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**From:** Elena R Nistor [GRO]  
**Sent:** Tue 18/08/2015 3:14:36 PM (UTC)  
**To:** Mark R Davies [GRO]  
**Subject:** RE: in the loop - BBC Panorama

Hi Mark,  
More than happy to have a coffee/tea on Friday morning, say 11 am if this fits your schedule?  
Elena



**Elena R. Nistor-Lustermans**

Internal Audit Manager IT  
MSc, CIA, CISA

Post Office Ltd  
Finsbury Dials  
20 Finsbury Street  
London  
EC2Y 9AQ

[GRO]

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**From:** Mark R Davies  
**Sent:** 18 August 2015 13:10  
**To:** Elena R Nistor  
**Subject:** Re: in the loop - BBC Panorama

Hi Elena

Thanks for this. It's certainly the case that in the cases referred to us there has been no evidence at all of Horizon being the reason for any losses in branch. Indeed losses have been clearly the result of individual action.

Happy to discuss of course. I am not around on Thursday so maybe on Friday morning?

Best wishes  
Mark

Sent from my iPad  
On 18 Aug 2015, at 09:46, Elena R Nistor [GRO] > wrote:

Hi Mark,  
The programme last evening was indeed damaging and I think highlights again the questions about Horizon systems and if it is true there were bugs within the system?  
I know our external auditor raised a couple of years some issues regarding the change management process for Horizon.  
Would you have time for a 15 min chat this week at any point (less tomorrow as I am not in the office)?  
Regards  
Elena



**Elena R. Nistor-Lustermans**

Internal Audit Manager IT  
MSc, CIA, CISA

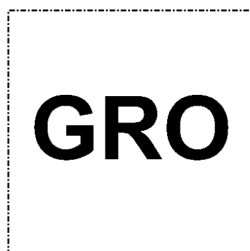
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Finsbury Dials  
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London  
EC2Y 9AQ

**GRO**

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**From:** Communications Team  
**Sent:** 18 August 2015 09:31  
**To:** Communications Team  
**Subject:** in the loop - BBC Panorama

<image001.jpg>



**Mark Davies**  
Communications &  
Corporate Affairs  
Director

Hello

As you know, the BBC Panorama programme broadcast some very damaging and unsubstantiated allegations about the business last night.

We are today assessing next steps, and specifically including whether we will take any action through legal or other avenues.

My judgement is that the programme did not produce anything we were unfamiliar with, but was very one-sided. .

It is welcome, however, that the issue has not so far been picked up widely by other media.

Please do let me know direct at **GRO** if you or anyone in your team has questions or comments about the programme. It will have come across as emotive and shocking to those unfamiliar with the issue. There is much more to it, unreported by the BBC, but any colleague with any question shouldn't hesitate to raise it.

I hope this is helpful.

**Mark R Davies**

