

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

Mail Boxes Etc., Inc. (MBE), a UPS company, is the world's largest franchisor of retail shipping, postal, printing 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, freight, postal, digital online printing, 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 2012, *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. #1 in the postal and business services category for the 22<sup>nd</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)  
55 Glenlake Parkway, NE  
Atlanta, GA 30328

**START-UP DATE:** First franchise sold in 1980; first area franchise sold in 1982; Canadian master license sold in 1988; launched The UPS Store brand in 2003 in the U.S. and Puerto Rico, and in 2005 in Canada.

**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: 4,325\*  
Domestic U.S. Mail Boxes Etc. locations: 21  
Canadian The UPS Store locations: 345  
Canadian Mail Boxes Etc. locations: 6

\*As of January 25, 2012

**PRESIDENT:** Stuart Mathis

**LEADERSHIP:**

Chris Adkins, vice president of sales  
Channa Parker Barra, managing attorney  
Tim Davis, vice president of operations  
Mark Denney, vice president of product development  
Kevin Foley, vice president of human resources, training and development  
Jeff Giboney, vice president of corporate retail solutions  
Don Higginson, senior vice president of franchise services  
Efrain Inzunza, vice president of industrial engineering  
Bill Martin, vice president of print services  
Minda McAllister, vice president of technology  
Mahasty Seradj, senior vice president of finance, controller  
Michelle Van Slyke, vice president of marketing

Sean Blicke, regional vice president, East Central  
Steve Dandrea, regional vice president, Northeast and Canada  
Duane Furukawa, regional vice president, West  
David Lee, regional vice president, Central  
Ken Myers, regional vice president, South

**CONCEPT:** Mail Boxes Etc., Inc. (MBE) franchises The UPS Store and Mail Boxes Etc. brands, which together form the world's largest franchise network of retail shipping, postal, printing 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: domestic and international shipping; full-service packing; online and digital printing; black-and-white and color copies; document finishing (binding, laminating, etc.); printing services (business cards, letterhead, rubber stamps, etc.); notary; custom crating and shipping for large items (e.g., furniture, artwork, motorcycles); mailbox and postal services; office and packaging supplies; and more.

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 non-traditional locations, 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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Updated 11/22/11

## **MAIL BOXES ETC., INC. (MBE) 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).

### **Chris Adkins, *Vice President of Sales***

Chris Adkins joined Mail Boxes Etc., Inc. (MBE) in December 2010 as vice president of sales. Adkins began his UPS career in 1984 as a part-time employee in Central Ohio. His early UPS career focused on UPS operations positions, such as part-time hub employee, package car driver and hub supervisor. Since joining the Business Development function in 1990, he has held a variety of positions, including: district sales and UPS corporate assignment, region national account manager, and district director of sales. His most recent assignment was in Kansas as a director of strategic accounts. In his current position, Adkins manages domestic franchise sales. Adkins holds a bachelor's degree in marketing from Ohio State University.

### **Channa Parker Barra, *Managing Attorney***

Channa Parker Barra joined Mail Boxes Etc., Inc. (MBE) in February 2001 as senior director of domestic and international transactions. She has also served as international franchise counsel. Parker Barra was appointed managing attorney of MBE in May 2010. Additionally, Parker Barra completed a special assignment with the UPS Europe Region Legal Department in Brussels in 2006. Parker Barra has more than 20 years of legal experience, primarily in corporate and international law, franchising, bankruptcy and business litigation. She holds both a bachelor's and master's degree in history as well as teaching credentials from San Diego State University and a juris doctorate degree from the University of California, Hastings College of Law.

### **Tim Davis, *Vice President of Operations***

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. He was appointed to his current position in November 2009. Prior to joining MBE, Davis held a wide variety of leadership positions for ConnectShip, Inc., from website 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.

### **Mark Denney, *Vice President of Product Development***

Mark Denney joined Mail Boxes Etc., Inc. (MBE) in December 2012 as vice president of product development. Denney began his UPS career in 1978 as a part-time employee in Albany, N.Y. His early UPS career focused on operations positions, such as part-time preloader, package car driver and on car supervisor. Denney joined the Business Development function in 1986, where he held a variety of positions, including district sales, a UPS corporate assignment, region sales training manager, and district director of sales. His most recent assignment was in Southern California as a director of sales for middle market accounts. In his current position, Denney will oversee product development for The UPS Store network. Denney holds a bachelor's degree in business administration from the Sage Colleges in Albany, N.Y.

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

A 29-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.

**Jeff Giboney, Vice President, Corporate Retail Solutions**

An 19-year UPS veteran, Jeff Giboney joined Mail Boxes Etc., Inc. (MBE) in 2004. He began in the sales department, where he served as area development manager, special venues manager and real estate development manager. In September 2007, Giboney was promoted to vice president of corporate retail solutions. Giboney started with UPS straight out of college in 1992, and has held a variety of sales and sales management positions in Southern California. Additionally, he completed a special assignment in Atlanta during the 1996 Olympic Games, working on the implementation team the first year UPS was a major Olympic sponsor. Giboney holds a degree in urban and regional planning from Cal Poly Pomona.

**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).

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

A 30-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.

**Bill Martin, Vice President of Print Services**

A 34-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. In September 2010, Martin assumed the role of vice president of print services. Martin holds a bachelor's degree in business with a concentration in human resource management from Loyola University in Chicago.

**Minda McAllister**, *Vice President Technology*

Minda McAllister joined Mail Boxes Etc., Inc. (MBE) in October 2001 as manager of the technology programming team and later earned a promotion to manage the applications development group, which included quality assurance responsibilities. In December 2005, she was promoted to chief technology officer, a staff-level position. Among other accomplishments, she led and managed the development and deployment of the in-center network (POS/CMS and back office) platform to more than 4,500 franchise locations. Prior to joining MBE, McAllister worked for 10 years in software development and delivery for a Department of Defense contractor, during which time she developed solutions for aircraft like the F/A-18 fighter jets and Apache attack helicopters. McAllister completed a bachelor's degree in mathematics/computer science at the University of California, San Diego.

**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.

**Michelle Van Slyke**, *Vice President of Marketing*

Michelle Van Slyke joined Mail Boxes Etc., Inc. (MBE) in November 2010 as vice president of marketing. Van Slyke spent the first 15 years of her career at Ford Motor Company, holding positions such as corporate advertising manager and global process and strategy manager as well as vice president of marketing for Jaguar. During her tenure, she was recognized twice with Ford's elite "exceeds performance" ratings and was chosen to attend Leadership Training at Duke University. She gained additional experience working with automotive dealers as vice president of marketing at Mercedes-Benz and later Hyundai Motor America. More recently, she was brought on board at Jacuzzi Group Worldwide and then recruited as first chief marketer for Raley's, a Northern California supermarket chain. Van Slyke holds a bachelor's degree from University of Southern California as well as a master's degree in business administration from the University of Notre Dame.

**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 and Southeast*

A 36-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 and Canada*

A 34-year UPS veteran, Steve Dandrea joined Mail Boxes Etc., Inc. (MBE) in June 2005 as regional vice president for the Northeast and Canada. 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 Manhattan. Dandrea holds a bachelor's degree in marketing from Southwest University in Kenner, Louisiana.

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

A 31-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.

**David Lee, *Regional Vice President – Central***

David Lee joined Mail Boxes Etc., Inc. (MBE) in June 2002 as a franchise consultant in the Central Region. Lee was placed on a special assignment in October 2003 to help develop and open special venue locations. In January 2005, Lee was promoted to manager of special venue development. Lee accepted an assignment as a Central Region operations manager in October 2006. He maintained that position until being promoted to regional vice president for the Central Region in September 2010. Lee began his career with UPS as a part-time employment supervisor in October 2000. Lee holds a bachelor's degree in liberal arts from DePaul University in Chicago.

**Ken Myers, *Regional Vice President – South***

A 35-year UPS veteran, Ken Myers joined Mail Boxes Etc., Inc. (MBE) in April 2004 as regional vice president for the South. Myers started with UPS as a loader in the Metro Dallas district 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.

Updated 12/05/11

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## MAIL BOXES ETC., INC. MILESTONES

### 2012

- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the postal and business services category for the 22<sup>nd</sup> consecutive year.

### 2011

- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the postal and business services category for the 21<sup>st</sup> consecutive year.

### 2010

- Ranks #1 in *City Business Journals* "American Brand Excellence Awards", in the retail category, for the second consecutive year, and 11<sup>th</sup> overall, up from 15<sup>th</sup> in 2009.
- Ranks #1 in *Entrepreneur* magazine's annual "Franchise 500," in the postal and business services category for the 20<sup>th</sup> consecutive year.

### 2009

- Italy's Fineffe Group acquires the Mail Boxes Etc. international network outside the U.S., Puerto Rico and Canada.
- City Business Journals honors The UPS Store network as the recipient of the sixth annual American Brand Excellence Awards in the retail category.
- Toys for Tots Literacy Program wins PR News' Platinum PR Award for Best Community Relations Campaign.

### 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)
- 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"

**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

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Updated 01/26/12