

PITNEY BOWES INC /DE/  
Form 10-K  
February 29, 2008

**UNITED STATES  
SECURITIES AND EXCHANGE COMMISSION  
WASHINGTON, D.C. 20549**

**FORM 10-K**

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES  
EXCHANGE ACT OF 1934

For the fiscal year ended December 31, 2007

Commission file number: 1-3579

**PITNEY BOWES INC.**

Incorporated in Delaware  
1 Elmcroft Road, Stamford, Connecticut 06926-0700  
(203) 356-5000

I.R.S. Employer Identification No.  
06-0495050

Securities registered pursuant to Section 12(b) of the Act:  
Title of Each Class

Name of Each Exchange on Which Registered

Common Stock, \$1 par value per share	New York Stock Exchange
\$2.12 Convertible Cumulative Preference Stock (no par value)	New York Stock Exchange
<b>Securities registered pursuant to Section 12(g) of the Act:</b> 4% Convertible Cumulative Preferred Stock (\$50 par value)	

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act.  
Yes  No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or Section 15(d) of the Act.  
Yes  No

Indicate by check mark whether the registrant (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes  No

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K (section 229.405 of this chapter) is not contained herein, and will not be contained, to the best of registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment to this Form 10-K.

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, a non-accelerated filer, or a smaller reporting company. See definition of "large accelerated filer", "accelerated filer", and "smaller reporting company" in Rule 12b-2 of the Exchange Act.

Large accelerated filer  Accelerated filer  Non-accelerated filer  Smaller reporting company   
Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Act). Yes  No

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As of June 30, 2007, the aggregate market value of the registrant's common stock held by non-affiliates of the registrant was \$10,295,378,321 based on the closing sale price as reported on the New York Stock Exchange.

Number of shares of common stock, \$1 par value, outstanding as of close of business on February 26, 2008: 211,088,288 shares.

***DOCUMENTS INCORPORATED BY REFERENCE***

Portions of the registrant's proxy statement to be filed with the Commission on or before March 31, 2008 and to be delivered to stockholders in connection with the 2008 Annual Meeting of Stockholders to be held May 12, 2008, are incorporated by reference in Part III.

**PITNEY BOWES INC.  
TABLE OF CONTENTS**

	<u>PAGE</u>
<b><u>PART I</u></b>	
<u>ITEM 1.</u> <u>Business</u>	3
<u>ITEM 1A.</u> <u>Risk Factors</u>	5
<u>ITEM 1B.</u> <u>Unresolved Staff Comments</u>	6
<u>ITEM 2.</u> <u>Properties</u>	6
<u>ITEM 3.</u> <u>Legal Proceedings</u>	7
<u>ITEM 4.</u> <u>Submission of Matters to a Vote of Security Holders</u>	7
<b><u>PART II</u></b>	
<u>ITEM 5.</u> <u>Market for the Company's Common Equity, Related Stockholder Matters and Issuer Purchases of Equity Securities</u>	7
<u>ITEM 6.</u> <u>Selected Financial Data</u>	9
<u>ITEM 7.</u> <u>Management's Discussion and Analysis of Financial Condition and Results of Operations</u>	10
<u>ITEM 7A.</u> <u>Quantitative and Qualitative Disclosures About Market Risk</u>	29
<u>ITEM 8.</u> <u>Financial Statements and Supplementary Data</u>	29
<u>ITEM 9.</u> <u>Changes in and Disagreements with Accountants on Accounting and Financial Disclosure</u>	29
<u>ITEM 9A.</u> <u>Controls and Procedures</u>	29
<u>ITEM 9B.</u> <u>Other Information</u>	30
<b><u>PART III</u></b>	
<u>ITEM 10.</u> <u>Directors, Executive Officers and Corporate Governance</u>	30
<u>ITEM 11.</u> <u>Executive Compensation</u>	31
<u>ITEM 12.</u> <u>Security Ownership of Certain Beneficial Owners and Management and Related Stockholder Matters</u>	31
<u>ITEM 13.</u> <u>Certain Relationships, Related Transactions and Director Independence</u>	31
<u>ITEM 14.</u> <u>Principal Accountant Fees and Services</u>	31
<b><u>PART IV</u></b>	
<u>ITEM 15.</u> <u>Exhibits and Financial Statement Schedules</u>	32
<u>SIGNATURES</u>	35
<u>Consolidated Financial Information – Pitney Bowes Inc.</u>	36

**PITNEY BOWES INC.  
PART I**

**ITEM 1. BUSINESS**

**General**

Pitney Bowes Inc. was incorporated in the state of Delaware on April 23, 1920, as the Pitney Bowes Postage Meter Company. Today, Pitney Bowes Inc. is the largest provider of mail processing equipment and integrated mail solutions in the world. In the report, the terms we, us, our, or Company are used to refer collectively to Pitney Bowes Inc. and its subsidiaries.

We offer a full suite of equipment, supplies, software and services for end-to-end mailstream solutions which enable our customers to optimize the flow of physical and electronic mail, documents and packages across their operations.

We operate in two business groups, Mailstream Solutions and Mailstream Services. We operate both inside and outside the United States. See Note 19 to the Consolidated Financial Statements for financial information concerning revenue, earnings before interest and taxes (EBIT) and identifiable assets, by reportable segment and geographic area.

For more information about us, our products, services and solutions, visit [www.pb.com](http://www.pb.com). Also, our annual reports on Form 10-K, quarterly reports on Form 10-Q, current reports on Form 8-K and any amendments or exhibits to those reports will be made available free of charge through our Investor Relations section of our website at [www.pb.com/investorrelations](http://www.pb.com/investorrelations) as soon as reasonably practicable after such reports are electronically filed with, or furnished to, the Securities and Exchange Commission (SEC). The information found on our website is not part of this or any other report we file with or furnish to the SEC.

**Business Segments**

We conduct our business activities in seven business segments within the Mailstream Solutions and Mailstream Services business groups. The principal products and services of each of our business segments are as follows:

**Mailstream Solutions:**

*U.S. Mailing:* Includes the U.S. revenue and related expenses from the sale, rental and financing of our mail finishing, mail creation, shipping equipment and software; supplies, support and other professional services; and payment solutions.

*International Mailing:* Includes the non-U.S. revenue and related expenses from the sale, rental and financing of our mail finishing, mail creation, shipping equipment and software; supplies, support and other professional services; and payment solutions.

*Production Mail:* Includes the worldwide sale, financing, support and other professional services of our high-speed, production mail systems and sorting equipment.

*Software:* Includes the worldwide sale and support services of non-equipment-based mailing and customer communication and location intelligence software.

**Mailstream Services:**

*Management Services:* Includes worldwide facilities management services; secure mail services; reprographic, document management services; and litigation support and eDiscovery services.

*Mail Services:* Includes presort mail services and cross-border mail services.

*Marketing Services:* Includes direct marketing services for targeted customers; web-tools for the customization of promotional mail and marketing collateral; and other marketing consulting services.

**Support Services**

We maintain extensive field service organizations to provide servicing for customers equipment, usually in the form of annual maintenance contracts.



## **Marketing**

Our products and services are marketed through an extensive network of direct sales offices in the U.S. and through a number of our subsidiaries and independent distributors and dealers in many countries throughout the world. We also use direct marketing, outbound telemarketing and the Internet to reach our existing and potential customers. We sell to a variety of business, governmental, institutional and other organizations. We have a broad base of customers, and we are not dependent upon any one customer or type of customer for a significant part of our revenue. We do not have significant backlog or seasonality relating to our businesses.

## **Credit Policies**

We establish credit approval limits and procedures at regional, divisional, subsidiary and corporate levels based on the credit quality of the customer and the type of product or service provided. In addition, we utilize an automatic approval program (AAP) for certain leases within our internal financing operations. The AAP program is designed to facilitate low dollar transactions by utilizing historical payment patterns and losses realized for customers with common credit characteristics. The program dictates the criteria under which we will accept a customer without performing a more detailed credit investigation. The AAP considers criteria such as maximum equipment cost, a customer's time in business and payment experience with us. We base our credit decisions primarily on a customer's financial strength.

## **Competition**

We are a leading supplier of products and services in our business segments, particularly postage meters, mailing equipment and related document messaging services and software, management services, mail services and marketing services. Our meter base and our continued ability to place and finance meters in key markets is a significant contributor to our current and future revenue and profitability. However, all of our segments face strong competition from a number of companies. In particular, we face competition for new placements of mailing equipment from other postage meter and mailing machine suppliers, and our mailing products, services and software face competition from products and services offered as alternative means of message communications. In addition, the financing business is highly competitive. Leasing companies, commercial finance companies, commercial banks and other financial institutions compete, in varying degrees, in the markets in which our finance operations do business. Our competitors range from very large, diversified financial institutions to many small, specialized firms. We offer a complete line of products and services as well as a variety of finance and payment offerings to our customers. We finance the majority of our products through our captive financing business and we are a major provider of business services to the corporate, financial services, professional services and government markets, competing against national, regional and local firms specializing in facilities and document management throughout the world.

We believe that our long experience and reputation for product quality, and our sales and support service organizations are important factors in influencing customer choices with respect to our products and services.

## **Research, Development and Intellectual Property**

Our significant investment in research and development operations differentiates us from our competitors. We have many research and development programs that are directed toward developing new products and service offerings. As a result of our research and development efforts, we have been awarded a number of patents with respect to several of our existing and planned products. We do not believe our businesses are materially dependent on any one patent or any group of related patents or on any one license or any group of related licenses. Our expenditures on research and development were \$186 million, \$165 million and \$166 million in 2007, 2006 and 2005, respectively.

## **Material Supplies**

We depend on third party suppliers for a variety of services, components, supplies and a portion of our product manufacturing. We believe we have adequate sources for our purchases of materials, components, services and supplies for products that we manufacture or assemble. However, as we continue to shift from direct manufacturing to assembly of our products, we rely to an increasing extent on third-party suppliers.

## **Regulatory Matters**

We are subject to the U.S. Postal Service's (USPS) regulations and those of foreign postal authorities, related to product specifications and business practices involving our postage meters. From time to time, we will work with these governing bodies to help in the enhancement and growth of mail and the mail channel. See Legal and Regulatory Matters in Management's Discussion and Analysis of Financial Condition and Results of Operations in Item 7 of this Form 10-K.

## Employees and Employee Relations

At December 31, 2007, we employed 26,267 persons in the U.S. and 9,898 persons outside the U.S. Headcount increased in 2007 compared to 2006 primarily due to our acquisitions in 2007. We believe that our current relations with employees are very good. The large majority of our employees are not represented by any labor union. Our management follows the policy of keeping employees informed of decisions, and encourages and implements employee suggestions whenever practicable.

## ITEM 1A. RISK FACTORS

In addition to other information and risk disclosures contained in this Form 10-K, the risk factors discussed in this section should be considered in evaluating our business. We work to manage and mitigate these risks proactively, including through our use of an enterprise risk management program. In our management of these risks, we also evaluate the potential for additional opportunities that may be exploitable in mitigating these risks. Nevertheless, the following risks, some of which may be beyond our control, could materially impact our brand and reputation or results of operations or could cause future results to differ materially from our current expectations:

### *Postal regulations and processes*

The majority of our revenue is directly or indirectly subject to regulation and oversight by the USPS and foreign postal authorities. We also depend on a healthy postal sector in the geographic markets where we do business, which could be influenced positively or negatively by legislative or regulatory changes in the United States, another country or in the European Union. Our profitability and revenue in a particular country could be affected as a result of adverse changes in postal regulations, the business processes and practices of individual posts, the decision of a post to enter into particular markets in direct competition with us, and the impact of any of these changes on postal competitors that do not use our products or services. These changes could affect product specifications, service offerings, customer behavior and the overall mailing industry.

### *Accelerated decline in use of physical mail*

Changes in our customers' communication behavior, including changes in communications technologies, could adversely impact our revenue and profitability. Accelerated decline in physical mail could also result from government actions such as executive orders, legislation or regulations that either mandate electronic substitution, prohibit certain types of mailings, increase the difficulty of using information or materials in the mail, or impose higher taxes or fees on mailing or postal services. While we have introduced various product and service offerings as alternatives to physical mail, we face competition from existing and emerging products and services that offer alternative means of communication, such as email and electronic document transmission technologies. An accelerated increase in the acceptance of electronic delivery technologies or other displacement of physical mail could adversely affect our business.

### *Reduced confidence in the mail system*

Unexpected events such as the transmission of biological or chemical agents, or acts of terrorism could have a negative effect on customer confidence in a postal system and as a result adversely impact mail volume. An unexpected and significant interruption in the use of the mail could have an adverse effect on our business.

### *Dependence on third-party suppliers*

We depend on third-party suppliers for a variety of services, components, supplies and a portion of our product manufacturing. In certain instances, we rely on single sourced or limited sourced suppliers around the world because there are no alternative sources or the relationship is advantageous due to quality or price. If production or service was interrupted and we were not able to find alternate suppliers, we could experience disruptions in manufacturing and operations including product shortages, an increase in freight costs, and re-engineering costs. This could result in our inability to meet customer demand, damage our reputation and customer relationships and adversely affect our business.

### *Access to additional liquidity*

We provide financing services to our customers for equipment, postage, and supplies. Our ability to provide these services is largely dependent upon our continued access to the U.S. capital markets. An additional source of liquidity for the company consists of deposits held in our wholly-owned industrial loan corporation, Pitney Bowes Bank ( Bank ). A significant credit rating downgrade, material capital market disruptions, significant withdrawals by depositors at the Bank, or adverse changes

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to our industrial loan charter could impede our ability to maintain adequate liquidity, and impact our ability to provide competitive offerings to our customers.

### *Privacy laws and other related regulations*

Several of our services and financing businesses use, process and store customer information that could include confidential, personal or financial information. We also provide third party benefits administrators with access to our employees' personal information. Privacy laws and similar regulations in many jurisdictions where we do business, as well as contractual provisions, require that we and our benefits administrators take significant steps to safeguard this information. Failure to comply with any of these laws, regulations or contract provisions could adversely affect our reputation and business and subject us to significant liability.

### *Dependence on information systems*

Our portfolio of product, service and financing solutions increases our dependence on information technologies. We maintain a secure system to collect revenue for certain postal services, which is critical to enable both our systems and the postal systems to run reliably. The continuous and uninterrupted performance of our systems is critical to our ability to support and service our customers and to support postal services. While we do maintain back-up systems, these systems could be damaged by acts of nature, power loss, telecommunications failures, computer viruses, vandalism and other unexpected events. If our systems were disrupted, we could be prevented from fulfilling orders and servicing customers and postal services, which could have an adverse effect on our reputation and business.

### *Intellectual property infringement*

We rely on copyright, trade secret, patent and other intellectual property laws in the United States and similar laws in other countries to establish and protect proprietary rights that are important for our business. If we fail to enforce our intellectual property rights, our business may suffer. We, or our suppliers, may be subject to third-party claims of infringement on intellectual property rights. These claims, if successful, may require us to redesign affected products, enter into costly settlement or license agreements, pay damage awards, or face a temporary or permanent injunction prohibiting us from marketing or selling certain of our products.

### *Litigation and regulation*

Our results may be affected by the outcome of legal proceedings and other contingencies that cannot be predicted with certainty. As a large multi-national corporation that does business throughout all of the United States and in many other countries, subsequent developments in legal proceedings, including private civil litigations or proceedings brought by governmental entities, or changes in laws or regulations or their interpretation or administration, including developments in antitrust law or regulation, class actions, or intellectual property litigations, could result in an adverse effect on our results of operations. For a description of current legal proceedings and regulatory matters, see Legal Proceedings in Item 3 and Legal and Regulatory Matters in Management's Discussion and Analysis of Financial Condition and Results of Operations in Item 7 of this Form 10-K.

### *Government contracts*

Many of our contracts are with governmental entities. Government contracts are subject to extensive and complex government procurement laws and regulations, along with regular audits of contract pricing and our business practices by government agencies. If we are found to have violated some provisions of the government contracts, we could be required to provide a refund, pay significant damages, or be subject to contract cancellation, civil or criminal penalties, fines, or debarment from doing business with the government. Any of these events could not only affect us financially but also affect our brand and reputation.

## **ITEM 1B. UNRESOLVED STAFF COMMENTS**

None.

## **ITEM 2. PROPERTIES**

Our world headquarters and certain other facilities are located in Stamford, Connecticut. We have over 500 facilities that are either leased or owned throughout the U.S. and other countries. Our Mailstream Solutions and Mailstream Services businesses utilize these facilities jointly and separately. Our products are manufactured or assembled in a number of



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locations, principally in Danbury, Connecticut; Harlow, United Kingdom; and Lyon and St. Denis, France. We believe that our manufacturing, administrative and sales office properties are adequate for the needs of all of our operations.

### ITEM 3. LEGAL PROCEEDINGS

In the ordinary course of business, we are routinely defendants in or party to a number of pending and threatened legal actions. These may involve litigation by or against us relating to, among other things:

contractual rights under vendor, insurance or other contracts

intellectual property or patent rights

equipment, service, payment, contractual or other disputes with customers

disputes with employees

These litigations are on occasion brought on behalf of purported classes of customers, employees or others.

We are a defendant in a patent action brought by Ricoh Company, Ltd., in which there are allegations of infringement against certain of our important mailing products, including the DM Series™. Ricoh Corporation et al. v. Pitney Bowes Inc. (United States District Court, District of New Jersey, filed November 26, 2002). The plaintiff in this action is seeking both large damages and injunctive relief. We prevailed at the trial held in this matter in the fall of 2006. The jury found the Ricoh patents at issue to be invalid. Even though a finding of invalidity means that the plaintiff's claim must fail, the jury was also required to rule on infringement and found that we infringed the Ricoh patents and did so willfully. As a result of the invalidity finding, we prevailed and no damages were awarded. The matter is currently on appeal to the United States Court of Appeals for the Federal Circuit.

Our wholly-owned subsidiary, Imagitas, Inc., is a defendant in ten purported class actions filed in six different states. These litigations have been consolidated into a single federal multi-district litigation in the United States District for the Middle District of Florida, In re: Imagitas, Driver's Privacy Protection Act (Consolidated, May 28, 2007). Each of these lawsuits alleges that the Imagitas DriverSource program violates the federal Drivers Privacy Protection Act (DPPA). Under the DriverSource program, Imagitas enters into contracts with state governments to mail out automobile registration renewal materials along with third party advertisements, without revealing the personal information of any state resident to any advertiser. The DriverSource program assists the state in performing its function of delivering these mailings and funding the costs of them. The plaintiffs in these actions are seeking both statutory damages under the DPPA and an injunction against the continuation of the program. The plaintiffs have also sued state officials in four of the affected states, Florida, Minnesota, Missouri, and Ohio. Those suits have also been consolidated into the multi-district litigation. The state officials from Florida who were sued in their individual capacity have reached a settlement with the plaintiffs. As a result of that settlement, Imagitas has agreed to voluntarily suspend a portion of the program, pending a ruling in the litigation against it. During this period, Imagitas will still be placing advertisements in the registration renewal forms in Florida.

We expect to prevail in both the Ricoh litigation and the lawsuits against Imagitas; however, as litigation is inherently unpredictable, there can be no assurance in this regard. If the plaintiffs do prevail, the results may have a material effect on our financial position, future results of operations or cash flows, including, for example, our ability to offer certain types of goods or services in the future.

### ITEM 4. SUBMISSION OF MATTERS TO A VOTE OF SECURITY HOLDERS

We did not submit any matters to a vote of our stockholders during the three months ended December 31, 2007.

## PART II

### ITEM 5. MARKET FOR THE COMPANY'S COMMON EQUITY, RELATED STOCKHOLDER MATTERS AND ISSUER PURCHASES OF EQUITY SECURITIES

Pitney Bowes common stock is traded under the symbol "PBI". The principal market is the New York Stock Exchange (NYSE). Our stock is also traded on the Boston, Chicago, Philadelphia, Pacific and Cincinnati stock exchanges. At December 31, 2007, we had 21,574 common stockholders of record.

On November 14, 2007, our Board of Directors authorized a two-cent increase of our quarterly common stock dividend to \$0.35 per share, marking the 26<sup>th</sup> consecutive year that we have increased the dividend on our common stock. This represents a 6 percent increase and applies to the dividend with a record date of February 18, 2008.

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See Equity Compensation Plan Information Table in Item 12 of this Form 10-K for information regarding securities for issuance under our equity compensation plans.

**Stock Information**

Dividends per common share:

Quarter	2007	2006
First	\$ 0.33	\$ 0.32
Second	0.33	0.32
Third	0.33	0.32
Fourth	0.33	0.32
Total	\$ 1.32	\$ 1.28

Quarterly price ranges of common stock as reported on the NYSE:

Quarter	2007		2006	
	High	Low	High	Low
First	\$ 48.95	\$ 44.61	\$ 44.63	\$ 41.01
Second	\$ 49.70	\$ 45.22	\$ 44.24	\$ 40.18
Third	\$ 48.91	\$ 43.04	\$ 45.12	\$ 40.38
Fourth	\$ 47.07	\$ 36.40	\$ 47.97	\$ 44.19

**Share Repurchases**

We repurchase shares of our common stock under a systematic program to manage the dilution created by shares issued under employee stock plans and for other purposes. This program authorizes repurchases in the open market. We have not repurchased or acquired any other shares of our common stock during 2007 in any other manner.

In March 2006, our Board of Directors authorized \$300 million for repurchases of outstanding shares of our common stock in the open market of which \$141.2 million remained for future purchases at December 31, 2006. We repurchased 3.0 million shares during the first five months of 2007 under this program for a total price of \$141.2 million. There are no further funds available under this authorization for the repurchase of outstanding shares.

In March 2007, our Board of Directors authorized \$300 million for repurchases of outstanding shares of our common stock in the open market. In November 2007, our Board of Directors increased this share repurchase authorization by \$365.4 million. We repurchased 6.1 million shares at a total price of \$258.8 million during 2007 under this program. As of December 31, 2007, there was \$406.6 million available for future repurchases under this program.

For the combined 2006 and 2007 programs, we repurchased a total of 9.1 million shares for a total price of \$400.0 million during 2007.

The following table summarizes our share repurchase activity during the fourth quarter for the 2007 program:

	Total number of shares purchased	Average price paid per share	Total number of shares purchased as part of a publicly announced plan	Approximate dollar value of shares that may yet be purchased under the plan (in thousands)
<b>March 2007 Program</b>				
October 2007	597,400	\$ 44.54	597,400	\$ 134,596
November 2007	832,000	\$ 37.97	832,000	\$ 468,413
December 2007	1,620,900	\$ 38.13	1,620,900	\$ 406,607

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Total repurchases	3,050,300	3,050,300
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**ITEM 6. SELECTED FINANCIAL DATA**

The following tables summarize selected financial data for the Company, and should be read in conjunction with the more detailed consolidated financial statements and related notes thereto included under Item 8 of this Form 10-K.

**Summary of Selected Financial Data**

(Dollars in thousands, except per share amounts)

	Years ended December 31,				
	2007	2006	2005	2004	2003
Total revenue	\$ 6,129,795	\$ 5,730,018	\$ 5,366,936	\$ 4,832,304	\$ 4,440,312
Total costs and expenses	5,469,084	4,815,528	4,555,268	4,223,914	3,846,655
Income from continuing operations before income taxes and minority interest	660,711	914,490	811,668	608,390	593,657
Provision for income taxes	280,222	335,004	328,597	197,317	185,046
Minority interest	19,242	13,827	9,828	5,634	4,543
Income from continuing operations	361,247	565,659	473,243	405,439	404,068
Discontinued operations	5,534	(460,312)	35,368	56,557	72,744
Net income	\$ 366,781	\$ 105,347	\$ 508,611	\$ 461,996	\$ 476,812
Basic earnings per share of common stock:					
Continuing operations	\$ 1.65	\$ 2.54	\$ 2.07	\$ 1.76	\$ 1.73
Discontinued operations	0.03	(2.07)	0.15	0.24	0.31
Net income	\$ 1.68	\$ 0.47	\$ 2.22	\$ 2.00	\$ 2.04
Diluted earnings per share of common stock:					
Continuing operations	\$ 1.63	\$ 2.51	\$ 2.04	\$ 1.73	\$ 1.71
Discontinued operations	0.03	(2.04)	0.15	0.24	0.31
Net income	\$ 1.66	\$ 0.47	\$ 2.19	\$ 1.97	\$ 2.02
Total cash dividends on common, preference and preferred stock	\$ 288,790	\$ 285,051	\$ 284,348	\$ 282,265	\$ 280,870
Cash dividends per share of common stock	\$ 1.32	\$ 1.28	\$ 1.24	\$ 1.22	\$ 1.20
Average common and potential common shares outstanding	221,219,746	225,443,060	232,089,178	234,229,987	236,183,715
Cash provided by (used in) operating activities	\$ 1,060,465	\$ (286,574)	\$ 530,441	\$ 935,487	\$ 842,109
Depreciation and amortization	\$ 383,141	\$ 363,258	\$ 331,963	\$ 306,750	\$ 288,808
Capital expenditures	\$ 264,656	\$ 327,877	\$ 291,550	\$ 316,982	\$ 285,681
<b>Balance sheet</b>					
Total assets	\$ 9,549,943	\$ 8,608,944	\$ 10,621,382	\$ 10,211,626	\$ 8,891,388
Long-term debt	\$ 3,802,075	\$ 3,847,617	\$ 3,849,623	\$ 3,164,688	\$ 2,840,943
Total debt	\$ 4,755,842	\$ 4,338,157	\$ 4,707,365	\$ 4,375,163	\$ 3,569,601
Preferred stockholders' equity in subsidiary companies	\$ 384,165	\$ 384,165	\$ 310,000	\$ 310,000	\$ 310,000

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Stockholders' equity	\$ 643,303	\$ 699,189	\$ 1,364,249	\$ 1,349,152	\$ 1,145,416
<b>Other</b>					
Common stockholders of record	21,574	22,923	23,639	26,129	27,011
Total employees	36,165	34,454	34,165	35,183	32,474

9

**ITEM 7. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS**

Management's Discussion and Analysis of Financial Condition and Results of Operations (MD&A) contains statements that are forward-looking. These statements are based on current expectations and assumptions that are subject to risks and uncertainties. Actual results could differ materially because of factors discussed in Forward-Looking Statements and elsewhere in this report.

**Overview**

Revenue grew 7% in 2007 to \$6.1 billion. Acquisitions and foreign currency translation contributed about 4% and 2%, respectively to this growth. Acquisitions for this year included MapInfo Corporation, Digital Cement, and Asterion SAS.

Income from continuing operations was \$361 million in 2007 compared with \$566 million in 2006 and diluted earnings per share from continuing operations was \$1.63 in 2007 compared with \$2.51 in 2006. In 2007, diluted earnings per share from continuing operations was reduced by restructuring and impairment charges of 87 cents, 5 cents for the purchase accounting alignment for MapInfo, and 16 cents for tax adjustments, related principally to a valuation allowance for net operating losses outside the U.S. In 2006, diluted earnings per share from continuing operations was reduced by restructuring charges of 10 cents and tax adjustments of 9 cents and increased by 1 cent from net legal settlements.

Our Software and Mail Services segments experienced strong results during 2007. These strong performances were offset by disappointing results in Europe, weaker performance in the legal solutions portion of our Management Services segment, and lower sales at U.S. Mailing due to the wind-down of meter migration. In addition, weakness in certain sectors of the economy, such as financial services, adversely affected our results during the second half of 2007.

On November 15, 2007, we announced a plan to lower our cost structure, accelerate efforts to improve operational efficiencies, and to transition our product line. As a result of this program, we expect a net reduction of about 1,500 positions across business lines and geographies, representing approximately 4 percent of the global employment base. Also, following a comprehensive review of our portfolio, we decided to explore strategic alternatives to determine the best course of action for our U.S. Management Services business.

See Results of Operations for 2007, 2006 and 2005 for a more detailed discussion of our results of operations.

**Outlook**

We believe that the actions we took in the fourth quarter of 2007, and actions that we will continue to take in 2008, will position us for sustained, long-term improvement in earnings and increased shareholder value. We expect to realize approximately \$70 million in pre-tax annual benefits from these actions in 2008. We intend to reinvest the majority of these benefits in programs to improve our customers' experience and our operational efficiencies. We are targeting \$150 million in pre-tax annual benefits by 2009. We plan to use about half of these benefits to improve customer processes and generate revenue.

We expect our mix of revenue to continue to change, with a greater percentage of revenue coming from diversified revenue streams associated with fully featured smaller systems and a smaller percentage from larger system sales. We also expect a greater percentage of revenue growth from the Software and Mail Services segments. In addition, we expect to derive further synergies from our recent acquisitions. We will continue to remain focused on enhancing our productivity and to allocate capital in order to optimize our returns.

**Results of Operations 2007 Compared to 2006****Business segment revenue**

The following table shows revenue in 2007 and 2006 by business segment:

(Dollars in millions)	2007	2006	% change	% contribution from acquisitions
<b>Revenue:</b>				
<b>U.S. Mailing</b>	\$ 2,346	\$ 2,350	%	1%
<b>International Mailing</b>	1,070	1,013	6%	%
<b>Production Mail</b>	603	575	5%	2%
<b>Software</b>	346	203	71%	50%
<b>Mailstream Solutions</b>	4,365	4,141	5%	3%
<b>Management Services</b>	1,135	1,074	6%	3%
<b>Mail Services</b>	459	370	24%	5%
<b>Marketing Services</b>	171	145	18%	16%
<b>Mailstream Services</b>	1,765	1,589	11%	5%
<b>Total Revenue</b>	\$ 6,130	\$ 5,730	7%	4%

U.S. Mailing's revenue remained flat. Revenue benefited from growth in supplies, payment solutions, and the sale of equipment related to shape-based rating. However, results were unfavorably impacted by lower equipment sales due to the wind-down of meter migration and weak economic conditions. International Mailing's revenue grew by 6%, including favorable foreign currency translation of 8%. The segment's results were negatively impacted by lower sales and rentals in Europe as delays in postal liberalization across Europe affected customer purchases. Worldwide revenue for Production Mail grew by 5%, primarily driven by favorable foreign currency of 3% and acquisitions as higher equipment placements in the U.S. were offset by lower sales in Europe. Software's revenue grew by 71% driven by continued strong worldwide demand for our software solutions, the acquisition of MapInfo, and favorable foreign currency translation of 4%.

Management Services revenue increased by 6% due to the acquisition of Asterion SAS and favorable foreign currency translation of 2%. The segment's revenue growth was negatively impacted by weakness in our legal solutions vertical as well as print contracts in the prior year that did not repeat in 2007. Mail Services revenue increased by 24% due to continued growth in presort and cross-border mail services. Marketing Services revenue increased by 18% driven primarily by acquisitions. Revenue growth for this segment was negatively affected by lower revenue from our motor vehicle registration services program.

**Business segment earnings before interest and taxes (EBIT)**

We use EBIT as a measure of our segment profitability. Refer to the reconciliation of segment amounts to income from continuing operations before income taxes and minority interest in Note 19 to the Consolidated Financial Statements.

The following table shows EBIT in 2007 and 2006 by business segment:

(Dollars in millions)	2007	2006	% change
<b>EBIT</b>			
<b>U.S. Mailing</b>	\$ 957	\$ 944	1%
<b>International Mailing</b>	162	179	(10)%
<b>Production Mail</b>	73	66	11%
<b>Software</b>	55	33	66%



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<b>Mailstream Solutions</b>	<b>1,247</b>	1,222	2%
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Management Services</b>	<b>76</b>	83	(9)%
<b>Mail Services</b>	<b>65</b>	43	51%
<b>Marketing Services</b>	<b>9</b>	20	(55)%
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Mailstream Services</b>	<b>150</b>	146	2%
	<u>          </u>	<u>          </u>	<u>          </u>
<b>Total EBIT</b>	<b>\$ 1,397</b>	\$ 1,368	2%
	<u>          </u>	<u>          </u>	<u>          </u>

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U.S. Mailing's EBIT grew 1% due to the increase in mix of higher margin revenue from payment solutions and supplies as well as our continued focus on controlling operating expenses. International Mailing EBIT decreased 10%. The segment's profitability was adversely impacted by lower equipment sales and rentals in Europe, and incremental costs in 2007 related to back office operations, including the outsourcing of our European order and financial processing. Production Mail EBIT increased 11% driven primarily by revenue growth and net legal recoveries of approximately \$4 million in Europe. Software EBIT increased 66%, driven by revenue growth partially offset by integration costs for the MapInfo acquisition.

Management Services EBIT decreased 9% due to continued weakness in our legal solutions vertical. Mail Services EBIT grew by 51% driven by revenue growth, successful integration of acquired sites, and increased operating efficiencies. Marketing Services EBIT decreased 55%, principally due to lower revenue in our motor vehicle registration services program.

### Revenue by source

(Dollars in millions)	2007	2006	% change
<b>Equipment sales</b>	<b>\$ 1,336</b>	\$ 1,373	(3)%
<b>Supplies</b>	<b>393</b>	340	16%
<b>Software</b>	<b>346</b>	202	71%
<b>Rentals</b>	<b>739</b>	785	(6)%
<b>Financing</b>	<b>790</b>	725	9%
<b>Support services</b>	<b>761</b>	717	6%
<b>Business services</b>	<b>1,765</b>	1,588	11%
<b>Total revenue</b>	<b>\$ 6,130</b>	\$ 5,730	7%

Equipment sales revenue decreased 3% from the prior year, primarily due to lower sales of mailing equipment in the U.S. and Europe, partially offset by favorable foreign currency translation of 3%.

Supplies revenue increased 16% from the prior year due to the continued transition of our meter base to digital technology. Acquisitions and foreign currency translation contributed 4% and 3% to this growth, respectively.

Software revenue increased 71% from the prior year primarily driven by strong worldwide demand for our software solutions, acquisitions which contributed 50%, and currency translation which contributed 4%.

Rentals revenue decreased 6% from the prior year due to the continued downsizing by customers to smaller machines.

Financing revenue increased 9% from the prior year primarily due to higher revenue from payment solutions and equipment leases. Foreign currency translation accounted for 2% of this growth.

Support services revenue increased 6% from the prior year due primarily to acquisitions, which contributed 2%, and foreign currency translation, which contributed 3% to this growth.

Business services revenue increased 11% over the prior year. This increase was driven by strong growth in our presort and cross-border mail services. Acquisitions contributed 5% and foreign currency translation contributed 1% to this growth.

### Costs of revenue

(Dollars in millions)	2007	2006	Percentage of Revenue	
			2007	2006
<b>Cost of equipment sales</b>	<b>\$ 697</b>	\$ 694	<b>52.2%</b>	50.5%
<b>Cost of supplies</b>	<b>107</b>	90	<b>27.1%</b>	26.5%
<b>Cost of software</b>	<b>82</b>	43	<b>23.7%</b>	21.3%
<b>Cost of rentals</b>	<b>171</b>	171	<b>23.2%</b>	21.8%
<b>Cost of support services</b>	<b>433</b>	400	<b>56.9%</b>	55.8%

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**Cost of business services**

\$ 1,381    \$ 1,242    78.2%    78.2%

Cost of equipment sales as a percentage of revenue increased to 52.2% in 2007 compared with 50.5% in the prior year, primarily due to the decrease in mix of higher margin equipment sales in the U.S.

Cost of supplies as a percentage of revenue increased to 27.1% in 2007 compared with 26.5% in the prior year, primarily due to increased sales of private label toner, ink and other supplies which have lower margins than our meter-related supplies.

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Cost of software as a percentage of revenue increased to 23.7% in 2007 compared with 21.3% in the prior year, primarily due to the acquisition of MapInfo.

Cost of rentals as a percentage of revenue increased to 23.2% in 2007 compared with 21.8% in the prior year, primarily due to higher depreciation costs from placements of new digital meters.

Cost of support services as a percentage of revenue increased to 56.9% in 2007 compared with 55.8% in the prior year, primarily due to an increase in mix of production mail and international mailing revenue.

Cost of business services as a percentage of revenue remained flat at 78.2%. Improving margins in our presort and cross-border services were offset by lower margins in our legal solutions business.

### *Selling, general and administrative expenses*

(Dollars in millions)

		Percentage of Revenue	
2007	2006	2007	2006
<b>\$ 1,907</b>	\$ 1,764	<b>31.1%</b>	30.8%

Selling, general and administrative expenses, as a percentage of total revenue, increased to 31.1% compared with 30.8% in the prior year. This increase was due to the impact of acquisitions which offset the benefits from productivity initiatives.

### *Research and development expenses*

(Dollars in millions)

2007	2006	% change
<b>\$ 186</b>	\$ 165	12%

Research and development expenses increased 12% over the prior year, primarily due to the acquisition of MapInfo. Our investment in research and development reflects higher expenses for software development and our continued focus on developing new technologies and enhancing features for all of our different products.

### *Net interest expense*

(Dollars in millions)

2007	2006	% change
<b>\$ 242</b>	\$ 213	14%

Net interest expense increased 14% in 2007 due to higher average interest rates and higher average borrowings during the year. Also, last year we had interest income on the cash balance that resulted from the Capital Services divestiture. Our variable and fixed rate debt mix, after adjusting for the effect of interest rate swaps, was 19% and 81%, respectively, at December 31, 2007.

### *Income taxes / effective tax rate*

2007	2006
<b>42.4%</b>	36.6%

The effective tax rate for continuing operations for 2007 included \$54 million of tax charges related principally to a valuation allowance for certain deferred tax assets and tax rate changes outside the U.S. The effective tax rate for 2006 included a \$20 million charge related to the IRS settlement discussed in Note 9 to the Consolidated Financial Statements.

### *Minority interest*

(Dollars in millions)

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<u>2007</u>	<u>2006</u>	<u>% change</u>
\$ 19	\$ 14	39%

Minority interest includes dividends paid to preferred stockholders in subsidiary companies. Minority interest increased by \$5 million compared with the prior year, primarily due to an increase in the average outstanding preferred shares and a higher weighted average dividend rate.

*Discontinued operations*

(Dollars in millions)	2007	2006
<b>Revenue</b>	\$ 81	\$ 81
<b>Pretax income</b>	\$ 29	\$ 29
<b>Net income</b>	\$ 6	\$ 31
<b>Gain on sale of Imagistics, net of \$7 tax expense</b>		11
<b>FSC tax law change</b>		(16)
<b>Additional tax on IRS settlement</b>		(41)
<b>Loss on sale of Capital Services, net of \$285 tax benefit</b>		(445)
<b>Total discontinued operations, net of tax</b>	<b>\$ 6</b>	<b>\$ (460)</b>

Net income in 2007 includes a gain of \$11.3 million from the conclusion of certain tax issues net of an interest accrual for uncertain tax positions of \$5.8 million. In 2006, we completed the sale of our Capital Services external financing business and our Imagistics lease portfolio. See Note 2 to the Consolidated Financial Statements for further discussion and details of discontinued operations.

**Results of Operations 2006 Compared to 2005****Business segment revenue**

The following table shows revenue in 2006 and 2005 by business segment:

(Dollars in millions)	2006	2005	% change	% contribution from acquisitions
<b>Revenue:</b>				
U.S. Mailing	\$ 2,350	\$ 2,260	4%	1%
International Mailing	1,013	917	10%	3%
Production Mail	575	534	8%	1%
Software	203	174	16%	8%
<b>Mailstream Solutions</b>	<b>4,141</b>	<b>3,885</b>	<b>7%</b>	<b>2%</b>
<b>Management Services</b>	<b>1,074</b>	<b>1,072</b>		<b>2%</b>
<b>Mail Services</b>	<b>370</b>	<b>335</b>	<b>10%</b>	
<b>Marketing Services</b>	<b>145</b>	<b>75</b>	<b>93%</b>	<b>68%</b>
<b>Mailstream Services</b>	<b>1,589</b>	<b>1,482</b>	<b>7%</b>	<b>5%</b>
<b>Total Revenue</b>	<b>\$ 5,730</b>	<b>\$ 5,367</b>	<b>7%</b>	<b>2%</b>

Mailstream Solutions revenue increased 7% over the prior year driven by growth in our worldwide operations, and the acquisitions of Print, Inc. and Emtex in 2006 and Danka Canada in 2005. U.S. Mailing's revenue grew by 4% due to solid growth in U.S. equipment sales, supplies, shipping solutions and financing as our meter base continued to transition to new digital technology and customers took advantage of our broad range of financial offerings. However, revenue continued to be adversely affected by the ongoing changing mix to more fully featured smaller systems. International Mailing's revenue grew by 10% driven by growth in mailing equipment and supplies. Worldwide revenue for Production Mail grew by 8% due to placements of inserting systems and strong demand for our advanced, high-speed Infinity metering system in the U.S., offset by lower sales in Europe. Software's revenue grew by 16% due to sales of document composition, and address management products.

Mailstream Services revenue increased 7% driven by growth in Mail Services and Marketing Services and the acquisitions of Advertising Audit Services and PMH Caramanning (collectively AAS) and Ibis Consulting in 2006 and Imagitas as well as Compulit in 2005. During the year, we expanded our marketing services for the motor vehicle registration process to a sixth state and launched a catalog request form as an enhanced offering in the USPS move update kit. Management Services revenue remained flat in 2006 as we continued to focus on enhancing the profitability of this segment. Mail Services revenue increased by 10% as a result of our continued expansion of our presort and international consolidation network and growth in our customer base. Revenue growth for Marketing Services was driven by existing and new direct marketing services and the acquisition of AAS.

**Business segment earnings before interest and taxes (EBIT)**

We use EBIT as a measure of our segment profitability. See reconciliation of segment amounts to Income from continuing operations before income taxes and minority interest in Note 19 to the Consolidated Financial Statements.

The following table shows EBIT in 2006 and 2005 by business segment:

(Dollars in millions)	2006	2005	% change
<b>EBIT</b>			
U.S. Mailing	\$ 944	\$ 906	4%
International Mailing	179	182	(2)%
Production Mail	66	49	35%
Software	33	27	24%

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<b>Mailstream Solutions</b>	<b>1,222</b>	1,164	5%
<b>Management Services</b>	<b>83</b>	69	21%
<b>Mail Services</b>	<b>43</b>	20	117%
<b>Marketing Services</b>	<b>20</b>	10	97%
<b>Mailstream Services</b>	<b>146</b>	99	48%
<b>Total EBIT</b>	<b>\$ 1,368</b>	\$ 1,263	8%



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Mailstream Solutions EBIT increased 5% compared with the prior year. U.S. Mailing s EBIT grew 4% driven by revenue growth and increased demand for higher margin supplies and financing products and services. International Mailing EBIT margins were adversely impacted by investments to expand sales channels and transitional expenses related to the consolidation and outsourcing of administrative functions. Production Mail EBIT increased 35% driven primarily by strong demand for our Infinity meters. Software s EBIT increased 24% driven by revenue growth.

Mailstream Services EBIT grew 48% compared with the prior year. Management Services EBIT grew 21%, reflecting our continued strategy to focus on higher value services while reducing administrative costs. Mail Services EBIT grew 117% as a result of the ongoing successful integration of acquired sites and increased operating efficiencies. Marketing Services EBIT grew 97% driven by revenue growth.

### Revenue by source

(Dollars in millions)	2006	2005	% change
<b>Equipment sales</b>	\$ 1,373	\$ 1,251	10%
<b>Supplies</b>	340	297	14%
<b>Software</b>	202	174	16%
<b>Rentals</b>	785	801	(2) %
<b>Financing</b>	725	664	9%
<b>Support services</b>	717	698	3%
<b>Business services</b>	1,588	1,482	7%
<b>Total revenue</b>	\$ 5,730	\$ 5,367	7%

Equipment sales revenue increased 10% over the prior year due to growth in sales of networked digital mailing systems, inserting equipment, and shipping solutions.

Supplies revenue increased 14% driven by customers migration to digital technology, price increases and the expansion through acquisition of our print management business. At December 31, 2006, digital meters represented approximately 93% of our 1.3 million U.S. meter base, up from 84% in 2005.

Software revenue increased 16% primarily due to higher sales of document composition, and address management products.

Rentals revenue decreased from the prior year due to the continued downsizing by customers to smaller machines, primarily in the U.S.

Financing revenue increased 9% primarily due to growth in our worldwide equipment leasing volumes and higher demand for our payment solutions.

Support services revenue increased 3% due to higher placements of equipment and shipping solutions and our acquisitions in the print management space which contributed 1%.

Business services revenue increased 7% primarily due to growth in mail and marketing services.

### Costs of revenue

(Dollars in millions)	Percentage of Revenue			
	2006	2005	2006	2005
<b>Cost of equipment sales</b>	\$ 694	\$ 625	50.5%	50.0%
<b>Cost of supplies</b>	\$ 90	\$ 73	26.5%	24.6%
<b>Cost of software</b>	\$ 43	\$ 37	21.3%	21.3%
<b>Cost of rentals</b>	\$ 171	\$ 166	21.8%	20.7%
<b>Cost of support services</b>	\$ 400	\$ 386	55.8%	55.3%
<b>Cost of business services</b>	\$ 1,242	\$ 1,196	78.2%	80.7%

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Cost of equipment sales as a percentage of revenue increased to 50.5% in 2006 compared with 50.0% in the prior year, primarily due to the increase in revenue mix of lower margin Production Mail and International Mailing sales.

Cost of supplies as a percentage of revenue increased to 26.5% in 2006 compared with 24.6% in the prior year, primarily due to sales of toner, ink and other supplies which have lower margins than our traditional meter supplies.

Cost of software as a percentage of revenue in 2006 remained flat at 21.3% compared with the prior year.

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Cost of rentals as a percentage of revenue increased to 21.8% in 2006 compared with 20.7% in the prior year, primarily due to higher depreciation costs from new placements associated with our meter base migration.

Cost of support services as a percentage of revenue increased to 55.8% in 2006 compared with 55.3% in the prior year, primarily due to an increase in the mix of higher cost Production Mail and International Mail support services.

Cost of business services as a percentage of revenue decreased to 78.2% in 2006 compared with 80.7% in the prior year, primarily due to our ongoing focus on cost containment and efficiency in our Management Services operations, and the successful integration of new sites in our Mail Services operations.

### *Selling, general and administrative expenses*

(Dollars in millions)	Percentage of Revenue			
	2006	2005	2006	2005
	<b>\$ 1,764</b>	\$ 1,655	<b>30.8%</b>	30.8%

Selling, general and administrative expenses, as a percentage of total revenue, remained flat compared with 2005 as benefits from our transformation and productivity programs were offset by investments made in our selling and marketing capabilities as well as transition expenses related to the consolidation and outsourcing of administrative functions in Europe.

### *Research and development expenses*

(Dollars in millions)	2006	2005	% change
	<b>\$ 165</b>	\$ 166	(1)%

Research and development expenses decreased 1% from the prior year. Our investment in research and development reflects our continued focus on developing new technologies and enhancing features for all of our different products as well as an increased mix of new software development.

### *Net interest expense*

(Dollars in millions)	2006	2005	% change
	<b>\$ 213</b>	\$ 188	13%

Net interest expense increased by \$25 million in 2006 due to higher average interest rates and higher average borrowings during the year partly offset by higher interest income from the investment of proceeds received upon the sale of Capital Services. Our variable and fixed rate debt mix, after adjusting for the effect of interest rate swaps, was 23% and 77%, respectively, at December 31, 2006.

### *Income taxes / effective tax rate*

2006	2005
<b>36.6%</b>	40.5%

The reduction in our 2006 effective tax rate was primarily due to the COLI tax reserve that was recorded in 2005.

### *Minority interest*

(Dollars in millions)	2006	2005	% change
	<b>\$ 14</b>	\$ 10	40%

Minority interest includes dividends paid to preferred stockholders in a subsidiary. Minority interest increased compared with the prior year primarily due to an increase in the weighted average dividend rate which is repriced at each auction date.

*Discontinued operations*

(Dollars in millions)

	2006	2005
<b>Revenue</b>	\$ 81	\$ 125
<b>Pretax income</b>	\$ 29	\$ 38
<b>Net income</b>	\$ 31	\$ 35
<b>Gain on sale of Imagistics, net of \$7 tax expense</b>	11	
<b>FSC tax law change</b>	(16)	
<b>Additional tax on IRS settlement</b>	(41)	
<b>Loss on sale of Capital Services, net of \$285 tax benefit</b>	(445)	
<b>Total discontinued operations, net of tax</b>	\$ (460)	\$ 35

In 2006, we completed the sale of our Capital Services external financing business and our Imagistics lease portfolio. We have reported the results of these businesses as discontinued operations for all periods presented. See Note 2 to the Consolidated Financial Statements for further discussion and details of discontinued operations.

**Other (Income) Expense**

In 2007 and 2006, we recorded pre-tax gains of approximately \$3 million and \$5 million, respectively, related to a revised liability estimate associated with the settlement of a previous lawsuit and net pre-tax charges of approximately \$3 million in 2007 and \$2 million in 2006 for other legal matters. In 2005, we contributed \$10 million to the Pitney Bowes Literacy and Education Fund and the Pitney Bowes Employee Involvement Fund. These amounts are included in other (income) expense in the Consolidated Statements of Income.

**Restructuring Charges and Asset Impairments**

We recorded pre-tax restructuring charges and asset impairments of \$264 million in 2007. These charges relate primarily to a program we announced in November 2007 to lower our cost structure, accelerate efforts to improve operational efficiencies, and transition our product line. The program includes charges primarily associated with older equipment that we have stopped selling upon transition to the new generation of fully digital, networked, and remotely-downloadable equipment. The asset impairment charges related to these initiatives include the write-off of inventory (\$48 million), rental assets (\$61 million), lease residual values (\$46 million), and other assets (\$9 million). The cash portion of the restructuring charges includes employee termination costs (\$85 million) and other exit costs (\$6 million) and relates primarily to our efforts to lower our cost structure and accelerate improvements in operational efficiencies. As a result of this program, we expect a net reduction of about 1,500 positions. About half of these reductions will be outside of the U.S. As of December 31, 2007, 401 employees had been terminated under this program. Other exit costs relate primarily to lease termination costs and other costs associated with exiting product lines and business activities. The cash outflows related to the cash charges will be funded primarily by cash from operating activities. We expect to incur approximately \$20 million of additional restructuring charges in 2008 associated with these actions, however, we continue to evaluate additional actions in conjunction with this program. We expect to complete the majority of this program by the end of 2008. We are targeting to achieve \$150 million in pre-tax annual benefits from these initiatives by 2009.

In addition, asset impairments also include the write-down of certain intangible assets for \$9 million.

The pre-tax restructuring charges and asset impairments are composed of:

(Dollars in millions)	Restructuring charges	Non-cash Charges	Cash payments	Balance December 31, 2007
<b>Severance and benefit costs</b>	\$ 85	\$	\$ (4)	\$ 81
<b>Asset impairments</b>	173	(173)		
<b>Other exit costs</b>	6			6
<b>Total</b>	\$ 264	\$ (173)	\$ (4)	\$ 87



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In connection with our 2003 restructuring program, we recorded pre-tax restructuring charges of \$36 million and \$54 million for the years ended December 31, 2006 and 2005, respectively. The 2005 charge is net of a \$30 million gain on the sale of our main plant manufacturing facility. The activities associated with this program were substantially completed in 2006. We made restructuring payments of \$29 million, \$51 million and \$48 million (net of the \$30 million gain) during 2007, 2006, and 2005, respectively. The remaining restructuring liability associated with this program at December 31, 2007 is \$5 million. See Note 1 to the Consolidated Financial Statements for our accounting policy related to restructuring charges and asset impairments.

### Acquisitions

On September 12, 2007, we acquired Asterion SAS for \$28 million in cash, net of cash acquired. Asterion is a leading provider of outsourced transactional print and document process services in France. We assigned the goodwill to the Management Services segment.

On May 31, 2007, we acquired the remaining shares of Digital Cement, Inc. for a total purchase price of \$49 million in cash, net of cash acquired. Digital Cement, Inc. provides marketing management strategy and services to help companies acquire, retain, manage, and grow their customer relationships. We assigned the goodwill to the Marketing Services segment.

On April 19, 2007, we acquired MapInfo Corporation for \$446 million in cash, net of cash acquired. Included in the assets and liabilities acquired were short-term investments of \$46 million and debt assumed of \$14 million. MapInfo is a global company and a leading provider of location intelligence software and solutions. We assigned the goodwill to the Software segment. As part of the purchase accounting for MapInfo, we aligned MapInfo's accounting policies with ours. Accordingly, certain software revenue that was previously recognized by MapInfo on a periodic basis is now being recognized over the life of the contract.

On July 31, 2006, we acquired Print, Inc. for approximately \$46 million in cash, net of cash acquired. Print, Inc. provides printer supplies, service and equipment under long-term managed services contracts. The goodwill was assigned to the U.S. Mailing segment.

On June 15, 2006, we acquired substantially all the assets of Advertising Audit Service and PMH Caramanning (collectively AAS) for approximately \$42 million in cash. AAS offers a variety of web-based tools for the customization of promotional mail and marketing collateral and designs and manages customer and channel performance solutions. The goodwill was assigned to the Marketing Services segment.

On April 24, 2006, we acquired Ibis Consulting, Inc. (Ibis) for approximately \$65 million in cash, net of cash acquired. Ibis is a leading provider of electronic discovery (eDiscovery) services to law firms and corporate clients. Ibis' technology and offerings complement those of Compulit, which we acquired in 2005, and expands our range of solutions and services for the complex litigation support needs of law firms and corporate legal departments. The goodwill was assigned to the Management Services segment.

On February 8, 2006, we acquired Emtex Ltd. (Emtex) for approximately \$33 million in cash, net of cash acquired. Emtex is a software and services company that allows large-volume mailers to simplify document production and centrally manage complex multi-vendor and multi-site print operations. The goodwill was assigned to the Software segment.

We accounted for these acquisitions using the purchase method of accounting and accordingly, the operating results of these acquisitions have been included in our consolidated financial statements since the date of acquisition. As a result of the purchase accounting alignment, the acquisition of MapInfo reduced our diluted earnings per share by 5 cents in 2007. Acquisitions made in 2006 did not materially impact income from continuing operations for that year.

During 2007 and 2006, we also completed several smaller acquisitions for an aggregate cost of \$87 million and \$43 million, respectively. These acquisitions did not have a material impact on our financial results either individually or on an aggregate basis. See Note 3 to the Consolidated Financial Statements for further details.

### Liquidity and Capital Resources

We believe that cash flow generated by operations, existing cash and liquid investments, as well as borrowing capacity under our commercial paper program, the existing credit facility and debt capital markets should be sufficient to finance our capital requirements and to cover our customer deposits for the foreseeable future. Our potential uses of cash include but are not limited to the following: growth and expansion opportunities; internal investments; customer financing; tax payments; interest and dividend payments; share repurchase program; and potential acquisitions and divestitures.

**Cash Flow Summary**

The change in cash and cash equivalents is as follows:

(Dollars in millions)

	2007	2006
<b>Cash provided by (used in) operating activities</b>	<b>\$ 1,060</b>	<b>\$ (286)</b>
<b>Cash (used in) provided by investing activities</b>	<b>(726)</b>	<b>720</b>
<b>Cash used in financing activities</b>	<b>(204)</b>	<b>(440)</b>
<b>Effect of exchange rate changes on cash</b>	<b>8</b>	<b>2</b>
<b>Increase (decrease) in cash and cash equivalents</b>	<b>\$ 138</b>	<b>\$ (4)</b>

**2007 Cash Flows**

Net cash provided by operations consisted primarily of net income adjusted for non-cash items and changes in operating assets and liabilities. The strong cash flow provided by operations for 2007 is primarily driven by tax refunds and lower tax payments, lower investment in finance receivables, and increased management attention on working capital which resulted in lower accounts receivable, inventory and accounts payable balances.

Net cash used in investing activities consisted of acquisitions of \$594 million and capital expenditures of \$265 million partially offset by proceeds from the sale of a training facility for \$30 million, proceeds from short-term investments of \$42 million, and increased reserve account balances for customer deposits of \$63 million.

Net cash used in financing activities was \$204 million and consisted primarily of stock repurchases of \$400 million and dividends paid of \$289 million, primarily offset by a net borrowing of debt of \$377 million and proceeds from stock issuance of \$108 million.

**2006 Cash Flows**

Net cash used in operating activities decreased due to payments made to the IRS in connection with the sale of Capital Services and the IRS tax settlement. These payments to the IRS reflect taxes due from the sale of our Imagistics lease portfolio and Capital Services external financing business as well as final payments for our settlement of all outstanding tax audit issues in dispute for tax years through December 31, 2000. See Note 9 to the Consolidated Financial Statements for further discussion. The increase in accounts receivable decreased cash from operations by approximately \$47 million, primarily reflecting growth in sales of equipment and software licenses. The increase in our internal finance receivables balances reduced cash from operations by \$237 million, reflecting growth in equipment placements and our payment solutions business during the year.

Net cash provided by investing activities consisted primarily of proceeds of \$747 million received from the sale of our Capital Services external financing business, \$282 million received from the sale of our Imagistics lease portfolio and an advance of \$138 million against the cash surrender value of our COLI policies, offset by \$328 million in capital expenditures and \$231 million used for acquisitions.

Net cash used in financing activities was \$440 million and consisted primarily of stock repurchases and dividends paid, offset by the issuance of debt, common stock and proceeds from preferred stock issued by a subsidiary.

**Capital Expenditures**

During 2007, capital expenditures included net additions of \$142 million to property, plant and equipment and \$123 million in net additions to rental equipment and related inventories compared with \$137 million and \$191 million, respectively, in 2006. The decrease in rental asset additions relates primarily to the wind-down of our customers' transition to digital meters.

**Financings and Capitalization**

We have a commercial paper program that is a significant source of liquidity. As of December 31, 2007, we had approximately \$405 million of outstanding commercial paper issuances and an unused credit facility of \$1.5 billion which supports commercial paper issuances.



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In September 2007, we issued \$500 million of unsecured fixed rate notes maturing in September 2017. These notes bear interest at an annual rate of 5.75% and pay interest semi-annually beginning in March 2008. The proceeds from these notes

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were used for general corporate purposes, including the repayment of commercial paper, the financing of acquisitions and repurchase of our stock.

In December 2007, we entered into a \$150 million syndicated bank transaction priced at 3 month LIBOR plus 35 basis points. The proceeds from this credit facility, due 2012, were used to pay off the \$150 million variable rate debt that was due in 2010.

In addition to our borrowing capability under the unused credit facilities described above, we have \$0.6 billion available under the shelf registration statement filed in February 2005 with the SEC, permitting issuances of up to \$2.5 billion in debt securities, preferred stock, preference stock, common stock, purchase contracts, depository shares, warrants and units.

We believe our financing needs in the short and long term can be met from cash generated internally, borrowing capacity from existing credit agreements, available debt issuances under existing shelf registration statements and our existing commercial paper program. Information on debt maturities is presented in Note 8 to the Consolidated Financial Statements.

The following summarizes our known contractual obligations at December 31, 2007 and the effect that such obligations are expected to have on our liquidity and cash flow in future periods:

(Dollars in millions)	Payments due by period				
	Total	Less than 1 year	1-3 years	3-5 years	More than 5 years
<b>Commercial paper borrowings</b>	\$ 405	\$ 405	\$	\$	\$
<b>Long-term debt and current portion of long-term debt</b>	4,339	550	151	551	3,087
<b>Non-cancelable operating lease obligations</b>	292	89	113	52	38
<b>Capital lease obligations</b>	22	9	10	3	
<b>Purchase obligations (1)</b>	252	193	45	14	
<b>Other non-current liabilities (2)</b>	406		258	49	99
<b>Total</b>	\$ 5,716	\$ 1,246	\$ 577	\$ 669	\$ 3,224

(1) Purchase obligations include unrecorded agreements to purchase goods or services that are enforceable and legally binding upon us and that specify all significant terms, including: fixed or minimum quantities to be purchased; fixed, minimum or variable price provisions; and the approximate timing of the transaction. Purchase obligations exclude agreements that are cancelable without penalty.

(2) Other non-current liabilities relate primarily to our postretirement benefits. See Note 13 to the Consolidated Financial Statements. The amount and period of future payments related to our FIN 48 income tax uncertainties cannot be reliably estimated and, therefore, is not included in the above table. See Note 9 to the Consolidated Financial Statements for further details.

### Critical Accounting Policies

We have identified the policies below as critical to our business operations and to the understanding of our results of operations. We have discussed the impact and any associated risks on our results of operations related to these policies throughout the MD&A. For a detailed discussion on the application of these and other accounting policies, see Note 1 to the Consolidated Financial Statements.

The preparation of our financial statements in conformity with GAAP requires our management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. These estimates include, but are not limited to, customer cancellations, bad debts, inventory obsolescence, residual values of leased assets, useful lives of long-lived assets and intangible assets, warranty obligations, restructuring, pensions and other postretirement benefits, contingencies and litigation, and allocation of purchase price to tangible and intangible assets acquired in business combinations. Our actual results could differ from those estimates and assumptions. We believe the assumptions and estimates used are reasonable and appropriate in accordance with GAAP.

**Revenue recognition**

*Multiple element and internal financing arrangements*

We derive our revenue from multiple sources including sales, rentals, financing and services. Certain of our transactions are consummated at the same time and can therefore generate revenue from multiple sources. The most common form of these transactions involves a non-cancelable equipment lease, a meter rental and an equipment maintenance agreement. As a result, we are required to determine whether the deliverables in a multiple element arrangement should be treated as separate units of accounting for revenue recognition purposes, and if so, how the price should be allocated among the delivered elements and when to recognize revenue for each element.

In multiple element arrangements, we recognize revenue for each of the elements based on their respective fair values in accordance with Emerging Issues Task Force (EITF) Issue No. 00-21, *Revenue Arrangements with Multiple Deliverables*. We recognize revenue for delivered elements only when the fair values of undelivered elements are known and uncertainties regarding customer acceptance are resolved. Our allocation of the fair values to the various elements does not change the total revenue recognized from a transaction, but impacts the timing of revenue recognition. Revenue is allocated to the meter rental and equipment maintenance agreement elements first using their respective fair values, which are determined based on prices charged in standalone and renewal transactions. Revenue is then allocated to the equipment based on the present value of the remaining minimum lease payments. We then compare the allocated equipment fair value to the range of cash selling prices in standalone transactions during the period to ensure the allocated equipment fair value approximates average cash selling prices.

We provide lease financing for our products primarily through sales-type leases. We classify our leases in accordance with SFAS No. 13, *Accounting for Leases*. The vast majority of our leases qualify as sales-type leases using the present value of minimum lease payments classification criteria outlined in SFAS No. 13. We believe that our sales-type lease portfolio contains only normal collection risk with no important uncertainties with respect to future costs. Accordingly, we record the fair value of equipment as sales revenue, the cost of equipment as cost of sales and the minimum lease payments plus the estimated residual value as gross finance receivables. The difference between the gross finance receivable and the equipment fair value is recorded as unearned income and is amortized as income over the lease term using the interest rate implicit in the lease.

Equipment residual values are determined at inception of the lease using estimates of equipment fair value at the end of the lease term. Estimates of future equipment fair value are based primarily on our historical experience. We also consider forecasted supply and demand for our various products, product retirement and future product launch plans, end of lease customer behavior, regulatory changes, remanufacturing strategies, used equipment markets, if any, competition and technological changes. We evaluate residual values on an annual basis or as changes to the above considerations occur. In 2007, we recorded an impairment charge of \$46 million related to the transition of our product line. See Note 14 to the Consolidated Financial Statements for further details. We did not experience any material changes to our residual values during 2006 or 2005.

See Note 1 to the Consolidated Financial Statements for our accounting policies on revenue recognition.

**Allowances for doubtful accounts and credit losses**

*Allowance for doubtful accounts*

We estimate our accounts receivable risks and provide allowances for doubtful accounts accordingly. We evaluate the adequacy of the allowance for doubtful accounts on a periodic basis. Our evaluation includes historical loss experience, length of time receivables are past due, adverse situations that may affect a customer's ability to repay and prevailing economic conditions. We make adjustments to our allowance if our evaluation of allowance requirements differs from our actual aggregate reserve. This evaluation is inherently subjective because our estimates may be revised as more information becomes available. Based on historical experience, we have not had any material revisions to our recorded allowance for doubtful accounts.

*Allowance for credit losses*

We estimate our finance receivables risks and provide allowances for credit losses accordingly. We establish credit approval limits based on the credit quality of our customers and the type of equipment financed. We charge finance receivables to the allowance for credit losses after collection efforts are exhausted and we deem the account uncollectible. We base credit decisions primarily on a customer's financial strength. We believe that our concentration of credit risk for finance receivables in our internal financing division is limited because of our large number of customers, small account balances and customer geographic and industry diversification. Our general policy for finance receivables contractually past due for over

120 days is to discontinue revenue recognition. We resume revenue recognition when payments reduce the account to 60 days or less past due.

We evaluate the adequacy of allowance for credit losses on a periodic basis. Our evaluation includes historical loss experience, the nature and volume of our portfolios, adverse situations that may affect a customer's ability to repay, estimated value of any underlying collateral and prevailing economic conditions. We make adjustments to our allowance for credit losses if the evaluation of reserve requirements differs from the actual aggregate reserve. This evaluation is inherently subjective because our estimates may be revised as more information becomes available.

#### *Accounting for income taxes*

We are subject to income taxes in the U.S. and numerous foreign jurisdictions. When we prepare our consolidated financial statements, we are required to estimate our income taxes in each of the jurisdictions in which we operate. We record this amount as a provision for our taxes in accordance with SFAS No. 109, *Accounting for Income Taxes*.

In June 2006, the Financial Accounting Standards Board issued FASB Interpretation (FIN) No. 48, *Accounting for Uncertainty in Income Taxes* (FIN 48), which supplements Statement of Financial Accounting Standard No. 109, *Accounting for Income Taxes*, by defining the confidence level that a tax position must meet in order to be recognized in the financial statements. FIN 48 requires a two-step approach under which the tax effect of a position is recognized only if it is more-likely-than-not to be sustained and the amount of the tax benefit recognized is equal to the largest tax benefit that is greater than 50 percent likely of being realized upon ultimate settlement of the tax position. This is a different standard for recognition than the approach previously required. Both approaches require us to exercise considerable judgment and estimates are inherent in both processes.

We regularly assess the likelihood of tax adjustments in each of the tax jurisdictions in which we operate and account for the related financial statement implications. We have established tax reserves which we believe to be appropriate given the possibility of tax adjustments. Determining the appropriate level of tax reserves requires us to exercise judgment regarding the uncertain application of tax law. We adjust the amount of reserves when information becomes available or when an event occurs indicating a change in the reserve is appropriate. Future changes in tax reserve requirements could have a material impact on our results of operations.

Based on our 2007 income from continuing operations before income taxes and minority interest, a 1% change in our effective tax rate would impact income from continuing operations by approximately \$7 million.

#### *Long-lived assets*

##### *Useful lives of long-lived assets*

We depreciate property, plant and equipment and rental property and equipment principally using the straight-line method over estimated useful lives: machinery and equipment principally 3 to 15 years and buildings up to 50 years. We depreciate other depreciable assets using either the straight-line method or accelerated methods. We amortize properties leased under capital leases on a straight-line basis over the primary lease terms. We amortize capitalized costs related to internally developed software using the straight-line method over the estimated useful life, which is principally 3 to 10 years. Intangible assets with finite lives are amortized over their estimated useful lives, which are principally 4 to 15 years. Our estimates of useful lives could be affected by changes in regulatory provisions, technology or business plans.

##### *Impairment review*

We evaluate the recoverability of our long-lived assets, including goodwill and intangible assets, on an annual basis or as circumstances warrant. Our goodwill impairment review requires judgment, including the identification of reporting units, assigning assets and liabilities to reporting units, assigning goodwill to reporting units and determining the fair value of each reporting unit. Significant judgments required to estimate the fair value of reporting units include estimating future cash flows, determining appropriate discount rates and other assumptions. We use internal discounted cash flow estimates, quoted market prices when available and appraisals as appropriate to determine fair value. We derive the cash flow estimates from our historical experience and our future long-term business plans and apply an appropriate discount rate. When available and as appropriate, we use comparative market multiples to corroborate discounted cash flow results. Changes in these estimates and assumptions could materially affect the determination of fair value and/or goodwill impairment for each reporting unit.

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See Note 14 to the Consolidated Financial Statements for further details on our transition initiatives and asset impairments recorded in 2007. We believe that we have no unrecorded asset impairments at December 31, 2007. However, future events and circumstances, some of which are described below, may result in an impairment charge:

Changes in postal regulations governing the types of meters allowable for use.

New technological developments that provide significantly enhanced benefits over current technology.

Significant negative economic or industry trends.

Changes in our business strategy that alters the expected usage of the related assets.

Future economic results that are below our expectations used in the current assessments.

### ***Pension benefits***

#### *Assumptions and estimates*

The valuation and calculation of our net pension expense, assets and obligations are dependent on various assumptions and estimates. We make assumptions relating to discount rates, rate of compensation increase, expected return on plan assets and other factors. These assumptions are evaluated and updated annually and are described in further detail in Note 13 to the Consolidated Financial Statements. The following assumptions relate to our U.S. qualified pension plan, which is our largest plan. We determine our discount rate for the U.S. retirement benefit plan by using a model that discounts each year's estimated benefit payments by an applicable spot rate. These spot rates are derived from a yield curve created from a large number of high quality corporate bonds. Accordingly, our discount rate assumption was 6.15% at December 31, 2007 and 5.85% at December 31, 2006. The rate of compensation increase assumption reflects our actual experience and best estimate of future increases. Our estimate of the rate of compensation increase was 4.50% at December 31, 2007 and 2006. Our expected return on plan assets is determined based on historical portfolio results, the plan's asset mix and future expectations of market rates of return on the types of assets in the plan. Our expected return on plan assets assumption was 8.50% in 2007 and 2006.

Sensitivity to changes in assumptions:

Discount rate a 0.25% increase in the discount rate would decrease annual pension expense by approximately \$2.9 million.

Rate of compensation increase a 0.25% increase in the rate of compensation increase would increase annual pension expense by approximately \$2.5 million.

Expected return on plan assets a 0.25% increase in the expected return on assets of our principal plans would decrease annual pension expense by approximately \$3.9 million.

Delayed recognition principles

In accordance with SFAS No. 87, *Employers' Accounting for Pensions*, actual pension plan results that differ from our assumptions and estimates are accumulated and amortized over the estimated future working life of the plan participants and will therefore affect pension expense recognized and obligations recorded in future periods. We also base our net pension expense primarily on a market related valuation of plan assets. In accordance with this approach, we recognize differences between the actual and expected return on plan assets primarily over a five-year period and as a result future pension expense will be impacted when these previously deferred gains or losses are recorded. See the new accounting pronouncements below for the effect of SFAS No. 158, *Employers' Accounting for Defined Pension and Other Post Retirement Plans an amendment of FASB Statements No. 87, 88, 106 and 132(R)*.

#### *Investment related risks and uncertainties*

We invest our pension plan assets in a variety of investment securities in accordance with our strategic asset allocation policy. The composition of our U.S. pension plan assets at December 31, 2007 was approximately 66% equity securities, 28% fixed income securities and 6% real estate investments. Investment securities are exposed to various risks such as interest rate, market and credit risks. In particular, due to the level of risk associated with equity securities, it is reasonably possible those changes in the values of such investment securities will occur and that such changes could materially affect our future results.

**New Accounting Pronouncements**

In May 2005, the Financial Accounting Standards Board (FASB) issued SFAS No. 154, *Accounting Changes and Error Corrections* ( FAS 154 ), which replaces APB Opinion No. 20, *Accounting Changes* and SFAS No. 3, *Reporting Accounting Changes in Interim Financial Statements-An Amendment of APB Opinion No. 28*. FAS 154 requires retrospective application to prior periods financial statements of a voluntary change in accounting principle unless it is not practicable. FAS 154 is effective for accounting changes and corrections of errors made in fiscal years beginning after December 15, 2005. Our adoption of SFAS 154 did not have a material impact on our financial position, results of operations or cash flows.

In June 2005, the FASB issued FASB Staff Position (FSP) No. FAS 143-1, *Accounting for Electronic Equipment Waste Obligations*, that provides guidance on how commercial users and producers of electronic equipment should recognize and measure asset retirement obligations associated with the European Directive 2002/96/EC on Waste Electrical and Electronic Equipment (the Directive). The adoption of this FSP did not have a material effect on our financial position, results of operations or cash flows for those European Union (EU) countries that enacted the Directive into country-specific laws.

In June 2006, the FASB issued FASB Interpretation (FIN) No. 48, *Accounting for Uncertainty in Income Taxes* ( FIN 48 ), which supplements Statement of Financial Accounting Standard No. 109, *Accounting for Income Taxes*, by defining the confidence level that a tax position must meet in order to be recognized in the financial statements. FIN 48 requires the tax effect of a position to be recognized only if it is more-likely-than-not to be sustained based solely on its technical merits as of the reporting date. If a tax position is not considered more-likely-than-not to be sustained based solely on its technical merits, no benefits of the position are recognized. This is a different standard for recognition than was previously required. The more-likely-than-not threshold must continue to be met in each reporting period to support continued recognition of a benefit. At adoption, companies adjusted their financial statements to reflect only those tax positions that were more-likely-than-not to be sustained as of the adoption date. Any necessary adjustment was recorded directly to opening retained earnings in the period of adoption and reported as a change in accounting principle. We adopted the provisions of FIN 48 on January 1, 2007 which resulted in a decrease to opening retained earnings of \$84.4 million, with a corresponding increase in our tax liabilities.

In July 2006, the FASB issued FSP No. FAS 13-2, *Accounting for a Change or Projected Change in the Timing of Cash Flows Relating to Income Taxes Generated by a Leveraged Lease Transaction*, that provided guidance on how a change or a potential change in the timing of cash flows relating to income taxes generated by a leveraged lease transaction affected the accounting by a lessor for the lease. We adopted the provisions of FSP No. FAS 13-2 on January 1, 2007. Our adoption of this FSP did not have a material impact on our financial position, results of operations or cash flows.

In September 2006, the FASB issued SFAS No. 157, *Fair Value Measurements* ( FAS 157 ), to define how the fair value of assets and liabilities should be measured in accounting standards where it is allowed or required. In addition to defining fair value, the statement establishes a framework within GAAP for measuring fair value and expands required disclosures surrounding fair-value measurements. While it will change the way companies currently measure fair value, it does not establish any new instances where fair value measurement is required. FAS 157 defines fair value as an amount that a company would receive if it sold an asset or paid to transfer a liability in a normal transaction between market participants in the same market where the company does business. It emphasizes that the value is based on assumptions that market participants would use, not necessarily only the company that might buy or sell the asset. The FASB issued FASB Staff Position (FSP) No. FAS 157-a, *Application of FASB Statement No. 157 to FASB Statement No. 13 and Its Related Interpretive Accounting Pronouncements That Address Leasing Transactions*, which eliminated lease accounting from the scope of this standard. FAS 157, as issued, is effective for fiscal years beginning after November 15, 2007. The FASB issued FASB Staff Position (FSP) No. FAS 157-b, *Effective Date of FASB Statement No. 157*, which delays the effective date by one year for all nonfinancial assets and nonfinancial liabilities, except those that are recognized or disclosed at fair value in the financial statements on a recurring basis, at least annually. We do not expect that the adoption of this statement for financial assets and liabilities, effective January 1, 2008, will have a material impact on our financial position, results of operations, or cash flow. We continue to evaluate the impact of adopting this statement for the nonfinancial items deferred until January 1, 2009.

In September 2006, the FASB issued SFAS No. 158, *Employers Accounting for Defined Benefit Pension and Other Postretirement Plans an amendment of FASB Statements No. 87, 88, 106 and 132(R)* ( FAS 158 ), which required recognition of the overfunded or underfunded status of pension and other postretirement benefit plans on the balance sheet. Under FAS 158, gains and losses, prior service costs and credits, and any remaining transition amounts under SFAS 87 and SFAS 106 that have not yet been recognized through net periodic benefit cost were recognized in accumulated other comprehensive income, net of tax effects, until they are amortized as a component of net periodic cost. Our adoption of the provisions of FAS 158 reduced stockholders equity by \$297 million at December 31, 2006. FAS 158 did not affect our results of operations or cash flows.

In September 2006, the Securities and Exchange Commission issued Staff Accounting Bulletin No. 108, *Considering the Effects of Prior Year Misstatements when Quantifying Misstatements in Current Year Financial Statements* ( SAB 108 ). SAB 108 provided guidance on how prior year misstatements should be considered when quantifying misstatements in current year financial statements for the purposes of determining whether the current year's financial statements are materially misstated. SAB 108 allowed registrants to adjust for the cumulative effect of certain errors relating to prior years in the carrying amount of assets and liabilities as of the beginning of the current year, with an offsetting adjustment to the opening balance of retained earnings in the year of adoption provided that management had properly concluded that the errors were not material to prior periods. SAB 108 was effective for fiscal years ending after November 15, 2006. In 2006, we determined that the accounting for certain leveraged lease transactions in Canada was misstated due to changes in assumptions having occurred prior to 2000 which impacted net income from the leases. Such changes in assumptions required the leveraged lease pricing models to be revised. These misstatements were immaterial to periods prior to 2006, however correction in that period would have had the effect of reducing our pre-tax income and our tax provision by \$48 million and \$43 million, respectively, which was considered material to the 2006 financial statements. Accordingly, we corrected these misstatements by adjusting opening retained earnings in 2006 by \$5 million. As part of this adjustment, we also decreased our investment in leveraged leases by \$33 million, increased other non-current liabilities by \$15 million and decreased deferred taxes on income by \$43 million.

In February 2007, the FASB issued SFAS No. 159, *The Fair Value Option for Financial Assets and Financial Liabilities*, including an amendment of FASB Statement No. 115, *Accounting for Certain Investments in Debt and Equity Securities* ( FAS 159 ), which permits entities to choose to measure many financial assets and financial liabilities and certain other assets and liabilities at fair value on an instrument-by-instrument basis. The fair value election once made is irrevocable. Unrealized gains and losses on items for which the fair value option has been elected are reported in earnings. FAS 159 is effective for fiscal years beginning after November 15, 2007. We do not expect to adopt the fair value option allowed by this standard.

In December 2007, the FASB issued SFAS No. 141 (R), *Business Combinations* ( FAS 141 (R) ). FAS 141(R) establishes principles and requirements for how a company (a) recognizes and measures in their financial statements the identifiable assets acquired, the liabilities assumed, and any noncontrolling interest (previously referred to as minority interest); (b) recognizes and measures the goodwill acquired in the business combination or a gain from a bargain purchase; and (c) determines what information to disclose to enable users of the financial statements to evaluate the nature and financial effects of a business combination. FAS 141 (R) requires fair value measurements at the date of acquisition, with limited exceptions specified in the Statement. Some of the major impacts of this new standard include expense recognition for transaction costs and restructuring costs. FAS 141 (R) is effective for fiscal years beginning on or after December 15, 2008 and will be applied prospectively. We are currently evaluating the impact of adopting this Statement.

In December 2007, the FASB issued SFAS No. 160, *Noncontrolling Interests in Consolidated Financial Statements, an amendment of ARB No. 51* ( FAS 160 ). FAS 160 addresses the accounting and reporting for the outstanding noncontrolling interest (previously referred to as minority interest) in a subsidiary and for the deconsolidation of a subsidiary. It also establishes additional disclosures in the consolidated financial statements that identify and distinguish between the interests of the parent's owners and of the noncontrolling owners of a subsidiary. FAS 160 requires changes in ownership interest that do not result in deconsolidation to be accounted for as equity transactions. This Statement requires that a parent recognize a gain or loss in net income when a subsidiary is deconsolidated. This gain or loss is measured using the fair value of the noncontrolling equity investment. This Statement is effective for fiscal years beginning on or after December 15, 2008. FAS 160 requires retroactive adoption of the presentation and disclosure requirements for existing minority interests. All other requirements of FAS 160 are applied prospectively. We are currently evaluating the impact of adopting this Statement.

## Legal and Regulatory Matters

### *Legal*

See Legal Proceedings in Item 3 of this Form 10-K for information regarding our legal proceedings.

### *Other*

The European Union has instituted two environmental directives that impact our international operations. The Waste Electrical and Electronic Equipment legislation, effective August 13, 2005, makes manufacturers responsible for the disposal of their equipment. The Restriction of Hazardous Substances directive (RoHS) effective July 2006, requires the removal of substances that are now considered actually or potentially hazardous, from future equipment placements. As a result of the RoHS directive, we have sought and received re-approval for the placement of postage meters from the appropriate postal authorities in each country.

*Income taxes*

The current IRS exam of tax years 2001-2004 is estimated to be completed in the next year or two, and the federal statute of limitations for years prior to 2001 has expired. In connection with the 2001-2004 audit, we are currently disputing a recent formal request from the IRS in the form of a civil summons to provide certain company workpapers. The company believes that certain documents being sought should not be produced because they are privileged. In the third quarter, in a similar case, the U.S. District Court in Rhode Island ruled that certain company workpapers were privileged. The IRS has appealed that decision. A similar issue is also being litigated between the IRS and another taxpayer before the U.S. District Court for the Northern District of Alabama. In connection with the 2001-2004 audit, we have recently entered into an agreement in principle with the IRS regarding the tax treatment of certain Capital Services lease transactions. The additional tax and interest associated with this settlement was accrued and paid to the IRS prior to 2007.

In 2006, we accrued in discontinued operations an additional tax expense of \$16.2 million to record the impact of the Tax Increase Prevention and Reconciliation Act ( TIPRA ). The TIPRA legislation repealed the exclusion from federal income taxation of a portion of the income generated from certain leveraged leases of aircraft by foreign sales corporations. See Note 2 to the Consolidated Financial Statements for further discussion of discontinued operations.

In August 2006, we reached a settlement with the IRS governing all outstanding tax audit issues in dispute for the tax years through 2000. These disputed items related primarily to the tax treatment of corporate owned life insurance (COLI) and related interest expense, the tax effect of the sale of certain preferred share holdings, and the tax treatment of certain Capital Services lease transactions. In the second quarter of 2006, we estimated the tax due as a result of the IRS settlement including our best estimate of the additional liability for these items in all open years, the sale of the Imagistics portfolio and the sale of the Capital Services business to be approximately \$1.1 billion. Accordingly, we recorded \$61 million of additional tax expense. The \$1.1 billion tax liability was net of \$330 million of IRS tax bonds previously posted. In the third quarter of 2006, we paid \$239 million of the \$1.1 billion obligation to the IRS, with the remainder paid by the end of 2006. These tax obligations were funded with proceeds previously received in 2006 from the sale of the Imagistics lease portfolio and Capital Services and the advance against the cash surrender value of our COLI assets. Of the \$61 million of tax expense, \$41 million related to the Capital Services business and was included in discontinued operations and \$20 million was included in continuing operations.

In January 2006, the U.S. Circuit Court of Appeals reversed a District Court decision that another company received related to the tax treatment of COLI and related interest deductions. As a result, we recorded additional tax reserves of \$56 million in our 2005 financial results.

We regularly assess the likelihood of tax adjustments in each of the tax jurisdictions in which we have operations and account for the related financial statement implications. Tax reserves have been established which we believe to be appropriate given the possibility of tax adjustments. Determining the appropriate level of tax reserves requires us to exercise judgment regarding the uncertain application of tax law. The amount of reserves is adjusted when information becomes available or when an event occurs indicating a change in the reserve is appropriate. Future changes in tax reserve requirements could have a material impact on our results of operations.

We have accrued our estimate of the probable tax, interest and penalties that may result from these disputed matters as it relates to 2001 through 2007 and we believe that the accrual for tax liabilities is appropriate. However, the resolution of such matters could have a material impact on our results of operations, financial position and cash flow.

We are continually under examination by tax authorities in the United States, other countries and local jurisdictions in which we have operations. The years under examination vary by jurisdiction.

**Effects of Inflation and Foreign Exchange**

Inflation, although moderate in recent years, continues to affect worldwide economies and the way companies operate. It increases labor costs and operating expenses, and raises costs associated with replacement of fixed assets such as rental equipment. Despite these growing costs and the USPS meter migration initiatives, we have generally been able to maintain profit margins through productivity and efficiency improvements, continual review of both manufacturing capacity and operating expense levels, and, where applicable, price increases.

Currency translation increased our 2007 revenue by approximately 2%. Also, currency translation gains increased our income before taxes by \$11 million. Based on the current contribution from our international operations, a 1% increase in the value of the U.S. dollar would result in a decline in revenue of approximately \$17 million and a decline in income from continuing operations before income taxes and minority interest of approximately \$2 million.



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Although not affecting income, balance sheet related deferred translation gains of \$165 million were recorded in 2007 resulting primarily from the stronger British pound, Euro and Canadian dollar, as compared to the U.S. dollar. During 2006, we recorded deferred translation gains of \$83 million resulting primarily from the stronger British pound, Euro and Canadian dollar, as compared to the U.S. dollar. During 2005, we recorded deferred translation losses of \$54 million resulting primarily from the weaker British pound and Euro, partially offset by the stronger Canadian dollar as compared with the U.S. dollar.

The results of our international operations are subject to currency fluctuations. We enter into foreign exchange contracts primarily to minimize our risk of loss from such fluctuations. Exchange rates can also impact settlement of our intercompany receivables and payables that result from transfers of finished goods inventories between our affiliates in different countries, and intercompany loans.

At December 31, 2007, we had \$316 million of foreign exchange contracts outstanding, all maturing in 2008, to buy or sell various currencies. As a result of the use of derivative instruments, we are exposed to counterparty risk. To mitigate such risks, we enter into contracts with only those financial institutions that meet stringent credit requirements as set forth in our derivative policy. We regularly review our credit exposure balances as well as the creditworthiness of our counterparties. Maximum risk of loss on these contracts is limited to the amount of the difference between the spot rate at the date of the contract delivery and the contracted rate.

### Dividends

It is a general practice of our Board of Directors to pay a cash dividend on common stock each quarter. In setting dividend payments, our board considers the dividend rate in relation to our recent and projected earnings and our capital investment opportunities and requirements. We have paid a dividend each year since 1934.

### Forward-Looking Statements

We want to caution readers that any forward-looking statements within the meaning of Section 27A of the Securities Act of 1933 and Section 21E of the Securities Exchange Act of 1934 in this Form 10-K, other reports or press releases or made by our management involve risks and uncertainties which may change based on various important factors. We undertake no obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. These forward-looking statements are those which talk about our current expectations as to the future and include, but are not limited to, statements about the amounts, timing and results of possible restructuring charges and future earnings. Words such as estimate, project, plan, believe, expect, anticipate, intend, and similar expressions may identify such forward-looking statements. Some of the factors which could cause future financial performance to differ materially from the expectations as expressed in any forward-looking statement made by or on our behalf include:

- changes in international or national political conditions, including any terrorist attacks
- negative developments in economic conditions, including adverse impacts on customer demand
- changes in postal regulations
- timely development and acceptance of new products
- success in gaining product approval in new markets where regulatory approval is required
- successful entry into new markets
- mailers utilization of alternative means of communication or competitors products
- our success at managing customer credit risk
- our success at managing costs associated with our strategy of outsourcing functions and operations not central to our business
- changes in interest rates
- foreign currency fluctuations
- cost, timing and execution of our transition plans including any potential asset impairments
- regulatory approvals and satisfaction of other conditions to consummation of any acquisitions and integration of recent acquisitions
- interrupted use of key information systems

changes in privacy laws

intellectual property infringement claims

impact on mail volume resulting from current concerns over the use of the mail for transmitting harmful biological agents

third-party suppliers ability to provide product components

negative income tax adjustments for prior audit years and changes in tax laws or regulations

changes in pension and retiree medical costs

acts of nature

**ITEM 7A. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK**

We are exposed to the impact of interest rate changes and foreign currency fluctuations due to our investing and funding activities and our operations denominated in different foreign currencies.

We manage our exposure to changes in interest rates by limiting its impact on earnings and cash flows and lowering our overall borrowing costs. We use a balanced mix of debt maturities and variable and fixed rate debt together with interest rate swaps to execute our strategy.

Our objective in managing our exposure to foreign currency fluctuations is to reduce the volatility in earnings and cash flows associated with the effect of foreign exchange rate changes on transactions that are denominated in foreign currencies. Accordingly, we enter into various contracts, which change in value as foreign exchange rates change, to protect the value of external and intercompany transactions. The principal currencies actively hedged are the British pound, Canadian dollar and Euro.

We employ established policies and procedures governing the use of financial instruments to manage our exposure to such risks. We do not enter into foreign currency or interest rate transactions for speculative purposes. The gains and losses on these contracts offset changes in the value of the related exposures.

We utilize a Value-at-Risk (VaR) model to determine the maximum potential loss in fair value from changes in market conditions. The VaR model utilizes a variance/co-variance approach and assumes normal market conditions, a 95% confidence level and a one-day holding period. The model includes all of our debt and all interest rate and foreign exchange derivative contracts. The model excludes anticipated transactions, firm commitments, and receivables and accounts payable denominated in foreign currencies, which certain of these instruments are intended to hedge.

The VaR model is a risk analysis tool and does not purport to represent actual losses in fair value that will be incurred by us, nor does it consider the potential effect of favorable changes in market factors.

During 2007 and 2006, our maximum potential one-day loss in fair value of our exposure to foreign exchange rates and interest rates, using the variance/co-variance technique described above, was not material.

**ITEM 8. FINANCIAL STATEMENTS AND SUPPLEMENTARY DATA**

See Index to Consolidated Financial Statements and Supplemental Data on Page 36.

**ITEM 9. CHANGES IN AND DISAGREEMENTS WITH ACCOUNTANTS ON ACCOUNTING AND FINANCIAL DISCLOSURE**

None.

**ITEM 9A. CONTROLS AND PROCEDURES**

**Evaluation of Disclosure Controls and Procedures**

Under the direction of our Chief Executive Officer and Chief Financial Officer, we evaluated our disclosure controls and procedures (as defined in Rule 13a-15(e) or Rule 15a-15(e) under the Securities Exchange Act of 1934, as amended (the Exchange Act)) and internal control over financial reporting. The CEO and CFO concluded that such disclosure controls and procedures were effective as of December 31, 2007, based on the evaluation of these controls and procedures required by paragraph (b) of Rule 13a-15 or Rule 15d-15 under the Exchange Act. In addition, no change in internal control over financial reporting occurred during the year ended December 31, 2007, that has materially affected, or is reasonably likely to materially affect, such internal control over financial reporting. It should be noted that any system of controls is based in part upon certain assumptions designed to obtain reasonable (and not absolute) assurance as to its effectiveness, and there can be no assurance that any design will succeed in achieving its stated goals. Notwithstanding this caution, the CEO and CFO have reasonable assurance that the disclosure controls and procedures were effective as of December 31, 2007.

**Management's Report on Internal Control Over Financial Reporting**

Management of the Company is responsible for establishing and maintaining adequate internal control over financial reporting as defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act. The Company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in

accordance with generally accepted accounting principles.

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Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with internal control policies or procedures may deteriorate.

Management assessed the effectiveness of the Company's internal control over financial reporting as of December 31, 2007. In making this assessment, management used the criteria set forth by the Committee of Sponsoring Organizations of the Treadway Commission (COSO) in *Internal Control - Integrated Framework*. Management's assessment included evaluating the design of the Company's internal control over financial reporting and testing of the operational effectiveness of the Company's internal control over financial reporting. Based on our assessment, we concluded that, as of December 31, 2007, the Company's internal control over financial reporting was effective based on the criteria issued by COSO in *Internal Control - Integrated Framework*.

PricewaterhouseCoopers LLP, the independent registered public accounting firm that audited the Company's financial statements included in this Form 10-K, has issued an attestation report on the Company's internal control over financial reporting, which report is included on page 37 of this Form 10-K.

### ITEM 9B. OTHER INFORMATION

None.

## PART III

### ITEM 10. DIRECTORS, EXECUTIVE OFFICERS AND CORPORATE GOVERNANCE

The information pertaining to Directors of the Company and the Audit Committee of the Board of Directors is incorporated herein by reference to the sections entitled Compensation Committee Interlocks and Insider Participation, Election of Directors, How much stock is owned by directors and executive officers?, Which stockholders own at least 5% of Pitney Bowes?, Security Ownership of Directors and Executive Officers, Audit Committee and Corporate Governance of the Pitney Bowes Inc. Notice of the 2008 Annual Meeting and Proxy Statement are incorporated herein by reference. Executive officers of the Company are as follows:

#### Executive Officers of the Registrant as of February 29, 2008

<u>Name</u>	<u>Age</u>	<u>Title</u>	<u>Executive Officer Since</u>
Murray D. Martin	60	President and Chief Executive Officer	1998
Michael J. Critelli	59	Executive Chairman	1988
Gregory E. Buoncontri	60	Senior Vice President and Chief Information Officer	2000
Bruce P. Nolop	57	Executive Vice President and Chief Financial Officer	2000
Johnna G. Torsone	57	Senior Vice President and Chief Human Resources Officer	1993
Leslie R. Abi-Karam	49	Executive Vice President and President, Document Messaging Technologies	2005
Elise R. DeBois	52	Executive Vice President and President, Global Financial Services	2005
Vincent R. De Palma	50	Executive Vice President and President, Pitney Bowes Management Services	2005
Patrick J. Keddy	53	Executive Vice President and President, Mailstream International	2005
Michael Monahan	47	Executive Vice President and President, Mailing Solutions and Services	2005

There is no family relationship among the above officers, all of whom have served in various corporate, division or subsidiary positions with the Company for at least the past five years except for Mr. De Palma.

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Mr. De Palma joined the Company in June 2005 as President, Pitney Bowes Management Services. Prior to joining the Company, Mr. De Palma was with Automatic Data Processing (ADP) where he was a Corporate Officer and served as President of ADP Benefit Services. Mr. De Palma has also held senior management positions at Petroleum Heat & Power Company and McKinsey & Company.

On February 13, 2008, we announced key appointments, effective March 1, to our senior management team. Michael Monahan has been named Executive Vice President and Chief Financial Officer and will succeed Bruce Nolop. Leslie Abi-Karam has been named to a newly-created position, Executive Vice President and President, Mailing Solutions Management, which includes responsibility for the worldwide production mail business, as well as Mailing Solutions and Services formerly led by Mr. Monahan.

### ITEM 11. EXECUTIVE COMPENSATION

The sections entitled Directors Compensation, Compensation Discussion and Analysis, and Executive Compensation Tables and Related Narrative of the Pitney Bowes Inc. Notice of the 2008 Annual Meeting and Proxy Statement are incorporated herein by reference.

### ITEM 12. SECURITY OWNERSHIP OF CERTAIN BENEFICIAL OWNERS AND MANAGEMENT AND RELATED STOCKHOLDER MATTERS

#### EQUITY COMPENSATION PLAN INFORMATION TABLE

The following table provides information as of December 31, 2007 regarding the number of shares of the Company's common stock that may be issued under the Company's equity compensation plans.

Plan Category	(a) Number of securities to be issued upon exercise of outstanding options, warrants and rights	(b) Weighted-average exercise price of outstanding options, warrants and rights	(c) Number of securities remaining available for future issuance under equity compensation plans excluding securities reflected in column (a)
Equity compensation plans approved by security holders	19,202,997	\$ 43.30	15,416,166
Equity compensation plans not approved by security holders			
<b>Total</b>	<b>19,202,997</b>	<b>\$ 43.30</b>	<b>15,416,166</b>

The sections entitled How much stock is owned by directors and executive officers? and Security Ownership of the Pitney Bowes Inc. Notice of the 2008 Annual Meeting and Proxy Statement, to be filed with the SEC on or before March 31, 2008, are incorporated herein by reference.

### ITEM 13. CERTAIN RELATIONSHIPS, RELATED TRANSACTIONS AND DIRECTOR INDEPENDENCE

The sections entitled Corporate Governance and Certain Relationships and Related Person Transactions of the Pitney Bowes Inc. Notice of the 2008 Annual Meeting and Proxy Statement, to be filed with the Commission on or before March 31, 2008, are incorporated herein by reference.

### ITEM 14. PRINCIPAL ACCOUNTANT FEES AND SERVICES

The section entitled Principal Accountant Fees and Services of the Pitney Bowes Inc. Notice of the 2008 Annual Meeting and Proxy Statement, to be filed with the Commission on or before March 31, 2008, is incorporated herein by reference.

## PART IV

## ITEM 15. EXHIBITS AND FINANCIAL STATEMENT SCHEDULES

- (a) 1. Financial statements - see Item 8 on page 29 and Index to Consolidated Financial Statements and Supplemental Data on page 36.
2. Financial statement schedules - see Index to Consolidated Financial Statements and Supplemental Data on page 36.
3. Exhibits (numbered in accordance with Item 601 of Regulation S-K).

Reg. S-K exhibits	Description	Status or incorporation by reference
(3)(a)	Restated Certificate of Incorporation, as amended	Incorporated by reference to Exhibit (3) to Form 10-Q as filed with the Commission on August 14, 1996. (Commission file number 1-3579)
(a.1)	Certificate of Amendment to the Restated Certificate of Incorporation (as amended May 29, 1996)	Incorporated by reference to Exhibit (a.1) to Form 10-K as filed with the Commission on March 27, 1998. (Commission file number 1-3579)
(b)	Pitney Bowes Inc. Amended and Restated By-laws	Incorporated by reference to Exhibit (3)(ii) to Form 10-Q as filed with the Commission on August 6, 2007. (Commission file number 1-3579)
(4)(a)	Preference Share Purchase Rights Agreement dated December 11, 1995 between the Company and Chemical Mellon Shareholder Services, LLC, as Rights Agent, as amended	Incorporated by reference to Exhibit (4) to Form 8-K as filed with the Commission on March 13, 1996. (Commission file number 1-3579)
(a.1)	Certificate of amendment to the Preference Share Purchase Rights Agreement dated December 11, 1995 between the Company and Chemical Mellon Shareholder Services, LLC, as Rights Agent, as amended December 8, 1998	Incorporated by reference to Exhibit (4.4) to Form 8-A/A as filed with the Commission on December 19, 2003. (Commission file number 1-3579)
(b)	Form of Indenture between the Company and SunTrust Bank, as Trustee	Incorporated by reference to Exhibit 4.4 to Registration Statement on Form S-3 (No. 333-72304) as filed with the Commission on October 26, 2001.
(c)	Supplemental Indenture No. 1 dated April 23, 2004 between the Company and SunTrust Bank, as Trustee	Incorporated by reference to Exhibit 4.1 to Form 8-K as filed with the Commission on August 18, 2004.
(d)	Form of Indenture between the Company and Citibank, N.A., as Trustee	Incorporated by reference to Exhibit 4(a) to Registration Statement on Form S-3 (No. 333-120525) as filed with the Commission on November 16, 2004.
(e)	First Supplemental Indenture, by and among Pitney Bowes Inc., The Bank of New York, and Citibank, N.A., to the Indenture, dated as of February 14, 2005, by and between the Company and Citibank	Incorporated by reference to Exhibit 4.1 to Form 8-K as filed with the Commission on October 24, 2007 (Commission file number 1-3579)

The Company has outstanding certain other long-term indebtedness. Such long-term indebtedness does not exceed 10% of the total assets of the Company; therefore, copies of instruments defining the rights of holders of such indebtedness are not included as exhibits. The Company agrees to furnish copies of such instruments to the SEC upon request.

Executive Compensation Plans:

- |         |                                                    |                                                                                                                                         |
|---------|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| (10)(a) | Retirement Plan for Directors of Pitney Bowes Inc. | Incorporated by reference to Exhibit (10a) to Form 10-K as filed with the Commission on March 30, 1993. (Commission file number 1-3579) |
|---------|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|

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(b)	Pitney Bowes Inc. Directors Stock Plan (as amended and restated 1999)	Incorporated by reference to Exhibit (i) to Form 10-K as filed with the Commission on March 30, 2000. (Commission file number 1-3579)
-----	-----------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------



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### Executive Compensation Plans:

(b.1)	Pitney Bowes Inc. Directors Stock Plan (Amendment Number 1, effective as of May 12, 2003)	Incorporated by reference to Exhibit (10) to Form 10-Q as filed with the Commission on August 11, 2003. (Commission file number 1-3579)
(b.2)	Pitney Bowes Inc. Directors Stock Plan (Amendment Number 2 effective as of May 1, 2007)	Incorporated by reference to Exhibit (10.(b.2)) to Form 10-K as filed with the Commission on March 1, 2007 (Commission file number 1-3579)
(c)	Pitney Bowes 1991 Stock Plan (as amended and restated)	Incorporated by reference to Exhibit (10) to Form 10-Q as filed with the Commission on May 14, 1998. (Commission file number 1-3579)
(c.1)	Pitney Bowes 1998 Stock Plan (as amended and restated)	Incorporated by reference to Exhibit (ii) to Form 10-K as filed with the Commission on March 30, 2000. (Commission file number 1-3579)
(c.2)	Pitney Bowes Stock Plan (as amended and restated as of January 1, 2002)	Incorporated by reference to Annex 1 to the proxy statement for the 2002 annual meeting of stockholders. (Commission file number 1-3579)
(c.3)	Pitney Bowes Inc. 2007 Stock Plan	Incorporated by reference to Exhibit 10.1 to Form 10-Q as filed with the Commission on August 6, 2007 (Commission file number 1-3579)
(d)	Pitney Bowes Inc. Key Employees Incentive Plan (as amended and restated)	Incorporated by reference to Annex I to the proxy statement for the 2006 annual meeting of stockholders. (Commission file number 1-3579)
(e)	Pitney Bowes Severance Plan (as amended, and restated effective January 1, 2008)	Exhibit (i)
(f)	Pitney Bowes Senior Executive Severance Policy (amended and restated as of January 1, 2008)	Exhibit (ii)
(g)	Pitney Bowes Inc. Deferred Incentive Savings Plan for the Board of Directors	Incorporated by reference to Exhibit (i) to Form 10-Q as filed with the Commission on May 15, 1997. (Commission file number 1-3579)
(g.1)	Pitney Bowes Inc. Deferred Incentive Savings Plan for the Board of Directors (as amended and restated 1999)	Incorporated by reference to Exhibit (iii) to Form 10-K as filed with the Commission on March 30, 2000. (Commission file number 1-3579)
(h)	Pitney Bowes Inc. Deferred Incentive Savings Plan (amended and restated January 1, 2003)	Incorporated by reference to Exhibit (vi) to Form 10-K as filed with the Commission on March 13, 2006. (Commission file number 1-3579)
(i)	Pitney Bowes Inc. 1998 U.K. S.A.Y.E. Stock Option Plan	Incorporated by reference to Annex II to the proxy statement for the 2006 annual meeting of stockholders. (Commission file number 1-3579)
(j)	Restricted Stock Agreement for Murray D. Martin dated April 5, 2004	Incorporated by reference to Exhibit 10.1 to Form 8-K as filed with the Commission on February 16, 2006. (Commission file number 1-3579)
(k)	Form of Equity Compensation Grant Letter	Incorporated by reference to Exhibit (10)(n) to Form 10-Q as filed with the Commission on May 4, 2006. (Commission file number 1-3579)

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- |     |                                                                                            |                                                                                                                                          |
|-----|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| (l) | Service Agreement between Pitney Bowes Limited and Patrick S. Keddy dated January 29, 2003 | Incorporated by reference to Exhibit 10.2 to Form 8-K as filed with the Commission on February 17, 2006. (Commission file number 1-3579) |
|-----|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|

Other:

- |     |                                                                                                                                                                                      |                                                                                                                                     |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| (m) | Stock Purchase Agreement, dated as of May 16, 2006, among Pitney Bowes Inc., JCC Management LLC and Pitney Bowes Credit Corporation (for the purposes of Section 10.07 thereof only) | Incorporated by reference to Exhibit 99.1 to Form 8-K as filed with the Commission on May 18, 2006. (Commission file number 1-3579) |
| (n) | Amended and Restated Credit Agreement dated May 19, 2006 between the Company and JPMorgan Chase                                                                                      | Incorporated by reference to Exhibit 10.1 to Form 8-K as filed with the Commission on May 24, 2006. (Commission                     |

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	Bank, N.A., as Administrative Agent	file number 1-3579)
(o)	Pitney Bowes Inc. Global Medium-Term Notes Terms Agreement	Incorporated by reference to Exhibit 1. d. 1. to Form 8-K as filed with the Commission on September 11, 2007. (Commission file number 1-3579)
(12)	Computation of ratio of earnings to fixed charges	Exhibit (iii)
(21)	Subsidiaries of the registrant	Exhibit (iv)
(23)	Consent of experts and counsel	Exhibit (v)
(31.1)	Certification of Chief Executive Officer Pursuant to Section 302 of the Sarbanes Oxley Act of 2002	See page 104
(31.2)	Certification of Chief Financial Officer Pursuant to Section 302 of the Sarbanes Oxley Act of 2002	See page 105
(32.1)	Certification of Chief Executive Officer Pursuant to 18 U.S.C. Section 1350	See page 106
(32.2)	Certification of Chief Financial Officer Pursuant to 18 U.S.C. Section 1350	See page 107

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SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

Date: February 29, 2008

PITNEY BOWES INC.

Registrant

By: /s/ Murray D. Martin

(Murray D. Martin)

President and Chief Executive Officer

Pursuant to the requirements of the Securities Exchange Act of 1934, this report has been signed below by the following persons on behalf of the Registrant and in the capacities and on the dates indicated.

<u>Signature</u>	<u>Title</u>	<u>Date</u>
<u>/s/ Murray D. Martin</u> Murray D. Martin	President and Chief Executive Officer Director	February 29, 2008
<u>/s/ Michael J. Critelli</u> Michael J. Critelli	Executive Chairman - Director	February 29, 2008
<u>/s/ Bruce P. Nolop</u> Bruce P. Nolop	Executive Vice President and Chief Financial Officer (Principal Financial Officer)	February 29, 2008
<u>/s/ Steven J. Green</u> Steven J. Green	Vice President Finance and Chief Accounting Officer (Principal Accounting Officer)	February 29, 2008
<u>/s/ Rodney C. Adkins</u> Rodney C. Adkins	Director	February 29, 2008
<u>/s/ Linda G. Alvarado</u> Linda G. Alvarado	Director	February 29, 2008
<u>/s/ Anne M. Busquet</u> Anne M. Busquet	Director	February 29, 2008
<u>/s/ Anne Sutherland Fuchs</u> Anne Sutherland Fuchs	Director	February 29, 2008
<u>/s/ Ernie Green</u> Ernie Green	Director	February 29, 2008

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<u>/s/ James H. Keyes</u>	Director	February 29, 2008
James H. Keyes		
<u>/s/ John S. McFarlane</u>	Director	February 29, 2008
John S. McFarlane		
<u>/s/ Eduardo R. Menascé</u>	Director	February 29, 2008
Eduardo R. Menascé		
<u>/s/ Michael I. Roth</u>	Director	February 29, 2008
Michael I. Roth		
<u>/s/ David L. Shedlarz</u>	Director	February 29, 2008
David L. Shedlarz		
<u>/s/ David B. Snow</u>	Director	February 29, 2008
David B. Snow		
<u>/s/ Robert E. Weissman</u>	Director	February 29, 2008
Robert E. Weissman		

**PITNEY BOWES INC.**  
**INDEX TO CONSOLIDATED FINANCIAL STATEMENTS AND SUPPLEMENTAL DATA**

	<b>PAGE</b>
Report of Independent Registered Public Accounting Firm	37
Consolidated Financial Statements of Pitney Bowes, Inc.	
Consolidated Statements of Income for the Years Ended December 31, 2007, 2006 and 2005	38
Consolidated Balance Sheets as of December 31, 2007 and 2006	39
Consolidated Statements of Cash Flows for the Years Ended December 31, 2007, 2006 and 2005	40
Consolidated Statements of Stockholders' Equity for the Years Ended December 31, 2007, 2006 and 2005	41
Notes to Consolidated Financial Statements	42

**REPORT OF INDEPENDENT REGISTERED PUBLIC ACCOUNTING FIRM**

To the Stockholders and Board of Directors of Pitney Bowes Inc.

In our opinion, the consolidated financial statements listed in the accompanying index present fairly, in all material respects, the financial position of Pitney Bowes Inc. and its subsidiaries at December 31, 2007 and 2006, and the results of their operations and their cash flows for each of the three years in the period ended December 31, 2007 in conformity with accounting principles generally accepted in the United States of America. In addition, in our opinion, the financial statement schedule listed in the accompanying index presents fairly, in all material respects, the information set forth therein when read in conjunction with the related consolidated financial statements. Also in our opinion, the Company maintained, in all material respects, effective internal control over financial reporting as of December 31, 2007, based on criteria established in Internal Control - Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Company's management is responsible for these financial statements and financial statement schedule, for maintaining effective internal control over financial reporting and for its assessment of the effectiveness of internal control over financial reporting, included in the accompanying Management's Report on Internal Control over Financial Reporting. Our responsibility is to express opinions on these financial statements, on the financial statement schedule, and on the Company's internal control over financial reporting based on our integrated audits. We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement and whether effective internal control over financial reporting was maintained in all material respects. Our audits of the financial statements included examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation. Our audit of internal control over financial reporting included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. Our audits also included performing such other procedures as we considered necessary in the circumstances. We believe that our audits provide a reasonable basis for our opinions.

As discussed in Note 1 to the consolidated financial statements, the Company changed the manner in which it accounts for defined benefit pension and other postretirement plans effective December 31, 2006 and the manner in which it accounts for uncertainty in income taxes in 2007.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (i) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (ii) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (iii) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use, or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

PricewaterhouseCoopers LLP  
Stamford, Connecticut  
February 29, 2008

**PITNEY BOWES INC.**  
**CONSOLIDATED STATEMENTS OF INCOME**  
(In thousands, except per share data)

	Years ended December 31,		
	2007	2006	2005
<b>Revenue:</b>			
Equipment sales	\$ 1,335,538	\$ 1,372,566	\$ 1,251,026
Supplies	393,478	339,594	297,151
Software	346,020	202,415	174,085
Rentals	739,130	785,068	801,285
Financing	790,121	725,131	663,484
Support services	760,915	716,556	697,796
Business services	1,764,593	1,588,688	1,482,109
<b>Total revenue</b>	<b>6,129,795</b>	<b>5,730,018</b>	<b>5,366,936</b>
<b>Costs and expenses:</b>			
Cost of equipment sales	696,900	693,535	625,235
Cost of supplies	106,702	90,035	73,330
Cost of software	82,097	42,951	36,945
Cost of rentals	171,191	171,491	165,963
Cost of support services	433,324	400,089	385,547
Cost of business services	1,380,541	1,242,226	1,195,761
Selling, general and administrative	1,907,160	1,764,260	1,655,210
Research and development	185,665	165,368	165,751
Restructuring charges and asset impairments	264,013	35,999	53,650
Interest expense	250,540	228,418	193,174
Interest income	(8,669)	(15,822)	(5,298)
Other (income) expense	(380)	(3,022)	10,000
<b>Total costs and expenses</b>	<b>5,469,084</b>	<b>4,815,528</b>	<b>4,555,268</b>
Income from continuing operations before income taxes and minority interest	660,711	914,490	811,668
Provision for income taxes	280,222	335,004	328,597
Minority interest	19,242	13,827	9,828
<b>Income from continuing operations</b>	<b>361,247</b>	<b>565,659</b>	<b>473,243</b>
Income (loss) from discontinued operations, net of income tax	5,534	(460,312)	35,368
<b>Net income</b>	<b>\$ 366,781</b>	<b>\$ 105,347</b>	<b>\$ 508,611</b>
<b>Basic earnings per share of common stock:</b>			
Continuing operations	\$ 1.65	\$ 2.54	\$ 2.07
Discontinued operations	0.03	(2.07)	0.15
<b>Net income</b>	<b>\$ 1.68</b>	<b>\$ 0.47</b>	<b>\$ 2.22</b>
<b>Diluted earnings per share of common stock:</b>			
Continuing operations	\$ 1.63	\$ 2.51	\$ 2.04
Discontinued operations	0.03	(2.04)	0.15



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Net income	\$	<b>1.66</b>	\$	0.47	\$	2.19
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*See Notes to Consolidated Financial Statements*

**PITNEY BOWES INC.**  
**CONSOLIDATED BALANCE SHEETS**  
(In thousands, except per share data)

	December 31,	
	2007	2006
<b>ASSETS</b>		
Current assets:		
Cash and cash equivalents	\$ 377,176	\$ 239,102
Short-term investments	63,279	62,512
Accounts receivable, less allowances of \$49,324 and \$50,052, respectively	841,072	744,073
Finance receivables, less allowances of \$45,859 and \$45,643, respectively	1,498,486	1,404,070
Inventories	197,962	237,817
Current income taxes	83,227	54,785
Other current assets and prepayments	258,411	231,096
<b>Total current assets</b>	<b>3,319,613</b>	<b>2,973,455</b>
Property, plant and equipment, net	627,918	612,640
Rental property and equipment, net	435,927	503,911
Long-term finance receivables, less allowances of \$32,512 and \$36,856, respectively	1,533,773	1,530,153
Investment in leveraged leases	249,191	215,371
Goodwill	2,299,858	1,791,157
Intangible assets, net	457,188	365,192
Non-current income taxes	28,098	73,739
Other assets	598,377	543,326
<b>Total assets</b>	<b>\$ 9,549,943</b>	<b>\$ 8,608,944</b>
<b>LIABILITIES AND STOCKHOLDERS' EQUITY</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,965,567	\$ 1,677,501
Current income taxes	96,851	142,835
Notes payable and current portion of long-term obligations	953,767	490,540
Advance billings	540,254	465,862
<b>Total current liabilities</b>	<b>3,556,439</b>	<b>2,776,738</b>
Deferred taxes on income	472,240	454,929
FIN 48 uncertainties and other income tax liabilities	285,505	
Long-term debt	3,802,075	3,847,617
Other non-current liabilities	406,216	446,306
<b>Total liabilities</b>	<b>8,522,475</b>	<b>7,525,590</b>
Preferred stockholders' equity in subsidiaries	384,165	384,165
Commitments and contingencies (see Note 15)		
Stockholders' equity:		
Cumulative preferred stock, \$50 par value, 4% convertible	7	7
Cumulative preference stock, no par value, \$2.12 convertible	1,003	1,068
Common stock, \$1 par value (480,000,000 shares authorized; 323,337,912 shares issued)	323,338	323,338
Capital in excess of par value	252,185	235,558
Retained earnings	4,133,756	4,140,128

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Accumulated other comprehensive income	<b>88,656</b>	(131,744)
Treasury stock, at cost (108,822,953 and 102,724,590 shares, respectively)	<b>(4,155,642)</b>	(3,869,166)
	<hr/>	<hr/>
Total stockholders' equity	<b>643,303</b>	699,189
	<hr/>	<hr/>
Total liabilities and stockholders' equity	<b>\$ 9,549,943</b>	\$ 8,608,944
	<hr/>	<hr/>

*See Notes to Consolidated Financial Statements*

**PITNEY BOWES INC.**  
**CONSOLIDATED STATEMENTS OF CASH FLOWS**  
(In thousands)

	Years ended December 31,		
	2007	2006	2005
Cash flows from operating activities:			
Net income	\$ 366,781	\$ 105,347	\$ 508,611
Gain on sale of a facility, net of tax	(1,623)		
Loss on sale of Capital Services, net of tax		445,150	
Gain on sale of Imagistics, net of tax		(11,065)	
Non-cash charge from FSC tax law change		16,209	
Non-cash tax charge		61,000	
Tax and bond payments related to IRS settlement and Capital Services sale		(1,040,700)	(200,000)
Restructuring and other charges, net of tax	223,486	23,040	42,248
Restructuring and other payments	(31,568)	(51,566)	(88,544)
Adjustments to reconcile net income to net cash provided by (used in) operating activities:			
Depreciation and amortization	383,141	363,258	331,963
Stock-based compensation	24,131	27,375	27,223
Pension plan contributions			(76,508)
Changes in operating assets and liabilities, excluding effects of acquisitions:			
Accounts receivable	35,853	(46,623)	(87,646)
Net investment in internal finance receivables	(86,238)	(236,872)	(105,358)
Inventories	7,710	(142)	(7,835)
Other current assets and prepayments	906	(11,360)	(12,114)
Accounts payable and accrued liabilities	32,789	42,231	3,324
Current and non-current income taxes	123,636	52,784	185,628
Advance billings	1,745	(6,029)	19,508
Other, net	(20,284)	(18,611)	(10,059)
Net cash provided by (used in) operating activities	<u>1,060,465</u>	<u>(286,574)</u>	<u>530,441</u>
Cash flows from investing activities:			
Short-term investments	42,367	(1,295)	(44,099)
Proceeds from the sale of facilities	29,608		30,238
Capital expenditures	(264,656)	(327,877)	(291,550)
Net investment in external financing	(2,214)	109,050	117,595
Net proceeds from sale of Imagistics lease portfolio		281,653	
Net proceeds from sale of Capital Services		746,897	
Cash included in the sale of Capital Services		(25,488)	
Advance against COLI cash surrender value		138,381	
Acquisitions, net of cash acquired	(594,110)	(230,628)	(294,176)
Reserve account deposits	62,666	28,780	9,800
Net cash (used in) provided by investing activities	<u>(726,339)</u>	<u>719,473</u>	<u>(472,192)</u>
Cash flows from financing activities:			
(Decrease) increase in notes payable, net	(89,673)	(26,790)	(31,150)
Proceeds from long-term obligations	640,765	493,285	1,050,000
Principal payments on long-term obligations	(174,191)	(396,755)	(695,724)
Proceeds from issuance of stock	107,517	101,449	92,164
Proceeds from issuance of preferred stock in a subsidiary		74,165	
Stock repurchases	(399,996)	(400,000)	(258,803)
Dividends paid	(288,790)	(285,051)	(284,348)
Net cash used in financing activities	<u>(204,368)</u>	<u>(439,697)</u>	<u>(127,861)</u>

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Effect of exchange rate changes on cash	<u>8,316</u>	<u>2,391</u>	<u>(3,096)</u>
Increase (decrease) in cash and cash equivalents	<b>138,074</b>	(4,407)	(72,708)
Cash and cash equivalents at beginning of year	<b>239,102</b>	243,509	316,217
Cash and cash equivalents at end of year	<b>\$ 377,176</b>	<b>\$ 239,102</b>	<b>\$ 243,509</b>
Cash interest paid	<b>\$ 236,697</b>	<b>\$ 225,837</b>	<b>\$ 196,964</b>
Cash income taxes paid, net	<b>\$ (178,469)</b>	<b>\$ 1,315,437</b>	<b>\$ 164,068</b>

*See Notes to Consolidated Financial Statements*

**PITNEY BOWES INC.**  
**CONSOLIDATED STATEMENTS OF STOCKHOLDERS EQUITY**  
(In thousands, except per share data)

	<u>Preferred stock</u>	<u>Preference stock</u>	<u>Common stock</u>	<u>Capital in excess of par value</u>	<u>Comprehensive income</u>	<u>Retained earnings</u>	<u>Accumulated other comprehensive income (loss)</u>	<u>Treasury stock at cost</u>
<b>Balance, December 31, 2004</b>	\$ 19	\$ 1,252	\$ 323,338	\$ 201,704		\$ 4,100,771	\$ 135,526	\$(3,413,458)
Net income					\$ 508,611	508,611		
Other comprehensive income, net of tax:								
Foreign currency translations					(54,499)		(54,499)	
Net unrealized gain on derivative instruments					1,605		1,605	
Minimum pension liability					(5,715)		(5,715)	
Comprehensive income					<u>\$ 450,002</u>			
Cash dividends:								
Preferred (\$2.00 per share)						(1)		
Preference (\$2.12 per share)						(93)		
Common (\$1.24 per share)						(284,254)		
Issuances of common stock				(8,468)		(583)		85,569
Conversions to common stock	(2)	(94)		(2,056)				2,152
Stock-based compensation				31,728				
Repurchase of common stock								(258,803)
<b>Balance, December 31,</b>	<u>17</u>	<u>1,158</u>	<u>323,338</u>	<u>222,908</u>		<u>4,324,451</u>	<u>76,917</u>	<u>(3,584,540)</u>

**2005**

Adjustment to initially apply SAB 108, net of tax						(4,618)		
Adjusted Retained Earnings						4,319,833		
Net income				\$	105,347	105,347		
Other comprehensive income, net of tax:								
Foreign currency translations					83,183		83,183	
Net unrealized loss on derivative instruments					(20)		(20)	
Minimum pension liability					5,405		5,405	
Comprehensive income				\$	193,915			
Adjustment to initially apply SFAS 158, net of tax							(297,229)	
Cash dividends:								
Preferred (\$2.00 per share)							(1)	
Preference (\$2.12 per share)							(86)	
Common (\$1.28 per share)							(284,965)	
Issuances of common stock					(11,575)			113,142
Conversions to common stock	(10)	(90)			(2,132)			2,232
Stock-based compensation					26,357			
Repurchase of common stock								(400,000)
<b>Balance, December 31,</b>	<b>7</b>	<b>1,068</b>	<b>323,338</b>	<b>235,558</b>		<b>4,140,128</b>	<b>(131,744)</b>	<b>(3,869,166)</b>

**2006**

Net income					\$	366,781		366,781
Other comprehensive income, net of tax:								
Foreign currency translations						164,728		164,728
Net unrealized gain on derivative instruments						2,801		2,801
Net unrealized gain on investment securities						352		352
Net gain on pension and postretirement plans								30,347
Amortization of pension and postretirement costs						22,172		22,172
Comprehensive income					\$	<u>556,834</u>		
Initial adjustment for FIN 48								(84,363)
Cash dividends:								
Preferred (\$2.00 per share) Preference (\$2.12 per share)								(81)
Common (\$1.32 per share)								(288,709)
Issuances of common stock						(7,967)		111,925
Conversions to common stock						(65)	(1,530)	1,595
Stock-based compensation							26,124	
Repurchase of common stock								(399,996)
<b>Balance,</b>	\$	7	\$	1,003	\$	323,338	\$	252,185
							\$	4,133,756
							\$	88,656
								\$ (4,155,642)



**December 31,  
2007**

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Treasury shares of 3.0 million, 3.0 million and 2.3 million were issued under employee plans in 2007, 2006 and 2005, respectively. We repurchased 9.1 million, 9.2 million and 5.4 million shares in 2007, 2006 and 2005, respectively.

*See Notes to Consolidated Financial Statements*

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

***1. Description of Business and Summary of Significant Accounting Policies***

**Description of Business**

We are a provider of leading-edge, global, integrated mail and document management solutions for organizations of all sizes. We operate in two business groups: Mailstream Solutions and Mailstream Services. We operate both inside and outside the United States. See Note 19 to the Consolidated Financial Statements for financial information concerning revenue, earnings before interest and taxes (EBIT) and identifiable assets, by reportable segment and geographic area.

**Basis of Presentation and Consolidation**

We have prepared the Consolidated Financial Statements of the Company in conformity with accounting principles generally accepted in the United States of America (GAAP). Operating results of acquired companies are included in the Consolidated Financial Statements from the date of acquisition. Intercompany transactions and balances have been eliminated in consolidation.

**Use of Estimates**

The preparation of the Consolidated Financial Statements in conformity with GAAP requires us to make estimates and assumptions that affect the amounts of assets, liabilities, revenues and expenses that are reported in the Consolidated Financial Statements and accompanying disclosures, including the disclosure of contingent assets and liabilities. These estimates are based on our best knowledge of current events, historical experience, actions that we may undertake in the future, and on various other assumptions that are believed to be reasonable under the circumstances. As a result, actual results could differ from those estimates and assumptions.

**Cash Equivalents and Short-Term Investments**

Cash equivalents include short-term, highly liquid investments with maturities of three months or less at the date of acquisition. We place our temporary cash and highly liquid short-term investments with a maturity of greater than three months but less than one year from the reporting date with financial institutions or investment managers and/or invest in highly rated short-term obligations.

**Accounts Receivable and Allowance for Doubtful Accounts**

We estimate our accounts receivable risks and provide allowances for doubtful accounts accordingly. We believe that our credit risk for accounts receivable is limited because of our large number of customers and the relatively small account balances for most of our customers. Also, our customers are dispersed across different business and geographic areas. We evaluate the adequacy of the allowance for doubtful accounts on a periodic basis. The evaluation includes historical loss experience, length of time receivables are past due, adverse situations that may affect a customer's ability to repay and prevailing economic conditions. We make adjustments to our allowance if the evaluation of allowance requirements differs from the actual aggregate reserve. This evaluation is inherently subjective and estimates may be revised as more information becomes available.

**Allowance for Credit Losses**

We estimate our finance receivables risks and provide allowances for credit losses accordingly. Our financial services businesses establish credit approval limits based on the credit quality of the customer and the type of equipment financed. We charge finance receivables through the allowance for credit losses after collection efforts are exhausted and we deem the account uncollectible. Our financial services businesses base credit decisions primarily on a customer's financial strength and we may also consider collateral values. We believe that our concentration of credit risk for finance receivables in our internal financing division is limited because of our large number of customers, small account balances and customer geographic and industry diversification.

Our general policy for finance receivables contractually past due for over 120 days is to discontinue revenue recognition. We resume revenue recognition when payments reduce the account to 60 days or less past due.

We evaluate the adequacy of allowance for credit losses on a periodic basis. Our evaluation includes historical loss experience, the nature and volume of its portfolios, adverse situations that may affect a customer's ability to repay, and prevailing economic conditions. We make adjustments to our allowance for credit losses if the evaluation of reserve requirements differs from the actual aggregate reserve. This evaluation

is inherently subjective and estimates may be revised as more information becomes available.

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

**Inventories**

Inventories are stated at the lower of cost or market. Cost is determined on the last-in, first-out (LIFO) basis for most U.S. inventories, and on the first-in, first-out (FIFO) basis for most non-U.S. inventories.

**Other Current Assets and Prepayments**

Other current assets and prepayments include primarily postage meter receivables billed in advance and costs paid in advance.

**Fixed Assets and Depreciation**

Property, plant and equipment and rental equipment are stated at cost and depreciated principally using the straight-line method over their estimated useful lives. The estimated useful lives of depreciable fixed assets are as follows: buildings, up to 50 years; plant and equipment, 3 to 15 years; and computer equipment, 3 to 5 years. Major improvements which add to productive capacity or extend the life of an asset are capitalized while repairs and maintenance are charged to expense as incurred. Leasehold improvements are amortized over the shorter of the estimated useful life or their related lease term.

Fully depreciated assets are retained in fixed assets and accumulated depreciation until they are removed from service. In the case of disposals, assets and related accumulated depreciation are removed from the accounts, and the net amounts, less proceeds from disposal, are included in income.

**Capitalized Software Development Costs**

We capitalize certain costs of software developed for internal use in accordance with Statement of Position No. 98-1, *Accounting for the Costs of Computer Software Developed or Obtained for Internal Use*. Capitalized costs include purchased materials and services, payroll and payroll-related costs and interest costs. The cost of internally developed software is amortized on a straight-line basis over its estimated useful life, principally 3 to 10 years.

We capitalize software development costs related to software to be sold, leased, or otherwise marketed in accordance with Statement of Financial Accounting Standards (SFAS) No. 86, *Accounting for the Costs of Computer Software to Be Sold, Leased, or Otherwise Marketed*. Software development costs are expensed as incurred until technological feasibility has been established, at which time such costs are capitalized until the product is available for general release to the public. Capitalized software development costs include purchased materials and services, payroll and payroll-related costs attributable to programmers, software engineers, quality control and field certifiers, and interest costs. Capitalized software development costs are amortized over the estimated product useful life, principally 3 to 5 years, using the greater of the straight-line method or the ratio of current product revenues to total projected future revenues. Other assets on our Consolidated Balance Sheets include \$21.6 million and \$14.8 million of capitalized software development costs at December 31, 2007 and 2006, respectively. The Consolidated Statements of Income include the related amortization expense of \$3.9 million, \$1.6 million, and \$1.4 million for the years ended December 31, 2007, 2006, and 2005, respectively. Total software development costs capitalized in 2007 and 2006 were \$10.1 million and \$8.5 million, respectively.

**Research and Development Costs**

Research and product development costs not subject to SFAS 86 are expensed as incurred. These costs primarily include personnel related costs.

**Business Combinations, Goodwill and Intangible Assets**

We account for business combinations using the purchase method of accounting which requires that the assets acquired and liabilities assumed be recorded at the date of acquisition at their respective fair values. Goodwill represents the excess of the purchase price over the estimated fair values of net tangible and intangible assets acquired in business combinations. Goodwill is tested for impairment on an annual basis or as circumstances warrant. We estimate the fair value of intangible assets primarily using a cost, market and income approach. Intangible assets with finite lives acquired under business combinations are amortized over their estimated useful lives, principally 3 to 15 years. Customer relationship intangibles are generally amortized using an accelerated attrition method. All other intangibles are amortized on a straight-line method. See Note 6 to the Consolidated Financial Statements.



**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**

(Tabular dollars in thousands, except per share data)

**Impairment Review**

Long-lived assets, including goodwill and intangible assets are reviewed for impairment on an annual basis or whenever events or changes in circumstances indicate that the carrying amount may not be fully recoverable. If such a change in circumstances occurs, the related estimated future undiscounted cash flows expected to result from the use of the asset and its eventual disposition are compared to the carrying amount. If the sum of the expected cash flows is less than the carrying amount, we record an impairment charge. The impairment charge is measured as the amount by which the carrying amount exceeds the fair value of the asset. The fair values of impaired long-lived assets are determined using probability weighted expected cash flow estimates, quoted market prices when available and appraisals as appropriate in accordance with SFAS No. 144, *Accounting for the Impairment or Disposal of Long-Lived Assets*. See Note 14 to the Consolidated Financial Statements for further details.

**Retirement Plans**

In accordance with SFAS No. 87, *Employers Accounting for Pensions*, and SFAS No. 106, *Employers Accounting for Postretirement Benefits Other Than Pensions*, actual results that differ from our assumptions and estimates are accumulated and amortized over the estimated future working life of the plan participants and will therefore affect pension expense recognized in future periods. Net pension expense is based primarily on current service costs, interest costs and the returns on plan assets. In accordance with this approach, differences between the actual and expected return on plan assets are recognized over a five-year period. In accordance with SFAS No. 158, *Employers Accounting for Defined Pension and Other Post Retirement Plans an amendment to FASB Statements No. 87, 88, 106 and 132(R)*, we recognize the overfunded or underfunded status of pension and other postretirement benefit plans on the balance sheet. Under SFAS 158, gains and losses, prior service costs and credits, and any remaining transition amounts under SFAS 87 and SFAS 106 that have not yet been recognized in net periodic benefit costs are recognized in accumulated other comprehensive income, net of tax, until they are amortized as a component of net periodic benefit cost. We use a measurement date of December 31 for all of our retirement plans. See Note 13 to the Consolidated Financial Statements for further details.

**Revenue Recognition**

We derive our revenue from the following sources:

- equipment sales;
- supplies;
- software;
- rentals;
- financing;
- support services; and
- business services.

In accordance with GAAP, the Company recognizes revenue from these sources as follows:

**Sales Revenue**

*Sales of equipment*

We sell equipment to our customers, as well as to distributors and dealers (re-sellers) throughout the world. We recognize revenue from these sales upon the transfer of title, which is generally at the point of shipment. We do not offer any rights of return or stock balancing rights.

Our sales revenue from customized equipment, mail creation equipment and shipping products is generally recognized when installed.

*Embedded software sales*

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We sell equipment with embedded software to our customers. The embedded software is not sold separately, it is not a significant focus of the marketing effort and we do not provide post-contract customer support specific to the software or incur significant costs that are within the scope of SFAS 86. Additionally, the functionality that the software provides is marketed as part of the overall product. The software embedded in the equipment is incidental to the equipment as a whole such that SOP No. 97-2, *Software Revenue Recognition*, is not applicable. Sales of these products are recognized in accordance with either SEC Staff Accounting Bulletin (SAB) No. 104, *Revenue Recognition*, or SFAS No. 13, *Accounting for Leases*, for sales-type leases.

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

*Sales of Supplies*

Revenue related to supplies is recognized at the point of title transfer, which is upon shipment.

*Standalone Software Sales and Integration Services*

In accordance with SOP 97-2, we recognize revenue from standalone software licenses upon delivery of the product when persuasive evidence of an arrangement exists, delivery has occurred, the fee is fixed and determinable and collectibility is probable. For software licenses that are included in a lease contract, we recognize revenue upon shipment of the software unless the lease contract specifies that the license expires at the end of the lease or the price of the software is deemed not fixed or determinable based on historical evidence of similar software leases. In these instances, revenue is recognized on a straight-line basis over the term of the lease contract. We recognize revenue from software requiring integration services at the point of customer acceptance. We recognize revenue related to off-the-shelf perpetual software licenses upon transfer of title, which is upon shipment.

**Rentals Revenue**

We rent equipment to our customers, primarily postage meters and mailing equipment, under short-term rental agreements, generally for periods of 3 months to 5 years. Rental revenue includes revenue from the subscription for digital meter services. We invoice in advance for postage meter rentals. We defer the billed revenue and include it initially in advance billings. Rental revenue is recognized on a straight-line basis over the term of the rental agreement. We defer certain initial direct costs incurred in consummating a transaction and amortize these costs over the term of the agreement. The initial direct costs are primarily personnel related costs. Other assets on our Consolidated Balance Sheets include \$39.0 million and \$42.9 million of these deferred costs at December 31, 2007 and 2006, respectively. The Consolidated Statements of Income include the related amortization expense of \$19.1 million, \$21.6 million and \$24.8 million for the years ended December 31, 2007, 2006 and 2005, respectively.

**Financing Revenue**

We provide lease financing of our products primarily through sales-type leases. When a sales-type lease is consummated, we record the gross finance receivable, unearned income and the estimated residual value of the leased equipment. Residual values are estimated based upon the average expected proceeds to be received at the end of the lease term. We evaluate recorded residual values at least on an annual basis or as circumstances warrant. A reduction in estimated residual values could require an impairment charge as well as a reduction in future financing income.

Unearned income represents the excess of the gross finance receivable plus the estimated residual value over the sales price of the equipment. We recognize the equipment sale at the inception of the lease. We recognize unearned income as financing revenue using the interest method over the lease term.

We provide financing to our customers for the purchase of postage and related supplies. Financing revenue includes interest which is earned over the term of the loan and related fees which are recognized as services are provided.

**Support Services Revenue**

We provide support services for our equipment through maintenance contracts. Revenue related to these agreements is recognized on a straight-line basis over the term of the agreement, which typically is 1 to 5 years in length.

**Business Services Revenue**

Business services revenue includes revenue from management services, mail services, and marketing services. Management services, which includes outsourcing of mailrooms, copy centers, or other document management functions, are typically 1 to 5 year contracts that contain a monthly service fee and in many cases a click charge based on the number of copies made, machines in use, etc. Revenue is recognized over the term of the agreement, based on monthly service charges, with the exception of the click charges, which are recognized as earned. Mail services include the preparation, sortation and aggregation of mail to earn postal discounts and expedite delivery. Marketing services include direct mail marketing services, and revenue is recognized over the term of the agreement as the services are provided.





**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

**Multiple Element Arrangements**

Certain of our transactions are consummated at the same time. The most common form of these transactions involves the sale or lease of equipment, a meter rental and/or an equipment maintenance agreement. In these cases, revenue is recognized for each of the elements based on their relative fair values in accordance with SFAS 13, Emerging Issues Task Force (EITF) No. 00-21, *Accounting for Revenue Arrangements with Multiple Deliverables*, and SAB 104. Fair values of any meter rental or equipment maintenance agreement are determined by reference to the prices charged in standalone and renewal transactions. Fair value of equipment is determined based upon the present value of the minimum lease payments.

**Costs and Expenses**

We have a centralized treasury system and do not allocate interest costs to our business segments. Accordingly, all interest costs are included in interest expense on the Consolidated Statements of Income and are not allocated to cost of financing.

**Deferred Marketing Costs**

We capitalize certain direct mail, telemarketing, internet, and retail marketing costs, associated with the acquisition of new customers in accordance with SOP No. 93-7, *Reporting on Advertising Costs*. These costs are amortized over the expected revenue stream ranging from 5 to 9 years. We review individual marketing programs for impairment on a periodic basis or as circumstances warrant.

Other assets on our Consolidated Balance Sheets at December 31, 2007 and 2006 include \$121 million and \$117 million, respectively, of deferred marketing costs. The Consolidated Statements of Income include the related amortization expense of \$39 million, \$44 million and \$46 million for the years ended December 31, 2007, 2006 and 2005, respectively.

**Restructuring Charges**

We apply the provisions of SFAS No. 146, *Accounting for Costs Associated with Exit or Disposal Activities*, to account for one-time benefit arrangements and exit or disposal activities. SFAS No. 146 requires that a liability for costs associated with an exit or disposal activity be recognized when the liability is incurred. We account for ongoing benefit arrangements under SFAS No. 112, *Employers Accounting for Postemployment Benefits*, which requires that a liability be recognized when the costs are probable and reasonably estimable. See Note 14 to the Consolidated Financial Statements.

**Income Taxes**

We recognize deferred tax assets and liabilities for the future tax consequences attributable to differences between the financial statements carrying amounts of existing assets and liabilities and their respective tax bases. A valuation allowance is provided when it is more likely than not that some portion or all of a deferred tax asset will not be realized. The ultimate realization of deferred tax assets depends on the generation of future taxable income during the period in which related temporary differences become deductible. We consider the scheduled reversal of deferred tax liabilities, projected future taxable income and tax planning strategies in this assessment. Deferred tax assets and liabilities are measured using the enacted tax rates expected to apply to taxable income in the years in which those temporary differences are expected to be recovered or settled. The effect on deferred tax assets and liabilities of a change in tax rates is recognized in income in the period that includes the enactment date of such change.

**Earnings per Share**

Basic earnings per share is based on the weighted average number of common shares outstanding during the year, whereas diluted earnings per share also gives effect to all dilutive potential common shares that were outstanding during the period. Dilutive potential common shares include preference stock, preferred stock, stock option and purchase plan shares.

**Stock-based Compensation**

Effective January 1, 2006, we adopted the provisions of SFAS No. 123(R), *Share-Based Payment* ( FAS 123R ). We previously applied Accounting Principles Board (APB) Opinion No. 25, *Accounting for Stock Issued to Employees*, and related Interpretations and provided the required pro forma disclosures of SFAS No. 123, *Accounting for Stock-Based Compensation*. We elected to adopt the modified retrospective application method provided by FAS 123(R) and accordingly, financial statement amounts for the periods presented herein reflect results as if

the fair value method of expensing had been applied from the original effective date of FAS 123.

Stock-based compensation represents the cost related to stock-based awards granted to employees. We measure stock-based compensation cost at grant date, based on the estimated fair value of the award, and recognize the cost as expense on a straight-line basis (net of estimated forfeitures) over the employee requisite service period. We estimate the fair value of stock options using a Black-Scholes valuation model. The expense is recorded in costs; selling, general and administrative expense; and research and development expense in the Consolidated Statements of Income based on the employees' respective functions.

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

We record deferred tax assets for awards that result in deductions on our income tax returns, based on the amount of compensation cost recognized and our statutory tax rate in the jurisdiction in which we will receive a deduction. Differences between the deferred tax assets recognized for financial reporting purposes and the actual tax deduction reported in our income tax return are recorded in capital in excess of par value (if the tax deduction exceeds the deferred tax asset or to the extent that previously recognized credits to paid-in-capital are still available if the tax deduction is less than the deferred tax asset).

**Translation of Non-U.S. Currency Amounts**

Assets and liabilities of subsidiaries operating outside the U.S. are translated at rates in effect at the end of the period and revenue and expenses are translated at average monthly rates during the period. Net deferred translation gains and losses are included in accumulated other comprehensive income in stockholders' equity in the Consolidated Balance Sheets.

**Derivative Instruments**

In the normal course of business, the company is exposed to the impact of interest rate changes and foreign currency fluctuations. The company limits these risks by following established risk management policies and procedures, including the use of derivatives. The derivatives are used to manage the related cost of debt and to limit the effects of foreign exchange rate fluctuations on financial results.

In our hedging program, we normally use forward contracts, interest-rate swaps, and currency swaps depending upon the underlying exposure. We do not use derivatives for trading or speculative purposes. Changes in the fair value of the derivatives are reflected as gains or losses. The accounting for the gains or losses depends on the intended use of the derivative, the resulting designation, and the effectiveness of the instrument in offsetting the risk exposure it is designed to hedge.

To qualify as a hedge, a derivative must be highly effective in offsetting the risk designated for hedging purposes. The hedge relationship must be formally documented at inception, detailing the particular risk management objective and strategy for the hedge. The effectiveness of the hedge relationship is evaluated on a retrospective and prospective basis.

As a result of the use of derivative instruments, we are exposed to counterparty risk. To mitigate such risks, we enter into contracts with only those financial institutions that meet stringent credit requirements as set forth in our derivative policy. We regularly review our credit exposure balances as well as the creditworthiness of our counterparties.

*Foreign Exchange Contracts*

We enter into foreign exchange contracts to minimize the impact of exchange rate fluctuations on inter-company loans and related interest that are denominated in a foreign currency. The revaluation of the short-term inter-company loans and interest and the mark-to-market on the derivatives are both recorded to income. At December 31, 2007, we had 16 outstanding foreign exchange contracts to buy or sell various currencies with an asset value of \$1.9 million. The contracts will expire by December 23, 2008.

We also enter into foreign currency exchange contracts arising from the anticipated purchase of inventory between affiliates. These contracts are designed as cash flow hedges. The effective portion of the gain or loss on the cash flow hedges is included in other comprehensive income in the period that the change in fair value occurs and is reclassified to income in the same period that the hedged item affects income. At December 31, 2007, we had no outstanding contracts associated with these anticipated transactions.

Certain foreign currency derivatives have been entered into to manage foreign currency transactional exposures associated with the transactions between affiliates. These derivatives have no specific hedging designation so gains or losses are recorded in income in the period that changes in fair value occur together with the offsetting foreign exchange gains or losses on the underlying assets and liabilities. At December 31, 2007, the fair value of these derivatives was a liability of \$1.9 million.

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

*Interest Rate Swaps*

Derivatives designated as fair value hedges include interest rate swaps related to fixed rate debt. Changes in the fair value of both the derivative and hedged item attributable to the risk being hedged are recognized in income. In December 2003, we entered into an interest rate swap for an aggregate notional amount of \$350 million. The interest rate swap effectively converted the fixed rate of 4.75% on \$350 million of our notes, due 2018, into variable interest rates. The variable rates payable by us in connection with the swap agreement are based on six month LIBOR less a spread of 22.8 basis points. At December 31, 2007, the fair value of the derivative represented an asset of \$6.8 million. Long-term debt was increased by \$6.8 million at December 31, 2007.

*Net Investment Hedges*

A portion of our inter-company loans denominated in a foreign currency is designated as a hedge of net investment. The revaluation of these loans is reflected as a deferred translation gain or loss and thereby offsets a portion of the translation adjustment of the applicable foreign subsidiaries' net assets. At December 31, 2007, we had two inter-company loans with an outstanding value of \$126.4 million associated with these net investment hedges. Net deferred translation gains of \$37.4 million for 2007 were included in accumulated other comprehensive income in stockholders' equity in the Consolidated Balance Sheet.

**Reclassification**

Certain prior year amounts in the consolidated financial statements have been reclassified to conform to the current year presentation.

**New Accounting Pronouncements**

In May 2005, the Financial Accounting Standards Board (FASB) issued SFAS No. 154, *Accounting Changes and Error Corrections* ( FAS 154 ), which replaces APB Opinion No. 20, *Accounting Changes* and SFAS No. 3, *Reporting Accounting Changes in Interim Financial Statements-An Amendment of APB Opinion No. 28*. FAS 154 requires retrospective application to prior periods' financial statements of a voluntary change in accounting principle unless it is not practicable. FAS 154 is effective for accounting changes and corrections of errors made in fiscal years beginning after December 15, 2005. Our adoption of FAS 154 did not have a material impact on our financial position, results of operations or cash flows.

In June 2005, the FASB issued FASB Staff Position (FSP) No. FAS 143-1, *Accounting for Electronic Equipment Waste Obligations*, that provides guidance on how commercial users and producers of electronic equipment should recognize and measure asset retirement obligations associated with the European Directive 2002/96/EC on Waste Electrical and Electronic Equipment (the Directive). The adoption of this FSP did not have a material effect on our financial position, results of operations or cash flows for those European Union (EU) countries that enacted the Directive into country-specific laws.

In June 2006, the FASB issued FASB Interpretation (FIN) No. 48, *Accounting for Uncertainty in Income Taxes* ( FIN 48 ), which supplements Statement of Financial Accounting Standard No. 109, *Accounting for Income Taxes*, by defining the confidence level that a tax position must meet in order to be recognized in the financial statements. FIN 48 requires the tax effect of a position to be recognized only if it is more-likely-than-not to be sustained based solely on its technical merits as of the reporting date. If a tax position is not considered more-likely-than-not to be sustained based solely on its technical merits, no benefits of the position are recognized. This is a different standard for recognition than was previously required. The more-likely-than-not threshold must continue to be met in each reporting period to support continued recognition of a benefit. At adoption, companies adjusted their financial statements to reflect only those tax positions that were more-likely-than-not to be sustained as of the adoption date. Any necessary adjustment was recorded directly to opening retained earnings in the period of adoption and reported as a change in accounting principle. We adopted the provisions of FIN 48 on January 1, 2007 which resulted in a decrease to opening retained earnings of \$84.4 million, with a corresponding increase in our tax liabilities.

In July 2006, the FASB issued FSP No. FAS 13-2, *Accounting for a Change or Projected Change in the Timing of Cash Flows Relating to Income Taxes Generated by a Leveraged Lease Transaction*, that provided guidance on how a change or a potential change in the timing of cash flows relating to income taxes generated by a leveraged lease transaction affected the accounting by a lessor for the lease. We adopted the provisions of FSP No. FAS 13-2 on January 1, 2007. Our adoption of this FSP did not have a material impact on our financial position, results of operations or cash flows.

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

In September 2006, the FASB issued SFAS No. 157, *Fair Value Measurements* ( FAS 157 ), to define how the fair value of assets and liabilities should be measured in accounting standards where it is allowed or required. In addition to defining fair value, the statement establishes a framework within GAAP for measuring fair value and expands required disclosures surrounding fair-value measurements. While it will change the way companies currently measure fair value, it does not establish any new instances where fair value measurement is required. FAS 157 defines fair value as an amount that a company would receive if it sold an asset or paid to transfer a liability in a normal transaction between market participants in the same market where the company does business. It emphasizes that the value is based on assumptions that market participants would use, not necessarily only the company that might buy or sell the asset. The FASB issued FASB Staff Position (FSP) No. FAS 157-a, *Application of FASB Statement No. 157 to FASB Statement No. 13 and Its Related Interpretive Accounting Pronouncements That Address Leasing Transactions*, which eliminated lease accounting from the scope of this standard. FAS 157, as issued, is effective for fiscal years beginning after November 15, 2007. The FASB issued FASB Staff Position (FSP) No. FAS 157-b, *Effective Date of FASB Statement No. 157*, which delays the effective date by one year for all nonfinancial assets and nonfinancial liabilities, except those that are recognized or disclosed at fair value in the financial statements on a recurring basis, at least annually. We do not expect the adoption of this statement for financial assets and liabilities, effective January 1, 2008, will have a material impact on our financial position, results of operations, or cash flow. We continue to evaluate the impact of adopting this statement for the nonfinancial items deferred until January 1, 2009.

In September 2006, the FASB issued SFAS No. 158, *Employers' Accounting for Defined Benefit Pension and Other Postretirement Plans an amendment of FASB Statements No. 87, 88, 106 and 132(R)* ( FAS 158 ), which required recognition of the overfunded or underfunded status of pension and other postretirement benefit plans on the balance sheet. Under FAS 158, gains and losses, prior service costs and credits, and any remaining transition amounts under SFAS 87 and SFAS 106 that have not yet been recognized through net periodic benefit cost were recognized in accumulated other comprehensive income, net of tax effects, until they are amortized as a component of net periodic cost. Our adoption of the provisions of FAS 158 reduced stockholders' equity by \$297 million at December 31, 2006. FAS 158 did not affect our results of operations or cash flows.

In September 2006, the Securities and Exchange Commission issued Staff Accounting Bulletin No. 108, *Considering the Effects of Prior Year Misstatements when Quantifying Misstatements in Current Year Financial Statements* (SAB 108). SAB 108 provided guidance on how prior year misstatements should be considered when quantifying misstatements in current year financial statements for the purposes of determining whether the current year's financial statements are materially misstated. SAB 108 allowed registrants to adjust for the cumulative effect of certain errors relating to prior years in the carrying amount of assets and liabilities as of the beginning of the current year, with an offsetting adjustment to the opening balance of retained earnings in the year of adoption provided that management had properly concluded that the errors were not material to prior periods. SAB 108 was effective for fiscal years ending after November 15, 2006. In 2006, we determined that the accounting for certain leveraged lease transactions in Canada was misstated due to changes in assumptions having occurred prior to 2000 which impacted net income from the leases. Such changes in assumptions required the leveraged lease pricing models to be revised. These misstatements were immaterial to periods prior to 2006, however correction in that period would have had the effect of reducing our pre-tax income and our tax provision by \$48 million and \$43 million, respectively, which was considered material to the 2006 financial statements. Accordingly, we corrected these misstatements by adjusting opening retained earnings in 2006 by \$4.6 million. As part of this adjustment, we also decreased our investment in leveraged leases by \$33 million, increased other non-current liabilities by \$15 million and decreased deferred taxes on income by \$43 million.

In February 2007, the FASB issued SFAS No. 159, *The Fair Value Option for Financial Assets and Financial Liabilities*, including an amendment of FASB Statement No. 115, *Accounting for Certain Investments in Debt and Equity Securities* ( FAS 159 ), which permits entities to choose to measure many financial assets and financial liabilities and certain other assets and liabilities at fair value on an instrument-by-instrument basis. The fair value election once made is irrevocable. Unrealized gains and losses on items for which the fair value option has been elected are reported in earnings. FAS 159 is effective for fiscal years beginning after November 15, 2007. We do not expect to adopt the fair value option allowed by this standard.

In December 2007, the FASB issued SFAS No. 141 (R), *Business Combinations* ( FAS 141 (R) ). FAS 141(R) establishes principles and requirements for how a company (a) recognizes and measures in their financial statements the identifiable assets acquired, the liabilities assumed, and any noncontrolling interest (previously referred to as minority interest); (b) recognizes and measures the goodwill acquired in the business combination or a gain from a bargain purchase; and (c) determines what information to disclose to enable users of the financial statements to evaluate the nature and financial effects of a business combination. FAS 141 (R) requires fair value measurements at the date of acquisition, with limited exceptions specified in the Statement. Some of the major impacts of this new standard include expense recognition for transaction costs

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

and restructuring costs. FAS 141 (R) is effective for fiscal years beginning on or after December 15, 2008 and will be applied prospectively. We are currently evaluating the impact of adopting this Statement.

In December 2007, the FASB issued SFAS No. 160, *Noncontrolling Interests in Consolidated Financial Statements, an amendment of ARB No. 51* ( FAS 160 ). FAS 160 addresses the accounting and reporting for the outstanding noncontrolling interest (previously referred to as minority interest) in a subsidiary and for the deconsolidation of a subsidiary. It also establishes additional disclosures in the consolidated financial statements that identify and distinguish between the interests of the parent's owners and of the noncontrolling owners of a subsidiary. FAS 160 requires changes in ownership interest that do not result in deconsolidation to be accounted for as equity transactions. This Statement requires that a parent recognize a gain or loss in net income when a subsidiary is deconsolidated. This gain or loss is measured using the fair value of the noncontrolling equity investment. This Statement is effective for fiscal years beginning on or after December 15, 2008. FAS 160 requires retroactive adoption of the presentation and disclosure requirements for existing minority interests. All other requirements of FAS 160 are applied prospectively. We are currently evaluating the impact of adopting this Statement.

## 2. Discontinued Operations

On May 1, 2006, we completed the sale of our Imagistics lease portfolio to De Lage Landen Operational Services, LLC, a subsidiary of Rabobank Group, for approximately \$288 million. Net proceeds on the sale were approximately \$282 million after transaction expenses. We reported the results of the Imagistics lease portfolio in discontinued operations including an after-tax gain of approximately \$11 million from the sale of this portfolio.

On July 14, 2006, we completed the sale of our Capital Services external financing business to Cerberus Capital Management, L.P. (Cerberus) for approximately \$747 million and the assumption of approximately \$470 million of non-recourse debt and other liabilities. This sale resulted in the disposition of most of the external financing activity in the Capital Services segment. The proceeds received at closing were used to pay our tax obligations. We reported the results of the Capital Services business in discontinued operations including an after-tax loss of \$445 million from the sale of this business. We retained certain leveraged leases in Canada which are included in our International Mailing segment.

In August 2006, we reached a settlement with the Internal Revenue Service (IRS) on all outstanding tax audit issues in dispute for tax years through 2000. Years after 2000 are still under review by the IRS. In connection with the settlement, we recorded \$61 million of additional tax expense of which \$41 million was included in discontinued operations. See Note 9 for further discussion of the IRS settlement.

In 2006, we accrued in discontinued operations an additional tax expense of \$16 million to record the impact of the Tax Increase Prevention and Reconciliation Act (TIPRA). The TIPRA legislation repealed the exclusion from federal income taxation of a portion of the income generated from certain leveraged leases of aircraft by foreign sales corporations (FSC).

In December 2006, we sold our bankruptcy claim related to certain aircraft leases with Delta Airlines. We received proceeds of \$14.5 million, which represent a contingent gain pending the bankruptcy court decision. Given the continued uncertainty and inability to anticipate the outcome of the bankruptcy court decision, we have not recognized any portion of this contingent gain in our consolidated income statement.

The following table shows selected financial information included in discontinued operations for the years ended December 31:

Discontinued Operations	2007	2006	2005
Revenue	\$	\$ 81,199	\$ 125,247
Pretax income	\$	\$ 29,465	\$ 38,061
Net income	\$ 5,534	\$ 30,982	\$ 35,368
Gain on sale of Imagistics, net of \$7,075 tax expense		11,065	
FSC tax law change		(16,209)	
Additional tax on IRS settlement		(41,000)	
Loss on sale of Capital Services, net of \$284,605 tax benefit		(445,150)	
Total discontinued operations, net of tax	\$ 5,534	\$ (460,312)	\$ 35,368





**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

Net income in 2007 includes a gain of \$11.3 million from the conclusion of certain tax issues net of the accrual of interest expense of \$5.8 million on uncertain tax positions.

Interest expense included in discontinued operations was \$19.2 million and \$11.5 million for the years ended December 31, 2006 and 2005, respectively. Interest expense recorded in discontinued operations consisted of interest on third-party debt that was assumed by Cerberus. We have not allocated other consolidated interest expense to discontinued operations.

**3. Acquisitions**

On September 12, 2007, we acquired Asterion SAS for \$28 million in cash, net of cash acquired. Asterion is a leading provider of outsourced transactional print and document process services in France. We assigned the goodwill to the Management Services segment.

On May 31, 2007, we acquired the remaining shares of Digital Cement, Inc. for a total purchase price of \$49 million in cash, net of cash acquired. Digital Cement, Inc. provides marketing management strategy and services to help companies acquire, retain, manage, and grow their customer relationships. We assigned the goodwill to the Marketing Services segment.

On April 19, 2007, we acquired MapInfo Corporation for \$446 million in cash, net of cash acquired. Included in the assets and liabilities acquired were short-term investments of \$46 million and debt assumed of \$14 million. MapInfo is a global company and a leading provider of location intelligence software and solutions. We assigned the goodwill to the Software segment. As part of the purchase accounting for MapInfo, we aligned MapInfo's accounting policies with ours. Accordingly, certain software revenue that was previously recognized by MapInfo on a periodic basis is now being recognized over the life of the contract.

On July 31, 2006, we acquired Print, Inc. for approximately \$46 million in cash, net of cash acquired. Print, Inc. provides printer supplies, service and equipment under long-term managed services contracts. The goodwill was assigned to the U.S. Mailing segment.

On June 15, 2006, we acquired substantially all the assets of Advertising Audit Service and PMH Caramanning (collectively AAS) for approximately \$42 million in cash. AAS offers a variety of web-based tools for the customization of promotional mail and marketing collateral and designs and manages customer and channel performance solutions. The goodwill was assigned to the Marketing Services segment.

On April 24, 2006, we acquired Ibis Consulting, Inc. (Ibis) for approximately \$65 million in cash, net of cash acquired. Ibis is a leading provider of electronic discovery (eDiscovery) services to law firms and corporate clients. Ibis' technology and offerings complement those of Complit, which we acquired in 2005, and expands our range of solutions and services for the complex litigation support needs of law firms and corporate legal departments. The goodwill was assigned to the Management Services segment.

On February 8, 2006, we acquired Emtex Ltd. (Emtex) for approximately \$33 million in cash, net of cash acquired. Emtex is a software and services company that allows large-volume mailers to simplify document production and centrally manage complex multi-vendor and multi-site print operations. The goodwill was assigned to the Software segment.

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

The following table summarizes selected financial data for the opening balance sheet allocations of the acquisitions in 2007:

	<u>Asterion SAS</u>	<u>Digital Cement, Inc.</u>	<u>MapInfo Corporation</u>
<b>Purchase price allocation</b>			
Short-term investments	\$	\$	\$ 46,308
Current assets	52,900	2,146	41,213
Other non-current assets	30,685	932	35,826
Intangible assets	5,802	9,400	113,000
Goodwill	26,763	39,878	326,296
Current liabilities	(57,794)	(1,325)	(52,963)
Debt			(13,866)
Non-current liabilities	(29,929)	(1,900)	(50,060)
	<u>\$ 28,427</u>	<u>\$ 49,131</u>	<u>\$ 445,754</u>
<b>Intangible assets</b>			
Customer relationships	\$ 5,802	\$ 8,500	\$ 75,900
Mailing software and technology			29,500
Trademarks and trade names		900	7,600
	<u>\$ 5,802</u>	<u>\$ 9,400</u>	<u>\$ 113,000</u>
<b>Intangible assets amortization period</b>			
Customer relationships	10 years	10 years	10 years
Mailing software and technology			5 years
Trademarks and trade names		2 years	5 years
	<u>10 years</u>	<u>9 years</u>	<u>8 years</u>

The following table summarizes selected financial data for the opening balance sheet allocations of the acquisitions in 2006:

	<u>Print, Inc.</u>	<u>AAS</u>	<u>Ibis</u>	<u>Emtex</u>
<b>Purchase price allocation</b>				
Current assets	\$ 9,385	\$ 1,989	\$ 6,468	\$ 4,240
Other non-current assets	1,610	789	3,349	1,034
Intangible assets	8,144	8,200	17,700	14,540
Goodwill	36,588	31,670	40,751	25,076
Current liabilities	(8,547)	(1,033)	(3,258)	(11,946)
Non-current liabilities	(1,163)			(112)
	<u>\$ 46,017</u>	<u>\$ 41,615</u>	<u>\$ 65,010</u>	<u>\$ 32,832</u>
<b>Intangible assets</b>				
Customer relationships	\$ 8,144	\$ 4,000	\$ 8,800	\$ 3,300
Mailing software and technology		4,200	7,800	9,200
Trademarks and trade names			1,100	2,040

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Total intangible assets	\$ 8,144	\$ 8,200	\$ 17,700	\$ 14,540
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**Intangible assets amortization period**

Customer relationships	6 years	10 years	10 years	10 years
Mailing software and technology		5 years	5 years	5 years
Trademarks and trade names			3 years	5 years
Total weighted average	6 years	7 years	7 years	6 years

52

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

Allocation of the purchase price to the assets acquired and liabilities assumed has not been finalized for MapInfo, Asterion SAS and Digital Cement, Inc. The purchase price allocation for these acquisitions will be finalized upon the completion of working capital closing adjustments and fair value analyses. Final determination of the purchase price and fair values to be assigned may result in adjustments to the preliminary estimated values assigned at the date of acquisition. The amount of tax deductible goodwill added from acquisitions in 2007 and 2006 was \$27.5 million and \$98.0 million, respectively.

During 2007 and 2006, we also completed several smaller acquisitions, the cost of which was \$86.6 million and \$43.1 million, respectively. These acquisitions did not have a material impact on our financial results.

*Consolidated impact of acquisitions*

The condensed consolidated financial statements include the results of operations of the acquired businesses from their respective dates of acquisition.

The following table provides unaudited pro forma consolidated revenue for the years ended December 31, 2007 and 2006 as if our acquisitions had been acquired on January 1 of each year presented:

	<u>2007</u>	<u>2006</u>
Total revenue	\$ <b>6,252,694</b>	\$ 6,078,392

The pro forma earnings of these acquisitions for 2007 and 2006 reduced our diluted earnings per share by approximately 6 cents, primarily due to the purchase accounting alignment for MapInfo. The pro forma consolidated results do not purport to be indicative of the actual results if the acquisitions had occurred on the dates indicated or that may result in the future.

**4. Inventories**

	<u>December 31,</u>	
	<u>2007</u>	<u>2006</u>
Raw materials and work in process	\$ <b>87,053</b>	\$ 97,870
Supplies and service parts	<b>52,895</b>	82,669
Finished products	<b>58,014</b>	57,278
Total	<b>\$ 197,962</b>	\$ 237,817

If all inventories valued at LIFO had been stated at current costs, inventories would have been \$23.7 million and \$20.5 million higher than reported at December 31, 2007 and 2006, respectively. In 2007, we recorded an impairment charge to inventories for \$48.1 million, included in the restructuring charges and asset impairments line on the Consolidated Statement of Income. See Note 14 to the Consolidated Financial Statements for further details.

**5. Fixed Assets**

	<u>December 31,</u>	
	<u>2007</u>	<u>2006</u>
Land	\$ <b>33,961</b>	\$ 34,397
Buildings	<b>400,548</b>	402,200

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Machinery and equipment	<b>1,443,384</b>	1,394,543
	<b>1,877,893</b>	1,831,140
Accumulated depreciation	<b>(1,249,975)</b>	(1,218,500)
Property, plant and equipment, net	<b>\$ 627,918</b>	\$ 612,640
Rental equipment	<b>\$ 1,189,675</b>	\$ 1,163,705
Accumulated depreciation	<b>(753,748)</b>	(659,794)
Rental property and equipment, net	<b>\$ 435,927</b>	\$ 503,911

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

Depreciation expense was \$318.1 million, \$311.2 million and \$292.2 million for the years ended December 31, 2007, 2006 and 2005, respectively. Depreciation expense included amounts from discontinued operations of \$9.2 million and \$3.2 million for the years ended December 31, 2006 and 2005, respectively. Rental equipment is primarily comprised of postage meters. A pre-tax non-cash impairment charge of \$61.5 million for net rental property and equipment was recorded in 2007 associated with our transitional initiatives, included in the restructuring charges and asset impairments line of the Consolidated Statement of Income. See Note 14 to the Consolidated Financial Statements for further details.

**6. Intangible Assets and Goodwill**

The components of our purchased intangible assets are as follows:

	December 31, 2007			December 31, 2006		
	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount	Gross Carrying Amount	Accumulated Amortization	Net Carrying Amount
Customer relationships	\$ 427,487	\$ (119,652)	\$ 307,835	\$ 314,768	\$ (84,439)	\$ 230,329
Supplier relationships	29,000	(7,492)	21,508	33,300	(5,954)	27,346
Mailing software & technology	176,558	(65,032)	111,526	134,476	(42,357)	92,119
Trademarks and trade names	32,661	(17,202)	15,459	28,961	(14,716)	14,245
Non-compete agreements	5,491	(4,631)	860	5,247	(4,094)	1,153
	<b>\$ 671,197</b>	<b>\$ (214,009)</b>	<b>\$ 457,188</b>	<b>\$ 516,752</b>	<b>\$ (151,560)</b>	<b>\$ 365,192</b>

Amortization expense for intangible assets was \$65.0 million, \$53.9 million and \$39.8 million for the years ended December 31, 2007, 2006 and 2005, respectively. In 2007, we recorded impairment charges of \$8.5 million, included in the restructuring charges and asset impairments line of the Consolidated Statement of Income. See Note 14 to the Consolidated Financial Statements for further details.

The estimated future amortization expense related to intangible assets as of December 31, 2007 is as follows:

Year ended December 31,	Amount
2008	\$ 70,000
2009	67,000
2010	60,000
2011	54,000
2012	44,000
Thereafter	162,000
	<b>\$ 457,000</b>

During 2007 and 2006, we recorded additions to intangible assets of \$158.2 million and \$64.3 million, respectively. The components of these purchased intangible assets are as follows:

	December 31, 2007	December 31, 2006
	Amount	Amount

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	<u>                    </u>	<u>Weighted Average life</u>	<u>                    </u>	<u>Weighted Average life</u>
Customer relationships	\$ 111,315	10 years	\$ 35,778	11 years
Mailing software and technology	38,323	7 years	21,900	5 years
Trademarks and trade names	8,500	2 years	6,390	4 years
Non-compete agreements	12	4 years	228	5 years
	<u>                    </u>	<u>                    </u>	<u>                    </u>	<u>                    </u>
	<b>\$ 158,150</b>	<b>9 years</b>	<b>\$ 64,296</b>	<b>8 years</b>
	<u>                    </u>		<u>                    </u>	

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

The changes in the carrying amount of goodwill, by reporting segment, for the years ended December 31, 2007 and 2006 are as follows:

	Balance at December 31, 2006	Acquired during the period	Other	Balance at December 31, 2007
U.S. Mailing	\$ 84,380	\$ 13,703	\$ 31,100	\$ 129,183
International Mailing	392,434	2,486	8,908	403,828
Production Mail	102,848	4,165	3,587	110,600
Software	340,062	355,189	1,440	696,691
<b>Mailstream Solutions</b>	<b>919,724</b>	<b>375,543</b>	<b>45,035</b>	<b>1,340,302</b>
Management Services	429,990	28,668	2,931	461,589
Mail Services	216,709	8,524	4,554	229,787
Marketing Services	224,734	41,831	1,615	268,180
<b>Mailstream Services</b>	<b>871,433</b>	<b>79,023</b>	<b>9,100</b>	<b>959,556</b>
<b>Total</b>	<b>\$ 1,791,157</b>	<b>\$ 454,566</b>	<b>\$ 54,135</b>	<b>\$ 2,299,858</b>

	Balance at December 31, 2005	Acquired during the period	Other	Balance at December 31, 2006
U.S. Mailing	\$ 56,095	\$ 29,686	\$ (1,401)	\$ 84,380
International Mailing	355,947	5,072	31,415	392,434
Production Mail	94,879	4,773	3,196	102,848
Software	314,306	26,620	(864)	340,062
<b>Mailstream Solutions</b>	<b>821,227</b>	<b>66,151</b>	<b>32,346</b>	<b>919,724</b>
Management Services	383,640	41,304	5,046	429,990
Mail Services	211,686	5,767	(744)	216,709
Marketing Services	195,233	29,937	(436)	224,734
<b>Mailstream Services</b>	<b>790,559</b>	<b>77,008</b>	<b>3,866</b>	<b>871,433</b>
<b>Total</b>	<b>\$ 1,611,786</b>	<b>\$ 143,159</b>	<b>\$ 36,212</b>	<b>\$ 1,791,157</b>

Other includes the impact of foreign currency translations.

#### 7. Current Liabilities

Accounts payable, accrued liabilities, notes payable and current portion of long-term obligations are composed of the following:



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	December 31,	
	2007	2006
Accounts payable-trade	\$ 329,928	\$ 307,134
Reserve account deposits	522,193	459,527
Accrued salaries, wages and commissions	276,154	254,454
Accrued restructuring charges	91,713	33,549
Accrued nonpension postretirement benefits	27,728	30,849
Miscellaneous accounts payable and accrued liabilities	717,851	591,988
	<u>1,965,567</u>	<u>1,677,501</u>
Accounts payable and accrued liabilities	\$ 1,965,567	\$ 1,677,501
Notes payable	\$ 405,213	\$ 489,706
Current portion of long-term debt and capital leases	548,554	834
	<u>953,767</u>	<u>490,540</u>
Notes payable and current portion of long-term obligations	\$ 953,767	\$ 490,540

**PITNEY BOWES INC.**  
**NOTES TO CONSOLIDATED FINANCIAL STATEMENTS**  
(Tabular dollars in thousands, except per share data)

In countries outside the U.S., banks generally lend to our non-finance subsidiaries on an overdraft or term-loan basis. These overdraft arrangements and term-loans, for the most part, are extended on an uncommitted basis by banks and do not require compensating balances or commitment fees.

Reserve account deposits represent customers' prepayment of postage. Deposits are held by our subsidiary, Pitney Bowes Bank. See Note 18 to the Consolidated Financial Statements for further details.

Notes payable are issued as commercial paper, loans against bank lines of credit, or to trust departments of banks and others at below prevailing prime rates. The weighted average interest rates were 4.3% and 5.3% on notes payable and overdrafts outstanding at December 31, 2007 and 2006, respectively.

At December 31, 2007, notes payable totaled \$405.2 million. We had unused credit facilities of \$1.5 billion at December 31, 2007, primarily to support commercial paper issuances. Fees paid to maintain lines of credit were \$0.8 million, \$0.9 million and \$0.7 million in 2007, 2006 and 2005, respectively.

**8. Long-term Debt**

	December 31,	
	2007	2006
<b>Recourse debt</b>		
5.75% notes due 2008 (1)	\$	\$ 350,000
8.63% notes due 2008 (1)		100,000
9.25% notes due 2008 (1)		100,000
8.55% notes due 2009 (1)	<b>150,000</b>	150,000
4.65% to 5.57% notes due 2010		150,000
5.32% credit facility due 2012	<b>150,000</b>	
4.63% notes due 2012	<b>400,000</b>	400,000
3.88% notes due 2013	<b>375,000</b>	375,000
4.88% notes due 2014	<b>450,000</b>	450,000
5.00% notes due 2015	<b>400,000</b>	400,000
4.75% notes due 2016	<b>500,000</b>	500,000
5.75% notes due 2017	<b>500,000</b>	
3.75% to 5.43% notes due 2018	<b>350,000</b>	350,000