

**From:** COURTLEYD  
**Sent:** Fri 16/11/2007 9:29:36 AM (UTC)  
**Cc:** Dave.Baldwin [GRO] [mailto: [GRO]  
Ian.Terblanche [GRO] [mailto: [GRO]  
Sharmin.Kamarulzaman [GRO] [mailto: [GRO]  
**Subject:** RE: Royal Mail - Project Light

Dear Stephen,

Thank you for your recent email; we were equally disappointed to miss the planned exit deadline, however, I am delighted that we achieved agreement to exit Red Alert on Wednesday 14th November. This achievement was down to real team work from both our organisations and has engendered a culture of trust upon which we can build. It now only remains for the RMG Account team to conclude a mutually acceptable commercial position with your procurement department, which I understand is well underway.

To mark this turning point in Project Light and our relationship with RMG, Ian Terblanche will be arranging a social event where both teams can relax and deepen our relationship.

Regards,  
David

**David Courtley**  
Chief Executive Officer

**FUJITSU**  
22 Baker Street, London W1U 3BW  
Tel: [GRO]  
Mobile: [GRO]  
Email: [GRO]

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-----Original Message-----

**From:** stephen.windsor-lewis [GRO] [mailto: [GRO]  
**Sent:** 02 November 2007 16:46  
**To:** Courtley David  
**Cc:** wendy.powney [GRO] ray.vaughan [GRO] mike.p.davies [GRO] Baldwin Dave;  
Terblanche Ian; tony.mccarthy [GRO]  
**Subject:** Royal Mail - Project Light

David

On Monday of this week I was delighted to host a social gathering (beers and a curry) that was well attended by both the Royal Mail and Fujitsu teams. It was good fun, and was certainly deserved after all the hard work that has been put in.

In addition, and as agreed in the expectation that we were nearing the completion of Red Alert Exit, our procurement team has now found a way forward on the outstanding commercials that is acceptable to both parties.

However, I'm disappointed to see that Fujitsu have - yet again - missed the Red Alert Exit deadline that was agreed with you in our last Executive call.

Regards  
Stephen

Stephen Windsor-Lewis

Director, Group People Programmes  
Royal Mail Group  
4th Floor, 148 Old Street, LONDON, EC1V 9HQ  
Mobile: GRO  
External Email: GRO

"Courtley David"  
GRO  
To: <stephen.windsor-lewis@GRO>  
cc: <wendy.powney@GRO>  
<ray.vaughan@GRO>  
<mike.p.davies@GRO> "Baldwin Dave"  
<GRO>  
22/10/2007 09:02  
<tony.mccarthy@GRO> "Terblanche Ian" GRO  
Subject: RE: Royal Mail - Project Light

Dear Stephen,

Thanks for your comments. In particular I appreciate your remarks about the commitment that both sides have continued to demonstrate, despite the difficulties we have encountered with the project. We will certainly continue the efforts to ensure that the project can move off Red Alert status on an agreed basis at the end of the month.

If we can pass this milestone this would be appropriate point for us to conduct a 'lessons learned' exercise - Dave will nominate someone suitably senior but independent from within Fujitsu to do this.

I agree with your point about drawing the line under the history - like you I hope we will be able to do this - and move forward to a continuing strong relationship between our companies.

Regards,  
David

David Courtley  
Chief Executive Officer

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-----Original Message-----

From: stephen.windsor-lewis@GRO  
[mailto:GRO]  
Sent: 19 October 2007 17:22  
To: Courtley David  
Cc: wendy.powney@GRO; ray.vaughan@GRO  
mike.p.davies@GRO; Terblanche Ian; tony.mccarthy@GRO  
Subject: Royal Mail - Project Light

David

A few thoughts following the Executive Red Alert call earlier this week.

We continue to be concerned that this project isn't delivering what it should be, but appreciate that isn't due to a lack of commitment from both parties. In fact, we're pleased with the progress being made to recover this project, and ask you to now make every effort to deliver the complete Red Alert Exit testing by the further revised target date of the end of October (following this week's additional system delays).

In the expectation that Red Alert Exit will be achieved, we have agreed to a meeting between Ian Terblanche and Ray Vaughan to discuss the commercial issues that have arisen through the delivery of the project. In that meeting, we will be seeking compensation from you as we have incurred higher costs than expected, and we will address your concerns regarding the stopping of invoice payments.

We have also identified the need for a 6 month extension of the current MDS service from 24/10/07, but acknowledge that both parties want to make changes to elements of that service.

I'd now like to draw a line under the Project Light history by successfully completing the exit criteria and resolving the commercials, and look forward to continuing with what has been overall a very strong and successful relationship between Royal Mail Group and Fujitsu.

Regards

Stephen

Stephen Windsor-Lewis  
Director, Group People Programmes  
Royal Mail Group  
4th Floor, 148 Old Street, LONDON, EC1V 9HQ

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External Email:

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