

DOCUMENT - 20

DRAFT – IN STRICTEST CONFIDENCE AND SUBJECT TO LEGAL PRIVILEGE

GLO COMMUNICATIONS – HORIZON ISSUES JUDGMENT

CORE NARRATIVE FOR ONE BUSINESS UPDATE SPECIAL [FULLER ADDITIONAL CONTENT TO
DEPEND ON TIMING OF JUDGMENT] - CENTRAL NARRATIVE BY [DEBBIE TBC]

We've issued this One Business Update Special because we understand concerns and questions you may have about issues raised in the latest Judgment in the Post Office Group Litigation, which focuses on our Horizon system. I hope you have seen our communications about this [insert how to find them] but I wanted to set out more detail.

But firstly, it is very important to understand the background to the Group Litigation. It involves a very long-standing dispute with mainly former postmasters with claims which span a lengthy period, some dating back around 20 years. It's extremely complex but is, essentially, about resolving those individual claims being made. We very much want resolution of these and believe the Court's process now provides us the best opportunity to do so with the people involved.

We already do many things differently to the ways in which we operated in the past, during the time periods of many of the claims. We've continued to improve our culture, processes and technology. But we know we have to do much more – and much faster.

I want to ensure you are confident about the operation of your branch and the Horizon system. It's been confirmed [by the latest Court judgment/ both independent experts in the litigation] that the Horizon system is, overall, robust. It compares well with systems used by other retail and financial services companies. [It is generally reliable in processing] more than £60 billion worth of transactions a year, reconciling these with the systems of our clients – the banks, utility companies, Government departments – for our many millions of customers.

But of course it is not perfect. No large-scale IT system can be. That's why its performance is continually monitored and we are working as hard as ever to make improvements. If you have an issue you want to get to the bottom of it quickly – or prevent it in the first place – and we're acting on that.

We're making/ we've made [around 100?] improvements to Horizon this year, with the close involvement of postmasters.

Here's some examples:

- Screen changes that avoid mistakes between cash withdrawal and deposits
- [bug fixing process – what does this look like for postmasters?]

- [need another half a dozen – need the list]

We are also committed to better communications. We're making sure all our postmasters know more quickly of technical issues which could affect their branch and we're providing improved support and advice.

In this Business Update Special you'll find further information of what we're doing to better support you, how you can get involved in working with us on continued improvements and what's next in the months ahead.

[additional content on key points re support/ technology/ involvement – plus potential case studies]