

AR01

Annual Return

(For returns made up to a date on or **after 1 October 2011**)

196523/40
BLUEPRINT

2000

A fee is payable with this form
Please see 'How to pay' on the
last page

You can use the WebFiling service to file this form online
Please go to www.companieshouse.gov.uk

☒ **What this form is for**
You may use this form to confirm
that the company information is
correct as at the date of this return
You must file an Annual Return at
least once every year

☒ **What this form is NOT for**
You cannot use this form to give
notice of changes to the company
officers, registered office address
company type or information
relating to the company records

WEDNESDAY



A13 "A2M00GMR" #343
27/11/2013
COMPANIES HOUSE

Part 1

Company details

The section must be completed by all companies.

→ Filing in this form

Please complete in typescript or in
bold black capitals

All fields are mandatory unless
specified or indicated by *

A1 Company details

Company number 4 1 3 8 2 0 3

Company name in full ROYAL MAIL GROUP LIMITED

① Company name change

If your company has recently
changed its name, please provide
the company name as at the date of
this return

A2 Return date

Please give the annual return made up date. The return date must not be a future
date. The annual return must be delivered within 28 days of the date given below.

If you would like the company's made up date to be earlier than 1 October 2011,
please complete the AR01 appropriate for earlier made up dates

Date of this return ② d 1 d 1 m 1 m 1 y 2 y 0 y 1 y 3

② Date of this return

Your company's return date
is usually the anniversary of
incorporation or the anniversary
of the last annual return filed at
Companies House. You may choose
an earlier return date but it must not
be a later date.

A3 Principal business activity

Please show the trade classification code number(s) for the principal
activity or activities ③

Classification code 1 5 3 1 0 0

Classification code 2

Classification code 3

Classification code 4

If you cannot determine a code, please give a brief description of your
business activity below

Principal activity
description

③ Principal business activity

You must provide a trade
classification code (SIC code 2007)
or a description of your company's
main business in this section

A full list of the trade classification
codes are available on our website
www.companieshouse.gov.uk

AR01

Annual Return

(For returns made up to a date on or *after 1 October 2011*)**A4****Company type ^①**

Please confirm your company type by ticking the appropriate box below (only one box must be ticked)

- ☐ Public limited company
☒ Private company limited by shares
☐ Private company limited by guarantee
☐ Private company limited by shares exempt under section 60
☐ Private company limited by guarantee exempt under section 60
☐ Private unlimited company with share capital
☐ Private unlimited company without share capital

① Company type

If you are unsure of your company type, please check your latest certificate of incorporation or our website
www.companieshouse.gov.uk

A5**Registered office address ^②**

Building name/number 100

Street VICTORIA EMBANKMENT

Post town LONDON

County/Region

Postcode E C 4 Y O H Q

② Change of registered office

This must agree with the address that is held on the Companies House record at the date of this return

If the registered office address has changed, you should complete form **AD01** and submit it together with this annual return

A6**Single alternative inspection location (SAIL) of the company records (if applicable) ^③**

Building name/number

Street

Post town

County/Region

Postcode

③ SAIL address

This must agree with the address that is held on the Companies House record at the date of this return

If the address has changed, you should complete form **AD02** and submit it together with this annual return

A7**Location of company records ^④**Please tick the appropriate box to indicate which records are kept at the SAIL address in **Section A6**

- ☐ Register of members
☐ Register of directors
☐ Directors' service contracts
☐ Directors' indemnities
☐ Register of secretaries
☐ Records of resolutions etc
☐ Contracts relating to purchase of own shares
☐ Documents relating to redemption or purchase of own share out of capital by private company
☐ Register of debenture holders
☐ Report to members of outcome of investigation by public company into interests in its shares
☐ Register of interests in shares disclosed to public company
☐ Instruments creating charges and register of charges England and Wales or Northern Ireland
☐ Instruments creating charges and register of charges Scotland

④ Location of company records

If the company records are held at the registered office address, **do not** tick any of the boxes in this section

Certain records must be kept by every company while other records are only kept by certain company types where appropriate

If the records are not kept at the SAIL address, they must be available at the registered office

If any of the company records have moved from the registered office to the address in Section A6 since the last annual return, you must complete form **AD03** and submit it together with this annual return

AR01

Annual Return

(For returns made up to a date on or *after 1 October 2011*)**Part 2****Officers of the company**

This section should include details of the company at the date to which this annual return is made up

- For a **secretary** who is an individual, go to **Section B1**
- For a **corporate secretary**, go to **Section C1**
- For a **director** who is an individual, go to **Section D1**
- For a **corporate director**, go to **Section E1**

Continuation pages

Please use a continuation page if you need to enter more officer details

Secretary**B1****Secretary's details ①**

Please use this section to list all the secretaries of the company
For a corporate secretary, complete Section C1-C4

Title*	
Full forename(s)	JONATHAN VARLEY
Surname	MILLIDGE
Former name(s) ②	

① Secretary appointments

You may not use this form to appoint a secretary. To do this, please complete form **AP03** and submit it together with this annual return

Corporate details

Please use **Section C1-C4** to enter corporate secretary details

Secretary details

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form **CH03**

② Former name(s)

Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes

B2**Secretary's service address ③**

Building name/number	The Company's Registered Office
Street	
Post town	
County/Region	
Postcode	
Country	

③ Service address

If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address

This information will appear on the public record

AR01

Annual Return

(For returns made up to a date on or after 1 October 2011)

Corporate secretary

C1

Corporate secretary's details ^①

Please use this section to list all the corporate secretaries of the company

Corporate body/firm
name

Building name/number

Street

Post town

County/Region

Postcode

Country

① Corporate secretary appointments

You cannot use this form to appoint a corporate secretary. To do this, please complete form **AP04** and submit it together with this annual return.

Corporate secretary details

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form **CH04**.

This information will appear on the public record.

C2

Location of the registry of the corporate body or firm

Is the corporate secretary registered within the European Economic Area (EEA)?

→ **Yes** Complete **Section C3 only**

→ **No** Complete **Section C4 only**

C3

EEA companies ^②

Please give details of the register where the company file is kept (including the relevant state) and the registration number in that register.

Where the company/
firm is registered ^③

Registration number

② EEA

A full list of countries of the EEA can be found in our guidance www.companieshouse.gov.uk

③ This is the register mentioned in Article 3 of the First Company Law Directive (68/151/EEC)

C4

Non-EEA companies

Please give details of the legal form of the corporate body or firm and the law by which it is governed. If applicable, please also give details of the register in which it is entered (including the state) and its registration number in that register.

Legal form of the
corporate body
or firm

Governing law

If applicable, where
the company/firm is
registered ^④

If applicable, the
registration number

④ Non-EEA

Where you have provided details of the register (including state) where the company or firm is registered, you must also provide its number in that register.

AR01

Annual Return

(For returns made up to a date on or *after 1 October 2011*)**Director****D1****Director's details ①**

Please use this section to list all the directors of the company
For a corporate director, complete Section E1-E4.

Title*	
Full forename(s)	DONALD HOOD
Surname	BRYDON
Former name(s)②	
Country/State of residence	United Kingdom
Nationality	British
Date of birth	<div>d</div> 2 <div>d</div> 5 <div>m</div> 0 <div>m</div> 5 <div>y</div> 1 <div>y</div> 9 <div>y</div> 4 <div>y</div> 5
Business occupation (if any)	Company Director

① Director appointments

You cannot use this form to appoint a director. To do this, please complete form **AP01** and submit it together with this annual return.

Corporate details

Please use **Section E1-E4** to enter corporate director details.

Director details

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form **CH01**.

② Former name(s)

Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2**Director's service address ①**

Building name/number	100
Street	VICTORIA EMBANKMENT
Post town	LONDON
County/Region	
Postcode	<div>E</div> <div>C</div> <div>4</div> <div>Y</div> <div></div> <div>0</div> <div>H</div> <div>Q</div>
Country	United Kingdom

① Service address

If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

AR01

Annual Return

(For returns made up to a date on or *after 1 October 2011*)**Director****D1 Director's details ①**

	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4			
Title*				
Full forename(s)	MOYA MARGUERITE			
Surname	GREENE			
Former name(s)②				
Country/State of residence	United Kingdom			
Nationality	Canadian			
Date of birth	d 1	d 0	m 0	m 6
	y 1	y 9	y 5	y 4
Business occupation (if any)	Company Director			

① Director appointments

You cannot use this form to appoint a director. To do this, please complete form **AP01** and submit it together with this annual return.

Corporate details

Please use **Section E1-E4** to enter corporate director details.

Director details

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form **CH01**.

② Former name(s)

Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2 Director's service address ①

Building name/number	The Company's Registered Office									
Street										
Post town										
County/Region										
Postcode										
Country										

① Service address

If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

AR01 - continuation page

Annual Return

(For returns made up to a date on or *after 1 October 2011*)

Director

D1	Director's details ①	
	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4	
Title*		
Full forename(s)	MARK VINCENT	
Surname	HIGSON	
Former name(s) ②		
Country/State of residence	United Kingdom	
Nationality	British	
Date of birth	<div> <div>d</div> <div>1</div> <div>0</div> <div>m</div> <div>0</div> <div>m</div> <div>5</div> <div>y</div> <div>1</div> <div>y</div> <div>9</div> <div>y</div> <div>5</div> <div>y</div> <div>6</div> </div>	
Business occupation (if any)	Company Director	

① Director appointments
You cannot use this form to appoint a director. To do this, please complete form **AP01** and submit it together with this annual return.

Corporate details
Please use **Section E1-E4** to enter corporate director details.

Director details
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form **CH01**.

② Former name(s)
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2	Director's service address ③	
Building name/number	100	
Street	VICTORIA EMBANKMENT	
Post town	LONDON	
County/Region		
Postcode	<div> <div>E</div> <div>C</div> <div>4</div> <div>Y</div> <div>0</div> <div>H</div> <div>Q</div> </div>	
Country	United Kingdom	

③ Service address
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

AR01 - continuation page

Annual Return

(For returns made up to a date on or *after 1 October 2011*)

Director

D1	Director's details ^①	
	Please use this section to list all the directors of the company For a corporate director, complete Section E1-E4.	
Title*		
Full forename(s)	MATTHEW JOHN	
Surname	LESTER	
Former name(s) ^②		
Country/State of residence	United Kingdom	
Nationality	British	
Date of birth	<div> <div>d</div> <div>2</div> <div>d</div> <div>2</div> <div>m</div> <div>0</div> <div>m</div> <div>7</div> <div>y</div> <div>1</div> <div>y</div> <div>9</div> <div>y</div> <div>6</div> <div>y</div> <div>3</div> </div>	
Business occupation (if any)	Company Director	

① Director appointments
You cannot use this form to appoint a director. To do this, please complete form **AP01** and submit it together with this annual return.

Corporate details
Please use **Section E1-E4** to enter corporate director details.

Director details
All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form **CH01**.

② Former name(s)
Please provide any previous names which have been used for business purposes during the period of this return. Married women do not need to give former names unless previously used for business purposes.

D2	Director's service address ^③	
Building name/number	100	
Street	VICTORIA EMBANKMENT	
Post town	LONDON	
County/Region		
Postcode	<div> <div>E</div> <div>C</div> <div>4</div> <div>Y</div> <div></div> <div>0</div> <div>H</div> <div>Q</div> </div>	
Country	United Kingdom	

③ Service address
If you have previously notified Companies House that the service address is at 'The Company's Registered Office', please state 'The Company's Registered Office' in the address.

This information will appear on the public record.

AR01

Annual Return

(For returns made up to a date on or *after 1 October 2011*)

Corporate director

E1 Corporate director's details ^①

	Please use this section to list all the corporate director's of the company
Corporate body/firm name	
Building name/number	
Street	
Post town	
County/Region	
Postcode	
Country	

① Corporate director appointments

You cannot use this form to appoint a corporate director. To do this, please complete form **AP02** and submit it together with this annual return.

Corporate director details

All details must agree with those previously notified to Companies House. If you have made changes since the last annual return and have not notified us, please complete form **CH02**.

This information will appear on the public record.

E2 Location of the registry of the corporate body or firm

Is the corporate director registered within the European Economic Area (EEA)?
→ Yes Complete Section E3 only
→ No Complete Section E4 only

E3 EEA companies ^②

	Please give details of the register where the company file is kept (including the relevant state) and the registration number in that register.
Where the company/firm is registered ^③	
Registration number	

② EEA

A full list of countries of the EEA can be found in our guidance www.companieshouse.gov.uk

③ This is the register mentioned in Article 3 of the First Company Law Directive (68/151/EEC)

E4 Non-EEA companies

	Please give details of the legal form of the corporate body or firm and the law by which it is governed. If applicable, please also give details of the register in which it is entered (including the state) and its registration number in that register.
Legal form of the corporate body or firm	
Governing law	
If applicable, where the company/firm is registered ^④	
If applicable, the registration number	

④ Non-EEA

Where you have provided details of the register (including state) where the company or firm is registered, you must also provide its number in that register.

AR01

Annual Return

(For returns made up to a date on or after 1 October 2011)

Part 3**Statement of capital** ¹

Does your company have share capital?

→ **Yes** Complete the sections below and the following **Part 4**→ **No** Go to **Part 5 (Signature)**¹ This should reflect the company's capital status at the made up date of this annual return**F1****Share capital in pound sterling (£)**

Please complete the table below to show each class of shares held in pound sterling

If all your issued capital is in sterling, only complete **Section F1** and then go to **Section F4**

Class of shares (E g Ordinary/Preference etc)	Amount paid up on each share ²	Amount (if any) unpaid on each share ²	Number of shares ³	Aggregate nominal value ⁴
Ordinary	1.00	0.00	50,000	£ 50,000 00
				£
				£
				£
Totals			50,000	£ 50,000 00

F2**Share capital in other currencies**

Please complete the table below to show any class of shares held in other currencies

Please complete a separate table for each currency

Currency				
Class of shares (E g Ordinary/Preference etc)	Amount paid up on each share ²	Amount (if any) unpaid on each share ²	Number of shares ³	Aggregate nominal value ⁴
Totals				

Currency				
Class of shares (E g Ordinary/Preference etc)	Amount paid up on each share ²	Amount (if any) unpaid on each share ²	Number of shares ³	Aggregate nominal value ⁴
Totals				

F3**Totals**

Please give the total number of shares and total aggregate nominal value of issued share capital

Total number of shares

Total aggregate
nominal value ⁵⁵ **Total aggregate nominal value**
Please list total aggregate values in
different currencies separately For
example £100 + €100 + \$10 etc² Including both the nominal value and any
share premium⁴ Number of shares issued multiplied by
nominal value of each share³ Total number of issued shares in this class**Continuation Pages**Please use a Statement of Capital continuation
page if necessary

AR01

Annual Return

(For returns made up to a date on or after 1 October 2011)

F4**Statement of capital (Voting rights)**

Please give the prescribed particulars of rights attached to shares for each class of share shown in the statement of capital share tables in Sections F1 and F2

Class of share	£1 00 Ordinary
Voting rights	Each share is entitled to one vote in any circumstances Each share is entitled pari passu to dividend payments or any other distribution Each share is entitled pari passu to participate in a distribution arising from a winding up of the company
Class of share	
Voting rights	
Class of share	
Voting rights	
Class of share	
Voting rights	

AR01

Annual Return

(For returns made up to a date on or **after 1 October 2011**)

Part 4

Shareholders

Does your company have share capital?

→ **Yes** go to **Section G1** 'Companies with share capital'

→ **No** Go to **Part 5 (Signature)**

G1

Companies with share capital

Question 1

Were any of the company's shares admitted to trading on a market at any time during this return period? Please tick the appropriate box below **①**

☒ **No** go to **Section G2** 'Past and present shareholders'

☐ **Yes** go to **Question 2**

Question 2

Please only refer to Question 2 below if you have answered 'Yes' to Question 1. If you answered 'No', please go to Section G2 'Past and present shareholders'

Did the company, throughout the return period, have any shares admitted to trading on a relevant market and was it, throughout the return period, an issuer to which DTR5 applies?(3) Please tick the appropriate box below **②**

☐ **No** go to **Section G4** 'Shareholders who hold at least 5% of any class of shares of the company as at the made up date of the return'

☐ **Yes** go to **Part 5 (Signature)**

① A market is one established under the rules of a UK recognised investment exchange or any other regulated markets in or outside of the UK, or any other market outside of the UK. The current UK recognized investment exchanges and regulated markets can be found at www.fsa.gov.uk/register/exchanges.do

② DTR5 refers to the Vote Holder and Issuer Notification Rules contained in Chapter 5 of the Disclosure and Transparency Rules source book issued by the Financial Services Authority. Notification is required when the percentage acquisition of a shareholder in the company has reached a certain threshold (starting at 3%)

G2

List of past and present shareholders **③**

The company is required to provide a full list of past and present shareholders if one was not included with either of the last two returns. Please tick the appropriate box below

☐ There were no shareholder changes in this period. Go to **Part 5 (Signature)**

☒ A full list of shareholders is enclosed

☐ A list of shareholder changes is enclosed

How is the list of shareholders enclosed? Please tick the appropriate box below

☒ The list of shareholders is enclosed on paper. Go to **Section G3** 'List of past and present shareholders'

☐ The list of shareholders is enclosed in another format. Go to **Part 5 (Signature)**

③ This section only applies to companies answering 'No' in Section G1

AR01

Annual Return

(For returns made up to a date on or *after 1 October 2011*)

G3

List of past and present shareholders

1

Changes during this period to shareholders' particulars or details of the amount of stock or shares transferred must be completed each year

You must provide a 'full list' of all company shareholders on

- The company's first annual return following incorporation,
- Every third annual return after a full list has been provided

1 Please list the company shareholders in alphabetical order

Joint shareholders should be listed consecutively

Further shareholders

Please use a 'List of past and present shareholders' continuation page if necessary

This section only applies to companies answering 'No' to Question 1 in Section G1

Shareholder's Name (Address not required)	Class of share	Shares or stock currently held	Shares or stock transferred (if appropriate)	
		Number of shares or amount of stock	Number of shares or amount of stock	Date of registration of transfer
POSTAL SERVICES HOLDING COMPANY PLC	£1.00 Ordinary	0	50,000	12 / 09 / 2013
ROYAL MAIL plc	£1 00 Ordinary	50,000		/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /
				/ /

AR01

Annual Return

(For returns made up to a date on or *after 1 October 2011*)

G4

Shareholders who hold at least 5% of any class of share(s) of the company as at the made up date of this return

This section should show only the shareholders that hold at least 5% of any class of share(s) of the company at the date of this return

It should only be completed by companies that have answered 'Yes' to Question 1 in Section G1, and 'No' to Question 2 in Section G1

If there were no shareholders holding at least 5% of any class of share(s) at the date of this return, this section may be left blank

→ Go to **Part 5 (Signature)**

This section only applies to companies answering 'No' to Question 2 in Section G1

Please list the company shareholders in alphabetical order

Joint shareholders should be listed consecutively

Further shareholders

Please use a 'Shareholders who hold at least 5% of any class of share(s) of the company as at the made up date of this return' continuation page if necessary

		Shares or stock currently held	
Shareholder's name	Shareholder's address	Class of share	Number of shares or amount of stock

AR01

Annual Return

(For returns made up to a date on or *after 1 October 2011*)

Part 5

Signature

This must be completed by all companies

I am signing this form on behalf of the company

Signature

Signature

X

J. V. M. U. P.

X

This form may be signed by
Director ^①, Secretary, Person authorised ^②, Charitable commission receiver and
manager, CIC manager, Judicial factor

① Societas Europaea

If the form is being filed on behalf of a Societas Europaea (SE) please delete 'director' and insert details of which organ of the SE the person signing has membership

② Person authorised

Under either section 270 or 274 of the Companies Act 2006

AR01

Annual Return

(For returns made up to a date on or *after 1 October 2011*)



Presenter information

You do not have to give any contact information, but if you do it will help Companies House if there is a query on the form. The contact information you give will be visible to searchers of the public record.

Contact name
NEIL OWEN

Company name
ROYAL MAIL GROUP LIMITED

Address
100 VICTORIA EMBANKMENT

Post town
LONDON

County/Region

Postcode
E C 4 Y O H Q

Country
United Kingdom

DX

Telephone
020 7449 8128



Checklist

We may return forms completed incorrectly or with information missing

Please make sure you have remembered the following:

- ☐ That if the made up date of the return is any earlier than 1 October 2011, you must complete the appropriate form AR01
- ☐ The company name and number match the information held on the public Register
- ☐ You have completed your principal business activity
- ☐ You have not used this form to make changes to the registered office address
- ☐ You have not used this form to make changes to secretary and director details
- ☐ You have fully completed the Statement of capital (if applicable)
- ☐ You have signed the form
- ☐ You have enclosed the correct fee



Important information

Please note that all information on this form will appear on the public record.



How to pay

A fee of £40 is payable to Companies House in respect of an Annual Return

Make cheques or postal orders payable to 'Companies House'



Where to send

You may return this form to any Companies House address, however for expediency we advise you to return it to the appropriate address below.

For companies registered in England and Wales.

The Registrar of Companies, Companies House,
Crown Way, Cardiff, Wales, CF14 3UZ
DX 33050 Cardiff

For companies registered in Scotland:

The Registrar of Companies, Companies House,
Fourth floor, Edinburgh Quay 2,
139 Fountainbridge, Edinburgh, Scotland, EH3 9FF
DX ED235 Edinburgh 1
or LP - 4 Edinburgh 2 (Legal Post)

For companies registered in Northern Ireland:

The Registrar of Companies, Companies House,
Second Floor, The Linenhall, 32-38 Linenhall Street,
Belfast, Northern Ireland, BT2 8BG
DX 481 N R Belfast 1



Further information

For further information, please see the guidance notes on the website at www.companieshouse.gov.uk or email enquiries@companieshouse.gov.uk

This form is available in an alternative format. Please visit the forms page on the website at www.companieshouse.gov.uk

Royal Mail Group Limited

Subsidiary Undertakings

List of subsidiary undertakings for Royal Mail Group Limited as at 11 November 2013.

The holdings disclosed concern ordinary shares unless otherwise stated

Name of company	Country of incorporation
Angard Staffing Solutions Limited	England
Community Couriers Limited	England
Consignia (Customer Management) Limited	England
Consignia Limited	England
DGMH Clayton Limited	England
EBP Consultancy (Beijing) Co Ltd	China
Envision Licensing Limited	England
iRed Partnership Ltd	England
NDC 2000 Limited	England
Parcelforce Limited	England
POSG Limited	England
PostCap (Guernsey) Limited	Guernsey
RM Reserve Limited	England
Romec Enterprises Limited	England
Romec Limited	England
Royal Mail Courier Services Ltd	England
Royal Mail Enterprises Limited	England
Royal Mail Estates Limited	England
Royal Mail Finance (No2) Limited	England
Royal Mail Finance Limited	England
Royal Mail Innovations Limited	England
Royal Mail Investments Limited	England
Royal Mail Pensions Trustees Limited	England
Senditnow Limited	England
ViaCode Limited	England
Agone Srl	Italy
Der Kurier Beteiligungs GmbH	Germany
Der Kurier GmbH & Co KG	Germany
DPD Dynamic Parcel Distribution GmbH & Co KG	Germany
DPD Systemlogistik GmbH & Co KG	Germany
DPD Systemlogistik Management GmbH	Germany
General Logistics Systems Austria GmbH	Austria
General Logistics Systems B V	Netherlands
General Logistics Systems Belgium N V	Belgium
General Logistics Systems Belgium S A Succursale de Luxembourg	Luxembourg
General Logistics Systems Croatia d o o	Croatia
General Logistics Systems Czech Republic s r o	Czech Republic
General Logistics Systems d o o	Slovenia

Royal Mail Group Limited

General Logistics Systems Denmark A/S	Denmark
General Logistics Systems Enterprise S r l	Italy
General Logistics Systems Express A/S	Denmark
General Logistics Systems Finland Oy	Finland
General Logistics Systems France S A S	France
General Logistics Systems Germany GmbH & Co OHG	Germany
General Logistics Systems Ireland Ltd	Ireland
General Logistics Systems Italy S p A	Italy
General Logistics Systems Netherlands B V	Netherlands
General Logistics Systems Poland Spolka z o o	Poland
General Logistics Systems Portugal Lda	Portugal
General Logistics Systems Romania SRL	Romania
General Logistics Systems Spain SL	Spain
GLS Belgium Distribution SA / NV	Belgium
GLS Beteiligungs GmbH	Germany
GLS General Logistics Systems Hungary Kft	Hungary
GLS General Logistics Systems Slovakia s r o	Slovakia
GLS Invest France SAS	France
GLS IT Services GmbH	Germany
GLS Netherlands Holding BV	Netherlands
GLS Netherlands Services BV	Netherlands
GLS Verwaltungs – und Service GmbH	Germany
Gruppo Executive Societa Consortile Srl	Italy
Overnight Service GmbH Vermittlung ueberregionaler Kurierdienste	Germany
Willames Cargo Systems Ltd	Ireland

Associated Holdings

Name of Company	Percentage of Equity Owned	Country of Incorporation
Quadrant Catering Limited	51%	England

Principal subsidiaries

Name of Company	Percentage of Equity Owned	Country of Incorporation
Royal Mail Investments Limited	100%	England
General Logistics Systems B V	100%	Netherlands
Royal Mail Estates Limited	100%	England
Romec Limited	51%	England