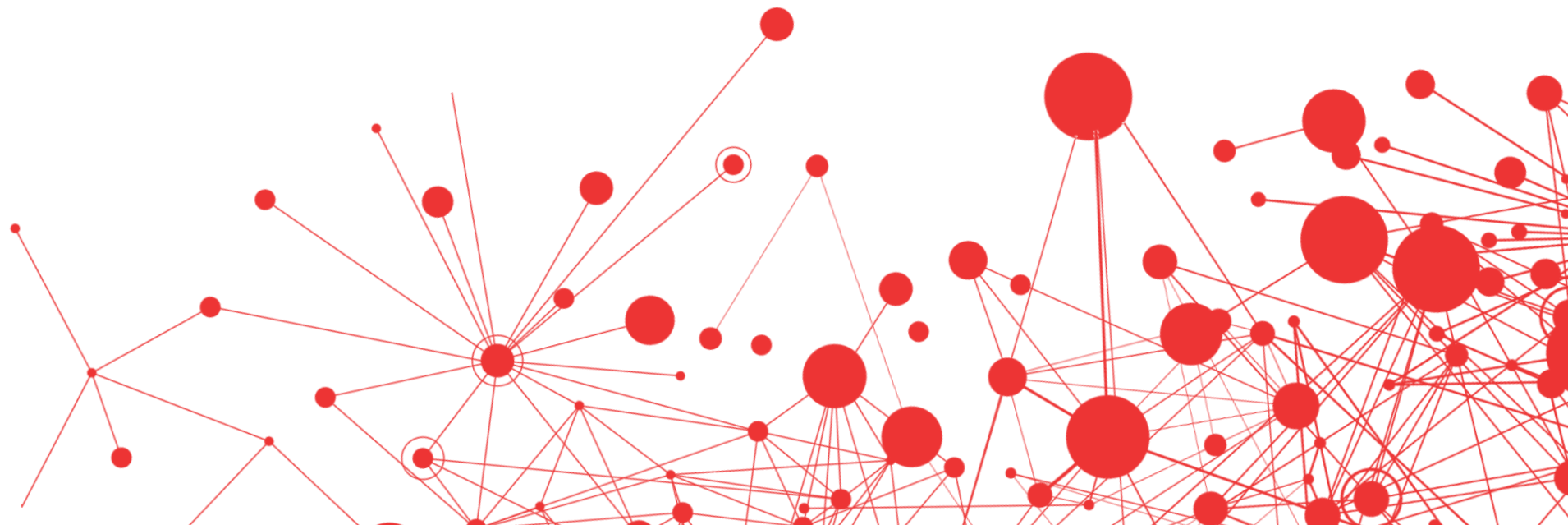




MAIL BOXES ETC.[®]
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MAIL BOXES ETC. – MASTER LICENSEE OPPORTUNITY

ICE – Italian Trade Agency



AGENDA



- Mail Boxes Etc. Concept
- Worldwide Development
- MBE Worldwide Acquisitions
- MBE Selling Approach
- The Role of the Master Licensee
- The ML Qualification Process
- The ML Training Journey
- Q&A





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Mail Boxes Etc.



Mail Boxes Etc.



MBE is one of the world's largest networks of conveniently located Service Centers offering **shipping, logistics, printing, marketing and communication solutions** to business and private customers.



Our mission



MBE Worldwide Group (“MBE”) focuses on **Pack&Ship, Logistics, Graphic and Communications, Printing, Postal Services** and provides easily accessible outsourcing solutions to individuals and small- and medium-sized enterprises to help them become **more effective in running their businesses and activities.**

Operating in the Business Services Industry, MBE provides value by **helping people and enterprises to improve productivity by outsourcing** to MBE Service Centers those processes which do not correspond to their core business activities.

Our local presence also guarantees that our distinct set of services is conveniently available to both professionals and consumers. This **retail presence** uniquely positions MBE to function in the “last mile” between companies - both large and small - and consumers, when **service customization and a personal interaction are key to success.**

Customers find convenience and efficiency in outsourcing business service needs to people dedicated to reliability, quality and satisfaction. MBE teams **fulfil needs with the same diligence and pride as the customers would for themselves.**

The combination of multiple MBE services (e.g. shipping, printing, logistics, marketing, communications, etc.) at one location gives customers a **unique, one-stop solution** to bundle their personal or business needs with one reliable partner. By doing so, customers link their lives or businesses with MBE; and MBE franchisees link the value of their business to their customers - **a successful formula to drive higher satisfaction, performance and benefits for everyone.**



Most Significant Milestones



2009

MBE Worldwide

In 2009 MBE Worldwide S.p.A., which started business in 1993 as the Mail Boxes Etc. Master Licensee for Italy and then subsequently Spain and Germany, acquired the worldwide network of MBE Service Centers (except North America and Canada).

2017

Expansion

In 2017 MBE Worldwide acquired two US-based companies, PostNet International Franchise and AlphaGraphics, to expand its network of service Centers in the USA, Canada, South Africa and additional countries. In 2017 MBE Worldwide also acquired a majority stake of logistics market place Spedingo.



Most Significant Milestones



2018

DOS acquisition

During 2018, MBE Worldwide commenced strategically acquiring majority ownership positions in operating companies of successful, existing MBE network partners. Starting in Italy, Spain and the USA, this strategy has evolved into a growing network of Directly Operated Stores ("DOS"). While the vast majority of the network will stay independently owned and operated, these partnerships with proven MBE entrepreneurs demonstrate MBE's determination and ability to capitalize on and further develop its know-how, capabilities and presence for the benefit of the entire MBE Network.

2020

Agreement with Oaktree

In order to drive additional long-term growth, MBE Worldwide recently announced a definitive agreement with funds managed by Oaktree Capital Management, L.P. for them to acquire up to a 40% ownership interest in MBE Worldwide via a phased €120 million (\$132 million) reserved capital increase. Current MBE shareholders, the Fiorelli Family, will continue to own the majority of the business.

Our Services



Pack & Ship



Logistics



Printing



Marketing Solutions



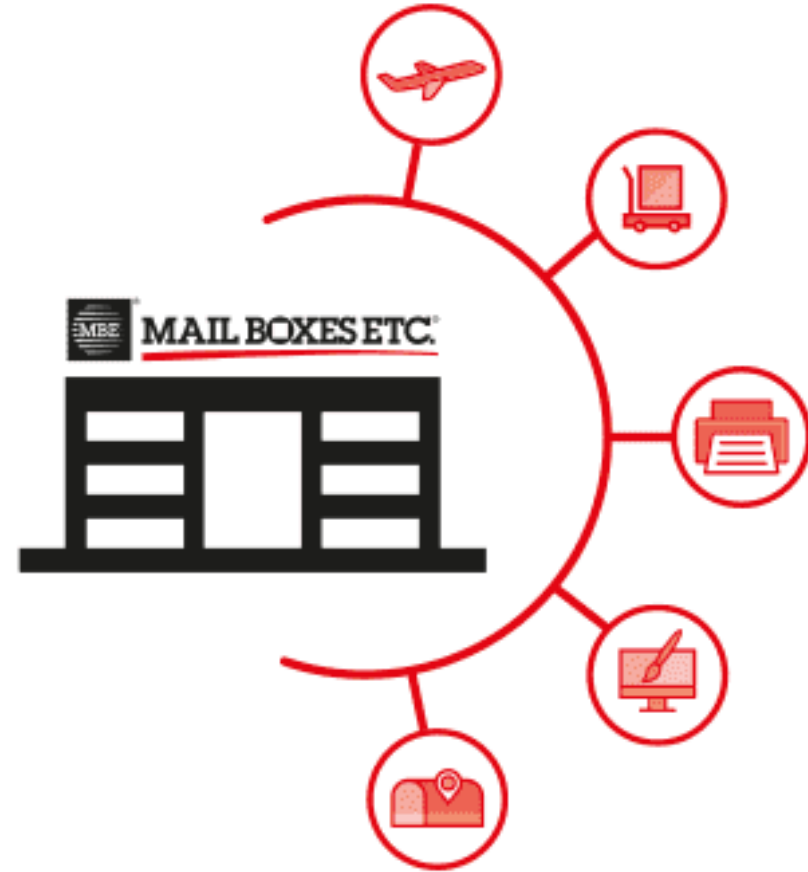
Domiciliation



Our Customers



- Individual Customers
- SOHO
- Professionals
- SMEs



1600+ MBE Centers
in more than
44 countries



**INTERNATIONAL
DEVELOPMENT**



2016 Master Licensees

- Armenia
- Georgia
- Azerbaijan





2017

Master Licensees

- Ukraine
- Greece and Cyprus
- Latvia, Estonia, Lithuania
- Croatia, Slovenia, Montenegro, Kosovo, Bosnia and Herzegovina, Macedonia and Serbia



2018

Master Licensees

- Finland
- Hong Kong
- Romania
- Hungary



2019 Master Licensees

- Netherlands
- Singapore
- Egypt
- Belarus





Master Licensee Community

Starting from 2016 **+13 Master Licensees** and **+ 24 territories**

In total **21 Master Licensees in more than 44 countries**



POSTNET[®]

alphagraphics[®]

ACQUISITIONS





PRINT
PRODUCTS
B/W & Color Copies
Business Stationery
Signs | Banners | Posters
Brochures | Flyers
Direct Mail

ND
Ex | DHL | UPS
Packaging
Printer Rental

FINISHING
Binding
Laminating
Cutting | Folding
Stapling | Hole Punching

DESIGN
BUSINESS
Business Cards
Marketing Materials
Logos
PERSONAL
Invitations
Calendars
Photo Books

POSTNET.

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POSTNET

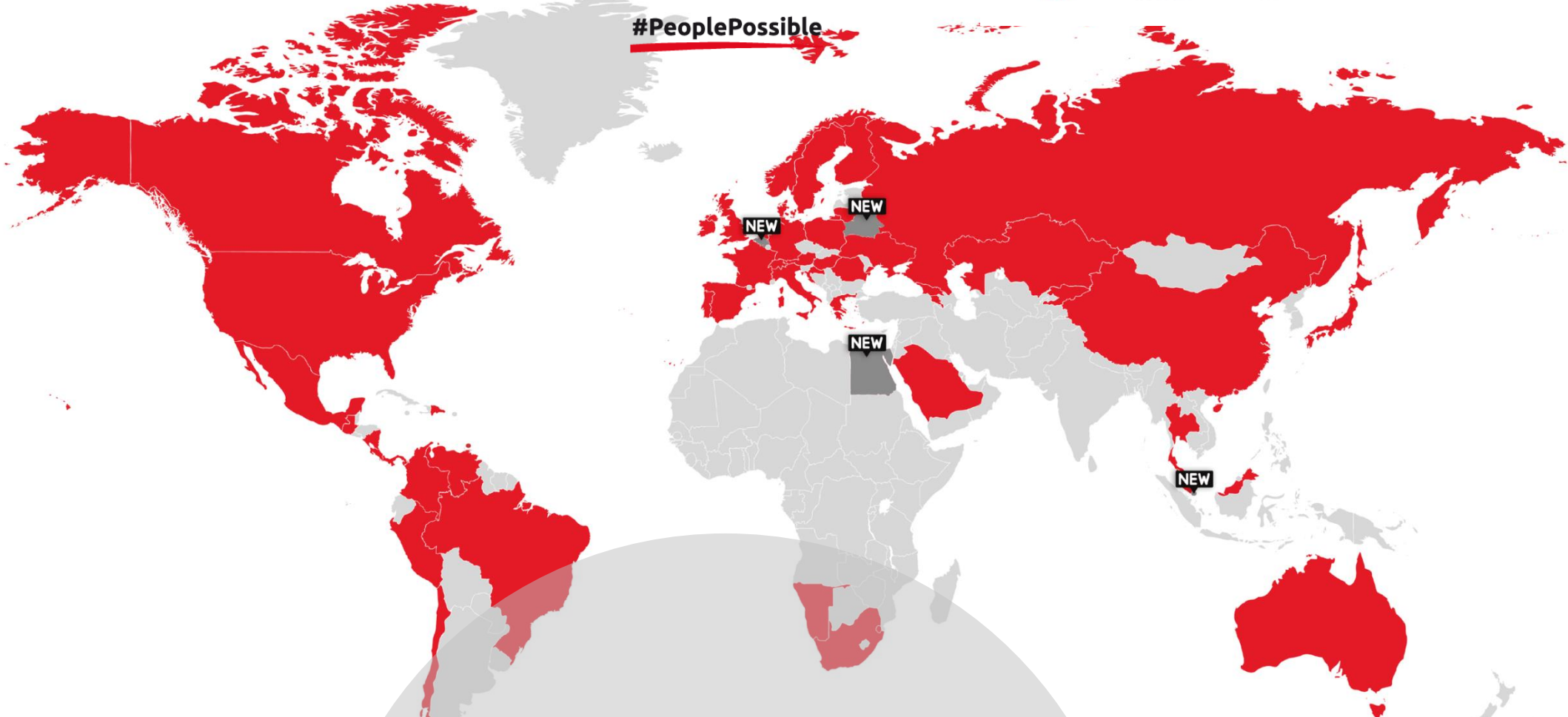


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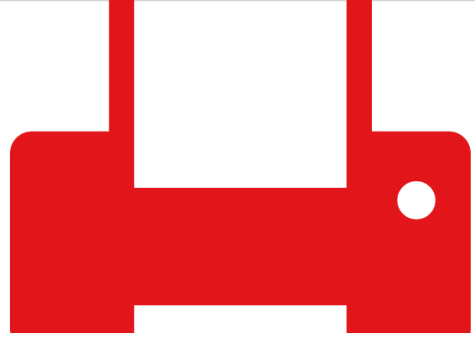


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**2600+ Service Centers
in 52 countries**



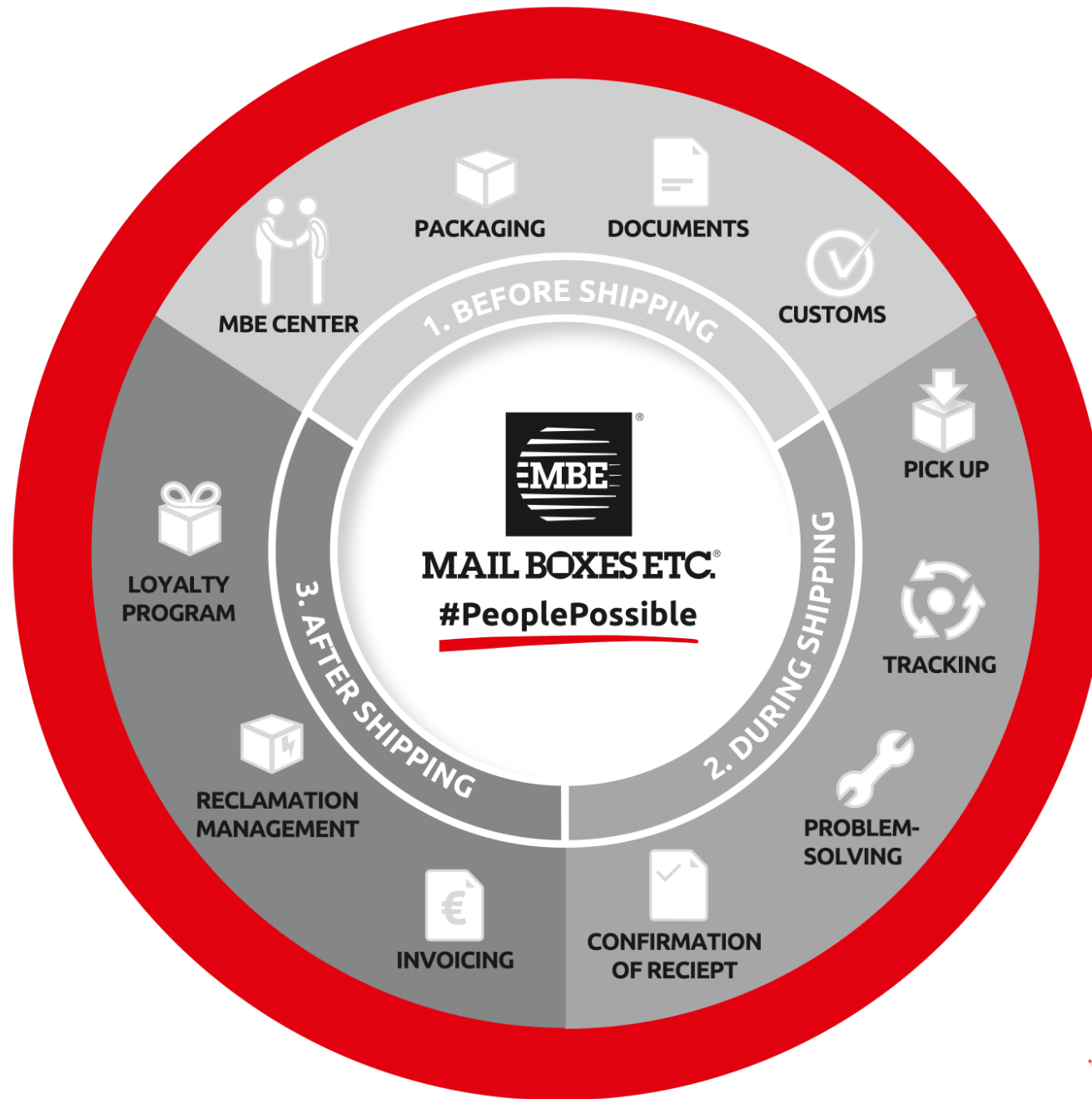


MBE SELLING APPROACH



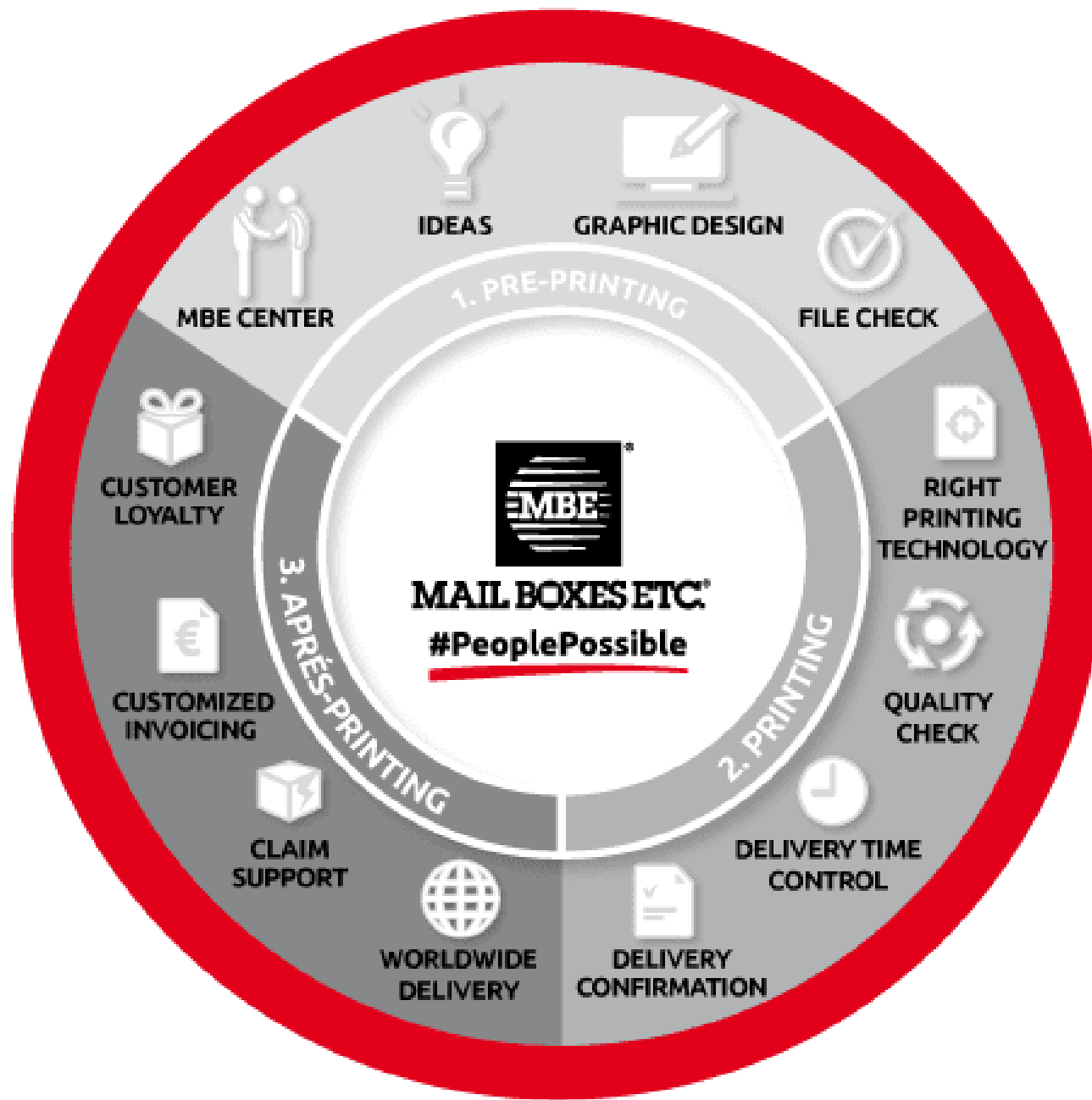


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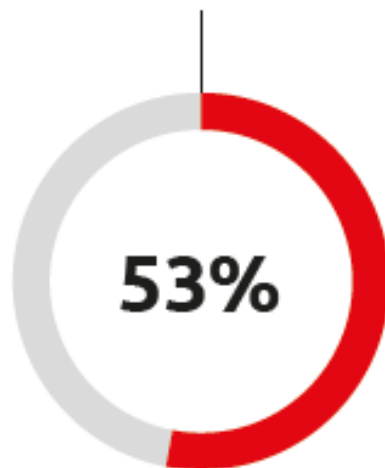




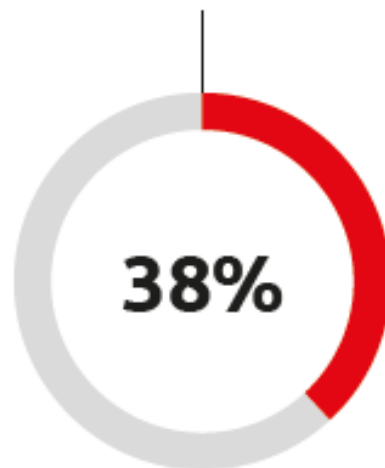
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Systemwide Sales Mix

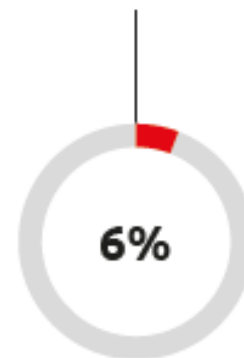
Pack & Ship



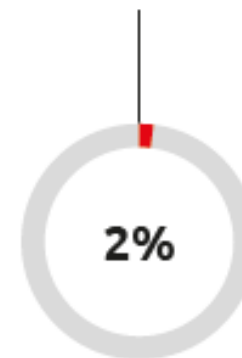
Print & Marketing



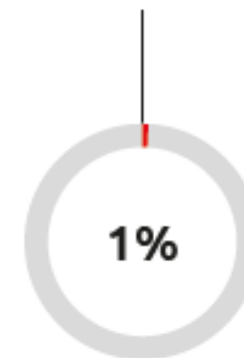
Other Services



Postal Services



Retail Logistics





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THE ROLE OF THE MASTER LICENSEE



The role of the Master Licensee

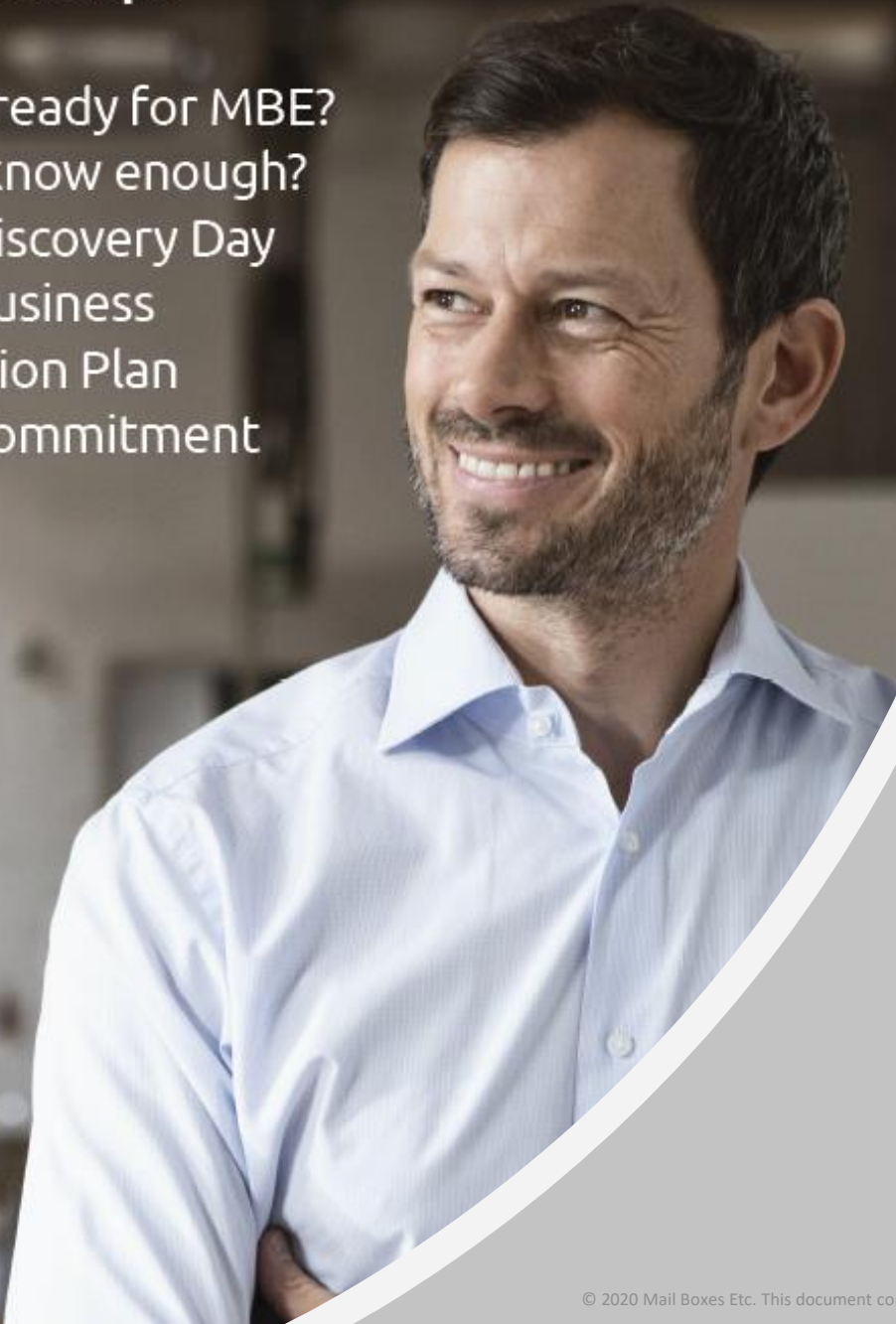


- Adapting the Mail Boxes Etc. business concept to the local market
- Recruiting training and managing a qualified territory headquarters staff
- Opening and operating a company-owned Corporate Center
- Developing candidate leads and executing a disciplined franchise sales process
- Signing individual franchise licenses to grow the network
- Supporting new entrepreneurs' business formation and start-up related activities
- Implementing training programs to assure ongoing knowledge transfer within the network
- Providing continuous support throughout the territory for all MBE franchise activities
- Negotiating framework agreements with partners for the territory
- Modeling and maintaining corporate compliance rules with respect to all contractual aspects of the Mail Boxes Etc. franchise system.



5 Simple Steps

1. Am I ready for MBE?
2. Do I know enough?
3. My Discovery Day
4. My Business and Action Plan
5. My Commitment



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THE QUALIFICATION PROCESS

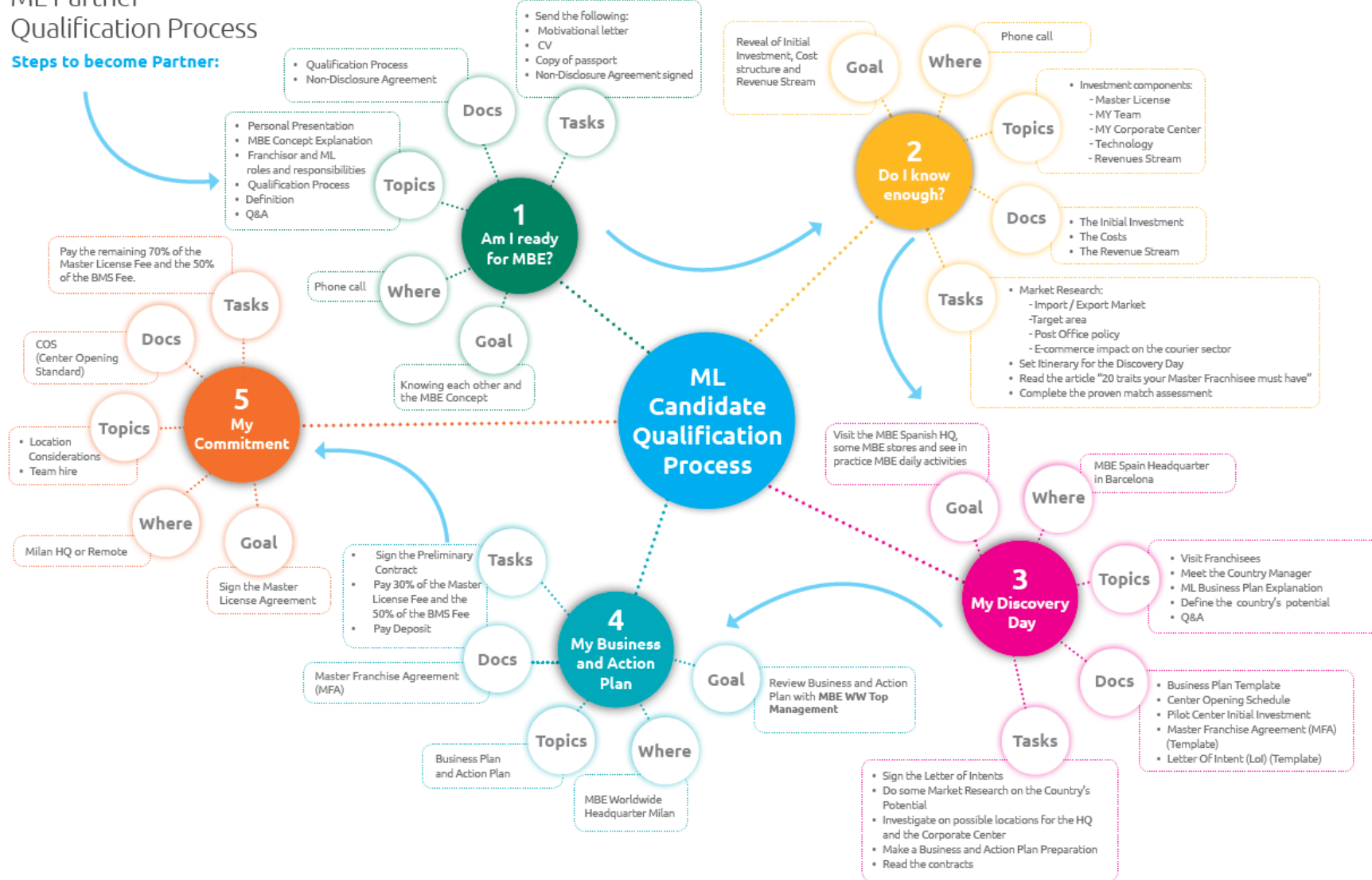


ML Qualification Process



ML Partner Qualification Process

Steps to become Partner:



Market Research
The ML Training Journey
Framework Agreements
Your MBE Team
Etc.



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THE ML TRAINING JOURNEY



The ML Training Journey





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QUESTIONS?

Giuseppe Bergonzi
gbergonzi@mbeglobal.com



A word cloud of various languages expressing gratitude, including: thank you, grazie, merci, obrigado, danke, shukran, hvala, ačiū, tak, dhanyavād, arigatō, faleminderit, and many others.

