

Better support



Tailor-made



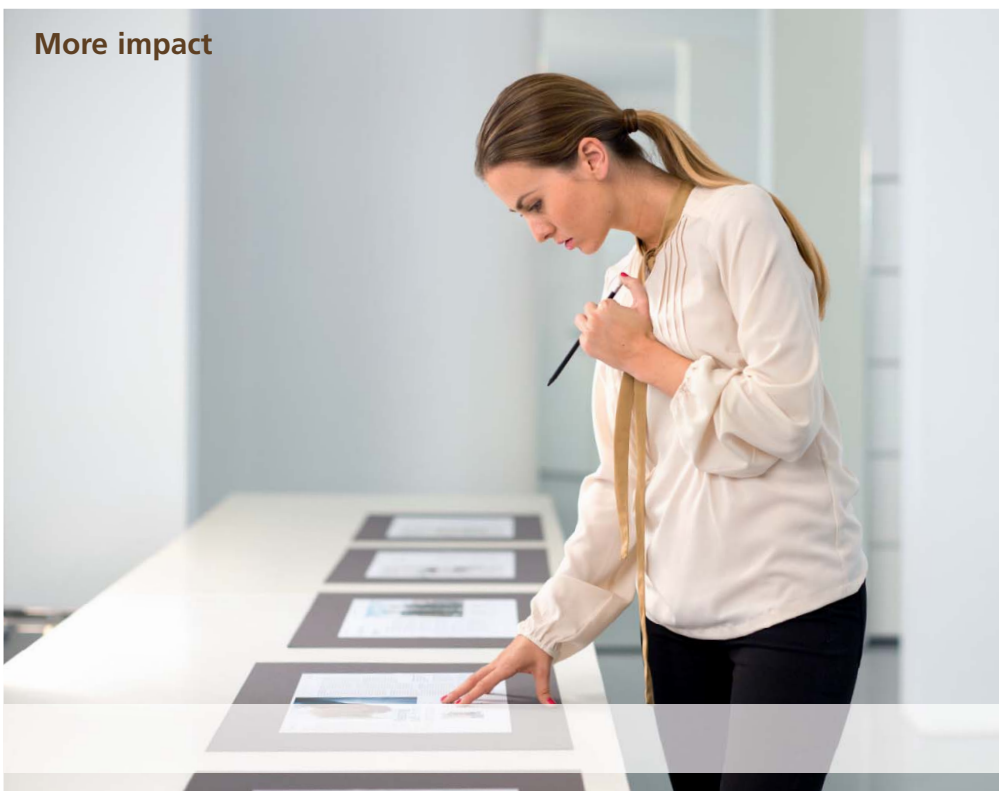
Everything you need



Perfectly coordinated



More impact



Reliability on an international scale



A first-class range of services for our customers

Annual Report 2011

SWISS POST 

We move people, goods, money and information – in a reliable, value-enhancing and sustainable way

Group

Business activities

- **Communication market** Letters, newspapers, promotional mailings, information solutions and data management in Switzerland, in the crossborder market and internationally
- **Logistics market** Parcels, express services and logistics solutions within Switzerland and abroad
- **Retail financial market** Payments, savings, investments, retirement planning and financing in Switzerland as well as international payment transactions
- **Public passenger transport** Regional, municipal and urban transport plus system management in Switzerland and in selected countries abroad.

Performance 2011

Key figure		2011	Strategic goal
Operating income	CHF million	8,599	–
Group profit	CHF million	904	700–800
Equity	CHF million	4,879	–
Degree of internal financing	Percent	100	–
➤ Addressed letters	Number in millions	2,334	–
➤ Parcels	Number in millions	107	–
➤ Ø Customer deposits (PostFinance)	CHF billion	88.1	–
➤ No. PostBus passengers (Switzerland)	Millions	124	–
Customer satisfaction	Index (scale of 0–100)	79	≥ 75
Employees	Full-time equivalents	44,348	–
Employee commitment	Index (scale of 0–100)	83	> 80
CO ₂ emissions saved per year	t CO ₂ equivalent	3,115	– 15,000*

*by end of 2013

Organisation



* Member of Executive Management

Brands



Markets and segments ¹

Communication market

PostMail is responsible for accepting, sorting and delivering letters, newspapers and promotional mailings for all of its customers in Switzerland. This range of services is enhanced by the electronic facilities it offers.

Key figure		2011	PostMail in the Annual Report	Page
Operating income	CHF million	2,575	Delivery quality	4
Operating result	CHF million	210	Letter post index	5
Addressed letters business customers	Millions	1,969	Interview with Ulrich Hurni Intelligent letters	16
Unaddressed items	Millions	1,257	MyNewspaper Swiss Post Box	19
Newspapers	Millions	1,342	Electric scooters	37
Employees	Full-time equivalents	16,908	"pro clima Shipment"	40

Swiss Post International operates import and export business within Switzerland, and is active in cross-border letters and small goods shipments in a further 16 countries within Europe, North America and Asia.

Key figure		2011	Swiss Post International in the Annual Report	Page
Operating income	CHF million	780	Customs clearance made simpler	17
Operating result	CHF million	51	Holiday Infoshop VACATIONews	20
Imported + exported letters	Millions of mail items sent	267	goCommerce	21
Imported + exported parcels	Millions of mail items sent	4		
Employees	Full-time equivalents	1,204		

Swiss Post Solutions manages and operates document-based business processes and customer dialogue solutions for its business customers, and provides support for transitions between the physical and electronic worlds.

Key figure		2011	Swiss Post Solutions in the Annual Report	Page
Operating income	CHF million	549	Interview with Frank Marthaler ePost Product House	18
Domestic	CHF million	204	Post SuisseID	19
Abroad	CHF million	345	Comprehensive solutions for Deutsche Bahn	21
Operating result	CHF million	11	Electronic patient dossier National census	32
Area of activity	Number of countries	16	Electronic business transactions	33
Employees	Full-time equivalents	6,407		

Post Offices & Sales offers products, services and tailored advice to private customers and SMEs, and with around 3,600 access points (1,851 post offices, 427 postal agencies, 1,226 home-delivery services and more), it can be found throughout the whole of Switzerland.

Key figure		2011	Post Offices & Sales in the Annual Report	Page
Operating income	CHF million	1,706	Short waiting times	5
Operating result	CHF million	-151	Quality initiative 2011 Switzerland's most advanced post office	17
Access points	Number	3,607	Interview with Patrick Salamin New ways of doing business	30
Letters private customers	Millions	365		
Parcels private customers	Millions	10		
Inpayments	Millions	189		
Employees	Full-time equivalents	6,827		

Logistics market

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

Key figure		2011	PostLogistics in the Annual Report	Page
Operating income	CHF million	1,439	Delivery quality	4
Operating result	CHF million	151	Parcel post index	5
Parcels business customers	Millions	97	Coca Cola Recycling at home	20
Express items	Millions	2.6	SecureCube	21
Employees	Full-time equivalents	5,345	Interview with Dieter Bambauer	36
			Eco-Drive	39
			eShare	40

Retail financial market

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

Key figure		2011	PostFinance in the Annual Report	Page
Operating income	CHF million	2,451	Most advanced post office	17
Operating result	CHF million	591	PostFinance mobile App	18
Customer accounts	Number	4,211,627	Mobile payments	19
Inflow of new money	CHF million	8,185	Financing the public sector	32
Ø customer deposits	CHF billion	88.1		
Employees	Full-time equivalents	3,425		

Public passenger transport market

PostBus operates a network of around 812 PostBus routes within Switzerland, covering 11,102 kilometres and 14,356 stops. The leading company in regional passenger transport is developing an increasingly strong presence in cities and conurbations alike.

Key figure		2011	PostBus in the Annual Report	Page
Operating income	CHF million	719	Timetables in real time Free WiFi on PostBus	19
Operating result	CHF million	33	The role of PostBus in public transport	31
Domestic passengers	Millions	124.3	Interview with Daniel Landolf	39
Vehicle-kilometres	Millions of km	104.3	Eco-driving Fuel cell bus and hybrid PostBus	39
Vehicles	Number	2,145	PubliBike	40
Employees	Full-time equivalents	2,067		

¹ Swiss Post and the French postal service La Poste intend to amalgamate their respective cross-border mail activities. Provided that all the required regulatory approvals have been obtained, it should be possible to launch the planned joint venture during 2012. SPI's courier, express and parcel services were assigned to PostLogistics on 1 January 2012 and the Mail Unit to the PostMail business unit.

We move people, goods, money and information.

This is Swiss Post's vision, and it is one our entire company embodies. We rely on our core business to help us achieve this. This is how we have grown, and this is how we intend to remain strong and continue to improve.

Swiss Post faces a wide variety of challenges: Markets, technologies and society are all changing, constantly and profoundly.

These changes entail risks, but also harbour opportunities that we want to exploit – in the **communication, retail financial, logistics** and **public passenger transport markets**.

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This Annual Report is supplemented by a separate **Financial Report** (progress report and annual financial statements), a comprehensive **table of figures** and a **GRI index**. Information on reference sources is provided on Page 54.



Additional content

You can find out more about pages with this symbol using your smartphone. Here is how it works: With the free **Post-App** (available for iPhone and Android), to be found in the **"Augmented Reality"** menu, take a photo of an entire page. The app will recognise the page and bring up additional information relating to it, like videos or PDFs.

Everyone has areas of life in which they will accept **nothing less than perfection** – whether these relate to their job, home or even how they choose to travel. Here we will use six real life scenarios to illustrate what **quality** means to our **customers**. We take these perceptions of quality and use our **first-class range of services** to bring them to life, each and every day.



More impact

Letters get more attention and make a much bigger impact than electronic methods of communication. → Page **9**



Better support

PostFinance is the first choice for customers who want to manage their own **finances**. → Page **15**



Tailor-made

We are continually developing our **network** of access points and are by our customers' sides wherever they are. → Page **23**



Everything you need

As the number one in **logistics**, Swiss Post can offer customers exactly what they need – from simple shipment to complex solutions. → Page **29**



Perfectly coordinated

PostBus passengers always always arrive safely and on time, and catch their next connections. → Page **35**



Reliability on an international scale

Our **international mail services** connect countries and continents. We are just as good at connecting the **physical and digital worlds**. → Page **43**



Jürg Bucher
Chief Executive Officer, Head of PostFinance

Peter Hasler
Chairman of the Board of Directors

“Our focus is on **quality** and **innovation**. We are convinced that this is a strategy that works – for our customers, for Switzerland, and for us.”

Swiss Post
Viktoriastrasse 21
3030 Berne

www.swisspost.ch

To the readers of this
Swiss Post Annual Report

Date 15 March 2012

2011 Annual Report

Dear Reader

I am sure you are just like most people – when you get a letter, you open it with a sense of excitement to find out what is inside. In this digital age, there is no other method of communication that can trigger the same emotions or speak to its recipients in such a personal way. When they really want to get their message across, even business customers turn to the trusty letter. However, as if the idea of sending letters weren't attractive enough, in September 2011 we introduced much later clearance times for a large number of letter boxes that are used extremely frequently.

E-mail, meanwhile, is a rapid and flexible tool, allowing messages and their attachments to be archived with ease and processed efficiently, for example. Because our customers use both physical and electronic ways of communicating, we offer them a comprehensive range of document and dialogue solutions for bringing these worlds together to maximum effect. Thanks to Post SuisseID, a digital signature facility, and IncaMail, which allows confidential e-mail sending, we enable our customers to communicate securely in their e-business activities.

As the number-one choice for logistics, we offer our customers everything they need – from straightforward shipment services right through to complex solutions. We make deliveries precisely when and where our customers want us to. What is more, with E-Logistics they can obtain an overview of all their consignments, control how they are sent, transfer data to their own systems, optimise throughput times and ultimately achieve more transparency at a lower cost.

PostFinance is the first choice for customers who want to manage their own finances. Our comprehensive range of electronic services makes doing this even easier. The innovative solutions we offer have put us at the vanguard of mobile payment services, for example. With the PostFinance Mobile App, our customers can use the camera on their mobile phone to scan invoices and immediately enable payments. Nothing could be simpler.

Thanks to our PostBus WLAN access facility, we are setting new standards for the entire industry. This free service was developed as a response to passengers' increasing need to obtain information during their journeys. Now they can access real-time information while they're on the move, via both screens and the PostBus app.

Our focus is on quality and a practical approach to innovation. We are convinced that this is a strategy that works – for our customers, for Switzerland, and for us.



Peter Hasler
Chairman of the Board of Directors



Jürg Bucher
Chief Executive Officer

In conversation with Jürg Bucher

“The only way to wow our customers is to offer them a **first-class range** of services.”



Mr Bucher, what does quality mean to you personally?

It means that I've already had three newspapers delivered to my letter box by half-past five and been able to get some fresh, crusty bread from the baker by six! Delivering excellent services on a daily basis is what quality means to me.

97.5 percent of A Mail letters arrive on time. That makes Swiss Post one of the world leaders in its field. Yet you are aiming to make the quality of postal services even better. Why is that?

As competition gets tougher, the only way we can be successful is to wow our customers by offering them a first-class range of services. That's why we want to become even more customer-friendly and offer our customers nothing but the best. This means improving the quality of our services and products, and providing easy access to our services as well as outstanding customer care both before and after sales.

What does Swiss Post mean by customer focus, a first-class range of services and outstanding customer care?

Firstly, customer focus means that we know both our customers and what they need. It also means we have to be within easy reach, no matter the time or place, and provide our customers with professional support. To do this, we provide 3,600 physical points of access to our products and services, as well as customer service by phone. It's also becoming increasingly important for customers to have access to us online, whether it's on their computers or using their smartphones or tablets on the move.

No matter what method our customers use to reach us, their needs must be met by our range of products and services, which is why we keep on developing them. Of course the qual-

Satisfied customers

Swiss Post's customers are satisfied. The 2011 survey for the entire Group revealed a high score of 79 points on a scale from 0 to 100.

Reliable service

97.5 percent of A Mail letters and 99.3 percent of B Mail letters reach their destinations on time. The numbers of parcels arriving on time equate to 97.4 percent for PostPac Priority and 97.7 percent for PostPac Economy.

Short waiting times

In 2011 around 96 percent of Swiss customers waited seven minutes or less to be served. Around 99 percent waited ten minutes at the most.

ity of our products and services has to be up to scratch too – and they should meet certain environmental criteria on top of that. Finally, our view of customer care is that we should be within easy reach for our customers even after they have made purchases from us, so that we can respond to queries quickly as well as take any complaints seriously – and learn from this. As our customers' needs develop, so too do we.

—
What concrete measures is Swiss Post putting in place so that it can offer its customers only the very best?

Since 2011, 93 percent of all letters in letter boxes have started their journeys after 5 p.m. Previously, that figure was 68 percent. We have increased the number of letter boxes with late clearance times – from 7 p.m. onwards – by 148 to 469. These boxes are in heavily frequented locations, usually in larger regions and areas. We are also clearing 479 letter boxes from 5 p.m. onwards on Sundays. What's more, in January 2012 we have increased the number of PickPost points by 360 to 725, and in over 200 post offices, customers are able to send parcels up to 4 p.m. for delivery the next day.

—
So that's how Swiss Post has managed to make its letter and parcel post services more attractive. What about other areas?

PostBus offers free Internet across the entire country and is gradually fitting out its vehicles with equipment to support this facility. We are providing an increasing number of financial services that can be processed using mobile phones. We offer busi-

Attractive prices

Swiss Post's customers profit from our top service at attractive prices. Letter and parcel post indicators demonstrate that our prices compared internationally are very low, and that our delivery quality puts us among the best.

ness customers solutions to help them with document management. Last but not least, since 2011 our customers have been able to access all our post offices directly via a unique customer service phone number. With our smartphone app, PostFinance customers can use the camera on their mobile phone to scan invoices and approve payments immediately.

—
Have you received any feedback?

We have had a great number of positive responses to the measures implemented so far. There have been several reports in the media that have recognised our work. Even the postal regulator has shone a positive light on our efforts in its progress report and has praised Swiss Post for its commitment to this work. However it's our customers who are the key – and, as independent surveys have shown, they are extremely satisfied with Swiss Post.

—
Quality costs money. Every year Swiss Post invests millions of extra francs in its activities. At what point does the cost become too high?

It is our customers who decide what our services are worth to them. However the price is just one part of the whole package: This includes not only a range of products and services that has to meet our customers' needs, but also our comprehensive approach to customer care. It's clear that we can't afford to economise on quality. When our customers are satisfied, then and only then will they pay the price that's right for our products and services.

“It's clear that we can't afford to economise on quality.”

“Our employees are the face of Swiss Post and are crucial to our excellent reputation.”

What is the role of employees in your service initiative?

Our employees are the face of Swiss Post and are crucial to our excellent reputation. They are behind everything we offer our customers – whether it’s our customer-focused approach, our products or our services. They respond to our customers and make the needs of the customer the focus of everything they do.

—
There is always a subjective element in deciding what quality means. How does Swiss Post deal with the wide variety of expectations it faces?

As a provider of large-scale services, we are facing huge challenges – increasingly our customers look for individual solutions to their specific needs. We take all their concerns seriously, which allows us to respond to changes in their demands at an early stage and develop new products and services accordingly. The reverse side of the coin is that we remove services from our range if they are no longer in demand, and some customers perceive these actions as cuts in services. However, the expectations placed on the scope of products and services on offer, as well as on quality, are extremely high in Switzerland, and many people are unaware of what a high level of service they actually receive. What’s more, we shouldn’t forget that we have had

Committed employees

Swiss Post employees are committed to their company and, following from this, to customers. The latest research into this shows that personal commitment is as high as ever, achieving 83 points out of a possible 100. The factors that make up the index are motivation, identification with the employer and personnel turnover.

Concrete climate protection measures

100 percent of the electrical energy that Swiss Post consumes in order to deliver its services comes from renewable sources. Over the next few years, solar power systems will be installed in vacant spaces on its operational buildings. 150 gas-powered vehicles are operated using climate-friendly biogas. In the medium term, the delivery service will see all 7,500 of its scooters running noiselessly on electricity from renewable sources in the Jura Mountains.

great success in fulfilling our mandate to provide a basic service, and have launched a large number of new products and services over recent years.

—
For many consumers, the environmental credentials of products are becoming increasingly important when making purchases. What does Swiss Post offer them?

It’s a fact that a growing number of customers want to know how environmentally friendly our services are. For us quality has a sustainable element. As a logistics company, Swiss Post operates an energy-intensive business, which makes it even more important for us to be prudent in handling resources. Working on the basis of a comprehensive programme of measures and investments, we intend, by the end of 2013, to reduce our annual CO₂ emissions by 15,000 tonnes. Thanks to our “pro clima Shipment” customers have the option of sending mail carbon neutrally, and, from 1 April 2012, all letters sent within Switzerland will be carbon neutral, because Swiss Post is going to offset all CO₂ emissions arising from this service.

“For us quality has a sustainable element.”

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What are Swiss Post's plans for improving the quality of its services?

Over the next few years we will be investing a sum in the double-digit millions in order to offer our customers even better quality and to improve access to our services and products. We will be launching service initiatives of this type in all our markets. By doing this we will ensure that mail processing and delivery are even more reliable – even although in international comparison they are already excellent. We are investing more and more in the latest technology – to improve letter delivery quality, for example – and employee training enjoys a high priority.

—
This year, you intend to step down as Swiss Post's Chief Executive Officer. Will quality be a key issue for your successor too?

Swiss Post stands for quality. It's the key to our markets, and is why we have pursued a strategy of top quality for many years now. I doubt if this will change.

“Over the next few years we will be investing a sum in the double-digit millions with the aim of offering our customers even better quality.”



A first-class range of services

As a sales promoter, I'm faced with a single key challenge: to stay one step ahead in the bid for that **precious commodity – attention**. In this age of constant information and sensory overload, that's no mean feat.

Letters get more attention and make a much **bigger impact** than electronic methods of communication – whether they come in the form of **promotional mailings** or everyday **business correspondence**.

In Swiss Post's letter processing services, around

19,000

employees work around the clock every single day to ensure that

15 million

mail items reach the right destination on time – and get the attention of millions.

Studies have shown that over 70 percent of the Swiss population want to continue receiving their invoices by post in the future.

Making good progress in a challenging environment

The upheavals in the financial markets and an overvalued Swiss franc have had an adverse effect on the Swiss economy. Exports have declined. At the same time final domestic demand has stagnated. Swiss Post has made good progress in 2011 in this challenging environment.

WHAT WE ACHIEVED IN 2011

904 million

...
Group profit of CHF 904 million
is another good result.

390 million

...
Swiss Post's **economic value added** of CHF 390 million
has met the expectations
of the Federal Council.

965 million

...
Once again, a positive **cash flow**
of CHF 965 million.

100%

...
Investments of CHF 429 million
were able to be entirely
self-financed.

GROUP RESULT

The operating result of CHF 908 million and Group profit of CHF 904 million have been maintained almost on a par with the previous year despite the difficult business environment.

Operating income in 2011 was CHF 8,599 million (previous year: CHF 8,736 million). This represents a decrease of 1.6 percent. The reduction in net sales from logistics services and merchandise was not able to be fully offset by the higher income generated by financial services.

Operating expenses of CHF 7,691 million decreased to almost the same extent as the decline in income in the same period. The reduction in expenses was due chiefly to lower expenditure for personnel and operating expenses. However, expenses in both these areas were partially offset by higher expenditure for financial services.

In 2011 Swiss Post met the financial expectations of the Federal Council and generated economic value added of CHF 390 million. This is around 14 percent less

than in the previous year (CHF 452 million). This decline was due to the lower adjusted operating result and to an increase in capital costs, which follows from the increase in average invested capital because, in turn, of the rise in equity requirements of PostFinance.

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TREND

Following different paths of progress

The four markets have responded differently to the many challenges they have had to face.

In the **communication markets**, Swiss Post has noticed the slowed upturn in the economy. Letter business went well, and the number of addressed letters fell only slightly in comparison with the previous year. Compared with previous year, the quantity of delivered newspapers dropped by about 2 percent. The demand for payment transactions at the counter decreased once more. In contrast, net sales of non-postal brand-name articles have continued to grow. At Swiss Post International, import and export volumes (letters) and import volumes (parcels) in Switzerland fell in comparison with the previous year. At Swiss Post Solutions the merger of the Direct Mail Division into a joint venture with Austrian Post had a negative effect on income.

For years the **logistics market** sector has been dominated by increasing competition and price pressure, both nationally and internationally. Customers are price-sensitive and have high expectations with regard to quality. As a result of changing customer needs, the courier, express and parcels segment is beginning to overlap more and more with tradi-

tional freight forwarding. Logistics customers are increasingly seeking providers who can offer a one-stop shop for all the services they require. In comparison with the previous year, the volume of parcels has fallen by 1.4 percent.

In **retail finance** PostFinance reported a further year on year inflow of customer deposits. The financial arm continues to enjoy the great faith of customers who manage their own finances and who appreciate a simple and inexpensive range of services. In 2011 average customer deposits amounted to CHF 88.1 billion. This represents an increase of 9.7 percent.

The **public passenger transport market** is growing steadily. However, price pressure will continue to increase as the public sector, as the buyer of transport services, has less and less money at its disposal. Development of the public transport system in Switzerland will require considerable investment in the years ahead. PostBus Switzerland conveyed a total of roughly 124 million passengers in 2011. This corresponds to an increase of about 2.5 percent over the figures of the previous year.



2,334 million
addressed letters

were delivered by Swiss Post in 2011. That is 1.3 percent less than in 2010.



107 million
parcels

were entrusted to Swiss Post by private and business customers. That is almost on a par with the previous year.



CHF 88.1 billion
of customer's funds

were deposited with PostFinance. This is about 10 percent more than in 2010.



124 million
passengers

travelled with PostBus in 2011. The market continues to grow steadily.

INTERVIEW

Thomas Egger
Interim Head of Finance



Mr Egger, how is Swiss Post doing financially?

Financially Swiss Post is standing on good, solid ground. In all four of its markets, it is achieving excellent results in terms of the added value it brings to the company, and in 2011 it was able to meet the financial objectives of its owner – just as it has done in previous years.

What are the challenges facing Swiss Post from a financial perspective?

Swiss Post needs to improve its results in the communication and logistics markets in order to reduce its reliance on the financial services market. As PostFinance is subject to supervision by the Swiss Financial Market Supervisory Authority (FINMA), the requirements placed on its level of equity are growing. For this reason it is essential that Swiss Post continues to make substantial profits in the future. Only by achieving this can it increase its equity level, secure financing for its pension fund, finance investments itself, as it has done up to now, and continue to distribute a dividend to its owner.

Has the downturn on the financial markets had any impact?

Thanks to PostFinance's prudent investment policy, the impact of the downturn has been limited so far. Foreign currency risks resulting from fluctuations in currencies do not really have any effect on Swiss Post, as its expenses and income in foreign currencies are at more or less the same level, so they balance out.

Strategic objectives

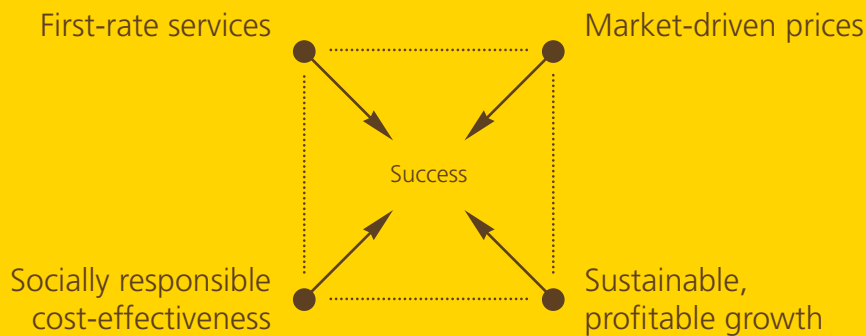
Swiss Post sets its priorities in the form of six strategic objectives, and determines how it intends to meet the challenges of its operating environment and fulfil its high-level directives.

Creating added value for:



Strategic thrusts

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



→ For details of the strategy, please refer to Page 7 of the Financial Report

MARKET/SEGMENT PERFORMANCE

Good results in all four markets

In a challenging environment, Swiss Post achieved good results in all markets.

Operating income generated by Swiss Post in the **communications market** was lower by about 4 per cent. The result also dropped by CHF 26 million. Despite slightly downward operating revenues, PostMail achieved a 6 per cent higher operating result, driven primarily by productivity increases in letter processing. Swiss Post International improved its result. The segments, International Mail and Courier, Express and Parcel developed positively. Swiss Post Solutions has grown organically by 7.2 percent, adjusted for exchange rate effects. At the same time, the

operating result was able to be increased by about 57 percent. Post Offices & Sales reported a drop in sales of inpayments and letters and parcels.

In the **logistics market** PostLogistics reported a decline in income of 2.6 percent and a slightly lower operating result of CHF 151 million. In addition to a drop in parcel volume, the rise in personnel expenses was responsible for this decrease. The increase in personnel expenses resulted from costs incurred relating to early retirements and staff and pension plan costs for employees taken over. Merchandise and services expenditure was down on the figure for 2010 by CHF 37 million

because of, amongst other things, result-neutral changes in the Group allocation system.

In **retail finance** PostFinance increased its operating result by 3.5 percent. The interest, commission and service business has followed a positive trend. In contrast, inpayments at post offices have fallen. Operating income rose by 2.3 percent to 1,473 million francs. Operating expenses increased by 1.5 percent. Expansion of sales has resulted in an increase in personnel.

In the **public passenger transport market** PostBus increased its operating result by about 18 percent. As a result of further expansion to its services and an adjustment to fares in the 2011 timetable year, operating income increased by CHF 17 million. Operating expenses rose by only CHF 12 million.

Group Market/Segment results 1 January to 31 December 2011 with previous year comparison CHF million, percent	Operating income		Operating result		Margin	
	2011	2010	2011	2010	2011	2010
Communications market	4,826	5,017	121	147	2.5	2.9
PostMail	2,575	2,619	210	199	8.2	7.6
Swiss Post International	780	788	51	49	6.5	6.2
Swiss Post Solutions	549	665	11	7	2.0	1.1
Post Offices & Sales	1,706	1,769	-151	-108		
Logistics market						
PostLogistics	1,439	1,478	151	164	10.5	11.1
Retail financial market						
PostFinance	2,451	2,389	591	571		
Public passenger transport market						
PostBus	719	702	33	28	4.6	4.0
Other	945	968	12	20		
Consolidation	-2,565	-2,642				
	8,599	8,736	908	930		

OUTLOOK

Global growth potential is subdued. In Switzerland, the introduction of the minimum Euro-Swiss franc exchange rate established a certain amount of planning security for the export sector, but the strong Swiss franc continues to have an adverse impact. In contrast, low interest levels and the trend in real earnings should have a

favourable effect. The economic outlook, increasingly fierce competition, ongoing substitution effects, mailing optimization by business customers, and the necessary further strengthening of the equity base all confirm Swiss Post's conviction that it is right to implement consistently the defined strategy.

→ For details of the business development strategy, please refer to Page 14 of the Financial Report





Our first home together is our pride and joy. That's why we're doing the **renovation** work **ourselves**. Well, except for the kitchen and bathroom – we'll leave that to the experts.

A first-class range of services

PostFinance is the first choice for customers who want to manage their **own** finances. The products and services we offer for **payments, savings**, investments, retirement planning and financing are simple, easy to understand and great value for money.

Over
2.5 million

private customers use our **postal accounts** and the **PostFinance Card**

With post offices, PostFinance branches, business customer advisors, e-finance and our customer services, we are there to help our customers around the clock, and provide them with personalised advice when required.

We are our
customers'
partner

Quality and innovation for today and tomorrow.

The world is transforming. Electronic solutions are changing the way we live, work and communicate, and with the new solutions it is offering, Swiss Post is taking up this trend too. At the same time it is investing in its proven products and services with the aim of enhancing their appeal even further. After all, when it comes to getting your message across effectively, the letter is still the number one choice.

INTERVIEW

Ulrich Hurni
Head of PostMail



Intelligent letters

LETTER ID

Identification and tracking – thanks to Letter ID, a free service that is available at any time, business customers can find out the exact location of a specific letter from a mass quantity of mail they have sent out. This allows them to plan downstream activities more effectively – for example, deciding how many staff to allocate to customer services.

The unique mail item ID also gives them the option of controlling returns flexibly using electronic methods.

LETTER MAIL

Impact makes a difference

The letter continues to be a popular method of communication in Switzerland: That is why it is, and remains, the core business element of Swiss Post. Ulrich Hurni, Head of PostMail, talks about the letter, where its strengths lie, and where the future will take it.

Ulrich Hurni, studies* have shown that the letter remains a very popular method of communication, in spite of the competition it faces from electronic media. Why do you think this is?

The impact that a letter has is what makes it stand out. It opens up all sorts of opportunities for appealing to the recipient's senses and piquing their interest – whether this is through its content, design or material. As well as this, a letter is seen as trustworthy and binding. These qualities not only mean that people like receiving letters, but also motivate many senders of correspondence to choose them as a method of communication.

From Swiss Post's point of view, what are the most important things it has learned from these studies?

Their results are evidence that the physical letter is holding its own in an electronic age. What's more, the reality of the situation bears out these results: In 2011 Swiss Post delivered 2.3 billion addressed letters. Although there has been a drop in volume, this has been much less significant in recent years. That's why we're convinced that the letter business will continue to be a pillar of the company in the future.

What is Swiss Post doing to ensure the letter maintains its appeal in the future?

We are putting more investment in the quality of our services and in improved letter processing technology. For example, at the moment we are introducing a sequencing system throughout the whole of Switzerland – this enables automatic letter sorting right down to the level of individual private letter boxes. Better quality and a higher level of efficiency will ensure that the letter maintains a good price-performance ratio in the future. Additionally, we have a wealth of knowledge in the area of direct marketing. We share this knowledge with our customers and help them find exactly the right solutions for their promotional mailings.

* SELECTED RESULTS OF STUDIES

68 percent

of the Swiss population believe companies to be reputable if they receive an advertising letter from them. This compares to just 27 percent in the case of electronic advertising.

71 percent

of the Swiss population want to continue receiving their invoices by post in the future. This is true of all age groups.

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SERVICES

Swiss Post collects letters later, works flexible hours and offers low-priced customs clearance.

Swiss Post is investing in making letters more appealing. In 2011 it collected 93 percent of around 400 million letters from letter boxes at 5 p.m. or later. What is more, it introduced 148 clearances at 7 p.m. from Monday to Friday, as well as 222 clearances at 5 p.m. on Sundays. "This represents a considerable improvement to our service", says Heinz Brunner, Project Manager Letter Boxes in the Post Offices & Sales unit. Customers can also find out where the nearest letter box is by using www.swisspost.ch or the Post-App. Trained staff plus an electronic monitoring facility ensure processing and delivery remain extremely reliable.

At more than 200 post offices customers can now send parcels at up to 4 p.m. for delivery the next day. During 2011 the number of

PickPost points increased to 365. This means that even customers who are on the move during the day are able to pick up their parcels wherever is most practical for them – whether this is a petrol station or a railway station.

On 1 March 2012 Swiss Post launched a simplified customs clearance service in consultation with the Swiss price watchdog. This has resulted in reduced prices, particularly when it comes to direct importing of inexpensive goods from neighbouring countries. Since 1 October 2011, customs clearance for all mail entering the country via Swiss Post GLS has been free of charge, when the VAT and import duty to which these items are subject amount to less than 5 francs.

Quality initiative 2011

MEASURES

Investment in technology
...

Customs clearance made simpler
...

More PickPost points
...

Later clearance and posting times
...

Trained employees

SWITZERLAND'S MOST ADVANCED POST OFFICE

Horgen 1 integrated post office: Everything from the familiar yellow brand under one roof

Do you need to send a parcel to your godchild for his or her birthday? Perhaps you want to buy a new mobile phone? Maybe you want to do some asset planning? In Horgen, Swiss Post offers a one-stop shop for all these activities – thanks to Switzerland's most advanced post office.

A full range of services makes for happy customers

With its spacious, bright design, this post office is the very epitome of Swiss Post. Its customers can expect a modern shopping experience with an information counter where they can get advice on financial services, four PostFinance meeting rooms, six open post-

office counters, and a PostShop offering brand name items for sale. The facilities are arranged around a central waiting area furnished with comfortable seats.

A post office box service, Postomat and a special counter for business customers put the finishing touches on the range of services offered by the familiar yellow brand, and loved by customers.

Customers have welcomed the facility, and Swiss Post is opening a further two integrated post offices in the municipalities of Martigny and Köniz during 2012. If the new model takes hold, Swiss Post intends to open yet more post offices of this type.



Spacious and bright

...
In the Horgen 1 post office, Swiss Post customers can expect a modern shopping experience.

"Horgen's residents are delighted with the facility and enjoy using PostFinance's range of financial services frequently too."

Roman Horber, Head of Horgen 1 Post Office

Swiss Post apps: Smart travelling companions

They are handy, helpful, informative and fast. Swiss Post's apps know the answers to many questions, and around 250,000 customers already enjoy asking them for help.

Post-App – it knows where

Suppose you are looking for the nearest post office, a Postomat or a PostBus ticket counter. Just leave it to the Post-App. It puts customers on the right path in a matter of seconds. Is the post office open until 8 p.m.? Can express items be sent on Sundays too? You will find all this and more information in the Post-App. Additionally, its Track consignment facility offers customers an easy way to track their own letters and parcels. Thanks to the integrated price list, users can find out the latest prices for sending mail, whether its destination is within the country or abroad. "Customers love how versatile the Post-App is. An impressive 246,000 downloads are proof of this", says a delighted Philipp Leuthold, Project Manager E-Media.



www.swisspost.ch/mobile



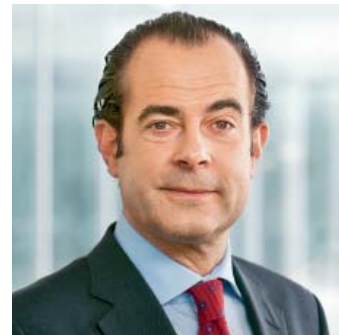
www.postfinance.ch/app

PostFinance Mobile App – it knows how much

Transfer money. Check your account balance. Top up your mobile, or find out price information easily from 15 stock exchange centres. 80,000 customers are using the PostFinance mobile app wherever and whenever they choose. Armin Brun, Head of Market & Distribution, describes the PostFinance mobile app: "It's Switzerland's smallest PostFinance counter: It fits in any pocket, is always on hand and is open 24 hours a day". Thanks to its e-finance tools, even financial transactions can be carried out directly via the app, enabling customers to pay electronic invoices, for example. Transfers using inpayment slips are no problem for the PostFinance mobile app either: It uses the Scan + Pay function to record these and pay them in.

INTERVIEW

Frank Marthaler
Head of Swiss Post Solutions



What is the role of Swiss Post Solutions in Swiss Post's strategy?
Our customers are increasingly turning to electronic methods of communication. To accommodate this we are developing new products and services for the interface between the physical and digital worlds.

What are some of these products and services?

Some examples are our document and dialogue solutions for more efficient business processes, or the range offered by the ePost Product House, which was established in 2011. This develops e-post products for both Swiss Post and other postal companies around the world.

Can you name any examples of these products?

The ePost Product House is where we developed the Swiss Post Box that PostMail now markets. We have also sold this product abroad under licence. Additional products are being developed as we speak.

E-SERVICES

Swiss Post's aim is to be the most innovative postal company there is, and in terms of its range of electronic services, it has achieved this already: In 2011 it was ranked at the top of the postal e-services development index

compiled by the Universal Postal Union (UPU). This index compares the digital development efforts of 93 postal companies worldwide in the areas of e-post, e-finance, e-commerce and e-government.

"Swiss Post is developing – and that's thanks partly to its Group-wide approach to innovation management."

Pierre-Yves Caboussat,
Head of Innovation Management

ePOST PRODUCT HOUSE

In 2011 Swiss Post combined all its areas of "e" expertise under one roof: the ePost Product House. "Our goal is to bring both existing and new e-products to market quickly, expertly and efficiently", says Beat Christen, Head of the ePost Product House. The range of products includes secure electronic identification and practical communication facilities (Post SuisseID, IncaMail and Swiss Post Box).




“With **MyNewspaper**, the readers decide what stories are important to them.”

Roland Glauser
Project Manager MyNewspaper

MYNEWSPAPER

Your own personalised newspaper


Would you like to read the sports pages from one newspaper, but the business pages from another? With MyNewspaper, now you can. Subscribers choose subjects tailored entirely to their areas of interest, from a range of national and international titles, and order their very own personalised newspaper. It is then delivered to them the next day either in printed form or as an e-paper.

 www.swisspost.ch/mynewspaper

MOBILE PAYMENTS

On the move? “Open Sesame!”


You are standing in front of a vending machine, looking for something to eat or drink – but you do not have any cash in your pocket. That is no problem if you are a Swiss Post account holder. For more than 2,200 vending machines, it is simply a matter of sending a text message with the number of the machine to 4455 – and Open Sesame! The vending machine is enabled and you can select the product you want. All you need to do is register once for PostFinance Mobile.

 www.postfinance.ch/mobile

POST SuisseID

Virtual passport and pen

Post SuisseID is the Swiss standard for digital identities and signatures. It provides Swiss Post customers with an easy way to use high quality security technology for secure login processes and legally valid digital signatures. With Post SuisseID, they can speed up electronic business processes and confirm that documents are genuine.

 www.postswissid.ch/en

EASTERN SWITZERLAND

Timetables in real time

Is my PostBus running on time despite construction work being carried out on the route today? Passengers in eastern Switzerland can find out the answer in a matter of seconds, thanks to the PostBus real-time timetable application. This tool enables customers to find out information about all PostBus routes on their mobile phones. The service is now gradually being rolled out for the whole of Switzerland.

 www.postbus.ch

INTERNET

Free WiFi on PostBus


Going online for free whilst on the move has become one of the needs of today's passengers, and one which PostBus met in 2011 by launching a pilot version of this service in the Lower Valais area. Within four months 1,500 smartphones and tablets had registered on six vehicles equipped with WiFi antennae. Now PostBus is offering free Internet nationwide and will be fitting out the first vehicles to accommodate this from April 2012 onwards.

 www.postbus.ch

SWISS POST BOX

The digital letter box

Swiss Post Box is the secure, electronic alternative to a physical letter box. With this digital letter box facility, Swiss Post customers can access their physical mail at any time, from any location, and manage it just as easily as their e-mails. Since 2011 Swiss Post Box has been sold under licence in English speaking countries as ePostbox.

 www.swisspostbox.com

CUSTOMER SOLUTIONS

“How can we help you?”

Swiss Post’s job is to move goods from A to B. Right? In fact, it does much more than that, creating outstanding solutions that are flexibly tailored to the exact needs and processes of its business customers.

BEVERAGES



Service that cuts ice

Coca-Cola HBC Schweiz supplies beverages to more than 62,000 supermarkets, kiosks, cinemas, stadiums, restaurants and bars in Switzerland. The company provides its customers with 38,000 chillers, 4,600 vending machines and 4,400 dispensing machines. In 2011 Swiss Post took over Coca Cola’s service organisation and now sets up its refrigerators, vending machines and beverage machines, in addition to maintaining them and replacing them as necessary.

RECYCLING AT HOME



Green coffee

Why not enjoy a cup of coffee and protect the environment at the same time? With its “Recycling at home” service, Nespresso has joined forces with Swiss Post to make this possible. When customers order new coffee capsules from Nespresso, they can opt to have a recycling bag delivered to their home, and when their next coffee delivery is made, they receive a text message or e-mail telling them when they should place the full bag in their milk box (a compartment used in Swiss mail boxes for storing and picking up small items). Swiss Post then picks up the bag from here and hands it over to Nespresso for recycling. Customers have responded positively to the service, which is scheduled to be rolled out in the whole of Switzerland in 2012.



www.ecolaboration.com

FIND OUT MORE



Taking Swiss Post on holiday

Knowledge is everything – even when you are on holiday. Travellers now have the chance to brush up on their knowledge of destinations in Germany, Austria, South Tyrol and Switzerland at www.holiday-infoshop.com. Here, travel businesses can make their catalogues available to customers free of charge, and Swiss Post profits from the additional advertising material that is sent out. For hotels, Swiss Post has created VACATIONews, which provides guests with information about hotel offers, leisure activities and weather forecasts. The hotels themselves feel the benefit too, because guests with more information at their disposal are also likely to spend more.

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COMPREHENSIVE SOLUTIONS

From personalised BahnCards to confidential payroll accounting

Swiss Post provides a whole range of services to Deutsche Bahn. In addition to creating and producing the BahnCard, it is now offering its customer a solution for confidential communication with Deutsche Bahn employees, in the form of ePostSelect and IncaMail.

Deutsche Bahn is taking a step into an electronic future and has commissioned the services of Swiss Post to implement a solution for physical and digital employee communication. Since the start of 2012 Swiss Post has been receiving travel expenses and payroll accounting data, and, for the time being, is printing out the documents in their existing form. Following the physical roll-out, employees will receive information on how to register with ePostSelect and, in future, receive personal documents in a secure electronic form via IncaMail. Employee participation in the scheme is voluntary.

IncaMail, Swiss Post's proven, user-friendly service for secure and traceable e-mail

sending, is already being used for delivery purposes. The technology will also enable Deutsche Bahn to benefit from lower costs.

Outsourced business processes

Since 2007 Deutsche Bahn has assigned Swiss Post also the task of handling business processes relating to the BahnCard. The plastic card represents Deutsche Bahn's most important customer loyalty scheme. Swiss Post offers advice on and coordinates process handling in its entirety, from recording data to producing and personalising the BahnCard.

SecureCube

"SecureCube is perhaps the smallest bank in the world."

Martin Zbinden
Head of Marketing and Sales

SecureCube provides business customers with a secure, convenient way of paying in cash receipts. This intelligent inpayment terminal features an automatic banknote reader that is able to count different currencies and check whether banknotes are genuine. Once paid in, cash is stored securely in the integrated safe and credited to the account with the correct value date.

SecureCube benefits particularly customers with low to medium levels of cash sales by saving them a great deal of time during the process of balancing their daily takings – as well as saving them a trip to the post office or bank. The Group company SecurePost Ltd takes care of reporting requirements and ensures that SecureCubes are cleared and maintained professionally.



goCOMMERCE

Online sales made easy

Now you can set out a fantastic online stall of top-quality products and start earning money quickly – and, even if you are an SME, there is nothing to it thanks to goCommerce, Swiss Post's online shop solution. All customers have to do is design their appearance in the prepared format, and then process orders in the cockpit area themselves. Swiss Post takes charge of processing payments (using the integrated PostFinance online payment solution) and delivering merchandise. "Customers absolutely love this full package of services", says a delighted Stefan Altorder, Product Manager goCommerce.





Times **change and develop**, and so do people. So how do you get your favourite clothes to stay with you all the way? My job as a tailor is to make sure that the clothes **always fit** the person, and I love seeing my customers go home with smiles on their faces.

A first-class range of services

Our customers' behaviour is changing all the time. That is why **we continually develop our network**. We are by our customers' sides no matter where they are: at village shops in the country (where they find us more and more), at their own front doors, in cities and in new commercial centres in the agglomerations. Thanks to the Post-App, our customers always know where to find us, even when they are on the go: **And they will always find that we are right by their sides.**

The perfect network

for Switzerland

Our network is currently made up of **3,607** access points. Of these, **1,851** are post offices, **427** are postal agencies and **1,226** deal with our home-delivery service.

With **43** PostFinance branches – of which **17** offer payment transaction services – as well as **933** Postomats, we bring our financial services close to our customers.

By January 2012 we had installed **725** PickPost points where customers can pick up parcels and letters, sometimes long after post offices have closed. What is more, there are over **15,000** letter boxes available to customers throughout Switzerland.

Swiss Post picks up mail from business customers at **48** locations, with a service that is precisely tailored to these customers' special requirements.

A responsible employer who people love working for

Swiss Post employs over 61,000 people from more than 130 countries in over 100 different occupations, and they all have their individual life experience. Swiss Post offers progressive employment conditions and working time models. Occupational training, further education and support for young talent – all are prioritized.



INTERVIEW

Yves-André Jeandupeux
Head of Human Resources

Yves-André Jeandupeux: What do you consider to be the biggest challenges facing employees?

The world is on the move: Customers' behaviour is changing, our competition never sleeps, society is turning increasingly to digital solutions, and we have an ageing population. We have to move with these trends.

What does this mean for the human resources policy in concrete terms?

We have to be open to change. That's why we promote a culture of performance and innovation, are eager to foster diversity, and invest in training as well as sustainable health management practices.

What can staff expect over the coming years?

There are two major things that will affect our employees directly. One is the negotiations we are engaging in with our social partners in respect of a collective employment contract, and the other is the work to consolidate our pension fund.

PEOPLE ON THE MOVE

Strong employees – a strong Swiss Post

Employees are increasingly eager to find ways of striking the right balance between work, family, leisure and commitments outside the workplace. By offering fair and attractive employment conditions, Swiss Post is helping them do just that.

Getting the work/life balance right

If people are able to make their own individual aspirations in life a reality, then their performance in the workplace will be better too. Therefore Swiss Post encourages a healthy work/life balance and uses working time models that reflect modern needs: flexitime, part-time work (less than 90 percent), annual working hours, job sharing and home office work. In 2011, 48 percent of all employees in Switzerland and 11 percent of managerial staff worked part-time. 25 percent of our male staff work 90 percent or less of a full working week.

Vive la différence

People from over 130 nations do more than 100 different jobs at Swiss Post, but it's much more than nationality that accounts for the diverse make-up of the company's employees: At Swiss Post people with disabilities and from different generations, cultures and ways of life work together in teams. It's a melting pot that reflects the rich diversity of our customers. This allows us to create added value for both the company and our customer base, as we have a better understanding of what our customers need.

The Swiss Post collective employment contract: anything but average

Around 95 percent of group employees in Switzerland (approximately 36,000) are subject to the Swiss Post CEC. Salaries are based on role, experience and performance. The Swiss Post CEC guarantees above-average social allowances, bonuses for outstanding performance and benefits such as staff vouchers, a free half-fare travel card or special conditions for the Mobility® CarSharing scheme, low-cost holiday apartments and other external offers. The majority of employment contracts for managerial staff as well as specialists are based on the Swiss Code of Obligations. Swiss Post's employment conditions are in line with the highest industry and nationwide standards.

→ FACTS & FIGURES

Commitment and willingness to perform

Strong employee commitment: With **83** out of a maximum 100 points, the "commitment" index was as high as in the previous year.

Percentage of part-time workers

48 percent of employees work part-time. Of these, **24.5** percent are men.

Number of apprentices

2,000 young people are currently serving an apprenticeship with Swiss Post.

Percentage of women in management roles

23.2 percent of around **5,300** managers are women.

INTERVIEWS



Natalia Marcucci,
Head of the Renens post office region

The right balance between family, work and advanced training

As a mother of two children, Natalia Marcucci finds that working part-time in her management role meets her needs.

Are part-time work and a management role compatible?

Yes, certainly! I work 80 percent. That allows me to be flexible with my priorities and also to ensure I perform to my best.

How do you organise your work and family time?

Swiss Post is an employer who accommodates my needs: Since 2003, I've been able to try out all sorts of working patterns: two free afternoons, two free mornings, and a combination of these. At the moment, I take the day off on Wednesdays. As well as this, Swiss Post gives me support when I want further training: I've completed the "Leadership" module organised by the SVF-ASFC (Swiss Leadership Training Organisation) and am now setting to work on their "Management" module. I can definitely use the things I learn from this in both my job and family life!



Thomas Gassmann,
trainee

I'd love anyone to have the same opportunity I've had

As part of the group-wide trainee programme, Thomas Gassmann spent six months at SPI Singapore.

You came to Swiss Post as a trainee having just completed a degree in business administration. Would you recommend this route to others?

The training is excellent and very much on the job. I was even able to take on immediately a project for Swiss Post Solutions, introducing an environmental management system in line with ISO 14001. There I gained my first experience in project management and customer support. Obviously this required working on my own initiative a great deal – and the same was true for my stay in Singapore.

How did you find SPI Singapore?

Radically different! Although the structures are much the same, work and private life overlap more. It was a great opportunity for me to make contributions based on my project management experience and put forward many of my own ideas. Among other things, this helped me lay the foundations of the management system.



Barbara Zwahlen, Deputy Head
of Delivery Team for the Ins region

I'm always learning something new – it's great!

Barbara Zwahlen started off by completing the ValiPoste programme – and now she is developing her leadership skills.

What do you especially like about your job?

I'm always out and about, and I love interacting with customers. I really enjoy it when I get to work independently during delivery rounds. My current position is even more varied and involves more responsibility than before, which I also like.

What was your experience of completing the ValiDist modules?

Swiss Post gave me a very reasonable grant for them and also allowed me time away to participate in training sessions. As far as the logistics side is concerned, I'm much better equipped to do my work now – and because the certificate is recognised at a national level, I'll stand out more on the job market too.

What are your next steps?

I've been asked to qualify as team leader, and so of course it's back to training again – I always love learning new things.



BASIC TRAINING AND ADVANCED TRAINING

At Swiss Post, there is always something new to learn

Swiss Post strives to increase performance and boost its innovative strengths. It takes a targeted approach to encouraging young talent, and motivates its employees to widen their knowledge and skills.

In a 2011 survey carried out by the company Multicheck, 10,000 school pupils ranked Swiss Post as an employer more attractive than any other. That is music to Swiss Post's ears – the company is training around 2,000 apprentices at this very moment. "Our efforts to produce young talent that's highly qualified aren't just for Swiss Post's benefit – they're for the benefit of the economy in general", says Pierre Marville, Head of Vocational Training for Swiss Post. "By doing this, we are taking on a huge chunk of social responsibility." The main areas where Swiss Post offers apprenticeships are in the retail sector, logistics, commercial roles and IT. The company is a great choice for anyone who wants to be a mediamatics technician, automation engineer, operations maintenance employee or truck driver. All apprenticeships are recognised by the Federal Office for Professional Education and Technology (OPET).

Apprentices pass through a range of areas, even, in many cases, working in a different language region. Swiss Post operates eight apprentice-run post offices, where – with the

support of experienced employees – retail apprentices in the second and third years of their training are given responsibility for the post office. 582 young people concluded their basic training in 2011 – with a success rate of 98.8 percent. Not only does this open up a world of opportunities for them on the job market, but also they are in high demand for in-house positions at Swiss Post. Apprentices make up 5.1 percent of the workforce.

A whole host of courses and seminars

Through the range of courses it runs, Swiss Post fosters management expertise, social skills, self-improvement and methodological skills. As part of this, it is increasingly offering combined packages of e-learning modules, face-to-face teaching and social media tools such as chats, blogs, wikis and podcasts. The group units offer also a wide range of specialised courses and seminars. In the majority of cases Swiss Post supports employees who want to improve their skills by giving them financial support or the time they need for the training.

"Every year, Swiss Post offers around **750 apprenticeship places** in **12 different career areas**. They bring a breath of fresh air into the company."

Swiss Post asks a lot, but gives a lot in return – and does it flexibly and professionally.

OCCUPATIONAL TRAINING

Well equipped for logistics

1,400 Swiss Post employees who trained under Switzerland's former postal monopoly system are currently working towards a Swiss proficiency certificate while on the job.

Building a bridge for school leavers to cross

A practical pre-apprenticeship scheme in a letter centre offers opportunities to young people without an apprenticeship place.

Taking the first steps on a career path in a trainee post

People who have completed their studies can get practical experience through Swiss Post's trainee programme.

More funds for advanced training

In 2011 Swiss Post invested an additional 5 million francs in basic qualifications and advanced training or retraining for its employees.



SOCIAL RESPONSIBILITY

Swiss Post opens new horizons

Swiss Post does everything in its power to prevent redundancies resulting from economic factors. If reorganisations are unavoidable, however, it will not leave the affected employees by the wayside. "We always work together with each employee to find the right solution for everyone involved", says René Heiz, project manager for redundancy plan implementation. "That could mean working out appropriate upskilling steps with the employees affected, or helping them look for employment through the in-house Job Centre."

A standardised redundancy plan

Since 1 January 2011, a single, standardised redundancy plan, which is part of the CEC, has applied to all restructuring. Negotiations on flanking measures take place only if at least 450 employees and at least 250 full-time equivalents are affected by organisational changes. The new redundancy plan offers four possibilities: support for employees seeking further positions both internally and externally while still working, the option of early termination combined with training, self-employment, and support from a recruitment consultant. "The redundancy plan encourages all the parties involved to work together to find a solution right for everyone", says René Heiz. This should enable employees to develop a keener

awareness of their own skills and their own wishes – and also their own responsibilities.

Treating all employees fairly

However, Swiss Post's understanding of social responsibility stretches far beyond this: For many years now, the company has attached great importance to employing disabled people. At present, approximately 833 people with disabilities are Group employees in Switzerland. In addition, Swiss Post offers a choice of retirement ages based on the needs of its staff: Employees can opt to retire between 58 and 67 years of age. Gradual semi-retirement models also are possible.

Financial assistance in an emergency

There are some cases where not all the costs associated with illness, accidents or other events can be covered. Swiss Post helps current and former employees who find themselves in difficulty by awarding grants and low-cost loans from its Personnel Fund.

Support for career changes

What opportunities do I have on the job market, both inside and outside Swiss Post? The in-house Job Centre works together with employees by conducting personal progress meetings and seminars.

Sound advice in a crisis

Whether they are concerned about financial circumstances, personal issues, disputes, problems of addiction, or harassment, employees in crisis situations can turn to Swiss Post for help and advice that is confidential, neutral and free of charge.



"Exemplary employment conditions help Swiss Post to be seen as an attractive employer."

Rolf Simon
Head of Health Management

WORKPLACE HEALTH MANAGEMENT

Swiss Post creates a "friendly work space"

"Swiss Post needs motivated, healthy employees who perform well", says Rolf Simon, Head of Health Management. This alone is reason enough for the company's systematic approach to investing in workplace health management. For evidence of just how much success Swiss Post has with this initiative, you need look no further than "Friendly Work Space" – the world's only seal of quality for companies who offer a "friendly work space". Six out of seven group units have received this accolade to date, with Swiss Post Solutions and the management and service units currently gearing themselves up to attain the same status. All the areas

have the same goal: healthy employees.

Preventing illnesses and accidents

With the aim of preventing accidents and workplace-related illnesses, Swiss Post has developed sets of principles, regulatory frameworks and practical tools that can be applied in all areas. By attending training sessions managers demonstrate commitment to their responsibility to lead by example. Meanwhile, employees learn how to avoid misconduct, and to take more responsibility for their own health during their everyday work.



A first-class range of services



Whether I'm organising theatre tickets, having buttons sewed onto clothing or delivering 111 red roses to someone's room at midnight, as a concierge I am always looking after our guests. Each one of them is unique and has their own **personal requirements**. I make sure that **everything works as it should**, so they don't need to worry about anything.

When it comes to **logistics**, our **customers do not need to worry about anything**. We offer a range of services tailored precisely to their needs, implement everything in the background with meticulous coordination, and deliver to the right place at the right time.

9

state-of-the-art logistics centres throughout Switzerland. We could not come any closer to our customers.

From straightforward shipments to complex solutions, Swiss Post is Switzerland's number-one choice for logistics. We handle urgent express items and courier consignments, parcels that are light as a feather and truckloads that weigh tonnes, as well as cross-border mail using modern electronics.
That is our business.

Committed to making Switzerland more efficient

Switzerland and Swiss Post: a match made in heaven more than 150 years ago, and one that is growing ever closer. Just as it has done in the past and will continue to do in the future, Swiss Post provides the country's economy and its people with valuable services, as well as demonstrating its commitment to social responsibility.

INTERVIEW

Patrick Salamin
Head of Post Offices & Sales



BASIC SERVICE

An optimised, flexible network

Post Offices & Sales is responsible for the post office network and ensures that post office customers stay satisfied.

Patrick Salamin, Swiss Post's post offices represent an important part of the country's basic services. What is your view of this close relationship with customers?

As far as the general population is concerned, the employees who work in our post offices and our delivery staff are ambassadors for Swiss Post. That's why the company is so often concerned with issues that arise at the counter. People find that changes to the post office network really hit home – it's a political and emotional subject. However, it's often forgotten that people are always guaranteed a basic service. At least 90 percent of Switzerland's population need to be able to get to a Swiss Post facility by public transport within 20 minutes, and we do not plan to compromise this in any way as we go about developing the network.

The post office network is changing all the time. Why is that?

—

The customer habits and technology have changed significantly. In both cases, this has had a direct impact on our core business. At the counter we process around 43.2 percent fewer parcels than we did in the year 2000, 58.7 percent fewer letters and 26.6 percent fewer inpayments and withdrawals. It is essential to optimise the postal delivery network. We want to offer our services wherever our customer flows are, and in the form best suited to each given situation. For this, we have developed different formats.

Do you see the network development work coming to an end?

—

No, developing our network is an ongoing commitment. What's more, we need to remember that basic services cost money, which is only right; it's just that the associated costs happen to be very high. That's another reason for optimising the post office network. The format might change but the number of customer access points will remain the same. We are fulfilling our basic service mandate and are much more efficient and customer-focused than before. That's what counts.

→ NEW WAYS OF DOING BUSINESS

Post offices in new formats

Post offices are available in large retail spaces such as shopping centres, or are operated as independent branches in highly frequented central locations. Customers are served by Swiss Post staff and can make cashless payments, send letters and parcels, and carry out important postal transactions.

Manned and self-service business customer points

Swiss Post rents spaces in industrial or business areas from third parties. The infrastructure and

opening times of these are specifically designed to meet the needs of business customers. A self-service business customer point is a stand-alone or separate area to which customers are given exclusive access. At both the manned and self-service points, business customers are able to send letters and parcels.

Postal agency "served"

A partner provides all key postal services, as well as cashless payment facilities, on behalf of Swiss Post. Customers are served at a separate counter in the partner's retail space.

MOBILITY

Keeping time with a heart and mind

PostBus provides a strong, sophisticated mobility service. All over the country. Every single day.



6.5 times around the earth

It is more than 10,000 kilometres long and branches off in almost as many directions as the human circulatory system. It is the PostBus route network. Twice the size of the entire Swiss rail network, the route network boasts a large capacity: Over 2,100 PostBus vehicles travel almost 40 percent of Switzerland's public transport network, covering around 100 million kilometres every year. This means they travel the equivalent of 6.5 times around the earth every day. PostBus has a significant role to play in accommodating the growing mobility needs of the country's population. "That's why our service is in greater demand than ever within Switzerland's public transport network", explains Daniel Landolf, Head of PostBus. Every year, more than 3,300 PostBus employees – including those working for around 200 local PostBus operators who provide services on behalf of PostBus Switzerland Ltd – take over 120 million passengers to their destinations. PostBus connects rural

areas to towns and cities and provides a means for people to get to main public transport routes. Additionally, the company operates many routes in the conurbations and agglomerations. As part of this, another of its concerns is maintaining a healthy environment, which is why it is a proponent of climate-friendly technologies (see Page 39).

At the head of the race

PostBus is the leading bus system operator in Switzerland's public transport network – and not just when it comes to transportation services. From system operating functions, such as passenger counting, ticket inspection and payment collection, to implementing passenger information systems and acting as a full-service provider of sale systems, PostBus is consistently at the head of the race. What is more, the company offers these services to third parties too.

PostBus has a key role to play in Switzerland's public transport network.

KEY FIGURES

3,381

...
employees
(incl. PostBus subcontractors)

2,145

...
vehicles which, every year,
ferry...

124

...
million passengers.

11,102

...
kilometres: the length of the
PostBus route network.

104

...
million kilometres: the distance
covered by PostBus in 2011.

"Thanks to PostBus, Switzerland's public transport network covers the entire country."

Daniel Landolf,
Head of PostBus



E-TOILE

Electronic patient dossier receives accolade

eHealth Suisse awards top marks to "e-toile", the electronic patient dossier provided by Swiss Post and Canton Geneva.

In February 2011 a pilot version of "e-toile" was launched in four Geneva municipalities. The electronic patient dossier has been developed by Swiss Post in conjunction with Canton Geneva. Its purpose is to create a network between patients and all those involved in their care via a secure platform. It enables doctors, hospitals, pharmacies and laboratories selected by the patient to access their medical details. This allows the patient to rest safe in the knowledge that these specialists have all essential information at their disposal, should the need for it arise.

A pioneer for eHealth

eHealth Suisse, the coordinating body for the Swiss Confederation and cantons, looked at "e-toile" from an independent standpoint and classified the pilot as "good" to "very good" in all six of the relevant criteria. By granting an "Überregional" ("Interregional") label, it awarded the pilot the highest accolade possible. In the concluding report, the pilot was described as a "pioneer for the development of eHealth's strategy within Switzerland" and as offering "potential to be a model case for other solutions".

Patients are able to access their electronic dossier quickly and securely using their health insurance card, SuisseID or "Carte Patient", which Swiss Post has developed for pilot purposes.

Following Geneva's success, other cantons are now interested in introducing pilot schemes too.

"The electronic patient dossier is giving a real boost to eHealth in Switzerland."

Renato Gunc,
Head of E-Markets at Swiss Post Solutions

NATIONAL CENSUS

Since 2007 Swiss Post has been in contact with tens of thousands of householders and property management firms on behalf of cantons and municipalities. Why? Because of the national census, which has been conducted annually since 2010 on the basis of official registers. Swiss Post's duty has been to synchronise tenants' details with registers and allocate numbers to occupants and residences. To gather a full list of details, around 2,000 employees were dispatched to 97,000 buildings containing 711,410 residences. In total details have been recorded for 1.144 million residences and 2.548 million people.

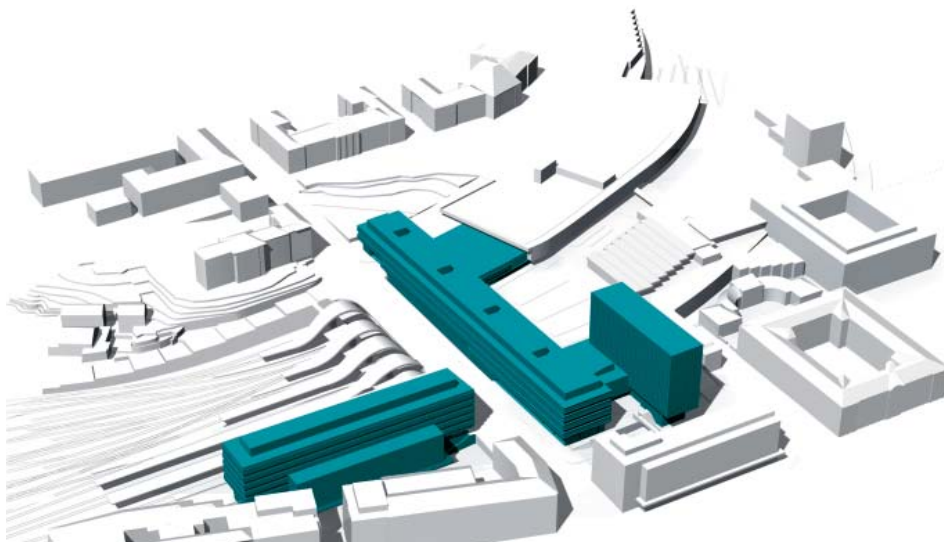
PUBLIC SECTOR



PostFinance finances Swiss cities and municipalities, firmly occupying the number-one position in this market. This involves granting an energy bonus to municipalities which have either been designated an "Energy City" or stand to receive this label by 2015, and which are the recipients of long-term financial support from PostFinance. In the course of each year these municipalities receive 0.02 percent of financing funds. By the end of 2011 more than 550,000 francs had been disbursed.

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REAL ESTATE

Swiss Post makes its mark on Switzerland's cities

From Zurich to Berne, Lausanne to Geneva, and Winterthur to Frauenfeld, attractive properties have been rising from the ashes of former letter centres throughout Switzerland, both enhancing the architectural settings of the surrounding areas and bringing new life to city centres. This work has involved Swiss Post not only selling its production sites and enabling them to be used in new ways, but also increasingly taking on the role of developer in large-scale projects.

In Berne the site of the former Schanzenpost buildings will become home to the PostParc, a new urban centre located at the west end of the city's main train station. Building is scheduled for completion by 2015. The de-

velopment will provide space for offices, chambers and practices, as well as conference halls, meeting rooms and classrooms plus shops and restaurants. Swiss Post customers will still find a post office, a PostFinance branch and a PostBus station at this location.

New headquarters in Berne

Swiss Post's new headquarters are located in WankdorfCity, with building work having already begun in 2011. By 2013 PostFinance will have a 13-storey tower housing 870 employees and located directly next door to the PostFinance Arena. Around 424 million francs are being invested in the two projects.

ELECTRONIC BUSINESS TRANSACTIONS

Post SuisseID accelerates e-business



Electronic business transactions harbour a great untapped potential. "They could help simplify and accelerate many business processes – to the benefit of Switzerland's economy", says Doris Leuthard, Member of the Swiss Federal Council. This requires a national standard for digital identification and digital signatures, and so SECO (State Secretariat for Economic Affairs) created the SuisseID.

Based on this standard, Post SuisseID is an electronic identity card and electronic pen all rolled into one. Anyone with a Post SuisseID is able to prove their identity on the Internet

and sign PDF documents electronically using a method that is legally valid.

Post SuisseID is boosting electronic business transactions in commerce and administration. In addition to document signing, it enables external access to company intranets, access to personal accounts and to extracts from the criminal records database online. Its latest feature is easy access to the Swisslos online lottery games platform. "Demand for Post SuisseID is growing all the time", says Urs Fischer, Head of Business Area Identity & Security at Swiss Post Solutions.

Our commitment

INITIATIVES

Start-up help for young entrepreneurs

PostFinance supports the STARTUPS.CH-AWARD and presents each of the three best young entrepreneurs with a business account containing 5,000 francs.

Santa Claus campaign

Through its Santa Claus campaign, Swiss Post brings joy to many children. In 2011, 16,077 children wrote a letter to Santa Claus and received an answer with a small gift in return.

Christmas comes twice a year

People in need within Switzerland as well as social institutions in eastern Europe receive Christmas presents through the joint work of Swiss Post and the Red Cross. As part of this, Swiss Post sends around 75,000 parcels free of charge.

Swiss Solidarity

In 2011 Swiss Post waived fees of around 200,000 francs for donation appeals.

Pro Patria and Pro Juventute

Pro Patria and Pro Juventute design and sell their own stamps with the aid of Swiss Post. The associated surcharges go to the foundations.





As an IT professional, I know that **interfaces** are what count when it comes to programming. All the components have to be **synchronised** and work in perfect harmony with one another, but it's just as important to ensure that users **always** have the right **information** at the right time, in a format they can understand.

A first-class range of services

Every day, hundreds of thousands of passengers in regional and urban transport networks travel with PostBus. We offer them an **efficient, environmentally friendly** fleet of vehicles, a safe and **punctual** journey, **reliable connections** and useful **real-time information** on their journey.

With the
PostBus app,

passengers will be able to find out departure times in real time from June 2012 onwards.

Passenger information

displayed on screens keep customers updated about the next connections – making travelling even easier and more convenient.

PostBus is unmistakable: See a yellow bus, and PostBus instantly springs to mind. The colour is every bit as unique as the story behind PostBus and its employees. People who travel in a PostBus are not in the first class nor second class, but in the **yellow class**. This is the huge commitment that our employees live up to every single day.

Climate protection at centre stage

Taking social, economic and environmental responsibility, Swiss Post sets an example of what it believes to be sustainable actions, and when it comes to maintaining a healthy environment, climate protection is central.

INTERVIEW

Dieter Bambauer
Head of PostLogistics



GROUP SUSTAINABILITY
STRATEGIC GOAL:

-15,000t

annual CO₂ reduction by 2013

SIX STRATEGIC LINES
OF ATTACK

Increase energy
efficiency

...

Invest in the best
technology available

...

Increase the percentage
of renewable energy
sources used

...

Offer environmentally
sound products

...

Improve skills

...

Champion climate
issues – on a global scale

SUSTAINABILITY STRATEGY 2011 – 2013

“We are sticking to a rigorous environmental strategy”

By 2013 Swiss Post intends to reduce its CO₂ emissions by 15,000 tonnes per year. The results will benefit both the Group and the environment, Dieter Bambauer believes.

Dieter Bambauer, how important is climate protection to Swiss Post?

Swiss Post enthusiastically supports the efforts of Switzerland to meet the goals set out in the Kyoto Protocol, and climate protection is a strategic priority. We work in energy-intensive areas of business, in particular the communications market, logistics market and public passenger transport market. Transport and mobility is where we have the biggest opportunity to act effectively, as there are 16,000 Swiss Post vehicles on the roads every day. These account for two thirds of the Group's CO₂ emissions. However, there is considerable potential for savings in our buildings too: Every year, these consume 6.5 million litres of heating oil. These figures illustrate why we have anchored our overall sense of commitment to an environmental strategy, as part of our corporate vision, in the core value “sustainability”.

How do you think Swiss Post has performed environmentally so far?

We have already achieved a great deal, and have adopted a pioneering role in environmental issues. Examples of strategies we promote include energy efficiency improvements to buildings, rail transport between letter and parcel centres, environmentally friendly road vehicles and carbon-neutral shipping. Since 2008 all of our electricity requirements have been met by renewable sources.

How does Swiss Post stay on top of climate protection issues?

We are sticking to a rigorous environmental strategy. As part of our sustainability strategy, we are aiming for an annual 15,000-tonne reduction in CO₂ by 2013 – an ambitious goal. Because we have set ourselves a tight time frame, we need to take action now.

What's in it for Swiss Post?

Given that energy prices are on the rise, we will be able to lower our fuel and heating costs by a considerable amount. However, the key outcome is that we will be able to offer our customers products and services with excellent environmental credentials. That will enable us to cement our position in this rapidly growing market. One thing is clear: Good climate protection practices will help ensure the Group's long-term success.

www.swisspost.ch/klima



PRO CLIMA – WE ARE ACTING NOW

Climate protection represents the core element of our sustainability strategy for 2011–2013. Now Swiss Post is presenting a harmonised vision of all its work in this area by uniting its climate protection activities under the label “pro clima – We are acting

now”. Some of these are described in this chapter.



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ELECTRIC SCOOTERS

Setting quiet wheels in motion

The 2,500 electric scooters in postal deliveries are convincing. The number is a European record – and one that Swiss Post intends to beat.

“These clean, quiet electric scooters have powered us up”, raves Renato Ercolani, responsible for the PostMail vehicle fleet. Experience of the electric scooters has won staff over both environmentally and economically. Therefore Swiss Post is expanding its fleet: 4,000 two- and three-wheeled electric scooters will be on the road by the end of 2012. This means that most of Swiss Post’s approximately 7,500-strong fleet will be powered electrically. The last petrol-driven scooters will be replaced by the end of 2016. With more than 1,500 electric scooters and 1,000 electric tricycles, Swiss Post can boast Europe’s most environmentally friendly fleet of this type, saving 1,500 tonnes of CO₂ every year.

Powerful, economical and environmentally friendly

The electric scooters are winning staff over in a number of ways. They do not emit any exhaust fumes or CO₂, are quiet and consume energy only when they are actually on the move. “For letter delivery staff they offer huge advantages compared to combustion-engine scooters”, explains Ercolani. A study accompanying the strategy shows that the electric scooters’ environmental credentials outperform those of their petrol-driven counterparts in every respect. However, it was also the performance of the vehicles that was crucial for Swiss Post. The latest electric scooters can effortlessly negotiate stop-start traffic in cities, multiple-kilometre stretches in rural regions and steep delivery routes in mountainous areas.

Swiss Post deploys two-wheeled or three-wheeled electric scooters depending on the areas in which they are used. The three-wheeled version offers additional benefits: As well as accommodating three times the payload and increased driving safety, its automatic parking brake means it holds itself stationary whenever it comes to a stop.

IN PRACTICE

Michaela Knup, letter delivery employee in Oberhasli (Canton Zurich)

Michaela Knup, do you think the air is cleaner since you’ve been using an electric scooter?
Yes. Particularly when I’m taking letters out of boxes and pouches. Before, I could really smell the fumes when I was next to the exhaust. The electric scooters aren’t just clean – they’re quiet too. Some dogs still aren’t sure whether they should bark at me or not!

As a motocross and enduro rider, how powerful do the electric scooters seem to you?

Both the two-wheeled and three-wheeled versions of the electric scooters are very powerful – they can take on even the steepest of routes without any problems. They’re impressively fast, too.

What are the other benefits of the three-wheeled electric scooter?

It can carry a huge load. I can load up to 90 kilograms in the rear compartment, which saves me a lot of time as I don’t have to make two journeys. It’s the same with the automatic parking brake on the three-wheeled scooter: Thanks to this feature, I no longer need to spend lots of time and effort stabilising the scooter on its centre stand.

“Our two-wheeled and three-wheeled electric scooters aren’t just environmentally friendly, quiet and powerful – they’re safe to drive too.”

Michaela Knup, letter delivery employee in Oberhasli (canton of Zurich)

FOCUS ON RENEWABLE ENERGY

A clean solution

Swiss Post relies on four types of renewable energy: hydro, solar, wind and biogas. This approach is part of its sustainability strategy for 2011–13.

“We are heading in new directions and contributing to the diversity of the energy mix.”

Brigitt Hausammann
Sustainability specialist



Swiss Post’s mix of clean energy is currently made up of renewable hydro and wind energy sources. Now the company is also employing solar cells and biomass.

Since 2008, 100 percent of Swiss Post’s energy requirements have been met by **renewable hydroelectric and wind power**. As well as this, since 1997 it has purchased the same amount of wind energy every year as is produced by one of the turbines at Switzerland’s largest wind power plan, Mont Crosin in the Jura Mountains. Currently this is 600 megawatt hours. Swiss Post uses the electricity it gains from wind power to run its fleet of electric scooters (see Page 37), among other things.

Several of Swiss Post’s large-scale buildings are ideally suited to the production of **solar power**. 20 solar power systems are intended to produce 6,000 megawatt hours of electricity every year in future – the equivalent of approximately three percent of Swiss Post’s total

power requirements. Plans for a solar power system covering the equivalent area of two football pitches are now well under way at the Zurich-Mülligen Letter Centre. Similar projects for the other letter centres, the parcel centres and the future Wankdorf headquarters in Berne are also in the pipeline. Swiss Post envisages investments of 39 million francs for the projects.

The 150 gas-powered vehicles are run on locally produced, environmentally friendly **biogas**. This enabled Swiss Post to save 672 tonnes of CO₂ in 2011. “We see this as a milestone on the path towards even more sustainable vehicles”, says a delighted David Lengyel, Head of Environment at PostLogistics. Swiss Post has also had a dedicated natural gas and biogas station in the municipality of Mägenwil since April 2011. For 53 gas-powered vehicles, this does away with the need to make journeys to further-flung stations, saving Swiss Post 1,000 kilometres of driving each month.

LINE OF ATTACK
Increase the percentage of renewable energy sources used

KEY MEASURES
2011 TO 2016

100%
...
renewable energy from hydro and wind power

2,500
...
electric scooters driven using wind power current. There will be 7,500 by 2016.

100%
...
of all gas-powered vehicles used for deliveries run on biogas.

12,000
...
m² are covered by the first of more than 20 planned solar power systems.

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ECO-DRIVING

Making savings behind the wheel

Smooth acceleration, anticipation and consistent driving are three elements of the environmentally friendly eco-driving approach, which lowers fuel consumption by up to five percent. This makes it a key environmental strategy from Swiss Post's point of view. "Eco-driving is also a more attractive option than many people think. The average speed is higher than is found in conventional driving methods", points out David Lengyel, Head of Environment at PostLogistics.

By the end of 2012 all PostLogistics drivers will have received training from qualified eco-driving trainers. In the meantime all PostBus drivers have already completed this course on the job, whilst travelling along their normal routes. Because Swiss Post employees also use eco-driving techniques in their own personal vehicles, they are contributing to an additional reduction in CO₂ emissions.

SWISS POST'S ENERGY-EFFICIENT BUILDINGS

One-off renovations make for long-term savings

The dream of saving large amounts of energy without having to compromise on comfort has already come true in Swiss Post buildings. One-off renovation measures and enhancements to building services are increasing the energy efficiency of these buildings. As a result, Swiss Post pays less for heating, cooling, electricity and water, and so reduces CO₂ emissions. With project energo Swiss Post monitors and optimises building service installa-



STATE-OF-THE-ART TECHNOLOGIES

Hydrogen and diesel hybrids on the move

"Using fuel cell propulsion systems in our public transport network makes us pioneers within Switzerland", says a delighted Nikoleta Seraidou, project manager for new vehicle technologies. Around Brugg, Canton Aargau, PostBus uses five **fuel-cell PostBus vehicles** which convert hydrogen into electrical energy, producing only steam as a result. Lottery funds from Canton Aargau, the Swiss Federal Office of Energy, the EU and Swiss Post innovation funds are supporting the test scheduled to run for five years. Swiss Post aims to reduce CO₂ emissions by at least 2,000 tonnes. The first hydrogen station for buses in Switzerland, developed by the Paul Scherrer Institute, operates in Brugg.

Additionally, PostBus is putting ten more **hybrid PostBus vehicles** (combined diesel and electric engine) into operation. These consume almost 30 percent less fuel than comparable diesel buses.

tions in its large-scale buildings. During 2011, the spotlight was on 8 of these large structures. The 0.75 million francs saved is eight times the outlay. "This project has really made an impression because it is so economically viable", explains Marcus Bernath, Head of Energy and Environment at InfraPost AG. The energy efficiency of over 600 buildings has been assessed as part of the EON project and the improvements derived have enabled an additional energy saving of 150,000 francs. The building service engineering equipment used by Swiss Post meets the criteria of energy efficiency class A. As a minimum, all new buildings conform to Switzerland's Minergie® standard for energy consumption.



INTERVIEW

Daniel Landolf, Head of PostBus

Daniel Landolf, what role does PostBus have to play in achieving Swiss Post's CO₂ reduction goal?

A central one. Our 2,500 PostBus vehicles consume around 45 million litres of diesel every year – that accounts for just under two thirds of Swiss Post's fuel consumption.

Are environmental aspects considered when routes are awarded?

Definitely. Ultimately, however, it's always cost that is forefront in our minds, as sustainable actions have to make economic sense too.

What do the new vehicle technologies offer customers?

The great feeling of travelling in vehicles that represent a sense of social responsibility. Modern propulsion technology, such as diesel hybrid systems or fuel cells, is not only quieter than buses that run on diesel alone, and saves fuel, but is also very convenient to use and represents a first step towards a reduction in our reliance on fossil fuels.

"We definitely consider environmental aspects when awarding routes."

Daniel Landolf,
Head of PostBus



eSHARE

Smart mobility

Car sharing preserves our resources – and even more so when customers choose to share electric cars as they do in the eShare scheme.

It is a first for Switzerland and has met great success: With eShare Swiss Post now offers the very first electric car sharing scheme here. At nine stations in Ittigen (Canton Berne), Basel and Spreitenbach (Canton Aargau), environmentally conscious business and private customers can now hire electric cars around the clock. “We launched the project in October 2010. A year later there were 200 eShare drivers on the road”, says a delighted Andreas Haruksteiner, Head of Mobility Development at Mobility Solutions Ltd. At Swiss Post’s Berne headquarters, employees use eShare vehicles for business purposes.

In Ittigen (Canton Berne) Swiss Post’s eShare project has the support of BKW FMB Energie AG and the municipality of Ittigen. In Basel the municipality of Riehen, the Canton Basel-Stadt and the Industriellen Werke Basel are all taking part in eShare. In Spreitenbach the electricity companies of Canton Zurich and the Shoppi Tivoli shopping centre are eShare partners of Swiss Post.

“We are gathering experience in the eShare project, and this will help us develop electric car sharing technology.”

Andreas Haruksteiner, Head of Mobility Development at Mobility Solutions Ltd



PUBLIBIKE

Win-win-win

Choose the public transport option and get to your destination quickly by bike or electric bike. Through its commitment to environmental issues, Swiss Post is painting the last link in the transport chain green.

Imagine bicycles and electric bikes becoming part of the public transport network. Now thanks to self-hire schemes, they have done just that. This user-friendly solution, known as “bike sharing” and designed to be used in local traffic zones, is a hit in several metropolitan areas abroad. It widens the range of public transport options on offer and is ideally suited to Switzerland. PostBus recognised this early on and, thanks to its PubliBike self-hire service, has already realised the idea of painting the final link in the transportation chain green. The scheme has been brought to fruition together with SBB (Switzerland’s national railway service) and the company Rent a Bike. Following a successful trial in Lucerne, in 2011 the first two stations were opened in Lucerne and Brig.

PubliBike is winning over its customers in three key ways. Using the scheme, people are able to get to their destinations quickly and do not have to sit in traffic jams. Further, because this form of transport does not produce any emissions or noise pollution, it benefits both local residents and the environment. “So with PubliBike, everyone wins”, states Lorenz Lehmann, Head of Development and Mobility Solutions at PostBus. Now a national network of bike sharing stations is being developed in conjunction with cities that are keen to implement the project.



PRO CLIMA SHIPMENT

A small contribution with a big impact

It is now possible to send letters, parcels and small consignments carbon neutrally – for just a few Swiss centimes. “A growing number of companies, institutions and individuals are showing their support for climate protection by using Swiss Post’s “pro clima Shipment” service, states Marc Amstutz, “pro clima” Product Manager. In 2011, 9,500 tonnes of CO₂ produced from sorting and transporting 66.7 million “pro clima” items were offset through the service. Each year, the general public votes online for the climate protection projects it believes should be supported. Swiss Post is investing this year’s “pro clima” surcharges entirely into “Wind energy project in Çatalca, Turkey”, which represents an international gold standard for climate protection projects, as well as “Eco-electricity from biomass” – the first domestic offsetting project to benefit from the scheme.



All letters, parcels and goods sent carbon-neutrally are marked “pro clima Shipment”.

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OUR PERFORMANCE

Good progress

Swiss Post is taking a consistent approach to implementing its 2011–2013 sustainability strategy through its everyday actions. In pursuing its aim of reducing annual CO₂ emissions by 15,000 tonnes in the years leading up to 2013, the company has already managed to save 3,115 tonnes per year using measures that include those outlined here. The plan to implement additional measures is already well under way. “To achieve our ambitious goal, we need everyone’s commitment”, says Nathalie Hürlimann, sustainability project manager. Swiss Post is also investing funds obtained from the government’s redistribution of fossil fuel CO₂ tax revenues entirely in additional reduction measures. This will allow it to reduce its annual CO₂ emissions by at least another 1,700 tonnes.

Since 2008 Swiss Post has improved its energy balance by 4.1 percent and its CO₂ balance by 4.4 percent. This means that CO₂ emissions have been reduced not only absolutely but also in relation to staff and operating income. The energy and CO₂ balances cover all the activities that Swiss Post carries out both within Switzerland and abroad. This involves looking at not only fuel consumption of passenger and goods transport, but also the energy required to keep things running (electricity and heat), consumables (paper, water, waste and cooling agents) and how employees choose to commute. Swiss Post’s greenhouse gas balance was attested in February 2012.

The company’s CO₂ emissions are falling at a steady rate in the three markets of communication, retail financial and logistics. On the other hand, the public passenger transport market is demonstrating a rising trend in spite of the successful CO₂ measures implemented by PostBus. This can be attributed to the significant growth that PostBus has experienced.

OUTLOOK

Swiss Post is faced with the challenge of meeting its goal – saving annually 15,000 tonnes of CO₂ – by 2013.

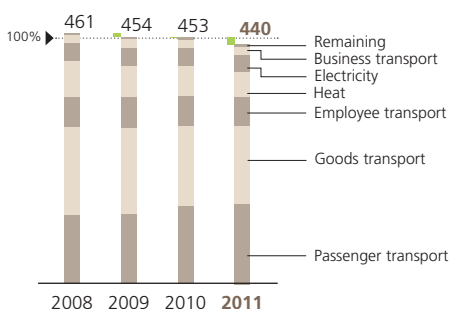
To this end, it is continuing to carry out actions that have already proven their worth as well as implementing new ones. As an example, plans are in place to replace the gas heating system in PostFinance’s Engehalde computer centre with a heat pump.

Every day, Swiss Post pursues consistently the lines of attack it has set out in its sustainability strategy, thus equipping itself to face the future. This means, for example, that Swiss Post will be much better placed to mitigate the effects of energy price fluctuations in the future.

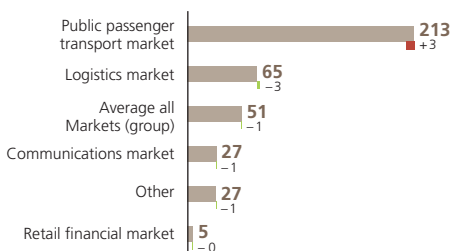
Politicians and the general public expect Swiss Post, as a state-linked enterprise, to continue meeting national and international energy and climate policy targets. As far as the company itself is concerned, it intends to achieve this goal as a matter of course. By doing this, it is underlining its assertion that it is a company with a sense of both economic and social responsibility – something which it acts upon to great success.

Group | Direct and indirect greenhouse gas emissions

By process
2008 to 2011*
2010 = 100%, 1,000t CO₂-equivalent



By market
2011 with difference compared with previous year
Relative quantity, t CO₂ equivalent per CHF million operating income



* 2008–2009 recalculation due to methodological and qualitative changes to environmental accounting practices (see below).

→ ENVIRONMENTAL ACCOUNTING

Around 1 percent of Switzerland’s CO₂ emissions can be attributed to Swiss Post. Following the maxim “you can manage only what you measure”, the company is determining where it produces greenhouse gases and how much. Environmental accounting, which records energy and resource consumption and so highlights areas where savings could be made, is being used. The data gathered have been used to set goals and measures to be taken, especially where a lot of CO₂ can be saved.

The methods used conform to international standards for sustainability reporting (Greenhouse Gas Protocol standard, Global Reporting Initiative guidelines) and enable a full carbon footprint to be calculated. This keeps Swiss Post informed about its environmental balance, and it can then use this information to take additional steps in the interests of the environment.

“Swiss Post is taking a consistent approach to pursuing a rigorous sustainability strategy.”

Ronny Kaufmann
Head of Politics & Social
Responsibility



A first-class range of services

“It’ll never happen to me”, I thought. Then all of a sudden, I found myself in that exact situation – no passport, no money. Everything was gone, and I had to catch a flight in a few hours. Thankfully, the Swiss Embassy was able to give me **quick and reliable** assistance.

Swiss Post offers customers **true Swiss quality that is the best in the world** – whether we are sending letters and goods across borders or acting as a specialist for document and dialogue solutions that connect the physical and digital worlds.

Around
8,000

employees working in more than

20 countries

within Europe and Asia, as well as in the USA, make us a strong presence for our international customers.

We provide business customers who need to send out physical mail items with efficient **access to growth markets**. Mail order companies, publishers, financial institutions and tourism operators all use our **industry-specific sending solutions** to give them a real advantage on the international stage.

Swiss Post provides international companies with integrated **business process outsourcing solutions**, whether they need an efficient documentation and information administration service or professional customer relationship management.



Corporate governance: Responsible and transparent management

For years Swiss Post has based its actions on the Swiss Code of Best Practice for Corporate Governance developed by *economiesuisse*, and structured its reporting in accordance with the SWX Corporate Governance Directive.

Group structure and shareholders

Legal status and ownership

Swiss Post is an autonomous institution under public law and is solely owned by the Swiss Confederation. The organisation chart found in the front flap shows the Group's organisational units. The "Consolidated group" section on Page 94 of the Financial Report outlines the shareholdings.

Government control

The government controls Swiss Post by setting strategic goals and checks that these are being met, using for this purpose annual reporting and a report on staff (Public Officials Act/Ordinance on Executive Pay). See also the information policy section on Page 53.

Statement of the costs of the universal service

In accordance with the regulator's directive to state the costs of the universal service and provide a statement regarding adherence to the ban on cross-subsidies, Swiss Post is obliged to state the costs, earnings and results of the universal service and of competitive services, as well as specific details of the costs of the nationwide post office network. As the auditor appointed by the regulatory authorities, KPMG checks annually whether Swiss Post has satisfied these requirements. In 2011 the costs of the universal service amounted to approximately CHF 3.6 billion. In this year too, Swiss Post was

able to meet them out of revenue from its monopoly business and from reserved services.

In the year under review, the infrastructure contribution was CHF 187 million (previous year: CHF 198 million). This includes structure costs for collection and sales outside the operationally necessary post office network. This notional figure does not influence the financial results of Swiss Post in any way, but does influence the segment results for PostMail and Post Offices & Sales.

Capital structure

In 1998 the Confederation provided Swiss Post with interest-free endowment capital of CHF 1.3 billion. Since 2004 Swiss Post has used the profits to pay an annual figure in the triple-digit millions into its pension fund (2011: CHF 100 million). A further share of the profits is distribu-

ted to the Confederation (2011: CHF 200 million). The remainder is retained for the purpose of accumulating equity; on the reference date this equity totalled CHF 4,879 million (previous year CHF 4,224 million).

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Board of Directors

Composition

The Swiss Federal Council elects the Board of Directors every four years. On the cut-off date (31 December 2011), it was made up of nine members. In accordance with the Swiss Postal Organisation Act, the Board of Directors exercises a steering function in addition to its control and monitoring function in strategic matters.

Members do not have any business relationships with Swiss Post or its subsidiaries, nor have they been involved in an executive capacity for Swiss Post or any affiliated companies in the past three years. In accordance with postal legislation, employees have the right to appropriate representation on the Board of Directors. In 2011 this representation was provided by Susanne Blank and Michel Gobet.

There were no changes in the year under review.

Peter Hasler



Chairman of the Board of Directors

1946, Switzerland; member since 2010, Dr. jur.

Committees

- Organization, Nomination & Remuneration
- Audit & Risk
- Investment, Mergers & Acquisitions, Alliances
- PostFinance

Professional background

- Corporate lawyer and Assistant to the Chairman of the Board of Flug- und Fahrzeugwerken Altenrhein AG (FFA)
- Secretary of Association of Swiss Engineering Employers ASM

- Director of ASM
- Director of the Swiss Employers Union
- Vice-Chairman of the Swiss National Accident Insurance Fund
- Member of various federal commissions

Key posts

- Zurich University Hospital (Chairman of the Board)
- Reka Swiss Travel Fund (Chairman of the Board of Directors)
- SIZ AG – Swiss Certificate in Computer Science (Vice-Chairman of the Board of Directors)

Dominique Freymond



Vice-Chairman of the Board of Directors

1954, Switzerland; member since 2002, lic. ès sciences naturelles.

Committee

- Organization, Nomination & Remuneration (Head)

Professional background

- IBM Switzerland and IBM Europe (positions in sales, marketing and management)
- Unisys Switzerland and Austria (Member of the Executive Board, Head of Customer Service)
- Canton Vaud (Secretary)
- Unisys Central Europe (Vice-President and Country Manager Switzerland)

- Groupe TKS-Teknosoft SA (CEO)
- mas management & advisory services ltd (dormant partner)

Key posts

- Corti AG (Member of the Board of Directors)
- mas ltd and mas investments ltd (Member of the Board of Directors)
- SolvAxis SA (Chairman of the Board of Directors)
- Sterci SA (Member of the Board of Directors)
- Swiss Institute for Company Directors – sigv (Vice-President)

Andreas Schlöpfer**Vice-Chairman of the Board of Directors**

1947, Switzerland; member since 2009,
lic. oec. University of St. Gallen

Key posts

– none

Committee

– Investment, Mergers & Acquisitions, Alliances (Head)

Professional background

– International Trade Centre UNCTAD/GATT
(Marketing Consultant)
– Nestlé (General Manager in France, Russia, Thailand/
Indochina, Zimbabwe, and Global Business Head/Senior
Vice-President for Children's Food)

Nicola Thibaudeau**Member of the Board of Directors**

1960, Switzerland/Canada; member since 2006,
Dipl. Ing. Mech. Ecole Polytechnique de Montréal

Key posts

– CSS Krankenversicherung
(Member of the Board of Directors)
– CSS Personalstiftung (Board member)
– Micro Precision Systems AG
(Delegate of the Board of Directors)
– MPS Décolletage SA, Court
(Présidente du conseil d'administration)
– SLS-TT, Paul Scherrer Institute, Würenlingen
(Board member)

Committee

– PostFinance

Professional background

– IBM Canada (research assistant)
– Cicorel SA (business manager)
– Mecanex SA (owner, CEO)
– Independent consultant
– MPS Micro Precision Systems AG
(CEO, Delegate of the Board of Directors)

Susanne Blank**Member of the Board of Directors, Human Resources representative**

1972, Switzerland; member since 2008,
lic. rer. pol.

Key posts

– Swiss National Accident Insurance Fund
(Member of the Board of Directors)
– Member of Federal Tripartite Commission for Ancillary
Measures relating to Freedom of Movement of Persons
– Member of Supervision Commission for the
Compensation Fund for Unemployment Insurance
– Member of Federal Commission for Federal Statistics

Committee

– Audit & Risk

Professional background

– Federal Statistical Office
(audits, national index of consumer prices)
– "Travail Suisse" umbrella organisation for employees
(Head of Business Policy and Member of the Executive
Board)

Marco Durrer**Member of the Board of Directors**

1952, Switzerland; member since 2009,
Dr. ès sc. pol. (Relations internationales),
MALD Fletcher School, Tufts University, USA

– Valiant Privatbank AG Bern (CEO and member
of Executive Management Valiant Holding)
– Independent financial advisor

Committee

– PostFinance (Head)

Professional background

– Schweizerische Kreditanstalt Lausanne/New York/Zurich
(Assistant to Josef Ackermann/Investment Banking)
– Deutsche Bank (Schweiz) AG Geneva
(Head of Sales and Trading)
– Lombard Odier Darier Hentsch & Cie Geneva/Zurich
(Group Management, Branch Manager Zurich)

Key posts

– Picard Angst Asset Management AG
(Vice-Chairman of the Board of Directors)
– Piguet Galland & Cie SA
(Member of the Board of Directors)
– DGM Immobilien AG
(Chairman of the Board of Directors)

Adriano P. Vassalli**Member of the Board of Directors**

1954, Switzerland; member since 2010,
federal diploma in auditing

Key posts

– ATTEST audit & consulting SA
(Chairman of the Board of Directors)
– Cassa pensioni dei dipendenti dello Stato del Cantone
Ticino (Board member)
– Croce Rossa Svizzera, Sezione del Luganese (Chairman)
– Fondazione Elsa Vassalli-Comizzoli
(President of the Foundation)

Committees

– Audit & Risk (Head)
– PostFinance

Professional background

– Revisuisse AG (auditor and management consultant
in Berne and founder of the Lugano branch)
– Arthur Andersen (founder and head of the Lugano
and Berne branches, worldwide partner)
– Studio di consulenza e di revisione (founder and owner)

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Philippe Milliet



Board of Directors

1963, Switzerland; member since 2010, degree in pharmacy, University of Lausanne; MBA, Faculty of Business and Economics, University of Lausanne

Committee

- Investment, Mergers & Acquisitions, Alliances

Professional background

- Galenica Holding AG (analyst/programmer and Assistant to the Chairman of the Corporate Executive Committee)
- Pharmatic AG (analyst/programmer and project manager)
- McKinsey (associate, engagement manager)

- Galenica AG (responsible for distribution centres, responsible for operations and CEO of Galexis AG)
- Unicable (CEO)
- Galenica AG (Head of Health Division,
- Member of the Corporate Executive Committee)
- Bobst Group (Member of Group Executive Committee, Head of Business Unit Sheet-Fed)

Key posts

- None

Michel Gobet



Member of the Board of Directors, Human Resources representative

1954, Switzerland; member since 2010, lic. phil. hist.

Committees

- Investment, Mergers & Acquisitions, Alliances
- Organization, Nomination & Remuneration

Professional background

- Archaeological Service of the Canton of Fribourg (Head of Archaeological Sites)
- PTT Union (Central Secretary and Deputy Secretary General)
- Swiss communication workers union Kommunikation (Central Secretary)

Key posts

- Swisscom (Schweiz) AG (Member of the Board of Directors)
- UNI Global Union (Treasurer, Member of World Executive Committee, Member of European ICTS Steering Committee)

Kerstin Büchel



General Secretary

1970, Switzerland/Germany/Sweden; member since 2009, lic. rer. pol.

Professional background

- UBS AG Switzerland/Basel and Zurich, and UBS AG Italy/Rome (Junior Key People, product management, client advisory services, events, business development & strategic marketing, asset and liability management, international client reporting)
- Valiant Privatbank AG (Head of Market Development and Sales Services)

Key posts

- None

Role and working methods of the Board of Directors

The Board of Directors approves the principles of corporate policy, corporate strategy (including strategic financial planning), the pricing system for the attention of DETEC, accounting standards, the budget, reports to the owner and to the postal regulator, as well as large and strategic projects. Additionally it appoints the members of Executive Management and approves the collective employment contracts and remuneration for the members of Executive Management. In the year under review, the Board of Directors met a total of twelve times. The Chief

Executive Officer and Head of Finance attend Board meetings in an advisory capacity.

The Board of Directors is responsible for its own structure. The Chairman of the Board appoints the General Secretary. All members of the Board are subject to an age limit of 70 years. There is also a twelve-year limit for terms of office. There are four standing committees, which have an advisory role and prepare the way for decisions. The Chairman of the Board is ex officio a member all these committees. In addition, the Board of Directors may appoint non-standing committees and working groups for a particular business at any time. There is no reciprocal occupa-

tion of seats on boards between Swiss Post and any other commercial company.

The Chairman chairs the meetings of the Board of Directors and represents the body externally. He exercises supreme supervisory control over Executive Management, makes suggestions for the election of members of Executive Management and regularly exchanges information with the owner and the CEO. He approves the annual audit programme of Internal Auditing.

Audit & Risk Committee

The three-member committee assists the Board in, among other things, the supervision of the accounts, financial reporting operations and risk management. It is responsible for the creation and development of appropriate internal supervisory structures and ensures compliance with legal provisions. It also assesses Swiss Post's risk control at regular intervals and compliance with the treasury arrangements agreed with the Federal Finance Administration. The committee checks the findings and recommendations of the internal and external audit teams and submits corresponding proposals to the Board as appropriate. Six meetings were held during the last financial year. The Chief Executive Officer, the Head of Finance and the Head of Internal Auditing attend the meetings.

Organization, Nomination & Remuneration Committee

The committee met six times during the last financial year. It advises the Board of Directors as a whole with regard to the appointment and removal of the members of Executive Management, and the fixing of their salaries. It also submits a recommendation for setting the negotiating mandate for the annual round of wage negotiations with the employee associations.

Investment, Mergers & Acquisitions, Alliances Committee

This committee deals with the M&A strategy and the individual strategic alliances. It identifies and assesses opportunities for shareholdings, mergers & acquisitions, investments and alliances. In addition, it oversees the formation, liquidation and sale of subsidiaries, associated companies and shareholdings. The committee met five times during the year under review.

PostFinance Committee

The PostFinance Committee focuses on the governance of PostFinance's investment business, monitors PostFinance's operational risks and oversees the project for its transition to PostFinance Ltd. In 2011 the committee met five times.

All duties not expressly reserved for the Board of Directors fall within the authority of Executive Management. The duties and responsibilities of the members of the Board of Directors, its Chairman and Executive Management are based on the provisions of the Postal Organisation Act and on the Organisational Regulations issued by the Board of Directors.

Information and supervisory tools

Reports

The Board of Directors receives monthly reports setting out the situation of the Group and its individual operating units as compared with the previous year. These reports contain also budgeted and expected values as well as key data relating to markets, human resources and innovation.

The Board of Directors receives further quarterly financial and project controlling reports, and is informed by the Audit & Risk Committee on budget compliance, strategic financial planning and the Federal Council's strategic objectives. In addition, it receives Executive Management meeting minutes and quarterly reports from Risk Management (Page 87 in the Financial Report), Treasury, Communication and Internal Auditing. At the beginning of each meeting of the Board of Directors, the CEO and the Head of Finance provide information on the company's current business situation.

Internal control system for financial processes
Swiss Post has an internal control system (ICS) which uses appropriate key controls to identify promptly and evaluate any risks in the accounting and financial reporting processes. The Board of Directors and Executive Management receive a report on the progress of the ICS once a year.

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Internal Auditing

The internal auditors submit ongoing reports to the Audit & Risk Committee, and an annual report to the whole Board of Directors. The Chairman of the Board of Directors and the external auditors receive a copy of all audit reports. The internal auditors work in accordance with international standards and, in particular, adhere to principles relating to integrity, objectivity, confidentiality, technical expertise and quality assurance. They report to the Chair-

man of the Board of Directors and are thus independent of operational Executive Management.

Directly subordinated financial intermediary
Since 1 December 2011 Swiss Post has been subject to supervision by the Swiss Financial Market Supervisory Authority (FINMA) concerning money laundering legislation, and so this key area is now regulated in line with industry standards.

Executive Management

Composition

The eight members of Executive Management and the Chief Executive Officer are elected by the Board of Directors. Each is responsible for the operational management of the organisa-

tional unit assigned to them. The CEO represents Executive Management before the Board of Directors. There are no management contracts with companies or with natural persons outside the Group.

Jürg Bucher



Chief Executive Officer, Head of PostFinance

1947, Switzerland; member since 2003, lic. rer. pol., business administration and economics

Professional background

- Business and administration (journalist, research assistant)
- PTT (Deputy Finance Director, Head of Controlling, Head of Corporate Development)
- Swiss Post (PostFinance: Deputy Head, Head of Marketing, Head of PostFinance, Swiss Post CEO)

Key posts

- innoBE AG (Member of the Board of Directors)
- Bern Arena Stadion AG (Member of the Board of Directors)

Ulrich Hurni



Head of PostMail, Deputy CEO

1958, Switzerland; member since 2009, commercial employee and business secretary at Swiss Post, EMBA University of Zurich

Professional background

- Swiss Post (PostFinance: IT systems development, telecoms: unit/project controller, Swiss Post International: Managing Director, PostMail: Deputy Head and Head)

Key posts

- None

Jean-Pierre Streich



Head of Swiss Post International

1946, Switzerland; member since 1999,
lic. oec. University of St. Gallen, business administration

Key posts

– None

Professional background

- Migros (Head of Software Development Migros Industry, Head of Finance and IT, Konservenfabrik Bischofszell AG, Head of IT Migros Community)
- Mövenpick AG (Member of Executive Management, Head of Marketing & Communication, Human Resources, IT and Environment)
- Swiss Post (Head of Corporate Development, IT and International Strategy, Head of Swiss Post International)

Daniel Landolf



Head of PostBus

1959, Switzerland; member since 2001,
Bachelor of Science (B.Sc.), business administration

Key posts

- Reka Swiss Travel Fund (Member of the Board of Directors)
- Association of Public Transport (Board and committee member)
- LITRA public transport information service (Board and committee member)
- Sensetalbahn AG (Vice-Chairman of the Board of Directors)
- Mobility Solutions AG (Member of the Board of Directors)

Professional background

- Credit Suisse AG (foreign exchange trader, international payment transactions)
- PTT General Management (Business Administration, Central Marketing and Strategies & Analyses Department)
- Swiss Post (management assistant for automobile services, Head of Business Development at PostBus, Deputy Manager of PostBus, Manager of PostBus, Head of PostBus/PostBus Switzerland Ltd)

Yves-André Jeandupeux



Head of Human Resources

1958, Switzerland; member since 2005,
lic. Sc. soc. et pol., ment., psychology, University of Lausanne

- CC&T SA, management consultants (associate partner, responsible for skills management)
- SKYGUIDE (Head of Human Resources)
- Swiss Post (Head of Human Resources)

Professional background

- Careers Advisory Service for Canton Jura (careers advisor)
- GastroSuisse, Lausanne (Head of office for western Switzerland)
- Posalux SA, machine tools factory (Head of Human Resources)
- Canton Neuchâtel (Head of Human Resources)

Key posts

- Swiss Post Pension Fund (Chairman of Foundation Board)
- Pensimo Management AG (Member of the Board of Directors)

Frank Marthaler



Head of Swiss Post Solutions

1964, Switzerland; member since 2007,
lic. oec. University of St. Gallen, business administration

Key posts

– None

Professional background

- IBM (Sales Executive, Key Account Manager)
- EDS (Sales & Marketing Director)
- Swiss Post (Head of Strategic Customer Management, Head of Strategic Customers & Solutions)

Patrick Salamin



Head of Post Offices & Sales

1958, Switzerland/Ireland; member since 2007,
lic. oec. University of St. Gallen, lic. sc. pol., business administration and political science

Key posts

– None

Professional background

- Colgate-Palmolive AG (Senior Product Manager)
- Cartier Suisse SA (Marketing Director)
- Zweifel Pomy-Chips AG (Head of Export)
- Cruspi SA (Managing Director)
- Swiss Post (Head of Marketing and Sales Post Office Network, Head of Post Offices & Sales)

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Markus Zenhäusern



Head of Finance, Deputy CEO

1962, Switzerland; member from 2008 – 31 October 2011, lic. oec. University of St. Gallen, Dr. rer. pol. University of Fribourg

Professional background

- Coopers & Lybrand Group (auditing and management consulting)
- Hero (Head of Group Controlling)
- Habasit (Chief Financial Officer and Member of Group Management)
- Ciba (Regional Finance Director East Asia)
- Sika AG (Chief Financial Officer and Member of Executive Management)

- Swiss Post (Head of Finance)

Key posts

- Schaffner Holding AG (Member of the Board of Directors)
- Liechtenstein Post Ltd (Member of the Board of Directors)

Thomas Egger



Interim Head of Finance

1969, Switzerland; member since 1 November 2011, degree in business administration, Rochester-Bern Executive MBA University of Bern/Rochester New York

Professional background

- Swiss Bank Corporation (customer advisor)
- SBC Warburg Dillon Read (auditor)
- UBS AG (Head of Management Support, Head of Business Controlling for Individual Customers (Switzerland), Head of Business Controlling for Private Banking (Switzerland))
- Valora Management AG (Deputy Head of Finance, Head of Group Controlling and Treasury)

- Swiss Post (Deputy Head of Finance, Head of Group Accounting, Controlling & Strategy, Interim Head of Finance)

Key posts

- None

Dieter Bambauer



Head of PostLogistics

1958, Switzerland/Germany; member since 2009, Dr. oec. WWU, JLU

Professional background

- DWP (management consulting, logistics consulting)
- AGRAVIS (Head of Logistics Unit)
- MD Papier (Member of the Executive Board, logistics, IT)
- Kühne + Nagel Management AG (Member of the Executive Board)
- Deutsche Bahn AG (EVP freight logistics)
- Schenker Schweiz AG (CEO)
- Hangartner AG (CEO)
- Swiss Post (Head of PostLogistics)

Key posts

- Member of the Management Committee of the Chair for Logistics Management at the University of St. Gallen

Changes in the year under review

At the start of November 2011, Markus Zenhäusern was replaced by Thomas Egger as Interim Head of Finance due to health reasons.

Remuneration

Policy

Corporate risk, company size, industry salaries and the rules for remunerating senior managers in the Confederation are taken into account when determining the remuneration due to members of Executive Management.

Determination

Remuneration for members of Executive Management is comprised of a fixed basic salary plus a performance-related component, which may be a maximum of 40 percent of the gross annual basic salary (50 percent in the case of the Chief Executive Officer) and is based on an average two-year view. It is determined on the basis of the results for the Group (40 percent) and for the organisational unit (40 percent) as well as the individual's own performance (20 percent). Members of Executive Management receive additionally a first-class general rail pass, a company car, a mobile phone, a monthly expense account plus the same benefits enjoyed by all Swiss Post staff. Swiss Post also pays the insurance premiums for a risk insurance policy. Individual bonuses may be paid to reward special personal contributions.

Neither the members of Executive Management nor persons closely linked to them received any additional fees, remuneration, guarantees, advances, credits, loans or benefits in kind during the financial year. Both the basic salary and the performance component are insured for members of Executive Management up to a maximum of CHF 334,080 in the Swiss Post pension fund (defined contribution plan); income in excess of this amount is covered by a management insurance scheme (defined contribution plan). Pension contributions are paid half each by the employer and the employee. Employment contracts are based on the Swiss Code of Obligations. No agreements exist with members of either Executive Management or the Board of Directors regarding possible severance payments. The notice period for members of Executive Management is twelve months.

Level of remuneration

Members of the Board of Directors

The Federal Council determines the level of remuneration for members of the Board of Directors. In the year under review, the members of the Board (including the Chairman) received total remuneration, including fringe and other benefits, of CHF 1,120,300 (fees, fringe and other benefits). For 2011, the fringe and other benefits totalling CHF 335,300 are stated in the total remuneration. In the year under review, the fee of the Chairman of the Board totalled CHF 225,000. The fringe and other benefits amounted to CHF 27,650.

Executive Management

In the year under review, the nine members of Executive Management received total remuneration, including fringe benefits, of CHF 4,964,384 (basic salaries, fringe benefits, performance-based components and severance package). As with the Board of Directors, fringe benefits totalling CHF 379,950 are included in the total remuneration. The performance-related component paid out to members of Executive Management in 2012, which is based on attainment of targets in 2011, amounts to CHF 1,189,434. The basic salary of the CEO totalled CHF 550,000 and the additional performance-related component CHF 236,720. In recognition of his personal contribution in 2011 he received an individual performance bonus of CHF 75,000.

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Auditor

Since 1998 KPMG AG have been the auditors appointed by the Federal Council for the parent company. They act also as Group auditors, with Head Auditor Orlando Lanfranchi in charge of

the work for the second year running. In the year under review Swiss Post paid KPMG a total of CHF 2.428 million francs in auditing and consultancy fees.

Information policy

In addition to the report concerning the strategic objectives and the report on staff (see Page 44), an annual report is submitted to the regulator for the owner. Finally, Swiss Post submits its Annual Report to the owner for approval.

Ongoing discussions on key areas of business are held during regular meetings between Confederation representatives and Swiss Post bodies.

Additional information

Additional content



You can find out more about pages with this symbol by using your smartphone. Here is how it works: Which the free Post-App (available for iPhone and Android), to be found in the "Augmented Reality" menu and take a photo of an entire page. The app will recognise the page and bring up additional information relating to it, like videos or PDFs.

Accompanying documents

In addition to the Annual Report, the reports accord for 2011 include the following documents:

- Financial Report 2011 (management report and annual financial statements)
- Table of figures (comprehensive set of key figures)
- GRI index (summaries in accordance with the specifications of the Global Reporting Initiative)

Electronic versions of these documents are available at www.swisspost.ch/annualreport. The Annual Report is available also in printed format.

Ordering the Annual Report and Financial Report

You can order additional printed versions of the Annual Report and Financial Report online at www.swisspost.ch/order-annualreport. Employees of Swiss Post may order copies through the usual channels.

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Five-year overview of key figures

		2011	2010	2009	2008	2007
Results						
Operating income	CHF million	8,599	8,736	8,558	8,980	8,712
generated in competition	% of operating income	84.0	83.2	80.8	79.6	78.3
generated abroad	% of operating income	12.7	13.9	16.3	17.9	20.0
Operating result	CHF million	908	930	721	812	866
generated abroad	% of operating income	5.7	2.6	4.9	4.0	7.0
Group profit	CHF million	904	910	728	825	909
Equity	CHF million	4,879	4,224	3,534	2,857	2,470
Value generation						
Added value for the company	CHF million	390	452	272	416	559
Added value generated	CHF million	5,187	5,268	4,983	4,875	4,925
to employees	CHF million	4,026	4,076	4,032	3,873	3,851
to creditors	CHF million	14	20	14	22	20
to public sector	CHF million	13	12	9	10	13
to owner	CHF million	200	200	200	170	300
to company	CHF million	934	960	728	800	741
Jobs						
Employees (excluding trainees)	Full-time equivalents	44,348	45,129	44,803	44,178	43,447
abroad	%	15.0	16.1	15.6	14.2	12.7
Trainees	Persons	1,942	1,824	1,690	1,571	1,473
Jobs in Switzerland	Swiss Post employees per 100 employees	1.31	1.34	1.33	1.30	1.29
Jobs in peripheral regions	Persons	20,418	20,603	20,776	21,319	21,069
Staff turnover (voluntary departures)	As % of average headcount	3.9	3.5	3.1	5.3	4.7
Notice given by employer for economic reasons	Persons	95	116	99	97	110
Employment conditions and remuneration						
Employment in accordance with Swiss Post CEC	Full-time equivalents as %	64.3	65.4	66.5	71.2	74.1
Minimum salary Swiss Post CEC	CHF per annum	44,823	44,379	44,071	42,746	41,826
Average salary for employees	CHF per annum	81,293	81,082	80,361	78,141	77,160
Average remuneration paid to members of Executive Management	CHF per annum	504,986	495,590	491,200	492,781	487,611
Salary bandwidth *	Factor	6.2	6.1	6.1	6.3	6.3
Health management						
Occupational accidents	Number per 100 FTEs	6.9	7.5	6.5	6.3	5.5
Days lost to illness and accidents	Days per employee	10.8	10.5	10.4	10.7	11.0
Diversity						
Men	% of employees	52.3	52.1	51.5	51.5	51.1
Women	% of employees	47.7	47.9	48.5	48.5	48.9
Nationalities represented	Number	140	133	117	121	119
Women on Board of Directors	%	22.2	22.2	25.0	20.0	22.2
Women in Executive Management	%	0.0	0.0	0.0	0.0	0.0
Women in senior management posts	%	7.6	8.2	8.7	7.7	9.3
Women in management roles	%	22.1	21.5	20.5	20.2	–
Demographics						
Average age of staff	Years	44.4	44.2	43.4	43.2	42.9
Resource consumption						
Energy consumption	GJ	3,131,103	3,224,440	3,158,211	3,265,716	–
direct energy consumption (scope 1)	GJ	2,561,346	2,593,125	2,520,381	2,579,871	–
renewable percentage	%	0.91	0.47	0.47	0.40	–
indirect energy consumption (scope 2–3)	GJ	569,757	631,315	637,830	685,845	–
renewable percentage	%	94	93	96	92	–
Carbon footprint (scope 1–3)						
Carbon footprint	t CO ₂ equivalent	440,391	453,360	453,502	460,783	–
CO ₂ intensity of added value	t CO ₂ equiv. per CHF million added value	84.9	86.1	91.0	94.5	–
CO ₂ intensity of jobs	t CO ₂ equiv. per full-time equivalent	9.5	9.6	9.7	10.1	–

* factor = Average remuneration paid to Members of Executive Management vs. average employee salary.

Additional key figures and explanations can be found in the table of figures in the Annual Report. This can be downloaded at www.swisspost.ch/annualreport.

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