What’s in the truck?
### By the numbers

**Canada Post Group of Companies**

<table>
<thead>
<tr>
<th>(in millions of dollars)</th>
<th>2015</th>
<th>2014</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operations</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue from operations</td>
<td>8,006</td>
<td>7,982</td>
<td>0.3 %</td>
</tr>
<tr>
<td>Profit from operations</td>
<td>169</td>
<td>299</td>
<td>(43.4) %</td>
</tr>
<tr>
<td>Operating margin (%)</td>
<td>2.1 %</td>
<td>3.7 %</td>
<td></td>
</tr>
<tr>
<td><strong>Investing and financing income (expense)(^1)</strong></td>
<td>(33)</td>
<td>(30)</td>
<td>11.4 %</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>136</td>
<td>269</td>
<td>(49.4) %</td>
</tr>
<tr>
<td>Net profit</td>
<td>99</td>
<td>198</td>
<td>(50.2) %</td>
</tr>
<tr>
<td><strong>Cash provided by operating activities</strong></td>
<td>595</td>
<td>591</td>
<td>0.5 %</td>
</tr>
<tr>
<td><strong>Cash used in capital expenditures</strong></td>
<td>(352)</td>
<td>(264)</td>
<td>(33.1) %</td>
</tr>
<tr>
<td><strong>Financial position</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>775</td>
<td>677</td>
<td>14.6 %</td>
</tr>
<tr>
<td>Total assets</td>
<td>7,720</td>
<td>7,584</td>
<td>1.8 %</td>
</tr>
<tr>
<td>Loans and borrowings</td>
<td>1,135</td>
<td>1,134</td>
<td>0.2 %</td>
</tr>
<tr>
<td>Equity of Canada</td>
<td>(1,151)</td>
<td>(2,035)</td>
<td>43.5 %</td>
</tr>
<tr>
<td><strong>Volume</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total volume – Consolidated (in millions)</td>
<td>8,903</td>
<td>9,129</td>
<td>(2.5) %</td>
</tr>
<tr>
<td>Domestic Parcels growth (Canada Post segment)</td>
<td>13.5 %</td>
<td>9.2 %</td>
<td></td>
</tr>
<tr>
<td>Parcels growth (Canada Post segment)</td>
<td>9.7 %</td>
<td>4.6 %</td>
<td></td>
</tr>
<tr>
<td>Direct Marketing (Canada Post segment)</td>
<td>0.2 %</td>
<td>(2.2) %</td>
<td></td>
</tr>
<tr>
<td>Domestic Lettermail erosion (Canada Post segment)</td>
<td>(5.2)%</td>
<td>(5.4)%</td>
<td></td>
</tr>
<tr>
<td>Transaction Mail erosion (Canada Post segment)</td>
<td>(6.1)%</td>
<td>(5.2)%</td>
<td></td>
</tr>
<tr>
<td>Transaction Mail volume decline per address</td>
<td>(6.8)%</td>
<td>(6.1)%</td>
<td></td>
</tr>
<tr>
<td><strong>Canada Post Corporation Registered Pension Plan</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pension assets – Fair market value</td>
<td>21,968</td>
<td>20,917</td>
<td>5.0 %</td>
</tr>
<tr>
<td>Going-concern surplus – To be funded(^2)</td>
<td>1,230</td>
<td>500</td>
<td>145.9 %</td>
</tr>
<tr>
<td>Solvency deficit – To be funded(^2)</td>
<td>(6,199)</td>
<td>(6,801)</td>
<td>8.8 %</td>
</tr>
<tr>
<td>Employer contributions – Current</td>
<td>243</td>
<td>251</td>
<td>(3.0) %</td>
</tr>
<tr>
<td>Employer contributions – Special</td>
<td>35</td>
<td>37</td>
<td>(4.3) %</td>
</tr>
</tbody>
</table>

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1. Includes gain on sale of capital assets and assets held for sale.
2. Number for 2015 is an estimate. Actuarial valuations for the Plan will be filed by June 30, 2016. For more details, refer to Section 6.5 of the Management’s Discussion and Analysis on page 70.
Canada Post Group of Companies

Revenue from operations  
(in billions of dollars)

profit (loss) from operations*  
(in millions of dollars)

Net profit (loss)*  
(in millions of dollars)

Labour costs  
(percentage of revenue from operations)

Employee benefit costs*  
(percentage of revenue from operations)

Volume  
(in billions of pieces)

* The 2012 comparative figures were restated as a result of the adoption of new or revised International Financial Reporting Standards (IFRS) in 2013, as issued by the International Accounting Standards Board (IASB).

References in the Annual Report to Canada Post and the Canada Post segment do not include subsidiaries. The Canada Post Group of Companies and the Group of Companies include the Canada Post segment and its subsidiaries, which are Purolator Holdings Ltd., SCI Group Inc. and Innovapost Inc.
Contents

2 How Canadians used Canada Post in 2015
4 What drove our financial results
6 President’s message
8 Parcels
18 Direct Marketing
23 Transaction Mail
24 Innovations
26 Our employees
28 Oh, Canada!
32 Accountability
The postal needs of Canadians are changing.

We’re changing to meet them.

Nothing shapes the postal service like the people who use it – Canadians themselves. Their preferences, choices, behaviours and even the devices they use: these drive the postal system.

How they communicate and shop and how we respond effectively to their needs: these determine what Canada Post delivers.

This annual report shares our progress in transforming our business to meet the changing needs of Canadians.
How Canadians used Canada Post in 2015

The needs of Canadians for postal service keep changing. Roughly eight in 10 Canadians shop online, and Canada Post delivers nearly two of every three parcels they order. Volumes climbed at an impressive rate in 2015. As for marketing, thousands of businesses still send offers, promotions and messages by mail because it works. Timely, targeted offers are especially crucial for small businesses that rely on them to bring customers in the door. As a result, marketing mail volumes remain steady.

Parcels

Direct Marketing

Transaction Mail

Volumes of letters, bills and statements peaked in 2006. Since then, they have declined every year as people use digital alternatives. While the annual rate of decline is in the single digits, it is relentless and ongoing.
We delivered 16 million more parcels in 2015 than the year before. That growth was propelled by online shopping and our focus on service, which made merchants and consumers choose us.

Marketers are rediscovering a proven performer in the cluttered environment competing for consumers’ attention.

In raw numbers, the volume decline was 239 million pieces – or nearly a quarter of a billion. Canadians mailed 1.6 billion fewer pieces in 2015 than they did in 2006.

The above figures are for the Canada Post segment.
What drove our financial results

Our revenue comes from the sale of our goods and services, so naturally, what Canadians asked us to deliver was the major driver of our financial results. Our results were also an outcome of the strategies we adopted in response to Canadians’ changing needs. Our results also reflected external factors, such as interest rates. 2015 was the second consecutive year that the Canada Post segment achieved a profit before tax, following three years of reported losses. Still, the $63 million profit before tax is modest in relation to the segment’s $6.3 billion in revenue.

Key drivers in 2015

In 2006, Parcels generated only 20 per cent of the segment’s revenue, and Transaction Mail generated 55 per cent. The past decade has seen a remarkable shift.

2015 revenue by line of business, Canada Post segment

- Parcels growth $137M
- Strategic initiatives $390M (Approx.)
- Transaction Mail erosion $207M (Approx.)
- Employee benefit expenses $189M
A $137-million increase in revenue in 2015 speaks to the growth in online shopping and to Canada Post’s success in earning – in a competitive space – more business from existing and new customers, both large and small.

Earnings include approximately $390 million due to major initiatives taken in response to Canadians’ changing use of postal services. A strategic pricing adjustment in 2014, more efficient delivery and improved productivity all continued to contribute in 2015.

Transaction Mail volumes decreased by more than 6 per cent compared to 2014. This represents a revenue shortfall of $207M based on the average revenue per piece in 2015.

These costs rose by $189 million compared to 2014 as a result of market conditions, namely the decrease in discount rates used to calculate employee benefit costs.

Transaction Mail decline per address

The number of addresses to which we deliver grows steadily each year …

Less mail, more addresses – the trend continues

Increase in number of addresses since 2006: 1.5 million

… while the number of pieces of mail we deliver to each address has been decreasing dramatically each year.

Total decline per address 2007-2015:

* Due to a methodology change implemented in 2010, volumes for 2009 were restated for comparability. Had 2008 volumes been restated, the decline per point of call for 2009 would have been 5.1% and the nine-year decline would have been 37.7%.
President’s message

As the world’s largest postal administrations grapple with dramatic drops in mail volumes, Canada Post has emerged as an early leader in setting a transformational path. It is reinventing Canada’s postal system to meet the changing needs of Canadians.

Ubiquitous and always connected smart devices have rendered old-fashioned paper-based mail, and Canada Post’s exclusive privilege to deliver it, far less meaningful. While these seismic changes are leaving many industries in the dust, Canada Post has embraced the digital economy and pivoted its business to fulfill the fast-growing need to deliver online shopping.

Our strategy to focus on growing revenues in the Parcels and Direct Marketing businesses, while realigning costs for our legacy business, is yielding results. After three consecutive years of reported losses, we posted our first profit in 2014 and are pleased to be continuing that trend in 2015. This change has been difficult but necessary to ensure that we keep the 253-year-old postal system relevant for the next generation of Canadians.

Creating the next-generation growth platform

E-commerce is changing retail and the country – and Canada Post is at the centre of it all. We are Canada’s leading parcel delivery company. Our Parcels revenue has grown by $429 million since 2011. We earned every dollar, customer by customer, by competing successfully against global couriers who were also eager to reap the benefits of more online shopping.

Canada Post is an e-commerce leader in more than just delivery. We are an active ingredient at work throughout the entire e-commerce eco-system, making it stronger. We help e-commerce entrepreneurs start up. We integrate our digital technology with merchants’ websites. We work closely with retailers that have physical stores to implement efficient Ship From Store solutions. We created the Canada Post E-commerce Innovation Awards™ to celebrate retailers’ successes. We create innovations that give busy Canadians more convenience, such as our FlexDelivery™ service and parcel lockers in apartments and condominiums. We are a vital ingredient in the success of thousands of retailers, large and small, local and global.

One of Canada’s most trusted brands

Our business is built on the trust our customers place in us. In 2015, the University of Victoria’s Gustavson Brand Trust Index named Canada Post one of the country’s top 10 trusted brands. We were the only public sector institution in the top 10. The Index was based on an independent survey with more than 3,000 respondents and it included 249 leading brands. The result is a credit to our dedicated employees, who earn Canadians’ trust item by item.
We have a future not only in e-commerce but also in marketing. 2015 was a big year for strengthening our rebranded Smartmail Marketing™ business. We unveiled ground-breaking research into how and why physical mail engages the consumers’ senses and emotions, triggering action. Physical marketing mail has an effective role to play in the digital era, with its combination of physicality, unique targeting and timely delivery. We successfully introduced Neighbourhood Mail™ and Personalized Mail™ to enable more targeting and more personalization in designing a customer communication campaign.

**Building tomorrow’s postal network**
When mail volumes were growing in the 1960s and 1970s, we had to reinvent our network to handle the explosive growth. We introduced postal codes and automated mail sorting – innovations that replaced sorting mail by hand. Our plants, routes, delivery depots and the entire infrastructure was built to process and deliver mail. But over the past decade, Domestic Lettermail volumes have declined by 32 per cent from their peak. Therefore we must now transform our legacy network and the way we serve Canadians to reflect the new realities of e-commerce and a digital economy that is generating a lot more parcels than mail. The transformation we embarked on in 2013 contributed about $390 million in 2015 toward our journey to financial self-sustainability.

This historic transformation is being led by a re-energized workforce that is embracing our mission of Delivering the online world™ and meeting demanding customer expectations in a competitive landscape. It is a credit to them that in 2015 Canadians named us one of the country’s most trusted brands.

While serious challenges persist in our business, we remain committed to finding solutions that best meet the changing needs of Canadians while being financially responsible.

Deepak Chopra
President and Chief Executive Officer
Parcels

How consumers shop is creating a new normal

In 2005, less than a third of Canadians shopped online. It was 2009 before more than half did. Now, about eight out of 10 Canadians shop online. Once they start to, most do so more frequently. For example, during Cyber Week in 2014, 15 per cent of households that shopped online received their first e-commerce parcel delivery. In 2015, about half of them shopped online again. Nearly 20 per cent of Canadians shopped online between seven and 24 times in 2015 and 3 per cent – a group we call hyper-shoppers – did so more than 25 times.

Canadians find online shopping convenient. They can do it whenever they want. They want precise, prompt, affordable shipping rates and delivery times at the online checkout. Canada Post needs the flexibility to meet the growing 24/7 consumer demand.

Canada Post’s modern Pacific Processing Centre at the Vancouver International Airport opened in 2014. It boasts some 30,000 linear feet of conveyor belts.
On million-parcel Mondays, we delivered one million or more parcels. Mondays’ volumes are highest because people shop in store and online seven days a week – and we typically deliver on only five days.

Nearly 2 out of 3 parcels that Canadians order online are delivered by Canada Post

- About 8 out of 10 Canadians shop online. In 2005 it was less than one in three.
- Parcels delivered over 8 weekends during the holiday season to keep up with demand
- Growth in Parcels revenue from our top 25 e-commerce customers in 2015
Parcels

The new normal: e-commerce is far more than holiday shopping

In 2015, online shoppers filled their carts throughout the year to a degree retailers hadn’t seen before. The weeks before Christmas Day were still the peak, but purchases jumped at other times, driving up parcel deliveries. First, there was no summer lull: on some days, volumes were nearly 20 per cent higher than the previous year. It wasn’t until 2012 that Canada Post delivered one million parcels on a single day, but in 2015, we delivered around 900,000 on some days in the normally quiet summer. Then back-to-school parcel volumes spiked like never before. In November, savvy online shoppers were clearly primed to take advantage of promotions to kick off the holiday season. The short-lived Cyber Monday peak of a couple of years ago became a Cyber Week shopping and shipping spree. It lasted for days, generating phenomenal growth in orders. E-commerce also extended the peak holiday season well into the New Year for Canada Post: we delivered one million or more parcels on every Monday of January 2016.
Solutions that drive success in e-commerce

Merchants need partners with a suite of solutions that solve their challenges. Shoppers want to see the big picture before they buy online. Enter Canada Post. Our Web Services make it easy for merchants to show shoppers everything they need at the checkout, such as delivery rates, times and options, as well as returns and tracking. In 2015, thousands more merchants integrated our Web Services.

Price and speed matter in e-commerce. Our Ship From Store solutions let retailers fill online orders from the inventory in the physical store nearest that consumer. We pick up and deliver the item. It’s quicker, efficient and cost-effective.

These are just two of the ways our solutions helped Canadian retailers succeed in 2015.

Delivering parcels a key part of our heritage

In 1884, 25 years after the introduction of the parcel post service, the Eaton Company issued its first mail-order catalogue. That catalogue, and the power of the growing rail and postal network, suddenly gave all Canadians “across the great Dominion” access to items that improved their lives. Mail-order quickly grew, making parcels much of what we delivered for our first 100 years. We’re always proud to deliver Canada’s parcels – whether ordered from a catalogue or online.
In September, leading and emerging retailers gathered for the fourth annual Canada Post E-commerce Innovation Awards. Industry experts, thought leaders and investors learned who would be chosen as the outstanding examples of e-commerce excellence in Canada. The winners were chosen by a prestigious panel of judges from Google Canada, Forrester Research, the Retail Council of Canada, Dx3 Canada and eComMTL.

Canada Post President and CEO Deepak Chopra presented the Canada Post E-commerce Innovator’s Award to Shopify for its game-changing role in supporting small business with its easy-to-use platform. From global Aboriginal success story Manitobah Mukluks to high-tech wunderkind Thalmic Labs, inventors of the gestures-activated wireless Myo armband, the stars of e-commerce shone.
We have an amazing partnership with Canada Post. It allows us to cover 80 per cent of Canada with two-day free shipping.”

— Thierry Hay-Sabourin, Vice-President of e-Commerce, Best Buy Canada

Poppy Barley: the Alberta-based company with the eclectic name has cobbled together a clever, customized way to provide customers with made-to-measure footwear (relying on not one but five indicators of size – and risk-free returns). Justine Barber (above left) and her sister Kendall Barber (right), who co-founded the company, offer stylish luxury and Old World craftsmanship. The online store and magazine connect shoppers with the company’s collaborators in León, Mexico – shoe capital of the world. Customers find the shoe and the price points fit perfectly. “When your business is two years old, this kind of prize makes a tremendous difference,” Justine said of the $90,000 in prizes.

“Total Retail” – that’s what Best Buy Canada calls the flawlessly executed strategy that makes the company a best-in-class champion of innovation. BestBuy.ca boasts dozens of brand stores, hundreds of product videos and countless buying guides. Plus, for every product available in store, nine more are available online and through Best Buy’s multichannel point of sale system, so customers have easy and convenient access to the entire assortment and inventory. No wonder its customer forums attract more than 350,000 members. “We have an amazing partnership with Canada Post,” says Thierry Hay-Sabourin, Senior Vice-President of e-Commerce. “It allows us to cover 80 per cent of Canada with two-day free shipping.”
Whether it’s trendy denims or chic dresses, Groupe Dynamite’s fashion-forward apparel has young women covered. With two brands – Garage and Dynamite – the Montréal-based fashion house has grown to about 380 stores in nine countries.

As Groupe Dynamite’s only domestic carrier for online orders, “Canada Post is one of our most valuable partners,” says Chief Marketing Officer Nicolas Gaudreau. “Canada Post thinks about the customer experience in totality.”

Flexibility, innovations and end-to-end support are among the reasons Groupe Dynamite is sold on Canada Post. Around Black Friday, parcel pickups on evenings, Sundays and several times a day helped them move about 70,000 items in a week.

“Virtually every single shipment was in the mail within a day of being purchased,” says Sergio Barile, director of distribution. “We were at it 24/7, and Canada Post was right there with us.”
When they opened their fresh olive oil and balsamic vinegar tasting room in Victoria, B.C., four years ago, Emily Lycopolus and husband, Stephen, wanted people who walked in “to feel like they’re getting a hug,” she says. Shoppers responded.

With a growing customer base, the duo launched an online channel last fall. Demand soared. During the December rush, the store began shipping up to 200 packages daily and had to switch delivery companies.

“We got in touch with Canada Post, and they jumped through hoops for us,” Lycopolus says. “They helped us install new software and made sure everything was streamlined.”

It’s the details that have made the difference: During a rain storm, Canada Post’s pickup driver protected her packages from store to truck, something they previously had to do themselves.

“They’ve been wonderful to deal with.”

“We got in touch with Canada Post, and they jumped through hoops for us.”
Altitude Sports, a Montréal-based online retailer of high quality outerwear, has been growing fast. In just two years, it has almost quadrupled its workforce to 130 employees and has grown the number of brands it sells from 35 to 300. What does co-CEO Alexandre Guimond credit the company’s growth to?

“We treat operations like marketing.”

For instance, employees fulfill orders within 24 hours, while over the busy winter season Canada Post picks up twice daily from their warehouse to enable the fastest possible delivery. “Our customers have always appreciated that.”

Easy returns is another key element. The company provides a return label with each order along with reusable packaging, and completes the returns process within three business days.

Now it’s integrating Canada Post’s Web Services, including Deliver to Post Office, and testing Delivered Tonight in Montréal.

“Our goal is to make every step of the online experience easy. It makes our customers more likely to return to our website.”

“Superior operations key to growth”
Like any retailer, Altitude Sports is constantly looking for better ways to connect with its customers. Last year, the company tried something new.

“Ten years ago we decided to focus solely on online marketing,” says co-CEO Alexandre Guimond. But when Canada Post showed them how to use direct mail to strengthen their marketing, they decided to give it a try.

The company produced two magazines targeting shoppers who buy technical outerwear and those who are active online buyers, and tracked the campaigns using promo codes.

“We had our doubts – but after seeing the results, we have completely changed our minds. [The data tools] made the traditional marketing work.”

Last year, Altitude Sports added print media to its marketing mix. The magazine-style catalogue was a hit with customers.

“After seeing the results, we have completely changed our minds. [The data tools] made the traditional marketing work.”

Direct mail drives sales

Like any retailer, Altitude Sports is constantly looking for better ways to connect with its customers. Last year, the company tried something new.

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“We had our doubts – but after seeing the results, we have completely changed our minds. [The data tools] made the traditional marketing work.”
 Direct Marketing

Triggering customers to action

Digital media have fundamentally changed advertising. Marketers face a major challenge: digital platforms drive customer interaction, but they under-deliver customer action. Yet that’s what businesses need – action that drives sales. In 2015, we reframed our direct mail portfolio to be relevant in today’s marketplace, rebranding it as Canada Post Smartmail Marketing™ – The Science of Activation™. Smartmail Marketing™ combines three powerful attributes:

**Physicality** – Its physical format makes it a powerful trigger for memory, emotion and action;

**Data** – Its targeting is unique because it enables both broad reach (access to every Canadian address) and targeting precision (allowing marketers to zero in on their best prospects);

**Connectivity** – The personal, portable format makes it effective at connecting consumers with offers across channels, in store and online.

We turned to science to explore what makes direct mail so effective. A ground-breaking neuromarketing study – the largest of its kind – found that direct mail is easier to understand, more memorable and far more persuasive than digital advertising. A Canada-wide ethnographic study also found that direct mail remains deeply embedded in consumers’ daily rituals. It is noticed, opened, read, shared, displayed and kept for extended periods in the home.

With Smartmail Marketing, we deliver solutions that help Canadian businesses succeed. It’s no wonder that businesses – from large corporations to neighbourhood stores and restaurants – spent roughly $1 billion on Smartmail Marketing in 2015.

Canada Post released the findings on the neuroscience behind the response-driving power of direct mail in July 2015.

Canada Post Corporation 2015 Annual Report
With a newly relaunched website to better feature its scented bath, body and home decor products, Fruits & Passion was eager to capitalize on the holiday season. It decided to try a Smartmail Marketing approach by adding direct mail to its marketing mix.

“Canada Post has almost two thirds of the e-commerce parcel business – with all that data, I consider them to be the offline Google,” says Enrico Del Grande, Head of e-Commerce. “I wanted to tap into that business intelligence.”

The company took a two-pronged approach. To acquire new customers it used the Canada Post Power Shoppers Health and Beauty list. To win back previous customers, it targeted residents close to where a retail store had closed.

The results? Black Friday launched five days of record online sales. “It was phenomenal.”

“I’m a strong believer that one media cannot replace the other. You need both digital and traditional.”
In 2011, savvy entrepreneur Kelly Niessen went looking for flooring for her condo balcony in Vancouver – and found nothing. She realized there was a growing, unmet market of condo owners who could transform unused balconies into new living space with high-quality flooring. Kelly and her husband Doug soon opened KANDY Outdoor Flooring, and from the start, Canada Post’s marketing mail generated business.

Fast forward to 2015 and five franchises are up and running. The business thrives on personalized installation and the gorgeous floors made of exotic hardwoods, sophisticated granite and polymers.

The Snap Admail™ service “has been critical to the company’s growth,” Kelly says. She uses Canada Post’s all-in-one online tool to create her own marketing mail pieces with before-and-after installation photos. “People in the neighbourhood say ‘I can do that with my space?’ Snap Admail gives us the biggest bang for our buck.”

“People in the neighbourhood say ‘I can do that with my space?’ Snap Admail gives us the biggest bang for our buck.”

Doug and Kelly Niessen, owners of KANDY Outdoor Flooring
Kim Gans’ life as an entrepreneur began when she read *Willy Wonka and the Chocolate Factory* at age 12. She always dreamed of owning a sweets factory, and that fantasy came true in 2009 when she opened Sweet Flour Bake Shop in Toronto.

Sweet Flour makes melt-in-your-mouth gourmet cookies and icing-filled cupcakes that tempt corporate, wholesale and individual customers across the country. To deliver their delicious fresh baked goods, Kim counts on Canada Post for next-day deliveries. Customers can also get their fix at Sweet Flour’s kitchen, pop-up stores and gourmet grocers.

“Canada Post’s Precision Targeter™ puts a laser-like focus on our Smartmail,” says Kim. “The online tool lets us narrow in on exactly the customer we’re looking for – families with kids located close to our kitchen. Our latest piece increased traffic 30 per cent. Smartmail Marketing is crucial for our business.”
High-quality beef and a real grill like the best backyard barbecues – Harvey’s has the ingredients to succeed in the crowded burger business. But the chain, which has more than 270 locations, also has to be very selective about the advertising it relies on to entice customers in the doors.

It uses data-driven Canada Post Neighbourhood Mail™ to target mailings.

“We are constantly leveraging smart geotargeting,” says Ally Tosello, Harvey's Director of Marketing. It works. In fact, Harvey’s, one of Cara Operations Limited's ten brands, can tell when a flyer has landed in homes.

“There is a strong correlation between our direct mail pieces and traffic increases – the effect is almost instantaneous.”

Harvey’s has increased its use of direct mail over the past five years – and why not? It sees results that sizzle.
Canadians lead increasingly digital lives every year, which is reducing mail volumes rapidly. Still, the paper era has not yet ended. Nearly 3.7 billion pieces of Transaction Mail were mailed in 2015. That generated $3.2 billion in revenue for Canada Post.

Many of the most sophisticated organizations in Canada mail paper to their clients, customers or citizens – even as they promote digital alternatives. The largest users of Transaction Mail are financial institutions, telecommunications companies, utilities and governments. For example, businesses mail paper bills to customers who prefer paper over digital. Many small and medium-sized businesses rely heavily on Canada Post to help them maintain a steady cash flow, because they send invoices and receive payments by mail.

Beyond bills and statements, there's evidence mail. This includes credit and loyalty cards, and government-issued identification such as birth certificates and health cards. Organizations offer individuals time-saving, easy online services and transactions to a greater extent every year, such as licence plate sticker renewals. That digital transaction needs quality physical fulfillment. For evidence documentation, Canada Post’s physical mail is a secure, affordable and effective fulfillment channel – offering value in the digital age.
Innovations

Fresh approaches to answer customers’ needs

Canadians lead busy lives. Time is precious, and they want to save it. They demand convenience and choice so they can receive their items when, where and how they want. They’re transacting on their mobiles – even tracking their item in transit up to 15 times. It’s all part of the new normal, which has compelled Canada Post to introduce innovations.

We focus intensely on consumer preferences – which are evolving rapidly, especially in e-commerce. We share our insights and expertise with retailers, large and small, so their businesses can benefit from understanding the latest trends in consumer behaviour and what consumers expect in their online shopping and delivery experience. In 2015, we continued to lead the market by introducing innovations that meet consumers’ needs.

Drive-thru Parcel Centre

A new concept store in Richmond Hill, Ontario, offers North America’s first drive-thru devoted to parcel pickup. A 24-hour self-serve shipping and drop-off station for parcels offers convenience to small business owners who work long hours. As well, an online shopper can try on a new outfit right away in the centre’s fitting room.
Canadian entrepreneurs are incredibly busy and hard-working. They need solutions that save time and money and help them succeed. We asked how we could help and we introduced in 2015 Canada Post Solutions for Small Business™, a full suite of products and services tailored for Canada’s 1.2 million small businesses.

Solutions for Small Business provides deep savings, easy access to shipping and direct mail services, and incentives that reward customers for their loyalty. It takes perseverance and determination to succeed as an entrepreneur. Solutions for Small Business provides powerful ways to operate more productively and profitably. No wonder 60,000 new customers signed up in 2015.

**FlexDelivery**

This free service allows consumers to direct their online purchases to a post office of their choice. Many households have nobody at home when we attempt delivery at the door, but the FlexDelivery™ service can mean no more missed deliveries.

**Parcel lockers**

With online shopping growing, we installed more than 1,700 parcel lockers in the lobby of condos and apartment buildings in 2015. They allow parcels to be delivered securely and promptly even when the customer isn’t home.

**Delivered Tonight**

In 2015, Montréal became the third major city — after the Greater Toronto Area in 2013 and Vancouver in 2014 — in which Canada Post launched same-day delivery of online orders from selected merchants.
Our employees

The people who serve all of Canada

While the kind of items we deliver are changing, our employees’ pride in keeping our promises to customers has not. 2015’s parcel volumes are a telling example of how employees rose to the challenge again and again.

The Gateway parcels plant in Mississauga, Ontario, is our busiest. It processed record volumes at Easter, for Mother’s Day, and even mid-summer – as well as Christmas.

During the holidays, delivery employees worked evenings and weekends to ensure that, despite the huge volumes, gifts arrived on time.

All year, across the country, in fair weather and foul, our employees are focused on safely serving their fellow Canadians.

“Retail shopping happens seven days a week. People tell me they’re happy to see Canada Post delivering on Sundays.”

— Esther Lyttle, right, a delivery agent in St. Albert, Alberta, who delivered parcels on weekends in the 2015 holiday season
Making strides in safety

A renewed company-wide focus on safety continues to pay off for hard-working employees.

In 2015, we reduced lost-time injury frequency by 17 per cent, compared to 2014. In the last four years, we have reduced lost-time injury frequency by more than 44 per cent.

Better communication between frontline managers and employees has contributed to a lower injury rate. Both groups have worked to identify hazards and make smart decisions. Together, they’ve put the safety of employees at the forefront of the workplace conversation.

Delivering service performance

Canadians measure us by how we did with the items they ordered or mailed. Did the package or marketing mail arrive on time? Is it in good condition? We measure and monitor countless metrics to help us achieve our goals in service performance.

In the fastest-growing part of our business – parcels – we matched 2014’s service performance despite record volumes through much of the year.

Parcels delivery scanning performance increased year over year.

We set a new record for International Inbound Parcels on-time delivery performance, exceeding our targets for 2015.

We exceeded our combined target for on-time delivery performance of our Personalized Mail™ and Neighbourhood Mail™ services.

Lettermail™ service performance reached 94.2 per cent.
Oh, Canada!

Canada’s incredible stories, painted on small canvases

Through its stamp program, Canada Post tells the stories of the country’s heroes, artists, leaders, landscapes and milestones. Last year, it celebrated Nelson Mandela, who 15 years ago became the first living person to receive honorary Canadian citizenship.

The stamp was unveiled at a community event held inside the Nelson Mandela Park Public School in downtown Toronto. The school was renamed for Mandela after he visited it in 2001, during one of his three trips to Canada after his release from prison in South Africa. The stamp event was attended by school children, local residents and dignitaries.

During the ceremony, the audience was treated to a special performance of the school choir as well as moving student readings about how Mandela’s example guides them in school and in life.

The Canada Post stamp program is a way of bringing Canadians together in celebration of this remarkable country and people.
From left to right, Bernie Parent, Johnny Bower, Tony Esposito and Ken Dryden appeared at the launch of Great Canadian Goalies stamps at the Hockey Hall of Fame in Toronto, October 1, 2015. Martin Brodeur and the late Lorne “Gump” Worsley rounded out this issue worth saving.

Special printing effects brought the ferocious Tyrannosaurus rex and four other extinct creatures found in Canada roaring back to life on stamps unveiled at the Royal Ontario Museum in Toronto April 9, 2015.

We celebrated a milestone more than 63 years in the making as Her Majesty Queen Elizabeth II became Canada’s longest reigning Sovereign.

In collaboration with the Canadian Federation of Humane Societies, a set of stamps encouraged the best care for the pets we love.

Canadians Christine Sinclair and Kadeisha Buchanan kick off our stamp below marking the FIFA Women’s World Cup™, hosted across the country.

With our first fabric stamp, we saluted the 50th anniversary of Canada’s globetrotting, iconic maple leaf flag.
The Canada Post Community Foundation for Children is meeting its promise to deliver a brighter future for Canadian children and youth.

In 2015, the Foundation granted almost $1.2 million in vital support to 106 community organizations across Canada: breakfast programs, anti-bullying initiatives, camps for children living with serious illnesses, early literacy programs, crisis lines, health programs and more. It has granted approximately $4 million to more than 320 community projects in the last three years.

Funds are raised through an annual in-store campaign, sales of a special fundraising stamp and employee support. The grassroots campaign raised almost $1.2 million in 2015. Those funds will be granted in 2016.

Grant recipients by province and territory

In 2015, almost $1.2M granted to 106 community organizations
In this age of tweets and texts, there is a place for pens and pencils and crayons. Just ask Santa.

Every year, children from across Canada and around the world write to the jolly old elf. Their words and pictures speak volumes about the wonder of Santa’s appeal.

The Canada Post Santa Letter-writing Program makes this possible. For almost three and a half decades, legions of employees and Canada Post retirees have volunteered as postal elves to help Santa answer every letter.

In 2015, our elves spent more than 250,000 hours helping Santa reply to more than 1.5 million letters. In the last five years, the Program has sent a reply to approximately 7 million people. We like to think each one is its own gift.
The Board of Directors focuses on ensuring that Canada Post meets the changing needs of Canadians while fulfilling its mandate to remain financially self-sustaining.

Canadians’ postal needs are changing. The steady decline of bills and letters is a well-accepted fact with obvious implications for Canada Post’s finances and operations. The Board has worked with the leadership team to put in place strategies to meet this challenge and better serve Canadians. The positive financial results for 2015 speak to the foresight of those strategies, and their impacts.

Dramatic as it is, the decline of mail is not the end of our story. Rather, the shift in Canadians’ needs is driving us to build a new Canada Post. Every year, consumers need us less for mail and need us more for parcels. Likewise, businesses need us less to send bills and receive payment, and need us more to deliver online orders.

Canadian consumers and businesses both need parcel delivery that is timely, reliable, affordable and easy to use. The shifts in demand for our services anchored our approach in 2015. Strategic choices around operational productivity were a response to mail’s decline. Our e-commerce growth strategy is successfully building on the opportunity created by online shopping. With Smartmail Marketing, introduced in 2015, businesses are rediscovering how and why direct mail really works.

A decade ago, e-commerce in Canada was in its infancy. By 2015, eight in 10 Canadians were shopping online. This represents a seismic change in the industry and an enormous opportunity for Canada Post. It drives the innovations we bring to market. It sharpens our focus on providing the high-quality service Canadians deserve. Canada Post’s leadership in e-commerce emphasizes its crucial role in the economy.

I am extremely proud of the excellent service our thousands of employees provide. We look forward to hearing more from Canadians in the coming year about how we can best serve them going forward. Canadians decide what is in the mail. It is then up to us to ensure that mail is delivered securely, affordably and self-sustainably. The Board and I are confident that Canada Post has the right leadership in place to make that happen.

Siân M. Matthews
Chairperson of the Board of Directors
Board of Directors

Siân M. Matthews  •  Chairperson of the Board of Directors
De Winton, Alberta
Canada Post Corporation

Deepak Chopra
President and Chief Executive Officer
Canada Post Corporation

Thomas Cryer
FCPA, FCA
Rosseau, Ontario

Michèle Desjardins
Montreal, Quebec

A. Michel Lavigne
FCPA, FCA
Montreal, Quebec

Andrew B. Paterson
Winnipeg, Manitoba

Alain Sans Cartier
L’Ancienne-Lorette, Quebec

William H. Sheffield
Toronto, Ontario

Sharon Sparkes
CPA, CA
St. John’s, Newfoundland and Labrador

Donald Woodley
Mono, Ontario

Officers of the Corporation

Deepak Chopra
President and Chief Executive Officer

Jacques Côté
Interim Chief Commercial Officer

Senior vice-presidents
Wayne Cheeseman
Chief Financial Officer

Scott G. McDonald
Chief Human Resources Officer

Mary Traversy
Chief Operating Officer

André Turgeon
Chief Information Technology Officer

René Desmarais
Parcels

Douglas Jones
Delivery and Customer Experience

Vice-presidents
Bill Davidson
Engineering

Manon Fortin
Operations Integration

Graeme Gordon
Digital Channel

Douglas Greaves
Pension Fund and Chief Investment Officer

William (Bill) Gunton
Marketing and Commercial Products

Ann Therese MacEachern
Human Resources

Barbara MacKenzie
Finance and Comptroller

Susan Margles
Government Relations and Policy

Serge Pitre
Sales

Jo-Anne Polak
Communications and Public Affairs

John B. West
Interim General Counsel and Corporate Secretary

Brian Wilson
Operations

Kaval Pannu
Corporate Auditor

Steven Galezowski
Corporate Treasurer

Vacant: Senior vice-president, Strategy and Corporate Marketing
As of March 24, 2016

One seat is currently vacant.

As of March 24, 2016
In carrying out its oversight role, the Board of directors holds management accountable for its business performance and strategic objectives. To fulfill these responsibilities the Board exercises due diligence over

- strategic initiatives and corporate plans
- service and operational performance
- internal control and financial reporting
- major contracts and investments
- recruitment of senior officers
- health and safety, labour and compensation management
- effective reporting to the shareholder.

The Board of Directors is composed of 11 members, including the President and Chief Executive Officer, all of whom are Governor-in-Council appointees. As of March 24, 2016, one seat is temporarily vacant. As overseer of an $8 billion commercial enterprise, the Board brings strong business judgment and expertise to the stewardship of Canada Post.

To provide oversight for such a large and complex organization, directors devote 25 to 30 days a year to Board work. In 2015, the Board met seven times and its committees met a total of 20 times.

Gender diversity on the Board
Canada Post recognizes the relationship between gender diversity and corporate performance. Working with the shareholder, the Board ensures that highly qualified female candidates are identified for any vacant positions. It works closely with the office of the Minister of Public Services and Procurement to recommend potential candidates who will provide the skills needed by the Board and also address its commitment to diversity. The Board currently has a female membership of 30 per cent, including the Chairperson. It is focused on growing this number as it identifies new candidates in 2016.

Employee diversity is a business imperative in today’s world. The Board has established an Equality in Employment policy for the Corporation and regularly reviews its performance in this area.

Independence of the Board
The positions of the Chairperson and of the President and Chief Executive Officer are separate. The Board holds its regular meetings with the President and Chief Executive Officer as a member and with the Chief Financial Officer as an invitee. Otherwise, the Board meets without the presence of management, unless required for presentations or reports. The Board holds in-camera sessions with outside directors only. The Audit Committee meets in camera with external and internal auditors. The Board engages independent counsel and advisers as it deems necessary.

Committees of the Board
Oversight is accomplished under the auspices of the Audit Committee, the Corporate Governance and Nominating Committee, the Human Resources and Compensation Committee and the Pension Committee.
**Board effectiveness**
The Board regularly assesses its effectiveness through a self-assessment survey. It has set criteria for desired skills and attributes used in identifying potential candidates recommended to the Government of Canada. Board remuneration complies with guidelines issued by the Privy Council Office.

**Subsidiaries**
Alignment and oversight of Canada Post’s subsidiaries ensures consistent governance practices in companies in which Canada Post holds a majority interest.

**Governance in principle**
Canada Post holds the view that effective organizations require governance practices that are comprehensive but dynamic. Good governance is an essential component in ensuring that the Corporation continues to serve Canadians in an effective and sustainable manner.

More information can be found under Corporate Governance at [canadapost.ca](http://canadapost.ca).

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**Ombudsman’s report**

The Office of the Ombudsman ensures Canadians have access to one more avenue if they feel Canada Post has not lived up to its service commitments. The Office is independent of Canada Post staff and management and reports directly to the Chairperson of the Board of Directors.

By investigating customer complaints and recommending fair and equitable solutions, the Office helps maintain customer trust in the postal service.

In 2015, the Office received 6,092 appeals, compared to 4,885 in 2014. Of the 2,847 cases we investigated, 48 per cent resulted in some form of corrective action to resolve issues. In the remaining cases, our investigation supported Canada Post’s actions. In comparison, corrective action was needed in 58 per cent of the 2,708 cases we investigated in 2014 and 60 per cent of the cases we investigated in 2013.

Almost half the appeals did not result in an investigation because customers reached out to the Office before giving Canada Post time to complete its review.

The number of appeals related to the Canadian Postal Service Charter rose by 400. They occurred against the backdrop of Canada Post delivering 16 million more parcels in 2015 than in 2014, nearly all of which were e-commerce orders. This growth made secure delivery an area of focus for customers and the Corporation.

The Office of the Ombudsman’s Annual Report will be made available at [canadapost.ca/ombudsman](http://canadapost.ca/ombudsman).
The Canada Post Corporation was created to provide a standard of service that meets the needs of the people of Canada. The Government of Canada is committed to ensuring transparency in how Canada Post provides quality postal services to all Canadians, rural and urban, individuals and businesses, in a secure and financially self-sustaining manner.

The Government has therefore established the Canadian Postal Service Charter to describe its expectations regarding Canada Post’s service standards and related activities in providing postal services that meet the needs of consumers of postal services in Canada. These expectations are not intended to modify or derogate from Canada Post’s obligations as set out in the Canada Post Corporation Act or any other legislation.

Universal service

1. Canada Post will maintain a postal system that allows individuals and businesses in Canada to send and receive mail within Canada and between Canada and elsewhere. Canada Post will provide a service for the collection, transmission and delivery of letters, parcels and publications.

   All 15.8 million Canadian residential and business addresses were served, and international inbound and outbound services were provided to 192 countries.

2. The provision of postal services to rural regions of the country is an integral part of Canada Post’s universal service.

   More than 7,500 rural and suburban delivery routes served approximately 4.6 million addresses.

   Approximately 3,700 postal outlets served rural customers.

Affordable rates

3. Canada Post will charge uniform postage rates for letters of similar size and weight, so that letters to Canadian addresses will require the same postage, regardless of the distance to reach the recipient.

   The postage rates charged for letters of similar size and weight to Canadian addresses were uniform, regardless of distance.

4. As required by the Canada Post Corporation Act, Canada Post will charge postage rates that are fair and reasonable and, together with other revenues, are sufficient to cover the costs incurred in its operations.

   Canada Post’s basic letter rate of $0.85 provides excellent value for a reasonable price to consumers and small business.

5. Canada Post will provide advance notice of and publicly advertise proposed pricing changes for regulated letter mail products and consult with consumers during the rate-setting process.

   Proposed changes to regulated postage rates for 2016 were published in the Canada Gazette for public consultation in July 2015. In light of the Government’s proposed review, Canada Post deferred its plans for price changes in 2016.

Frequent and reliable delivery

6. Canada Post will deliver letters, parcels and publications five days a week (except for statutory holidays) to every Canadian address, except in remote areas where less frequent service may be necessary due to limited access to the community.

   Letter carriers and rural and suburban mail carriers provided scheduled five-day-a-week delivery to 99.9% of the addresses they serve.
7. Canada Post will deliver to every address in Canada. This may be delivery to the door, a community mailbox, group mailbox, a rural mailbox, a postal box, general delivery at the post office or delivery to a central point in apartment/office buildings.

*Canada Post delivered to every address in Canada. A breakdown of delivery methods is in the chart on page 39.*

8. Canada Post will deliver letter mail:

– Within a community within two business days;
– Within a province within three business days; and
– Between provinces within four business days.

*In 2015, the on-time service performance for Domestic Lettermail delivery was 94.2 per cent.*

Convenient access to postal services

9. Canada Post will provide an extensive network for accessing postal services that includes retail postal outlets, stamp shops and street letterboxes, as well as access to information and customer service through Canada Post’s website and call centres.

*In addition to more than 6,200 full service postal outlets and thousands of places to buy stamps, Canada Post offered 24/7 access to canadapost.ca for online services, such as tracking a package, registering a change of address and purchasing postage.*

*Canada Post also provided approximately 220,000 collection points where postal items can be deposited (and almost 709,000 rural mailboxes, which are also collection points).*

10. Canada Post will provide retail postal outlets, including both corporate post offices and private dealer operated outlets which are conveniently located and operated, so that:

– 98 per cent of consumers will have a postal outlet within 15 km;
– 88 per cent of consumers will have a postal outlet within 5 km; and
– 78 per cent of consumers will have a postal outlet within 2.5 km.

*In 2015, 98.8 per cent of Canadians lived within 15 km of a postal outlet, 90.6 per cent within 5 km, and 79.2 per cent within 2.5 km.*

(Continued on page 38)
11. The moratorium on the closure of rural post offices is maintained. Situations affecting Canada Post personnel (e.g., retirement, illness, death, etc.) or Canada Post infrastructure (e.g., fire or termination of lease, etc.) may, nevertheless, affect the ongoing operation of a post office.

There were 156 events potentially affecting ongoing operation of rural post offices. In 68 per cent of cases, retail services were maintained within the same community without disruption. Eleven per cent of cases involved a temporary suspension of retail services. The remaining cases were resolved through retail service provision in a nearby community. In all cases, delivery services for the community were maintained without disruption.

Secure delivery
12. Canada Post will take into consideration the security and privacy of the mail in every aspect of mail collection, transmission and delivery.

The Security and Investigation Services group conducts its operations in accordance with the Canada Post Corporation Act and other regulatory and legislative authorities. Canada Post Corporation is subject to the Privacy Act.

Community outreach and consultation
13. Where Canada Post plans to change delivery methods, Canada Post will communicate, either in person or in writing, with affected customers and communities at least one month in advance to explain decisions and explore options that address customer concerns.

In all instances, Canada Post provided advance notice and extensive consultation with affected households before implementing any changes.

14. At least one month before deciding to permanently close, move or amalgamate corporate post offices, Canada Post will meet with affected customers and communities to jointly explore options and find practical solutions that address customer concerns.

In 2015, five urban corporate post offices came under review. Affected customers and communities were notified and consulted at least one month in advance of any proposed change.

15. Each year, Canada Post will hold an Annual Public Meeting open to the public to provide an opportunity for the public to express views, ask questions and provide feedback to Canada Post.

Canada Post held its 10th Annual Public Meeting May 21, 2015, in Ottawa at Canada Post Place.

Responding to complaints
16. Canada Post will establish and promulgate complaint resolution processes that are easily accessible to customers and will address complaints in a fair, respectful and timely manner.

While Canada Post receives and addresses questions or complaints through various channels, Canadians increasingly prefer electronic inquiries: online service tickets, emails and fax volumes increased by 11.5 per cent in 2015. Customer Service also received 3.7 million customer calls during the year, more than half of which were questions or requests.

17. The Canada Post Ombudsman will investigate complaints about compliance with the Canadian Postal Service Charter in situations where customers remain unsatisfied after they have exhausted Canada Post’s complaint resolution processes.

The Ombudsman is the final appeal authority in complaints resolution at Canada Post. More information can be found on the Ombudsman’s website at canadapost.ca/ombudsman.

Reporting on performance
18. Each year in its Annual Report, Canada Post will report on its performance against each of the expectations in this Canadian Postal Service Charter.
In addition, Canada Post will present in its Annual Report an overview of the delivery methods it uses, indicating the number of addresses served with each delivery method and the financial costs associated with each method of delivery.

See the table above.

### Delivery methods

<table>
<thead>
<tr>
<th>Delivery method</th>
<th>Number of addresses</th>
<th>% of total addresses</th>
<th>Average annual cost per address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Door to door</td>
<td>4,255,742</td>
<td>27%</td>
<td>$286</td>
</tr>
<tr>
<td>Centralized point (e.g. apt. lobby lockbox)</td>
<td>4,033,516</td>
<td>26%</td>
<td>$121</td>
</tr>
<tr>
<td>Group mailbox, community mailbox, kiosk</td>
<td>5,060,871</td>
<td>32%</td>
<td>$127</td>
</tr>
<tr>
<td>Delivery facility (postal box, general delivery)</td>
<td>1,754,973</td>
<td>11%</td>
<td>$72</td>
</tr>
<tr>
<td>Rural mailbox</td>
<td>708,909</td>
<td>4%</td>
<td>$196</td>
</tr>
<tr>
<td>All methods</td>
<td>15,814,011</td>
<td>100%</td>
<td>$170</td>
</tr>
</tbody>
</table>

* As at December 31, 2015

### Other public policy programs

#### Government mail and materials for the blind

The Canada Post Corporation Act allows for mailing of letters free of charge between citizens and the Governor General, members of Parliament (MPs), the speakers of the Senate and the House of Commons, the Parliamentary Librarian and the Ethics Commissioner. MPs can also send up to four flyer mailings a year free of charge to their constituents.

The Act also provides for free mailing of materials for the blind. Visually impaired Canadians and many libraries across the country, including that of the Canadian National Institute for the Blind, send talking books and other materials free of charge across Canada and around the world.

Canada Post received a government appropriation of $22 million in 2015 to help offset the financial impact of these programs on the Corporation.

#### Library materials

The Library Materials service is available to recognized public libraries, university libraries or other libraries that are maintained by non-profit organizations or associations and are for public use in Canada. The service provides reduced postage rates for eligible library materials circulated between a library and its patrons. Canada Post receives no appropriation or compensation of any kind from the government to offset the reduced postage rate.

#### Environment policy

Canada Post is committed to environmental protection in its operations. Canada Post has determined in accordance with sections 66 and 67 of the Canadian Environmental Assessment Act, 2012 that, to the best of its knowledge, during 2015 its projects were not likely to cause significant adverse environmental effects.
Our size and scope

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th>FLEET</th>
<th>ADDRESSES SERVED</th>
</tr>
</thead>
<tbody>
<tr>
<td>Close to 64,000</td>
<td>Almost 13,000</td>
<td>Residential: Almost 14.8 million, Businesses: Almost 1 million</td>
</tr>
<tr>
<td>Canada Post Group of Companies, full-time and part-time paid employees, excluding temporary, casual and term employees (approximate figure)</td>
<td>Canada Post vehicles</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RETAIL POST OFFICES</th>
<th>PIECES DELIVERED</th>
<th>DELIVERY METHOD</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 6,200</td>
<td>Almost 9 billion</td>
<td>Door to door: Almost 4.3 million, Centralized or rural: More than 11.5 million</td>
</tr>
<tr>
<td>retail post offices across Canada</td>
<td>pieces of mail, parcels and messages</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ITEM TRACKING</th>
<th>CANADAPOST.CA</th>
<th>PLANTS AND DEPOTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 425 million</td>
<td>189 million visits to canadapost.ca in 2015 (includes visits to epost.ca)</td>
<td>21 processing plants, 485 letter carrier depots</td>
</tr>
</tbody>
</table>