

## **MAIL BOXES ETC., INC. COMPANY PROFILE**

Mail Boxes Etc., Inc. (MBE), a UPS company, is the world's largest franchisor of retail shipping, postal, document and business service centers. The UPS Store® and Mail Boxes Etc.® together comprise approximately 4,800 independently owned locations in the U.S., Puerto Rico and Canada, providing convenient and value-added business services to the small-office/home-office (SOHO) market, corporate "road warriors," and consumers.

### **History**

The Mail Boxes Etc. concept was introduced in 1980 as a convenient alternative to the post office. Throughout its evolution, it has continued to define and lead the business services category it created. In 2001, UPS acquired Mail Boxes Etc., Inc. In 2003, the two companies introduced The UPS Store brand. On April 7, 2003, approximately 3,000 Mail Boxes Etc. locations in the United States (at the time, nearly 90% of the domestic U.S. network) re-branded as The UPS Store and began offering lower (around 20% on average) UPS-direct shipping rates. The centers remain locally owned and operated, and continue to offer a variety of shipping, postal, document and business services, with convenient locations and world-class service.

### **Growth**

In the year following the re-branding, Mail Boxes Etc., Inc. sold more than 500 new The UPS Store locations in the United States – a record for the company, and phenomenal growth for a quarter-century-old franchise. Special-venue site development also has grown steadily with locations on college campuses and military bases, as well as in convention centers, hotels, and urban renewal areas/empowerment zones. Special-venue sites create an opportunity to provide services to consumers, regardless of where they live, work or travel.

In addition to its U.S. network, Mail Boxes Etc., Inc. has had a master license agreement in place for Canada since 1988. In 2005, more than 260 Mail Boxes Etc. locations in Canada re-branded as The UPS Store.

Throughout the company's historic growth, one thing has remained constant: the commitment of its franchisees to providing personalized and convenient business solutions and a world-class customer experience.

### **Industry Recognition**

In 2009, *Entrepreneur* magazine's annual "Franchise 500," a ranking of franchise opportunities based on factors such as financial strength, growth rate and size, rated The UPS Store/Mail Boxes Etc. #8 among all franchise opportunities and #1 in the postal and business services category for the 19<sup>th</sup> consecutive year\*. Additionally, the company has a rich tradition of award-winning marketing and public relations campaigns, among other accolades.

\* 1990-2003 listed under the Mail Boxes Etc. brand

## MAIL BOXES ETC., INC. FACT SHEET

**COMPANY:** Mail Boxes Etc., Inc. (MBE)  
**GLOBAL HEADQUARTERS:** 6060 Cornerstone Court West  
San Diego, CA 92121-3795  
**TELEPHONE NUMBER:** (858) 455-8800  
**FACSIMILE NUMBER:** (858) 546-7498  
**INTERNET ADDRESS:** [www.theupsstore.com](http://www.theupsstore.com) and [www.mbe.com](http://www.mbe.com)

**PARENT COMPANY:** UPS® ([www.ups.com](http://www.ups.com))  
55 Glenlake Parkway, NE  
Atlanta, GA 30328

**START-UP DATE:** First franchise sold in 1980; first area franchise sold in 1982; first international master license sold in 1988; launched The UPS Store brand in 2003.

**NETWORK:** There are approximately 4,800 The UPS Store® and Mail Boxes Etc.® franchised locations in the United States, Puerto Rico and Canada.

Domestic U.S. The UPS Store locations: 4,359\*  
Domestic U.S. Mail Boxes Etc. locations: 99  
Canadian The UPS Store locations: 335  
Canadian Mail Boxes Etc. locations: 9

\* As of April 30, 2009

**PRESIDENT:** Stuart Mathis

**LEADERSHIP:** Don Higginson, senior vice president of franchise services  
Mahasty Seradj, senior vice president of finance, controller  
Debra Abate, vice president and general counsel  
Tom Crockett, vice president of worldwide sales and marketing  
Tim Davis, vice president of technology and vice president/general manager of iShip, Inc.  
Kevin Foley, vice president of human resources, training and development  
Efrain Inzunza, vice president of industrial engineering  
Kevin Pignone, vice president of domestic sales  
Phil Thomison, vice president of worldwide operations  
Christa Martin, vice president of product development and management  
Sean Blickle, regional vice president, East Central  
Steve Dandrea, regional vice president, Northeast  
Duane Furukawa, regional vice president, West  
Steve Hernandez, regional vice president, Southeast and MBE security manager  
Bill Martin, regional vice president, Central  
Ken Myers, regional vice president, Southwest

**CONCEPT:** Mail Boxes Etc., Inc. franchises The UPS Store and Mail Boxes Etc. brands, which together form the world's largest franchise network of retail shipping, postal, document and business service centers in the United States, Puerto Rico and Canada. Locations provide convenient, value-added business services to the rapidly growing small-office/home-office (SOHO) market, corporate "road warriors" and consumers.

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**PRODUCTS/SERVICES:** The UPS Store and Mail Boxes Etc. locations offer a full range of business services, including: full-service packing, shipping through UPS and other carriers, freight shipping for larger items, mailbox services (mail receiving/forwarding), black-and-white and color printing, laminating, binding, collating, faxing, office/packing supplies, and notary services.

Through its Corporate Retail Solutions program, the company offers a suite of retail products and services designed to help businesses operate more efficiently. Offerings include: The UPS Store Corporate card, Alternative Delivery Locations, Returns and Exchanges, and Business Services. These business solutions provide a value proposition no other company can match.

**CENTER PROFILE:** Typically located in shopping centers and commercial complexes, centers also can be found in special venues such as universities, convention centers, hotels and military bases. Location sizes range from 800-1,800 square feet. Centers generally employ a full-time staff of two or more employees, including the owner/operator. Hours of operation vary, but locations are typically open Monday-Friday, from 9 a.m. - 7 p.m. and Saturday from 9 a.m. - 5 p.m. Many locations have longer operating hours and are open on Sundays.

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## MAIL BOXES ETC., INC. LEADERSHIP

Our leadership team maximizes the union of two best-in-class brands by pooling MBE's expertise in franchising with UPS's expertise in shipping and synchronized commerce. Through shared vision and strategy, MBE and UPS leadership continue to excel in meeting the needs of our franchisees and their customers.

### **Stuart Mathis**, *President*

Stuart Mathis joined Mail Boxes Etc., Inc. (MBE) in January 2001 as executive vice president of operations and became president in August 2002. Prior to joining MBE, he served as executive vice president of franchise operations for Domino's Pizza Inc. In all, Mathis has more than 30 years of experience in franchising, operations and administration. He holds a bachelor's degree in business administration from the University of Georgia and a master's degree in business administration from Georgia State University. Mathis currently serves on the board of the International Franchise Association (IFA).

### **Don Higginson**, *Senior Vice President of Franchise Services*

Don Higginson joined Mail Boxes Etc., Inc. (MBE) in 1982 and has held several positions within the company, including corporate counsel, senior franchise counsel and executive director of franchise relations. He was promoted to vice president of franchise services in November 1997 and to senior vice president in June 1999. Higginson was elected to the Poway (San Diego County) City Council in 1986, and was elected mayor in 1992. He currently serves on the Poway City Council. Higginson holds a bachelor's degree in political science from Brigham Young University and earned a juris doctorate degree from Thomas Jefferson Law School in San Diego. Higginson also serves on the franchise relations committee of the International Franchise Association (IFA).

### **Mahasty Seradj**, *Senior Vice President of Finance, Controller*

Mahasty Seradj joined Mail Boxes Etc., Inc. (MBE) in 1983 and has held several positions within the company, including accounting manager, executive director, controller, and vice president of finance, controller. She was promoted to senior vice president of finance, controller in May 1999. As an MBE veteran, Seradj has played a key role in the company's growth. In addition to holding bachelor's and master's degrees in economics from the National University of Iran, she has a master's degree in accounting and taxation from California State University, Los Angeles. She also completed graduate work at the University of Geneva, Switzerland.

### **Debra Abate**, *Vice President and General Counsel*

Debra Abate has served as vice president and general counsel for Mail Boxes Etc., Inc. (MBE) since 2000, having joined MBE in August 1998 as assistant general counsel and senior director of arbitration and litigation. Abate has more than 20 years of legal experience, primarily in corporate law, leasing, litigation and conflict dispute resolution. She served nearly four years as corporate counsel for the San Diego-based Hahn Company and was with the law firm of Higgs, Fletcher & Mack in San Diego for more than six years. She holds a bachelor's degree from the University of Redlands and both an MBA degree and a juris doctorate degree from National University in San Diego.

### **Tom Crockett**, *Vice President of Worldwide Sales and Marketing*

Tom Crockett joined Mail Boxes Etc., Inc. (MBE) in August 2004 as vice president of marketing, overseeing marketing, advertising, public relations, communications, product management and product development for The UPS Store and Mail Boxes Etc. brands. In February 2007, he also assumed the role of vice president for worldwide sales responsible for both domestic and international development. Prior to joining MBE, Crockett spent 15 years with the McDonald's Corporation where he served as senior director of strategic planning and innovation for the company's Eastern U.S. division. Prior to that assignment, he spent significant time directing the advertising co-op efforts for the Eastern division and various regions throughout the U.S. Crockett holds a bachelor's degree in communications with an emphasis in advertising from Brigham Young University.

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**Tim Davis**, *Vice President Technology and Vice President/General Manager, iShip, Inc.*

Tim Davis joined Mail Boxes Etc., Inc. (MBE) in March 2002 as vice president of technology. In March 2004 he was reassigned and promoted to vice president/general manager of iShip, Inc. (a UPS subsidiary). In January 2005, in addition to his iShip responsibilities, he reassumed his position as vice president of technology for MBE. Prior to joining MBE, Davis held a wide variety of leadership positions for ConnectShip, Inc. (formerly TanData Corporation), from Web site development to vice president of operations and sales. He served as part of an executive management team during and after the UPS purchase of ConnectShip, Inc. Davis is a former Marine Corps captain and holds a bachelor's degree in political science from the Citadel as well as a master's degree in business administration from the University of Tulsa.

**Kevin Foley**, *Vice President of Human Resources, Training and Development*

A 25-year UPS veteran, Kevin Foley joined Mail Boxes Etc., Inc. (MBE) in February 2005 as vice president of human resources, training and development. Foley began his UPS career in 1982 as a package-car driver in New York and was quickly promoted to full-time supervisor in 1984. In 1988 he was promoted to business manager and then made the transition to workforce planning manager in human resources in 1989. During his career, Foley worked as a district safety manager, employee relations manager, training and communications manager and CHSP (Comprehensive Health and Safety Process) manager. Most recently, Foley served as a major accounts manager in business development before being promoted in 2003 to human resources manager for Utah, Idaho and Nevada. Foley graduated from State University College at Buffalo with a bachelor's of science degree in secondary education.

**Efrain Inzunza**, *Vice President of Industrial Engineering*

A 27-year UPS veteran, Efrain Inzunza joined Mail Boxes Etc., Inc. (MBE) in May 2003 as vice president of industrial engineering. Inzunza started with UPS as a part-time package-car loader and transitioned to the industrial engineering department where he served in package, hub and air operations. He later moved to UPS's Central New Jersey District as industrial engineering manager and most recently served as a project manager with UPS Retail Services in Atlanta. He holds a bachelor's degree in business with a concentration in accounting from California State University at Fullerton.

**Kevin Pignone**, *Vice President of Domestic Sales*

An 18-year UPS veteran, Kevin Pignone joined Mail Boxes Etc., Inc. (MBE) in September 2003 as director of special venue development, before transitioning to director of corporate retail solutions in 2005. Pignone relocated from Chicago to San Diego in September 2007 to assume the role of vice president of domestic sales. In his current position, Pignone manages domestic franchise sales, real estate development, and design and construction. He holds a bachelor's degree in psychology from Fordham University in Bronx, New York.

**Phil Thomison**, *Vice President of Worldwide Operations*

A 23-year UPS veteran, Phil Thomison joined Mail Boxes Etc., Inc. (MBE) in May 2003 as vice president of domestic franchise sales. In September 2004, Thomison was named vice president of worldwide development and international operations for The UPS Store and Mail Boxes Etc. brands. In February 2007, he was named vice president of worldwide operations assuming responsibilities for both domestic and international operations as well as the industrial engineering department. Thomison started with UPS as a package-car loader and transitioned to the business development department where he served as director of sales in Los Angeles, California. He holds a bachelor's degree in marketing from the University of Oklahoma.

**Christa Martin**, *Vice President of Product Development and Management*

Christa Martin joined Mail Boxes Etc., Inc. (MBE) in April 2008 as vice president of product development and management. Martin has more than 20 years of sales, marketing, operations and product development experience. Prior to joining MBE, Martin worked for Rhino Linings Corporation as director of global marketing. Previous experience includes positions at 3M and BFGoodrich. Additionally, Martin is currently on the faculty at the University of Phoenix, teaching marketing, sales and technology management. She holds a bachelor's degree in chemistry from Virginia Polytechnic Institute and State University and an MBA from the University of Phoenix. She has completed additional graduate work at the University of Houston and the University of Minnesota as well as executive education at Harvard University.

### **Regional Vice Presidents**

Our domestic network is divided into six regions. Each region is headed up by a regional vice president.

#### **Sean Blickle, Regional Vice President – East Central**

A 32-year UPS veteran, Sean Blickle joined Mail Boxes Etc., Inc. (MBE) in February 2003 as regional vice president for the East Central area. Blickle started with UPS as a part-time package handler. He was promoted to full-time management in 1979 and has completed a variety of assignments in operations, industrial engineering and technology. Most recently, Blickle served as UPS's Atlantic District industrial engineering manager. He holds a bachelor's degree in business administration from George Mason University.

#### **Steve Dandrea, Regional Vice President – Northeast**

A 29-year UPS veteran, Steve Dandrea joined Mail Boxes Etc., Inc. (MBE) in June 2005 as regional vice president for the Northeast. Dandrea started with UPS as a package-car driver before transitioning to marketing and sales. Most recently, he served as UPS's director of global accounts, located in New York, New York. Dandrea holds a bachelor's degree in marketing from Southwest University in Kenner, Louisiana.

#### **Duane Furukawa, Regional Vice President – West**

A 27-year UPS veteran, Duane Furukawa, joined Mail Boxes Etc., Inc. (MBE) in May 2004 as regional vice president for the Northwest, before transitioning to the West Region. Furukawa started with UPS as a part-time package-car unloader and was promoted to the industrial engineering and operations departments where he served in package, hub and air operations. He later moved to UPS's Great Basin District as industrial engineering manager and to Oregon as industrial engineering manager. Furukawa holds a bachelor's degree in business from St. Mary's College of California.

#### **Steve Hernandez, Regional Vice President – Southeast and MBE Security Manager**

A 32-year UPS veteran, Steve Hernandez joined Mail Boxes Etc., Inc. (MBE) in April 2007 as regional vice president for the Southeast and MBE security manager. Hernandez started with UPS as a part-time unloader and supervisor. In 1979, he was promoted to full-time supervisor and later served in operations, loss prevention and delivery information. Most recently, Hernandez served as retail service security manager for UPS. He holds a bachelor's degree in criminal justice from Loyola University in Chicago.

#### **Bill Martin, Regional Vice President – Central**

A 30-year UPS veteran, Bill Martin joined Mail Boxes Etc., Inc. (MBE) in March 2004 as regional vice president for the West Region, before transitioning to the Central Region. Martin started with UPS in 1977 as a part-time unloader and transitioned to several assignments in operations, industrial engineering and technology. Prior to coming to MBE, he served as the technology manager for UPS's Northwest Region for six years. He had also spent six years developing and implementing the technology and communication infrastructure at the CACH hub in Chicago. Martin holds a bachelor's degree in business with a concentration in human resource management from Loyola University in Chicago.

#### **Ken Myers, Regional Vice President – Southwest**

A 32-year UPS veteran, Ken Myers joined Mail Boxes Etc., Inc. (MBE) in April 2004 as regional vice president for the Southwest. Myers started with UPS as a part-time package handler before becoming a package-car driver. He was promoted into management and spent time in package, hub and feeder operations. He then transitioned to the industrial engineering department where he served in package, hub and air operations. Myers later moved to UPS's East Long Island and Kansas Districts as industrial engineering manager. He holds a bachelor's degree in industrial engineering from University of Texas Arlington.

## MAIL BOXES ETC., INC. MILESTONES

2009

- Italy's Fineffe Group acquires the Mail Boxes Etc. international network outside the U.S., Puerto Rico and Canada.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the postal and business services category for the 19<sup>th</sup> consecutive year and #8 among all franchise opportunities.

2008

- Opens 6,000<sup>th</sup> worldwide location
- Expands existing sponsorship with the Marine Toys for Tots Foundation and establishes the Toys for Tots Literacy Program

2007

- Named the Most Competitive Retailer for 2007 by National Retail Federation Foundation and Kanbay Research Institute (KRI)

2006

- Launches the "Design Dale's Ride" coloring contest, giving children ages 5 -12 a chance to design Dale Jarrett's *The UPS Store/Toys for Tots* racecar
- Latin America operations expands with the opening of the first center in Brazil

2005

- Celebrates company's 25<sup>th</sup> anniversary
- More than 260 Mail Boxes Etc. locations in Canada re-brand as The UPS Store
- Signs on as national sponsor for the Marine Corps Toys for Tots Foundation

2004

- Opens 5,000<sup>th</sup> worldwide location
- Announces new master license agreement in Mexico, with plans to expand to 300 centers in the Mexican market over the next 10 years

2003

- More than 3,000 Mail Boxes Etc. locations in the United States re-brand as The UPS Store

2002

- Stuart Mathis becomes president
- 1,000<sup>th</sup> international location opens in Berlin, Germany

2001

- Acquired by UPS® ([www.ups.com](http://www.ups.com))
- Introduces new tagline, "There's help in here. Real help."™

2000

- Opens 4,000<sup>th</sup> location worldwide
- Opens centers in Sweden and the Republic of Korea
- Announces ValueCard™ program for corporate clients, to provide business support services and simplified billing processes for "road warriors"

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1999

- Introduces a new center design and décor package to its global franchise system with an updated floor plan, color scheme and high-impact graphics
- Introduces technology platform to U.S. franchisees that links network technology with point-of-sale (POS) computer systems, enhancing business capabilities and improving efficiency
- Opens locations in Tokyo and Vienna
- Features winner of the “See Your Small Business on the Super Bowl Search II” during Super Bowl XXXIII commercial

1998

- Establishes We Deliver Dreams Foundation to fulfill dreams of individual children who are victims of abuse, neglect, poverty, violence or illness
- Signs master license agreement for Japan
- Features winner of the “See Your Small Business on the Super Bowl Search” during Super Bowl XXXII commercial, testifying to MBE’s commitment to the small-office/home-office (SOHO) market
- Opens 3,000<sup>th</sup> location in the United States

1997

- Acquired by US Office Products (USOP)
- 500<sup>th</sup> international location opens in Philippines
- Debuts tagline, “Making Business Easier. Worldwide<sup>SM</sup>” during Super Bowl XXXI commercial
- CEO A.W. DeSio retires, named Chairman Emeritus

1996

- Advertises on the Super Bowl for the first time
- Grows to 3,000 franchise locations worldwide
- James H. Amos, Jr. joins the company as president

1995

- Launches first national ad campaign, “It’s not what we do, it’s how we do it.®”

1994

- 100<sup>th</sup> international location opens in Canada
- Establishes national media fund

1993

- Grows to 2,000 franchise locations worldwide
- Introduces No-limit Shipping Program (now called TotalShipping™)

1990

- Grows to 1,000 franchise locations worldwide

1988

- First international location opens in Canada
- Signs Canada as first master license agreement

1986

- Name changed to Mail Boxes Etc.
- Becomes a publicly traded company

1982

- Sells first area franchise

1981

- A.W. DeSio becomes president

1980

- U.S. Mail Boxes founded by Gerald Aul, Pat Senn and Robert Diaz
- Name changed to Mail Boxes Etc. USA
- Herb Goffstein becomes president
- Sells first franchise in Carlsbad (San Diego County), California

Updated 5/12/09

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