in its daily contact with customers across all channels. It is customer-oriented, improves its services and processes continuously, and develops new and innovative products to high levels of quality that are continually monitored.

**Growing in selected markets**

Swiss Post works for sustained and profitable growth. It plans its growth based on the markets in Switzerland and abroad consistently over the long term and proceeds with this step by step, allowing it to manage and safeguard the profitability of its growth.

**Optimizing costs and improving efficiency**

Given the challenging competition and the far-reaching changes – particularly in the communication market – ongoing optimization of costs and improvements in efficiency are essential for Swiss Post’s long-term success. Swiss Post will continue to confront these changes with balanced, socially responsible solutions.

**Ensuring competitive prices**

In the future as in the past, Swiss Post depends on its ability to charge competitive prices in order to provide high-quality services. By doing so, it also seeks to fund a well-functioning universal service.

” —  
Swiss Post creates added value for Switzerland, customers, employees and its owner.



## DEVELOPMENT AREAS

## Successful customers thanks to integrated solutions from Swiss Post

Swiss Post is pursuing a customer-oriented and market-specific business model. To strengthen its market position in an increasingly digital and highly competitive environment and to achieve its strategic goals, Swiss Post focuses on six business development areas.

Swiss Post has defined the following six business development areas as a strategic compass:

### E-commerce

In the booming e-commerce sector, Swiss Post combines its expertise in logistics, finance and communication processes and supplements modular services with integrated solutions along the value chain. For online retailers, Swiss Post and its systems take care of setting up and running their e-shop, marketing and ordering and payment system, as well as logistics and customer service. Swiss Post is continuing to expand customizable delivery of parcels, and launching a Swiss Post login with which customers can log in to a range of different online shops.

### Direct marketing

Direct marketing is one of the most effective marketing tools for customer acquisition and customer retention. Swiss Post supports business customers with a broad range of products and services related to promotional letters and to digital channels.

### Mobile banking

Swiss Post is continually developing its range of products for customers who want to manage their own finances and offers a wide range of services. With TWINT, Swiss Post has launched the first payment solution in Switzerland that can be used across different channels. Payment is possible anywhere in the country with your smartphone. TWINT works without a credit or debit card, with any postal or bank account and independently of telecom providers.

### E-post

With e-post, Swiss Post links communication media from the physical and digital worlds. It establishes hybrid systems such as E-Post Office, the intelligent online letter box that lets recipients decide how they would like to receive their mail: on paper or in electronic form. Under the name vivates eHealth, Swiss Post operates a modular platform with which healthcare professionals can exchange patient data securely.

### Physical and digital document solutions

Swiss Post connects physical and digital document management systems. It takes care of efficient processing, management and archiving of documents for its customers, and will in future increasingly extract data from the digitized documents and use analytical tools to convert the data into knowledge. Swiss Post therefore helps to optimize business processes and generate added value for its customers.

### Mobility solutions

Mobility requirements are growing steadily, while the demand for ownership is falling. Sharing schemes are gaining acceptance. With its broad customer base in the passenger transport sector and its experience in fleet management, Swiss Post strives to play a pioneering role in this area, with flexible, well-functioning mobility chains across all means of transport. It is promoting new mobility solutions such as bike sharing and web-based carpooling networks, and testing self-driving cars.



**Claudia Pletscher,**  
Head of Development &  
Innovation

### What are the responsibilities of your Development & Innovation unit?

Our task is to foster innovation in the core markets as well as to identify new business ideas and develop them into a business area. We draw on the innovative capacity of around 62,300 employees, connect units within Swiss Post and drive forward Group-wide projects.

### How do you do that?

We use collaborative web platforms and social software. With our partner management system, we bring external knowledge and partners into the company to ensure that companies such as innovative startups have an interest in getting Swiss Post involved as a partner in their projects.

### Where do your priorities lie?

The focus lies on integrated solutions which are designed to be logical and workable for customers in an ever complex environment. With this in mind, we promote programmes such as eHealth with its vivates data hub or offer the authorities new possibilities with electronic voting.



To ensure successful growth, Swiss Post has defined six business development areas.

# Customer access points

Swiss Post wants to move even closer to its customers – with traditional and new services → [Page 14](#). Post offices, letter boxes, Postomats, apps or websites: all access points at a glance → [Page 15](#). In 2015, Swiss Post also launched a range of pilot projects → [Page 17](#) and invested in existing infrastructures → [Page 18](#).



1,000,000

**customers** come into contact with Swiss Post every day.



1.37 million

**calls** were answered by Customer Service in 2015.



58,000

**people visit** the **Swiss Post website** every day.



208,000

**people follow** Swiss Post on social media channels.



1.83 million

is the number of times Swiss Post's **apps** have been **downloaded** so far.



480 million

francs represents the **revenue generated by third-party products** in post offices in the last year.

## SIMPLIFYING ACCESS

## Even closer to customers

Post offices, postal agencies, home delivery services: Swiss Post today operates a nationwide network of 3,500 access points. In the future, it plans to develop even more time- and location-independent services.

” —  
At 3,500, the number of access points has remained largely stable in recent years.

Andreas Pätzold,  
Member of Management Board,  
Post Offices & Sales

Swiss Post wants to be there for its customers with the right services at the right time and in the right place. At the same time, it wants to reduce the deficit continuously. “The development of customer access points is and will remain an ongoing challenge for Swiss Post,” explains Andreas Pätzold, Member of the Management Board at Post Offices & Sales. “We analyse the use, the situation and the setting of local post offices and look for a stable, long-term solution in dialogue with the local authorities.” Swiss Post today operates a nationwide network with high density, though in some cases in other forms. Swiss Post meets the Confederation’s universal service obligation in full. Around 95 percent of households can reach the nearest access point on foot or by public transport in less than 20 minutes. Customers

are satisfied with our development: in the annual survey, the agencies were rated at 79 out of a maximum possible 100 points. For the home delivery service, overall satisfaction is at 84 points (for more on customer satisfaction, see page 23).

### Time- and location-independent services

In addition to the universal service, we want customers to benefit in the future from an extended range of services they can integrate conveniently and individually into their daily lives. Swiss Post therefore intends to develop even more time- and location-independent services to make life easier for people who spend a lot of time on the move. Swiss Post is currently testing new types of collection and acceptance points with partners. Customer Service is being reoriented, and our range of third-party products is under review (see page 27). At the same time, Swiss Post is continuing to develop its digital access points, including its websites and apps (see page 15).

### Volumes have declined

For many years now, changing customer habits have led to significant volume decreases in over-the-counter transactions at Swiss Post (2000 to 2015: letters –63 percent, parcels –42 percent, inpayments –37 percent). The resulting deficit in the post office network, despite many measures to increase cost efficiency, amounted to 110 million francs in 2015. Despite the declining volumes, the cost of the infrastructure remained largely unchanged. Our legal mandate also remains unchanged: Swiss Post is obliged to provide a nationwide universal postal service that is economically viable and of high quality.



CUSTOMER ACCESS POINTS

# Physical, virtual, mobile: simply near

People have become more mobile – both at work and in their free time. That’s why Swiss Post aims to be exactly where its customers are, with the right products and services at the right time: physically on the ground, virtually on the Internet and mobile on smartphones and tablets.



### Traditional post offices

At 1,464 traditional post offices, Swiss Post staff offer the full spectrum of postal services and brand-name items.



### P.O. Boxes

At more than 372,700 P.O. Boxes, customers have early morning access to their mail. In many places, A Mail is delivered to P.O. Boxes before the counters open.



### PostBus sales points

Information about routes, timetables and prices as well as tickets and travel-cards for the entire Swiss public transport network are available at four PostBus sales points.



### Postal agencies

All everyday postal transactions can now also be carried out with Swiss Post partners at 735 postal agencies: for example at the tourist office, at municipal offices or while shopping.



### Letter boxes

With 14,823 letter boxes, the nearest one is only a few steps away, so letters can be posted around the clock – even when the post office is closed.



### PostBus stops

In a network of 877 routes, PostBus serves 11,595 stops.



### Partner model

Swiss Post is planning to supplement its network of access points at good strategic locations for pedestrians, commuters and through traffic with a new partner model. Pilot projects are already under way.



### Acceptance points for business customers

More than 2,200 acceptance points are available for business customers. In addition to post offices and logistics centers, business customers can personally leave their mail at unattended closed areas.



### PubliBike

1,100 bicycles and e-bikes are available for hire around the clock at 118 stations in 17 cities.



### Home delivery service

Hand over letters and parcels at the front door and make a cash deposit at the same time? Customers in 1,295 towns and villages can do just that and much more.



### pick@home

Have your parcel collected from home or from any address. Collection orders can also be conveniently managed on the go via the Post-App.



### Social media

Facebook, Twitter, LinkedIn, Xing or YouTube: Swiss Post maintains a dialogue with its customers on social media platforms.



### Home services

Post letters and parcels from home? Buy some stamps at your front door? In 2015, Swiss Post tested whether home services like these meet customer requirements and are practically feasible.



### PostFinance branches

At 43 PostFinance branches, customers benefit from financial advice on every aspect of payments, savings, investments, retirement planning and financing. PostFinance also offers financial advice at 58 consulting offices.



### Apps

Find post offices, pay bills, look up timetables: Swiss Post, PostFinance and PostBus apps for iPhone and Android offer numerous practical functions for use on the go.



### My Post 24

Collect and drop off parcels or registered letters 24 hours a day at 55 My Post 24 terminals – which can also be used as a locker.



### PostFinance Business Customer Sales

Business Customer Sales covers eight decentralized sales regions. With no branches of its own, the advisors visit their business customers at their own premises.



### Websites

Customers can find information about every aspect of the company and its services on the Swiss Post, PostFinance and PostBus websites.



### PickPost points

At PickPost points, customers can collect their parcels or drop off their consignments. At over 2,400 locations: in post offices, postal agencies, SBB railway stations, petrol stations and other locations.



### Postomats

Withdraw money, top up your mobile phone credit or make a donation: available at 986 Postomats at busy locations – often in post offices, shopping streets or at railway stations.



### Customer Service

Every year, Customer Service responds to over a million enquiries: by phone, letter or e-mail.

## DIGITAL ACCESS POINTS

## The post office in your pocket

No driving, no queues, no opening hours: Swiss Post offers many ways to take care of postal transactions wherever and whenever it suits you, on the web and with handy smartphone apps.



We attach a great deal of importance to the continued development of our customer-centered digital channels.

Andreas Eggimann,  
Head of Digital Management

Amina sends postcards from an alpine hut, pays bills in bed and buys her ticket on the way to the Postbus. She's a modern Swiss Post customer and she uses the so-called digital access points whenever she can.

### Websites – take care of postal transactions at the computer

Amina uses the Swiss Post websites to find useful information. It takes her just a few clicks to find classics like the prices for parcel and letter mail at [www.swisspost.ch](http://www.swisspost.ch) or timetables at [www.postbus.ch](http://www.postbus.ch). But there are more functions when she logs in to her personal account: for example, she can extend the collection period for a parcel in the new Customer Center. The Customer Center also makes life easier for business customers: they can use it to order parcel collections or send postcard mailshots online. In e-finance, PostFinance customers have anytime, anywhere online access to their accounts and fund custody accounts.

### Apps – useful helpers on the go and at home

E-finance is also going mobile: along with other functions, it is integrated in the new PostFinance App, and it makes Amina's life easier. For example, she can scan inpayment slips with

her phone's camera, allowing her to pay her bills in seconds. She buys her bus tickets before boarding with the PostBus App. To save a trip to the post office, she wants to have a return parcel collected from her home by the mail carrier. This can be arranged in no time via the pick@home collection service in the Post-App. There are also numerous other apps with special functions. Amina uses the PostCard Creator App to send postcards from her mountain hikes to relatives and friends.

The digital access points are now well past the stage where they're only practical for young, tech-savvy people. Even Amina's grandfather is quite impressed with them. He has the user-friendly Swiss Post apps on the iPad he got from his grandchildren on his 75th birthday.

### Sometimes personal contact is needed

Of course an app cannot answer every question. But there are plenty of opportunities for personal contact through the digital access points. Swiss Post, PostBus and PostFinance are all active on social media. The social media teams not only post practical advice on Swiss Post services on Facebook and Twitter, they also answer questions quickly and professionally. Some apps also offer an integrated communication channel to Customer Service or, where available, to personal customer advisors. And of course the traditional Customer Service can also be reached by phone or e-mail. You can even send an enquiry by video in sign language.

→ [www.swisspost.ch](http://www.swisspost.ch)  
 → [www.postbus.ch](http://www.postbus.ch)  
 → [www.postfinance.ch](http://www.postfinance.ch)







1



2



3

1 \_  
At good strategic locations for pedestrians and commuters: Swiss Post is supplementing its network of access points with the new partner model.

2 \_  
Drop off a parcel at your own front door? Swiss Post is testing whether and how well the new home services catch on with customers.

3 \_  
Swiss Post wants to serve its customers even more efficiently and is drawing a distinction between sales and advisory transactions in a pilot project.

## ACCESS POINTS

# Post offices in transition: creating added value for customers

New access points, services, opening hours and a reorientation of Customer Service: in 2015, Swiss Post launched a range of pilot projects with the goal of getting closer to customers.

Swiss Post is exploring new avenues with its access points, and taking its bearings from the requirements and behaviour of its customers. Four pilot projects were reviewed in terms of their practical feasibility over the course of 2015.

### New partner model

A new partner model complements the network of access points with simple and customer-friendly services. Here, customers can drop off or collect letters and parcels, and also buy a small selection of prepaid products. The pilot phase started in June 2015 in Winterthur, Zurich and Berne. "With the new partner model, we're moving even closer to our customers and creating added value for them," says Franz Huber, Head of Post Offices & Sales, "particularly at good strategic locations for pedestrians, commuters and through traffic."

### New home services

Post letters and parcels from home? Buy some stamps or packaging at your front door? Swiss Post is testing whether these home services meet customer requirements at 41,575 households in the canton of Aargau, the Bernese Oberland and districts of the city of Basel. The home delivery service makes it possible for customers to obtain franking and packaging products for sending domestic letters and parcels from mail carriers. Additionally, they can give pre-franked parcels and letters for sending to the mail carrier via their private letter box.

### Distinction between sales and advisory transactions

Most Swiss Post customers going to the post office want to post a letter or parcel or make an inpayment. Others are looking for advice: for example when taking out a phone subscription or opening a PostFinance account. Swiss Post wants to serve its customers more efficiently

and according to their actual needs. It therefore drew a new distinction in a pilot project between sales transactions, which can be handled quickly, and more time-intensive advisory transactions. The concept has been on trial in some 70 post offices since July 2015. To ensure the realignment is well received by customers, Swiss Post is also testing a modified design for customer areas and a change in the way customers are guided.

### More flexible opening hours

What opening hours do our customers want? Swiss Post started a trial in eight pilot regions with around 60 post offices: do the findings from customer surveys match customer requirements and behaviour in practice? The result: requirements vary widely, particularly between regions. For counter opening hours, Swiss Post will therefore in future take regional variations more consistently into account.

” —

Swiss Post wants to move closer to its customers – with the right services at the right time and in the right place.

**Franz Huber,**  
Head of Post Offices & Sales

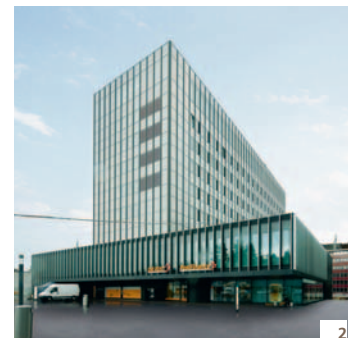
## SIHLPOST AND POSTPARC

## Two central post offices shining like new

Two of Switzerland's largest post offices have been reopened: the Sihlpost building in Zurich and the post office at the PostParc center in Berne. They are spacious and modern, and they're open to customers almost around the clock.

Completely refurbished and with new tenants, the venerable Sihlpost building at Zurich Central Station is the gateway to the Europaallee. In the same premises as before, but with 16 instead of 15 counters, it now houses the completely redesigned post office. It's the same story in Berne: here too, the city's main post office has celebrated its opening. It is very close to the location of the former Schanzenpost building, in the new PostParc center above the tracks of Berne Central Station. With 18 counters, the new post office is not only the largest in Berne, it is also the largest in Switzerland.

At both locations, Swiss Post offers a comprehensive range of products and services, including counters for business customers, several Postomats, a My Post 24 terminal and new, modern P.O. Box facilities with more than a thousand boxes. The importance of these two central post offices is underlined by their extended opening hours.



1 – The venerable Sihlpost building in Zurich has been comprehensively refurbished and now houses the completely redesigned post office with 16 counters.

2 – 18 counters with extended opening hours: the post office in the new PostParc building above the tracks at Berne Central Station is the largest post office in Switzerland.

## MY POST 24

## Receive parcels around the clock

You see them at petrol stations, motorway service stations, in shopping centers, in universities and in front of post offices – the practical and convenient My Post 24 terminals, where customers can collect, drop off and return parcels and registered letters 24 hours a day, 7 days a week. Here's how it works: customers register once free of charge in the Swiss Post Customer Center. They notify the sender of the address of the My Post 24 terminal they want to use. The collection code for opening the parcel compartment is sent to them by MMS or e-mail. When dropping off parcels, payment is cashless, for example with the PostFinance Card. At the end of 2015, Swiss Post was operating 55 My Post 24 terminals in all parts of the country. In the medium term, some 50 to 60 terminals will be installed at SBB railway stations.

→ [www.swisspost.ch/mypost24](http://www.swisspost.ch/mypost24)

## PICKPOST

## Collect each parcel wherever it suits you

For customers who spend a lot of time on the move, PickPost is the ideal solution. With this service, customers choose when and where they want to collect each and every parcel. It's very easy: for each order, the customer specifies the required PickPost point to the sender as the delivery address. There are PickPost points at petrol stations, in railway stations and at post offices and postal agencies throughout Switzerland – and the free service was expanded to 2,400 locations at the end of 2015. Swiss Post notifies customers by SMS or e-mail when a parcel is ready for collection, so they can quickly collect their consignments whenever it suits them in their daily routine.

→ [www.swisspost.ch/pickpost](http://www.swisspost.ch/pickpost)

# Business performance

With a Group profit of 645 million francs, Swiss Post achieved a solid annual result in 2015 → [Page 21](#). Trends in the four markets varied, but all contributed to the good result → [Page 22](#). Swiss Post intends to maintain high quality levels, improve its efficiency and adapt its capacities to demand. That's why it made substantial investments in 2015 → [Page 23](#). Customers continue to be very satisfied with Swiss Post → [Page 23](#).



645 million

francs in normalized **Group profit**, up slightly year-on-year.



80 points

show that **customer satisfaction** remains at a high level.



2,172 million

**addressed letters** were posted in Switzerland in 2015.



114.9 billion

francs represents the level of **average customer assets** held by PostFinance.



115.2 million

**parcels** were delivered in Switzerland in 2015.



145 million

**passengers** were transported by PostBus in 2015.

# Group

Digitization is permeating the daily lives of many people, changing their consumption patterns, lifestyles and working habits. The dynamics of change involved in this process are considerable. Swiss Post understands that today's world is interconnected, and builds bridges between the physical and digital worlds. With its expertise in communication, logistics, passenger transport and financial services, it increasingly develops integrated solutions and continues to offer individual products and services in modular form. It intends to win over customers by offering them products that are both easy to access and easy to use, giving them greater scope to succeed. This will enable Swiss Post to develop and maintain a high-quality universal service, while at the same time meeting its owner's goals.

Group		2015
Operating income	CHF million	8,224
Group profit <sup>1</sup>	CHF million	645
Equity <sup>2</sup>	CHF million	4,385
Economic value added	CHF million	169
Headcount	Full-time equivalents	44,131

<sup>1</sup> Normalized figure.

<sup>2</sup> As at 31 December 2015.



Owner's goals  
achieved

KEY FIGURES

Operating income

8.2 bn

A slight decline in  
operating income

Group profit

645 m

Normalized Group profit  
up slightly year-on-year

Economic value added

169 m

Positive change in  
normalized economic  
value added

Equity

4.4 bn

Remeasurements  
affect equity

GROUP RESULT

## Good result in increasingly difficult environment

Swiss Post recorded a Group profit of 645 million francs in 2015 (previous year: 638 million francs). Operating profit (EBIT) stood at 823 million francs (previous year: 803 million francs). The slight increase is mainly due to changes in the carrying amounts in the financial services market. The economic environment and the ongoing low interest situation remain challenging.

For the year 2015, Group profit stood at 645 million francs, which represents an increase of 7 million francs.

At 823 million francs, operating profit (EBIT) is 20 million francs up on the previous year's figure. This was mainly due to book gains on financial investments, non-recurring book losses from the prior-year period and sharply higher net trading income in the financial services market following the lifting of the minimum euro exchange rate. Operating income was down 147 million francs to 8,224 million francs (previous year: 8,371 million francs).

Total assets fell from 124.67 billion francs to 120.33 billion francs.

### One-off items and appropriation of profit

Swiss Post's financial result includes one-off items for the year 2015. However, they did not lead to any adjustment of the prior-year figures. The non-consideration (normalization) of these one-off items allows comparison with the previous year and provides an accurate representation of the current operating business performance. In 2015, Group profit, operating profit and operating expenses are affected by normalization (see also Financial Report, page 34).

At the General Meeting, the Board of Directors will propose paying a dividend of 200 million francs to the Confederation. As at 31 December 2015, Group equity stood at 4.39 billion francs (before appropriation of profit).

### Ongoing development focused on demand and affordability

Swiss Post intends to continue providing its customers with first-class services. To enable investment in infrastructure and innovation and allow it to develop in the long term using its own resources, Swiss Post depends on solid profits. While letters, which are protected by a partial monopoly, are faced with ongoing volume declines, the pressure on margins for parcels is rising. Changing technologies are changing customer behaviour fundamentally. Swiss Post must therefore continue to consistently develop its access points and services and adapt them to the needs of its customers while at the same time also creating an affordable infrastructure.

## SEGMENT RESULTS

## Income from core business under pressure

Trends in the four markets varied, with operating income in three of the four markets stagnant or declining.



### PostVenture15

With its PostVenture programme, Swiss Post specifically seeks out fresh ideas to develop its business areas. For the first time, PostVenture 2015 was aimed not only at Swiss Post employees, but also at people outside the company. In all, 135 business ideas were submitted – 76 by internal and 59 by external authors. To identify external business ideas, Swiss Post works with venturelab, a support programme for young entrepreneurs. Participants are closely supported in the elaboration of the most promising proposals, receiving access to internal networks and in-house Swiss Post expertise, and also start-up financing.

### Communication market

In the communication market, the three segments PostMail, Swiss Post Solutions and Post Offices & Sales generated an overall operating profit of 263 million francs (previous year: 141 million francs). Operating income stood at 1,552 million francs (previous year: 1,562 million francs). At PostMail and Post Offices & Sales, the volume of addressed letters fell by 1.4 percent year-on-year.

With operating income of 2,820 million francs (previous year: 2,887 million francs), PostMail was the main contributor to operating income in the communication market. Operating profit stood at 358 million francs (previous year: 334 million francs). A decrease in income due to lower volumes was more than offset by the reduction in operating expenses.

Swiss Post Solutions generated operating income of 609 million francs (previous year: 659 million francs). Operating profit rose to 15 million francs (previous year: 12 million francs) due to efficiency improvement projects with existing customers and from business with new customers.

With operating income of 1,601 million francs (previous year: 1,663 million francs), Post Offices & Sales recorded an operating result of –110 million francs (previous year: –100 million francs). Letter and parcel volumes and the number of payment transactions continued to decline in 2015.

### Logistics market

In the face of continuing intense competition, PostLogistics generated an operating profit of 145 million francs (previous year: 141 million francs). Operating income stood at 1,552 million francs (previous year: 1,562 million francs). Parcel volumes were up 3 percent.

### Passenger transport market

PostBus recorded an operating profit of 29 million francs (previous year: 30 million francs). Operating income rose to 849 million francs (previous year: 835 million francs). The result was only slightly down despite a reduction in compensation for existing services, mainly due to additional income in other business areas.

### Financial services market

The ongoing low interest situation is a serious challenge for PostFinance. In 2015, it recorded an operating profit of 459 million francs, 77 million francs more than the previous year. Average customer deposits declined by around 2,800 million francs as a result of targeted measures implemented by PostFinance in the context of the introduction of negative interest rates by the Swiss National Bank. In the year under review, 13,000 new customers placed their trust in PostFinance.

### Decreases in normalized operating expenses offset the fall in operating income

	Operating income (before consolidation) 2015 CHF million	Operating profit 2015 showing change from previous year CHF million, percent
Communication market	4,678	263 +6.9%
Financial services market	2,143	459 +20.2%
Logistics market	1,552	145 +2.8%
Passenger transport market	849	29 –3.3%

INVESTMENTS

## Better quality, capacity and efficiency

Swiss Post is investing in the future: procuring new scanners for delivery staff, expanding capacities at the parcel centers, relocating to its new headquarters and making space available to third parties at PostParc. In addition, PostFinance is modernizing its core banking system.

Around 30,000 employees have been equipped with new scanners. Currently running 24 apps, the mobile data capture device is used in all steps in the delivery and acceptance processes. The new handsets are extremely efficient and can be very easily upgraded with new apps for future services.

To handle the growing parcel volumes reliably, even at peak times, Swiss Post is upgrading its parcel centers with state-of-the-art sorting systems. The second additional system at the Frauenfeld parcel center came on stream in 2015. After Härkingen, around 25 percent more consignments than previously can now also be processed in Frauenfeld.

With a mix of offices, shops and restaurants, the PostParc urban center on the site of the former Schanzenpost is rejuvenating the west-

ern part of Berne railway station. A post office with extended opening hours and a PostFinance branch are also opening in PostParc. In May 2015, Swiss Post moved its headquarters to the WankdorfCity district of Berne, optimizing the company's use of office space by bringing six different sites in Berne under one roof.

PostFinance is modernizing its core banking system to ensure that all services for account management and payment transactions continue to run smoothly and reliably on a modern platform in the future. By replacing the current system with an established market standard product, PostFinance will significantly reduce the complexity of its business and IT architecture.



### ESPRIX for PostMail

In 2015, PostMail was awarded the ESPRIX Swiss Award for Excellence – the most prestigious national award for business excellence. The jury acknowledged the company's management, which it judged to have fulfilled all the criteria of the European Excellence Model of the European Foundation for Quality Management (EFQM). It praised PostMail's exemplary service for business customers, its constant improvement of work processes using the Kaizen method, and its evolution into a high-performance organization. "We live Kaizen as a working philosophy," said Marco Schöpf, Head of Quality Management at PostMail, commenting on the award. "Together with our staff, we continually question and optimize our processes. In recent years, for example, more than 5,000 ideas from committed employees have been implemented to ensure that processes are faster, more cost-effective and of even better quality."

CUSTOMER SATISFACTION

## Customer satisfaction remains high

In 2015, the Swiss public was again satisfied with Swiss Post's postal services and their personal contact with Swiss Post employees. Over 22,000 private and business customers are surveyed each year by an independent research institute. As in the previous year, Group-wide customer satisfaction received a good 80 out of 100 index points. Particularly outstanding is the rating by recipients of delivery quality. This is determined in a separate survey of 12,800 recipients and, at 91 points, also maintains the very high level of the previous year. This is the ninth time in a row that the score achieved is higher than 90 points. In the categories used by the researchers, values above 80 are considered to reflect "very satisfied" customers.

DELIVERY QUALITY

## Letters and parcels delivered on time

Last year, Swiss Post processed around 2.2 billion addressed letters. 97.8 percent of all A Mail letters were delivered on time, while 98.9 percent of all B Mail letters arrived on schedule. In 2015, Swiss Post transported more parcels than ever before: around 115.2 million. Nevertheless, the quality of previous years remains constant: in 2015, 97.5 per cent of all PostPac PRIORITY and all PostPac ECONOMY parcels arrived on time.

With these results, Swiss Post takes a top position among postal companies around the world and exceeds the requirements of the Postal Ordinance.

## Communication market

Customers' 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. A multi-channel specialist, Swiss Post ensures the safe and reliable shipment of a wide range of consignments such as letters, small goods and 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 business processes in document solutions where needed.

Communication market		2015
Operating income	CHF million	4,678
Abroad	CHF million	463
Operating profit <sup>1</sup>	CHF million	263
Abroad	CHF million	31
Addressed letters	In millions	2,172
Unaddressed items	In millions	1,959
Newspapers	In millions	1,177
Headcount	Full-time equivalents	29,970

<sup>1</sup> Normalized figure.





EHEALTH

## The electronic patient record: 887 documents at a glance

Vaccinations, diagnoses, prescriptions and more: in the electronic patient record, patients and authorized carers and physicians can access this and other data. The more comprehensive the information, the more practical it is for all parties.



### Strategic partnerships

Swiss Post is consistently expanding its position in the eHealth sector: in autumn 2015, it acquired Zurich-based health care research institute AG (hcri), which numbers more than 400 institutions such as hospitals, clinics and care facilities among its customers. This acquisition enables Swiss Post to expand its eHealth service portfolio strategically to include quality management and information processing. Swiss Post has also gone into partnerships with Health Info Net AG (HIN) and Ofac, the professional association of Swiss pharmacists, strengthening its position in the healthcare sector.

In 2004, 39-year-old computer engineer Pierre-Mikael Legris from Morges in the canton of Vaud became ill with leukaemia. Behind him now are long periods in hospital, a successful bone marrow transplant and many appointments with various specialists. "Whether I went to my doctor, the nutritionist or the laboratory, I always had to bring numerous documents with me," he recalls. Until 2013, when the HUG (Hôpitaux Universitaires de Genève) introduced the electronic patient record MonDossierMedical.ch.

### In the picture with three clicks

Legris can use it to access all of his data himself. "When a new medical document is added to my record, I get an e-mail. With three clicks, I have access to the document," he explains. All persons and institutions in the canton of Geneva involved in his medical care can also access the record – subject to approval by the patient. This allows them to quickly view past treatments, laboratory results and medications, improving the quality and efficiency of their work.

### All patient data at hand in compliance with data protection laws

Thanks to the digital record, doctors can find information directly in their practice systems or via the web portal vivates. Networking enables hospitals to gain an overview of past and current treatments, avoiding unnecessary repetition of medical tests. The comprehensive data

also allows pharmacies, home carers, physiotherapy practices or others involved in the treatment to provide more personalized advice and care. And data protection is fully guaranteed. The patient record complies with the recommendations of eHealth Suisse and is fully in accordance with the requirements of the Swiss federal law on the electronic patient record (EPDG).

### Development proceeding steadily

Today, Pierre-Mikael Legris leads a perfectly normal life. Friends with a cold may have to stay away, and his little son can't go to the crèche. But he wouldn't want to be without the electronic patient record under any circumstances. Because it has actually changed his life, and in more than one respect: the computer engineer identified further development opportunities for the user interface, and in 2012 he founded his own company, Pryv, which focuses on the management of the patient's own data. His solution is complementary to the Swiss Post solution.

→ [www.swisspost.ch/vivates](http://www.swisspost.ch/vivates)



Thanks to my electronic patient record, I can share my medical documents with my healthcare providers at any time.

Pierre-Mikael Legris,  
patient

## E-VOTING

## Voting electronically

In the near future, all Swiss voters should be able to vote online in elections and referendums. Swiss Post is working with interested cantons to develop an e-voting platform that uses the latest technology and meets the most stringent security requirements.



” —  
Casting votes electronically is in fact more secure and transparent than voting in person at the polling station.

Xavier Monnat,  
E-voting project manager

Transporting information securely and reliably, guaranteeing the secrecy of the ballot and the security of the ballot box – for decades, voters have trusted their postal votes to Swiss Post. Can Swiss Post also guarantee secure electronic voting? It can. Since 2014, Swiss Post has been working together with its technology partner Scytel to develop a solution that allows all voters in a canton to vote electronically.

### Latest technology for comprehensive security

For the signing, encryption, and verification of voting and ballot information, Swiss Post relies on the most advanced cryptography and security technology. This ensures that votes cannot be falsified and that the data cannot be manipulated from the time it is recorded until the votes are counted. In addition, votes can be verified individually and universally, allowing voters and the electoral authorities to check whether the votes cast have been saved correctly at any time. Thanks to these control

mechanisms, it is in fact more secure and transparent to cast votes electronically than to vote in person at the polling station.

Swiss Post's e-voting solution will in future offer the cantons a comprehensive, modern solution that meets all security requirements and the requirements of the Federal Chancellery in full. The platform will be operated in Swiss Post's high-performance, high-security data centers in Switzerland.

### Facilitating access, reducing errors

Thanks to e-voting, illegible answers, omitted signatures, incorrectly completed forms and invalid lists are a thing of the past. The platform's clear user interface makes formal errors impossible. It also allows people with disabilities to cast their vote without assistance from others, and Swiss nationals resident abroad no longer have to worry about their voting envelopes getting lost or arriving too late.

→ [www.swisspost.ch/e-voting](http://www.swisspost.ch/e-voting)

## POSTAL VOTING

## Ensuring that every vote counts

Postal voting in elections and referendums is popular with Mr and Mrs Swiss: more than 80 percent of all voters prefer to place their vote in the letter box than in the ballot box. In the run-up to national votes in particular, this is a major challenge for Swiss Post: shortly before any ballot, municipalities and cantons send out five million consignments to voters with information on voting and other materials.

To ensure that every vote counts, it is important that on the "return route", around a million voting envelopes are processed and delivered in good time.

In the past, each canton used its own envelope to send out the documents. To unify these processes and prevent damage, Swiss Post worked with representatives of the cantons and municipalities and with envelope manufacturers to develop a uniform two-way envelope: the format, type of paper, flap on the back and strength of the perforation were chosen to ensure that the envelope meets the needs of customers and is suitable for automatic sorting. Its introduction throughout Switzerland is planned for 1 April 2016.



Saving time and money: thanks to the data matrix code, Swiss Post can automatically process undeliverable items for large companies.

#### LETTER ID

## UBS now processing hardly any return letters

At UBS, undeliverable letters returned to the sender used to involve a great deal of effort and expense. Thanks to its use of the data matrix code, the big bank now receives hardly any physical returns.

Not every letter can be delivered. The three most common reasons for non-delivery are: the addressee cannot be determined, the recipient has moved, or the recipient has refused delivery. In these cases, Swiss Post returns the consignment to the sender.

These returns can be very expensive for companies. At UBS, for example, the total number of returns can amount to no less than hundreds of thousands of undeliverable items, despite the high address quality specific to the banking sector. These letters used to be processed manually by UBS employees. Not any more: "Thanks to the Letter ID printed by UBS, we were able to optimize and automate returns management to a remarkable extent," says Ulrich Hoffmann, Head of Group Operations. "Compared to previously, UBS now receives virtually no physical returns."

#### The bank receives a digital image of returns

The Letter ID product uses a data matrix code in the address field. This makes it possible to send UBS a digital image of the envelope with the reason for return instead of the physical

returns. "We know from the data matrix code what the exact contents of the consignment are, so we can plan accordingly," says Ulrich Hoffmann. The physical returns are discarded unopened by Swiss Post as qualified disposals, so the entire process complies with the relevant standards of banking and postal secrecy.

#### BUSINESS REPLY LABELS

## Improved options for response management

A major tour operator sends out a mailing to its customers. Customers who wish to have a consultation or a catalogue can express their interest with the enclosed business reply label and arrange an appointment. If the tour operator uses the new business reply label with data matrix code product, they benefit from a modern design, a large advertising zone and improved options for response management. In the first stage, the business reply label data matrix code is only available for standard format (card or envelope) within Switzerland.



#### Established products remain

Whether it's books, pens, gift cards or mobile phone subscriptions – Swiss Post generates half a billion francs annually with sales of third-party products. "That's something we can't do without," says Daniel Verri, Head of Marketing at Post Offices & Sales. Swiss Post will in future focus the range of third-party products available at post offices more clearly on products that are related to Swiss Post – such as public services, insurance companies, or products and services in the telecommunications sector. The minikiosks offering sweets and snacks will be discontinued.

## SAMPLE MAILING

## A mailing that catches the eye and leaves an impression

It's easy to overlook something when you empty your letter box. This means that for companies, it is essential to stand out. For example with a striking and unusual consignment.



Sample mailings count as letters and catch the eye: Migros sent a tube of anti-wrinkle cream from Garnier – and got an excellent response rate.

The letter box is full: the phone bill, a wedding invitation, a letter from the insurance company – and in between them, a small, eye-catching parcel. You can't miss it: it's from Migros. And packed neatly inside it is a tube of anti-wrinkle cream from Garnier. Just because? Yes. A gift from Migros and Garnier to around 35,000 customers who have already bought Garnier products or other anti-ageing care products. Some free Cumulus coupons have been sent, too.

The story behind this gift is a Swiss Post idea for business customers: a sample mailing that really catches the eye and can be delivered by postal carriers during their normal rounds – in other words, something that isn't bigger or

thicker than a letter. For Garnier and Migros, the perfect solution for a mailing with real impact. "I think it's a great solution. We were able to pack the tube so that we could send it at the normal rate, but at the same time, it wasn't just a run-of-the-mill parcel," says Migros project manager Paula Leutert. And the campaign was well received by customers too, as Leutert adds: "The response rate for the Cumulus anti-ageing coupons was excellent!"

## E-POST PRINT &amp; SEND

## Send business letters at the click of a mouse

A clerk at an insurance company wants to confirm receipt of a notification of claim and has finished the letter. Instead of choosing his office printer in the print dialogue, he simply clicks Print & Send. That's it for him with the letter – Swiss Post now takes care of all other steps in the process. E-Post Print & Send is a simple solution from Swiss Post that since 2015 has been taking care of printing, packaging and sending business correspondence for SMEs. This is not only attractive to business customers, it's also attractive to recipients: if recipients want electronic delivery, they can access the letter online directly from their E-Post Office inbox.

## DIRECTCALENDAR TOOL

## Send mailings when the time is just right

When are the school holidays in your region? Are there any industry events, trade fairs or other local events this summer? For a direct marketing campaign to be successful, it's important to choose the right time for mailing. You can find all the dates you need to know at a glance in Swiss Post's handy DirectCalendar, sorted by country, region or canton. The print version of DirectCalendar for Switzerland is available free of charge, or online with 19 other countries at [www.swisspost.ch/directcalendar](http://www.swisspost.ch/directcalendar). The online version also has sophisticated filter functions you can use to display only the most promising dates.



**Jörg Vollmer,**  
Head of Swiss Post Solutions,  
Member of Executive Management

SOLUTIONS FOR DIGITAL TRANSFORMATION

## Swiss Post Solutions is committed to innovative IT solutions

The automation systems of the future are intelligent. They will learn new skills themselves. These groundbreaking technologies will bring big potential savings for companies – and open up new business areas for Swiss Post.



Fifth largest provider worldwide: Swiss Post Solutions takes care of entire business processes in document management solutions for its customers.



More than 450 mailrooms: Swiss Post Solutions is one of the leading international providers in the market.



More than one billion documents: the huge volume processed annually by Swiss Post Solutions at its document processing centers in ten countries.



1.2 billion pages are printed by the document output centers in Switzerland, Germany and the United Kingdom each year. Swiss Post Solutions is one of the three leading providers in Europe.

**Jörg Vollmer, what opportunities do you see for Swiss Post Solutions in the highly competitive international outsourcing market?**

Swiss Post's image around the world is very good. That opens the doors for international companies in Switzerland, and also abroad. We focus on document solutions, where we're already number two in Europe. Swiss Post Solutions operates more than 450 mailrooms around the world for its customers. We scan more than a billion documents per year and print around 1.2 billion invoices, salary statements and bank statements. In this respect, we're already well positioned. In document solutions, we want to combine the physical and digital worlds even more closely and support our customers in the so-called digital transformation. This will open up further potential for profitable growth for us.

**How does Swiss Post Solutions support companies in the digital transformation?**

Most of our customers, such as banks, insurance companies and energy suppliers, are faced with the challenge of creating uniform business processes worldwide. The goal of this is to exploit the opportunities of the digital world – the Internet, e-mail, mobility and social media – in order to create added value for the end customer. Physical documents interfere with optimized business processes – and this is where Swiss Post Solutions comes in: we harmonize incoming documents for our customers across all channels, regardless of whether they require the scanning of physical documents or the processing of e-mails. But there's more to it than transmitting electronic images of documents: it's about the automatic reading of data. That's the crucial issue. We use market-leading software solutions to extract data from invoices or payment slips. New methods such as artificial intelligence even allow us to read unstructured data automatically.

In terms of document output, in addition to printing, we also offer electronic channels including portals, electronic invoices, E-Post Office or IncaMail, the digital registered letter. Ultimately, end customers can decide for themselves how they want to receive their salary statement or mobile phone bill. Today, around 80 percent still opt for the paper version. But the trend is towards the digital form. For Swiss Post Solutions, it's not a question of either/or: we combine the physical and digital worlds, so that our customers have the choice.

**What are your goals in terms of numbers?**

Our goals are ambitious, but realistic. We want to continue to grow faster than the market – and using our own resources. But the important thing is that we grow profitably and continue to develop strategically. We succeeded very well in this in 2014, and the result for 2015 confirms that we're on the right track. Our profit expectations for the future remain ambitious. For the 7,700 or so people employed by Swiss Post Solutions, this is both an acknowledgment and an incentive.



Intelligent automation is the ideal supplement to our document solutions portfolio.

**Jörg Vollmer,**  
Head of Swiss Post Solutions

## DEUTSCHE BAHN AG

## The travel expenses app – digital service for employees

Employees of Deutsche Bahn can now settle their travel expenses using an app on their smartphone. The company is modernizing its travel expense system and creating an attractive alternative to the old process.

Christian S. is a project manager at Deutsche Bahn. Two or three times a week, he travels on company business to partner companies in Frankfurt, Stuttgart and Munich. This incurs costs: for journeys on the underground, overnight stays and business lunches. Getting these expenses reimbursed used to involve a laborious process of posting them with his employer. That's easier now, because Christian can submit his expenses using his smartphone. He enters all the data required into an app developed by Swiss Post Solutions in collaboration with Deutsche Bahn. He also captures his receipts with the smartphone, taps on "Send" and that's it, he's done his expenses.

Swiss Post Solutions processes all of the data from the travel expenses received and sends it to the human resources department at Deutsche Bahn on a daily basis. Because this is sensitive HR information, data protection is key, which

is why all Swiss Post Solutions systems are ISO-certified. The data sent is not only secure, it is also of very high quality thanks to the jointly defined system specifications and a multi-stage review process.



”

With the app, we offer our employees a user-friendly, innovative service.

**Oliver Hebold,**  
Head of Project and Information  
Logistics, HR Service Center at  
Deutsche Bahn AG

## DIGITAL MAILROOM

## EGK health insurer relies on digital processes

Invoices for treatment costs, notices of termination, changes of address, accident reports or requests for reimbursement: EGK, the pioneer among Swiss health insurers in terms of equal opportunities for conventional and complementary medicine, receives around one million documents every year in the post. How can such a huge volume of information – in some cases particularly sensitive health data – be processed efficiently? Swiss Post Solutions developed a time-saving hybrid solution for EGK: before de-

livery to the EGK offices, the local post office triages the consignments to be sent to EGK physically and those to be sent to the Swiss Post Solutions Service Center in Kriens for digitization. The consignments are sorted electronically and automatically by document type – currently into more than 40 different document types. Insurance card numbers and other specific information are read selectively and transferred directly into EGK's workflow, allowing all post to be digitized and made available for processing in the EGK system within a single day. Thanks to this solution from Swiss Post Solutions, EGK has no fixed costs for hardware, software and staff: it pays only for the costs incurred for the volume of effectively processed documents.

”

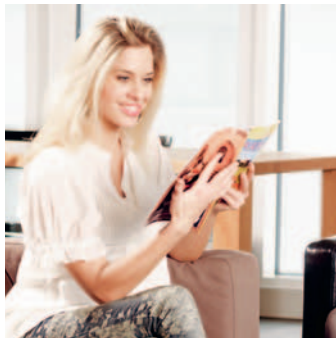
Thanks to the solution from Swiss Post Solutions, EGK benefited from variable pricing.

**Andreas Kaeser,**  
Strategic Account Manager

BLANCHEPORTE MAIL ORDER COMPANY

## From the order card directly into the system

Managing orders, posting payments and processing returns: Swiss Post Solutions takes care of these processes for Blancheporte, a mail order company in the 3Suisse Group.



How cosy: sitting in an armchair browsing a catalogue of pretty dresses and good ideas for the household, and ticking off the things you think you'd like to have on the order form. It's the older customers in particular of the French mail order company Blancheporte, a brand of the 3Suisse Group, who love to order like this by post.

Swiss Post Solutions France has been processing these orders since 2015. It offered the mail order company a comprehensive solution for the entire process: from the opening of customer accounts to the processing of orders and from payment transactions to returns management – when the colour of the tablecloth is not

nice after all or the trousers are too tight. The comprehensive service portfolio also includes correspondence about competitions or organizing the mailing of promotional gifts.

In addition, Swiss Post Solutions France was also able to take over back office work at 3Suisse Customer Service, from reminders and address management to the processing of orders where for example too many or too few products were sent – or where a product was requested that's not even in the range.

DIRECT MARKETING INTERNATIONAL

## High performance for high gloss

Asendia sends customer magazines to ten countries for Mercedes-Benz, and the Swiss-French joint venture contributes all of its international expertise and regional know-how to the process – including returns management and address optimization.

” —  
Asendia moves mailings around the globe.

When the car manufacturer with the silver star uses direct marketing to write to its customers around the world, the highest levels of reliability and service quality are required from the provider. Four or five times a year, Asendia, the joint venture between Swiss Post and France's La Poste, sends the customer magazine by van or plane from Germany to half of Europe. There are 500,000 copies per issue in 14 different languages. In Switzerland, PostMail takes care of delivering the magazines to their recipients.

The challenge for Asendia: swift and meticulous processing of the different consignments for the ten destination countries, nesting flyers and

enclosures, and filling envelopes with the right accompanying letter. And there are also regional differences: the French Mercedes mailings, for example, are signed by hand by 60 different customer advisors before they are shipped in the country itself.

But Asendia does even more for Mercedes-Benz. New prospects who order the magazine on the Internet are added to the recipient lists on an ongoing basis. And after each mailing, Asendia employees process returns and address changes, ensuring that when the next issue is shipped, even more magazines land in the right letter box on time.

## Logistics market

As a leading logistics provider, Swiss Post offers its customers what they need, from simple parcel post with or without value-added services through to small consignment transport and complex logistics solutions within Switzerland and abroad. Swiss Post offers products and services that make receiving and managing consignments easy and convenient. And for mail order companies, Swiss Post designs online shops, processes orders, packs and sends parcels and handles returns. Swiss Post is the only provider in Switzerland with a complete portfolio of services in e-commerce.

Logistics market		2015
Operating income	CHF million	1,552
Abroad	CHF million	162
Operating profit <sup>1</sup>	CHF million	145
Abroad	CHF million	21
Parcels	In millions	115
Express items	In millions	2
Headcount	Full-time equivalents	5,219

<sup>1</sup> Normalized figure.





INTEGRATED E-COMMERCE SOLUTION: DR. OETKER SCHWEIZ AG

## Swiss Post puts the yellow in the cake

Payment, delivery, customer service – with its integrated e-commerce solution, Swiss Post ensures that the ingredients from Dr. Oetker's online shop arrive quickly and reliably in kitchens around the country.

” —  
Thanks to Swiss Post, both we and our customers enjoy a modern order process.

Reto Bleuer,  
e-commerce project manager,  
Dr. Oetker Schweiz AG

“Bake me a cake as fast as you can,” as the old nursery rhyme goes. “Pat-a-cake, pat-a-cake” has been around for over 300 years now, but baking today has become easier and more varied. Not least thanks to ingredients from Dr. Oetker. Order by 4.30 in the afternoon from the new online shop, and you'll receive your marzipan carrots, muffin mix or candles for the birthday cake the very next day.

### From checkout...

Marketing and the online shop are the responsibility of Dr. Oetker and their advertising agency. But once the order is placed, Swiss Post takes over, offering a wide range of payment options – invoice, PostFinance Card, PostFinance E-finance, Visa, MasterCard – and taking care of the entire accounts receivable management process for Dr. Oetker.

### ...to delivery...

Just seconds after the customer clicks the “Order” button, the robots swing into action. The short delivery times are guaranteed by the YellowCube storage solution at Swiss Post's Oftringen site. The robots automatically gather up all of the products ordered and take them to the picking stations. Just a little while later, the parcel is on its way to the recipient via PostPac PRIORITY.

### ...to after-sales service

If there are any questions about the order or invoice, Swiss Post is also there to help, with a dedicated support hotline for Dr. Oetker's online shop and an e-mail address for customer queries. Here again, the division of labour reflects each company's core competency: enquiries about the order process are answered directly by Swiss Post Customer Service, while questions about the products are forwarded to Dr. Oetker's consumer service. But there aren't that many questions anyway, because once they receive their parcel, most customers are happy to get started with the baking.

→ [www.swisspost.ch/e-commerce](http://www.swisspost.ch/e-commerce)



### Integrated e-shops as easy as pie

Thanks to new adapters, connecting e-shops to YellowCube is now as simple as installing an app on your smartphone, allowing online retailers to quickly automate their order and shipping processes: the item master data can be synchronized and the stock in the AutoStore is compared to the e-shop inventory. With YellowCube, Swiss Post takes care of all aspects of logistics for distance sellers and online retailers, including storage and picking, packaging and shipping, and returns processing.

## DRONES FOR PARCEL DELIVERY

# Parcels flying through the air

Swiss Post is testing the commercial use of drones for delivering parcels in remote areas or for urgent special consignments. Widespread use may still be a long way off for now, but Swiss Post wants to actively help shape this new technological development.

Daniela T. has been to the doctor, who wants to do a blood count to be on the safe side. Daniela of course wants to get her lab results as quickly as possible. To save time, the doctor has Swiss Post transport the blood sample to the laboratory by drone. This scenario is still a long way off – but it is already within the realm of possibility. Because in early summer 2015, Swiss Post first started testing the commercial use of GPS-controlled drones – together with Swiss WorldCargo, the air freight division of Swiss International Air Lines and Californian drone manufacturer Matternet.

### The beginning of an exciting new development

We don't expect to see the commercial use of drones for a few years at the earliest. In the meantime, Swiss Post wants to clarify the legal framework and commercial opportunities, in addition to continuing its technical tests. But

the areas in which drones might be used are already becoming apparent: in emergencies, to deliver supplies to places cut off from the outside world after a storm. Or, as in the example of Daniela T., to transport high priority special consignments. "We are standing on the cusp of an exciting development at a point in time when all development opportunities are still open," says Janick Mischler, project manager at Swiss Post.

Before we see parcel drones actually flying through the air, there are a number of technical hurdles to be overcome. Today, the test drone can carry a one-kilogram load more than ten kilometres with a single battery charge. "The future will bring technological advances," says Andrea Marrazzo, project manager at Swiss Post. "But instead of just waiting for that progress, we prefer to actively help shape technical development with our tests."

## NEW PARTNERSHIPS

# No more queues

Deposit your laundry bag or pick up the ingredients for your evening meal 30 minutes after ordering them online – these are services made possible by the My Post 24 terminals. Swiss Post makes its system, designed originally as parcel terminals, available to third parties whose services can be usefully combined with Swiss Post services, allowing customers to combine everyday errands with posting or collecting parcels.

Example one: customers deposit their laundry bag in a My Post 24 terminal. Swiss Post picks up the laundry and three to four days later, the cleaner deposits them washed and ironed in a compartment in the terminal. This service is being tested in Gossau (canton of St. Gallen), Kriens, Winterthur Schlosstal and Basel St. Jakob. Example two: customers order their shopping online from SBB SpeedyShop. 30 minutes later, the Migros products are waiting in the My Post 24 terminal. This service is currently being tested at Zurich Central Station.



With a load of one kilo and a fully-charged battery, a drone today can manage around ten kilometres.

**Dieter Bambauer,**  
Head of PostLogistics and Member  
of Executive Management

### How does the drone project fit in with Swiss Post's strategy?

Online retail is growing, and our customers want to receive their parcels when and where it suits them. This is a requirement we need to consider.

### What are Swiss Post's objectives with drone testing?

Swiss Post has exploited new technologies for 160 years, from the coach to the hydrogen Postbus. The GPS-guided parcel drone is a next step in this process of development. With the tests, Swiss Post is positioning itself at the very forefront of this pioneering technology for logistics.

### Will drones compete with our traditional business?

That's unrealistic. Swiss Post processes 500,000 parcels per day, or a million during the Christmas season. Our airspace is already congested, so the idea of delivering that volume of parcels with drones is unthinkable. Drone technology will not replace traditional parcel delivery, it will complement it.



1



2

1 \_  
Open sesame: simply open the QR code on your smartphone, hold it up to the reader and take your consignment.

2 \_  
Missed a consignment at home? Swiss Post also delivers parcels to alternative addresses, such as an office.

## PARCELS AND REGISTERED LETTERS

# Even more flexible and convenient

In the era of online retail, customers want to receive their parcels flexibly and easily. Swiss Post is responding to these requirements – with new and convenient services.

Swiss Post wants to deliver parcels where and when it suits its customers, and is therefore continually expanding its range of services.

### More convenience for postal customers

During the week, many customers are not at home when parcel carriers come by on their delivery rounds. That's why Swiss Post has been delivering parcels in the evening or on Saturday since 2013. Now Swiss Post is also testing delivery on Sunday, to offer even more convenience: a pilot project with Nespresso and coop@home has been under way in Zurich, Basel, Geneva and Lausanne since October 2015. Deliveries are handled by external transport partners who are allowed to work on Sunday. And with our latest new service, registered letters are now also delivered by 9 a.m. on Saturday.

### More services at My Post 24 terminals

They're already available in shopping centers and public buildings: the My Post 24 terminals. But Swiss Post wants to expand the network and is currently installing 50 to 60 terminals in SBB train stations. The terminals can also be used as a locker: with a locker barcode, you can deposit or collect your personal goods – or have someone else do it. In addition, registered letters can now also be posted or collected at the terminals. To make them even easier to use, customers now receive a QR code by e-mail or MMS for parcels or registered letters that are ready for collection. When the code is scanned, the terminal releases the consignment.

### Receive missed consignments at the office

Customers who have missed their parcels or registered letters can request a second attempted delivery online. Swiss Post delivers parcels to the workplace, a chosen address or a My Post 24 terminal. To ensure that the collection

period is never forgotten, there is now a handy new reminder function by SMS or e-mail. Customers who are often away from home can also collect their consignments at one of the 2,400 PickPost points. PickPost consignments can now be collected and parcel returns dropped off at all post offices and all postal agencies, as well as at numerous SBB and BLS railway stations.

## LOGIN POST CONNECTOR

# Only one password to remember

To shop online, you need a separate customer profile for each shop. It's easy to lose track. Login Post Connector offers a remedy to this problem: with a single username and password, users have access to all online shops that have integrated Login Post Connector. Master data such as name and delivery address only have to be entered once. Online retailers who rely fully on Login Post Connector no longer require an address management system, because Swiss Post manages their customer data. And delivery options such as PickPost, My Post 24 or evening and Saturday delivery are integrated into Login Post Connector.

### Manage missed consignments

In the Customer Center on the Swiss Post website, customers can track the parcels or registered letters on their way to them. From 2016, the customer can select whether the consignment should be delivered to a home address or to an alternative address as soon as a consignment is on its way.

## Financial services market

PostFinance is one of Switzerland's leading financial institutions and, as the market leader in payment transactions, ensures a seamless daily flow of liquidity. Whether in payments, savings, investments, retirement planning or financing – PostFinance meets its customers on their level, speaks their language and offers them straightforward products with attractive conditions. This makes it the ideal partner for everyone who wants to manage their own finances as easily as possible. PostFinance offers large business customers tailored solutions along the entire value chain.

Financial services market		2015
Operating income	CHF million	2,143
Earnings before tax <sup>1</sup>	CHF million	459
Customer accounts	In thousands	4,835
Inflow of new money	CHF million	-2,766
Avg. customer assets	CHF billion	115
Headcount	Full-time equivalents	3,594

<sup>1</sup> Normalized figure.



TWINT

## The digital wallet for Switzerland

PostFinance subsidiary TWINT has developed a payment app that works with any bank account and any smartphone. Users can pay quickly and easily, for example at Coop, on the Internet and in trendy shops they've discovered thanks to TWINT.

” —  
With TWINT,  
payment is fast,  
easy and cashless.

Thierry Kneissler,  
CEO of TWINT AG

Marina is standing happily at the checkout of a boutique called TOKU in Berne's old town. In her hand, she's holding a coat by Swiss label La Première. Marina pays for the coat with TWINT, the cashless payment and shopping app. All she has to do is hold her smartphone in the vicinity of the TWINT beacon and confirm the amount in the app, and the exclusive garment is already hers.

### Open for all postal and bank accounts

TWINT today works on the prepaid principle and can be topped up in many different ways. PostFinance customers can enter their postal account and then top up TWINT directly through the app. It also works with bank accounts: customers of partner banks can connect their bank account within minutes, after which they can top up TWINT. Other bank customers top up TWINT by direct debit or bank transfer. And if you want, you can buy a prepaid card at Coop or a post office and top up TWINT immediately. In addition, TWINT customers can also send money to each other in real time.

### An app with no limitations

TWINT works with virtually any smartphone, because the beacon is a small Bluetooth transmitter. TWINT deliberately relies on Bluetooth and not, like many other providers, on NFC (near field communication) transmission tech-

nology. While NFC cannot be used with the iPhone, Bluetooth has long been an open standard for both iOS and Android. If you shop online, you can pay quickly and conveniently with TWINT in online shops. All you have to do is scan a QR code from the screen and confirm the amount on your smartphone. TWINT also works with vending machines and in apps.

### Benefits for businesses and customers

Shops and restaurants that offer payment by TWINT benefit from inexpensive transaction costs. But from summer 2016, they'll also be able to attract new customers and increase sales by offering coupons and discounts via TWINT. And the benefits of TWINT for customers: the app lists special offers and actively draws attention to shopping opportunities, such as the new sushi bar the other users seem to like so much. TWINT was launched in November 2015. Since then, Marina has discovered many new shops. She didn't know TOKU beforehand either.

→ [www.twint.ch](http://www.twint.ch)

## POSTFINANCE APP

## The mobile all-rounder for PostFinance customers

Your account is always with you, wherever you are. The PostFinance App offers all the important functions in e-finance, knows the market prices and enables securities trading on the move. Especially handy is the fast service feature, which can be used to quickly and easily transfer money to any contact.



” —  
Transferring money with the PostFinance App is as fast as handing over cash.

“Separately or together?” asks the waiter. Blerim answers quickly and pays for the whole lunch, including his colleague Roland’s meal. Roland’s not happy about it – after all, he ordered the expensive sirloin. While the waiter is still looking for change, Roland transfers the 52 francs for his meal to Blerim with the PostFinance App. All he has to do is enter the amount, select Blerim from his contacts and tap “Transfer”.

### Swipe, tap, tap – done

It’s just as fast and easy for Roland to transfer money to a bank account, check his account balance and buy credit for iTunes, Spotify or his mobile. All these functions are listed in the fast service feature, easily accessible and completed with a few taps. Fast service can be protected either with a password or by touch ID, so it can be opened easily using the fingerprint scanner if the device is equipped with one. To be on the safe side, there’s also a daily limit and a monthly limit you can choose yourself.

### Full functionality, easy to use

The whole PostFinance App is accessible to all and extremely user friendly in its design. The same goes for e-finance, integrated into the app and following in the footsteps of its big brother: in 2015, the desktop version of e-finance won a “Best of Swiss Web” award for usability. Mobile e-finance handles the payment of bills particularly well: with the Scan + Pay function, the phone’s camera captures the inpayment slip and the invoice can be approved with just a few taps.

### Also for traders and market players

PostFinance e-trading is also integrated into the app and allows mobile access to your own custody account. Functions such as Watchlist and Alarming keep traders informed about the world so they don’t miss any trading opportunities. The PostFinance App also offers price information from the world’s major stock exchanges, economic news and the latest exchange rates. A currency converter is also integrated. And if you do happen to need cash for any reason, the PostFinance App even knows where the nearest Postomat is.

→ [www.postfinance.ch/app](http://www.postfinance.ch/app)

## POSTFINANCE CARD

## Fast contactless payment

More and more checkouts are equipped for contactless payment. You hold your card up to the payment terminal for a moment, the light goes on and the transaction is complete. PostFinance is the first major financial institution in Switzerland to supplement its debit cards with the contactless payment function. All new PostFinance Cards issued from summer 2015 are equipped with the required technology and can be used immediately. Contactless payment is especially handy for small amounts because up to 40 francs, there’s no need to enter a PIN. Which is not only convenient, it also shortens the queue at the checkout.

→ [www.postfinance.ch/contactless](http://www.postfinance.ch/contactless)

THE FUTURE OF PAYMENT TRANSACTIONS

## Good support for customers during the changeover

Between now and 2018, the Swiss financial center is introducing the international standard ISO 20022 for payment transactions. PostFinance is playing a leading role in this process, and has now successfully launched a parallel service with its customers.

There can be no doubt that the new standard for payment transactions has many advantages: uniform account numbers, additional status messages for transfers, new options for notifications, universal payment references and uniform direct debiting procedures. The following is a brief explanation of the most important changes.

### **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.

### **New inpayment slip with QR code**

The red and orange inpayment slips will be replaced by a new inpayment slip with a QR code. The QR code is ideal for readers and smartphones and includes all important payment information, such as recipient details and amount. The new inpayment slip can also be used for payments without a reference number from abroad.

### **Parallel service launched successfully**

Companies benefit from the standardized interfaces and formats as well as the new uniform slip, and can further simplify and automate their payment transactions abroad. ISO 20022 leads to better data quality, lowers error rates and reduces costs. But the switch takes time and involves work: 50,000 business customers need to adapt their processes and systems, and are receiving intensive support from PostFinance. To provide the best possible support, both systems are available as parallel services until the end of 2017. During this period, both the old and new formats are valid. Customers receive detailed documentation, and competent professionals are on hand to offer support for any questions they may have. Customers can check the technical modifications to their systems and the data produced by them on a dedicated test platform before permanently switching their payment transactions over to the new standard. This support is designed to help all customers to complete the transition successfully before 2018.



### **ISO 20022**

ISO 20022 refers to the international standard for electronic data exchange in the financial industry. It defines a uniform data format.

### **SEPA**

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

### **IBAN**

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



PostFinance is supporting its business customers in converting their processes and systems to the international standard.

# Passenger transport market

Mobility requirements in the conurbations and business centers and for leisure transportation are increasing steadily, and accessible, combined mobility is growing in importance every day – innovative solutions are required. PostBus intends to further strengthen its leading market position in public bus transport in Switzerland. As a mobility and technology service provider, we are continuing to develop our system services and increasing our range of products along the mobility chain. Internationally, PostBus wants to grow in clearly defined niche areas and build up additional sources of earnings.

Passenger transport market		2015
Operating income	CHF million	849
Abroad	CHF million	104
Operating profit <sup>1</sup>	CHF million	29
Abroad	CHF million	2
Domestic passengers	In millions	145
Domestic vehicle kilometres	In millions of km	142
Vehicles	Number	2,238
Headcount	Full-time equivalents	2,939

<sup>1</sup> Normalized figure.





AUTONOMOUS ELECTRIC SHUTTLE BUSES

## Through the city in a driverless Postbus

In a pilot project at the Sion mobility lab, PostBus is currently testing two autonomous electric shuttle buses. With no driver, they should soon be carrying up to eight people safely through the cantonal capital of Valais.

” —  
The future of mobility is out and about on the streets of Sion.

Roman Cueni,  
Head of Mobility Solutions

No steering wheel, no pedals and no driver's seat. Just a passenger compartment with seats and two emergency buttons that passengers can use to stop the vehicle at any time: these are the latest Postbuses, now to be seen on the streets of Sion. A computer steers the vehicles safely and reliably through the traffic with the help of sensor data, GPS and accurate maps. Since December 2015, specialists have been testing the two electrically powered buses from French manufacturer Navya in an enclosed area. The law does not yet provide for autonomous vehicles on the roads, but once the relevant authorities issue the special permits required, the buses will soon be running in Sion city center. And if you're willing, you can travel on them for free.

### Safety guaranteed

But you don't need to be particularly courageous. The maximum speed of the shuttle buses is 20 km/h. They navigate to the centimetre, and with a range of different sensors, can recognize every obstacle and traffic signal. During the two-year pilot phase, there will also always be specially trained staff on board. And each bus can also carry eight other passengers. Safety is one of the many reasons why companies, universities and government agencies around

the world are conducting research into self-driving vehicles: they could one day reduce the number of traffic accidents dramatically.

### Research into new mobility concepts

PostBus wants to help shape the development and testing of these technologies in Switzerland. But the goal is not to use autonomous vehicles on existing bus routes. PostBus is focusing instead on research into new mobility concepts with its partners. The trial is part of the work of the mobility lab in Sion. Software created by the Swiss start-up BestMile monitors and controls the autonomous vehicles. The vehicle manufacturer and the regulatory authorities are also closely involved.

The project participants want to find out whether autonomous shuttles can provide added value for the public. Ideas include mobility solutions in urban pedestrian zones, or supplementing the existing public transport network with demand-based services such as flexible timetables, dial-a-ride buses and house-to-house connections. And autonomous shuttles may indeed one day prove to be a viable means of connecting remote areas and small villages to the public transport network.

→ [www.postbus.ch/smartshuttle](http://www.postbus.ch/smartshuttle)



### Innovation made by PostBus

At the so-called mobility lab, a panel of experts headed by PostBus is developing and testing innovative solutions for transporting people. The aim is to improve mobility sustainably. The panel is made up of experts from PostBus, the canton of Valais, the city of Sion, ETH Lausanne and HES-SO Valais-Wallis, with specialists working on alternatives to the private car, studies on the use of bike and car sharing or the development of innovative services such as digital ticket solutions.



The more people travel together, the more room there is on the roads and in car parks.

**Anja Benesch,**  
Mobility Management project manager

#### PUBLIRIDE MOBILITY SHARING NETWORK

## Carpooling – preventing traffic congestion

The idea is simple and compelling: when a person shares a car instead of getting behind the wheel themselves, there's one less car on the roads. At PostBus, this solution to easing traffic congestion is called PubliRide.

After work, Kurt gets out of Sabine's car and continues his journey home two stops further on the bus. Thanks to PubliRide, he was able to share the car with Sabine, whose commute is similar and who had posted her journey on the app and the online platform. Handy for him, enjoyable for both.

PubliRide is a PostBus product for municipalities and companies that want to encourage car-

pooling. "We combine public and private transport into a third way, with which customers can choose the appropriate means of transport at any time," says Anja Benesch, Mobility Management project manager at PostBus. That's why PubliRide users find suggested public transport connections for the journey they have selected. And by the same token, when public transport users look up a timetable in the PostBus App, it also shows matching sharing offers.

Motorists and the general public also benefit from the mobility sharing network: PubliRide drivers have some company on their journey and can also receive a small fee, assuming they even want it. And congestion on the roads is eased for other road users. As in Baden, where PubliRide is to be used to ease congestion during roadworks at one of the busiest intersections in Switzerland. The pilot project was launched shortly before the start of work. Other pilot projects are under way in the municipality of Blauen in the canton of Basel-Land and in two regions of Valais, where PostBus is working to extend mobility services for customers beyond its own route network.



#### PUBLIBIKE

## Rental bikes at almost every corner in Zurich

From mid-2016, 1,500 bicycles and e-bikes will be available from at least 100 locations in the city of Zurich. This is the largest and densest network of self-hire bicycles in Switzerland. PostBus subsidiary PubliBike AG is setting up the bike stations at its own expense and will

operate them for an initial period of five years in collaboration with the social services department of the city of Zurich (SEB). Developed specifically for the city of Zurich, the rental bikes are modern, safe and of high quality. Customers can pay by cash, card or the new SwissPass mobility card. PubliBike already operates 118 stations with 1,100 bikes throughout Switzerland. The expansion in Zurich will double the size of the service in one fell swoop.

→ [www.publibike.ch](http://www.publibike.ch)

## SWISSPASS

### A new era of ticket inspection

Since 1 August 2015, customers renewing their half-fare travelcard or GA travelcard have received the new SwissPass card. The SwissPass shows a photo and the name and date of birth of the owner, but no longer includes the type and validity of the subscription, which means that all transport companies have had to introduce a new inspection system. PostBus inspectors now use rugged industrial smartphones as readers. These are used to check the validity of the SwissPass using the RFID chip in the card. This inspection process takes a little more time than was previously required, so some PostBus regions have switched from inspection during boarding to self-regulation. PostBus has purchased a total of 1,500 new devices, both for itself and other transport companies. Where required, PostBus also offers a comprehensive inspection software solution. Passengers can purchase the SwissPass at the four PostBus sales points or via the website.

→ [www.postbus.ch/swisspass](http://www.postbus.ch/swisspass)



” —  
The SwissPass is environmentally friendly, because we renew every subscription for years on the same card.

Daniel Schlatter,  
Head of Swiss Market

## SMS TICKET

### Fast, easy, inexpensive

Send a free SMS to the number 454 – and a few moments later, your PostBus ticket is already on your smartphone. This is all thanks to the SMS ticket service from PostBus. Passengers send an SMS with a short predefined text depending on the number of zones for the planned trip. The ticket price is automatically charged to their mobile phone bill. PostBus is currently testing this new feature in the Sion local network, where it is performing very well: “The service is used very often, and we’re confident that we’ll soon be able to offer the system to other transport companies,” says Alain Gretz, Deputy Head of PostBus, Valais region. The advantages of SMS tickets are obvious: tickets are easier to purchase at the same price, and drivers don’t lose time selling tickets.

## MOBILE TICKETING

### Twelve apps in one

Ms B. from Lucerne travels a lot on business: her customers are in Lucerne itself, in Schwyz, and also in Berne and Fribourg. For longer journeys, she likes to use public transport so she can get some work done while travelling. Ms B. used to use the smartphone apps from the various fare networks for her regional train and bus connections. But since recently, everything has been in a single app: the PostBus App brings together all connections and the ticketing systems of more than ten fare networks, including TNW, A-Welle, Libero, Ostwind and Arcobaleno, as well as the Z-Pass region. Other networks will follow. This not only allows passengers to check all connections and via options, but also to buy day passes and single tickets for all connected fare networks directly in the app. Once registered, all it takes is two clicks to buy the ticket.

## SENSIBUS TOOLBOX

## Theo and Mia out and about on the Postbus

With the launch of its SensiBus toolbox, PostBus wants to raise awareness among children and young people of the correct use of Postbuses and public transport.

Going to school alone for the first time on the Postbus: a very special experience, also for Theo and Mia, whose story is told in the book "Theo and Mia out and about". In colourful pictures, children experience the big day first hand, at the same time getting to know the most important rules for behaviour on public transport.

### SensiBus toolbox

Working together with the PostDoc school service, PostBus launched the SensiBus toolbox with the aim of raising awareness among children and young people of the correct use of Postbuses and public transport. The toolbox consists of three teaching modules, the "Theo and Mia out and about" picture book, a PostBus children's song and SensiGame, an electronic educational game. The teaching modules and game are geared to the appropriate age and level and have a range of different focus areas and levels of difficulty. SensiBus is available in German, French and Italian and is free of charge for teachers. To flesh out the topic, PostBus mediators can be ordered for classroom work.

### Popular and informative picture book

The "Theo and Mia out and about" picture book is particularly successful. As they read, the children have repeated opportunities to influence what happens, for example by deciding whether Theo and Mia should cross the road at the pedestrian crossing behind or in front of the Postbus. The consequence of each decision is then shown on the back. The picture book is also suitable for the teaching of road safety in kindergarten and primary school.



” —

Our mediators visit around 200 classrooms annually, raising awareness among 5,000 children.

Célia Cressier,  
Head of School Transport,  
PostBus Switzerland Ltd

## E-TICKET

## The cheapest ticket with a single tap

Ariana boards the Postbus. She hasn't bought a ticket. Instead, she's confirmed that she has boarded on her smartphone. From then on, she doesn't have to worry about a thing, because her smartphone will remember when she gets off: namely when it loses its connection to the Postbus WiFi. This particularly passenger-

friendly e-ticket is called "CiBo – Check in, Be out". PostBus plans to test it in 2016 with voluntary participants in the city of Sion, and also find out whether it proves popular among passengers. The chances are good, because CiBo has a number of advantages: Ariana will receive an invoice for all her journeys at the end of the month. The system always selects the cheapest price for its calculations. If she travels often, instead of having to pay single fares, Ariana will only have to pay a maximum of the cost of a monthly pass.

# Employees

Around 62,300 employees from 142 nations in more than 100 occupations contribute to Swiss Post's ongoing success. In the competitive race for the **best talent**, Swiss Post relies on them as ambassadors → [Page 46](#). Potential managerial and specialist staff are promoted selectively → [Page 47](#). At the new headquarters, Swiss Post supports time- and location-independent work practices with modern infrastructure → [Page 48](#). In PowerTeams, apprentices with ambition can assume real responsibility at an early stage → [Page 50](#).



62,341

**employees**, including 7,921 abroad, help to shape Swiss Post with their ideas.



142

**nationalities** ensure a diverse corporate culture at Swiss Post.



Over 100

**professions** can be practised at Swiss Post.



23.4%

of **junior and middle managers** are women.



2,077

**apprentices** complete their vocational training at Swiss Post. That represents 5.7 percent of the workforce as a whole.



1,596

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

## HR MARKETING

## “Motivated employees make the best ambassadors”

The competition for talent and specialists in the labour market is intense. Swiss Post is strengthening its image as a modern and attractive employer, and relying on its employees as ambassadors to do so.

” —  
These days,  
we apply  
to potential  
employees –  
not them to us.

**Nadine Marmet,**  
Head of HR Marketing

Lovely Mouméne smiles as she climbs the stairs at the EspacePost headquarters. Walking beside her is Group CEO Susanne Ruoff. “Once more from the top?” asks the photographer. “I’m afraid the light wasn’t ideal.” The internal photoshoot at Swiss Post is in full swing. Numerous employees from delivery staff to Executive Management have signed up.

A new visual world is being produced. It visualizes the diversity of occupations at Swiss Post. Swiss Post offers roles at all levels in 100 different occupational groups, for example in the fields of logistics, marketing, communication, finance, project management or sales. In the IT industry, Swiss Post is in fact one of the largest employers in Switzerland.

### Employees share their success stories on social media

The result of the photoshoot is copious images in which Swiss Post employees take center stage. Swiss Post uses these for image and job advertisements. The requirements in the labour market have grown. The competition for talent and specialists is intense. “Today, we apply to potential employees – not them to us,” says Nadine Marmet, Head of HR Marketing. In the competitive race to find first-class staff, Swiss

Post conveys three key messages: the extremely wide range of occupations and extensive creative freedom, coupled with a great culture of trust.

With the slogan “Yellow in motion. We set yellow in motion”, Swiss Post is aiming to reposition itself in the labour market. As part of this campaign, it is relying on its employees as ambassadors. “Motivated employees are the most credible brand ambassadors,” says Nadine Marmet. Employees are encouraged to share their success stories on the campaign website with photos, text and videos, to comment and to like. From the best stories, professional media products are made, and serve as content for other campaigns and posts on social media.

External talent and specialists who find all of this appealing can apply quickly and easily to Swiss Post via the new online application platform by simply entering their personal data, uploading their CV and references and clicking the “Send” button. With its accessibility and support for mobile use, candidates experience Swiss Post as a modern and attractive employer.

### NEW COLLECTIVE EMPLOYMENT CONTRACTS

## Reliable employer with fair working conditions

Holidays, working hours, loyalty bonuses, paternity leave – these and other issues relating to labour law have been regulated by Swiss Post together with its social partners in new collective employment contracts. Each of the three

subsidiaries, Post CH Ltd, PostBus Switzerland Ltd and PostFinance Ltd, receives its own collective employment contract, which takes into account the industry-standard regulatory framework. The key points are regulated in an overarching umbrella collective employment contract. The new agreements take the needs of the company and the interests of staff into consideration. They came into effect on 1 January 2016.

## TRAINING AND PROMOTION OPPORTUNITIES

## Getting ahead dynamically: unconventional careers at Swiss Post

Swiss Post makes a serious investment in basic and advanced training for its employees: around 62,300 people from 142 countries in well over 100 different occupations. With their commitment and fresh ideas, they drive Swiss Post forward.



**Sarah Nünlist,**  
Head of Online PR &  
Social Media

At Swiss Post, potential managerial and specialist staff are prepared for their future responsibilities in a targeted manner. A recent general overview of educational activities at Swiss Post has shown that around 1,300 internal Swiss Post basic and advanced training courses are taken each year throughout Switzerland – from face-to-face training to e-learning courses. People who show initiative and want to complete external basic and advanced training courses are generously supported. “Committed employees make an essential contribution to the success of the company and are extremely loyal to their employer,” says Bruno Schumacher, Head of Advanced Training at Swiss Post. A good example of this is Sarah Nünlist.

**Sarah Nünlist, you’re Head of Online PR & Social Media. You started with Swiss Post back in 2008 – did this job even exist then?**

No, it wasn’t created until 2011 – and I’m the first person to assume the role: real pioneering work, but that suits me just fine. I’m fascinated by everything new, digital. That’s why I’ve always continued my training in this direction.

The way I got my start at Swiss Post was anything but conventional: after graduating from business secondary school, I spent two years abroad. When I got back to Switzerland, I worked as a freelance journalist and published a magazine. During that period, I found myself doing more and more PR for companies, eventually also as communications manager at the then Service unit at InfraPost.

**How did your career develop?**

Initially, I trained as a PR specialist. The course was supported financially by Swiss Post. Then I switched jobs within Swiss Post. My new role was to develop the whole area of social media: what do we want to achieve with our presence on Facebook, Twitter or Instagram? How do we

implement and follow through on whole campaigns? To set my social media expertise in a broader context, compare notes with like-minded specialists and find inspiration in best-practice examples from other companies, I completed a Master of Advanced Studies in Digital Business (MAS) at the HWZ University of Applied Sciences in Business Administration Zurich. Again, I was generously supported by Swiss Post.

## SILICON VALLEY STUDY TRIP

### Inspiration for the digital future

Since 2015, Swiss Post has been sending employees on study trips to Silicon Valley in California, the undisputed center of the international digital economy. One such employee was Sarah Nünlist, who went there in autumn 2015.

For her, the focus was on social media topics. How do large companies deal with delegating the power of communication to their employees through social media? How do they mobilize them as ambassadors? In California, Sarah Nünlist sought out tools, processes and cases from which Swiss Post can learn, or that can be adapted. “I was impressed by how much stuff that’s still in its infancy here is already routine over there: the Internet of things, 3D printing, self-driving cars, big data – these are areas that will be of great importance for Swiss Post in the next few years,” she says. “One thing is clear: we have to keep moving. Otherwise the world will move on without us.”

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**WORK SMART: NEW OFFICE LANDSCAPES AND TECHNICAL TOOLS**


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## Welcome to the new working environment

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At the new EspacePost headquarters, Swiss Post promotes flexible work practices, strengthens mobility and networking among employees and makes collaboration simpler. Openness and a willingness to let go of old habits are just as much a part of this as personal responsibility.

” —  
Our new office landscape relies on trust. Our work is flexible, networked and mobile.

Nicole Passavant,  
Work Smart project manager

The family portrait, the lucky charm, the Kleenex box on the desk: all now passé for around 1,800 employees since the move to the new headquarters in the WankdorfCity district of Berne. The new motto is desk-sharing: when they arrive in the morning, employees get their laptop and personal documents from their personal locker, and they can then move freely throughout the building, choose the right workplace for whatever they're doing, and connect the laptop to a screen if need be. Employees take their places in the open-plan office, meet at a long desk in a separate team room, or go to one of the numerous glass cabins – the “aquariums” – to make phone calls. Informal meetings are held on the “Piazza”, a wooden platform with various-coloured cushions. There are also cosy coffee nooks and even a nursing and parent-child room where, once in a while, work and babysitting can be combined if need be.

### Infrastructure and tools for smart work practices

“The various workspaces are used as appropriate to the nature of the work being done, which might require either concentration, discussion or project work,” says Nicole Passavant, Work Smart project manager. “But the main thing is to promote flexible working methods that

strengthen staff's mobility and networking capacity: that's the real core of Work Smart.” Apart from the new office landscape, this also includes coordinated technical tools that allow people to work on-site, from home, on the road or at so-called “third places” – coworking spaces, on the train or Postbus, in cafes. Or Post-Connect, an online collaboration platform through which employees from all teams and units can easily share information and documents.

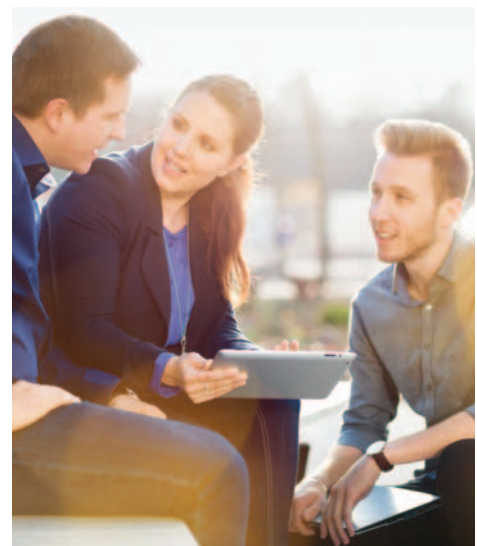
### Time- and location-independent work practices require trust

“For Work Smart, the rules of the game have to be clear,” says Nicole Passavant. “Communicating clearly when and how you can be reached, for example, and certainly not being ‘always on’. Openness and personal responsibility are expected of employees. And managers must increasingly trust employees to work productively – even if they're not physically present.”



### Work Smart

Swiss Post established the “Work Smart” initiative together with Microsoft, Swisscom, SBB and Witzig The Office Company. The companies have committed themselves to promoting new ways of working within their own enterprise. For Swiss Post, this means creating a motivating environment for employees, becoming more attractive as an employer and making “smarter” use of resources and infrastructure.





## WORK SMART: EMPLOYEE EXPERIENCES

## When initial scepticism gives way to enthusiasm

Where am I working today? With which tools and resources? The new working environment calls for a good deal of personal responsibility. This was a cause for concern in some quarters. But after their initial experience at the new headquarters, Work Smart received a positive response from the vast majority of employees.

” —  
In job interviews, we realize that working on the move exactly matches the requirements of digital natives.

**Nadja Lüthi,**  
Specialist at HR Consulting,  
PostMail

### “I switch places every day”

Nadja Lüthi, specialist at HR Consulting, Post-Mail: I usually come in early and I have a free choice, so I pick out a different workplace every morning. I like to switch perspectives, see other people. I’m a huge fan of the new working environment. With its perfectly coordinated, networked tools for telecommunications and data transmission and with the PostConnect platform, Swiss Post has proven its digital competence – an absolute plus for us in HR and Human Resources Marketing. In job interviews, we realize that working on the move, not being tied to fixed office hours, exactly matches the requirements of digital natives, who value meaningful work above all else.

### “My office fits into a suitcase”

Yves-André Jeandupeux, Head of Human Resources: One of our principles of cooperation is flexibility, and with the move to EspacePost,

I said goodbye to paper. I can now fit my office into a suitcase. When I don’t have any meetings, I look for a workplace like everyone else.

For me, EspacePost symbolizes openness and flexibility in our thinking and actions: we are evolving from an environment that tended to be more hierarchical towards a corporate culture in which contacts between the relevant people in the various businesses are more direct, so that information flows faster.

### “Best define the rules of the game for team and management”

Demetrius Rinderknecht, Head of Marketing & Sales Services, PostLogistics: Although in theory anyone can sit anywhere, it’s often the case that teams find themselves returning to certain zones. That makes sense in my team too, as we often work in different locations, some on a part-time basis.

In our unit, we realized how important it is to get to grips with Work Smart, and some teams have conducted workshops on this issue: what new responsibilities do I have? When can I be reached? How do I make the best use of new tools? We discussed questions like these openly and defined our own rules. This has done a great deal to dispel doubts and fears. I find the direction of the cultural change very positive, and believe it would be a good idea to spread the approach to other areas of Swiss Post.





\_ 1



\_ 2



\_ 3



\_ 4



\_ 5



\_ 6

- 1 \_ Sarina Brunner, sport commercial (2nd year)
- 2 \_ Tamino Glauser, team leader (3rd year)
- 3 \_ Sarah Wenger, commercial profile E (1st year)
- 4 \_ Nathan Ropraz, language leader (3rd year)
- 5 \_ Fabienne Buri, sport commercial (1st year)
- 6 \_ Levi Zurbuchen, commercial profile M (1st year)

## VOCATIONAL TRAINING

# PowerTeams: a kick-start for apprentices with ambition

In 2015, around 100 apprentices worked in so-called PowerTeams. Supported by coaches, they are responsible for a project from A to Z within a clearly defined range and manage the necessary processes.

"How to organize workflows independently, take responsibility, communicate clearly, work in a team: I'm learning all this in the PowerTeam," says Tamino Glauser, Service and Administration commercial employee in his third year, summarizing his experience. He's one of about 100 apprentices working in a PowerTeam at Swiss Post. Apprentices who want to join a PowerTeam generally apply for admission at the end of their first year.

### Assuming responsibility early

The PowerTeams consist of trainees from various years who manage a process independently or lead an organizational unit. This also applies to Tamino Glauser, who works in an Administration PowerTeam with a total of six commercial apprentices. In addition to being managed independently by a member of the team, the young people are already handling orders for which administrative assistants are normally responsible. Or running the secretariat of a department.

How do the apprentices benefit from this? "They acquire additional professional and social skills and gain their first experience of management," says Pierre Marville, Head of Swiss Post Vocational Training. "Down the line, both will help them grow into responsible roles." The services provided and experience gained are also documented, which helps in any future job search.

### Prospective management staff for Swiss Post

Swiss Post itself is happy to have motivated, productive and ambitious young talent: if you're working in a PowerTeam today, you might one day assume a management role at Swiss Post. That's why there are PowerTeams in various units, whether in trainee-run post offices, a junior distribution team, a PowerTeam with commercial apprentices, or at Information Technology or PostFinance with IT and mediamatics technicians.

## ICT CAMPUS

# Talent pool for IT technicians

The participants in the brainstorming session note their ideas directly on the white wall. Two apprentices in the lounge area are having an animated discussion about the Swiss Post Employee Fund Foundation rebranding order, while the team leader gets a Coke from the huge red refrigerator. The scene plays out at the ICT Campus, opened by Swiss Post at the Engehalde data center in Berne in August 2015. The idea behind this talent pool is to defuse the

ICT skills shortage by doubling the number of apprenticeships in this field in the coming years. There are currently around 50 informatics, mediamatics and commercial apprentices working and studying here. There's a whiff of the Google atmosphere in the way they work. It's casual and easy-going. The young people are encouraged to work creatively in networks. There are currently 38 apprentices completing their basic training here and deepening their knowledge in the field of informatics. There are also trainees from different years in their apprenticeship working together in a PostFinance PowerTeam processing orders from the units and from other clients.

# Sustainability and commitment

Swiss Post is aiming to improve its CO<sub>2</sub> efficiency by at least 10 percent by the end of 2016 → [Page 52](#). In 2015, Swiss Post moved into its new headquarters. The MINERGIE®-compliant building was awarded the international DGNB certificate in gold → [Page 53](#). Green electricity, hydrogen, biodiesel and biogas are increasingly used as fuel for Swiss Post's vehicle fleet → [Page 54](#). In its procurement of work clothing, Swiss Post adheres to high social, ethical and environmental standards → [Page 55](#).



430,349 t

of CO<sub>2</sub> emissions were generated by Swiss Post in 2015.



13%

is the CO<sub>2</sub> efficiency improvement over 2010 achieved by Swiss Post by the end of 2015.



2,168 million

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



Around 1/3

of all Swiss Post vehicles use alternative drive technologies.



100%

of electricity requirements are covered with "naturemade basic" certified renewable energy from Switzerland.



72,000

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

## SUSTAINABILITY STRATEGY

## On track to meet targets with a commitment to climate and environment

With its dual focus on climate protection and energy, Swiss Post has continued to successfully implement its 2014–2016 sustainability strategy in the past year. It aims to increase CO<sub>2</sub> efficiency by at least 10 per cent by the end of 2016.



### Reducing CO<sub>2</sub> emissions

Swiss Post implements a wide range of measures to reduce CO<sub>2</sub> emissions. Three examples:

During their delivery rounds, around 1,600 Swiss Post vans send over 4 million pieces of data per day – from their location and number of kilometres covered to their CO<sub>2</sub> emissions. Analysis of the data collected on the rounds provides insights into driving behaviour that help to save fuel.

In the Eclépens, Härkingen and Zurich-Mülligen letter centers, Swiss Post modernized the so-called lifting beams, which move the letter crates in the high-bay warehouse. The braking energy they generate is now fed back as electrical energy into the grid, saving around 114 MWh of energy per year – equivalent to about 15 tonnes of CO<sub>2</sub>.

In 2015, diesel with a 7 per cent share of biodiesel – B7 diesel – was available at 26 Mobility Solutions Ltd petrol stations. It is made from residues from edible oil production. In 2015, the use of environmentally friendly biodiesel achieved savings of more than 1,100 tonnes of CO<sub>2</sub>.



For more detailed information on sustainability, please refer to the comprehensive GRI report.

→ [www.swisspost.ch/gri15](http://www.swisspost.ch/gri15)

The goal of the 2014–2016 sustainability strategy is ambitious: Swiss Post intends to cut its greenhouse gas emissions for every consignment transported, every passenger carried, every transaction, and every heated square metre in its buildings – increasing its CO<sub>2</sub> efficiency by the end of 2016 by at least 10 per cent in just six years. Where does Swiss Post stand at the moment? “We have implemented numerous measures during the financial year and continued to reduce CO<sub>2</sub> emissions,” says Anne Wolf, Head of Corporate Responsibility. “We are investing in the best available technologies and steadily increasing the share of renewable energy used for fuel, electricity and heating buildings. Particularly noteworthy is the new Swiss Post headquarters: a pioneering new building in terms of sustainability.”

### Relevant topics today and tomorrow

Swiss Post’s sustainability strategy also includes social commitment. Alongside its implementation of the planned measures, Swiss Post has already prepared the basis for the next strategy. With a view to the 2030 time horizon, the company examined the issues it wishes to address in order to ensure a continued credible commit-

ment in the area of corporate responsibility in the future. What expectations do internal and external stakeholders have? The findings of numerous interviews were brought together in a relevance matrix. In addition to the “perennial” issues of climate and energy, external stakeholders also attach a great deal of importance to working conditions at suppliers – an area to which Swiss Post, with its policy of sustainable procurement, for example of work clothing, has been committed for years.



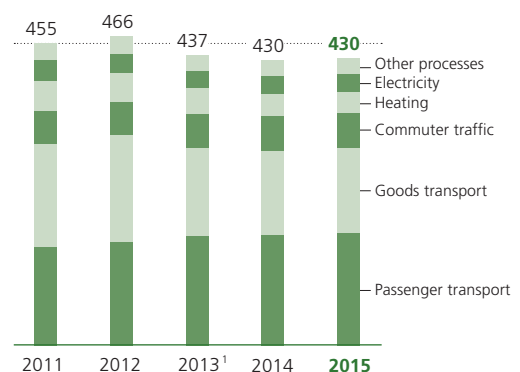
Sustainability is an integral part of Swiss Post’s corporate and management culture.

Marco Imboden,  
Head of Communication

### Greenhouse gas emissions

2011–2015  
1,000 t of CO<sub>2</sub> equivalents (within and outside Swiss Post)

Swiss Post’s greenhouse gas emissions remained stable, despite the business growth at PostBus. Goods transport is carried out increasingly efficiently and heating requirements are being continually reduced.



<sup>1</sup> Reduction in goods transport by air following outsourcing of air freight to Asendia.

## SUSTAINABLE BUILDING

## New Swiss Post headquarters receives highest sustainability certificate

The MINERGIE®-compliant building in the WankdorfCity district of Berne is the first office building in Switzerland to receive the DGNB certificate in gold. It meets the most stringent sustainability requirements.

After more than 40 years in the Schönburg building, Swiss Post took up tenancy of the new premises in the WankdorfCity district of Berne in May 2015. The new building optimizes the company's use of office space by bringing six different sites in Berne under one roof. The move was finally completed at the end of March 2016. When fully occupied, the new headquarters houses around 2,000 employees, in a building that sets new standards in terms of sustainability and workplace design. Because the owner Swiss Prime Site, Swiss Post and general contractor Losinger Marazzi not only designed and built it to the MINERGIE® standard, the building has also been awarded the German Sustainable Building Council's internationally established DGNB quality label in gold.

### From hand dryers to artwork

What does this certificate mean specifically? "It is of course important to adhere to very strict requirements," says Stefan Dürig, Head of Post Real Estate. "We used only recyclable building materials – right down to the works of art in the entrance hall. The intelligent and efficient building also manages energy according to requirements, with daylight-dependent light control, highly efficient LED lighting and geothermal probes for heating and cooling." The DGNB gold label also has a direct impact on the everyday working lives of employees, with for example no hot water in the toilets, hand dryers instead of paper towels and the consistent use

of reusable crockery. Paper-saving "follow-me printing" is part of this too: a badge is required to collect print jobs at the printer – jobs sent by mistake are deleted at the printer, and uncollected orders are not printed.



” —  
No other office building in Switzerland has yet achieved such a high standard of sustainability.

**Stefan Dürig,**  
Head of Post Real Estate  
Management and Services



### Location promotes sustainable mobility

The location of the new headquarters next to Wankdorf S-Bahn station offers the ideal conditions for sustainable mobility for commuters: there can hardly be another place in the canton of Berne that's as easy to reach by train, tram and bus. With parking for 450 bicycles, easy to reserve company bikes, the "bike to work" campaign and the nearby PubliBike station, Swiss Post also motivates its employees to choose pedal power where possible. For longer business trips, there are attractive discounts on public transport and environmentally friendly electric and hybrid-powered cars, as well as vehicles from Mobility CarSharing.

## RENEWABLE ENERGY

## Commitment to renewable energy

Swiss Post has been increasing the share of renewable energy for years now, covering its electricity requirements with renewable energy from Switzerland. The company's ten photovoltaic systems feed around 8,700,000 kilowatt hours of solar electricity into the grid every year.

Swiss Post covers 100% of its electricity requirements with "naturemade basic" certified renewable energy from Switzerland, 5 percent of which is "naturemade star" certified: this green energy comes from renewable sources such as water, sun, biomass and wind, guaranteeing compliance with additional, more stringent and more comprehensive ecological requirements.

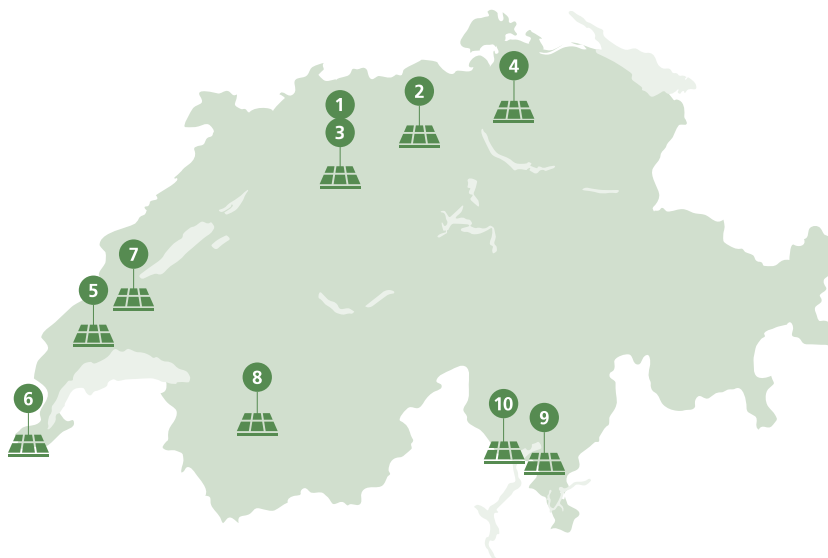
### Solar power: communicated transparently

Swiss Post now operates ten photovoltaic systems with a peak capacity totalling 5,560 kilowatts. They feed 8.7 gigawatt hours of solar electricity into the grid, an amount that covers the average annual requirement of 2,500 households. The production of solar electricity can be tracked in real time at the website [post.solarlog-web.ch](http://post.solarlog-web.ch), which also provides details about environmental protection measures and other information.

### Environmentally friendly mobility

The promotion of alternative drive technologies is part of Swiss Post's sustainability strategy: green electricity, hydrogen, biodiesel and biogas are increasingly used as fuel for the vehicle fleet. About 100 vans deliver parcels with Swiss biogas. 5,772 electric scooters are used on delivery rounds. There are 31 PostBus hybrid buses on Swiss roads, and Swiss Post is also in the process of testing fuel cell buses.

In 2015, Swiss Post again promoted sustainable employee mobility, by providing discounts on public transport, raising awareness of the options for commuting to work among employees, integrating mobility management into site developments and flexible working methods. Swiss Post also participates in pilot projects for innovative mobility solutions, such as the online car sharing platform PubliRide (see page 42).



” —

When it comes to electricity consumption, we accept no compromise – it has to be renewable.

Anne Wolf,  
Head of Corporate Responsibility



With its two solar systems in Härkingen alone, Swiss Post saves 190 tonnes of CO<sub>2</sub> per year: covering an area of almost 10,000 square metres, they produce an average of 1.4 million kilowatt hours of solar electricity.

- 1 \_ Härkingen letter center  
582,000 kilowatt hours per year
- 2 \_ Zurich-Mülligen letter center  
1,292,000 kilowatt hours per year
- 3 \_ Härkingen parcel center  
840,000 kilowatt hours per year
- 4 \_ Frauenfeld parcel center  
690,000 kilowatt hours per year
- 5 \_ Dailens parcel center  
1,222,000 kilowatt hours per year
- 6 \_ Geneva  
654,000 kilowatt hours per year
- 7 \_ Yverdon  
140,000 kilowatt hours per year
- 8 \_ Sion  
225,000 kilowatt hours per year
- 9 \_ Giubiasco  
32,000 kilowatt hours per year
- 10 \_ Locarno  
44,000 kilowatt hours per year

FAIR PROCUREMENT OF CLOTHING

# A suitable amount of respect

Across all roles at Swiss Post, around 240,000 items of work clothing were worn by 37,000 employees in 2015. 77 items are currently manufactured at 23 production facilities in 12 different countries. Under steadily improving working conditions.



” —  
 Swiss Post assumes responsibility for the resources used over their entire life cycle.

Antonia Stalder,  
 Sustainability project manager

In joining the Fair Wear Foundation (FWF) in 2012, Swiss Post took an important step in terms of sustainable procurement. The company regularly reviews the working conditions at each production facility, ensuring, for example, that no child labour is used. What kind of contracts do employees have? Are the emergency exits clear of obstructions? Is a first aid kit available? “There are many aspects that we review,” explains Secil Helg, Project Purchaser for Clothing. “But the effort is worth it.” For example, 99 percent of in-house production is now under supervision, and wages at the

factories have risen. And the Leader status attained by Swiss Post in 2014 was confirmed in 2015 with even better results, acknowledging Swiss Post as a particularly responsible company. “With our commitment, we have shown that it is possible to make a difference. In the complex world of the clothing industry, we have introduced high social, ethical and environmental standards within a very short time,” notes Helg on this development. “But it’s also clear that we need to keep on improving, because the requirements of the FWF on its members increase from year to year. We’re not there yet.”

USING WORK CLOTHING SUSTAINABLY

## Worth the money: recycling of clothing at Swiss Post

Whether it’s the postal carrier’s raincoat, the PostBus driver’s trousers or the logistics technician’s pullover: with approximately 20 tonnes or 60,000 items of clothing collected, employees turned the campaign “A second lease of life for Swiss Post clothes”, launched in 2015, into a big success in just a few months. PostEurop acknowledged this commitment in 2015 with the “Coup de Cœur” award.

Swiss Post recycles the used work clothes together with the Swiss Red Cross in the Bern-Mittelland district. The clothes are sorted according to their condition. To protect trademarks, the Swiss Post label is removed. Items in mint condition are sold by the Red Cross at its “La Trouvaille” second-hand warehouses for 2 to 15 francs. Very good quality

clothes with small defects go to organizations including Swiss Mountain Aid, and are donated to the families of mountain farmers. Badly worn or defective clothing is transformed into industrial materials such as cleaning cloths or insulation. All proceeds from the sales go towards social projects in Switzerland. The campaign will be repeated in 2016.



### More than 3,600 pairs of shoes collected

The campaign “A second lease of life for shoes”, launched in 2014, also exceeded all expectations in 2015: employees in Delivery and Acceptance & Sorting collected a total of more than 3,600 pairs of used work and casual shoes for the Swiss Red Cross in the Bern-Mittelland district, which sold the shoes at its “La Trouvaille” second-hand warehouses or donated them to farming families in need. Around 40 percent of the shoes went abroad, where they were patched up to be worn again.

## COFFEE AND FOOD

## Enjoy with a clear conscience

For Swiss Post, sustainable, balanced and fair catering for staff is important: seasonal, regional and vegetarian food is on the menu. Only Fairtrade coffee is served.



” —

We offer our employees the opportunity to enjoy healthy food and drink coffee that has been traded fairly.

**Yves-André Jeandupeux,**  
Head of Human Resources and  
Member of Executive Management

Since 2010, Fairtrade coffee has been available in Swiss Post's staff restaurants, and since spring 2015 now also at the vending machines in the catering areas. "For us, it's important that farmers receive a fair wage for growing the coffee beans – and this is our small contribution to a more socially equitable world," explains Hugo Alchenberger, Head of Partner Management. And this contribution is in fact not that small: around 3.3 million cups of coffee are consumed at Swiss Post every year, equivalent to about 30 tonnes of coffee beans – for which a fair price is paid. A wide and growing range of Fairtrade quality fruit, sugar and snacks is also on offer.

### Climate-friendly food

Together with food services partner SV Group and in collaboration with the WWF, Swiss Post started implementation of the "ONE TWO WE" climate protection programme at 18 locations in January 2015. This will produce a step-by-step reduction in the CO<sub>2</sub> emissions that result from staff catering. With approximately one million meals a year, these emissions are not insignificant. The starting point for the programme was an energy consultation at each site. One of the measures implemented is to offer an additional vegetarian menu once a week, because meat production has a much greater impact on the climate than the cultivation of seasonal vegetables.

### "PRO CLIMA" – SHIPMENT

## Climate protection: Gold for Swiss biogas

Carbon neutral at no extra charge for the customer: since 2012, Swiss Post has been sending all domestic letters carbon neutrally. In 2015, in collaboration with Genossenschaft Ökostrom Schweiz, Swiss Post funded the development of the first gold standard Swiss Post climate protection project in Switzerland for this "pro clima" – Shipment service. Modern biogas plants on Swiss farms collect methane, a greenhouse gas produced by the storage of liquid manure and dung, and use it to generate heat and electricity – thus turning methane, which is harmful to the climate, into a clean energy source for eco-electricity.

### SOCIAL COMMITMENT

## Swiss Post does its bit to help

In 2015, Swiss Post again supported numerous foundations and charitable organizations. It contributed to the success of the 2 x Christmas campaign by transporting more than 72,000 gift parcels free of charge to the Swiss Red Cross logistics center. From the end of January, the donated parcels were distributed to individuals and families in need in Switzerland and Eastern Europe and to social institutions.

In the Santa Claus campaign, Swiss Post, playing the role of Santa Claus, answered 20,546 children's letters and delighted the children with a small gift and a story. During the first children's letters campaign in 1950/51, Swiss Post received 450 letters, including 250 from abroad. The current figure is a new record for the third year in a row.

The foundations Pro Patria and Pro Juventute receive the surcharge on special stamps from Swiss Post.



# Corporate governance

In their role as leaders by example, those in management must adhere consistently to laws and directives and behave impeccably, both morally and ethically. For Swiss Post, the “tone at the top” is of the utmost importance → [Page 58](#). With the leadership compass, Swiss Post provides its management staff with a practical tool that helps them set an example and support the implementation of the vision in a responsible manner → [Page 59](#).



45%

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



33%

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

## TONE AT THE TOP

## “Tone at the top” at Swiss Post

People in management roles must comply with and implement laws and directives consistently and they must behave impeccably, both morally and ethically. Exemplary behaviour of this kind is expected at Swiss Post from members of management, and it is expected at all levels.



” —  
I expect managers to be aware that in what they do, they are leading by example.

**Peter Hasler,**  
Chairman of the Board of Directors

Complying with legal frameworks, provisions and rules, living up to moral and ethical principles: for Swiss Post, the “tone at the top” – the communication and behaviour of its management – is of the utmost importance.

### **Peter Hasler, why is the “tone at the top” so important to Swiss Post?**

If a manager behaves incorrectly, the news will spread quickly, both inside and outside the company. The damage to the company and to the individual quickly becomes enormous and is sometimes difficult to repair. A good reputation built up over years can be damaged in a short time.

### **What do you expect from your managers?**

Management staff at Swiss Post have many skills and competencies. They therefore assume a great deal of responsibility, because decisions are not usually black and white; there are grey areas. Managers must recognize and appreciate that compliance with written provisions alone is sometimes not enough – for example, when it comes to distinguishing between business and personal interests. I expect managers to behave appropriately, both ethically and morally, to be aware that in what they do, they are leading by example.

### **What is Swiss Post trying to achieve with “tone at the top”?**

“Tone at the top” is about correct, decent and friendly behaviour as a manager in all situations. This can only work if the manager has a firm inner conviction that ensures that the right decision is made, even in awkward situations. This in turn requires a steadfast character, based on

experience, on clear and distinct values that lead to the right decision on good or evil, right or wrong. These values must not be thrown overboard as a result of friendships, or even of corruption. Correct behaviour must stem from inner conviction, and it must be incontrovertible. There can be no such thing as a little cheating, there is no moral spectrum. In a company, this moral quality should be present in all managers, otherwise there is no advancement. Employees recognize the lived values of people in management roles and the behaviour they exhibit. They pass on these values to colleagues, encouraging their propagation and acceptance.

### **How do managers at Swiss Post become role models?**

Being a role model means implementing Swiss Post’s values in everyday life, making them visible, and shaping the corporate culture by doing so. I’m thinking for example of the honest preparation and implementation of decisions reached collectively, or of a positive and constructive approach to dealing with mistakes. The issue of management is not just about correct and lawful implementation, free of questionable ethics – managers must also always consider the impact on those affected, be they customers, suppliers, and in particular the employees who report to them. The lesser the extent to which profit may be based on cheating and infringement of rules, the less injurious it can be to employees whose personality, health and moral integrity is inviolable.

LIVED BEHAVIOUR

# Realizing the vision with the leadership compass

With the leadership compass, Swiss Post provides its management staff with a practical tool that helps them to orient themselves in the implementation of the vision and exemplify the “tone at the top”.

“What qualities do managers need to ensure that Swiss Post implements the vision as quickly as possible?” This question has been the subject of an intensive examination by Swiss Post Executive Management. From the outset, it was clear that “Simple yet systematic – Swiss Post.” will only become a reality when the leadership behaviour of managers allows them to work systematically towards the implementation of the vision.

In addition to the vision, the development of the leadership compass was also informed by the Swiss Post strategy, the guiding principles of the units and the principles of leadership and cooperation. What emerged is an orientation framework with six dimensions that define the qualities sought in current and future management staff:

- I believe in taking a positive view of human nature
- I show passion for Swiss Post
- I love customers, both internal and external
- I get excited about new ideas
- I help to shape changes
- I am hungry for success

A positive side effect is that these qualities also help managers to fulfil their role as leaders by example in terms of the “tone at the top” communication and behaviour guidelines (see page 58).

The compass is anchored by a reflection tool, selected modules from the Group management programme, a self-organized, interactive learning dialogue, and integration into the management processes.

It is taught in four steps. First, managers become familiar with the leadership compass and

what its purpose is. The second step is dedicated to exploring and discussing the compass using the self-reflection tool, through which the team also give feedback to their managers. The third step is designed to allow management staff to continually develop and improve their behaviour with the help of the Group management programme and the learning dialogue. In the fourth and final step, the contents of the compass will be integrated into the management processes, leading to a binding code of behaviour.

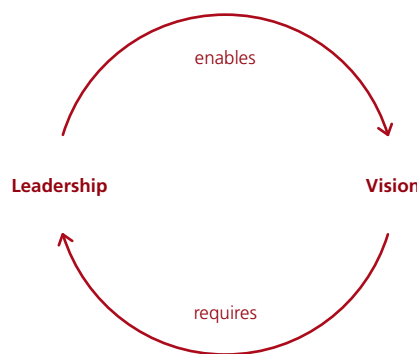
**Simple system**

The leadership compass will be used by members of management and their teams on a regular basis. The use of this tool will help to turn Swiss Post into a more self-learning organization composed of independent and responsible individuals.

The compass was presented for the first time in early 2016. Rollout for top and senior management will continue over the course of 2016. Middle management will also start working with it no later than 2017/2018.

” —  
We will accomplish the vision with managers who are committed to it, and with the help of the leadership compass.

**Philip Pätzold,**  
Head of Human Resources  
at PostMail





Philippe  
Milliet

Myriam  
Meyer

Michel  
Gobet

Kerstin Büchel,  
General Secretary

Adriano P.  
Vassalli

Nadja  
Lang

Andreas  
Schlöpfer

## 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 Board of Directors has regulated the remuneration and fringe benefits for its members in the "BoD remuneration regulations".

Remuneration for members of Executive Management is comprised of a fixed base salary plus a variable performance-related component. This may be a maximum of 45 percent of the gross annual base salary (a maximum of 55 percent in the case of the CEO). At Group level, the variable component is calculated from economic value added (28 percent) and Group customer satisfaction (12 percent). At Group unit level, a distinction is made between qualitative benchmarks (20 percent) and financial key figures (20 percent) such as EBIT. For PostFinance Ltd, return on equity is used instead of EBIT.

A penalty system may also be applied for calculating the variable salary component at Group and unit levels depending on the degree of target achievement. The maximum penalty represents half the maximum variable component.

All three performance levels are taken into account (Group, Group unit and individual perfor-

mance) to determine whether the threshold for the variable component has been reached. The variable component is only paid on reaching this value. There is a penalty area below the threshold for the variable salary. If a penalty applies, the variable salary component is reduced accordingly. One-third of the variable salary component that is actually awarded is booked to a special account for variable remuneration. One-third of the balance of this account is paid out from the third year. The remaining two-thirds of the variable salary component are paid out directly. If, as a result of the penalty system, a negative variable salary component is awarded, this negative amount is booked to the account for variable remuneration and the account balance is reduced accordingly.

Members of Executive Management also receive a first-class GA travelcard, a company car, a mobile phone, a tablet computer and a monthly expense account. Swiss Post also pays



Peter Hasler  
 Susanne Blank  
 Marco Durrer

Corporate risk is taken into account by the Board of Directors when determining the remuneration due to members of Executive Management.

the insurance premiums for a risk insurance policy. Individual bonuses may be paid to reward special personal contributions.

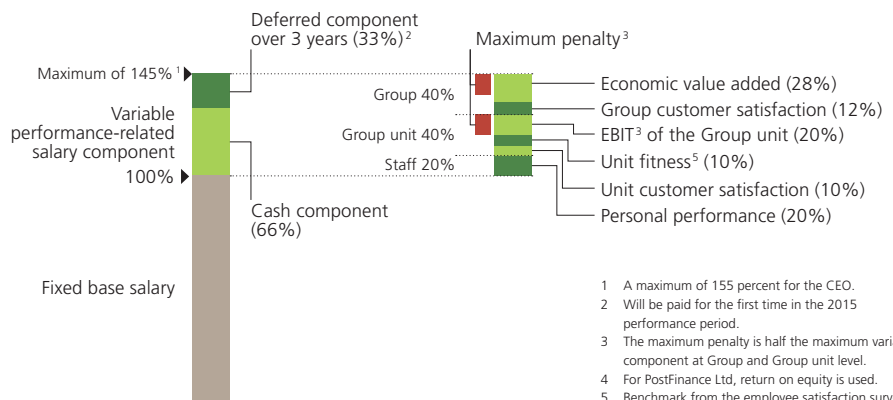
Neither the members of Executive Management nor persons closely linked to them received any additional fees, remuneration, guarantees, advances, credits, loans or benefits in kind during the financial year.

Both the base salary and the performance component are insured for members of Executive Management up to a maximum of 338,400 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 proportionally 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.

**Executive Management | Breakdown of remuneration**

2015





Daniel  
Landolf

Hansruedi  
Köng

Dieter  
Bambauer

Jörg  
Vollmer

Susanne  
Ruoff

Pascal  
Koradi

## REMUNERATION 2015

# Remuneration to Board of Directors and Executive Management

In 2015, the nine members of the Board of Directors received remuneration (fees and fringe benefits) totalling 964,721 francs. The fringe benefits totalling 203,055 francs are shown in the total remuneration. In 2015, the Chairman of the Board's fee totalled 225,000 francs. The fringe benefits amounted to 27,135 francs.

The paid members of Executive Management and the CEO received remuneration totalling 5,273,433 francs in 2015. The fringe benefits of 331,631 francs are shown in the total remuneration. The performance-related component

effectively payable to members of Executive Management in 2016, which is based on attainment of targets in 2014 and 2015, together with the deferred payments, amounts to 1,649,302 francs.

The CEO's base salary totalled 610,000 francs; the additional performance-related component amounted to 327,079 francs, of which 103,412 francs are paid from the account for variable remuneration.

Ulrich  
HurniYves-André  
JeandupeuxFranz  
Huber

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

Remuneration	
2015, CHF	Total
<b>Chairman of the Board of Directors</b>	
Fees	225,000
Fringe benefits	
Expenses and representation allowances	22,500
First-class GA travelcard	4,635
<b>Total remuneration</b>	<b>252,135</b>
<b>Other members of the Board of Directors (8)</b>	
Fees	536,666
Fringe benefits	
Expenses and representation allowances	58,500
Additional fringe benefits	117,420
<b>Total remuneration</b>	<b>712,586</b>
<b>Entire Board of Directors (9)</b>	
Fees	761,666
Fringe benefits	203,055
<b>Total remuneration</b>	<b>964,721</b>
<b>CEO</b>	
Fixed base salary	610,000
Performance-related component (payable 2016)	
Variable salary component	223,667
Outpayment from account for variable remuneration <sup>1</sup>	103,412
Fringe benefits	
Expenses and representation allowances	30,000
Additional fringe benefits <sup>2</sup>	17,442
Additional payments <sup>3</sup>	–
<b>Total remuneration</b>	<b>984,521</b>
<b>Other members of Executive Management (8)<sup>4</sup></b>	
Fixed base salary	2,682,500
Performance-related component (payable 2016)	
Variable salary component	1,015,445
Outpayment from account for variable remuneration <sup>1</sup>	306,778
Fringe benefits	
Expenses and representation allowances	134,400
Additional fringe benefits <sup>2</sup>	149,789
Additional payments <sup>3</sup>	–
<b>Total remuneration</b>	<b>4,288,912</b>
<b>All members of Executive Management (9)<sup>5</sup></b>	
Fixed base salary and performance-related component	4,941,802
Fringe benefits	331,631
<b>Total remuneration</b>	<b>5,273,433</b>

1 For the 2015 financial year, the CEO and six of the other Executive Management members receive an outpayment for the first time from their account for variable remuneration. For this reason, the amount of variable remuneration is not comparable with prior years.

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

3 No agreements exist regarding possible severance payments.

4 Seven active members and one member who stepped down in 2014.

5 Including the one member who stepped down in 2014. Due to this change in personnel, the total remuneration is not directly comparable with the prior year.

## REPORTING

## Reporting structure

The Swiss Post annual reporting documents for 2015 consist of:

- 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
- Annual Report key figures
- GRI report (report in accordance with the guidelines of the Global Reporting Initiative)

These documents are available in electronic form at [www.swisspost.ch/annualreport](http://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

Reports can be ordered online at [www.swisspost.ch/annualreport](http://www.swisspost.ch/annualreport). Swiss Post employees may order copies through the usual channels.

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## FIVE-YEAR OVERVIEW OF KEY FIGURES

		2011	2012	2013	2014	2015
<b>Result</b>						
Operating income	CHF million	8,599	8,576	8,575	8,371	8,224
Generated in competition	% of operating income	84.0	84.1	85.6	85.5	85.1
Generated abroad	% of operating income	12.7	12.0	13.2	14.7	14.0
Operating profit	CHF million	908	860	911	803	823 <sup>1</sup>
Generated in competition <sup>2</sup>	% of operating profit	91.2	88.0	95.5	85.6	87.0 <sup>1</sup>
Generated abroad	% of operating profit	5.7	4.1	6.6	9.0	6.9 <sup>1</sup>
Group profit	CHF million	904	772	626	638	645 <sup>1</sup>
Equity	CHF million	4,879	3,145	5,637	5,010	4,385
<b>Value generation</b>						
Economic value added	CHF million	390	269	125	207	169 <sup>1</sup>
Added value generated	CHF million	5,187	5,314	5,328	5,220	5,193 <sup>1</sup>
to employees	CHF million	4,026	4,161	4,131	4,108	4,074 <sup>1</sup>
to creditors	CHF million	14	82	93	57	69
to public sector	CHF million	13	34	94	79	94
to owner	CHF million	200	200	180	200	200
to company	CHF million	934	837	830	776	756
<b>Jobs</b>						
Headcount (excluding trainees)	Full-time equivalents	44,348	44,605	44,105	44,681	44,131
Trainees in Switzerland	Persons	1,942	2,015	2,024	2,035	2,077
Jobs in peripheral regions	Persons	20,418	20,172	19,494	19,106	18,633
Turnover rate (voluntary departures)	As % of average headcount	3.9	3.7	3.6	4.1	3.8
Notice given by employer for economic reasons	Persons	95	315	180	168	78
<b>Employment conditions, salaries and remuneration</b>						
Employment in accordance with Swiss Post CEC	Full-time equivalents as %	64.3	62.7	62.8	61.1	61.5
Swiss Post CEC minimum salary	CHF per annum	44,823	45,047	45,047	47,620	47,620
Average salary for employees	CHF per annum	81,293	82,554	82,695	83,039	83,472
Average remuneration paid to members of Executive Management	CHF per annum	504,986	515,441	499,281	477,719	591,574
Salary bandwidth <sup>3</sup>	Factor	6.2	6.2	6.0	5.8	7.1
<b>Health management</b>						
Occupational accidents	Number per 100 FTEs	6.9	7.2	6.6	5.9	6.1
Days lost to illness and accidents	Days per employee	10.8	11.0	11.6	11.8	12.4
<b>Diversity</b>						
Women	% of persons	47.7	48.4	48.5	48.7	48.4
Nationalities represented	Number	140	140	144	142	142
Women on Board of Directors	%	22.2	22.2	22.2	33.3	33.3
Women in Executive Management	%	–	11.1	12.5	12.5	12.1
Women in senior management roles	%	7.6	8.0	9.3	11.0	12.3
Women in middle and lower management roles	%	23.2	23.0	23.7	23.6	23.4
<b>Demographics</b>						
Average age of workforce	Years	44.4	44.7	44.8	45.1	45.3
<b>Resource consumption</b>						
Energy consumption	Gigajoules	4,047,652	4,024,450	4,016,836	3,983,871	3,997,407
Energy consumption within Swiss Post	Gigajoules	3,127,595	3,192,108	3,134,222	3,149,940	3,157,843
Renewable share	%	1.6	1.6	1.7	2.6	3.1
Energy consumption outside Swiss Post	Gigajoules	920,057	832,342	882,614	833,931	839,563
<b>Carbon footprint (scope 1–3)</b>						
Carbon footprint	t CO <sub>2</sub> equivalent	455,227	466,066	436,653	429,651	430,349
CO <sub>2</sub> efficiency increase since 2010 <sup>4</sup>	%	2.35	2.36	9.92	11.81	13.01

1 Normalized figure. See the section "One-off items 2015" on page 34 of the Financial Report.

2 The figures from 2011 and 2012 are not comparable with those from 2013 to 2015 (new postal legislation from 2013).

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

4 The rise in CO<sub>2</sub> efficiency is measured as the change in CO<sub>2</sub> equivalents per core service in the year under review compared with the base year. Each core service is defined by unit (consignment, transaction, passenger kilometre, kilometre, full-time equivalent etc.).

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